



Trade Policy  
Training Centre  
in Africa

**trapca**

**Annual  
Report**

**2019**



# OUR VISION AND MISSION



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

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





Trade Policy  
Training Centre  
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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**:

**Dr. Caiphas Chekwoti**  
Head of Centre

May 2020

# TABLE OF CONTENTS

i	trapca's Vision, Mission and Core Values	38	<b>5.0 FINANCIAL MANAGEMENT REPORT 2019</b>
ii	Statement of Preparation	38	5.1 Financial Position as at 31 December 2019
iii	Table of Contents	41	5.2 Expenditure for the period
iv	List of Figures		
v	List of Tables		
<hr/>			
8	<b>1.0 EXECUTIVE SUMMARY</b>		
<hr/>			
11	<b>2.0 PROGRAMME PERFORMANCE MONITORING</b>	42	<b>6.0 OUTREACH AND SUSTAINABILITY ACTIVITIES</b>
13	2.1.1 Result Analysis Framework (RAF)	43	6.1 Effective partnerships
13	2.1.2 Pre- Requisite Courses	43	6.2 Resource Generating Activities
13	2.1.2.1 Pre-Requisite Courses Completion Rates	43	6.2.1 Delivery of Institutional targeted Executive Courses
17	2.1.3 Advanced Courses	43	6.2.2 Delivery of Trade facilitation Diplomas
23	2.1.4 Institutionalisation of Legal Clinic under TRP 507	45	6.2.3 Master of Trade Policy and Trade Law Degree Programme, TradeCom II
23	2.1.5 PGDA and MSc Graduation	45	6.2.4 Master of Trade Finance Degree Programme
25	2.1.6 Executive Courses	45	6.2.5 Pro-Bono Support
25	2.1.7 Country Spread, Gender Spread, Sector Spread, Demand for Courses, Funding Support Distribution and Feedback	46	<b>7.0 ENTERPRISE RISK MANAGEMENT(ERM)</b>
25	2.1.7.1 Country Representation		
28	2.1.7.2 Gender Distribution	50	<b>8.0 CHALLENGES AND OPPORTUNITIES</b>
29	2.1.7.3 Sector Representation		
29	2.1.7.4 Demand for Courses		
31	2.1.7.5 Funding Support Distribution		
31	2.1.7.6 Feedback from Students		
<hr/>			
33	<b>3.0 ADMINISTRATION</b>		
34	3.1 Human Resources		
<hr/>			
35	<b>4.0 MONITORING AND GOVERNANCE</b>		
<hr/>			

# List of Figures

FIGURE1:	Country Representation of Trained Participants in MSc Pre-requisite Courses.....	26
FIGURE2:	Country Representation of Trained Participants in Advanced Courses.....	27
FIGURE3:	Expenditure Proportions.....	41

# List of Tables

TABLE 1:	Outturn of Academic Programmes- January to December 2019.....	10
TABLE 2:	Completion and Pass Rates in Pre-requisite Course.....	13
TABLE 3:	Pass Rates in Anglophone OACPS Pre-requisite Course.....	14
TABLE 4:	Pass rates in Francophone Pre-requisite Course.....	14
TABLE 5:	2018-2019 Students' Performance in Francophone Core Advanced Courses (number of students).....	17
TABLE 6:	2019 Students' Performance in Francophone Elective Advanced Courses (number of students).....	18
TABLE 7:	Anglophone Students' Performance in TRP 501, 2018-2019 (number of students).....	18
TABLE 8:	Anglophone Students' Performance in TRP 502, 2017-2019 (number of students).....	19
TABLE 9:	Anglophone Students' Performance in TRP 503, 2017-2019 (number of students).....	19
TABLE 10:	Anglophone Students' Performance in Elective Courses (number of students).....	22
TABLE 11:	2018- 2019 TRP 400 Gender Distribution Graph (number of students).....	28
TABLE 12:	2017- 2019 TRP 500 Gender Distribution Graph (number of students).....	28
TABLE 13:	Summary Statistics for the Courses and Outreach for January - December 2019.....	29
TABLE 14:	Statement of Financial Position as 31 December 2019.....	39
TABLE 15:	Statement of Comprehensive Income for The Year Ended 31st December 2019.....	40
TABLE 16:	2019 Enterprise Risk Management ERM.....	48
ANNEX 1:	Annex 1: Result Analysis Framework.....	57
ANNEX 2:	2019 Detailed Budget Vs. Expenditure (All amounts in USD).....	60
ANNEX 3:	2019 OACPS/EU Budget Vs. Expenditure (All Amounts in USD).....	64





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# EXECUTIVE SUMMARY

The 2019 annual report documents achievements of the Centre towards the set objectives in line with the approved Annual Work Plan and Budget for the year. The report captures an assessment of the potential outcome of the programmes, the output performance and the assessment of the activities undertaken in line with trapca mandate.

The management is happy to report that during the period under review, trapca successfully conducted all the 28 planned academic courses. Out of a total of 930 participants who attended the academic courses during the period under review, 749 students who represented 80% of the overall population were from public sector, while 86 students representing 9% were from private sector, 62 students representing 7% from the non-governmental organizations, and the remaining 33 students representing 4 % were from the Academia. Consequently, it is expected that the participants will foster direct utilisation of acquired competences and skills to shape government policies and decision-making outcomes. A cumulative total number of 9,035 participants have been trained from 2006 to December 2019

As part of the objective to boost the competences of the target institutions and countries to effectively implement trade agreements, management is happy to report that there is positive feedback from the participants regarding the utilisation of the skills acquired from the training. Based on the feedback from the individual participants coupled with the comments in the course evaluations, it is evident that the training has imparted relevant skills and competences to the participants. This is re-affirmed by the career progression of the trapca alumni to senior management positions. The annotated feedback confirms the impact analysis from the tracer survey reports.

In terms of the target outputs, the Centre graduated a total of 99 students, constituted as follows: 39 graduates in Post Graduate Diploma – Advanced in International Trade Policy and Trade Law (Anglophone Students); 16 graduates in Post Graduate Diploma – Advanced in International Trade Policy and Trade Law (Francophone - Students); 28 graduates in MSc in International Trade Policy and Trade Law (Anglophone Students) and; 16 graduates in MSc in International Trade Policy and Trade Law (Francophone Students).

The Centre planned 6 executive courses in line with its strategic objectives to address immediate and short-term training needs. Out of a total of 6 planned executive courses for the period, 3 were conducted. The first was held for the benefit of Ministry of East African Community Integration Officers for Kenya out of 3 requested courses. However, two of the courses that had been scheduled could not take off due to the approval process at the ministry. The second course was offered to member states of the Arab Maghreb Union (AMU) and the Inter-Governmental Authority on Development (IGAD). In addition, a regional dialogue supported by FAO was conducted drawing participants from Eastern and Southern Africa. trapca team through proactive engagement with target institutions and partners, initiated the executive courses.

As illustrated in table 1 below, these were 22 advanced courses and six pre-requisite courses offered.

A cumulative total number of

# 9,035

participants have been trained from 2006 to December 2019

<sup>1</sup>The actual head count out of this number is 3,722.

Table 1: Outturn of Academic Programmes- January to December 2019

Item	No of courses planned	Actual courses	Planned Participants	Actual Participants	Remark	Expected Skills and Competences Imparted
Pre-requisite courses	6	6	240	308	Two Courses were delivered onsite under OACPS/EU project & four were delivered through e-learning with Sida funding	Students acquired skills to conceptualise and interpret principles of international trade policy and trade law
Advanced Courses	22	22	440	622	A target of planned participants was exceeded due to leveraging on cost efficiency measures on travel. However, in some Francophone courses numbers of participants were fewer due to work related engagements of admitted applicants.	Students acquired competences to interpret, conceptualise and analysis trade and trade - related issues
Total	28	28	680	930		

In terms of gender representation, the 22 academic courses offered had on average 66% male students and 34% female students representation. However, a good number of the Anglophone courses had a slightly higher representation of female participants. The increase in female participation has been a result of the management's efforts to champion female representation in trade and trade-related sectors as well as policy formulation through proactive consideration in the scholarship awards. In addition, proactive targeted marketing that spells out preference for female applicants and consideration in the admission process with a bias on women has contributed to getting good female representation. The country representation for the courses during the period was good with 37 countries represented. These included students from 29 African LDCs and 8 African Non-LDCs. The funding support from the European Union through the Organisation of the African, Caribbean and Pacific States (OACPS) Secretariat under the TradeCom II Project enhanced the country's representation of the non-LDCs.

The support activities for the programme outputs in line with the RAF were implemented during the period. The activities included; curriculum development, visibility, finance, governance, and sustainability interventions. Triggered by the dynamics in the trade landscape during the period that dramatically changed the trade narrative, the curriculum for the academic courses was updated to ensure its relevance to the target groups.

Similarly, the management proactively enhanced the visibility actions during the period. The visibility of the trapca programmes coupled with the online delivery mode has increased the interest from applicants in the program. Consequently, the outturn in terms of participants taking

courses offered was very good with a 50% participant increase in the advanced courses and a 28% increase in the pre-requisites courses. The excellent outturn in the advanced courses was attributed to cost efficiency measures on travel, with qualifying participants from Tanzania, Kenya and Uganda restricted to road transport given their proximity to Arusha. Savings from travel were used to fund more participants from the other target countries.

On the financial resources, the management is delighted to report that as at 31st December 2019 the Centre received a total of USD 2,413,481. The revenue accounted for during the year included contributions in kind from ESAMI and 2018 reported savings carried forward on Sida-financed activities. In terms of expenditure, the Centre incurred a total of USD 2,413,481 against the total budgeted amount of \$2,346,654 representing 103% utilization of available resources. It is important to note that ESAMI contributed more than the budgeted amount. This contribution was attributed to the identified funding gap for the 2019. In addition, ESAMI-trapca received funding from the OACPS/EU amounting to Euro 1,063,211 for the financial

year 2019/2020. Using an exchange rate of Euro/USD 1.109, trapca spent a total of USD 401,599 for the first six months of implementation as per approved work plan on programming and steering committee meetings. This gives a cumulative total of USD 2,815,079 funds utilised in 2019. A detailed breakdown of the expenditure and revenue utilization in line with cost classification is presented in section 5 of this report with supporting annexes 2 and 3.

During the period under review, governance activities were undertaken as planned. A financial audit was undertaken by KPMG as part of its regular monitoring and governance activities. The audit concluded that the financial statements and accounts presented a true and fair view of the state of affairs as of 31st December 2018. In addition, the Annual Review Meeting was conducted in May 2019, followed by the Academic Advisory Council

meeting that was held in October 2019. The last Board Meeting was held in Addis Ababa during the last week of November 2019.

In 2019, trapca continued to pursue sustainability of the Centre through measures aimed at ensuring that it reduces its dependence on core funding from Sida. In this regard, the Centre commenced the development of a business plan with Sida's support. The Centre forged partnerships with strategic partners. The collaboration with UNCTAD and WTO was harnessed through the provision of pro bono lecturers that taught in courses scheduled during the third quarter of the year. Further, a partnership with the Food and Agriculture Organization (FAO) resulted in jointly conducting a regional dialogue in Arusha. Other strategic partnerships at various stages of progress are being pursued as described in the section on sustainability and outreach.



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PROGRAMME  
PERFORMANCE  
MONITORING

The Annual Work Plan and Budget is an essential tool for monitoring the management's performance through the Annual Review Meetings. ESAMI and trapca board oversight to ensure prudent utilisation of resources and scheduling of. In line with the 2019 Work Plan, between 1<sup>st</sup> January to 31<sup>st</sup> December 2019, a total of 28 courses were scheduled to be offered. Sida financed 26 of these courses and two were funded by the EU through the OACPS Secretariat under the TradeCom II Project. A number of the support activities were implemented during the period. This included enhanced visibility through proactive marketing, curriculum development to ensure relevance of the courses, governance, financials and sustainability interventions. The rest of the report provides details of the academic outputs and academic performance at the individual course level, gender and country representation, budget outturn, governance, risk assessment and sustainability interventions.

### 2.1 Result Analysis Framework (RAF)

As per the RAF that was submitted for approval under the 2019 work plan, all 28 planned courses were duly conducted. These were 22 advanced courses and six pre-requisite courses. Management ensured that with the available resources and utilisation of savings from 2018, more courses were offered to more students from both the English and French speaking target countries than originally planned.

Table 13 under Annex 1 shows the detailed results achieved by the Centre as against the key performance indicators for the period under review.

### 2.2 Pre- Requisite Courses

trapca conducted six pre-requisite courses during the period under review. Out of the six pre-requisite courses

that were offered, three were for the Anglophone cohort (one funded by OACPS and the other two funded by Sida) and the other three for the Francophone cohort (one funded by OACPS and the other two funded by Sida). The pre-requisite courses funded by Sida were conducted through e-learning mode of study, while the ones funded by the EU through the OACPS Secretariat were conducted onsite. A total of 308 participants took part in these courses compared to the planned 240. The positive variance of additional 68 students was as a result of the e-learning gaining popularity through recommendations from alumni from the advanced courses and intense marketing by the management. Each of the pre-requisite courses was offered for a maximum duration of six weeks. Assessments for each module included assignments and examinations. Students took examinations at the end of each week. The list of courses offered as well as the number of participants in each of these courses is presented in Annex 2, under Table 6.

#### 2.2.1 Pre-Requisite Courses Completion Rates

The four eLearning pre-requisite courses that were offered cumulatively attracted a total of 248 students. Out of these, 89 participants attended the Francophone course while the remaining 159 students attended the Anglophone course. As shown in Table 2 below, there has been a significant improvement in the completion rates for the Francophone course in 2019 compared to that of 2018. Pass rates show significant fluctuation relative to 2018 and also within the different cohorts in 2019. Language of instruction does not appear to be a factor given the relatively similar pass rates averaging 75% across the cohorts for both Francophone and Anglophone.

Table 2: Completion and Pass Rates in Pre-requisite Course

	Franco 18	Franco 19 (1)	Franco 19 (2)	Anglo 18	Anglo May 19	Anglo July 19	Anglo Sept19
Enrolment	45	55	42	214	42	55	61
Completion	30	47	34	153	31	41	46
Completion rate	67%	85%	82%	71%	74%	75%	75%
Passes	27	38	21	119	22	34	37
Pass rate	90%	81%	62%	78%	71%	83%	80%

With regard to the OACPS-funded pre-requisite courses, all the 29 students that attended the English-instructed class completed all the assessments for the pre-requisite course with a total of 25 passing all the assessments. These represented a pass rate of 86%. The students who failed the examinations in the course will be given an opportunity to take supplementary examinations for the components they failed. This opportunity was made available to the students via the September e-learning pre-requisite courses. Table 3 below provides a full picture of the performance across the three modules that were part of the TRP 400 course offered with funding under the OACPS TradeCom II Program.

Table 3: Pass Rates in Anglophone OACPS Pre-requisite Course

	Module 1: Economic Aspects of International Trade	Module 2: Legal Aspects of International Trade	Module 3: Quantitative Aspects of International Trade
Attended	29	29	28
Passed	26	29	27
Failed	3	0	1
Pass rate	90 %	100 %	96 %

As shown in the table above, there was excellent performance in module two that focuses on Legal Aspects of International Trade. Module three focusing on Quantitative Aspects of International Trade had a very good performance with only one student failing the module. Lastly, three of the four students failed in module one focusing on Economic Aspects of International Trade. The failure of some of these students could be attributed to weak educational systems in their respective countries.

On the other hand, the Francophone class also had a very good performance across the three modules. Table 4 below presents results for the 30 students that attended the three modules under the OACPS-funded TRP 400 course.

Table 4: Pass rates in Francophone Pre-requisite Course

	Module 1: Economic Aspects of International Trade	Module 2: Legal Aspects of International Trade	Module 3: Quantitative Aspects of International Trade
Attended	30	30	30
Passed	24	27	28
Failed	6	3	2
Pass rate	80 %	90 %	93%

As shown in the Table 4 above, the pass rate for the first module is 80% which is improved with subsequent modules to 90% and 93%. This result is similar to the Anglophone cohort. The improved pass rates in the subsequent modules is attributed to students improved exposure to the concepts after the first module. It is worth highlighting that the two students that failed in the last module also failed in the other two modules. Their performance could be partly attributed to a weak education background, taking into account their respective countries of origin.



The improvement in the Francophone completion rate was triggered by the awareness-raising campaign on the importance of **trapca** courses by the management to the French speaking countries as well as on the importance of multilateralism as well as the regional integration including the AfCFTA. Consequently, this led to securing of participants with support from their employers to complete the program due to the requirement that participants provide confirmations and evidence of nomination from their employers. Most importantly, follow-ups by **trapca** staff during the course of the programs offered ensured that students were encouraged and motivated to complete the programs. Similarly, the Anglophone cohort also had an improvement in the completion rates trend. Since 2018, completion rates have increased from 71 % of the total number of enrolled students to 75% in the period under review. Again, the increase is a result of the courses being more appreciated and also incentivised by the representation of **trapca** alumina in the trade arena. This is evidenced by different testimonials from the current students as well as alumni. Similar to the Francophone courses, a requirement for submission of nomination letters from employers as well as follow-ups by **trapca** staff incentivised students to complete the program. Overall, the improvement in completion rates is largely attributed to weekly follow-ups and reminders through email to all students enrolled into the pre-requisite courses as and when the course they are enrolled into is in session.

From tables 2, 3 and 4, it is evident that pass rates appear to be cohort specific and more pronounced in the economic and quantitative modules of the pre-requisite course, especially for students without backgrounds in these fields in previous trainings. This is an observation the Centre has recorded given the multidisciplinary nature of the academic backgrounds of the students. The failure of some of these students could be attributed to weak educational systems in their respective countries. As a way of addressing the challenges in the quantitative module, the facilitators will be asked to provide more practice exercises to enable the students to grasp the concepts. In addition, students have requested for provision of demonstration videos to enable them to understand how to use some of the tools covered in the quantitative courses. This means more practical examples may need to be used in the courses and investment in ICT facilities will further enhance the learning experience of students. This recommendation will be reflected upon further, due to the fact that some of the participants come from countries with constrained Internet facilities



### 2.2.2 Advanced Courses

During the period under review, a total of 22 advanced courses were conducted in Arusha. Nine of the courses were offered to the Francophone class, while the other 13 courses were offered to the Anglophone group.

Similar to the Anglophone group, the core courses were offered to the Francophone group twice. These courses are courses: TRP 501, TRP 502 and TRP 503. In terms of participation, the completion rates were low for the first advanced course TRP 502 for the Francophone with 14 participants. This was attributed to the inability of the students to be granted visas in good time to travel to Arusha. However, the number improved in subsequent courses TRP 501 and TRP 503 that were offered as a batch with TRP 502. This explains the deviation between the enrolled 29 and only 14 who completed TRP 502. Within two weeks, some were able to get visas to travel, boosting the number from 14 to 23 in TRP 501 and TRP 503 that followed. The main lesson

learnt was that in the future lead time was necessary between admission and course commencement for students who require visas.

In the following tables, the performance presented captures students on the first attempt unless otherwise mentioned. Students who fail the first are given an opportunity to re-sit the failed examination the next time the course is offered. In case, the student fails the resit examination, the student is allowed to redo the full course afresh and previous grades become invalid as per the regulations. The tables below show the performance of students in the six courses in a time series manner, comparing the 2018 and 2019 performance in similar courses.

Table 5: 2018-2019 Students' Performance in Francophone Core Advanced Courses (number of students)

	TRP 501-Fr 18	TRP 501-Fr 19(1)	TRP 501-Fr 19(2)	TRP 502-Fr 18	TRP 502-Fr 19(1)	TRP 502-Fr 19(2)	TRP 503-Fr 18	TRP 503-Fr 19(1)	TRP 503 -Fr 19(2)
Enrolment	23	29	29	24	28	29	23	28	29
Completion	23	29	23	24	28	14	23	28	23
Passes	22	27	19	24	25	11	23	26	19
Pass rate	96%	93%	83%	100%	89%	79%	100%	93%	83%
Fail	1	2	4	0	3	3	0	2	4

As shown in Table 5 above, there was generally good performance in both the 2018 and the 2019 core courses, with a slightly higher failure rate recorded in the first TRP 502: Legal Foundations of Trade and Trade Policy. The pass rates in the core advanced courses reflect previous patterns, as evidenced by the observed similar pass rates for 2018 and 2019. Slight variations are cohort-specific due to the academic backgrounds of the students. The weaker students could also be attributed to perceived weaker education systems in their countries of origin.

<sup>2</sup>The full title of courses offered are:

- TRP 501: Economic Foundations of Trade Policy
- TRP 502: Legal Foundations of Trade Policy
- TRP 503: Tools for Trade Policy Analysis

The last three courses offered to the Francophone class were, TRP 506, TRP 508, and TRP 509. As shown in Table 6 below, there was excellent performance with 100% pass rates in these three courses as all students passed on first attempt. The observed pattern identifies pre-requisites and core advanced cores TRP 501-503 with relatively lower pass rates compared to the elective advanced courses.

Table 6: 2019 Students' Performance in Francophone Elective Advanced Courses (number of students)

	TRP506 F19	TRP508 F19	TRP509 F19
Enrolment	31	32	31
Completion	31	32	31
Passes	31	32	31
Pass rate	100%	100%	100%
Fail	0	0	0

The excellent performance may partly be attributed to the fact that participants first attend the pre-requisite courses, hence grasping the applicable key principles and concepts in core courses (i.e., TRP 501, 502 and 503).

Regarding the Anglophone group, the three core courses were offered twice; May and August 2019. To facilitate a time-series comparison, presentation of performance is divided into three Tables, the first (Table 7) focusing on TRP 501, the second (Table 8) on TRP 502 and the last (Table 9) focusing on TRP 503.

Table 7: Anglophone Students' Performance in TRP 501, 2018-2019 (number of students)

	TRP501 A18(1)	TRP501 A18(2)	TRP501 A19(1)	TRP501 A19(12)
Enrolment	32	33	25	31
Completion	32	33	25	31
Passes	31	30	25	26
Pass rate	97%	91%	100%	84%
Fail	1	3	0	5

Generally, there was excellent performance in the first TRP 501 for 2019, which recorded a 100 % pass rate relative to the same course in 2018. However, for the second TRP 501, the pass rate dropped to 84%. These failed students that contributed to the lower pass rate had weak entry behaviour as they also failed in TRP 503 module presented in the subsequent table below. This is a similar scenario for 2018, with students that failed in the second TRP 501 appear to have been weak students as they also failed in TRP 503. However, the other three students generally had good performance in TRP 502 as well as TRP 503.

<sup>3</sup>The full title of courses offered are:

- TRP 506: Competition Policy, Law and Development;
- TRP 508: Sectoral Trade Policies and Development;
- TRP 509: Drafting and Interpretation of Trade Agreements.

Table 8 below presents pass rates in the TRP 502: Legal Foundations of Trade and Trade Policy course between the years 2017 and 2019.

Table 8: Anglophone Students' Performance in TRP 502, 2017-2019 (number of students)

	TRP 502 A17 (1)	TRP 502 A17 (2)	TRP 502 A18 (1)	TRP 502 A18 (2)	TRP 502 A19 (1)	TRP 502 A19 (2)
Enrolment	28	19	26	33	25	32
Completion	28	19	26	33	25	32
Passes	27	19	24	32	24	32
Pass rate	96%	100%	92%	97%	96%	100%
Fail	1	0	2	1	1	0

Other than the first 2018 TRP 502 course, there has been generally good pass rates in this course over the past three years. In the first 2019 course, similar to 2017, only one student failed the assessments in this course, while in the second 2019 course, all students passed on first attempt. Other than in the first TRP 502 for 2019, students that failed in all the other TRP 502 courses had a particularly poor performance during the second week of the course, which could be partly, attributed to challenges in grasping trade remedies components of the course.

Lastly, with regard to TRP 503: Tools for Trade Policy Analysis, the table below presents an overview of performance in this course since 2017. As observed in Table 9 with pass rates averaging 75%, students with poor quantitative background tend to exhibit challenges in the assessments for the quantitative course. This is compounded in cases in which students are retaking the course for the second time after failing to successfully complete during first attempt.

Table 9: Anglophone Students' Performance in TRP 503, 2017-2019 (number of students)

	TRP503 A17 (1)	TRP503 A17 (2)	TRP503 A18 (1)	TRP503 A18 (2)	TRP503 A19 (1)	TRP503 A19 (2)
Enrolment	32	20	29	33	27	33
Completion	32	20	29	32	27	32
Passes	27	12	24	31	19	21
Pass rate	84%	60%	83%	94%	70%	64%
Fail	5	8	5	2	8	12





The first 2019 TRP 503 offered registered eight failures, three of whom were retaking the course. The other five were taking the course for the first time. One of these five appears to be very weak since he also failed in TRP 502. On the whole, five of the eight students failed examinations for both week one and week two, while the other three failed examinations for the first week. In the second TRP 503 course, 12 students failed the examinations. However, out of the 12 students, one student failed because she did not complete the course as she returned home before taking the second examination. This student however, performed very well in the first examination. With regards to the remaining 11, one failed although the student was retaking the course. However, the other 10 were taking the course for the first time, and out of these, the observed performance trend for five of them shows that they are somewhat weak as their performance trend in the other courses is also low. Nonetheless, the other five students performed well in the other courses; hence their failure may be attributed to a weak foundation in econometrics. Comparing the three years under consideration, the second TRP 503 for 2018 had very

good performance with a 94% per cent pass rate. This class appears to have been strong as even in the other two modules the performance was impressive.

Lastly, to facilitate graduation of students with either Master's Degree or Post Graduate Diploma, the following seven elective courses were offered, some of them being offered twice. These were TRP 504, TRP 505, TRP 506, TRP 507 and TRP 510<sup>4</sup>.

As shown in Table 9 below, there was generally very good performance across these seven modules. The performance was excellent in six of the seven modules as there was a record of 100 per cent pass rate. However, in TRP 506, one student failed the course and this student appears to be weak as reflected in some of the other five courses the student did and got marginal passes.

Table 10: Anglophone Students' Performance in Elective Courses (number of students)

	TRP504 A19 (1)	TRP 504 A19 (2)	TRP 505 A19 (1)	TRP 505 A19 (2)	TRP 506 A19	TRP 507 A19	TRP 510 A19
Enrolment	30	31	29	30	29	30	31
Completion	30	31	29	30	29	30	31
Passes	30	31	29	30	28	30	31
Pass rate	100%	100%	100%	100%	97%	100%	100%
Fail	0	0	0	0	1	0	0

<sup>4</sup>The full title of courses offered are:

- TRP 504: Economic and Legal Aspects of Trade in Services
- TRP 505: Intellectual Property Policy, Law and Development
- TRP 506: Competition Policy, Law and Development
- TRP 507: Regional Integration and Trade Facilitation
- TRP 510: International Trade Negotiations.

It is clear from the observed pass rates for the advanced courses that there is a marked improvement in the elective courses TRP 504-510 relative to the core courses TRP 501-503. The main factors as captured in the student evaluations and interactions with the students' appear to be the enhanced grasp of the technical concepts and principles from the core courses that make it easier for students' to follow the elective courses. Secondly, the applied nature of the elective courses facilitates easier comprehension of the concepts as it relate to trade and trade-related policies, regulations, and issues they are familiar with back home as part of their duties. These performance observations for the elective courses exhibit a similar pattern for both the English-instructed and the French-instructed courses.

Another plausible reason for the good pass rates in the elective courses is the filtering mechanism employed in the trapca academic courses. Weaker students are first filtered off at the pre-requisite level. Only those that successfully complete all the requirements are considered for admission to the advanced courses. The second level of filtering occurs during the first three core advanced courses. Students who struggle in these courses are not considered a priority during the funding awards. This implies that the students who participate in the elective courses are more likely to be the better performing students. In addition, the last filtering is at the MSc admission and registration in Lund stage. Only students who successfully completed six out of the ten

taught advanced courses inclusive of the core courses will be considered. A good number of weaker students fall off at this stage. This is complemented by a rigorous and effectively implemented quality assurance system for the examinations. For information, the examinations for all the courses undergo a quality assurance check with vetting done by the Academic Director and the academic team at Arusha. No examination is given to the students without the approval of the Academic Director. Lecturers make the necessary revisions in the examinations as advised, and if the

examination meets the required standard, the approval is given. In addition, trapca Academic staff print the approved examination and invigilate together with the lecturer.

It is noteworthy that the research and applied analysis for the students is expected to improve with the institutionalisation of the legal clinic in one of the courses (see next section). The fact that students are given research issues to work on after completion of the core courses gives the students the opportunity to improve their research writing and analysis. It is expected that students will improve their analysis both in the examination question answers and the assignments provided for the elective courses.



### 2.2.3 Institutionalisation of Legal Clinic under TRP 507

Following the adoption of the legal clinic mode of study at advanced courses level by the Academic Advisory Council (AAC) in 2018, the Centre for the first time, independently delivered the 2019 legal clinic. The legal clinic approach is designed to expose the students to a research-oriented approach to the course assignments. It is expected that the students will gain from the research writing and analysis exposure using this approach hence quality of the thesis writing. The legal clinic was conducted under the module, TRP 507: Regional Economic Integration and Trade Facilitation. The focus was on advising the East African Communities (EAC) Secretariat following their request to trapca to conduct a cost-benefit analysis of engaging in free trade agreement (FTA) trade negotiations with third parties. These third parties included China, United States of America, Turkey, EFTA, Brazil, India, Singapore, UK and GCCC. However, considering that the advanced classes accommodate a total of 30 students, the Centre only had capacity to deliver on five of the nine research projects. Consequently, the students conducted a cost-benefit analysis of potential FTAs by the EAC with the following: India, China, United States, GCCC and EFTA.

trapca internal staff supervised the students. In addition, through the assistance of Tradelab, five mentors were identified, and they assisted the students in guiding their projects to the best standards possible. Further, Tradelab availed electronic platforms for ease of conducting the research projects and exchange of documentation. This was due to the fact that the projects were conducted while students were off-campus. To recognize the effort of the students conducting the research, their effort accounted for 50% of the grade of the entire TRP 507 module. It is pleasing to note that all the five projects were successfully executed and that 13 of the students graduated with a Post- Graduate Diploma; another 13 graduated with an MSc, and four are expected to graduate with MSc in 2020.

However, it is worth pointing out that during the delivery of the project, a couple of challenges were faced. The main challenge was Internet connectivity for some countries. To overcome these challenges, each research Group leaders was instrumental in ensuring that supplemental means of communication were employed; this included using social media apps such as WhatsApp as a means of communication for students who did not have strong Internet connectivity outside their workplaces. Another observed challenge

arose owing to the fact that some of the students were concurrently working on their MSc thesis. This affected students' focus on the legal clinic assignment as the period thesis submission timelines were drawing closer. This challenge is expected to be mitigated in future through early allocation of students to the legal clinic assignment.

On the upside, the tradelab provided students with some opportunities that included contributing to their thesis writing skills. In addition, the students have the potential to acquire recognition by reputable trade institutions while also contributing directly into policy-making process in the African continent. This is due to the fact that the Tradelab research will be directly considered by the EAC Partner States. Most importantly for trapca, this will ensure that it produces graduates that have demonstrated practical capacity and further market the Centre to the Member States, including in the context of the sustainability agenda.

### 2.2.4 PGDA and MSc Graduation

In line with the academic regulations, students that complete five advanced modules inclusive of TRP 501: Economic Foundations of Trade and Trade Policy and TRP 502: Legal Foundations of Trade and Trade Policy qualify for an award of a Post Graduate Diploma in International Trade Policy and Trade Law at the Advanced level (PGDA). During the 2019 academic year, trapca graduated a total of 99 students. These were constituted as follows:

39 Post Graduate Diploma – Advanced in International Trade Policy and Trade Law (Anglophone Students);  
16 Post Graduate Diploma – Advanced in International Trade Policy and Trade Law (Francophone - Students);  
28 MSc in International Trade Policy and Trade Law (Anglophone Students) and; 16 MSc in International Trade Policy and Trade Law (Francophone Students).

The students that completed all the 10 taught modules and successfully completed a thesis (equivalent to two taught modules at advanced level) were eligible for an award of Master of Science Degree (MSc) in International Trade Policy and Trade Law. As noted, during the 11th trapca graduation ceremony, the Centre graduated 44 students with MSc Degree. 16 of these were from the Francophone class and 28 from the Anglophone class.



trapca  
 trained **930**  
 participants in  
 the **26** academic  
 courses  
 conducted  
 during the  
 period under  
 review.

### 2.2.5 Executive Courses

Three executive courses were conducted during the year 2019. The first executive course attracted 15 participants; 13 were Directors in the Ministry responsible for EAC Affairs in Kenya and two from the Ministry of Finance in Kenya. This is a tailored course focusing on Trade in Services Negotiations and Economic Diplomacy. These participants positively evaluated the course on grounds that it has provided them with knowledge and skills that would enable them to effectively coordinate the EAC negotiations, particularly at a time when each EAC Country was presenting a revised schedule of specific commitments. Owing in part to the success of the training, the Ministry of EAC requested for another two-week Executive Course on Economic Diplomacy that will jointly be attended by senior officials from the Office of the Attorney General of the Government of Kenya.

The second Executive Course sponsored by GIZ, was conducted in Morocco to train a total of 50 private sector and public sector officials from the Arab Maghreb Union (AMU) and Inter-

Governmental Authority on Development (IGAD).

This training was part of a continent-wide effort by the African Union Commission's Department of Trade aimed at drawing and imparting best practices that could facilitate the AfCFTA related stakeholder engagements. The training was successfully delivered.

Two other executive courses were rescheduled to 2020 due to internal approval processes within the institution of the target clients. One of these courses is expected to be offered to officials from the government of Botswana.

Lastly, following the successful conduct of joint e-learning courses, trapca and Food and Agriculture Organisation (FAO), jointly conducted a regional dialogue on Agricultural Trade that attracted 20 participants from East and Southern Africa. As part of this dialogue, a resolution was made to scale up the geographical spread of the network by bringing in members from English Speaking West African Countries. This is expected to be implemented with funding from the FAO during the year 2020. It is expected that the engagement with FAO will profile the Centre further within the wide FAO network in Africa, including within the African Union (AU). Efforts are underway to foster a tripartite engagement with the AU.

### 2.2.6 Country Spread, Gender Spread, Sector Spread, Demand for Courses, Funding Support Distribution and Feedback

During the period under review, trapca continued with marketing missions aimed at ensuring that the Centre's visibility is enhanced. Marketing of courses was conducted through social media, website as well as related online initiatives, printing, and distribution of brochures to target markets as well as physical market visitation by ESAMI. Because of these efforts, trapca was able to attract applicants from a total of 37 countries, 29 of whom are African LDCs, as reflected in the sections below.

#### 2.1.7.1 Country Representation

trapca trained 930 participants in the 26 academic courses conducted during the period under review, where 308 of the 930 participants took part in the MSc Pre-requisite courses. These participants came from a total of 37 African countries. In terms of the target beneficiaries, 29 represented African Least Developed Countries (LDCs), 12 were from Francophone and 17 from Anglophone. A full picture of the country representation for the TRP 400 courses is as shown in Figure 1 below.

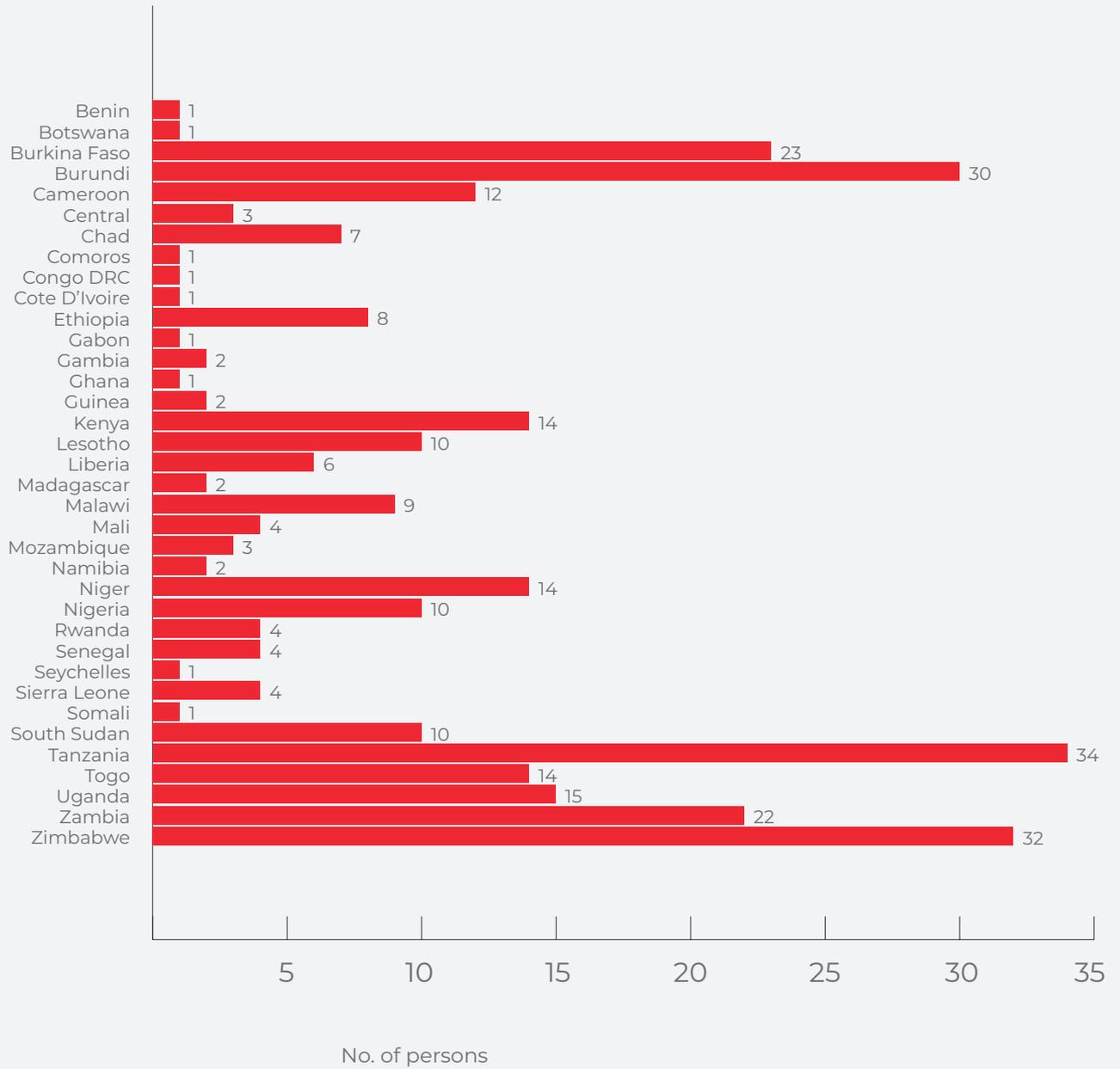


Figure 1: Country Representation of Trained Participants in MSc Pre-requisite Courses

On the other hand, the remaining 622 students that attended the advanced courses came from 27 countries, out of which 11 were Francophone, and 16 were Anglophone as illustrated in Figure 2 below.

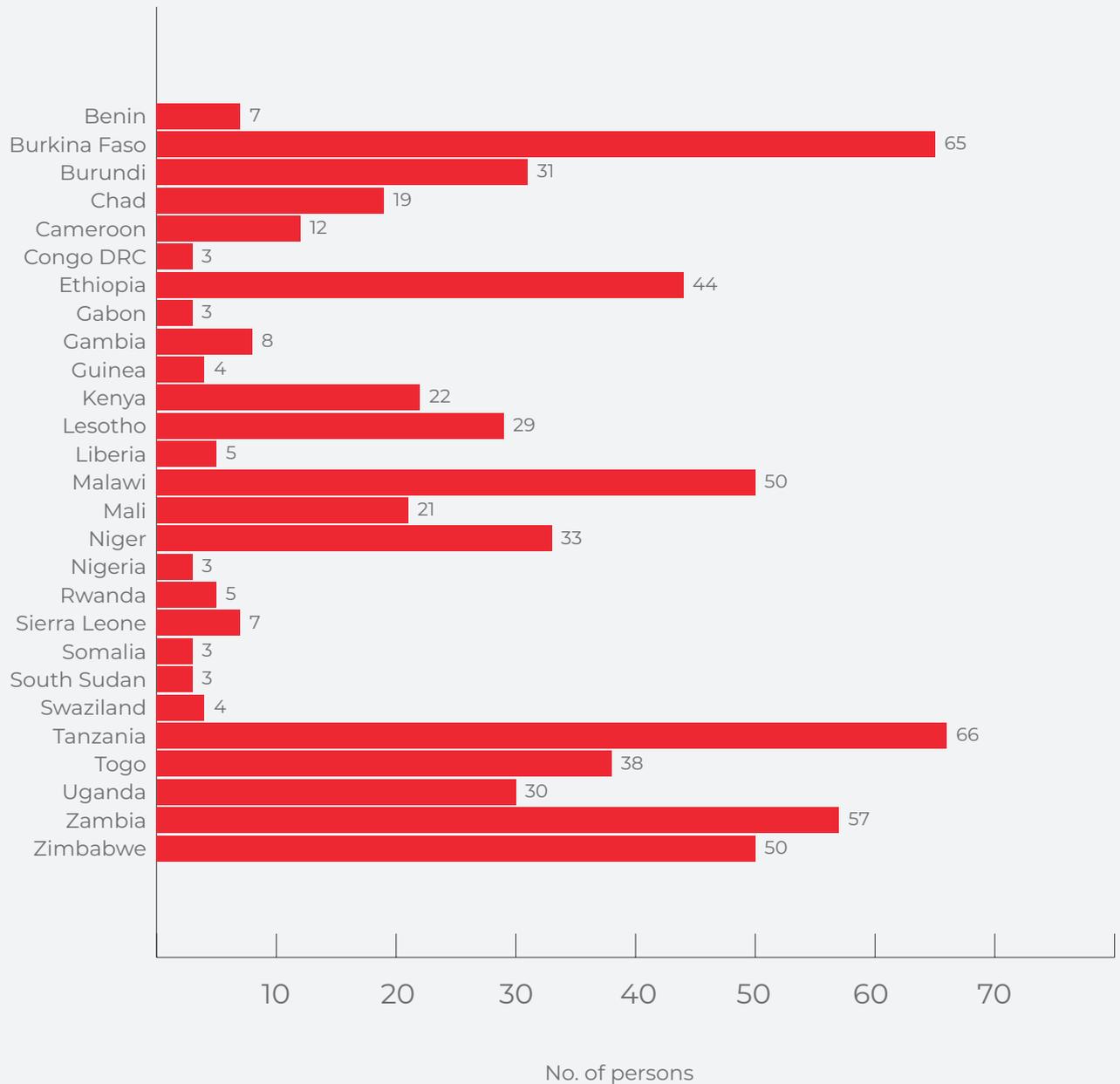


Figure 2: Country Representation of Trained Participants in Advanced Courses

As demonstrated, Burkina Faso and Togo were the two Francophone African LDCs that had more representatives out of the 11, while Tanzania and Zambia were the two Anglophone LDCs that had more representatives.

It is worth noting that the non- LDCs countries that participated in TRP 400 were mainly funded through the OACPS TradeCom II Project.

### 2.2.6.2 Gender Distribution

The overall gender distribution in the 26 courses offered represented participation of more male than female, with sixty-six per cent (66%) male and thirty-four per cent (34%) female representation across all courses. As shown in Tables 10 and 11 below, most of the Advanced level courses had better female representation than the pre-requisite courses.

Table 11: 2018- 2019 TRP 400 Gender Distribution Graph (number of students)

	TRP400 F 18	TRP400 A 18	TRP400 F(1) 19	TRP400 F(2) 19	TRP400 A (1) 19	TRP400 A(2) 19	TRP400 OACPS F19	TRP400 OACPS A19
Enrolment	45	212	55	34	97	62	30	30
Female	6	71	8	8	39	23	14	12
Female %	13%	33%	15%	24%	40%	37%	47%	40%
Male	39	141	47	26	58	37	16	18
Male %	87%	67%	85%	76%	60%	63%	53%	60%

There has been some good improvement in the representation of female students in the Anglophone TRP 400 courses offered in 2019. Anglophone courses registered over four percent increase in female students compared to the year 2018 courses, while in the Francophone TRP 400, the percentage of female representation remains low. However, under the second Francophone TRP 400 offered, there was some improvement in the representation of female students owing to efforts that were made to identify more female

students. Furthermore, owing to increased outreach efforts by management, both OACPS TRP 400 courses have a very good representation of female students.

With regard to the Advanced level courses, Table 11 below presents a picture of gender distribution between the years' 2017 and 2019.

Table 12: 2017- 2019 TRP 500 Gender Distribution Graph (number of students)

	TRP500 F17	TRP500 A17	TRP500 F18	TRP500 A18	TRP500 F19	TRP500 A19
Year Enrolment	132	355	216	359	239	383
Female	39	96	29	130	30	170
Female %	30%	27%	13%	36%	13%	44%
Male	93	259	187	229	209	213
Male %	70%	73%	87%	64%	87%	56%

There is a continuing improvement in the representation of female students in the TRP 500 Anglophone courses, which has increased from 27% in 2017 to 44 % in 2019. The increase in female participation has been as a result of the management's intervention to give priority to

female students and direct marketing to the less privileged groups. The representation of female students in the Francophone Advanced level courses remained constant since 2018. This is expected to further improve in the 2020 courses owing to the measures that have been implemented to boost enrolment of female students into the pre-requisite courses.

The efforts above will be supported by the scholarship policy that facilitates that during the process of scholarship awards, preference will be given to qualifying female participants in order to facilitate better gender representation in the courses offered.

#### 2.2.6.3 Sector Representation

In line with the mandate of *trapca*, the representation of students in the reported courses in terms of sectors included; public, private sectors, trade-related Non-Governmental Organization (NGOs), and the academia. Out of 930 students who attended the academic courses during the period under review, 80% were from Public Sector; 9% were from Private Sector; 7% from the Non-Governmental Organizations, and 4 % were from the Academia.

#### 2.2.6.4 Demand for Courses

The demand for *trapca* courses is evidently high as represented in the number of applications received from course applicants across the two levels. As shown in Table 13 below, at the pre-requisite level, on average only about 51% of the applicants for the courses offered in 2019 were admitted across the Anglophone and Francophone streams. The high number not admitted is attributed to filtering focused on relevant trade and trade-related employers and job description as per the admission criteria. This highlights the high interest in the *trapca* courses. The demand is thus reflected at the pre-requisite courses.

On the other hand, at the advanced level, the students that get admitted are those that have successfully completed the pre-requisite courses. During the year 2019, the Anglophone stream had 741 students that were admitted, but out of these only 383 students, representing 52% were able to attend the courses. The Francophone stream had a total of 384 students admitted, but only 239 students attended representing 62 %.

Table 13: Summary Statistics for the Courses and Outreach for January - December 2019

SUMMARY	Advanced Courses - Anglophone	Advanced Courses Francophone	Pre-Requisite Courses- Anglo	Pre-Requisite Courses- Francophone
Applications	749	404	359	285
Admissions	741	384	182	147
Admissions %	99%	95%	51%	52%
Confirmation	423	285	180	147
Attended	383	239	151	127
Attendance %	52%	62%	83%	86%



As shown in Table 13, the number of students who finally attended the courses that were scheduled for 2019 after admission significantly dropped due to several reasons. At the pre-requisite level, the main reasons were work-related commitments and Internet connectivity challenges. At the advanced level, though, the reasons included: lack of permission from employers, lack of enough resources to sponsor all admitted participants, health-related complications, family issues that emerged after acceptance admission, and late acquisition of visas, especially for the Francophone stream.

#### 2.2.6.5 Funding Support Distribution

As indicated in the sections above, trapca successfully conducted 28 academic courses; 6 at the pre-requisite level and the remaining 22 at the advanced level. Out of the six pre-requisite courses, four were conducted with support from Sida, while the remaining two were conducted with support under the TradeCom II Project. Cumulatively, the four courses supported by Sida had a total of 248 students. All the students secured full scholarships that mainly covered tuition. Similarly, the two pre-requisite courses supported by the TradeCom II project had a total of 60 students that were awarded full scholarship.

On the other hand, regarding the 22 advanced courses, a total of 622 students were trained. Out of these, 494 attended the courses on full scholarship from Sida, 124 attended the courses on partial scholarships from Sida, and 4 supported themselves. Some of those on partial scholarships were mainly not provided travel costs, while some were not provided with both travel and accommodation support. Besides, only four students paid tuition fees amounting to USD 2,050 as per 2019 audited financial report. Important to note, the tuition fees are captured as per each advanced course taken and not for the entire MSc.

#### 2.1.7.6 Feedback from Students

At the end of each module, all students are supposed to do an evaluation using trapca e-learning platform. The students are required to evaluate both the lecturers, and other aspects of the courses offered. 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:** Ninety percent (90%) of the students who evaluated the courses stated that their overall expectations of the courses they undertook were fulfilled. This result is an improvement by eight percent

(8%) in comparison to the 2018 evaluations. The increase is attributed to the enhanced communication between students and staff throughout the courses.

**(b) Course Content:** Ninety-four percent (94%) of the students who evaluated the courses rated the course content and delivery as excellent, while the remaining six percent (6%) of the students rated the courses as very good. Overall, the students perceived the content of the course as addressing the critical areas in the area of trade policy.

**(c) Course Materials:** Eighty-five percent (85%) of the students rated that the course material and literature was excellent. Fifteen percent (15%) of the students rated that the course material as very good. This is a three percent (3%) increase from the same period last year. The increase is partly attributed to enhanced use of emails to share course materials with students that were unable to download course material from the e-learning platform.

**(d) Time for delivery and navigation of the e-platform:** During the period under review, the e-Learning course students also commented on the time allocated for the online course as too short to master the subject. Proposals were therefore made for trapca to consider introducing recorded video lessons for the students to enhance their learning experience. This requires further reflections and will be explored during the year 2020.

In addition, to assess the immediate impact of the TRP 400 course, participants from the Anglophone TRP 400 were requested to share their feedback pertaining to impact. Below are few samples of the feedback that was received:

“I work as a Trade Officer at the Malawi Ministry of Industry, Trade and Tourism. The TRAPCA courses which I have attended to date have helped to facilitate my work in numerous ways including:

- Understanding of the multilateral trading system. Now I understand more about the MTS and the WTO Agreements which form the foundation of trade rules at domestic, bilateral and regional level. I work on the African Continental Free Trade Area desk and recently we have been conducting analysis on a position Malawi and other countries took on the tariff negotiations of which the analysis tools enabled me to work on effectively;
- I participate in regular performance assessment of Malawi’s bilateral, regional and international trade and investment agreements which aimed at measuring the costs and benefits of Malawi’s membership to the various grouping it belongs to;
- I work on promoting trade facilitation initiatives through simplification, harmonization, standardization and modernization of international trade procedures with an aim of reducing the transaction costs in local and international trade and ensuring coordination among border agencies, as the desk officer on trade facilitation I am part of secretariat of the National Trade Facilitation Committee which organizes meetings and insures implementation of resolutions including the Malawi Trade Facilitation Action Plan; These outline some of the areas in which the training I have acquired from TRAPCA has helped me to grow in my career to date”.. **Brenda Kabwaza, Ministry of Industry, Trade and Tourism, Malawi**

“In my current position (Plant Quarantine Officer), I support the National Plant Protection Organization (NPPO) taking the decision with scientific bases to import and export agricultural commodities. Furthermore, working in NPPO I help anyone that needs a pest risk assessment analysis and I share the knowledge with different institutions. What increased my interest in participating in this master’s program is to understand even more about trade. With this course the data analysis component was very important because it helps me to organize & analyse the parameters. This component helped me in the design of the project I’m leading in Mozambique, which aims to eradicate a pest that affects banana cultivation, import and export. It was important to do data analysis & justify the need to have the project of that nature. After returning I was invited to participate in the revision of the regulation on SPS inspection & plant quarantine, of the agriculture law & in the stabilization of the SPS Committee. There are many reforms that are taking place in the country related to the Trade Facilitation Agreement, so there are many actions within the scope of SPS, such as the introduction of agricultural products in the Single Electronic Window, so I have participated in the Inter-ministerial Task Force, for Mozambique to affect the TFA”.

**Custódio Mendes, Agronomist, Ministerio Da Agricultura E Desenvolvimento Rural. Mozambique.**

“My data analysis skills have greatly improved. For example as Zambia Revenue Authority we are tasked to make recommendations to the National Budget on an annual basis . All officers are requested to make contributions and from the knowledge I gained from the 400 series I was forced to look at the data for the imports /exports and domestic data making my recommendation more fact based. In fact the knowledge gained from the TRAPCA has stirred my interest in Data Analysis and have even learned how to use Oracle Discover and Business Intelligence, data analysis tools that our IT department have available but which I previously ignored and relied on our Business intelligence unit to extract data. Now I can extract and analyse data using Oracle discoverer and Business intelligence by myself

!!!! This was very important in my previous position at the Transaction Monitoring Unit , where I had to prepare the monthly , quarterly and annual Customs Division reports. I am also training the officers I supervise to use these tools as capacity building . I feel the most important impact that the course has had on me is a sense of direction in what I want to pursue career wise which is Trade Policy where I feel I can make a more meaning contribution within ZRA and beyond”. **James Mwela, Zambia Revenue Authority.**

On the basis of the few excerpts above, it is clear that the students benefited from being exposed to some key fundamentals of international trade through the three modules offered. Collectively, these modules not only give students a fair exposure of economic, legal and sectoral aspect of international trade, but they are also key to standardising the knowledge and ensuring that students are able to cope with the rigors of the advanced course at the MSc. level.



3.0

ADMINISTRATION

### 3.1 Human Resources

There were no changes in staffing levels since 2018. The 2019 staffing levels were as follows:

#### Arusha Office

Mr. Peter Kiuluku	Executive Director
Dr. Caiphas Chekwoti	Trade Policy Expert
Mr. Thokozani James Ngwira	Trade Law Expert
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
Ms. Bertha P. Maturo	Accounts 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





4.0

# MONITORING AND GOVERNANCE

During the period under review, a financial audit was undertaken as part of the regular monitoring and governance activities. The auditors (KPMG) conducted a financial audit in February 2019 for the year ended 31<sup>st</sup> December 2018. The audit concluded that the financial statements and accounts presented an accurate and fair view of the state of affairs as of 31<sup>st</sup> December 2018. The Board approved the audited financials on 31<sup>st</sup> March 2019.

Further, governance-related activities were conducted between 20th May 2019 and October 2019. In this regard, the Annual Review Meeting was conducted in May 2019 and this was followed by the Academic Advisory Council meeting that was held in October 2019. The last Board Meeting was held in Addis Ababa during the last week of November 2019.





5.0

# FINANCIAL MANAGEMENT REPORT 2019

The management is pleased to present the 11-month revenue and expenditure report. Sida, and ESAMI finance the Centre's main operations. Besides, trapca generates revenue from its executive courses, students' tuition fees and other consultancy services. Therefore, Management is delighted to report that as at 31st December 2019, the Centre received a total of \$2,815,079 revenue, excluding the cost of amortisation at USD 4,996 and depreciation charge of USD 7,614. Out of which a total of USD 401,599 accounts for OACPS/EU contribution. Section 3 and annex 2 and 3 gives a detailed report of the expenditure and revenue utilization as per cost classification.

USD **2,815,079**

### 5.1 Financial Position as at 31 December 2019

Table 14 and 15 below elaborates on the financial position of the Centre as at 31 December 2019. The narrative and detailed notes are presented in the audited financial statements that are presented together with this report.



Table 14: Statement of Financial Position as 31 December 2019

	NOTES	2019 USD	2018 USD
<b>INCOME</b>			
SIDA financing	6(a)	1,618,867	1,765,194
ESAMI contribution	6(c)	370,600	99,100
Consultancy	6(b)	3,200	12,000
Executive courses	6(b)	20,200	55,281
Student fees	6(b)	2,050	1,650
EU-OACPS Income	6(d)	401,599	-
Amortisation of capital grant	10	12,610	4,780
		<b>2,429,126</b>	<b>1,938,005</b>
<b>Operating expenses</b>			
Personnel cost	7	(442,961)	(440,206)
Programme cost	8	(2,132,237)	(1,551,118)
Other operating expenses	9	(239,881)	(215,880)
Amortization of intangible asset	12	(4,996)	-
Depreciation	13	(7,614)	(4,780)
		<b>(2,827,689)</b>	<b>(2,211,984)</b>
<b>Operating (deficit)/ surplus</b>		(398,563)	(273,979)
Finance income		439	864
<b>Operating (deficit)/ surplus before tax</b>		<b>(398,124)</b>	<b>(273,115)</b>
Taxation	11	-	-
<b>Net (deficit)/ surplus for the year</b>		<b>(398,124)</b>	<b>(273,115)</b>

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

Table 15: Statement of Comprehensive Income for The Year Ended 31<sup>st</sup> December 2019

	NOTES	2019 USD	2018 USD
<b>ASSETS</b>			
Non current assets			
Motor vehicle and equipment	13	15,359	19,973
Intangible assets	12	5,904	10,900
		<b>21,263</b>	<b>30,873</b>
<b>Current assets</b>			
Trade and other receivables	14	15,428	15,754
Due from related party	15	771,914	1,541,799
Cash and cash equivalents	16	934,420	67,342
		<b>1,721,762</b>	<b>1,624,895</b>
<b>Total assets</b>		<b>1,743,025</b>	<b>1,655,768</b>
<b>Non current liabilities</b>			
Deferred capital grant	10	20,725	30,336
<b>Current liabilities</b>			
Deferred income	17	769,026	341,750
Due to related parties	15	74,244	33,239
Other payables and accruals	18	254,007	227,296
		<b>1,097,277</b>	<b>602,285</b>
<b>Total equity and liabilities</b>		<b>1,743,025</b>	<b>1,655,768</b>

The detailed financial statements and notes for the year ended 31 December are presented separately in the audited financial report for the year ended 31st December 2019.

### 5.2 Expenditure for the period

The expenditure for the 12 months of the year 2019 is in line with the approved activities of the Centre's revised and approved annual work plan and budget. However, it is important to note that during the year under review, the Centre received less revenue than was budgeted despite rolling over the 2018 savings. In this regard, ESAMI contribution had to exceed what was initially budgeted for in the approved annual work plan and budget to cover for students'accommodation and facilities for courses that were already in session. The Figure 3 below illustrates the expenditure against the annual budget.

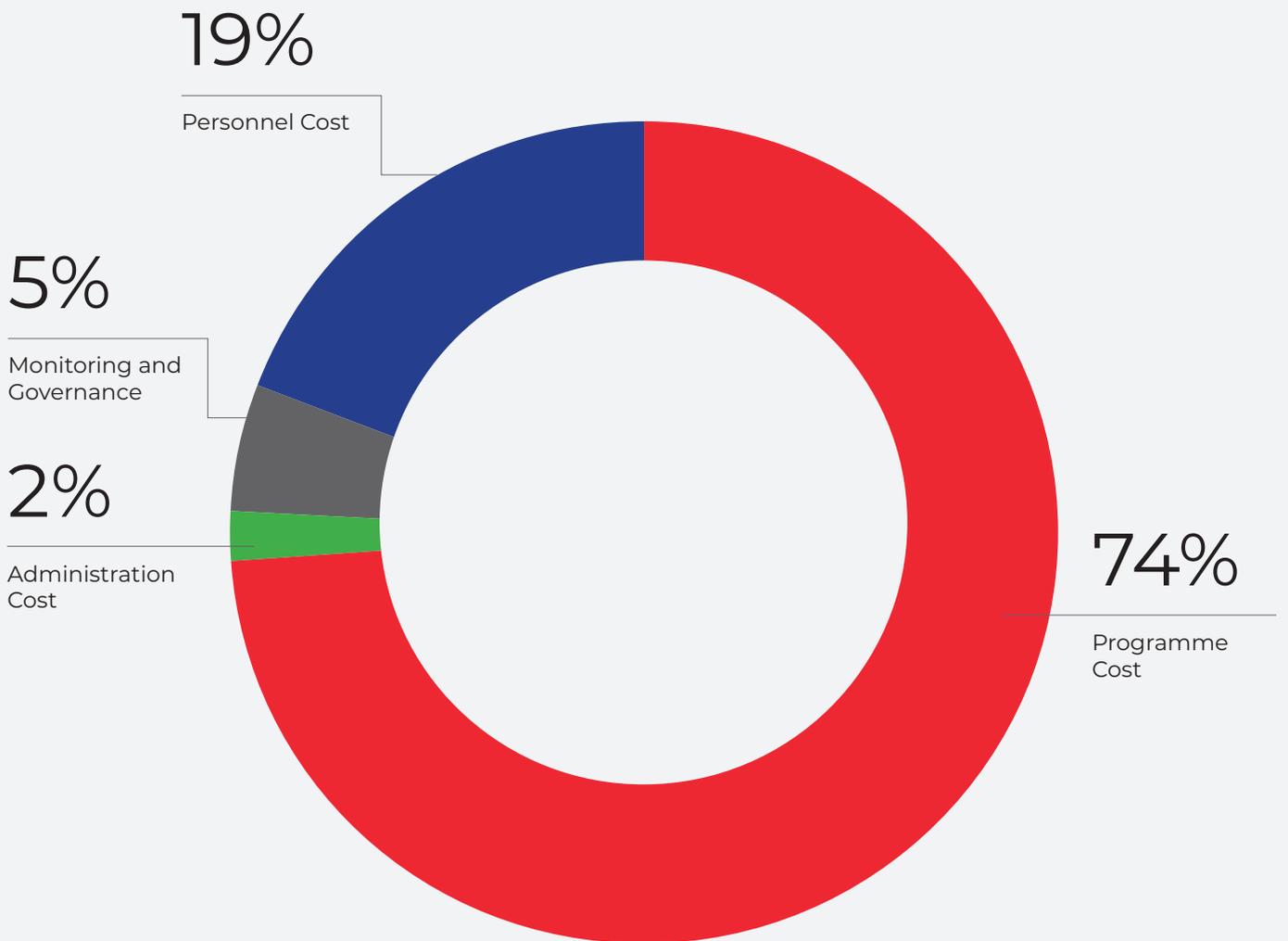


Figure 3: Expenditure Proportions

As per the revised approved work plan and budget for 2019, the amount spent on activity costs was as follows; 74% of the expenditure on programming, personnel costs 19%, administration costs 2% and monitoring and governance 5%.



6.0

# OUTREACH AND SUSTAINABILITY ACTIVITIES

In 2019, trapca continued to pursue sustainability of the Centre through measures aimed at ensuring that it reduces its dependence on core funding from Sida. In this regard, the Centre placed emphasis on the development of a business plan with Sida's support. As part of the financial sustainability efforts described in the business plan, the funding proposal incorporates assumptions that project increased funding contributions from other donors in addition to Sida while maintaining the ethos of trapca. The following interventions in the business plan are currently under consideration.

### 6.1 Effective partnerships

The Centre is making good progress on trade finance initiative between trapca on one side and African Capacity Building Foundation (ACBF) and Afreximbank on the other side. Currently, the draft project document has been submitted by the ACBF to the Afreximbank for their review and consideration.

In an effort to tap into the expertise of the collaborating partners, trapca's on-going curriculum review process benefitted from an existing collaboration with United Nations Conference for Trade and Development (UNCTAD). Discussions are underway to tap into UNCTAD's expertise (on a pro bono basis) in the area of commodities as well as e-commerce. This is expected to provide relevant reference materials and content for commodity-related as well as e-commerce focus in the courses.

trapca is in consultations with the Pan African Chambers of Commerce and Industry (PACCI) on the establishment of a formal relationship. The MoU gives trapca more avenues for offering tailor-made courses that will, among others, assist the most indigent African countries in their implementation of the AfCFTA and other trade instruments.

The Centre is currently in an on-going partnership with Food and Agricultural Organisation of the United Nations (FAO). The current phase entails the development of a network of trade and agriculture practitioners. This relationship also presents trapca with a marketing channel for its executive courses in the area of trade and agriculture. The partnership further seeks to strengthen research output of trapca through the network of practitioners.

The above strategic partnerships will increase trapca's visibility and open potential opportunities

for collaborations as well as joint development of interventions and resource mobilization. trapca will continue to nurture these relationships and engage in confidence-building measures, as evidenced by steady progress being made with collaborations.

### 6.2 Resource Generating Activities

The section highlights measures that were planned for the year to help diversify the Centre's revenue streams. The progressive introduction of these measures is expected to aid in the sustainability of the Centre and reduce its dependence on Sida core funding in the projected years to come. In this regard, the following interventions are currently being considered and some already are being implemented:

#### 6.2.1 Delivery of Institutional targeted Executive Courses

trapca is in the process of marketing its executive courses to different institutions and ministries to offer courses that target the emerging challenges in Africa concerning trade and trade-related policies. The courses will have a niche focus on the implementation of the ACFTA as well as other regional and continental trade agreements.

#### 6.2.2 Delivery of Trade facilitation Diplomas

Through ESAMI, trapca will offer diploma courses that will be conducted in-country. The aim of the diploma courses is to help scale up capacity for institutions that are directly involved in trade and trade-related industry as well as government officials who may not have the time to study for the MSc trade policy but may make time for short diploma courses accredited by ESAMI as a regional institution. The initial steps are being taken with accreditation of the Diploma courses.



Currently, there is no African academic and training institution that offers an advanced degree in trade finance despite a determination that trade finance is one of the critical needs of the African continent, in particular within the context of trade policy.

#### 6.2.3 Master of Trade Policy and Trade Law Degree Programme, TradeCom II

The Centre won a two-year contract through competitive bidding under the TradeCom II – ACP Trade Capacity Building Programme Supported by the Intra-ACP envelope of the 10th European Development Fund. The contract was signed in July 2019. The support is the 10th

–“Priority 2: trade-related training and research for sub-Saharan Africa ACP countries designed to enhance the competences of the target countries’ officials. The support complements the existing support from Sida for pre-requisite and advanced courses in international trade policy and trade law. During 2019, two pre-requisite courses supported by the OACPS/EU were offered. The advanced courses are scheduled to be offered during the 2020 academic year.

#### 6.2.4 Master of Trade Finance Degree Programme

The Master of International Trade Finance degree will introduce a new spectrum of interventions in trade-related capacity building partly in response to the continental program to boost intra-Africa Trade (BIAT). Notably, trade finance is one of the BIAT pillars. Therefore, the trade finance capacity-building program will complement existing capacity building initiatives including ESAMI- trapca’s programmes on International Trade Policy, Trade Law and Trade Facilitation. The Master of Trade Finance degree will be offered in partnership with African Capacity Building Foundation (ACBF) and African Export and Import Bank (Afreximbank). Currently, there is no African academic and training institution that offers an advanced degree in trade finance despite a determination that trade finance is one of the critical needs of the African continent, in particular within the context of trade policy. This implies that various institutions and individuals may not be incentivised to acquire trade finance-related expertise owing to the prohibitive cost of education that can only be acquired on other continents. Through its program, ESAMI-trapca will bring the training much closer to the African market through funding by Afreximbank. The programme is aimed at boosting intra-Africa trade through uptake of trade finance instruments. Currently, the programme document is under consideration by the lead potential funding partner. However, it is worth highlighting that this program will be run on commercial basis and therefore, has been designed to be self-sustainable from inception with the exception of kick-off expenses for resource of the library, teaching material, teaching guides and initial teaching assignments.

#### 6.2.5 Pro-Bono Support

trapca shared with its strategic partners (namely the World Trade Organisation (WTO), UNCTAD, World Intellectual Property Organisation (WIPO), The African Regional Intellectual Property Organisation (ARIPO), Advisory Centre on World Trade Organisation Law (ACWL) the 2019 academic calendar. This was meant to solicit their input in the facilitation of select trapca’s program by their experts. To date the UNCTAD and WTO have provided support in facilitating parts of trapca’s advanced courses on a probono basis. Pro bono interventions will help reduce the costs of running the programme but also advocate for different expertise and experience in the end to help enrich the curriculum and visibility of trapca and its programmes and make it more relevant.



7.0

# ENTERPRISE RISK MANAGEMENT

trapca's identification, evaluation, and prioritization of risks is managed by a well-coordinated and economical application of resources to minimize, monitor, and control the probability or impact of unfortunate events or to maximize the realisation of opportunities. The risk management's objective is to ensure uncertainty does not deflect from the trapca mission, vision and 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 period ending 31<sup>st</sup> December 2019.

During the period, the main potential risks that the Centre monitored included the changing priorities of donors and its implication on the sustainability of the programmes for the target countries. As part of the mitigation strategy, management developed a business case and plan to map out the sustainability strategy for the Centre and gradually reduce dependence on funding from Sida. The main focus is to attain reduced funding from Sida over time and enhance sustainability. The plan will be operationalised from 2020. Part of the sustainability strategies includes self-funding by the students. As identified in the risk matrix, the strategy to boost the number of self-funding students could potentially reduce the number of students from the most vulnerable target countries. The management will continue to monitor this risk and apply relevant mitigation measures.

Timely securing of visas for Francophone Advanced Level Students and the low participation by female

students in the pre-requisite courses were the two key challenges faced during the period. Low female participation was mainly prevalent in the Francophone cohort of students. This is largely due to low female representation in trade and trade-related institutions in most French speaking African countries. However, management will continue efforts to engage more potential female students in the subsequent courses to help mitigate this challenge at prerequisite level of courses so as to improve female representation at advanced level courses.

Table 16: 2019 Enterprise Risk Management ERM

No.	Date Identified	Risk	Probability (L,M,H)	Impact (L,M,H)	Effect on trapca	Mitigation Strategies
1.	1-Jan- 2019	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 back-up systems one onsite and the other offsite. In addition change passwords on a regular basis
2.	1-Jan-19	Changes in priorities of donors	Medium	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.
3.	1-May-19	Introduction of fee payments for students in countries in which the economic conditions are not stable or weak may have a negative impact	Medium	High	<ul style="list-style-type: none"> <li>• This may significantly reduce the number of students and hence overall impact on trapca's contribution to improving LICs and LCDs on trade related issues</li> <li>• Failure to achieve programme objective.</li> </ul>	<ul style="list-style-type: none"> <li>• Executive leadership and on-going involvement with other potential funders.</li> <li>• Continuous monitoring of sustainability measures in line with the Centre' strategy</li> <li>• Ensuring ethical practice throughout the trapca operations and continue marketing trapca's programmes</li> </ul>
4.	21-June-19	Managing of multiple donors in the quest for sustainability	Low	Medium	<ul style="list-style-type: none"> <li>• Reputational risk as a failure to manage partners or donors funds and reduction in resource envelope to support the centres activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensuring ethical practice throughout the trapca operations and having separate bank accounts to avoid comingling of funds from different sources.</li> <li>• Produce separate and independent financial audited statements and progress reports for different funding sources unless agreed to be jointly produced by the partners.</li> </ul>
5.	16-March-18	Immigration regulatory changes and heightened regulatory scrutiny may affect the manner in which our products or services will be delivered.	Low	Medium	Adverse effect on project output and ultimately reduced number of target graduates	Increase target number of students for non-affected regions and advise students if possible, to arrange Visa's before travel.

No.	Date Identified	Risk	Probability (L,M,H)	Impact (L,M,H)	Effect on trapca	Mitigation Strategies
6.	1-Jan-18	Potential for Sida to reduce funding	Medium	High	<ul style="list-style-type: none"> <li>• Failure to achieve business and programme objective.</li> <li>• Loss of other donor/partners confidence</li> </ul>	<ul style="list-style-type: none"> <li>• Executive leadership and on-going involvement with other potential funders.</li> <li>• Continuous monitoring of sustainability measures in line with the Centre'</li> <li>• Ensuring ethical practice throughout the trapca operations and continue marketing trapca's visibility and transparency</li> </ul>
7.	1-Sep-18	Transit risk in relation to Participants and resource persons e.g. health matters such as Ebola	Low	Medium	Adverse effect on project output and ultimately reduced number of graduate	Increase target number of students from non-affected regions. Monitor advisories by host country
8.	1 Jan-18	Staff turnover	Medium	High	Sustainability of project activities	Competitive remuneration, job security and conducive work environment
9.	1-Jan-18	Corruption	Low	High	<ul style="list-style-type: none"> <li>• Loss of reputation</li> <li>• Loss of public confidence</li> <li>• Direct financial loss</li> <li>• Wasted resources</li> <li>• Adverse effects on other staff and the morale of the Centre</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure appropriate due diligence is performed on employees, vendors, suppliers, potential business partners, representatives and third-party agents.</li> <li>• Effective internal controls and monitoring</li> <li>• Employee sign off that they will not engage in corrupt activities</li> </ul>
10.	1-Apr-17	Change of government policy	Low	Medium	• Unable to complete key tasks/Reduced funding	•Diversified funding base
11.	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



8.0

# CHALLENGES AND OPPORTUNITIES

Low participation by female students in the pre-requisite courses conducted during the period was a key challenge, which was mainly attributed to the Francophone cohorts of students. The management has taken proactive actions to address this challenge during the next set of courses. Low salaries of public servants negatively impact on participation for fee-paying students, in particular in respect to students from LDCs countries. Efforts to sensitize employers on the importance of investing in trade policy training across all relevant sectors are therefore important.

In addition, students faced challenges in attending the pre-requisites and this impacted negatively on the targeted courses that were to be conducted in the first quarter of the year. Further, students admitted into the ongoing three advanced courses for the Francophone group had challenges getting their visa applications approved on time and this resulted in fewer number of the targeted attending the first course. This requires mitigation measures that, at their core, ensure early processing of admissions of students.

Lastly, under the legal clinic, one of the key challenges faced was the inability by students working on their thesis to balance with the research demands for the legal clinic projects. This will be looked into during the year 2020 to come up with appropriate solutions to minimise cases of such students delaying completion of legal clinic projects.

There are several emerging opportunities, one of them being increased interest in courses relating to implementation of the AfCFTA. In response to this, management is actively working with a number of actors to take advantage of the opportunity. The interest of new partners is a good sign that trapca mandate is relevant to the development needs of Sub Saharan Africa. Another opportunity is presented by the institutionalisation of the legal clinic as part of the trapca program. This will enable the Centre to interface more with employers and organisations and develop more targeted training and research interventions.

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Low participation by female students in the pre-requisite courses conducted during the period was a **key challenge**, which was mainly attributed to the Francophone cohorts of students.





9.0

# OUTLOOK FOR THE YEAR 2020

Pre-requisite and Advanced courses will be conducted in both English and French languages during the year 2020. The Centre is hopeful that these will be aided by the support from ESAMI, Sida and the EU through the OOACPS TradeCom II Project. In addition, offering of various executive courses will be scaled up during the year 2020.

It is further expected that a number of case studies will be conducted to feed into the AfCFTA process. Country-specific initiatives will also be rigorously pursued. trapca is also expected to finalise its business plan and funding proposal that is undergoing review by Sida.





10.0

CONCLUSION

## CONCLUSION

In line with trapca's mandate, a total of

# 930

students have so far trained in the academic training programmes during the period under review. The participants were from the target countries as per mandate, with a gender distribution of 66% male students and 34% female students on average. The Francophone cohort influenced the relatively lower overall female representation. In this regard, the management will continue to enhance efforts to attract more qualifying females from Francophone countries. The majority of the participants were from the public sector, that is about 82% representation.

In terms of the AWPB, the Centre generally attained almost all its targets for 2019 with the exception of the executive courses. The Centre will continue to foster sustainability-related initiatives that are underway to foster the sustainability of the Centre.



## Male

# 66%

## Female

# 34%

Objectives	Indicator	Source of Verification	2019 Target No of courses	Implementation Status	Comments
<b>Outputs</b>					
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	6	6 pre-requisite courses conducted out of which 34% were female students with an average of 51 participants in each course. This included both the English speaking and French speaking, participants.	<ul style="list-style-type: none"> <li>Target on number of courses was met</li> <li>Target on number of students per each class exceeded in all 6 courses as the lowest attended class had 30 students</li> <li>Target with regards to representation of female students cumulatively was exceeded by 4%. However, individually 2 of the 3 Francophone classes only had 15 % and 24 % female representation. In all 3 Anglophone courses target was exceeded by 10%, 7% and 10%</li> </ul>
	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	22	22 taught Advanced courses have so far been offered out of which about 29% were female with an average of 28 participants per course. This included both the English speaking and French speaking, participants.	Target on number of course was met. Target on number of students per each class being 20 was exceeded on average. However, it was exceeded in 21 of the 22 courses. In one of the Francophone courses only 14 students attended due to delays in securing visas by the students. Target on representation of female students cumulatively was exceeded by 2%. However, in all Francophone courses there was only 13 percent female representation. In Anglophone classes target was on average exceeded by about 14 % target

## Annex 1: Result Analysis Framework

Objectives	Indicator	Source of Verification	2019 Target No of courses	Implementation Status	Comments
2. Executive training	At least two annual tailored/executive training conducted for secondary target group.	trapca annual report, graduation report	6	3 courses so far offered	Target not met as some of the course rescheduled to early 2020.
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	No policy dialogue scheduled for 2019	No target since no policy dialogue was planned
<b>Main activities to support outputs</b>					
Needs identification and marketing to target beneficiaries	Training needs assessments and yearly marketing missions undertaken	Annual work plans and budgets	1	a) One marketing mission conducted in Lusaka and another conducted in Addis Ababa on the margins of board meetings  b) A series of training needs assessment undertaken to inform scheduling of executive courses aimed at contributing to AfCTA negotiations and implementation conducted.	Target met  Target met
Course development, training activities;	Conduct a minimum of one annual curriculum review incorporating emerging issues.	Annual work plans and budgets	1	Completed the revision of curriculum based on 2018 AAC meeting guidance	Revised curriculum was approved by the AAC in October 2019
Development of case studies	A minimum of two case studies developed by the end of the plan period	Annual work plans and budgets	1	Three case studies were conducted on trade in services and trade facilitation	Target met. Draft reports still under review
Alumni follow-up through tracer survey analysis	One Tracer survey conducted by the end of the plan period	Annual plans budgets work and		The tracer survey was not planned for 2019	Not planned for 2019
Partnership network activities;	Annually engage a minimum of 3 relevant partners (inclusive of on-going partnership engagements)	Annual plans budgets work and	3	Engage UNCTAD FAO and GIZ	Target met. The engagement will continue in 2020

Objectives	Indicator	Source of Verification	2019 Target No of courses	Implementation Status	Comments
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  Annual work plans and budgets	4  1	Audit conducted, ARM conducted in May 2019, One AAC Meeting and Two Board meetings conducted	Target met
Planning and implementation of annual operational management activities;	Result based management system in place and in use by 2017	Annual work plans and budgets		The system is functioning well	Target met
Planning and implementation of financial sustainability activities;	a) At least one activity-based partnership or resource based partnership developed  b) Identification of alternative financing options  c) Additional financing partners identified and engaged to support trapca  d) A minimum of 3 annual marketing activities conducted to market specific capacity building activities to other funding partners  e) A minimum of 2 customized trainings conducted with full or partial external funding.  f) A minimum of 5 government and private agencies engaged to support their officials attending trapca programmes	Annual reports	1	a) 1 Regional Dialogue funded by FAO Conducted in October and an MoU with PACCI signed  b) BCAP developed with financing options  c) Additional financing partners identified, and a financing agreement signed with OACPS/EU  d) Outreach plan to funders being developed  e) 3 customised trainings conducted  f) Employers of students requested to support their officials through the admission letters	a) Target met  b) Target met  c) Target met  d) On-going  e) Target exceeded  f) Target met

Annex 2: 2019 Detailed Budget Vs. Expenditure (All amounts in USD)

S/N	Budget Item	QTY	Unit Cost	Approved 2019 Total Budget (A)	Roll over from 2018 Savings <sup>5</sup> (B)	Amended Approved 2019 Total Budget (C)	Breakdown of Total Approved Budget			Breakdown of Actual Expenditure			Sida Budget Less Sida Actual J=(D-G)	Actual Total K=(G+H+I)	Total % Utilization L = (K/C) %
							Sida Approved budget (D)	ESAMI Approved budget (E)	Approved Budget Other Funding Stream (F)	Actual Financed by Sida (G)	Actual Financed by ESAMI (H)	Actual Other Funding streams (I)			
			USD	USD	USD	USD	USD	USD	USD	USD	USD	USD	USD	USD	%
Personnel costs															
1.01	Executive Director	12	14,024	168,283		168,283	168,283			168,283			0	168,283	100%
1.02	Principal Finance and	12	6,554	78,649		78,649	78,649			78,649			0	78,649	100%
1.03	Accountant Clerk	12	663	7,956		7,956	7,956			7,956			0	7,956	100%
1.04	Driver/Clerk	12	1,449	17,392		17,392	17,392			17,392			0	17,392	100%
1.05	Academic Support Assistant	12	859	10,305		10,305	10,305			10,305			0	10,305	100%
1.06	Office Assistant	12	621	7,450	4,550	12,000	12,000			12,000			0	12,000	100%
1.07	Gratuity	1		72,509	1,138	73,647	73,647			73,035			612	73,035	99%
1.08	Education	12	4,351	52,206	819	53,025	0	53,025		0	50,731		-	50,731	96%
1.09	Medical	6	3,600	21,600		21,600	0	21,600		0	21,600		-	21,600	100%
1.10	Group life Insurance	1	11,355	11,355		11,355	0	11,355		0	11,355		-	11,355	100%
<b>Total personnel costs</b>				<b>447,705</b>	<b>6,507</b>	<b>454,212</b>	<b>368,232</b>	<b>85,980</b>	<b>-</b>	<b>367,620</b>	<b>83,686</b>	<b>612</b>	<b>451,306</b>	<b>99%</b>	
Programme costs															
2.01	IT Support and Maintenance	1	28,000	28,000		28,000	28,000			27,844			156	27,844	99%
2.02	Pre-requisite courses	1	60,000	60,000		60,000	60,000			25,000			35,000	25,000	42%
2.03	MSc Programmes	1	516,875	516,875	263,381	780,256	780,256			780,256	102,324		-	882,580	113%
2.04	MSc Programmes Marketing ESAMI	1	37,500	37,500	-	37,500	0	37,500	-	0	55,000		-	55,000	147%
2.05	MSc Facilities Fee	1	180,000	180,000	-	180,000	0	180,000	-	0	264,000		-	264,000	147%
2.06	Executive Courses	1	100,000	100,000	-	100,000	0	0	100,000	0		36,899	-	36,899	37%
2.07	Marketing, Advertisements Outreach to development Partners	1	48,110	48,110	-	48,110	48,110	0	-	44,853			3,257	44,853	93%

<sup>5</sup>This is as per Ref: trapca/0521f01 Addendum no 1. to the 2019 Annual Work Plan and Budget, approved by the Swedish Embassy in Addis Ababa on behalf of Sida on the 24th of May 2019

S/N	Budget Item	QTY	Unit Cost	Approved 2019 Total Budget (A)	Roll over from 2018 Savings <sup>5</sup> (B)	Amended Approved 2019 Total Budget (C)	Breakdown of Total Approved Budget			Breakdown of Actual Expenditure			Sida Budget Less Sida Actual J=(D-C)	Actual Total K=(G+H+I)	Total % Utilization L = (K/C) %
							Sida Approved budget (D)	ESAMI Approved budget (E)	Approved Budget Other Funding Stream (F)	Actual Financed by Sida (G)	Actual Financed by ESAMI (H)	Actual Other Funding streams (I)			
2.08	Trade Policy Expert	1	105,132	105,132	-	105,132	105,132	0	-	105,132			-	105,132	100%
2.09	Trade Law Expert	1	81,600	81,600	-	81,600	81,600	0	-	81,600			-	81,600	100%
2.10	Trade Facilitation Expert	1	86,820	86,820	-	86,820	86,820	0	-	86,820			-	86,820	100%
	Gratuity for Trade Policy, Trade Law & Trade Facilitation Expert	1	68,388	68,388	-	68,388	68,388	0	-	68,388			-	68,388	100%
	Education for Trade Policy, Trade Law & Trade Facilitation Expert	1	49,239	49,239	-	49,239	-	49,239	-		49,239		-	49,239	100%
	Medical for Trade Policy, Trade Law & Trade Facilitation Expert	1	10,800	10,800	-	10,800	10,800	0	-	10,800			-	10,800	100%
2.11	Academic Subscriptions	1	11,600	11,600	-	11,600	11,600	0	-	0			11,600	-	0%
2.12	Annual Conference		-	-	-	-	0	0	-	0			-	-	0%
2.13	International CPD Conference Training	1	8,000	8,000	-	8,000	8,000	0	-	0			8,000	-	0%
2.14	Library	1	8,031	8,031	606	8,637	8,637	0	-	5,615			3,022	5,615	65%
2.15	Curriculum Review and Development	1	5,000	5,000	-	5,000	5,000	0	-	0			5,000	-	0%
2.16	Development of case studies	1	10,000	10,000	-	10,000	10,000	0	-	0			10,000	-	0%
<b>Total Programme costs</b>				<b>1,415,095</b>	<b>263,987</b>	<b>1,679,082</b>	<b>1,312,343</b>	<b>266,739</b>	<b>100,000</b>	<b>1,236,308</b>	<b>470,563</b>	<b>36,899</b>	<b>76,035</b>	<b>1,743,770</b>	<b>104%</b>
Administration cost														-	
3.01	Office Rent	12	1,500	18,000		18,000		18,000			18,000		-	18,000	100%
3.02	Vehicle fuel, repairs and insurance	12	1,000	12,000		12,000	12,000			3,017			8,983	3,017	25%
3.03	Stationery	12	1,000	12,000		12,000	12,000			10,508			1,492	10,508	88%
3.04	Telephone	12	1,000	12,000		12,000	12,000			7,416			4,584	7,416	62%

S/N	Budget Item	QTY	Unit Cost	Approved 2019 Total Budget (A)	Roll over from 2018 Savings <sup>5</sup> (B)	Amended Approved 2019 Total Budget (C)	Breakdown of Total Approved Budget			Breakdown of Actual Expenditure			Sida Budget Less Sida Actual J = (D-C)	Actual Total K = (G+H+I)	Total % Utilization L = (K/C) %
							Sida Approved budget (D)	ESAMI Approved budget (E)	Approved Budget Other Funding Stream (F)	Actual Financed by Sida (G)	Actual Financed by ESAMI (H)	Actual Other Funding streams (I)			
3.05	Postage	12	400	4,800		4,800	4,800			521			4,279	521	11%
3.06	Other Transport	12	300	3,600		3,600	3,600			3,317			283	3,317	92%
3.07	Electricity and water	12	300	3,600		3,600	0	3,600		0	3,600		-	3,600	100%
3.08	Building & office maintenance cost	12	300	3,600		3,600	3,600			1,104			2,496	1,104	31%
3.09	Building maintenance	12	100	1,200		1,200	1,200			0			1,200	-	0%
3.1	General Insurance Office	1	1,800	1,800		1,800	1,800			679			1,121	679	38%
3.11	Professional Subscription	1	1,600	1,600		1,600	1,600			1,600			-	1,600	100%
<b>Total administration cost</b>				<b>74,200</b>	<b>-</b>	<b>74,200</b>	<b>52,600</b>	<b>21,600</b>	<b>-</b>	<b>28,162</b>	<b>21,600</b>	<b>-</b>	<b>24,438</b>	<b>49,762</b>	<b>67%</b>
Monitoring and governance														-	
5.01	Financial Audit	1	10,000	10,000		10,000	10,000			10,000			-	10,000	100%
5.02	Academic Advisory Council	1	47,020	47,020		47,020	47,020			21,155			25,865	21,155	45%
5.03	trapca/Sida Annual meeting	1	500	500		500	500			488			12	488	98%
5.04	trapca Board meetings	2	51,640	51,640	-	51,640	0	51,640	0		51,521		-	51,521	100%
5.05	Central Administration Support from ESAMI	1	30,000	30,000	-	30,000	0	30,000	0		30,000		-	30,000	100%
<b>Total monitoring and Governance</b>				<b>139,160</b>	<b>-</b>	<b>139,160</b>	<b>57,520</b>	<b>81,640</b>	<b>-</b>	<b>31,643</b>	<b>81,521</b>	<b>-</b>	<b>25,877</b>	<b>113,164</b>	<b>81%</b>
<b>Grand total</b>				<b>2,076,160</b>	<b>270,494</b>	<b>2,346,654</b>	<b>1,790,695</b>	<b>455,959</b>	<b>100,000</b>	<b>1,663,733</b>	<b>657,370</b>	<b>36,899</b>	<b>126,962</b>	<b>2,358,002</b>	<b>100%</b>

## Notes:

### 1. Overall Budget Variances

The Overall budget variance is calculated as Total approved budget of US\$2,346,654 less Total actual of \$2,358,002 giving us a negative variance of US\$11,348 that is explained below:

<b>Variance Reconciliation USD</b>	
Total Budget	2,346,654
Total Actual	(2,358,002)
<b>Overall Variance</b>	<b>(11,348)</b>

### Breakdown of Variance

Sida Variance (See Note 2 below)	126,962
ESAMI Variance	(201,411)
Other streams Variance	63,101
Reconciled Overall Variance	(11,348)

These budget variances are fully explained the Report of Factual Findings.

### 2. Sida Budget Variance

The Sida Budget variance of US\$126,962 is not actual cash balance but difference between budgeted funds vs actual funds for the approved activities under Sida during the year, as a result of trapca receiving less than budgeted funds in USD equivalent. Therefore, some activities were partially implemented or not implemented in order of priority.

### Annex 3: 2019 OACPS/EU Budget Vs. Expenditure (All Amounts in USD)

Budgeted item	Budgeted Cost (USD)	2019 Actual utilization (USD)	Utilization (%)	Management comments
1. Human Resources				
1.1 Salaries LOCAL (gross salaries including social security charges and other related costs, expats/int. staff)				
1.1.1 Technical Staff				
1.1.1.1 Trade Policy Expert (80%)	81,404	-	0%	Expenditures will be incurred beginning January 2020
1.1.1.2 Trade Law Expert (80%)	63,184	-	0%	Expenditures will be incurred beginning January 2020
1.1.1.3 Trade Facilitation Expert (80%)	67,222	-	0%	Expenditures will be incurred beginning January 2020
1.1.2 Administrative/ support staff (80%)	-	-	0%	Expenditures will be incurred beginning January 2020
1.1.2.1 Trapca Executive Director (30%)	48,867	-	0%	Expenditures will be incurred beginning January 2020
1.1.2.2 The Principal Finance and Administration Officer (80%)	60,904	-	0%	Expenditures will be incurred beginning January 2020
1.1.2.3 Accounts Clerk (40%)	3,079	-	0%	Expenditures will be incurred beginning January 2020
1.1.2.4 Programme Academic Assistant (80%)	7,991	-	0%	Expenditures will be incurred beginning January 2020
1.1.2.5 Driver/clerk (40%)	6,734	-	0%	Expenditures will be incurred beginning January 2020
1.1.2.6 Office Clerk (40%)	2,882	-	0%	Expenditures will be incurred beginning January 2020
1.3.1 International (staff assigned to the Action)	-	-	0%	Expenditures will be incurred beginning January 2020
1.3.2 Executive training per diem for participants	126,528	-	0%	Expenditures will be incurred beginning January 2020
1.3.3 Pre-requisite Courses trainers and experts (in Arusha, Tanzania)	16,782	16,787	100%	Executed as the work plan and budget
1.3.4 Advanced Courses trainers and experts (in Arusha, Tanzania)	-	-	0%	Expenditures will be incurred beginning January 2020
1.3.5 Thesis MSc trainers and experts (in Arusha, Tanzania)		-	0%	Expenditures will be incurred beginning January 2020
Subtotal Human Resources	485,577	16,787	3%	
2. Travel				
2.1. International travel (students from OACPS Sub-Sahara Africa Member Countries and Trainers experts drawn from trapca's global faculty)				
2.1.1 Tickets for 40 students for the 6 pre-requisite courses	49,368	44,434	90%	Savings were realised from participants that came from countries neighbouring Tanzania
2.1.2 Tickets for the 12 trainers for the 6 pre-requisite courses	14,810	29,130	197%	Air tickets turned out to be more expensive than budgeted for
2.2.3 Visas for the 20 students for the 6 pre-requisite courses	2,220	-	0%	Expenditures will be incurred beginning January 2020

Budgeted item	Budgeted Cost (USD)	2019 Actual utilization (USD)	Utilization (%)	Management comments
2.1.4 Visas for the 6 trainers for the 6 pre-requisite courses	1,332	100	8%	Less Resource Persons need visa
2.1.5. Tickets for the 40 students for the advanced courses	44,431	100	0%	These expenditures are scheduled to be utilised in February to November 2020
2.1.6. Tickets for the experts/trainers for the 20 Advanced courses	14,810	100	1%	These expenditures are scheduled to be utilised in February to November 2020
2.1.7. visas for the 20 students of the Advanced courses	666	100	15%	These expenditures are scheduled to be utilised in February to November 2020
2.1.8. visas for the experts for the 20 advanced courses	666	100	15%	These expenditures are scheduled to be utilised in February to November 2020
2.1.9 Tickets for the MSc Thesis Students	-	-	0%	There were no Thesis students planned for under OACPS programme.
2.1.10 Tickets for the MSc thesis for the trainers	-	-	0%	There were no Thesis students planned for under OACPS programme.
2.1.11 Tickets for the Executive Courses for the trainers	19,747	100	1%	These expenditures are scheduled to be utilised in the second half 2020.
2.1.12 Visas for Executive Course trainers	888	100	11%	These expenditures are scheduled to be utilised in the second half 2020.
2.2.1. 40 students for the 6 pre-requisite courses	555	1,750	315%	Frequency was more than planned due to different flight times.
2.2.2 12 Trainers for the 6 pre-requisite courses	666	230	35%	Courses were run back to back as a result there was a saving to the Centre.
2.2.3 Students for the 40 advanced courses	777	-	0%	Expenditures will be incurred beginning January 2020
2.2.4 Trainers for the 40 advanced courses	222	-	0%	Expenditures will be incurred beginning January 2020
2.2.5 Trainers for the MSc thesis	-	-	0%	There were no Thesis students planned for under OACPS programme.
2.2.6 Students for the MSc thesis	-	-	0%	There were no Thesis students planned for under OACPS programme.
2.2.7 Participants for the Executive courses	888	-	0%	Expenditures will be incurred beginning January 2020
Subtotal Travel	152,046	75,644	50%	
3. Equipment and supplies				
3.1 Purchase or rent of vehicles		-	0%	The expenditures were not budgeted in the OACPS programme
3.2 Furniture, computer equipment		-	0%	The expenditures were not budgeted in the OACPS programme
3.3 TGS PRO 737C Single-channel system for 10 listeners -expandable	5,830	5,919	102%	Items were procured through the only available supplier for Africa Region and the cost was slightly above the budgeted amount.
3.4 Spare parts/equipment for machines, tools	-	-	0%	The expenditures were not budgeted in the OACPS programme
3.5 Other	-	-	0%	The expenditures were not budgeted in the OACPS programme
Subtotal Equipment and supplies	5,830	5,919	102%	
4. Local office				
4.1 Vehicle costs	-	-	0%	The expenditures were not budgeted in the OACPS programme
Subtotal Local office	-	-	0%	The expenditures were not budgeted in the OACPS programme

Budgeted item	Budgeted Cost (USD)	2019 Actual utilization (USD)	Utilization (%)	Management comments
5. Other costs, services				
5.1 Publications	-	-	0%	The expenditures were not budgeted in the OACPS programme
5.2.1 Trainers for pre-requisite courses teaching fees	45,390	36,000	79%	The expenditures were incurred as per the work plan budget
5.2.2 Trainers for pre-requisite courses preparation fees	30,260	36,000	119%	The expenditures were incurred as per the work plan budget
5.2.3 Trainers for Advanced courses teaching fees	75,651	-	0%	These expenditures are scheduled to be utilised in February to November 2020
5.2.4 Trainers for Advanced courses preparation fees	50,434	-	0%	These expenditures are scheduled to be utilised in February to November 2020
5.3.1 Training weeks Conduct 6 pre-requisite Accommodation 40 Participants.	78,314	113,595	145%	More participants were trained to increase the pool out of which admissions for TRP 500 are to be drawn from.
5.3.2 Training weeks Conduct 6 pre-requisite Facilities 40 Participants.	102,555	99,000	97%	Executed as per the work plan and budget
5.3.3 Training weeks Conduct 20 advanced courses 40 Participants Accommodation.	78,314	-	0%	These expenditures are scheduled to be utilised in February to November 2020
5.3.4 training weeks Conduct 20 advanced courses 40 Participants facilities	102,555	-	0%	These expenditures are scheduled to be utilised in February to November 2020
5.3.5 Accommodation for Thesis students	-	-	0%	The expenditures were not budgeted in the OACPS programme
5.3.6 Facilities for Thesis students	-	-	0%	The expenditures were not budgeted in the OACPS programme
5.4 Studies, research, Trade Policy dialogue	-			
5.4.1 Consultancy for the 5 case studies	58,629	-	0%	These expenditures are scheduled to be utilised in the second half 2020.
5.4.2 Policy dialogue for research findings	3,296	-	0%	These expenditures are scheduled to be utilised in the second half 2020.
5.4.3 Interpretation fees	-	-	0%	The expenditures were not budgeted in the OACPS programme
5.5.1. Trainers fees	25,217	-	0%	These expenditures are scheduled to be utilised in the second half 2020.
5.5.2. Venue	26,638	-	0%	These expenditures are scheduled to be utilised in the second half 2020.
5.5.3 Executive courses: material preparation fees (teaching manuals).	12,608	-	0%	These expenditures are scheduled to be utilised in the second half 2020.
5.5.4 Translation of training documents	888	-	0%	These expenditures are scheduled to be utilised in the second half 2020.
5.6 External Independent Audit. This is the current rate for the financial audit fee payable to our external auditors KPMG and it represents approximate industry standard in Tanzania.	15,505	-	0%	External audit is scheduled to take place in June 2020.
5.7 Evaluation costs	-	-	0%	The expenditures were not budgeted in the OACPS programme
5.8 Translation fees:	-	-	0%	The expenditures were not budgeted in the OACPS programme
5.8.1 Fees Interpreters 2 events	-	-	0%	The expenditures were not budgeted in the OACPS programme

Budgeted item	Budgeted Cost (USD)	2019 Actual utilization (USD)	Utilization (%)	Management comments
5.9 Financial services (bank guarantee costs etc.)	2,664	839	31%	Budget line has not been fully utilised as only 6 months have been captured
5.10. Visibility actions	-	-	0%	The expenditures were not budgeted in the OACPS programme
5.10.1 Generation and dissemination of policy papers: VENUECOST	1,998	-	0%	Expenditures will be incurred beginning January 2020
5.10.2 Generation and dissemination policy papers; Accommodation, Coffee break, Lunch, dinner and conference utilities.	7,908	-	0%	Expenditures will be incurred beginning January 2020
5.10.3 Generation and dissemination of policy papers; Translation.	2,610	-	0%	Expenditures will be incurred beginning January 2020
5.10.4 Material for participants	1,998	1,752	88%	Expenditures incurred were for banners that were produced and couriered to all ESAMI Country Offices
5.10.5 Marketing materials Banners, media	1,332	1,332	100%	Executed as per the work plan and budget
5.10.6 Communication/ visibility activities.	-	-	0%	The expenditures were not budgeted in the OACPS programme
Subtotal Other costs, services	724,764	288,518	40%	
6. Other				
6.0 Subscription for on-line database (EBSCO) host for reference materials	10,492	-	0%	Expenditures will be incurred beginning January 2020
Subtotal Other	10,492	-	0%	
7. Subtotal direct eligible costs of the Action (1-6)	1,378,709	-	0%	
8. Indirect costs (maximum 7% of 7, subtotal of direct eligible costs of the Action)	96,510	14,731	15%	Budget line has not been fully utilised as this is a contingency budget line and on-going.
9. Total eligible costs of the Action, excluding reserve (7+8)	1,475,219	14,731	1%	
10. Provision for contingency reserve (maximum 5% of 7, subtotal of direct eligible costs of the Action)				
11. Total eligible costs (9+10)	1,475,219	401,599	27%	
12. - Taxes - Contributions in kind				
13. Total accepted costs of the Action (11+12)	1,475,219	401,599	27%	



In terms of the AWPB, the Centre generally attained **almost all its targets for 2019**, with the exception of the executive courses.





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