



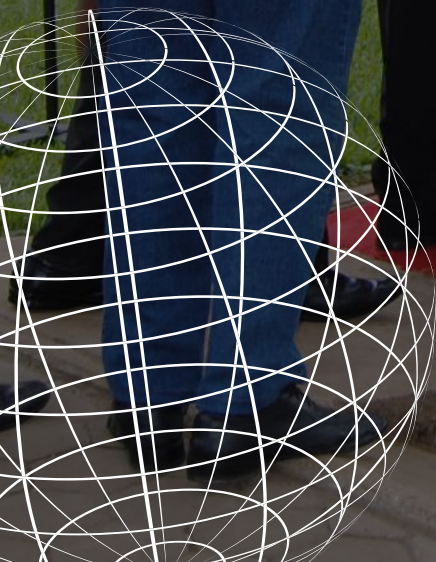
Trade Policy
Training Centre
in Africa

trapca



TRAPCA ANNUAL REPORT

2017



OUR VISION AND MISSION

VISION

trapca aims to be the Centre of excellence in trade policy capacity building for LDCs and low-income countries in sub-Saharan Africa (SSA)

MISSION

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

CORE VALUES

Independence:

Remain neutral and independent to gain the trust of all our stakeholders

Integrity and Professionalism:

Serve with integrity and professionalism by being accountable and transparent in all dealings

Teamwork:

Foster team spirit, collaboration and consultation to maximize synergy for improved service delivery

Innovativeness and Creativity:

Innovative and proactive in seeking better and more efficient methods of service delivery.

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

11th April 2018

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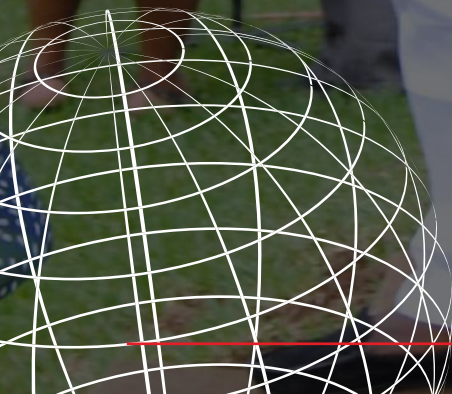
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1.0 EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

The Report aims at documenting progress towards achieving the immediate objectives according to the Annual Work Plan and Budget for 2017. The management is happy to report that **trapca** has successfully conducted 44 courses against planned 36 courses within the period under review. These were 25 advanced courses, six pre-requisite courses (four e-learning and two onsite), one e-learning trade and gender course and 12 executive courses (eight trade facilitation executive courses, three joint executive courses with the Food and Agriculture Organization [FAO]) and one course on Climate Change and Agriculture Negotiations funded through CUTS under PACT EAC 2 Programme. In total, 1,238 students have been trained in the all the courses during the period under review. Therefore, a cumulative total number of 7,861 participants have been trained from 2006 to December 2017.

The 934 students that attended the 31 academic courses during the reporting period account for 120% achievement out of the targeted 780 participants to be trained in the year. The 31 academic courses conducted attracted students from 34 countries. This amounted to a good achievement given that among the 34 countries represented, nine fell under the category of previously underrepresented countries in **trapca**, namely, Central African Republic, Djibouti, Mauritania, Niger, Sierra Leone, Somalia, South Sudan, Sudan and Chad.

With regard to actual expenditure against Budget, **trapca** spent

a total of US\$ 2,504,860.87 against the budgeted amount of US\$ 2,919,066 representing 86% utilization rate of the budget for 2017. This utilization rate represents yet another achievement by **trapca** due to innovations and the cost effective measures put in place. These innovations included restructuring of the pre-requisite courses to e-learning, engaging pro-bono lecturers and rationalization of staffing levels and workload balancing. Consequently, **trapca** realised a provisional saving of US\$ 383,889 accounting for 14% unutilised funds. However, an amount of USD124,472.25 representing 4% of the unutilised fund is committed to the engagement of a consultant for sustainability of the centre and other programming activities. It is projected that the remainder of \$ 259,417 representing 10% of the unutilised funds will be rolled over in the coming years for training programmes as management still places emphasis on training more students in the academic programmes.

In line with the strategy adopted by **trapca**, progress has been made on a number of the sustainability initiatives during the period under review. Strategic partnerships pursued yielded savings through pro-bono lecturers for the courses, activity funding for courses and the policy dialogue event. Potential funding sources were pursued, and management is optimistic of potential opportunities in 2018/19 as the engagements mature.

SUMMARY

934

Academic Courses

213

TF Executive Courses

128

FAO Funded e-learning

19

FAO Funded Executive Course

18

CUTS Funded Executive Course





2.0 PERFORMANCE OVERVIEW

PERFORMANCE OVERVIEW

The objective of this report is to document progress made towards achieving immediate objectives outlined in the project document and **trapca's** 2017 – 2021 strategy. Thus, this report only accounts for progress made during a period of 12 months of the first year of the strategy. In this regard, during the period under review, 1st January - 31st December 2017, **trapca** successfully conducted 31 academic courses and 12 executive courses.

These were:

- 25 advanced courses (13 for Anglophone group in Arusha, 6 for Francophone Group in Arusha, and 6 in Rwanda funded by TMEA);
- Six MSc pre-requisite courses (three e-learning for Anglophone group, one e-learning for Francophone group and two onsite for Anglophone group);
- One e-learning Trade and Gender course;
- Eight executive courses for Members of the National Trade Facilitation Committees in the following eight countries: Lesotho, Liberia, Madagascar, Malawi, Niger, Togo, Uganda and Zambia. The courses were funded by Sida under the auspices of **trapca's** trade facilitation training facility;
- Two e-learning executive courses focusing on Trade, Food Security and Nutrition, jointly offered and funded by the UN Food and Agriculture Organization (FAO);
- One onsite executive course held in Nairobi focusing on Trade, Food Security and Nutrition, jointly offered with and funded by FAO; and
- One executive course on Climate Change and Agriculture Negotiations, funded through CUTS International, was held in Kigali.

Under the academic courses, a total of 934 students were trained: the MSc Pre-requisite courses had 234 students, 40 were in the Trade and Gender e-learning course, and the remaining 660 students attended the advanced courses. The trade facilitation executive courses attracted a total of 213 participants, while the joint executive courses with FAO had a total of 147 participants. In addition, the joint courses with CUTS on climate change and agriculture attracted a total of 18 participants. The summary of courses so far conducted is explained in table 1 below, whereas the Centre's detailed results for the period under review are elaborated in annex 1.

The out-turn of the programmes and courses at MSc prerequisite and advanced levels was positive. In summary, the academic programme activities were generally conducted as per plan. Inclusive of the thesis component for all intakes, the cumulative advanced courses planned for 2017 were 26, and out of these 27 were conducted. These advanced courses lead to a post-graduate diploma advanced level and a Master of Science Degree in International Trade Policy and Trade Law. A total of 72 participants from the advanced courses graduated with the Post Graduate Diploma Advanced, (13 from the Francophone Class, 33 from the Anglophone Class and 26 from the Rwanda Class). On the other hand, 14 participants graduated with a Master of Science Degree in International Trade Policy and Trade Law.

This number excludes the thesis, which is equivalent to 2 courses. Taking the thesis into account and in line with the 2017 AWPB entails that a total of 27 Advanced Courses were conducted.

Item	No of Courses Planned	Actual Courses	Planned Course Weeks	Actual Course Weeks	Course Weeks Deviation	Planned Participants	Actual Participants	Remark
Pre-requisite courses	5 (3eLearning & 2 onsite)	6	15	18	3	160	234	The e-learning courses have a fixed cost hence providing flexibility to accommodate more participants.
Gender e-learning	2	1	2	1	1	20	40	An additional course was rescheduled to 2018.
Advanced Courses	2	27	52	54	2	560	660	26 courses (taught and theses) were planned, 27 were conducted
Total	26	32	69	73	6	740	934	Target was exceeded

Table 1: Out-turn of Academic Programmes - January to December 2017

PERFORMANCE OVERVIEW

One key activity that ensures that programmes are carried out as per **trapca**'s strategy is monitoring and governance which constitutes a critical component of the Centre's activities. The said activity also assesses the performance of **trapca** management and their compliance with the programme. Therefore, during the period under review, a financial audit that focused on the Centre's 2016 activities was undertaken. The auditors gave a clean audit report and management is committed to ensuring that the same result is attained in 2017.

As for the current year, **trapca** has so far held all the four scheduled governance meetings, namely: one Annual Review Meeting, held in May 2017, two Board Meetings, held in June

2017 and November 2017, and one Academic Advisory Council (AAC) Meeting, held in September 2017. The AAC meeting was dedicated to reviewing the curriculum to align it to among other, **trapca** strategies, and the changing trade landscape and to facilitate local accreditation of **trapca**'s MSc Degree. In this context, **trapca** benefitted from inputs from regional economic communities, the WTO, UNCTAD, Graduate Institute, WIPO and the University of Nottingham.

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

Table 2: Governance and Monitoring Activities Matrix

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

Nr.	DETAILS	2017	31-10-2017	31-10-2017
		BUDGET	ACTUAL	VARIANCE
1	Personnel Cost	627,398.00	542,484.20	84,913.80
2	Programme Cost	2,062,307.00	1,818,051.40	244,255.60
3	Administration Costs	74,200.00	48,659.48	25,671.52
4	Acquisition of Assets	16,000.00	0	16,000.00
5	Monitoring and Governance	139,160.00	126,112.00	13,048.00
	GRAND TOTAL	2,919,066.00	2,504,860.87	383,888.92

Table 3: Summary Expenditure Report for January - December 2017

Comment on variance

The unutilized funds account for 14% of the total programme budget for 2017. The favourable variance is a result of the savings on the personnel cost budget line of 3% due to the restructuring of the Centre organogram. The new organogram does not include the positions of the two Programme Assistant whose duties and responsibilities were re-distributed among staff. In addition, the Senior Accountant position was downgraded to Accounts Clerk. The redistribution of the responsibilities for the Programme Assistant was a result of the reduction in the resource envelope of the Centre. Also, **trapca** restructured its pre-requisite courses to make them more accessible to more participants at the least cost possible. The Centre further engaged pro-bono lecturers in the context of its existing partnerships and ensured that participants benefit from the practitioners in the field of international trade. These initiatives generated a saving of 8% of the total budget. The balance of 3% accounts for committed costs and the engagement of a consultant for mobilising funds or additional donors accounts for almost 80% of the cost.

PERFORMANCE OVERVIEW

2.1 PROGRAMME PERFORMANCE MONITORING

2.1.1 Result Analysis Framework (RAF)

This section documents progress towards attainment of the objectives enumerated in the Programme document as elaborated in the 2017 Annual Work Plan and Budget. This forms part and parcel of the monitoring of Management's performance that is done through the Annual Review Meetings, ESAMI (on prudent utilization of resources), as well as the **trapca** Board.

During the period under review, 43 courses were conducted. These were 25 advanced courses, 6 pre-requisite courses (4 e-learning and 2 onsite), 1 Trade and Gender e-learning course, and 11 executive courses.

Table 6 under Annex 1 shows the detailed results achieved by the Centre against the key performance indicators for the period under review.

2.1.2 Short Courses



Owing to the constrained budget and to leverage on its e-learning infrastructure, **trapca** has changed the mode for offering the MSc pre-requisite courses from onsite to e-learning. This was implemented initially with 50% online and the other 50% onsite. However, based on the review and lessons learnt from the first half of the year and four years' experience of running e-learning courses, the pre-requisite course was made an eLearning course. This was tested with the pre-requisite course for the Francophone. Building on this experience, the pre-requisite courses will be offered 100% online hence providing training opportunities to many participants relative to the onsite format of course delivery.

Out of a total of six MSc prerequisite courses that were offered, five were for the Anglophone group while the last one was for the Francophone Group. A total of 234 participants took part in these courses compared to the planned 200. The list of courses offered as well as the number of participants in each of these courses is reflected in Annex 2, under Table 7.

2.1.2.1 MSc Pre-Requisite Courses for Anglophone Group



The MSc pre-requisite courses for the Anglophone group were conducted during the first half of the year 2017, and as highlighted above, they were conducted through blended learning with 50% online and the other 50% onsite. **trapca** offered 3 eLearning pre-requisite courses, (TRP 400A): MSc pre-requisite Course in Trade Policy and Trade Law. A total of 160 participants took part in the three courses. The Management is pleased to report that a total of 104 participants attended the first 2 eLearning courses, while the remaining 56 participants attended the last e-learning course. Each e-learning course was offered through the **trapca** e-learning platform for a maximum duration of three weeks. The first two weeks were dedicated to International Trade Law, and the last week was dedicated to the Economics of International Trade. Assessments included online assignments and online examinations for each module.

In terms of performance, out of the 104 participants from the first two courses, 69 completed the course, while 35 partially completed the allocated tasks translating to a 66 % completion rate as illustrated in figure 1.

The MSc pre-requisite course was split into two parts: the first part offered online for 3 weeks (400A), and the second part offered onsite for 3 weeks (400B)

PERFORMANCE OVERVIEW

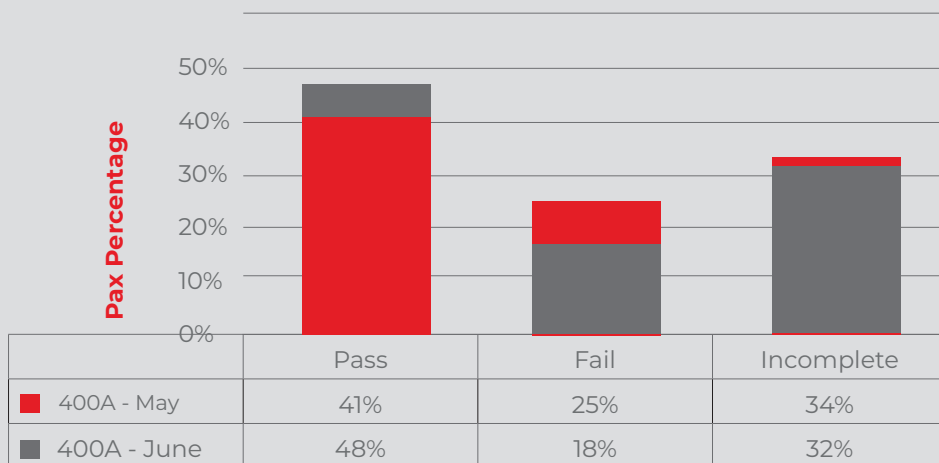


Figure 1: Participants Pass and Completion Rate in the E-learning MSc Pre-requisite courses

As highlighted above, 35 out of the 104 participants did not complete the course. The majority of the 35 participants that partially completed the allocated course tasks and assessments attributed this partial completion to internet connectivity related challenges, while some cited work-related assignments. The June class recorded a 48% pass rate out of the 69 participants who completed the course. Those that did not complete the tasks will be facilitated to do so during the subsequent MSc pre-requisite intakes. The Management has planned to put mitigation measures, such as providing the exam and quizzes over a 3 three day period to provide more flexibility to participants against internet connectivity

challenges in 2018 academic year.

On the other hand, performance in the two onsite MSc pre-requisite courses (TRP 400B) offered in ESAMI campus reflects an average of 72% pass rate as illustrated in figure 2. These classes attracted a total of 46 students, out of whom 33 passed, 19 from the June class and 14 from the July class. These students were on campus for three weeks and they were taken through aspects of quantitative trade policy analysis. Plans are currently in progress to facilitate supplementary examinations for those that failed the assessments under this course.

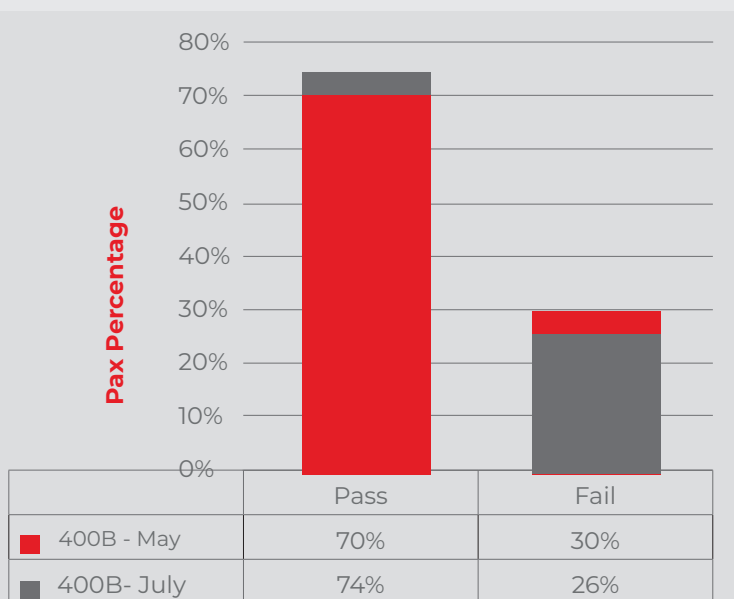


Figure 2: Participants Pass Rate in the Onsite MSc Pre-requisite Courses

The students that passed the MSc pre-requisites became eligible for enrolment into the Advanced Courses that lead to the Award of the Master of Science Degree. So far, out of the 33 participants that had successfully gone through both the off-site and on-site pre-requisites, 30 commenced their studies in advanced courses. Out of the 33 participants, 10 of these graduated with an Executive Post Graduate Diploma-Advanced Level during the November 2017 Graduation.

PERFORMANCE OVERVIEW

2.1.2.2 MSc Pre-Requisite Courses for Francophone Group

The full online offering of the MSc pre-requisite course to the Francophone reflected a 42% pass rate as illustrated in figure 3. In terms of numbers, out of 34 participants that were admitted, 21 completed the course, while ten partially completed the allocated tasks and three were not active. Most of the ten participants that partially completed the allocated course tasks and assessments attributed this partial completion to internet connectivity related challenges while some cited inability to balance work related assignments and studies. In terms of performance, a pass rate of 42% was attained equivalent to 13 out of the 28 active participants. The performance distribution was as follows: three obtained grade B, three obtained grade C, five obtained grade D, and the last two obtained grade E.

Management is pleased to report that six of the 13 participants that passed the course have commenced classes at the advanced level. On the other hand, the six participants that failed the course together with the nine that did not take all assessments will be facilitated to take Supplementary examinations and deferred examinations, respectively.

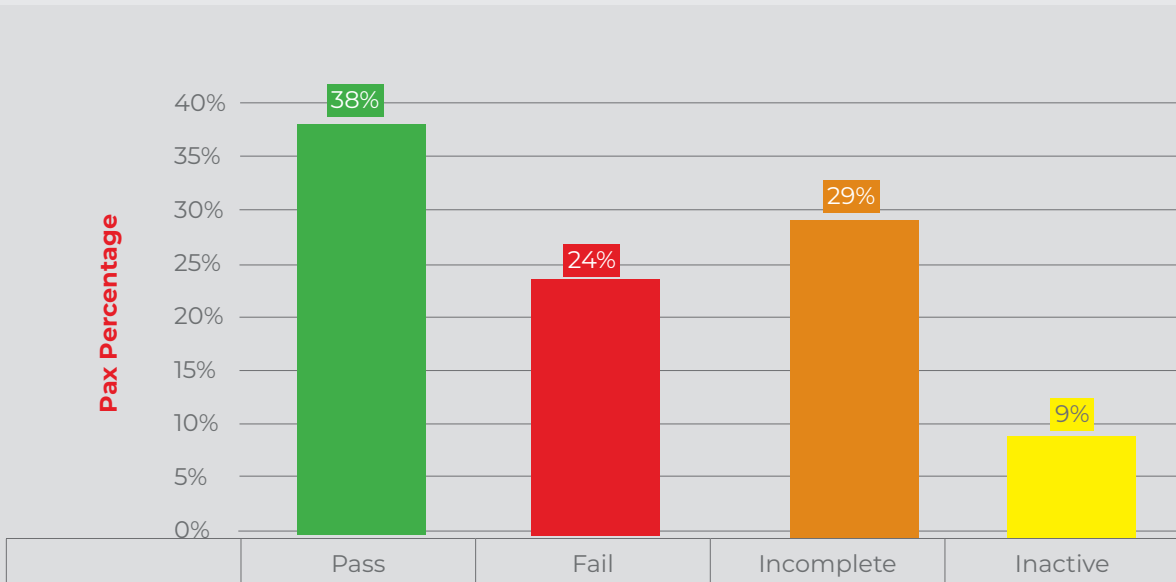


Figure 3: Participants Pass Rate in the Onsite MSc Pre-requisite Courses



PERFORMANCE OVERVIEW

2.1.3 Advanced Courses



During the period under review, a total of six (6) advanced courses were conducted in Rwanda and 19 in Arusha translating to 25 (27 with the thesis) out of the planned 26. Of the courses offered in Arusha, six were for the Francophone cohort, while the other 13 were for the Anglophone cohort.

The charts below show the performance of participants in the 20 of the 25 taught Advanced Courses offered during the period under review. Generally, the performance across the courses registered very good pass rate on average as reflected by figure 4(a) and figure 4(b).

The distribution of the students' performance across the advanced courses is illustrated in figure 4. All the 19 participants passed on first attempt in the TRP 502: Legal Foundations of Trade and Trade Policy module offered to the Anglophone Group in July, while one student passed on second attempt in the module offered in June. However, 14 students passed on first attempt in the TRP 502: Legal Foundations of Trade and Trade Policy offered to the Francophone Group, while 14 students passed on first attempt, two passed after taking supplementary exams, and 4 are expected to take supplementary examinations during the subsequent set of courses. A total of 53 participants passed and 11 participants failed the examinations for the three TRP 501: Economic Foundations of Trade and Trade Policy courses conducted in Arusha. In terms of distribution, 15, 23 and 15 students passed the examinations for TRP 501 Francophone and for May and July Anglophone courses respectively. The TRP 501 Francophone class recorded two students who failed the exams. In the Anglophone classes two students failed the May exams and seven failed the July examinations. The students who failed will be expected to take supplementary examinations when the courses are next offered.

As highlighted above, this number excludes the thesis, which is equivalent to 2 courses. Taking the thesis into account and inline with the 2017 AWPB entails that a total of 27 Advanced Courses were conducted.

At the time of preparation of this report, grades for two courses conducted in Rwanda and one other course conducted in Arusha were yet to be submitted.

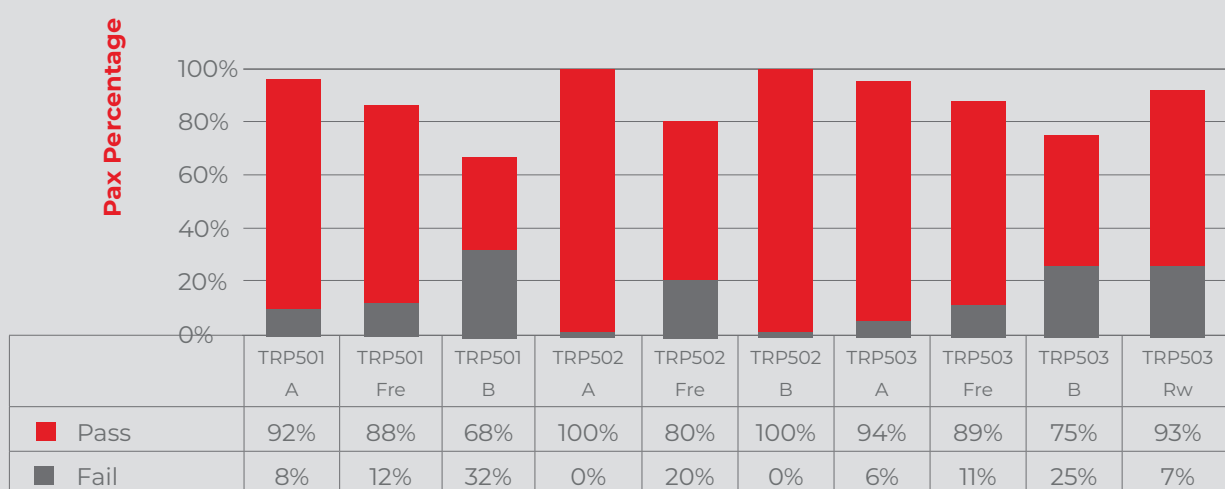


Figure 4(a): Performance in Advanced Cores Modules

PERFORMANCE OVERVIEW

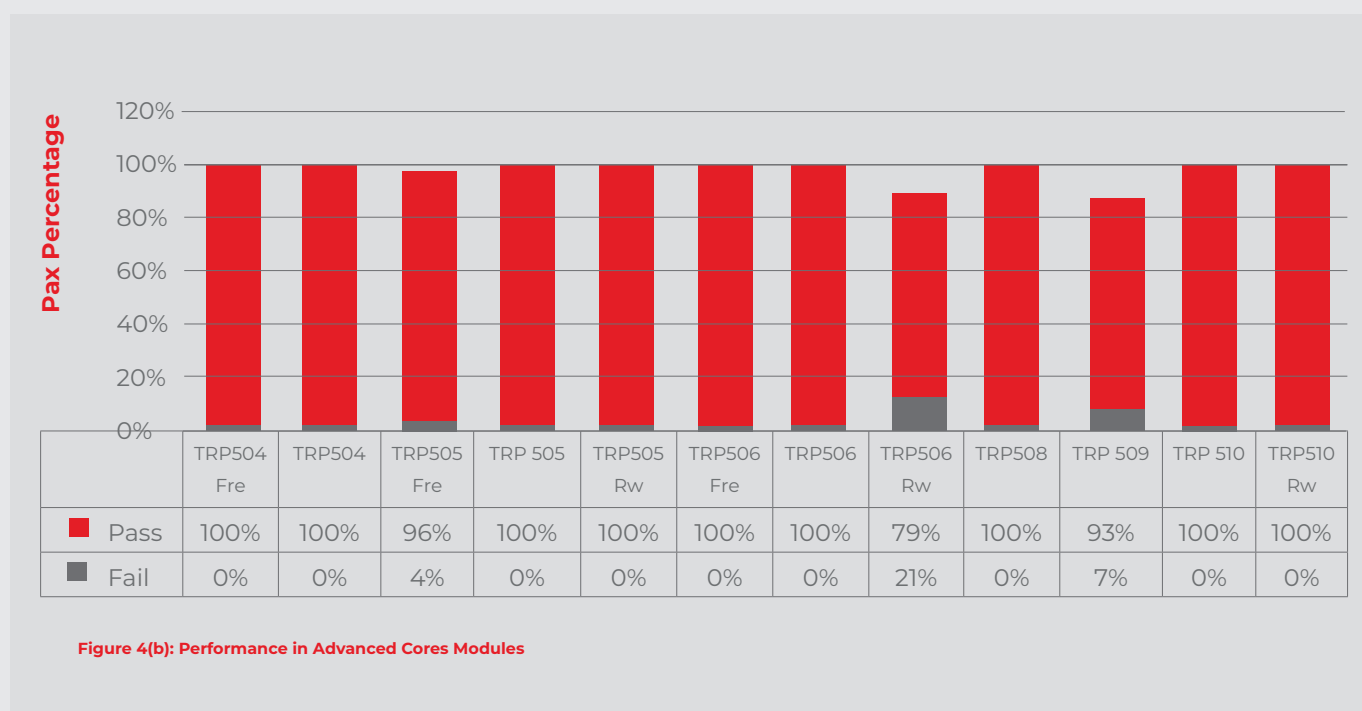
Twenty seven (27) students successfully passed the TRP 503: Tools for Trade Policy Analysis course. Of the 27 who passed the exam, six students passed the course after taking a supplementary examination. Two students will have to retake the module after failing the supplementary exam in the Rwanda cohort. Under the Francophone group, fifteen (15) passed (twelve (12) on first attempt, three (3) on second attempt), and two students are scheduled to take a supplementary examination. A total of forty three (43) students passed in the two Anglophone classes conducted in Arusha. Seven (7) students failed the TRP 503 Anglophone exam and they are expected to take the supplementary examinations next time the courses will be offered

The course codes for the three courses offered during the period under review are;

- TRP 501: Economic Foundations of Trade Policy
- TRP 502: Legal Foundations of Trade Policy
- TRP 503: Tools for Trade Policy Analysis
- Since these courses were offered to three groups, the acronyms used against the courses are as follows:
 - o **A:** the first of the two groups of students from the English speaking African LDCs and LICs that took the courses in Arusha, while B refers to the second group
 - o **Fre:** refers to courses offered to students from French Speaking African LDCs
 - o **Rw:** refers to courses offered to the group under the Rwanda program.

The course codes for the courses offered during the period under review are;

- TRP 504: Sectoral Trade Policies
- TRP 505: Political Economy of Commercial Policies and Development
- TRP 506: Logistics and Trade Facilitation
- TRP 506 ((Rw) Rwanda & (Fre) French): Drafting and Interpretation of Trade Agreements
- TRP 508: Trade Negotiations and Cooperation
- TRP 509: Trade in Services
- TRP 510: TRIPS and TRIMS



PERFORMANCE OVERVIEW

Compared to the core modules, there was generally very good to excellent performance in the elective modules, with an average pass rate of 90 % for the Rwanda class, 99% for the Francophone class, and another 99 % for the Anglophone class. Under the Rwanda class, six students failed TRP 506 and these are expected to take supplementary examinations during the first quarter of 2018. One student failed TRP 505 in the Francophone class, while in the Anglophone class, two failed TRP 509. These are expected to take supplementary examinations in 2018.

In terms of overall performance in the advanced and MSc programme, the Centre registered 66 graduates who were awarded Post-Graduate Certificate in International Trade Policy and Trade Law, Advanced level out of which 40 were from the Arusha Intake and 26 from the Kigali intake. In addition, the Centre registered 14 graduates who were awarded the MSc in International Trade Policy and Trade Law degree from the Arusha intake.



PERFORMANCE OVERVIEW

2.1.4 Trade and Gender E-learning Course

One eLearning Trade and Gender course was offered from 3rd to 7th of July 2017 with a total of 40 participants. More participants will be trained under the Trade and Gender Course during the year 2018.

2.1.5 Executive Courses



2.1.5.1 Trade acilitation Training of Trainers Courses



A total of eight executive courses were offered under this stream and three of these courses were offered in Francophone African LDCs, while the other five were offered in English Speaking LDCs in African Countries. These courses took the form of content-based training of trainers (ToT's) focusing on participants that relay technical knowledge on implementation of trade facilitation to fellow work mates. trapca offered the courses on a first come first served basis. The first eight countries that responded to the training offers were: Lesotho, Liberia, Malawi, Madagascar, Niger, Togo, Uganda, and Zambia. Many other countries could not be accommodated due to limited funding. In total, 213 representatives from the public and the private sector benefited from the program funded by Sida. These participants were identified through the Ministries coordinating the National Trade Facilitation Committees (NTFCs) in the respective countries. The majority of the participants that were identified by these Ministries were government officers designated as NTFC committee members from line ministries and government departments, while a few were representatives of chambers of commerce and private associations that are also members of NTFCs.

As pertains to content, the course received overwhelming appreciation in respect of its focus on specific implementation challenges and best practices suitable for Sub-Saharan LDCs. In almost all countries that took part, it was noted that implementation of the Trade Facilitation Agreement (TFA) will be the single most challenging issue. In this regard, though countries received capacity building from a variety of donors, these initiatives mostly fell short of undertaking an in-depth assessment regarding the categorization of measures under Categories A, B, and C of the WTO's Trade Facilitation Agreement. Key to this observation was the fact that initiatives were largely focused on customs agencies to the exclusion of other equally important agencies and the private sector. It emerged that the private sector was largely uninformed of the implications of TFA both in terms of potential risks and opportunities that may arise from its implementation. The cross- sectoral nature of trade facilitation was therefore found to be at a nascent level of understanding in as far as mandates of various institutions were concerned. Consequently, a lot of work will be needed to address the institutional and technical dimensions of TF. It was noted that most trainings have so far focused on central administration including in the area of customs. A much more decentralized training is therefore needed if the officials on the ground are to have full access to relevant training. In this regard, all countries requested for a repeat course with a longer duration subject to the availability of funding.

In terms of the approach, it was acknowledged that the greater part of the sustainability of TF lies in building domestic expertise, and the ToT's approach was the best guarantee of sustainable implementation of TFA.

2.1.5.2 trapca-FAO Executive Courses on Trade & Agriculture



In line with the 2017-2021 **trapca** strategy, on 15th June 2017, **trapca** and FAO signed a Letter of Agreement (LoA) to facilitate the joint offering of two eLearning courses and the hosting of two regional dialogues by **trapca** between July and November 2017. Under the LoA, the FAO fully funded the design and offering of the activities stated in the agreement. The first eLearning course focused on Trade, Food Security, and Nutrition. The course attracted 64 participants and was conducted over a period of five weeks from 31st July 2017. A day's dialogue that was jointly organized in Nairobi followed the first eLearning course. The participants totalling 19 were drawn from several Eastern and Southern African Countries as indicated in the section on country distribution. The last eLearning course was conducted from 16th October to 10th November 2017. This course had a total of 64 participants who were focusing on the WTO Agriculture Agreement and other related agreements. The 20 successful candidates were identified to come to Arusha for a follow-up dialogue, which will center around the formation of a regional network to be coordinated by **trapca** and funded through FAO. In line with the LoA between FAO and **trapca**, the FAO will pay for the hosting of the network platform on the **trapca** website. The platform will be utilised for sharing and discussion of topical trade policies affecting trade in agriculture within the Eastern and Southern

African Countries. **trapca** and FAO expects to work together again in 2018 to offer similar courses to the French Speaking African Countries.

2.1.5.3 Climate Change and Agriculture Negotiations Executive Course

Following up on the series of training that **trapca** conducted under the Promoting Agriculture- Climate-Trade linkages in the East African Community (PACT EAC 1 Programme), CUTS International requested **trapca** to conduct a training that aimed at facilitating capacity building of capacity for officials from the EAC partner States to effectively engage in climate change and agriculture negotiations. Consequently, **trapca** offered an executive course on Climate Change and Agriculture Negotiations to 18 participants from the five EAC Partner States. The training was conducted with funding from CUTS International under the PACT EAC 2 Programme, in Kigali, Rwanda from 6th to 7th September 2017.



PERFORMANCE OVERVIEW

2.1.6 Annual Conference 2017



In partnership with four other universities trapca held the 2017 Annual Conference under the theme: 'The Emergence of New and Dynamic China-Africa Economic Relationships: International Economic Law Perspectives.' This was in line with the 2017-2021 trapca strategy, which calls for activity-based partnerships. The four Universities that trapca partnered with are: Lund University, Faculty of Law University of New South Wales (Australia); Renmin University Faculty of Law (Asia), and University of Cape Town Faculty of Law (Africa). Regarding the funding of the conference, the University of New South Wales provided 66% of the needed resources in monetary terms for the conference's total budget.

Paper presenters came from universities in Australia, Canada, China, Hong Kong, Germany, South Africa, Sweden, Switzerland, United Kingdom, and trapca. The conference was conducted from 22nd – 24th November 2017. It covered several areas, clustered under 4 themes, namely: China and Africa: General Aspects of the Economic Relationships; The Investment Law Context: General Perspectives; The Investment Law Context - Sustainable Development; The Investment Law Context: Dispute Settlement and Case Study. Most papers presented covered a variety of topics of relevance to Africa. Other papers covered areas of prospective importance to Africa hence highlighting the importance of future preparedness regarding emerging standards in the sectorial regulation of foreign investments. Bilateral Investment Treaties between African Countries and the rest of the world occupied the centre stage of the deliberations. In particular, the inconsistencies of various provisions of these treaties highlighted the fact that most African countries adopt templates from other countries with little of their inputs on the terms of such Treaties. Political influence and vested interests in foreign investment were rendered part of the challenges leading to the adoption of agreements that do not favour African economic prosperity. Moreover, inadequate knowledge and capacity by government officials dealing with complex foreign investments were cited as a challenge as well. Most significantly, it was noted that the Chinese approach to investments in Africa is largely bilateral and government-to-government driven. In this context, China was deemed to have less interest in entering into bilateral investment treaties with African countries. The conference covered other relevant areas such as competition policy and law, trade, and the environment.

In line with the trapca strategy to foster technical cooperation and resource sharing partnerships, this conference realised these twin objectives. It brought together key institutions from the academia involved in trade issues that drew important insights into the China-Africa relationships in a changing global landscape. Importantly, the institutions brought in needed funding to enable the conference to take place. In this regard, the conference realised increased visibility of trapca within the research think tanks, increased relevant networks, and useful insights on Africa-China trade arrangements. In addition, the organisers dedicated a day for networking and tourism as a learning journey

The above notwithstanding, future conferences should ensure that the structure of the conference does not interfere with ongoing courses. This can be achieved by ensuring that trapca classes do not run parallel to the conference timings. Moreover, and subject to availability of funding, we will explore organising future conferences on the margins of key regional, continental and international trade and trade-related events. This is important to ensure the participation of key stakeholders from the trade policy fraternity already participating in the main events. In addition, it will serve the objective of marketing trapca products to key and relevant target beneficiaries, potential donors, and potential experts who may offer services to trapca on a pro-bono basis and a creation of some partnerships.

Some conference papers were however not of immediate relevance to Africa and this will be mitigated by having papers submitted in advance. Due to staff time spent organising such events, trapca has paused the organisation of future conferences to determine its relevance in our work given the current lean staffing levels.

PERFORMANCE OVERVIEW

2.1.7 Country Spread, Gender Spread, Sector Spread and Feedback

During the period under review, **trapca** continued with marketing missions aimed at ensuring that the Centre's visibility is maintained. Marketing of courses was conducted through printing and distribution of brochures to target markets as well as market visitation by ESAMI. Because of these efforts, **trapca** was able to attract applicants from some of the underrepresented countries as reflected in the sections below.

2.1.7.1 Country Spread



trapca trained 894 participants in the 31 academic courses conducted during the period under review. These participants were drawn from a total of 34 African countries. Under the MSc Pre-requisite courses, there were 234 students drawn from 32 countries. In terms of the target beneficiaries, 28 of the represented 34 countries were African Least Developed Countries (LDCs), comprising 12 Francophone and 16 Anglophone. The country spread for the TRP 400 courses is reflected in figure 5 below.

On the other hand, the remaining 660 students that attended the advanced courses were drawn from 25 countries as illustrated in figure 6 below.

It is important to note that out of the 28 LDCs that were represented in the academic courses, nine are those that have previously been underrepresented in **trapca** courses, namely, *Central African Republic, Djibouti, Mauritania, Niger, Sierra Leone, Somalia, South Sudan, Sudan, and Chad.*

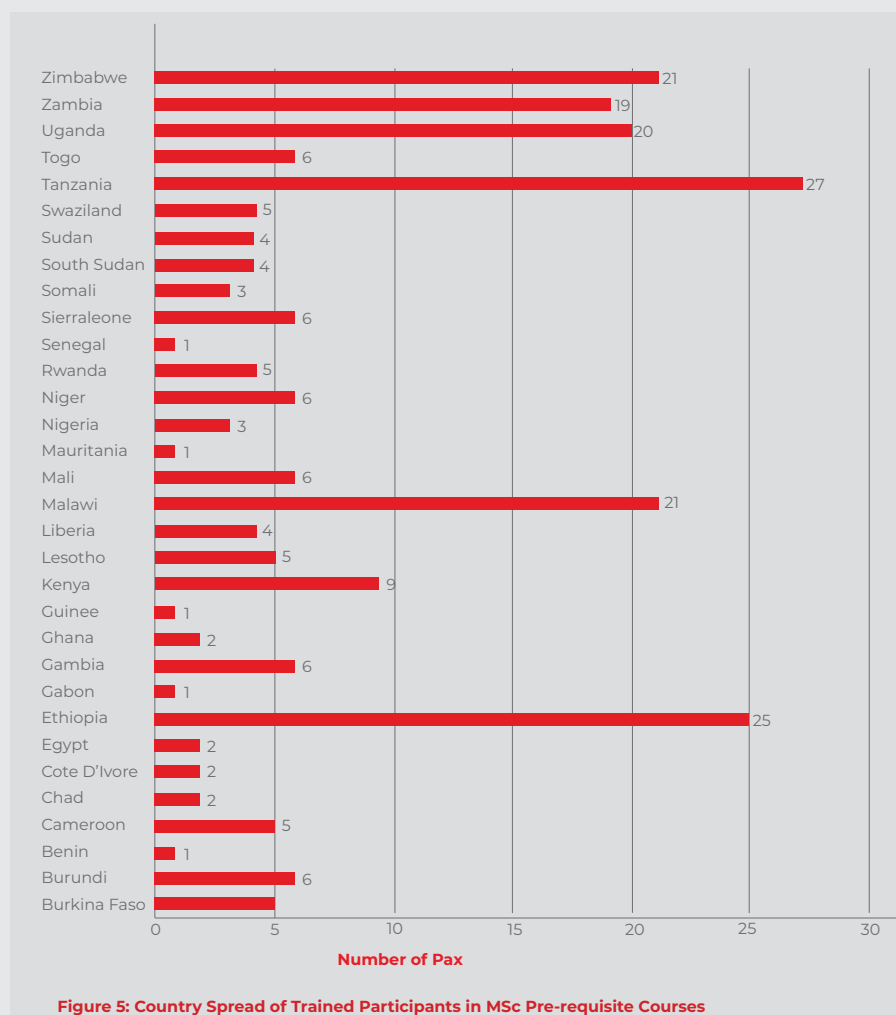


Figure 5: Country Spread of Trained Participants in MSc Pre-requisite Courses

In the coming year, **trapca** will work on facilitating access to the courses by those countries that were not represented as well as those that had few representatives to attend the TRP 400 course. This will increase the pool from which to draw eligible candidates for the Advance Courses.

As shown below, two of the 28 LDC participants that attended the TRP 400 courses were not represented in the Advanced Courses as the students from those countries did not complete all the assessments in the TRP 400 courses. Once they complete all pending assessments, these will become eligible for admission into the advanced courses.

PERFORMANCE OVERVIEW

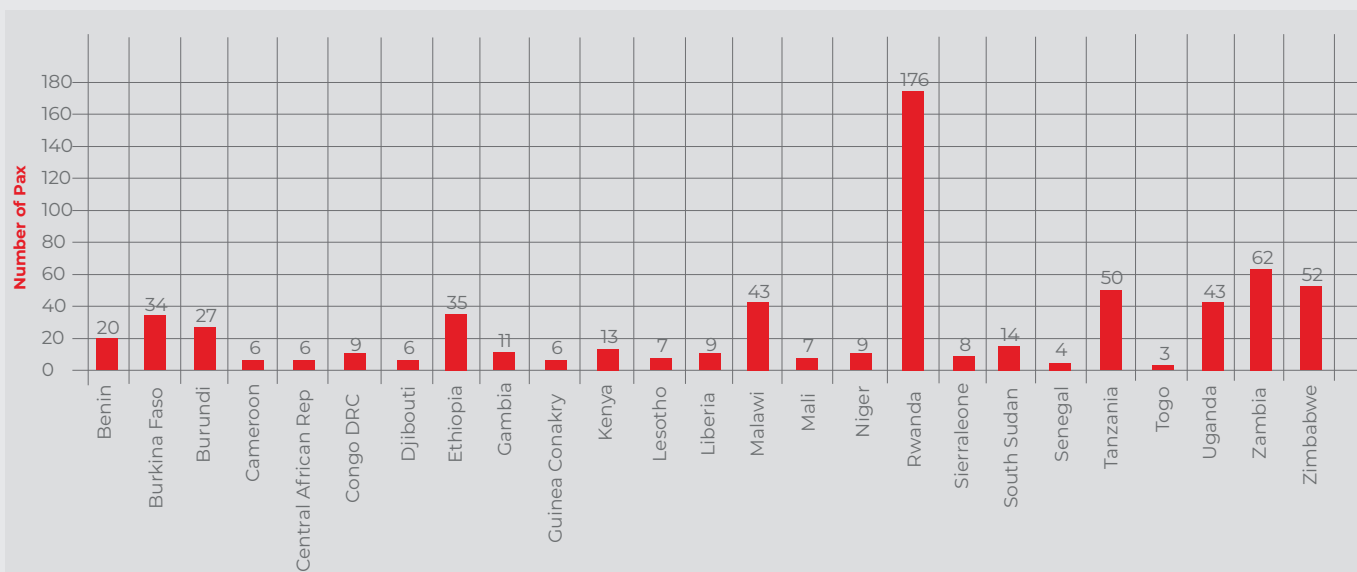


Figure 6: Country Spread of Trained Participants in Advanced Courses

It is pleasing to note that this coverage represents 93% of the English-speaking African LDCs and 80% of all French-speaking LDCs respectively. **trapca** has put in place plans to ensure participation in its courses of the remaining English-speaking as well as French-speaking LDCs.

2.1.7.2 Country Spread for Executive Courses

The 128 participants that took the 2 e-learning courses conducted jointly by **trapca** and FAO were drawn from 20 Eastern and Southern African Countries that are depicted in figure 7 below:

- Eritrea was the only English-speaking African LDCs not represented.
- Comoros and Madagascar were the French-speaking African LDCs not represented in the courses. Efforts are underway for these countries to be represented in 2018.
- Angola, Guinea Bissau, Mozambique and Sao Tome are Portuguese-speaking LDCs and these were not represented as no courses were offered in Portuguese language. However, some participants from Mozambique attend the courses conducted in English.

PERFORMANCE OVERVIEW

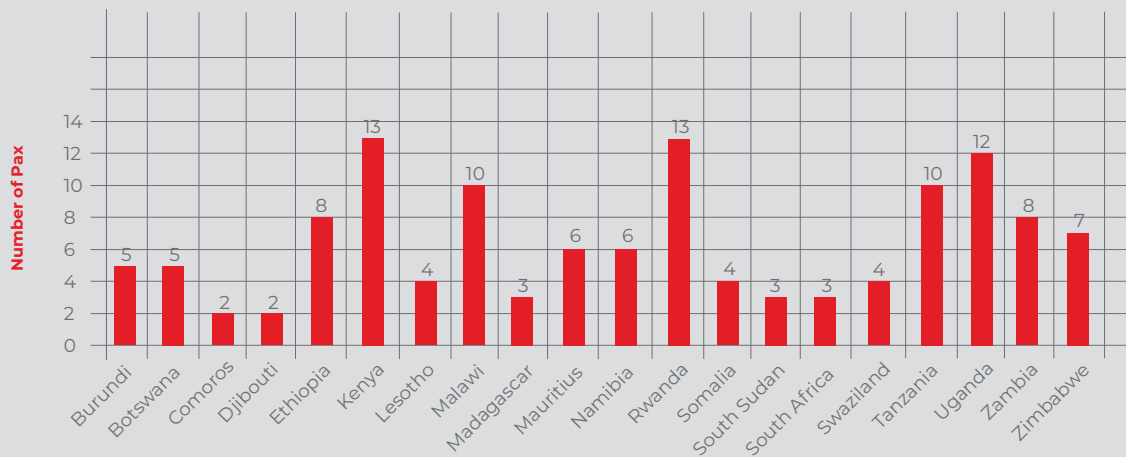


Figure 7: Country Spread of Trained Participants in trapca-FAO Executive Courses

These 128 participants courses were largely senior officials from Ministries of Trade, Agriculture and Finance, Standards Bureaus, Investment Promotion Authorities, and National Development Boards.

2.1.7.3 Gender Spread

The overall gender spread in the 29 academic courses offered represented more males than females, with 70% male and 30% female in Advanced Courses, and 69% male and 31% female in MSc prerequisite courses as indicated in figure 8 below.

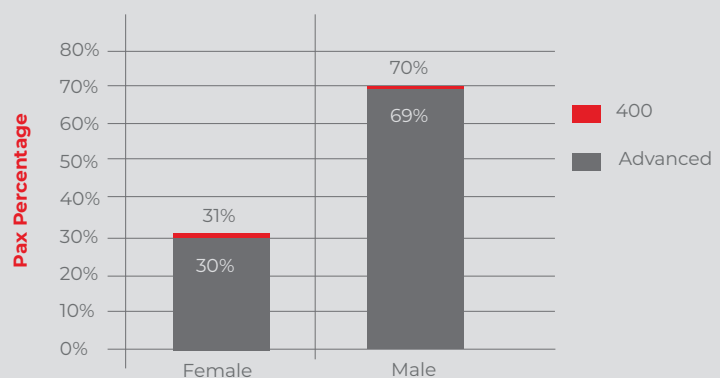


Figure 8: Gender Distribution Graph for January – December 2017

During the process of scholarship awards, trapca ensures that preference is given to qualified female participants to facilitate better gender spread.

The gender spread in the two categories of executive courses offered during the period under review is reflected in figures 9 and figure 10 below.

PERFORMANCE OVERVIEW

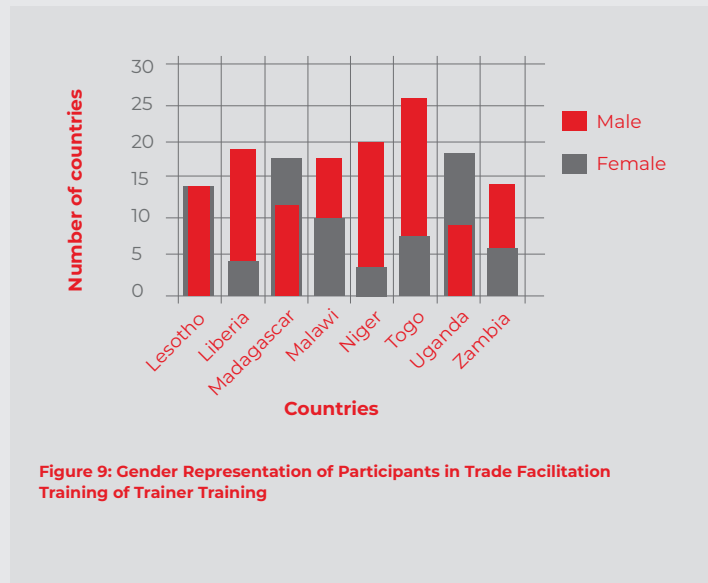


Figure 9: Gender Representation of Participants in Trade Facilitation Training of Trainer Training

As illustrated in figure 9 above, the TOT training were was largely dominated by male participants. This constituted 62% to 38% by of female participants. The outturn confirms the fact that in most countries the trade field is dominated by male participants. At the disaggregated level, in countries such as Niger, Togo, and Liberia illustrated large male-female disparities with the latter category being underrepresented. This is a typical case in most courses offered by the Centre covering the West African region, particularly Francophone. While for Lesotho, the gender representation reached a parity level, Madagascar and Uganda had the highest level of females represented in the course relative to male participants.

Equally, the Executive Course on Trade, Food Security, and Nutrition that trapca jointly offered with FAO had more male than female participants as depicted by in figure 10 below.

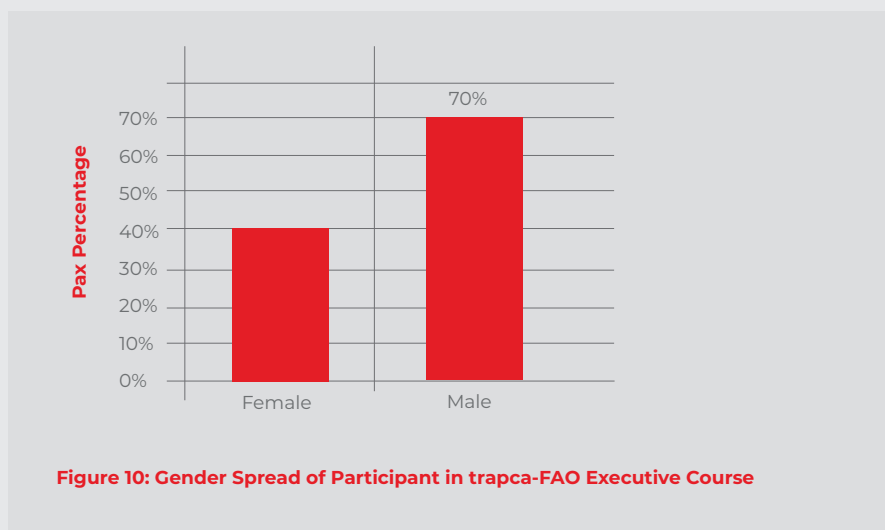
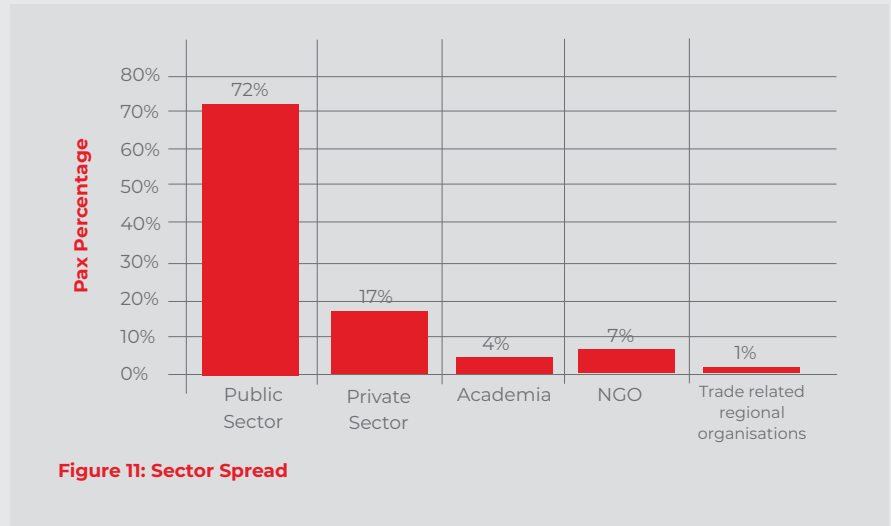


Figure 10: Gender Spread of Participant in trapca-FAO Executive Course

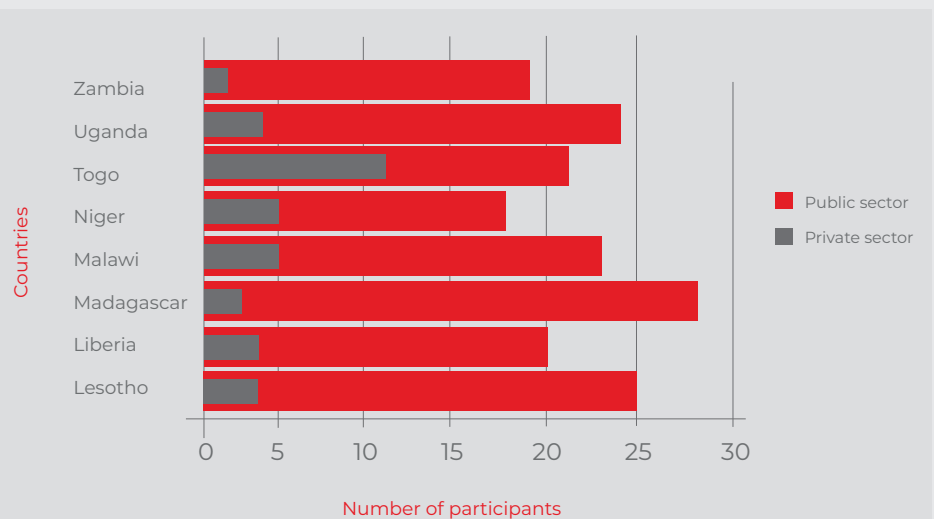
2.1.7.4 Sector Spread



Typical representation in terms of sectors was characteristic of the participants who participated in the courses. Out of a total of 894 participants who attended regular courses during the period under review, 642 participants (72%) were from Public Sector, 150 participants (17%) were from Private Sector, 32 participants (4%) were from the Academia, 60 participants (7%) were from Non-Governmental Organizations and 10(1%) were from trade related regional/international organisations such as TMEA.



On the other hand, the sector spread for the Trade Facilitation ToTs is illustrated by the figure below.



As per figure 11 above, the public sector was the most represented in the courses relative to the private sector. While it is important for the private sector to take part in the training, during the actual trainings it was noted that most challenges that relate to the private sector were associated with inefficiencies of most line ministries and agencies other than customs. It was revealed that agencies were not aware of the trade facilitation agreement, its implications to their daily activities and their overall mandates. This notwithstanding, sector spread was largely skewed towards the public sector.

PERFORMANCE OVERVIEW

2.1.7.5 Feedback from Students



At the end of each module, all students completed evaluation forms using the trapca e-learning platform. The forms contain questions requiring the students to evaluate both the lecturers and the module itself. Based on the evaluations that were done during the period under review, the overall impression of the courses as evaluated by the students was as follows:

(a) Expectations: Seventy-five percent (75%) of the students who evaluated the courses stated that; their overall expectations of the courses they undertook were fulfilled. This result is a thirteen (13%) decrease in comparison to the feedback received during the same period in 2016. The drop is attributed to the fact that trapca had introduced a new mode of delivering pre-requisite courses through eLearning and this being the pilot group, the academic rigor of the program exceeded the anticipation levels of some participants who were taking trapca's eLearning courses for the first time. To this end, twenty five percent (25%) 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: Eighty percent (80%) of the students who evaluated the courses rated the course content and delivery as excellent, while the remaining twenty percent (20%) of the students rated the courses as very good. Overall, the students perceived the content of the course positively.

(c) Course Materials: Seventy-eight percent (78%) of the students rated the course material and literature used for trapca courses excellent. Twenty-two percent (22%) of the students rated the course material as very good. This is seven percent (7%) drop from same period last year. The drop was because of website navigation challenges experienced by eLearning students, some of whom were not very familiar with eLearning portal. The students also had challenges with Internet connectivity back in their countries, hence, they were not able to download the course materials in good time for lectures. trapca undertook mitigation measures through induction sessions which served to familiarize the participants with the eLearning portal.

(d) Time for delivery and navigation of the e-platform: The eLearning course students commented on the time allocated for the online course as too short to master the subject. Some of them complained that they were using an eLearning platform for the first time and hence resulting in less participation.

To address these challenges, trapca undertook several mitigation strategies. First, it introduced an online orientation week before commencement of the actual eLearning classes and this has facilitated familiarity with the platform by enrolled students. Further, during facilitation of the modules, trapca staff members have been utilizing the inbuilt flexibility mechanisms in the eLearning platform so as to accommodate students coming from countries with slow Internet connection and this has proved helpful in facilitating completion of the course by such students.





3.0 MONITORING AND GOVERNANCE

MONITORING AND GOVERNANCE

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

3.1 FINANCIAL AUDIT

During the period under review, a financial audit was undertaken as part of regular monitoring and governance activities. Ernst and Young conducted a financial audit in March 2017 for the year ended 31st December 2016. The audit concluded that the financial statements and accounts presented a true and fair view of the state of affairs as at 31st December 2016. The Board approved the audited accounts during their first meeting for the year 2017.

3.2 ANNUAL REVIEW MEETING



The 10th Annual Review Meeting took place in Arusha on 10th May 2017. The Annual Review Meeting had representation from Sida, ESAMI, and Lund University. The meeting mainly focused on strategies being considered to facilitate the sourcing of additional funding for the Centre and its sustainability. The meeting further noted the good feedback and valuable information generated through the tracer surveys in 2010, 2012, and 2015 and proposed that a survey be carried out every year. It was suggested that a simpler online questionnaire could be used every two years, while a more comprehensive survey carried out by consultants every three to five years. This is on account of the complete cycle of the **trapca** students from the MSc programme which runs on average three years. In addition, the meeting discussed the performance of the centre for the past six years with regards to the following;

- Lessons learned under the newly introduced e-Learning Courses.
- Strategies that **trapca** has put in place to minimize student dropout rates concerning the e-Learning;
- Sustainability measures with regard to concerning the mode of delivery of pre-requisite courses;
- Actual headcount of the number of participants trained during the periods under review and;
- Lessons learned under executive courses offered on a commercial basis for sustainable revenue inflow to the Centre.
- Clarity regarding availability, criteria, and amounts for scholarships

3.3 BOARD MEETINGS



The Board had its first meeting during the period under review on 2nd June in Kigali, Rwanda, 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 2016
- Approval of the audited financial statements for 2016.
- Approval of the change of Auditors and engaging new auditors for the year 2017 and
- Approval of the Progress and financial report

The second Board meeting took place on 8th November 2017. The meeting focused on:

- Review of **trapca**'s performance for the period January to October 2017, on both the programme and financial components.
- Approval of the 2018 Annual Work Plans and Budgets for **trapca**.
- Discussion on progress towards **trapca**'s sustainability

MONITORING AND GOVERNANCE

3.4 ACADEMIC ADVISORY COUNCIL MEETING

The AAC met on 29th September 2017 and considered the following items: Training Review for January-September 2017; Mainstreaming and aligning **trapca** programmes to the strategy and review of the curriculum. The AAC made several proposals and recommendations on curriculum review, which was the major item of this year's meeting, and management is in the process of effecting the recommendations.



3RD TRADE POLICY RESEARCH FORG
Theme: Trade Policy for Growth in Africa
29 - 30 July 2010, Arusha, Tanzania



4.0 OUTREACH AND SUSTAINABILITY ACTIVITIES

OUTREACH AND SUSTAINABILITY ACTIVITIES

In line with trapca's strategic objectives of effective partnerships and sustainability, several activities under these two objectives were conducted during the period under review.

4.1 EFFECTIVE PARTNERSHIPS



In line with the strategy adopted by trapca, effective partnerships are structured under three levels: technical cooperation that leverages the expertise of the partner institutions; resource sharing cooperation that leverages the partner to provide part or all the required financial resources for a joint offering of courses/programmes/policy dialogues; and potential client partnerships, where clients approach trapca for very specific and tailored training for their staff and/or staff from related institutions.

During the period under review, trapca engaged in initiatives of all three levels of effective partnerships as detailed below.

• Resource Sharing

During the period under review, the ITC gave trapca publications that are in both English and French. The publications provide case studies relevant to some of the trapca courses. ITC has allowed trapca to share the publications with students on a non-commercial basis. ITC further provided trapca with access to its e-learning platform from which various resources may be accessed for enhancement of its courses. Related to this, trapca and ITC are currently in the process of finalizing an MoU that will pave way for more technical cooperation and resource sharing by the two institutions.

Further, as highlighted in the performance section, trapca jointly offered two e-learning courses with the Food and Agriculture Organization (FAO) focusing on agricultural trade in the ESA Region. Under this partnership, FAO has paid for services that trapca has provided in the development of course material, facilitation of two e-learning courses, and conducting of two policy dialogue events. Upon conclusion of the highlighted assignments, the two institutions will look into the possibility of scaling up the provided training to cover other regions in Africa, in particular those that are French-speaking.

• Potential Clients

Under this level, trapca conducted discussions with several institutions and also attended some events to which it was invited with a view of building relationships that would lead to the offering of tailored training. Regarding discussions aimed at the provision of tailored training, trapca embarked on discussions with a Revenue Authority from Malawi to conclude an MoU to facilitate the offering of tailored courses to officials of the institution.

On the other hand, under effective partnerships aimed at enhancing collaborative efforts with the Regional Economic Communities (RECs), trapca participated in a Strategy meeting organized by EAC on 'unlocking the trade potential of EAC' from 18th - 19th April 2017 in Kampala, Uganda. The meeting focused on crafting a new strategy for the trade division of the EAC secretariat as part of the EAC 5th Development Strategy for 2016/2017-2020/2021. trapca was invited by the Secretariat to provide technical input for the strategy development. The logistics of the trapca representatives were catered for by the EAC secretariat. The deliberations during the workshop provided an important dimension on best strategy options and associated challenges that the secretariat needs to take into account. The technical input from trapca was well appreciated by the Secretariat, represented by the Director of Trade at EAC. After this event, trapca and EAC embarked on discussions aimed at developing an eLearning course for the EAC secretariat and the member states.

OUTREACH AND SUSTAINABILITY ACTIVITIES



The second initiative under this type of partnership relates to the multi-stakeholder SADC-CFTA consultation that **trapca** attended at the invitation of the Third World Network. The event was held in Lusaka, Zambia from 4th - 6th April 2017. The consultation was targeted at the East and Southern Africa (ESA) region with an exclusive focus on ongoing CFTA negotiations. **trapca** was invited to serve as a panelist in the meeting with a specific mandate to provide analytical linkages between the CFTA and its impact on civil society causes such as health, SMEs, informal sector, poverty alleviation, human rights, and other social causes. Several countries including South Africa and Zambia took part in the meeting to provide 'a member state's perspective' on the progress of the CFTA negotiations. Concerns over lack of ownership of the process by the AU member state the fact that the AU Members were failing to steer their own agenda in light of the fact that over 80% of CFTA funding derives from donors. It was considered that apart from the lack of ownership by the AU Member States, the CFTA negotiation equally lacks ownership by civil societies. The meeting further highlighted the need for CFTA to be a consultative and transparent process that includes not only the governments but also the civil society.

On key deliverable of the meeting, was an agreement reached; namely that civil society needs to build the capacity necessary to amplify its voice on trade, economic and social issues. In this context, it was recognized that **trapca** should explore with Third World Network possibilities to seek funding to provide training to the civil society on technical issues discussed under the CFTA. **trapca** has since initiated discussions in this context to establish working modalities for securing the funding necessary for the training of civil society.

trapca was also invited by the WCO, ESA Regional Office for capacity building to attend the launch of the WCO-ESA Project II held from 6th - 7th February 2017 in Mombasa, Kenya. The Project focused on TFA implementation capacities as well as data analysis for effective border management.

The above events did not only serve to profile **trapca** as a premier trade policy institute in Africa but also served as platforms from which the growing needs of the Centre's beneficiaries may be identified and fed into the interventions.

4.2 SUSTAINABILITY THROUGH FUNDED ACTIVITIES



Several activities pertaining to sustainability were also implemented during the period under review.

First, **trapca** was invited to attend a meeting by the GIZ West Africa, which took place in Abuja, Nigeria. Following this meeting **trapca** submitted a Proposal for Training Public Sector Officials and Representative of Regional Training Institutions in West Africa under the GIZ WATIP Program. The proposal was considered and in principle approved so that **trapca** should offer two e-learning courses. The e-Learning course will cover both Francophone and Anglophone Members of ECOWAS in the public and private sectors as well as civil society. The courses are expected to be attended by 100 participants. Currently, **trapca** is waiting for a delegation from GIZ to conduct system related assessments as that is a precondition to the signing of the project agreement. It is expected that this activity will be carried out in July/August 2018.

Related to the initiative above, **trapca** is currently engaging officials from the Ministry of Foreign Affairs in Germany for possible capacity building funding. Two meetings have so far been held, one on the margins of the Aid for Trade Review Meeting and another on the margins of the 2017 WTO Public Forum. Pursuant to these meetings, **trapca** has been advised to initiate discussions with the Embassies of Germany as well as the GIZ Offices located in Kenya, Tanzania, and Uganda as an entry point.

OUTREACH AND SUSTAINABILITY ACTIVITIES



Further, **trapca** held meetings with Palladium, the fund manager for Australia-Africa Awards. Pursuant to these meetings, **trapca** was advised to form partnerships with Australian Universities to jointly submit bids with them for the offering of joint short courses in Trade Policy and Trade Negotiations. Consequently, **trapca** has embarked on the process of partnership building with Australian Universities in preparation for the 2018 Australia-Africa Awards Tender.

trapca is also making progress in its discussions with the African Export-Import Bank to enter a Memorandum of Understanding for capacity building in trade finance and related areas. **trapca** was requested to submit indications on areas that the two institutions can collaborate on in line with the Bank's strategy. The indications were submitted and preliminary discussions on the collaboration framework were underway at the time of preparation of this report.

trapca also embarked on discussions with Africa Capacity Building Foundation (ACBF) for a joint resource mobilization strategy. Under these discussions, the parties have identified areas for immediate implementation and a concept paper is being prepared for those specific areas. Related to this, at the invitation of the ACBF, **trapca** submitted a draft programme proposal for capacity building in the area of trade finance. This proposal is in line with the capacity gaps identified by the Afrexim Bank and is hence being considered for funding by the Afrexim Bank. Meetings aimed at finalisation of the project document are expected to take place during the first half of 2018.

Further, during the period under review, **trapca** developed and advertised several executive courses to be offered on a fee-paying basis. One such course that attracted good responses was rescheduled to January 2018 to allow some of the interested participants to acquire the necessary approvals from their employers. Further, the Government of Kenya, through its Ministry of Industry, Trade and Cooperatives has taken interest in paying for some of its officers to go through one of the advertised courses.

trapca is further pursuing partnerships with World Intellectual Property Organisation (WIPO) with a view to benefitting from the latter's research and human resources. Discussions with WIPO are underway on potential ways in which the two institutions may collaborate. In a similar vein, **trapca** is in consultation with International Electrotechnical Commission (IEC) and it is foreseen that collaboration will be in the area of training, particularly on international standards. It is expected that during 2018 **trapca** will jointly run programs with IEC.

Lastly, during the period under review **trapca** embarked on the process that will result in local accreditation of **trapca** academic courses. The application documents for local accreditation of the **trapca** Master of Science Degree in International Trade Policy and Trade Law were submitted to the Local Accreditation Body together with an application for accreditation of a new Master of Science Degree Programme in International Trade Finance. The Trade Finance program is designed for officials and professionals involved in trade finance activities at technical and advisory levels. This programme once accredited will positively contribute to **trapca's** sustainability strategy as the programme will mainly be offered to fee-paying participants.



OUTREACH AND SUSTAINABILITY ACTIVITIES

4.2.1 Sustainability through streamlining and cost-reduction

Management engaged in exploring other cost-effective measures to help reduce the operational costs of delivering the **trapca** courses and in return train more participants and have a broader outreach.

During the year management restructured its pre-requisite courses from onsite to eLearning module. The courses were offered in two categories. Category one was TRP 400A previously offered as eLearning course for three weeks, and category two was TRB 400B offered onsite for three weeks. However, going forward management agreed to offer all pre-requisite courses online for a total duration of 6 weeks per course. Management believes that with requisite investment in IT infrastructure, in the coming years it will be possible to offer some of the specialized and advanced courses partially online and onsite.

In addition, Management reduced its facilitation fees for lecturers and sought more pro-bono lectures to teach **trapca** courses using its partnerships with international organizations such as the WTO and UNCTAD.





5.0 FINANCE AND ADMINISTRATION

FINANCE AND ADMINISTRATION

5.1 HUMAN RESOURCES

There have been some changes in staffing levels. The current staffing levels are as follows:

ARUSHA OFFICE	
Mr. Peter Kiuluku	Executive Director Dr. Caiphas Chekwoti Trade Policy Expert
Dr. Caiphas Chekwoti	Trade Policy Expert
Mr. Mpaŷya Mutapa	Principal Finance and Administration Officer
Mr. Thokozani James Ngwira	Trade Law Expert
Mr Tsotetsi Makong	Trade Facilitation Expert
TBA	Accounts clerk
Mr. Emil Karume	Driver/Clerk
Ms. Pauline J Khamis	Academic Support Clerk
Ms. Anne Mrosso	Office Assistant
LUND UNIVERSITY STAFF	
Dr. Hans Falck	Academic Director
Prof. Joakim Gullstrand	Deputy Academic Director - Research Professor
Yves Bourdet	Academic Programme Coordinator
Dr. Therese Nilsson	Academic Programme Coordinator
Dr. Karin Olofsdotter	Academic Programme Coordinator
Dr. Maria Persson	Academic Programme Coordinator
Dr. Fredrik Wilhelmsson	Academic Programme Coordinator

5.2 FINANCIAL PERFORMANCE

This section highlights the financial performance for the period under review. The following pages highlight the audited financial performance and position of the Centre as at of 31st December 2017. The detailed audited reports are presented separately from the 2017 annual report.

FINANCE AND ADMINISTRATION

Table 4: STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31ST DECEMBER 2017

	Note	2017 USD	2016 USD
Revenue			
Sweden Contribution	7 (a)	2,329,671	1,837,079
ESAMI Contribution	7 (c)	70,693	-
Course Fees	7 (b)	1,375	2,957
Executive Fees	7 (b)	130,000	-
Consultancy Fees	7 (b)	275,515	-
Amortisation of Capital Grant	11	11,035	
		1,339,945	17,472
		2,818,289	1,857,508
Direct Expenses			
Salaries, Wages and Benefits	8	(542,484)	(620,500)
Pre-requisites (short courses)	9	(169,671)	(534,637)
MSc/Advanced courses	9	(1,028,381)	(477,093)
Annual Conference	9	(17,034)	(31,028)
Advertising and Outreach	9	(43,769)	(30,572)
Trade Policy Expert	9	(153,938)	(156,062)
Trade Law Expert	9	(120,288)	(119,946)
Trade Facilitation Expert	9	(127,753)	(132,835)
		(462,558)	(382,132)
		(2,203,317)	(2,102,673)
Operating expenses			
Library and website development	-	-	-
Administration expenses	10	(130,315)	(52,483)
Trade Facilitation	9	(78,659)	(455,846)
Amortisation	11	(11,035)	(17,472)
Other operating expenses	10	(48,244)	(55,894)
	10	(126,112)	(120,753)
		(394,366)	(667,504)
Total Expenditure		(2,597,683)	(2,770,177)
Operating (deficit)/surplus		220,606	(947,613)
Finance income	-	346	93,871
Operating (deficit)/surplus before tax		220,952	(853,742)
Taxation	-	-	-
Net (deficit)/surplus for the year		220,952	(853,742)
Other comprehensive income		-	-
Total comprehensive (deficit)/surplus		220,952	(853,742)

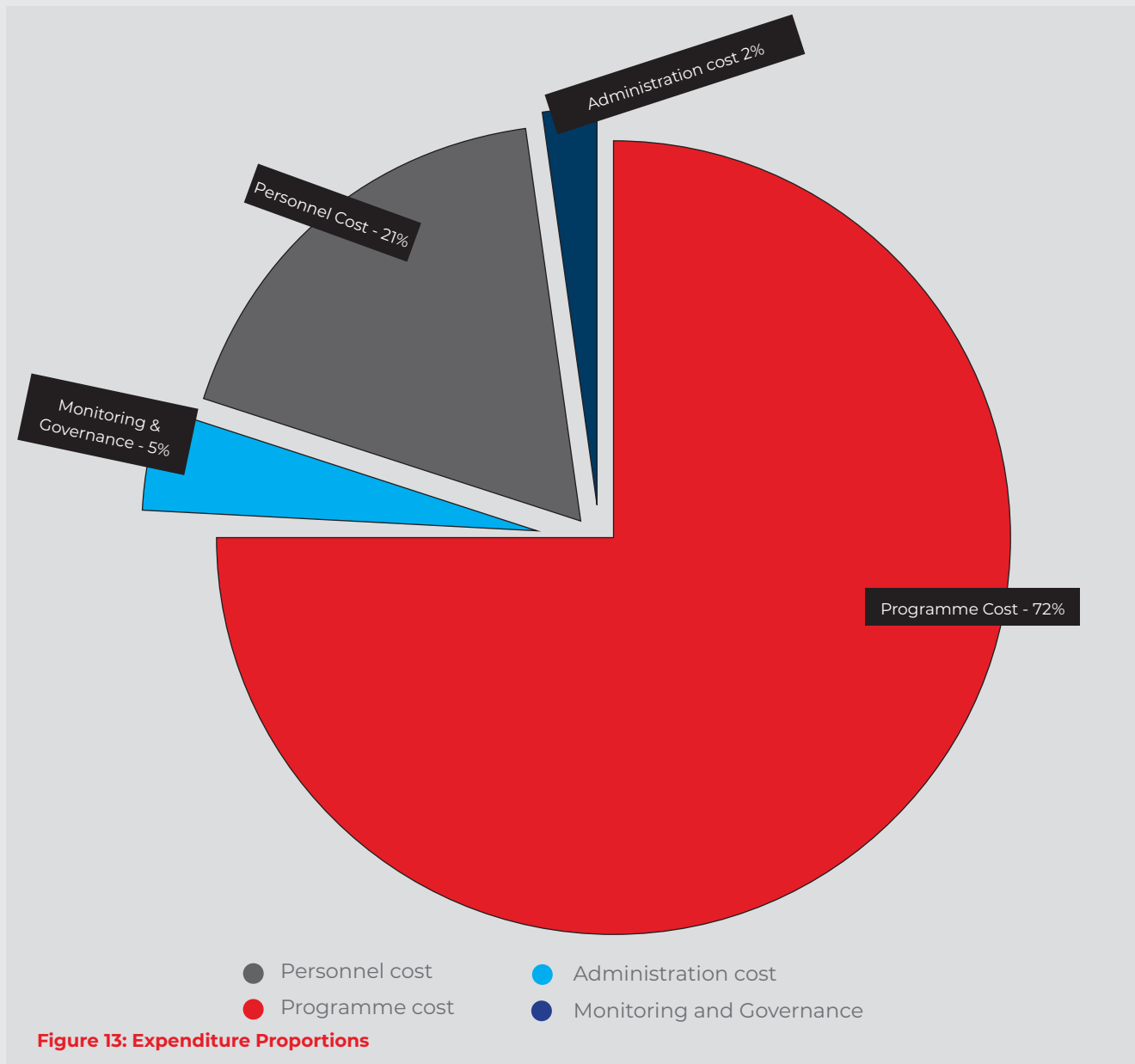
FINANCE AND ADMINISTRATION

Table 5: STATEMENT OF FINANCIAL POSITION AS AT 31ST DECEMBER 2017

ASSETS	Note	2017 USD	2016 USD
Non-current Assets			
Property and equipment	14	18,241	29,126
Intangible assets	-	-	-
		18,241	29,126
Current Assets			
Trade and other receivables	-	333	-
Due from related party	15	1,792,336	1,034,239
Cash and cash equivalents	16	312,254	473,482
		2,104,923	1,507,721
Total assets		2,123,165	1,536,847
FUNDS AND LIABILITIES			
Funds			
ESAMI contribution	19	756,305	756,305
Accumulated surplus		539,956	319,004
		1,296,261	1,075,309
Non-current liabilities			
Deferred capital grant	11	17,706	28,590
		17,706	28,590
Current liabilities			
Trade creditors	17	383,056	-
Due to related party	15	33,320	950
Other payables and accruals	18	392,823	431,998
		809,199	432,948
Total funds and liabilities		2,123,165	1,536,847

5.2.1 Expenditure Proportions

The expenditure is categorized as Personnel, Programme, Administration, and Monitoring and Governance costs. Figure 13 shows the proportions of expenditure of these categories:



In line with the proposed programme document for 2017 activities, programme costs accounted for 72% of the total expenditure, personnel cost accounted for 21%, administration cost 2%, whereas asset acquisition, monitoring and governance accounted for 5%. The total spent from January to October 2017 is US\$ 2,504,860.87 against the budget of US\$ 2,919,066 accounting for 86% utilization of the resources for the period under review. The audited financial statements of **trapca** for the period under review are illustrated in table 4, 5 and 6 below.



6.0 ENTERPRISE RISK MANAGEMENT (ERM)

ENTERPRISE RISK MANAGEMENT (ERM)

The trapca Enterprise Risk Management register includes the identification, profiling, assessment, and analysis of key risks for trapca operations. The summary below includes: a summary of all the key risks; whether the likelihood of each risk is low, medium, or high; whether the potential impact of each risk is low, medium or high; what mitigation approach is being taken by trapca for each risk; and what effect is the mitigation expected to have on both the likelihood and impact of each risk) for the period ending 31st December 2017.

Table 6: 2017 ERM

No.	Date Identified	Risk	Probability (L, M, H)	Impact (L, M, H)	Effect on trapca	Mitigation Strategies
1.	5-June-17	Internet connectivity failure	High	Medium	Failure in students to meet deadlines and assignments and may hinder the operations of the Centre	Improved service (back-up) and Investment in advanced IT equipment
2.	6-Mar-17	Immigration regulatory changes and heightened regulatory scrutiny may affect the manner in which our products or services will be delivered.	Low	High	Adverse effect on project output and ultimately reduced number of target graduates	Increase target number of pax for non-affected regions and advise pax if possible to arrange Visa's before travel.
3.	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 ongoing involvement.
4.	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 onsite and the other offsite
5.	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 LICs and LCDs
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 of pax from non-affected regions

ENTERPRISE RISK MANAGEMENT (ERM)

No.	Date Identified	Risk	Probability (L, M, H)	Impact (L, M, H)	Effect on trapca	Mitigation Strategies
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 counseling during on site course and post-session assignments
8	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
9	1-Jan-17	Changes in priorities of donors	Low	High	Reduction in resource envelope of resources, lack of commitment, change in strategy	<ul style="list-style-type: none"> - Make sure that donors are aware of the impact trapca is creating. - Alternative financing options
10	1-Jan-13	Potential lack of buy-in by key stakeholders	Low	High	<ul style="list-style-type: none"> - Failure to achieve business and project benefits. - Service levels reduced - Ineffective work practices. - More fragmented processes. - Poor Communication. - Non sustainable business - Loss of customer confidence and loyalty - Loss of donor confidence - Financial loss 	<ul style="list-style-type: none"> - Executive leadership and ongoing involvement. - Proactive communications and planning focus. - Strong and consistent enforcement of controls on governance, business and legal compliance. - Continuous monitoring of threats to reputation. - Ensuring ethical practice throughout the trapca operations.
11	1 Jan-17	Staff turnover	Medium	High	Sustainability of project activities	Competitive remuneration, job security and conducive work environment
12	1-Jan-13	Corruption	Low	High	<ul style="list-style-type: none"> - Loss of reputation - Loss of public confidence - Direct financial loss - Wasted resources - Adverse effects on other staff and the morale of the Centre 	<ul style="list-style-type: none"> - Ensure appropriate due diligence is performed on employees, vendors, suppliers, potential business partners, representatives and third-party agents. - Effective internal controls and monitoring - Employee sign off that they will not engage in corrupt activities



7.0 CHALLENGES AND OPPORTUNITIES

CHALLENGES AND OPPORTUNITIES

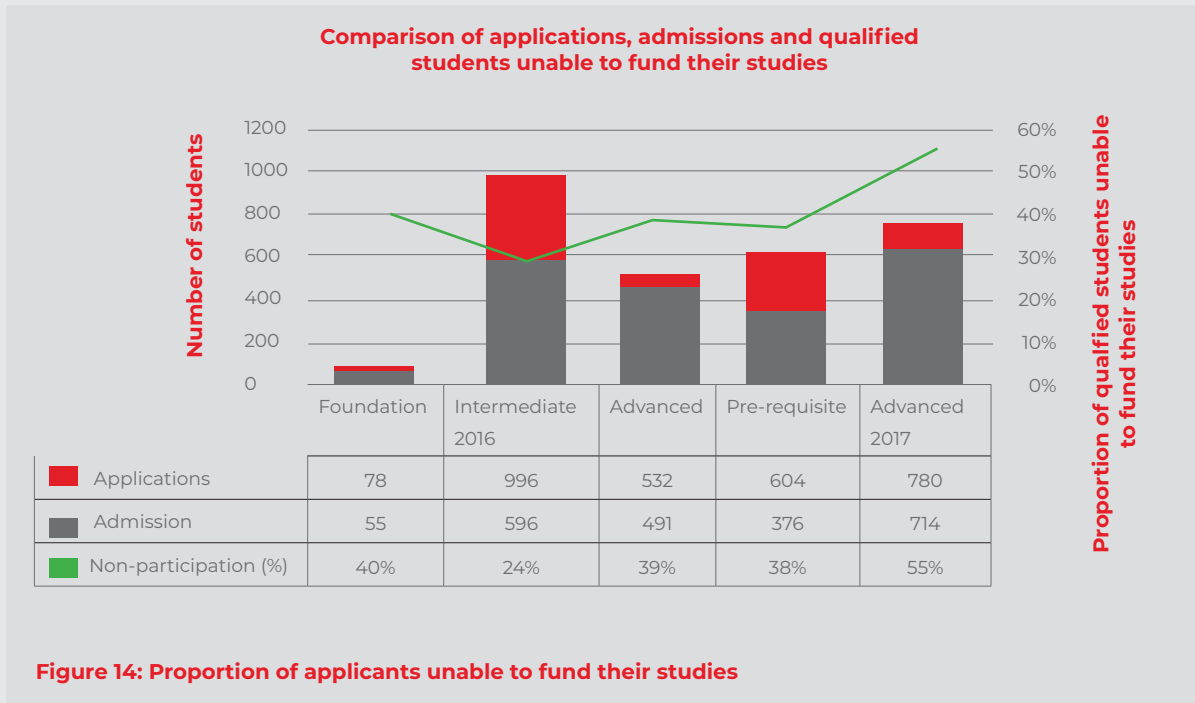
During the period under review, trapca experienced some challenges and identified some opportunities as detailed below.

7.1 LOGISTICAL CHALLENGES

With the introduction of the eLearning pre-requisite courses, which serve as a cost-effective measure in the delivery of courses, trapca experienced challenges as a result of poor Internet connectivity in some of the target countries resulting in some students being unable to complete the timed online examinations. The management is looking into ways of addressing these challenges to increase the completion rate for the eLearning courses.

7.2 DEMAND FOR TRAPCA COURSES

Demand for the course continues to grow beyond the financial capacity of the Centre to provide the requested services as illustrated in figure 13. As the visibility of the Centre permeates the policy-making forums in regional and continental bodies, increasingly the Member States of these bodies express interest and request trapca's services. As noted above, the demand for trade facilitation interventions as well as trade policy and trade law are also at an all-time high as evidenced by applications for trapca's courses. This is illustrated in figure 13 which shows the proportion of qualifying applicants who are unable to participate in the courses.



CHALLENGES AND OPPORTUNITIES



The figure illustrates the indicative demand in terms of applications and admissions during 2016 and 2017. That there is a good proportion of the qualified students are unable to fund their studies and therefore unable to attend the courses applied for. This is illustrated by the line graph that shows the proportion of qualified students unable to participate in the courses. This is more pronounced in the advanced courses with a jump from 39 percent in 2016 to 55 percent in 2017.

It is note worthy that the number of applications in the advanced rose from 532 in 2016 to 780 in 2017. Similarly, the number of admissions to advanced courses increased from 491 in 2016 to 714 in 2017. This translates to about a 145 percent increase in admissions. However, given available full scholarships for each course are limited to 20, a good proportion of the qualified students are unable to participate in the courses due to their inability to secure alternative funding.

It can be inferred that the proportion of admitted applicants unable to secure alternative funding to participate in the courses is significantly high with an average of 40 percent during 2016 - 2017. This is an important indicator for the demand for the MSc/advanced courses. It also implies that the outturn of the training interventions would be greater if all the qualified applicants were trained.

7.3 OPPORTUNITIES

trapca is currently pursuing various collaborative opportunities. These include an ongoing legal clinic project which **trapca** is running in partnership with the Graduate Institute Geneva and Georgetown University. The collaboration provides both **trapca** students and resident academic faculty with an opportunity to interface with reputable professors in the area of international trade law. Further, as highlighted under the outreach section, **trapca** has embarked on discussions with ACBF, Afrexim Bank, the Government of Germany, GIZ, and Australian Universities. These discussions are expected to start bearing fruit during the coming year.





**8.0
OUTLOOK FOR THE
YEAR 2018**

OUTLOOK FOR THE YEAR 2018

MSc Prerequisite and Advanced courses will be conducted in both English and French language during the year 2018. In addition, the offering of Executive courses will be scaled up during the year 2018, with the first courses planned to run in mid-April 2018.

In addition, **trapca** expects to roll out the offering of its new International Trade Finance Master of Science Degree Programme during the year. The MSc in Trade Finance will be locally accredited through ESAMI as one of the sustainability initiatives for the Centre. ESAMI as an accrediting institution will have the responsibility for the academic quality of the MSc in Trade Finance. Further, in line with its sustainability strategy, targeted marketing will be conducted to attract more fee-paying students.

In line with the sustainability agenda of the **trapca** strategy, Management has developed some executive courses that are to be offered on a fee-paying basis. These courses may be offered as open courses attracting participants from any country or they may be offered as in-country courses upon request. In line with this, **trapca** agreed with the Ministry responsible for EAC Affairs in Kenya to conduct a tailored executive course on Trade in Services for 10 selected officials from the Ministry. The course is scheduled to run during the first quarter of 2018. Further, following a request from participants from Customs Services in Nigeria, **trapca** rescheduled the course on Trade Policy, Trade Law, and Trade Negotiations to the 29th of January 2018. Management plans to scale up executive courses during the year 2018 through target marketing.

trapca is also expected to scale up the implementation of activities under its sustainability action plan in line with its current five-year strategy.





9.0 CONCLUSION

In line with **trapca**'s mandate, a total of 894 participants have so far been trained in the academic training programmes. The majority of these participants were from LDCs as per mandate. This number had a female representation of about 30 percent.

trapca continues to effect improvement on the issue of gender as evidenced by the eLearning course on Trade and Gender that was offered in August and scheduled to be offered again in December 2017. Positive progress has also been made on the utilization of eLearning as a medium of learning taking into account the resource constraints. During the period under review, the eLearning platform has been effectively utilized to bring on board participants from the target countries that are not fully represented in **trapca** programmes. This includes; Central African Republic, Djibouti, Mauritania, Niger, Sierra Leone, Somalia, South Sudan, Sudan and Chad.

In addition, **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.

The Management will continue to explore other avenues to be more cost effective and deliver courses at affordable cost without compromising the quality of the programmes offered. Therefore, **trapca** intends to use its savings on training more participants and have a wider outreach to its targeted audience and continue developing capacity for governments.

Lastly, management is happy that implementation of the activities as per the new strategy and prodoc have commenced on a good note. During the coming year, management will work on scaling up initiatives geared towards **trapca**'s sustainability.



CONCLUSION

Annex 1: Results Analysis Framework (RAF)

Table 6: Result Analysis Framework

Objectives	Indicator	Source of Verification	2017 Target No of courses	Implementation Status	Comments
Outputs					
Academic training					
1. Pre-requisite, Advanced diploma and MSc courses provided to government, private sector and NGO representatives from LDCs and low-income sub-Saharan African countries	1.1: Annual delivery of short pre- requisite courses leading to admission to Advanced courses. The target is that at least 20 participants will be enrolled in each course out of which at least 30% will be female.	trapca annual report, course reports	5	A total of 6 pre-requisite courses conducted out of which 32% were female students. This included both the English speaking and French speaking participants.	Target achieved.
	1.2: Annual delivery of advanced courses leading to a Post-Graduate Diploma Advanced and a Master of Science Degree in International Trade Policy and Trade Law. The target is at least 20 students will be enrolled in each advanced course out of which at least 30% will be female.	trapca annual report, course reports and graduation report	26	25 taught Advanced courses were offered and, targeting Francophone Group and Anglophone Group as well as the Rwanda group. In addition, a thesis module that is equivalent to 2 taught modules was conducted totaling to 27 courses done	72 participants graduated with the Executive Post Graduate Diploma and 14 with a Master of Science Degree. Out of 86 participants, 31 percent were female.
2. Executive training	At least two annual tailored/executive training conducted for secondary target group	trapca annual report, course statistics, graduation report	2	4 courses conducted	2 more courses were rescheduled to 2018, first quarter, following requests from the Clients.
3. Fora for trade policy dialogues in trade policy issues.	One policy dialogue event per year, with trade policy research forum being the focus for 2020.	trapca annual report, activity report	1	Annual conference held from 22 nd - 24 th November and was jointly hosted with 4 partner Universities	Target achieved
Main activities to support outputs					
Needs identification marketing to beneficiaries and target	Training needs assessments and yearly marketing missions undertaken	Annual plans budgets work and	1		
Course development, training activities;	Conduct a minimum of one annual curriculum review incorporating emerging issues.	Annual work plans and budgets	1	Conducted, and proposals were presented to AAC and approved	Incorporation of the changes to be concluded by first half of 2018
Development of case studies	A minimum of two case studies developed by the end of the plan period	Annual work plans and budgets	1	Rescheduled to first quarter 2018	This was to facilitate harmonization with the curriculum review process.

Objectives	Indicator	Source of Verification	2017 Target No of courses	Implementation Status	Comments
Alumni follow-up through tracer survey analysis	One Tracer survey conducted by the end of the plan period	Annual work plans and budgets		In house mini survey initiated	To be finalized during 2018 first quarter.
Partnership network activities;	Annually engage a minimum of 3 relevant partners (inclusive of ongoing partnership engagements)	Annual work plans and budgets	3	Ongoing	Ongoing
Planning and implementation of annual governance activities;	- Four governance meetings annually (2 Board, 1 AAC, 1 ARM) - Annual audits and 1 mid-term review undertaken by 2021.	Annual work plans and budgets	4 1	All governance meetings conducted	MTR scheduled for 2018
Planning and implementation of annual operational management activities;	Result based management system in place and in use by 2017	Annual work plans and budgets		Ongoing	Ongoing
Planning and implementation of financial sustainability activities;	<ul style="list-style-type: none"> • At least one activity-based partnership or resource based partnership developed • Identification of alternative financing options • Additional financing partners identified and engaged to support trapca • A minimum of 3 annual marketing activities conducted to market specific capacity building activities to other funding partners • A minimum of 2 customized trainings conducted with full or partial external funding. • A minimum of 5 government and private agencies engaged to support their officials attending trapca programmes 	Annual reports	1	<ul style="list-style-type: none"> • Policy dialogue conducted pursuant to an activity based partnership • Marketing missions conducted focusing on Germany, Australia, USAID and Canada • Efforts to identify an additional financing partner in progress • Marketing activities targeting DFID- Nairobi, TMEA conducted for specific training activities • 4 Customized trainings conducted, 3 with FAO funding and 1 with CUTS funding. • Missions conducted to Ministry of Trade Kenya, Malawi Revenue Authority, Ministry of Trade Rwanda, 	Ongoing

CONCLUSION

Annex 1: Results Analysis Framework (RAF)

Table 6: Result Analysis Framework

#	Courses	Dates	Trained Participants	Target No. of Participants
1	TRP 400 A: MSc Pre-requisite trade policy and trade law (eLearning)	6 - 31 March 2017	45	40
2	TRP 400 A: MSc Pre-requisite trade policy and trade law (eLearning)	20 March-8 April 2017	59	40
3	TRP 400B: MSc Pre-requisite trade policy and trade law- Onsite	8 - 26 May 2017	27	20
4	TRP 400 A: MSc Pre-requisite trade policy and trade law (eLearning)	22 May - 9 June	56	40
5	TRP 400B: MSc Pre-requisite trade policy and trade law- Onsite	19 June - 7 July 2017	19	20
6	TRP 400 A & B: MSc Pre-requisite trade policy and trade law (e-learning) French	11 September - 20 October	28	40
Total			234	200



Annex 1: Results Analysis Framework (RAF)

Table 9: Advanced Courses offered between January - December 2017

#	Courses	Dates	Trained Participants	Target No. of Participants
1	TRP 505: Political Economy of Commercial Policies and Development- Kigali	30 January-26 February 2017	29	30
2	TRP 503: Tools of Trade Policy Analysis- Kigali	27 February - 26 March 2017	30	30
3	TRP 506: Drafting and Interpretation of Trade Agreements- Kigali	27 March- 7 May 2017	29	30
4	TRP 508: Trade Negotiation, Co-operation and Leadership- Kigali	8 May- 4 June 2017	29	30
5	TRP 510: Trade Related Intellectual Property Rights (TRIPS) and TRIMS- Kigali	5 June- 2 July 2017	29	30
6	TRP 501: Economic Foundations of Trade and Trade Policy- Arusha	15-26 May 2017	25	20
7	TRP 503: Tools of Trade Policy Analysis- Arusha	29 May- 9 June 2017	32	20
8	TRP 502: Legal Foundations of Trade and Trade Policy- Arusha	12-23 June 2017	28	20
9	TRP 501: Economic Foundations of Trade and Trade Policy- (French) Arusha	15-26 May 2017	17	20
10	TRP 503: Tools of Trade Policy Analysis- (French) Arusha	29 May- 9 June 2017	19	20
11	TRP 502: Legal Foundations of Trade and Trade Policy - (French) Arusha	12-23 June 2017	20	20
12	TRP 501: Economic Foundations of Trade and Trade Policy- Arusha	10-20 July 2017	22	20
13	TRP 502: Legal Foundations of Trade and Trade Policy- Arusha	24 July- 4 August 2017	19	20
14	TRP 503: Tools of Trade Policy Analysis-Arusha	7-19 August 2017	20	20
15	TRP505: Political Economy of Commercial Policies and Development-Arusha	9-20 October 2017	27	20
16	TRP 508: Trade Negotiation, Co-operation and Leadership -Arusha	9-20 October 2017	28	20
17	TRP 509 : Trade in services- Arusha	23 October- 3 November 2017	30	20
18	TRP 506: Logistics & Trade Facilitation- Arusha	23 October- 3 November 2017	30	20
19	TRP 504: Sectoral Trade Policies -Arusha	6-17 November 2017	28	20
20	TRP 504: Sectoral Trade Policies- (French) Arusha	23 October- 3 November 2017	24	20
21	TRP 510: Trade Related Intellectual Property Rights & TRIMS - Arusha	6-17 November 2017	29	20
22	TRP 509: Trade in services- Kigali	6-17 November 2017	28	30
23	TRP505: Political Economy of Commercial Policies (French) Arusha	6-17 November 2017	26	20
24	TRP 506: Drafting & Interpretation of Trade Agreements, (French), Arusha.	20 November- 1 December, 2017	26	20
25	TRP 507: Regional, Bilateral & Multilateral Trade - Arusha	20 November- 1 December 2017	36	20
Total			660	560



Trade Policy
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