



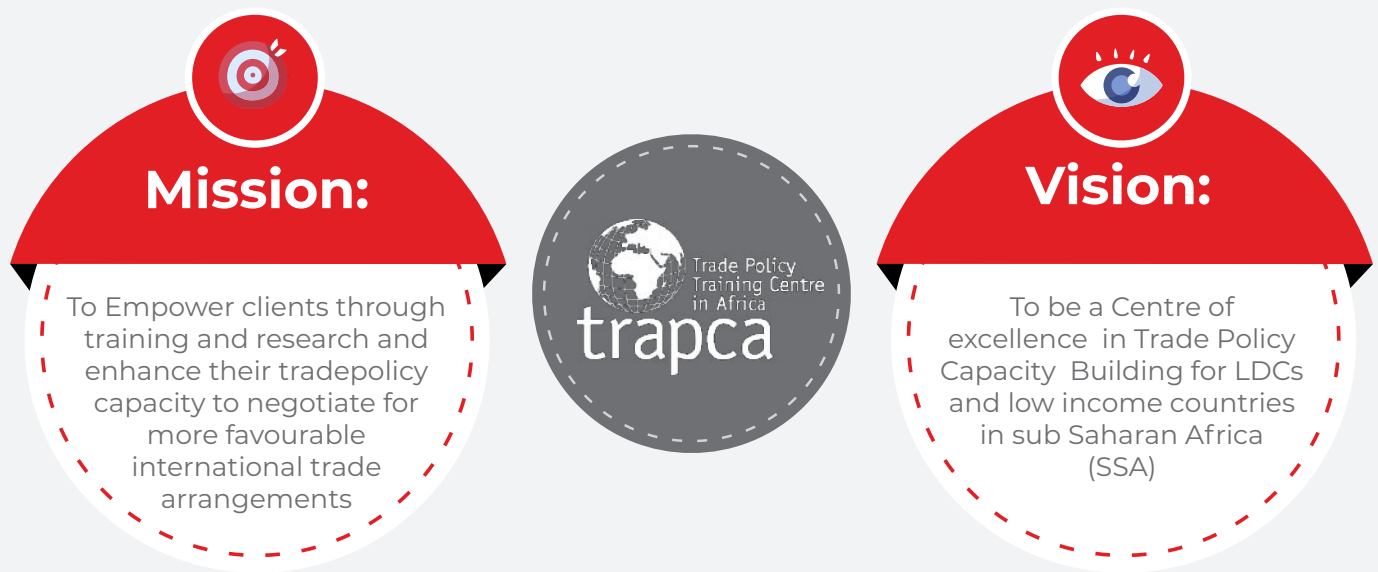
SIX MONTHS FINANCIAL
AND NARRATIVE REPORT

January - June

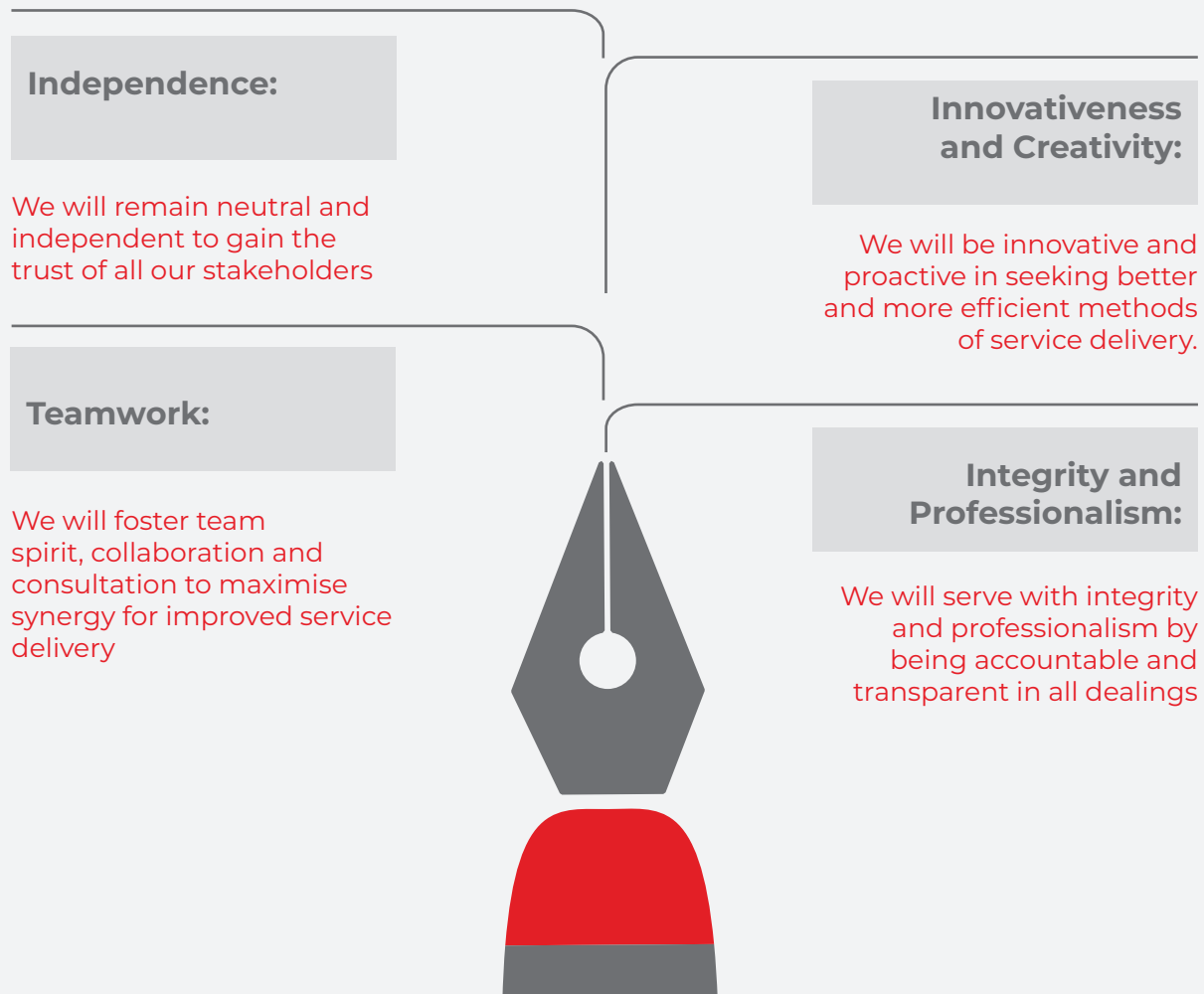
2020



OUR **VISION** AND **MISSION**



CORE VALUES





Trade Policy
Training Centre
in Africa

trapca

Statement of Preparation

This Annual Report has been prepared in accordance with article 9.2 of the Agreement by the United Kingdom of Sweden and the Eastern and Southern African Management Institute (ESAMI).

Signed for and on behalf of **trapca**:

Dr. Caiphas Chekwoti
Head of Centre

April 2021

TABLE OF CONTENTS

i	trapca's Vision, Mission and Core Values	
ii	Statement of Preparation	
iii	Table of Contents	
iv	List of Figures	
v	List of Tables	
<hr/>		
8	1.0 EXECUTIVE SUMMARY	
<hr/>		
11	2.0 PROGRAMME RESULTS AND ACHIEVEMENTS	
14	2.1 Training Activities	
24	2.2 Sustainability Activities	
<hr/>		
28	3.0 ACHIEVED OUTPUTS COMPARED TO PLANNED OUTPUTS AS PER THE RAF	
29	3.1 Number of Courses Conducted	
30	3.2 Outcomes as per the RAF	
<hr/>		
33	4.0 ADMINISTRATION	
34	4.1 Human Resources	
<hr/>		
35	5.0 GOVERNANCE AND MONITORING	
<hr/>		
37	6.0 FINANCIAL AUDITED REPORT JULY TO DECEMBER, 2020	
39	6.1 Financial Position as at 30 June 2020	
42	6.2 Revenue and Expenditure for the period	
42	6.3 Expenditure for the period	
<hr/>		
44	7.0 RISK ANALYSIS AND IMPLEMENTATION CHALLENGES	
<hr/>		
47	8.0 CHALLENGES AND OPPORTUNITIES	
<hr/>		
49	9.0 CONCLUSION AND OUTLOOK	

List of Figures

FIGURE 1:	Country Spread of Students in TRP 400 Pre-Requisite Courses.....	20
FIGURE 2:	Country Spread of Students in Advanced course Courses.....	21
FIGURE 3:	Expenditure Proportions.....	43

List of Tables

TABLE 1:	2020 Original RAF Course Targets and Actual Outturn.....	13
TABLE 2:	Planned Activities versus Actual Activities- Courses Jul-Dec 2020.....	14
TABLE 3:	Completion and Pass rates in Advanced Pre-requisite Course.....	14
TABLE 4:	Trade and Gender Participation.....	15
TABLE 5:	Pass rates in Anglophone Advanced Courses.....	17
TABLE 6:	Pass rates in Francophone Advanced Courses.....	17
TABLE 7:	Participants Performance in TRP 504-506: 2018-2020.....	18
TABLE 8:	Participants Performance in TRP 507-510: 2018-2020.....	18
TABLE 9:	Sector Spread of Participants in Courses Conducted.....	22
TABLE 10:	Overview of Sponsorship Mix in July-December Sida Funded Advanced Courses.....	26
TABLE 11:	No of Pre-Requisite Courses Conducted & Participants Trained Jan-Dec 2020.....	29
TABLE 12:	Advanced Courses Conducted & Participants Trained During Jul- Dec, 2020.....	29
TABLE 13:	Planned activities versus actual activities (governance and monitoring).....	36
TABLE 14:	Statement of Financial Position as 31st December 2020.....	39
TABLE 15:	Statement of Comprehensive Income for The Year Ended 31 December 2020.....	40
TABLE 16:	Summary of Revenue.....	42
TABLE 17:	Summary of Budget Vs Actual expenditure.....	42
TABLE 18:	Risk Analysis Matrix.....	46
ANNEX 1:	Budget Vs. Actual Expenditure-Sida, ESAMI, and OACPS (All amounts in USD).....	52





1.0

EXECUTIVE SUMMARY

This report documents achievements towards the objectives of trapca in line with the Work Plan and Budget for Jul - Dec 2020 as per the Programme Document between Sida and ESAMI. The report covers the period from 1st July- 31st December 2020. The period Jan - Jun 2020 is covered under the previous Agreement.

Due to the Covid-19 pandemic training activities scheduled for Jan-Jun 2020 that got disrupted were deferred to the second half of the year with the anticipation of eased Covid- 19-related restrictions. During the period, the Centre conducted the deferred TRP 400 course from the first half of 2020, with 52 participants as well as the Trade and Gender course, which was offered to 112 French-Speaking participants. Cumulatively, gender distribution across these courses was 32% female participants and 68% male participants. In addition, completion rates and pass rates on a cumulative basis were 84 % and 69% respectively, for these courses.

The Centre planned to conduct a total of 14 advanced courses (four funded under Sida and ten funded under OACP streams) during the second half of the year 2020. However, management is pleased to report that the Centre successfully offered 17 advanced courses with 10 funded under Sida and 7 under OACPS. In addition, the Centre had 23 students who successfully defended their MSc thesis during the period in spite of the Covid-19 related challenges. On average, these courses attracted a headcount of a total of 467 participants from 31 target countries out of which 23 were primary target countries¹. On average, gender distribution across the courses was 44% female participants and 56% male participants. Both completion and pass

rates were excellent with 99% and 95% respectively. Consequently, a total of 631 students participated in the academic courses offered during the period under review. Therefore, a cumulative total number of 10,025 students were trained from 2006 to 31 December 2020.

On sustainability, and in line with the business plan, the Centre is on course in its bid to establish a trade finance program. Potential partners, namely Afreximbank and ACBF, were engaged during the reporting period. trapca continues to leverage strategic partnerships. Further, the collaboration with UNCTAD was harnessed through joint research undertakings. Similarly, the partnership with the Food and Agriculture Organization (FAO) resulted in the preparation of policy briefs with funding from FAO. In addition, consultations with TMEA to implement a project on EAC non-tariff measures are ongoing. Moreover, trapca continues to engage with the World Trade Organisation (WTO) and International Trade Centre (ITC) to establish potential formal relationships. Furthermore, trapca engaged OECD to establish a channel of collaboration. In this context, OECD agreed to contribute to trapca's work in the area of competition policy and law. In the context of executive courses, trapca is currently reviewing the course brochures to update them. The Centre has also engaged potential clients, namely, UNECA, the Government of Kenya and COMESA

¹The other non-primary countries mostly constituted those covered by ACP funding

²The actual head count out of this number is 3,253

secretariat, for potential collaboration albeit subject to the improvement of the Covid-19 pandemic's related regulatory environment. Lastly, through a partnership with GIZ, trapca contributed to the EAC-commissioned assessment study on eCommerce for the EAC Region. In addition, a business plan and a marketing plan are in the final stages of development. It is expected that once completed, the marketing and outreach phase will ensue.

On the governance, during the period under review, two kinds of evaluations took place. These were the financial audits for 2019 and the Academic Advisory Council meeting held virtually in December 2020.

The newly signed agreement emphasises financial sustainability and expanding the revenue base for the Centre activities. The Sida contribution will aim to push the centre towards sustainability. The management, therefore, is pleased to report that the

first disbursement under the new agreement from Sida was USD 881,494. In addition, the Centre received USD 226,852 from ESAMI contribution and USD 322,849 from OACP/EU accounting for a total resource envelope of USD 1,431,195. On the other hand, the total expenditure for the Centre was USD 1,166,765 out of which Sida accounted for USD 617,064 representing 53%, ESAMI accounted for 226,856 representing 19% and OACP/EU USD 322,849 representing 28%. Out of the Sida funded amount of USD 881,494 the Centre spent USD 617,064 representing 70% utilisation on the Sida contribution. The difference of 30% accounting for USD 264,430 has been reported under the deferred income of the audited financial reports. Management is hopeful that the amounts will be used to finance part of 2021 activities.



A cumulative total number of

10,025

participants have been trained from 2006 to December 2020



2.0

PROGRAMME RESULTS AND ACHIEVEMENTS

The Annual Work Plan and Budget is an essential tool for monitoring the management's performance through the Annual Review Meetings between Sida, Lund and ESAMI on prudent utilisation of resources and scheduling of courses.

In line with the Work Plan, during the period under review, namely, 1 July to 31 December 2020, a total of 14 advanced courses were scheduled to be offered with 4 funded by Sida and 10 funded by the EU through the OACPS Secretariat under the TradeCom II Project. Therefore, management is pleased to report that the Centre successfully offered 19 courses relative to the planned 14 during the period under review. The courses include 1 pre-requisite course, 1 trade and gender course and 17 advanced courses.

As per the approved RAF, trapca was required to conduct training activities, sustainability activities and governance activities during the period July-December 2020 under the new Agreement that came into effect on 1st July 2020. With regard to training activities, as expounded in subsequent sections, during the period Jul-Dec 2020, the Centre offered 10 advanced courses under Sida instructed in English out of which 6 were not planned for as illustrated in table 2. The additional 6 advanced courses under Sida had been deferred from Jan-Jun 2020 schedule due to the Covid-19 pandemic and the need to have a graduating MSc class as illustrated in table 1. Irrespective of the Covid-19 challenges, prudential decision making ensured a positive outcome in the number of courses offered relative to targets. In addition to the advanced Anglophone courses, the Sida funded one Trade and Gender Course instructed in French facilitated through

eLearning as well as one eLearning Pre-requisite course (hereafter referred to as TRP 400) instructed in French. These eLearning courses were deferred from the first half of 2020 due to internet accessibility challenges during the lockdowns as part of the Covid-19 mitigation measures affected the delivery of the eLearning pre-requisite courses by limiting accessibility to office internet for a number of students who depend on office internet. On the other hand, the EU-OACPS-funded courses included seven advanced courses against a planned 10, out of which four were instructed in English and 3 were instructed in French.

It is notable that in spite of the disruptions arising from the pandemic, the second half of the year 2020 has been promising in terms of student participation in the courses.

Table 1: 2020 Original RAF Course Targets and Actual Outturn

		Jan - Jun 2020 Planned		Jan - Jun 2020 Actual		Jul - Dec 2020 Original RAF		Jul - Dec 2020 Actual	
	Courses	Sida	OACPS	Sida	OACPS	Sida	OACPS	Sida	OACPS
1	E-Learning pre-requisite courses	4	0	3	0	0	0	1	0
2	Trade and Gender Course	2	0	1	0	0	0	1	0
3	Advanced courses	6	6	0	2	4	10	10	7

The pre-requisite course conducted during the period under review attracted a total of 52 participants from 15 French-Speaking countries. This was complemented by a Trade and Gender Course that was offered to 112 French-Speaking students. The gender distribution across the courses was 32% female participants and 68% male participants. In addition, completion rates and pass rates on a cumulative basis were 84 % and 69% respectively, for these courses.

On the other hand, as against the planned total of 14 advanced courses (4 funded under Sida and 10 funded under OACP), the Centre offered 17 advanced courses, namely: under OACP- Anglophone TRP 503, TRP 504, TRP 505, TRP 506; OACP-Francophone, TRP 501, TRP 502, and TRP 503; and lastly under Sida: TRP 504, TRP 505, TRP 506, TRP 507, TRP 508, TRP 509, TRP 510; TRP 501; TRP 502 and TRP 503. On average, these courses

attracted a total of 467 participants from 31 African Countries, out of which 23 were target countries. The flexibility for management to reschedule the courses highlights the pliability of trapca's delivery model in the face of extraordinary challenges. On average, gender distribution across the courses was 44% female participants and 56% male participants. Both completion and pass rates were excellent with 99% and 95% respectively.

Consequently, in total, 631 students participated in the pre-requisite, advanced and Trade & Gender courses during the period under review. Therefore, a cumulative total number of 10,025 students were trained from 2006 to 31st December 2020. Comparatively, Table 2 below illustrates planned training activities for the period under review against implemented activities.

³The actual head count out of this number is 3253

Table 2: Planned Activities versus Actual Activities- Courses Jul-Dee 2020

Courses	Planned	Implemented	Performance variance	Planned (total pax)	Implemented (total pax)	Pax variance
Pre-requisite	0	1	1	0	52	52
Trade and Gender	0	1	1	0	112	112
Advanced	14	17	3	350	467	117
Total	14	19	5	350	631	281

Progress on these activities as well as the relevant outputs and outcomes are presented in sections below.

2.1 Training Activities

As indicated in section 2.1, **trapca** offered 19 courses inclusive of the deferred courses from the first of 2020 due to the Covid-19 disruptions during the reporting period .

Tables 5-7 in section 2.1.4 provides detailed results achieved by the Centre as against the key performance indicators for the period under review.

2.1.1 Pre-Requisite Courses

trapca conducted one Francophone pre-requisite course which was deferred from the first half of 2020 due to the disruption of internet accessibility for a number of the students who depend on office internet. The course attracted a total of 52 participants. As indicated in section 2.1, internet accessibility in some of

the target countries is still a challenge and a number of the students rely on office internet to effectively participate in the eLearning courses. With lockdowns in place, this posed a challenge for some participants to attend the courses due to reliance on internet services accessed at their workplaces, which was not possible as offices were closed due to the Covid-19 mitigation measures undertaken by governments.

2.1.2 MSc Pre-Requisite Course Completion & Pass Rates

In terms of student numbers for Jul-Dec 2020, the E-learning pre-requisite course that was offered attracted a total of 52 students. As shown in Table 3 below, there was a good completion rate for the October Francophone course with 75%. Constant follow-ups by **trapca** staff enhanced the commitment to complete the courses by the participants.

Table 3: Completion and Pass rates in Advanced Pre-requisite Course

Details	Franco 2019	Franco Feb 2020	Anglo 2019	Anglo Feb 2020	Anglo Jun 2020	Franco October 2020
Enrolment	97	42	312	69	63	52
Completion	81	39	258	55	56	39
Completionrate	84%	93%	83%	80%	88%	75%
Passes	59	30	204	37	40	24
Pass rate	73%	77%	79%	67%	71%	62%

Relative to previous cohorts, the October Francophone cohort had a slightly lower pass rate of 62% as well as a completion rate of 75%. This was mainly attributed to connectivity problems associated with the Covid-19 pandemic, which posed a challenge for some of the participants to fully attend all interactive sessions as well as complete all assessments. In particular, some students indicated that they could not continuously access internet services as they mainly rely on internet facilities at their workplaces and due to Covid-19 related measures, some offices were closed, while others had to work in shifts to minimize cases of crowded office space. The students that failed the examinations, had examination failures in more than one module implying limited conceptualisation of the content taught or they were generally weaker students. Given the need for accessibility of internet services at the workplace, there is a high likelihood of a lack of dedicated time

to the course as they juggle studies and work-related assignments. This is partly evidenced by some of the rushed answers submitted in respect of the administered assessments. Lastly, some students cited work related commitments as causes for their inability to pass or inability to complete the required tasks and assessments of the course.

2.1.3 Trade and Gender Course

As part and parcel of enhancing the conceptualisation of gender dimensions in trade among the **trapca** trainees, the course focusing on the linkages between trade and gender was offered to the French Speaking group. For comparison purposes, the previous trade and gender courses offered during the first half of 2020 are presented as shown in Table 4 below

Table 4: Trade and Gender Participation

Trade and Gender	TRP311- Anglophone (Jun)	TRP311- Francophone (Oct)
Planned Enrolment	30	30
Actual Enrolment	144	112
Female	68	34
Female %	47%	30%

As seen in the table above, the two trade and gender courses had very good participation rates as well as good gender representation.

2.1.4 Advanced Courses

As earlier stated, 17 courses were offered amidst the Covid-19 pandemic-related challenges. With the onset of the Covid-19 pandemic during the first half of 2020, one of the courses, TRP 503 was cut midway due to the closure of institutions in Tanzania as part of the mitigation measures by the government. At the time of the closure the course had 35 students but on resumption in September 2020 only 29 took part. This is because some of them could no longer travel due to Covid-19-related restrictions, while others cited a lack of permission from employers.

Consequently, during the period between September and December 2020, a total of 17 courses were conducted against the planned 14 advanced courses for the period. The advanced courses that were successfully offered during the period include the English instructed TRP 503-506 under OACPS, TRP 504-506 under Sida, TRP

507-510 under Sida, TRP 501-503 under Sida and the French instructed TRP 501-503 under OACPS. These courses are presented in Tables 5 to 9 below including previous courses for comparison. Out of these 17 courses, 4 were offered to the English-speaking OACP-funded class; 10 to the English-speaking Sida-funded cohort and the last 3 were offered to the French-speaking OACP-funded cohort. The tables 5 and 6 below show the performance of participants in the Anglophone courses in a time series manner, comparing with the 2019 and 2020 performance in similar courses.



Table 5: Pass rates in Anglophone Advanced Courses

Details	TRP 501 - 2019	TRP 501 ACP - Ang	TRP 501: Nov - Sida	TRP 502-19	TRP502- ACP: Ang	TRP 502: Nov-Sida	TRP 503 - 19	TRP 503 ACP: Ang	TRP 503:Nov v-Sida
Enrolment	56	37	27	57	36	27	60	29	27
Completion	56	37	27	57	36	27	59	29	27
Passes	51	34	27	56	35	27	40	25	21
Pass rate	91%	92%	100%	98%	97%	100%	68%	89%	78%
Fail	5	3	0	1	1	0	20	3	6

As shown in Table 5 above, there was a generally good performance in TRP 501 courses offered during the period. Similarly, the TRP 502 had almost excellent performance. However, concerning TRP 503, the OACP-funded group had 3 students that failed the course. Two of the three students that failed TRP 503 appear to be weak as they also both failed TRP 504 and one of them was among the three that failed TRP 501. On the other hand, the TRP 503 which was conducted in November 2020 with support from Sida had 3 students that failed the course as well as three others that are indicated to have failed to owe to the fact that they did not complete all assessments in the course. These three students are expected to complete

the assessments during the year 2021. However, out of the three students that failed the course, one appears to be weak as the students attained marginal passes in the other two courses. The other two students appear to have failed owing to a failure to grasp the concepts, as they performed fairly well in the other two courses.

On the other hand, as shown in Table 6 below, the OACP-funded French-speaking class generally had a similar performance to the previous French-speaking classes in the advanced course.

Table 6: Pass rates in Francophone Advanced Courses

Details	TRP 501 F19	501 ACP- French	TRP 502 F19	502-ACP French	TRP 503 F19	503ACP: French
Enrolment	29	24	29	24	28	24
Completion	29	22	14	24	28	24
Passes	27	18	11	21	26	23
Pass rate	93%	82%	79%	88%	93%	96%
Fail	2	4	3	3	2	1

Similar to the past, there was a generally good performance in TRP 503, which only had one student failing the course. This student appears to be weak as she was among the four that also failed in TRP 501. Further, it is worth noting that this student together with one other student that failed in TRP 501 as well as the three students that failed in TRP 502 all comes from the same country, namely Burundi. Consequently, their poor performance may partly be attributed to a weak education system. Otherwise, all these students that fail in the three courses will be afforded an opportunity in 2021 to take supplementary examinations.

With regard to the applied courses, a total of 10 courses were conducted and the performance in these courses is presented in Tables 7 to 8 below. To facilitate a time-series comparison, presentation of performance is divided into two tables, the first (Table 7) focusing on TRP 504-506 and the second (Table 8) on TRP 507-510.

Table 7: Participants Performance in TRP 504-506: 2018-2020

Details	TRP 504-19	TRP504-Sida-20	TRP504-ACP-20	TRP505-19	TRP505-Sida-20	TRP505-ACP-20	TRP506-19	TRP506-Sida-20	TRP506-ACP-20
Enrolment	61	29	29	59	27	28	29	35	28
Completion	61	29	29	59	27	28	29	35	28
Passes	61	29	26	59	27	28	28	32	28
Pass rate	100%	100%	90%	100%	100%	100%	97%	91%	100%
Fail	0	0	3	0	0	0	1	3	0

TRP504: Economic and Legal Aspects of Trade in Services offered to the OACP group had 3 students that did not pass and out of these, one also failed in two of the core courses, while one failed in one of the core courses. Based on their performance, the two students that failed in more than one course appeared to be generally weak, while the third student performed well in the other five courses. On the other hand, in both 2019 and 2020, TRP 506: Competition Policy, Law and Development offered to the Sida-sponsored class did not have 100 per cent pass rate. With regard to TRP505: Intellectual Property Policy, Law and Development,

this course generally witnessed excellent performance across the years under comparison as all students passed the course on first attempt.

On the other hand, Table 8 below presents pass rates in the Sida-funded TRP 507, TRP 508, TRP 509 and TRP 510 between the year 2018 and 2020 in some of the courses.

Table 8: Participants Performance in TRP 507-510: 2018-2020

Details	TRP507-19	TRP507-20	TRP508-18	TRP508-20	TRP509-18	TRP509-20	TRP510-18	TRP510-19	TRP510-20
Enrolment	29	25	28	33	29	31	28	31	17
Completion	29	25	28	33	29	31	28	31	17
Passes	29	25	28	32	29	31	28	31	17
Pass rate	100%	100%	100%	97%	100%	100%	100%	100%	100%
Fail	0	0	0	1	0	0	0	0	0

Other than the 2020 TRP 508: Sectoral Trade Policies and Development course, there have been excellent pass rates in TRP 507 to TRP 510. The student who failed the 2020 TRP 508 also appeared to be weak as his performance in most of the other courses is also on the margins.

2.1.5 Graduates from the 2020 Advanced Courses

Despite the challenges posed by measures imposed by various governments in response to the Covid-19 pandemic, trapca is pleased to report that a total of 71 students from 19 African countries attained the three key trapca awards, namely: Post Graduate Diploma advanced level (PGDA) and Master of Science in

International Trade Policy and Trade Law (MSc.) which is coupled with an Executive Master Diploma. Out of the 71 students that graduated, 49 students were awarded a Post Graduate Diploma advanced level (PGDA) in International

Trade Policy and Trade Law, while the remaining 22 attained the award of a Master of Science in International Trade Policy and Trade Law (MSc).

2.1.6 TradeLab

The Tradelab research on cost-benefit analysis studies for EAC concerning jurisdictions, which was undertaken as part of the Tradelab clinic assignment is ongoing. The clinic was conducted as part of the TRP 507 module on regional economic integration and trade facilitation. In this regard, the research has the force of being considered by the EAC Council of Ministers and contributes to summit-level discussions and decisions. The projects carried out so far have proven their contribution and worth, towards enhancing students' research capacity, fostering mutual learning as well as helping them build a professional network of trade and trade-related experts. In addition, through the work of the students, the knowledge is imparted directly to address skills gaps in policy making, implementation, negotiations, enforcement and management processes.

Students are undertaking research in five technical areas. These are Case Study on IP: Disciplines for Consideration in AfCFTA Negotiations; Case Study on Commercially Meaningful Market Access – A Case for Africa's Agricultural Exports to the EU under EU- Africa EPAs; Case Study on Fundamentals and Prerequisites of Breaking into Global Supply Chains: The case for Africa; Case Study on the relationship between FTA level services liberalization and domestic regulation in the context of AfCFTA; and Case Study on competition law: Disciplines for consideration in AfCFTA negotiations. New cohorts of the students under OACPS undertaking Tradelab research are in progress and are scheduled for completion during the 2021 academic year.



2.1.7 Country Spread

During the period under review, trapca trained 631 participants in the 19 courses conducted during the year July-December 2020. Out of the said number, 52 attended the TRP 400 pre-requisite course; 112 attended the Trade and Gender Course, and the remaining 467 attended the advanced courses. Cumulatively, these 631 students were drawn from 36 African Countries. As shown in figure 1 and 2 below, the TRP 400 courses had students from 15 of the 36 countries, while the advanced courses had students drawn from 31 out of the 36 represented countries.

As shown in Figures 1 below, out of the 15 countries represented in the last TRP 400 courses offered to the French-Speaking group. Out of this French-speaking group, 12 were African LDCs.

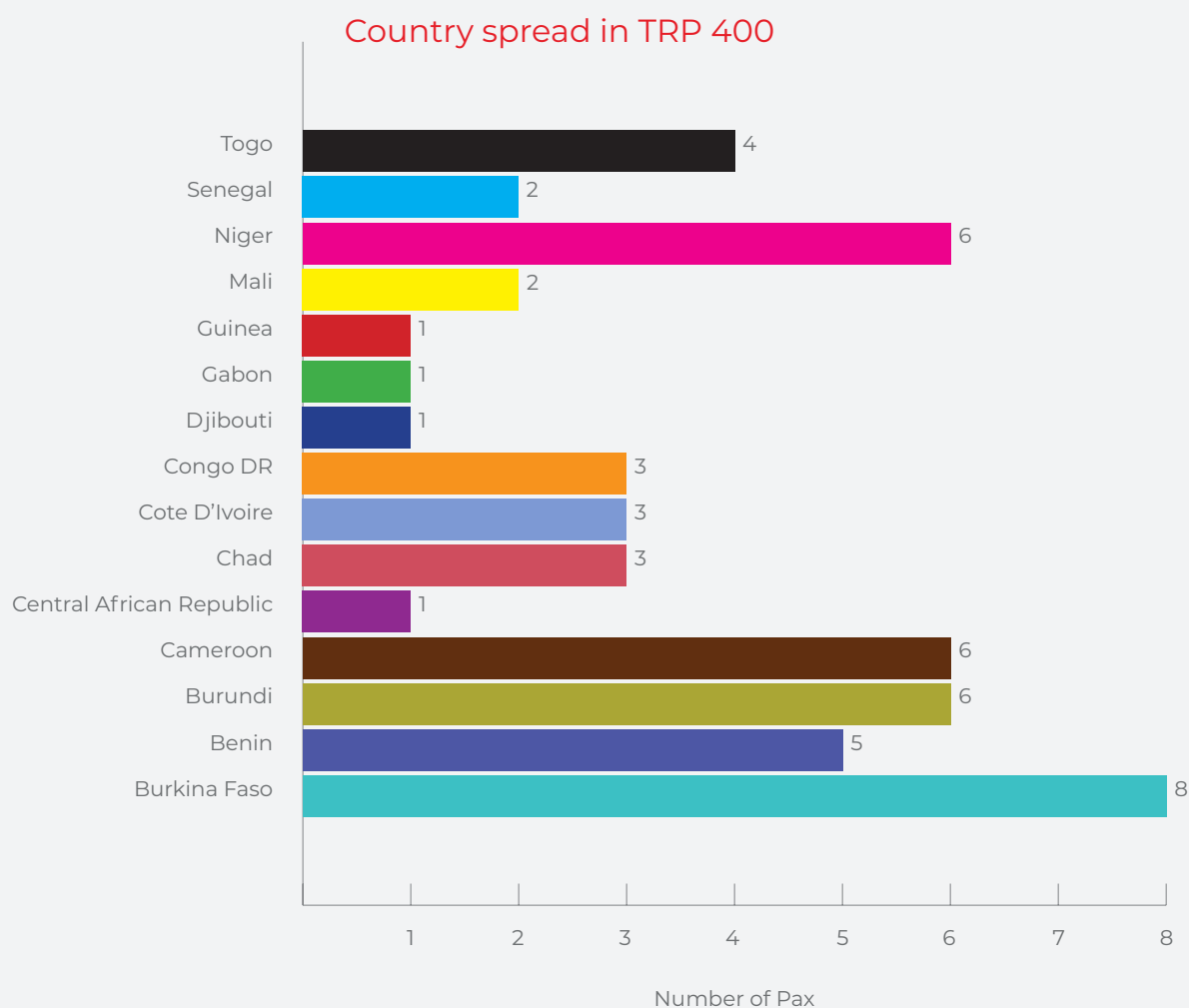


Figure 1: Country Spread of Students in TRP 400 Pre-Requisite Courses

As shown in the Figure above, Burkina Faso and Tanzania were the African LDCs that had a higher number of country representation in the French-speaking classes and English-speaking classes, respectively. This is mainly attributed to word-of-mouth marketing by previous trainees in these respective countries similar to what is currently obtained in Burundi, Zambia and Zimbabwe. Efforts will be made to increase representation from all LDCs that had less than four representatives in the course. However, in line with the admissions list, most of these countries had a fairly good representation but unfortunately, not all admitted participants ended up attending the courses.

On the other hand, concerning the advanced courses, as shown in Figure 2 below, out of the 31 countries represented, 23 were African LDCs, 9 of which were French-Speaking, while the remaining 14 were English-Speaking.

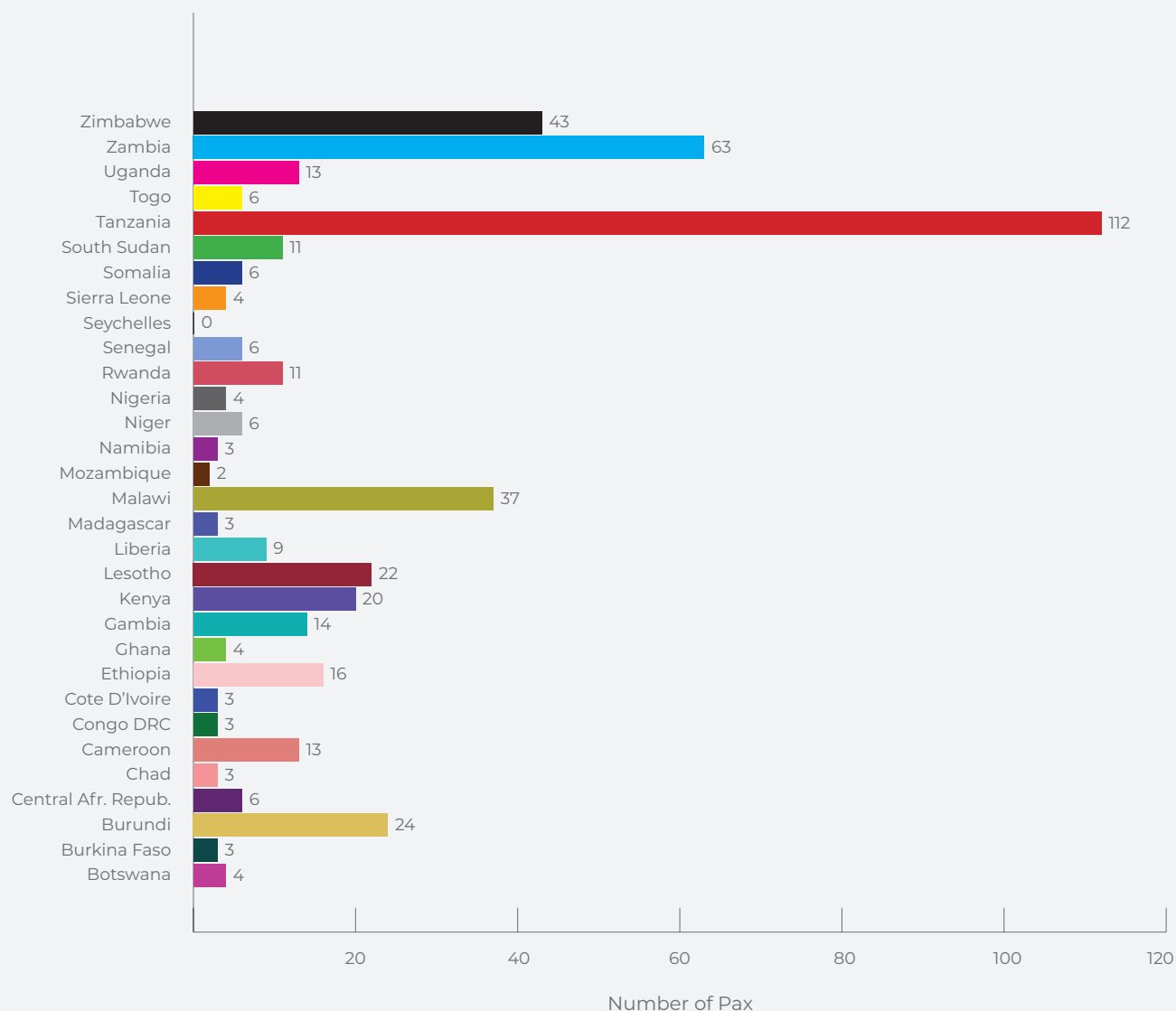


Figure 2: Country Spread of Students in Advanced course Courses

As shown in figure 2 above, Tanzania, Zambia, Zimbabwe and Malawi had more students in the Anglophone group, while Burundi had more participants in the Francophone Group. This is attributed to good performance and proximity of these countries to the training centre, which enabled them to travel with relative ease amidst the Covid-19 travel-related challenges. On the other hand, it is worth highlighting that non-LDC Countries such as Botswana, Ghana, Nigeria and Ivory Coast were mainly funded under the OACP.

2.1.8 Sector Representation

In terms of sectoral distribution, the majority of the participants are from the public sector, followed by the private sector, RECs, NGOs and academics. Table 9 below provides a breakdown of sector representation across the conducted 25 courses.

Table 9: Sector Spread of Participants in Courses Conducted

Details	TRP 400	Trade & Gender	TRP 500
Total Enrolment	52	112	467
Public (Ministries & Parastatals)	33 (63%)	85 (76%)	374 (80%)
Private	7 (13%)	18 (16%)	56 (12%)
REC/Inter Orgs	6 (12%)	5 (4.3%)	16 (3.4%)
NGOs	3 (6%)	3 (2.3%)	14 (3%)
Academia	3 (6%)	1 (1%)	7 (1.5%)

As shown in the Table above, the majority of trapca students are drawn from relevant public sector institutions that include Ministries and other related Public Entities such as Bureaus of Standards.

2.1.9 Feedback from Students

In order to continuously track relevance of the courses offered, participants are requested to submit feedback, both through the end-of-course evaluation forms and individual submissions on how useful the content of the courses learnt have been to them.

With regard to feedback through submitted evaluation forms, below are the highlights of the comments from the participants:

(a) Expectations: Ninety-four percent (94%) of the students who evaluated the courses stated that their overall expectations of the courses they undertook were fulfilled. This result is an improvement of four percent (4%) in comparison to the 2019 evaluations. The increase is attributed to the enhanced communication between students and staff throughout the courses.

(b) Course Content: Ninety-six percent (96%) 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 concerning trade policy.

(c) Course Materials: Eighty-nine percent (89%) of the students rated the course material and literature used for trapca courses excellent. Eleven percent (11%) of the students rated the course material as very good. This represents a four percent (4%) increase from the same period last year. Similar to the year 2019, the increase is partly attributed to the enhanced use of emails to share course materials with students that were unable to download the course material from the e-learning platform.

(d) Time for delivery and navigation of the e-platform: During the period under review, similar to 2019, the e-Learning course students also commented on the time allocated for the online course as too short to master the subject. Proposals that were made for trapca to consider that include introducing recorded video lessons for the students to enhance their learning experience were still under consideration to ensure that quality assurance issues are upheld.

Based on the evaluations above, it is clear that the students benefited from being exposed to some key fundamentals of international trade through the three modules offered at the pre-requisite level. Collectively, these modules not only give students a fair exposure to an economic, legal and sectoral aspect of international trade, but they are also key to standardising the knowledge and ensuring that students can cope with the rigours of the advanced course at the MSc. level.



2.2 Sustainability Activities

According to the Centre's business plan, efforts were made to deliver on key targets set out therein, albeit the onslaught of Covid-19 that limited the extent to which trapca could deliver on the entirety of the business plan. Taking this aspect into account, the account below covers the activities of the Centre during the period under review.

2.2.1 Partnership

In sustainability activities, trapca continuously engaged with the potential partners with to create opportunities for the offering of academic courses, executive courses and overall support to the Centre's activities. The Centre engaged in continuous deliberations with the WTO on, among others, a joint offering of executive training programs across the African continent. This was specifically in the context of onsite courses offered by the WTO in Africa. In addition, the deliberations considered how to institutionalise pro-bono support the WTO offers to trapca in the facilitation of advanced courses. However, the process was halted owing to the ramifications of the Covid-19 pandemic on normal logistical operations of institutions. It is expected that the discussions will ensue in 2021.

The Centre further engaged with the International Trade Centre (ITC). In this context, the engagement was in consideration of a draft MoU that has been exchanged with ITC. With the change of management at the ITC, the process was halted and it is expected that the discussions will be resuscitated in 2021.

With the departure of the head of the UNCTAD Africa office in Addis Ababa, Ethiopia, trapca engaged the interim officer in charge to establish a modus operandi going forward. During the remaining part of 2020, specific activities for collaboration mainly focussed on the joint development of case studies about the AfCFTA. Moreover, it agreed that UNCTAD would assist with the supervision of some of the projects under the TRP 507 legal clinic.

Taking note of the unique expertise and knowledge products resident in OECD, trapca initiated a preliminary channel of communication to explore possible collaboration with the organisation. Preliminary indication highlighted the willingness of the OECD to contribute to trapca's competition and competition law programs and as appropriately consider contributions to AAC competition policy and law-related agenda. The relationship shall be nurtured further in 2021.

2.2.2 Activities funded by partners

The collaboration with FAO continued unencumbered. During the period under review, trapca hosted two online forums on trade and agriculture, developed newsletters, published policy briefs, prepared an annual thematic report on the AfCFTA and hosted a day-long Regional Network Forum in Dar es Salaam. It is notable that through FAO's funding, trapca's website was enhanced with new features that, amongst others, allow for private forum discussions and exclusive registration of members. The FAO project has enhanced research, the function of trapca and the diversification of the portfolio of sectors represented in trapca's programs. To this end, case studies developed under the FAO project are expected to enhance reference materials available to all trapca students thus enhancing project synergies for the benefit of beneficiaries. In this regard, the representation of participants from the Ministries of Agriculture is steadily increasing following the awareness raised through the FAO project regarding an important nexus between trade and agriculture. The total financial revenue under the FAO agreement accounted for \$ 60,085.

Engaging New Financing Agencies

During the period under review, the Centre remained on course in its bid to establish a trade in finance program. Potential partners, namely, Afreximbank and ACBF have been engaged during the reporting period. In this context, trapca with the support of the ESAMI Director General held a meeting with the President of the Afreximbank and the Director General of ACBF to consider the progress made regarding the trade finance program and future steps. The main outcome of the meeting was the development of a business plan and a marketing strategy at the cost of Afreximbank. The progress in this context is fairly advanced and it is expected that the heads of the three organisations will consider the final business plan and marketing strategy and approve the same during the course of 2021. It is expected that subject to clearance by the principals of the three organisations and the availability of funding for the trade finance project, the first slate of online prerequisite courses will be offered in 2021 and further courses at the master's level will follow once funding has been secured.

Self-Financing Piloting

Pursuant to the trapca Business Plan, which requires gradual increase of self-financed students attending trapca academic courses from 2022, the Centre started implementing a strategy aimed at sensitising its target clients of the said change in policy. In this regard, all admitted participants, when applying for financial support, were duly informed that full sponsorship would be limited and subject to receipt of duly motivated requests. Consequently, each admitted applicant was called upon to indicate components out of the three sponsorship components of tuition, travel and accommodation that they are able to self-finance in order to attend, TRP 505 to TRP510 offered between September and December 2020 and the same was done to enrolled applicants for the TRP 501-503 that were offered in November to December 2020.

As a result of the strategy highlighted above, in the TRP 504-506 out of a total of 90 students that attended these three courses, 27 fell on the full sponsorship category, while the remaining 63 were on partial sponsorship. On the other hand, in TRP 507-510, out of the 107 that attended these courses, only 30 were in full sponsorship category, and the rest in partial. Lastly in the TRP 501-503, owing to the Covid-19 pandemic-related challenges, out of a total of 81 that attended these courses, 66 were on full sponsorship and the remaining 15 were on partial sponsorship. Table 10 below presents an overview of the sponsorship mix across the Sida-funded advanced courses offered in 2020.

It is worth highlighting that except for two students from non-target countries, none of the students across the 10 courses chose the tuition component. In this regard, during the year 2021, the management will intensify this strategy, coupled with engaging some employers with to have it start bearing the required fruits in 2022. This will further establish the extent to which the self-paying models would be viable and target countries that can accede to trapca's initiative. Despite the highlighted challenges on the tuition fee component, it is pleasing to note that students from as far as Gambia, Liberia, Lesotho, Malawi, Zambia and Zimbabwe were able to fund their travel. Related to this, due to the Covid-19 pandemic, the air ticket prices had gone up and the ability to fund their own travel consequently highlights partial achievement towards the attainment of the tuition fee payment objective.

Table 10: Overview of Sponsorship Mix in July-December Sida Funded Advanced Courses

Course	Total Pax	Full Funding	Partial-No travel	Partial - No Accommodation	Partial-No Tuition	Self-funding
TRP504	29	9	16	4	0	0
TRP505	27	9	15	3	0	0
TRP506	35	9	20	6	0	0
TRP507	25	9	15	1	0	1 ⁴
TRP 508	33	9	21	2	0	1
TRP509	32	9	20	2	0	1
TRP510	17	3	14	0	0	1
TRP501	27	22	3	1	0	1 ⁵
TRP502	27	22	3	1	0	1
TRP503	27	22	3	1	0	1

2.2.5 Executive Courses

Concerning the executive courses, the Centre concentrated on engaging potential clients and partnerships. trapca engaged potential clients, namely, UNECA, the Government of Kenya, the Government of Botswana, the COMESA Secretariat and the COMESA Court of Justice, for the potential delivery of executive courses albeit subject to the lifting of related regulatory restrictions attributed to the Covid-19 pandemic. These engagements resulted in the identification of six sets of executive courses to be conducted for the said institutions during the year 2021, starting with three courses for the COMESA Secretariat.

On the other hand, trapca also advertised nine executive courses, out of which five attracted a lot of interest but due to the Covid-19 pandemic, these were all tentatively rescheduled to be offered during the first half of 2021.

⁴This was one male participant from Kenya, attending 507-510 and this student has been paying the fees in areas.

⁵This is a female student from Ministry of Trade in Namibia paying fees in instalments.





3.0

ACHIEVED OUTPUTS COMPARED
TO PLANNED OUTPUTS AS PER THE
RAF

In line with the combined RAF for January to June 2020 and July to December 2020, during the period under review, trapca had targets on the number of courses, the number of students trained, gender distribution, and country distribution. The achievements concerning each of these targets are presented below.

3.1 Number of Courses Conducted

During the period under review, trapca was expected to conduct courses at both pre-requisite and Advanced levels. There were no planned pre-requisite level courses planned for July-December 2020. However, one pre-requisite course scheduled for the first half of 2020 was deferred to October 2020 for the Francophone cohort. trapca is pleased to report that the pre-requisite course attracted 52 participants over the period. Table 11 below presents the full picture.

Table 11: No of Pre-Requisite Courses Conducted & Participants Trained Jan-Dec 2020

Details	Planned	Achieved	Comment
No of Courses	0	1	The deferred TRP 400 offered to the French-Speaking Group due to challenges associated with the Covid-19 pandemic was successfully offered during October 2020. In particular, internet challenges was cited by most students as a reason for not being available to attend the course on the original scheduled dates as they rely on office internet but due to Covid-19 offices were closed.
No. of Participants Trained	0	52	Target of 40 participants exceeded
No. & Percentage of Female Pax	16 (30%)	18 (35%)	The target was attained and surpassed by 5%.

On the other hand, the deferred Trade and Gender course for the French-speaking class attracted 112 participants. As shown in Table 12 below, all targets were attained.

Table 12: Advanced Courses Conducted & Participants Trained During Jul- Dec, 2020

Details	Planned	Achieved	Comment
No of Courses	0	1	The course was rescheduled from the first half of 2020 due to challenges associated with the Covid-19 pandemic.
No. of Participants Trained	0	112	Target exceeded, with 112 in the French-Speaking class.
No. & Percentage of Female Pax	34 (30%)	34 (30%)	Target was attained.

In line with Table 3.3 above, the target percentage representation of female participants was exceeded.

3.2 Outcomes as per the RAF

As per the RAF, the training interventions are designed to contribute to the anticipated impact that fosters enhanced integration of African countries as more alumni participate and shape the trade policy and regulatory discourse. It is expected the impact assessment gleaned from the next tracer survey will corroborate previous surveys affirming the positive outturn in terms of target outcomes. The presence of trapca alumni in virtually all regional economic communities in sub-Saharan Africa at technical and senior positions is a testament to the relevance of the training undertaken. There is equally an increasing number of alumni in regional private sector organisations, international organisations and national trade and trade-related institutions. For example, this is evident in EAC, ECCAS, SADC, COMESA Business Council, EABC, and TMEA with trapca alumni at senior technical and some at director levels.

In terms of the level of intra-regional trade, not much improvement has been witnessed stagnating at around 13 percent. Given the current Covid-19 pandemic and the observed restrictions, countries have put in place to contain the virus, the anticipated intra-regional trade is likely to decline. In terms of the AfCFTA ratification, however, there has been good progress currently 34 countries have ratified the agreement as of 5th December 2020 according to the African Union.

The impact teased from the excerpts revolves around the following three areas: improved trade policy formulation and development; increased understanding of opportunities in intra-African trade and overall increased knowledge base on trade law and policy, and its impact on development. In principle, the majority of the students indicated that the courses have impacted their workplaces positively. They also affirm that their knowledge and understanding of international trade policy issues have greatly improved.

This is corroborated by the excerpts of the feedback from the pre-requisite courses' trainees presented below. Based on the excerpts, the students that were taken through the pre-requisite courses benefited from being exposed to some key fundamentals of international trade through various modules offered. These range from trade law in all its facets including trade in goods, trade in services, regional integration issues as well as other WTO sectoral agreements, trade policy discourse, tools for trade policy analysis etc. Collectively, these modules not only give students a fair exposure to an economic, legal and sectoral aspect of international trade, but they are key to standardising the knowledge and ensuring that students can cope with the rigours of the advanced courses at the MSc level. Equally, it is expected that at the end of the first set of advanced courses students from both cohorts will share their feedback on the outcome and impact of the advanced courses taken.



⁶<https://au.int/en/pressreleases/20201205/thirteenth-extraordinary-session-afcfta-assembly-union-adopts-decision-start>

The following excerpts provide some illustration:

"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;
- My work involves collecting, analysing and disseminating trade information through interactions with stakeholders such as meetings and sensitization workshops; and ensuring Malawi participates and benefits from E-commerce by working with UNCTAD in the Malawi E-Trade Readiness Assessment, this involved participating in preparatory meetings, making presentations, recording and preparing pre- mission meeting reports, organizing validation meeting and disseminating information to stakeholders.

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**

"....regarding the Regional Trade Agreement in the context of the AfCFTA, Trapca has broaden my understanding and skills in terms of developing Schedules of Commitments. Again, ...dealing with supply challenges through economic diversification emanating from the development industrial parks and economic zones all of whom relate to my work. I have therefore made meaningful contribution regarding the formulation of the policy on Industrial and economic zones development in Ghana", **Emmanuel Bonney, Ministry of Trade and Industry, Ghana.**

"The courses have impacted positively in my Place of work. It has expanded my knowledge on understanding issues regarding international Trade and economic policy. Through the knowledge acquired I was able to advise both Tanzanian companies doing business abroad and foreign businesses operating in Tanzania on the relevant international trade rules, advise them on compliance with such rules, as well as to conduct internal investigations, prepare voluntary disclosures, and/or represent them in enforcement actions related to the violation of such rules. I'm now capable of representing my clients before the ITC or the Department of Commerce regarding disputes related to import laws and remedies (e.g., antidumping actions). As a Lawyer with the international trade & Economic policy knowledge I was able to assist clients with customs classification, valuation, and rules of origin matters and clarify more on various legal trade agreements. On issues on international matters In the near future after this courses I will be competent enough be able to handle disputes, for which the WTO is the primary arbitrator. For this reason, becoming an international trade lawyer is an asset to the state "**Michael Arthur Kiwia, Legal Assistant, Tanzania**

"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. I have successfully completed a WTO Advanced Course in SPS held in Geneva. What increased my interest in participating in this master's program to understand even more about trade. With this course the data analysis component was very important because it helps me to organize and 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 and justify the need to have the project of that nature. After returning I was invited to participate in the revision of the regulation on phytosanitary inspection and plant quarantine, of the agriculture law and 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, Ministério Da Agricultura E Desenvolvimento Rural. Mozambique.**





ADMINISTRATION

4.1 Human Resources

At the start of the year 2020 the centre implemented its new operational structure. The position of executive director is no longer in place and the centre will be managed by a head of department as a sustainability measure to streamline trapca into ESAMI mainstream. In this regard the 2020 staffing levels were as follows:



Lund University Staff

Dr. Hans Falck	Academic Director
Ass. Professor Yves Bourdet	Academic Programme Coordinator
Ass. Prof. Therese Nilsson	Academic Programme Coordinator
Ass. Prof. Karin Olofsdotter	Deputy Academic Director
Dr. Fredrik Wilhelmsson	Academic Programme Coordinator
Ass. Prof. Maria Persson	Academic Programme Coordinator

ESAMI Arusha Office

Dr. Caiphas Chekwoti	Trade Policy Expert/ Head of Centre
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 Clerk



GOVERNANCE AND MONITORING

During the period under review, a financial audit was undertaken as part of regular monitoring and governance activities. The auditors (KPMG) conducted a financial audit in February 2020 for the year ended 31st December 2019. The audit concluded that the financial statements and accounts presented a true and fair view of the state of affairs as of 31st December 2019. The financial reports were approved and signed on 21st May 2020. Further, the Annual Review Meeting was conducted in May 2020 and this was followed by another meeting, which focused on discussing the sustainability of the centre. The last

governance meeting was that of the Academic Advisory Council. The outturn of the monitoring and governance activities is indicated in Table 14 below.

Table 13: Planned activities versus actual activities (governance and monitoring)

Programme	Planned	Implemented to date	Performance variance
Governance and monitoring			
Annual review meeting	1	1	0
Audit	1	1	0
Academic Advisory Council	1	1	0

Lastly, to enhance **trapca's** institutional sustainability, the trapca Board was disbanded and this led to a review of the AAC's role. To this end, part of the functions of the disbanded Board has been allocated to the AAC. In this regard, during its 2020 meeting, AAC members in addition to considering the training components also discussed their expanded role, especially in the popularisation of **trapca** programmes.





6.0

FINANCIAL AUDITED REPORT JULY TO DECEMBER, 2020

Sida and ESAMI signed a new agreement to finance the Centre's operations and enhance support for the sustainability of the Centre. In this regard, the Centre received financial support of USD 881,494 from Sida. It is important to note that the new agreement focuses on revenue generation to support the Centre through outreach to like-minded partners, offering executive courses on a commercial basis and tailored trade policy and trade finance courses for SMEs and underprivileged traders across African borders.

The Centre is pleased to present the first six-month revenue and expenditure report under the new agreement. Sida, OACPS and ESAMI, financed the operations and key activities for the period under review. In the quest for financial sustainability and expanding revenue sources the Centre generated revenue from executive courses offered under FAO on trade and agriculture and GiZ on eCommerce. Revenue from consultancies and students' tuition fees did not materialize as planned due to the Covid-19 pandemic challenges and trapca intends to intensify marketing of the courses and sensitizing students to pay for their tuition. In addition, ESAMI is hopeful of running trade policy and trade finance courses in Non-beneficiary countries under Sida support to enhance the visibility of trapca products as well as increase revenue as per the business plan and strategy. In this regard, management is delighted to report that as of 31st December 2020, the Centre received a total of USD 1,431,195 in funding as follows;

Sida - USD 881,494

OACPS/EU - USD 322,849

ESAMI - USD 226,852

Sida's revenue was budgeted at USD 882,486 of which an exchange loss movement of USD 992 was incurred due to the differences in the spot rate at the time of budgeting and the transfer of the SEK into the ESAMI account. However, out of the Sida-funded amount of USD 881,494 the Centre spent USD 613,583 excluding the cost of amortisation at USD 3,481 and depreciation charge of USD 4,563. In this regard the total spent money on Sida accounts for USD 617,064 and the difference of USD 264,430 will be rolled over and credited to 2021 approved Sida funding for the approved activities as per the annual work plan and budget. Section 5 and annex 1 give a detailed report of the expenditure and revenue utilization as per cost classification.

6.1 Financial Position as at 30 June 2020

Table 15 and 16 below elaborates on the financial position of the Centre as of 31 December 2020. As per the Sida and ESAMI agreement, the tables below exclude the OACPS/EU figures to align with the agreement reporting and audit ToRs. 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 31st December 2020

	NOTES	JULY - DEC. 2020 USD	JAN. - JUN 2020 USD
DETAILS			
Non current assets			
Motor vehicle and equipment	13	12,032	13,114
Intangible assets	12	-	3,406
		12,032	16,520
Current assets			
Trade and other receivables	14	27,495	17,381
Due from related party	15	513,183	766,065
Cash and cash equivalents	16	728,439	406,807
		1,269,117	1,190,253
Total assets		1,281,149	1,206,773
Equity funds			
ESAMI contribution		756,305	756,305
Retained surplus /(deficit)		(109,025)	(135,188)
		647,280	621,117
Non current liabilities			
Deferred capital grant	10	11,495	15,983
Current liabilities			
Deferred income Sida	17	264,430	308,108
Due to related parties	15	2,944	17,694
Other payables and accruals	18	355,000	243,871
		622,374	569,673
Total equity and liabilities		1,281,149	1,206,773

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 December 2020

	Sida	ESAMI	NOTES	6-MONTHS JULY - DEC. 2020 USD	6-MONTHS JAN. - JUNE 2020 USD
INCOME					
SIDA financing	613,583	-	6(a)	613,583	314,205
ESAMI contribution	-	202,310	6(c)	202,310	25,800
Consultancy	-	-	6(b)	-	20,629
Executive courses	-	53,068	6(b)	53,068	-
Student fees	-	-	6(b)	-	44
EU-OACPS Income	-	-	6(d)	-	-
Amortisation of capital grant	7,969	-	10	7,969	6,954
	621,552	255,378		876,930	367,632
Operating expenses					
Personnel cost	(74,199)	(3,000)	7	(77,199)	(98,439)
Programme cost	(519,271)	(197,517)	8	(716,788)	(213,095)
Other operating expenses	(22,631)	(26,335)	9	(48,966)	(53,048)
Amortization of intangible asset	(3,406)	-	12	(3,406)	(2,498)
Depreciation	(4,563)	-	13	(4,563)	(4,456)
	(624,070)	(226,852)		(850,922)	(371,536)
Operating (deficit)/ surplus	(2,518)	28,526		26,008	(3,904)
Finance income	(45)	200		155	-
Operating deficit before tax	(2,563)	28,726		26,163	(3,904)
Taxation	-	-	11	-	-
Net (deficit)/ surplus	(2,563)	28,726		26,163	(3,904)

The detailed financial statements and notes for the year ended 31 December 2020 are presented separately in the audited financial report for the year ended.



6.2 Revenue and Expenditure for the period

The Centre received total revenue of USD 1,431,195 from Sida, ESAMI and OACPS/EU for the period under review as elaborated in table 17 below. As a result of exchange movement between the Swedish Krona and USD the Centre received less by USD 992 against budgeted revenue. ESAMI contributed more than budgeted by USD 46,867 owing to more courses conducted than planned, hence increasing the cost recognition of facilities fees. OACP/EU was less than planned due to conducting fewer courses under the funding agreement than planned however, part of the courses were pushed forward to 2021 since the calendar for the programme runs from July 2020 to Nov 2021.

Table 16: Summary of Revenue

S/N	Details	Actual	Budget	Variance
1	Revenue from Sida	881,494	882,486	(992)
2	ESAMI Contribution	226,852	179,985	46,867
3	Revenue from OACP/EU	322,849	456,093	(133,244)
	Total	1,431,195	1,517,964	(86,769)

The above revenue percentage-wise accounts for Sida's 99.9% disbursed and 61.6% of actual revenue recognised in the year. ESAMI contribution accounted for 15.8% and OACPS/EU accounted for 22.5% respectively.

6.3 Expenditure for the period

The expenditure for the last 6 months of the year ended 31st December 2020 was incurred in line with the approved six months work plan and budget for July-December 2020. It is important to note that during the period under review. Important to note is that some activities' actual costs incurred were more than budget due to Covid-19-related costs. The incremental costs are in line with travel costs such as Covid-19 test fees and travel allowance due to the increase in travel hours for lecturers. Table 18 below gives a summary of the budget lines against actuals details of the same are provided in annex 1 of the report.

Table 17: Summary of Budget Vs Actual expenditure

S/N	Details	Six months Budget July to Dec 2020 in USD				Six months Actuals July to Dec 2020 in USD				Diff. Sida budget vs actuals
		Sida	ACP/EU	ESAMI	Total	Sida	ACP/EU	ESAMI	Total	
1.	PERSONNEL COST - Administration	84,856	18,378	3,000	106,234	71,004	18,378	3,000	92,382	13,852
2.	PROGRAMME COST	735,580	437,715	151,185	1,324,480	519,271	292,992	197,517	1,009,780	216,309
3.	ADMINISTRATION COSTS	27,750	-	10,800	38,550	13,251	-	11,335	24,586	14,499
4.	ACQUISITION OF ASSETS	4,000	-	-	4,000	3,481	-	-	3,481	519
5.	MONITORING AND GOVERNANCE	30,300	-	15,000	45,300	10,057	11,479	15,000	36,536	20,243
Total		882,486	456,093	179,985	1,518,564	617,064	322,849	226,852	1,166,765	265,422

Figure 3 below illustrates the expenditure proportions as per activity budget headings.

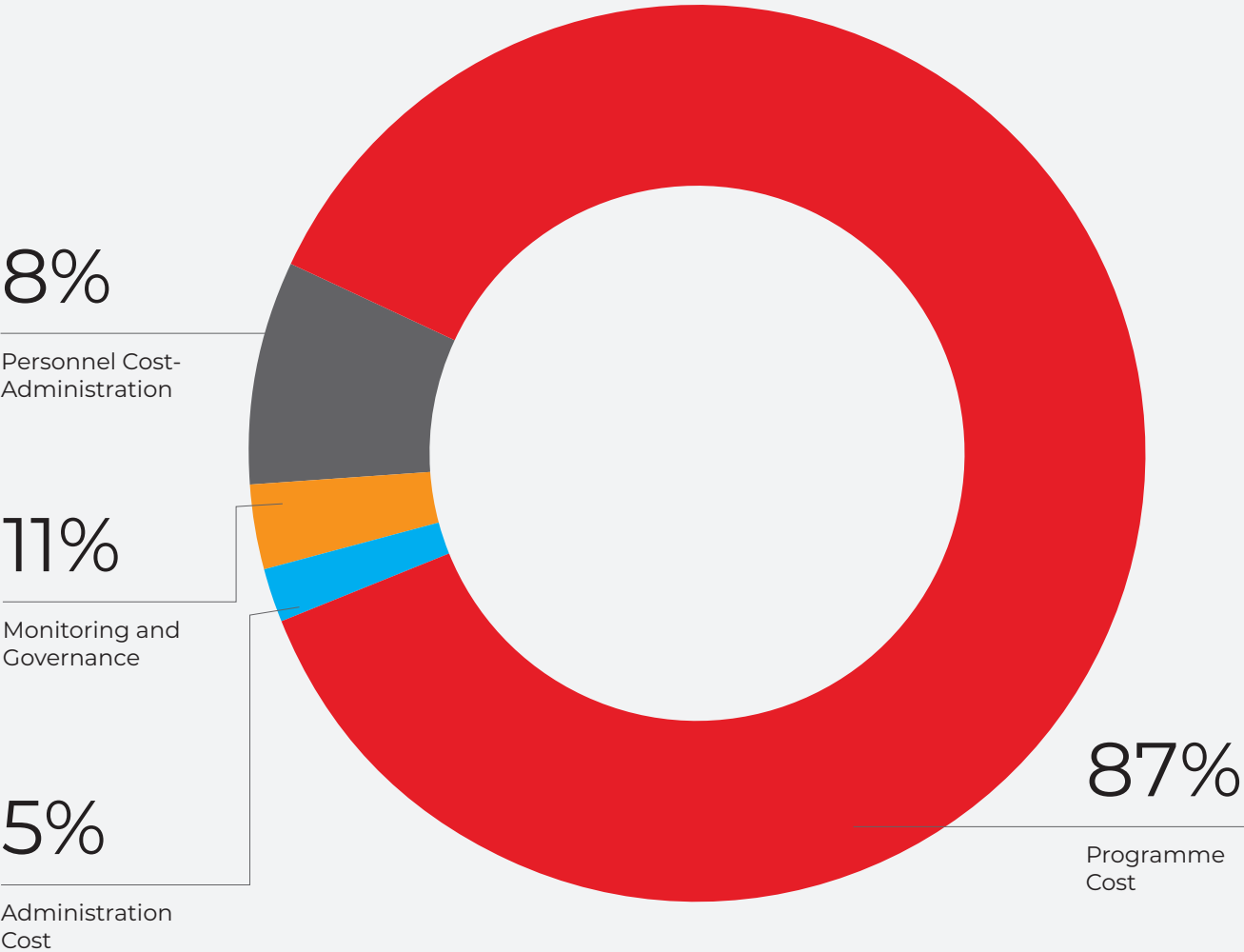
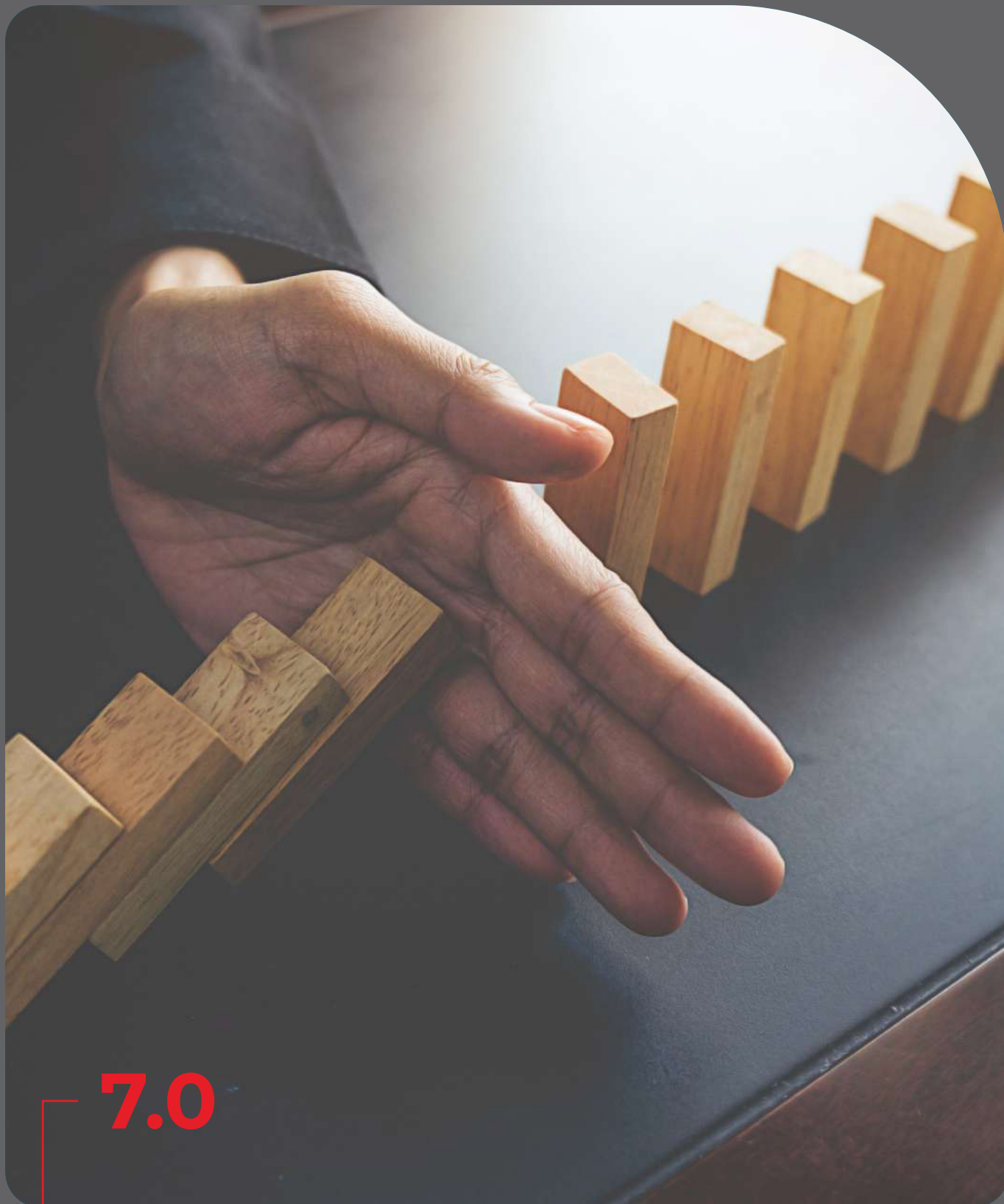


Figure 3: Expenditure Proportions

As per the approved six-month work plan and budget for July to December 2020, the amount spent on activity costs was as follows: 87% of the expenditure on programming; 8% on personnel costs; 3% on monitoring and governance, and 2% on administration and asset acquisition costs. Details of the variance and comments are included in appendix 1 of the report.



7.0

RISK ANALYSIS AND IMPLEMENTATION CHALLENGES

trapca's identification, evaluation, and prioritization of risks are 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 December 2020.

As shown in Table 19 below, the main risks that the Centre faced during the period included the incidence of the Covid-19 pandemic, changes in the priorities of donors and the introduction of self-funding requirements to students. Besides, government regulations in response to the Covid-19 pandemic resulted in the termination of ongoing advanced courses with the announcement of the closure of all schools, colleges and universities. During the closure, the management continued to undertake offsite-related activities as risk mitigation measures. In addition, the changes in donor priorities and the introduction of self-funding requirements for students' as part of sustainability interventions may adversely affect the target outputs in terms of student numbers. The management kept sensitising the students continued identification of alternative funders as a mitigation measure. These risks will continually be monitored by the management to ensure the attainment of the programme objectives.

Table 18: Risk Analysis Matrix

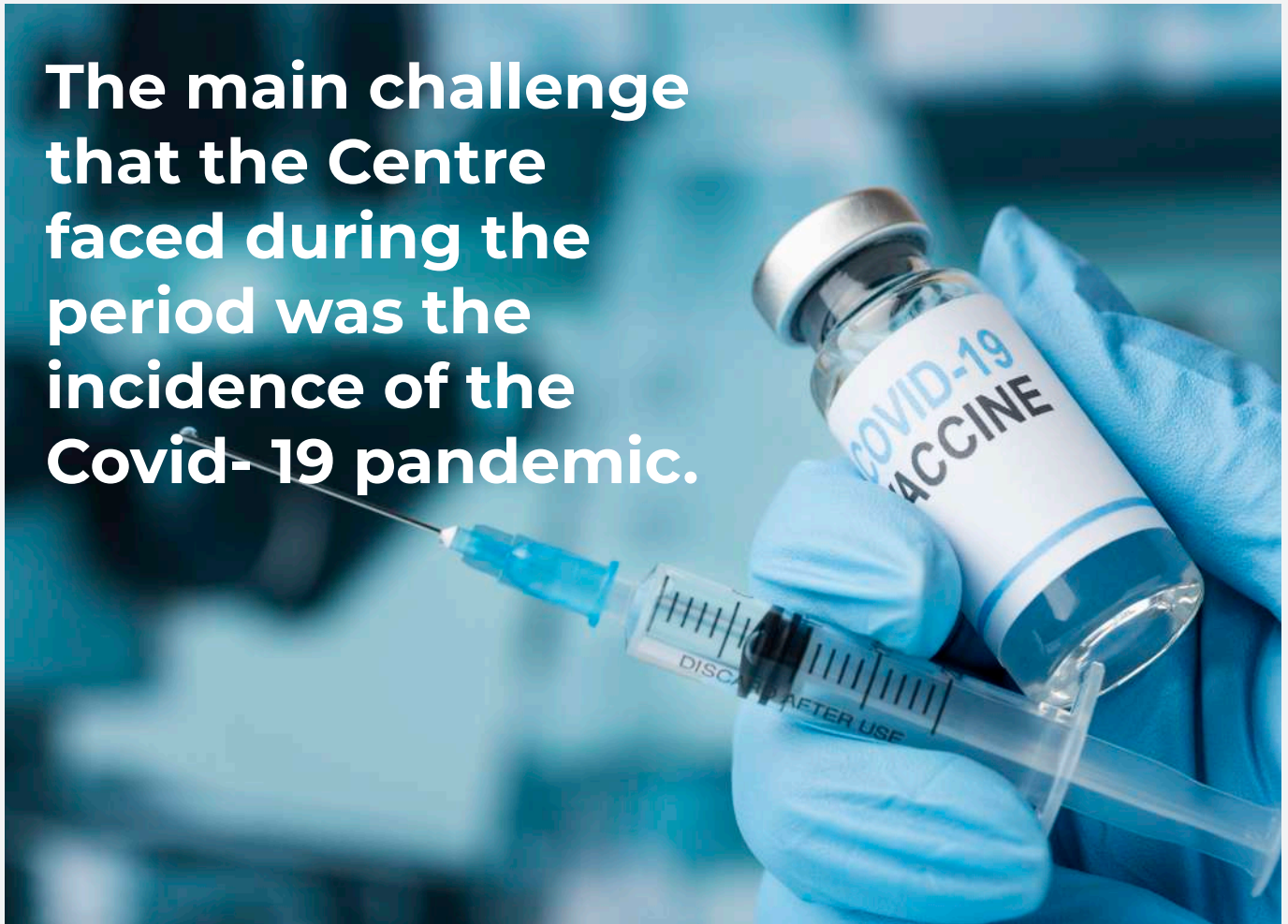
S/N	Risk Identification	Probability of Occurrence (L, M, H)	Impact (L, M, H)	Effect on trapca	Mitigation Strategy
1	Corona virus epidemic	High	High	Could delay offering of some onsite courses Could lead to less than targeted number of students per class Could affect participation of some target countries	<ul style="list-style-type: none"> Constant and continuous monitoring of developments Preparedness to take immediate action Continue with offsite learning activities such as assignments, theses write-up, trade lab research Procure tickets with flexible change terms
2	Costs could rise and significant change in programming during the course of the project due to pandemics such as Covid-19	High	High	trapca may be unable to financially support the project.	Ensure tight control of costs. Have a 'pot' of money available to mitigate risk
3	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. Alternative financing options
4	Introduction of fee payments for students may negatively affect student/country representation from LDCs and LICs	Medium	High	<ul style="list-style-type: none"> This may significantly reduce the number of students and hence overall impact on trapca's contribution to improving LDCs and LICs on trade related issues Failure to achieve program objective. 	<ul style="list-style-type: none"> Executive leadership and on-going involvement with other potential funders. Continuous monitoring of sustainability measures in line with the Centre's strategy Ensuring ethical practice throughout the trapca operations and continue marketing trapca's programmes



8.0

CHALLENGES AND OPPORTUNITIES

The main challenge that the Centre faced during the period was the incidence of the Covid-19 pandemic.



Government regulations in response to the Covid-19 pandemic resulted in conducting only 25 out of the scheduled 32 courses. This was partly due to the announcement of the closure of all schools, colleges and universities in the host country of trapca as well as the closure of airports in almost all target African countries between the month of March and August 2020. During the closure, the management continued to undertake offsite-related activities as risk mitigation measures. Related to this, the Covid-19 pandemic resulted in the postponement of all scheduled as well as tailored executive courses agreed upon with specific clients.

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. Management has taken proactive actions to address this challenge during the next set of courses.

Low salaries of public servants impact negatively participation for fee-paying students, in particular,

students from LDCs countries. Efforts to sensitise employers on the importance of investing in trade policy training across all relevant sectors are therefore important.

There are several emerging opportunities, one of them being increased interest in courses relating to the implementation of the AfCFTA. In response to this, management is actively working with several 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.

The pandemic also highlighted the vulnerability of trade relations among the target countries. This necessitated the need to increase capacity building to boost the number of trade experts that assist countries to make more pro-trade policies and regulations. This has presented an opportunity for the Centre to scale up its programmatic efforts.



CONCLUSION AND OUTLOOK

In line with **trapca's** mandate, a total of 631 students were 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 59% male students and 41% female students on average. The Francophone cohort influenced the relatively lower overall female representation. In this regard, management will continue to enhance efforts to attract more qualifying females from Francophone countries. The majority of the participants were from the public sector with about 76% representation.

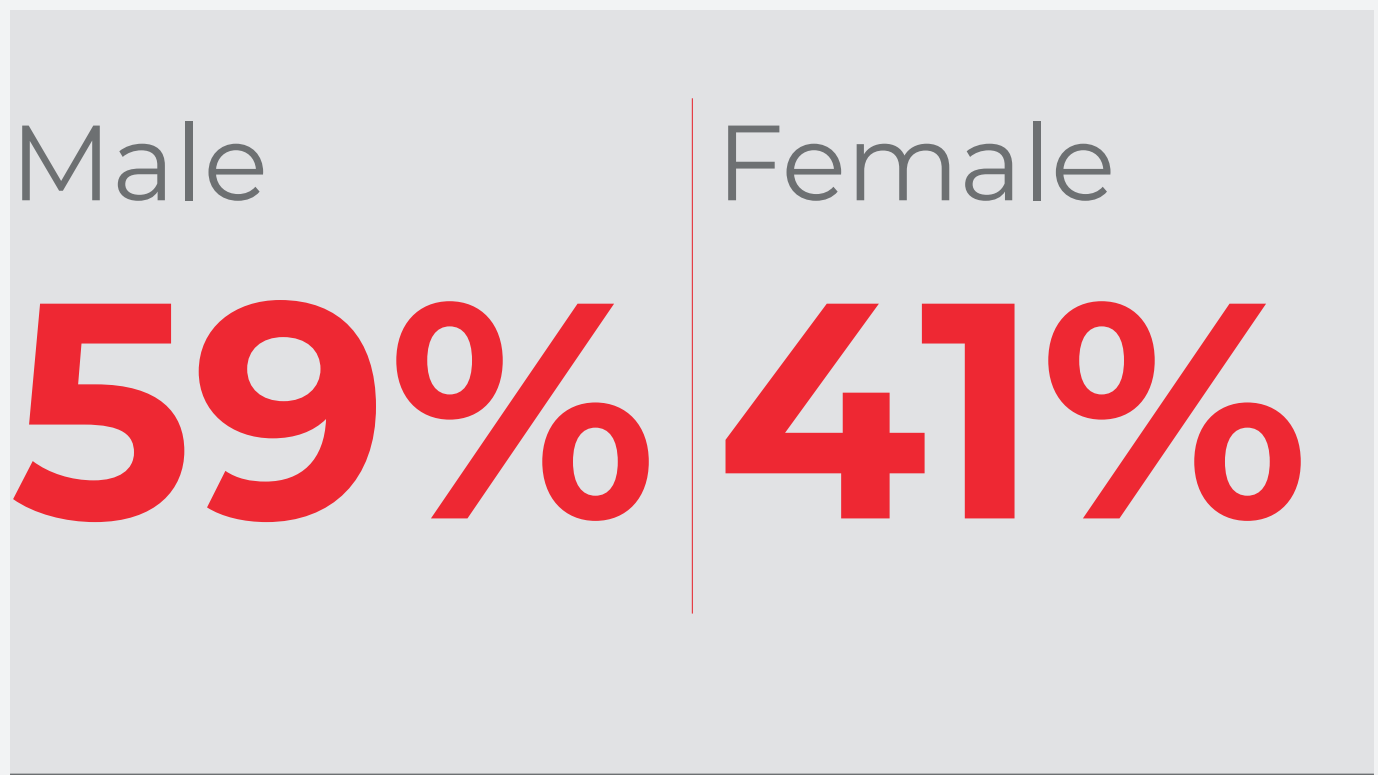
In terms of the AWPB, the Centre expects to conduct the seven courses that could not take place in 2020, during the first half of 2021. In pursuit of sustainability, during the year 2021, despite challenges associated with the Covid-19 pandemic, trapca will enhance its implementation of a new funding policy that emphasises partial sponsorship as opposed to full sponsorship.

Strategic partnerships will continue to be pursued during the remaining part of the year to foster more opportunities towards sustainability. This would include ongoing partnerships with UNCTAD and FAO. Likewise, management may put more effort into partnerships in advanced stages towards formal cooperation with ITC,

EAC, COMESA, Afrexim bank, ACBF, ACWL, GIZ, WIPO, ARIPO and PACCI. It is anticipated that these strategic partnerships will bolster the pursuit of pro-bono lecturers and the funding of joint training activities.

The above account highlights the fact that trapca has taken efforts to foster its sustainability agenda. Some of the efforts remain at the inception phase, other initiatives are going through their gestation period while others are due to be realised. This notwithstanding, the Centre is acutely aware of concerted efforts that must be made in pursuit of the sustainability agenda.

To organise its work in a measurable and verifiable way, the Centre has a business plan, which is currently under review. The plan will help shape the activities of the Centre strategically and will the proposed initiatives in the plan will be pursued aggressively by management.





Annex 1: Budget Vs. Actual Expenditure-Sida, ESAMI, and OACPS (All amounts in USD)

S/N	Details	Unit	Unit Cost	Six months Budget July to Dec 2020 in USD				July -December 2020 Actuals				Diff Sida budget vs actuals	Comment on reason for diff	Accumulated since January 2020 (Sida funds)
				Sida	ACP/EU	ESAMI	Total	Sida	ACP/EU	ESAMI	Total			
	Opening Balance Sida funds			-										
	INCOME (Sida funds)			882,486				882,486				-		
	Contributions/ disbursement			-				-						
	Interest earned			-				-						
	Exchange rate gains			-				(992)				(992)	Exchange loss on disbursement transferred in SEK and received in USD	
	Total funds available (Sida funds)			882,486				881,494				992		-
1.0	PERSONNEL COST - Administration													
1.1	Principal Finance & Administration Officer	6 months	6,554	25,606	13,718	-	39,324	25,606	13,718	-	39,324	-		
1.2	Accountant Clerk	6 months	1,500	8,306	694	-	9,000	5,306	694	-	6,000	3,000	This is the difference of USD 500 budgeted for the accounts clerk.	
1.3	Driver/Clerk	6 months	1,449	6,896	1,800	-	8,696	6,896	1,800	-	8,696	-		
1.4	Academic Support Assistant	6 months	859	3,636	1,517	-	5,153	3,636	1,517	-	5,153	-		
1.5	Office Assistant	6 months	621	3,076	649	-	3,725	3,076	649	-	3,725	-		
1.6	Head of Centre allowance	6 months	500	-	-	3,000	3,000	-	-	3,000	3,000	-		
	Fringe Benefits			-	-	-	-	-	-	-	-	-		
1.7	Gratuity	6 months	2,746	16,475	-	-	16,475	15,725	-	-	15,725	750	Difference in the accounts clerk basic pay budget and actual	
1.8	Education	6 months	1,977	11,861	-	-	11,861	9,754	-	-	9,754	2,107	Difference in the accounts clerk basic pay budget and actual	
1.9	Medical for five staff members	5 admin staff	1,800	9,000	-	-	9,000	1,006	-	-	1,006	7,994	Most of the cover was paid for in the	

S/N	Details	Unit	Unit Cost	Six months Budget July to Dec 2020 in USD				July - December 2020 Actuals				Diff Sida budget vs actuals	Comment on reason for diff.	Accumulated since January 2020 (Sida funds)
				Sida	ACP/EU	ESAMI	Total	Sida	ACP/EU	ESAMI	Total			
													first six months of the year.	
	Sub Total			84,856	18,378	3,000	106,234	71,004	18,378	3,000	92,382	13,852		
												-		
2.0	PROGRAMME COST											-		
2.1	IT Support and Maintenance	Lump sum	7,800	7,800	-	-	7,800	7,800	-	-	7,800	-		
2.2	E-learning courses one TRP400 & One gender	4RPs for 8 weeks	2,500	10,000	-	-	10,000	10,000	-	-	10,000	-		
2.3	MSc Advanced Courses	1	-	-	-	-	-		-	-	-	-		
2.3a	Accommodation	14 days X 16 courses	45	157,500	94,500	-	252,000	158,516	49,199	-	207,715	(1,016)	Students were encouraged to take up some costs as part of sustainability and some students paid for their own accommodation	
2.3b	Facilities (ACP/EU-Trade Com & ESAMI)	10 days X 16 courses	55	-	82,500	82,500	165,000	-	72,360	161,975	234,335	-		
2.3c	Students' Return Travel	5 flights for 25pax 20 courses	1,100	82,500	55,000	-	137,500	37,822	35,788	-	73,610	44,678	Part of the sustainability measure is to encourage students meet some or all of the cost and some students covered their cost of travel to Arusha, Tanzania	
2.3d	Students' Local Travel	5 trips 25 students from Kilimanjaro to Arusha	50	3,750	2,500	-	6,250	2,097	1,150	-	3,247	1,653	Part of the sustainability measure is to encourage students meet some or all of the cost and some students covered their cost of travel to Arusha, Tanzania	

S/N	Details	Unit	Unit Cost	Six months Budget July to Dec 2020 in USD				July -December 2020 Actuals				Diff. Sida budget vs actuals	Comment on reason for diff	Accumulated since January 2020 (Sida funds)
				Sida	ACP/EU	ESAMI	Total	Sida	ACP/EU	ESAMI	Total			
2.3e	Resource Persons Return Travel	32 flights for 32 RPs	2,000	40,000	24,000	-	64,000	9,223	8,335	-	17,558	30,777	Since some courses were conducted back-to-back with the OACP/ EU lectures who taught in both programmes their costs of travel were charged to OACP /EU if the first engagement was on the OACP/EU course.	
2.3f	Resource Persons Local Travel	32 trips from Kilimanjaro to Arusha for RPs	100	2,000	1,200	-	3,200	1,255	1,000	-	2,255	745	Since some courses were conducted back-to-back with the OACP/ EU lectures who taught in both programmes their costs of travel were charged to OACP /EU if the first engagement was on the OACP/EU course.	
2.3g	Teaching Fees	32 RPs for 20 courses	3,000	60,000	36,000	-	96,000	48,000	58,800	-	106,800	12,000	The Trade law and Trade Facilitation expert facilitated two courses each resulting in the savings	
2.3h	Resource Persons DSA	32 RPs for 7days each DSA	200	28,000	16,800	-	44,800	23,400	18,600	-	42,000	4,600	The Trade law and Trade Facilitation expert facilitated two courses each resulting in the savings	
2.3i	Resource Persons Travel Allowance	Minimum 8 RPs who will have more than 8hrs. Flight	1,000	3,000	5,000	-	8,000	5,000	-	-	5,000	(2,000)	Compensated by the savings from travel tickets since the RPS taught back-to-back	

S/N	Details	Unit	Unit Cost	Six months Budget July to Dec 2020 in USD				July - December 2020 Actuals				Diff Sida budget vs actuals	Comment on reason for diff	Accumulated since January 2020 (Sida funds)
				Sida	ACP/EU	ESAMI	Total	Sida	ACP/EU	ESAMI	Total			
2.3j	Supervision Fees	50 supervisors for 50 students	1,000	50,000	-	-	50,000	48,040	-	-	48,040	1,960	This is a saving against budget since not all 50 students managed to have supervisors or projected to finish as planned	
2.3i	Accommodation Thesis defence	Minimum 50 students each on Anglo/French	315	15,750	-	-	15,750	7,875	-	-	7,875	7,875	The budgeted number for students who were to graduate was more than the actual by nearly 50%	
2.3j	Participants' Return Travel (Thesis)	50 round trip tickets	1,100	55,000	-	-	55,000	2,480	-	-	2,480	52,520	Some of the students budgeted for defence had to take some courses and hence the cost was recognized under the respective course travel budget	
2.3i	Participants' Local Travel (Thesis)	50 trips from Kilimanjaro to Arusha for Students	50	2,500	-	-	2,500	300	-	-	300	2,200	Some of the students budgeted for defence had to take some courses and hence the cost was recognized under the respective course travel budget	
2.3j	Thesis defence panel	4 Resource persons (RPs)	3,500	14,000	-	-	14,000	6,030	-	-	6,030	7,970	Only two resource persons were engaged for the thesis defence	
2.3i	Gown	Replacement of minimum 25 gowns	180	4,500	-	-	4,500	-	-	-	-	4,500	Due to Covid-19 the centre did not have a graduation ceremony and gowns were not procured.	

S/N	Details	Unit	Unit Cost	Six months Budget July to Dec 2020 in USD				July - December 2020 Actuals				Diff Sida budget vs actuals	Comment on reason for diff	Accumulated since January 2020 (Sida funds)
				Sida	ACP/EU	ESAMI	Total	Sida	ACP/EU	ESAMI	Total			
2.3j	MSc Reception	Lump sum	1,000	1,000	-	-	1,000		-	-	-	1,000	Due to Covid-19 the centre did not have a graduation ceremony.	
2.4	Executive/Short Courses	Lump sum	-	-	-	16,750	16,750		-	21,007	21,007	-		
2.5	Diploma in Trade Negotiations	Lump sum	-	-	-	18,700	18,700		-	-	-	-		
2.6	Diploma in Trade Facilitation	Lump sum	-	-	-	18,700	18,700		-	-	-	-		
2.7	Marketing (Advertisements & Outreach to development Partners)	Lump sum	10,000	10,000	-	-	10,000	5,737	50	-	5,787	4,263	Only Material for the audit reports were incurred under this budget line. The audit financial report is essential to the marketing of the Centre since by practice most institutions/ partners prefer to have copies of audited reports and hence reason to be charged to this budget line	
2.8	HoC/Trade Policy Expert	6 months	8,761	34,230	18,336	-	52,566	34,230	18,336	-	52,566	-		
2.9	Trade Law Expert	6 months	6,800	26,568	14,232	-	40,800	26,568	14,232	-	40,800	-		
2.10	Trade Facilitation Expert	6 months	7,235	28,268	15,142	-	43,410	28,268	15,142	-	43,410	-		
2.11	Gratuity for HoC/Trade Policy, Trade Law & Trade Facilitation Expert	6 months	5,699	34,194	-	-	34,194	34,194	-	-	34,194	-		
2.12	Education for HoC/Trade Policy, Trade Law & Trade Facilitation Expert	6 months	4,103	24,620	-	-	24,620	15,285	-	-	15,285	9,335	Most of the educational fees were incurred in the first six months of the year.	
2.13	Medical for HoC/Trade Policy, Trade Law & Trade Facilitation Expert	3 technical staff	5,400	5,400	-	-	5,400	2,011	-	-	2,011	3,389	Part of the medical fees were incurred in the first six months of the year.	
2.14	ACP/EU ESAMI support staff		14,535	-	-	14,535	14,535		-	14,535	14,535	-		

S/N	Details	Unit	Unit Cost	Six months Budget July to Dec 2020 in USD				July -December 2020 Actuals				Diff Sida budget vs actuals	Comment on reason for diff.	Accumulated since January 2020 (Sida funds)
				Sida	ACP/EU	ESAMI	Total	Sida	ACP/EU	ESAMI	Total			
2.15	ACP/EU-Studies, research, Trade Policy dialogue		-	-	55,794	-	55,794		-	-	-	-		
2.16	ACP/EU-Translation fees		-	-	2,400	-	2,400		-	-	-	-		
2.17	ACP/EU- Visibility actions		-	-	14,311	-	14,311		-	-	-	-		
2.18	Professional Development	Lump sum	5,000	5,000	-	-	5,000	3,140	-	-	3,140	1,860	Most of the training for professionals was conducted online and this made savings on travel and DSA	
2.19	Library	Lump sum	2,000	2,000	-	-	2,000	2,000	-	-	2,000	-		
2.20	Student Database software and maintenance	One off purchase plus annual maintenance fees.	28,000	28,000	-	-	28,000	-	-	-	-	28,000	The Centre is yet to choose the service provider for the student database and this cost is not a saving as such, hence, the activity has been rolled over into 2021.	
	TOTAL PROGRAMME COSTS			735,580	437,715	151,185	1,324,480	519,271	292,992	197,517	1,009,780	216,309		
												-		
3.0	ADMINISTRATION COSTS											-		
3.1	Vehicle fuel, repairs and insurance	6 months	500	3,000	-	-	3,000	1,551	-	-	1,551	1,449	Despite the trapca cars being not less than 8 years old, they are still maintained and serviced annually. Therefore, to manage the limited resources available during the six months period only the LandCruiser Prado was serviced during the year	
3.2	Stationery	6 months	500	3,000	-	-	3,000	3,000	-	-	3,000	-		

S/N	Details	Unit	Unit Cost	Six months Budget July to Dec 2020 in USD				July - December 2020 Actuals				Diff Sida budget vs actuals	Comment on reason for diff.	Accumulated since January 2020 (Sida funds)
				Sida	ACP/EU	ESAMI	Total	Sida	ACP/EU	ESAMI	Total			
3.3	Telephone	6 months	900	5,400	-	-	5,400	4,923	-	-	4,923	477	Savings were made due to measures put in place for cost efficiency e.g. official calls to be made when emails and WhatsApp are not appropriate for follow ups or considering the seniority level of persons to interact with.	
3.4	Postage	6 months	300	1,800	-	-	1,800	50	-	-	50	1,750	Only a few documents were sent via DHL and most of the costs were covered by ESAMI.	
3.5	Other Transport	6 months	300	1,800	-	-	1,800	164	-	-	164	1,636	Due to Covid-19 movement/travel has been restrictive as a safety measure	
3.6	Environmental (cleaning the surrounding)	6 months	100	600	-	-	600	189	-	-	189	411		
3.7	Building maintenance	6 months	300	1,800	-	-	1,800	1,885	-	-	1,885	(85)	The floor tiles for some parts of the building need urgent repairs and the quotation for the area exceeded the budget by \$85 which was financed from the savings reported under environmental cleaning budget.	
3.8	General Insurance Office	Lump sum	600	600	-	-	300	738	-	-	738	(138)	The budget line only shows for six months and not the full year of \$1,200 therefore, the	

S/N	Details	Unit	Unit Cost	Six months Budget July to Dec 2020 in USD				July - December 2020 Actuals				Diff Sida budget vs actuals	Comment on reason for diff.	Accumulated since January 2020 (Sida funds)
				Sida	ACP/EU	ESAMI	Total	Sida	ACP/EU	ESAMI	Total			
													actual cost was less than budgeted for the years insurance cover.	
3.9	Professional Subscription	Lump sum	1,500	750	-	-	750	750	-	-	750	-		
3.10	Rent, Electricity, Water & Security	6 months	1,800	-	-	10,800	10,800		-	10,800	10,800	-		
3.11	Internal controller outsourced services	2 annual visits	4,500	9,000	-	-	9,000					9,000	ESAMI developed the ToR for the auditor and advertised for the position. However, the exercise was not completed on time since the position had to be advertised for transparency and the activity will be finalized early 2021	
	Other Expenses/ESAMI contribution									535	535	-		
	TOTAL ADMINISTRATION COSTS			27,750	-	10,800	38,250	13,251	-	11,335	24,586	14,499		
												-		
4.0	ACQUISITION OF ASSETS											-		
4.1	Assets replacement	Lump sum	4,000	4,000	-	-	4,000	3,481	-	-	3,481	519	The laptops purchased were sourced based on competitive quotations from our pre-listed suppliers and the supplier with the lower bid was selected to supply.	
	TOTAL ASSETS ACQUISITION			4,000	-	-	4,000	3,481	-	-	3,481	519		
												-		
5.0	MONITORING AND GOVERNANCE											-		

S/N	Details	Unit	Unit Cost	Six months Budget July to Dec 2020 in USD				July -December 2020 Actuals				Diff Sida budget vs actuals	Comment on reason for diff.	Accumulated since January 2020 (Sida funds)
				Sida	ACP/EU	ESAMI	Total	Sida	ACP/EU	ESAMI	Total			
5.1	Academic Advisory Council	Lump sum	20,000	20,000	-	-	20,000		-	-	-	20,000	Due to Covid-19 the AAC was held virtually.	
5.2	Audit 6 months July to Dec	Lump sum	10,000	10,000	-	-	10,000	10,000	11,479	-	21,479	-		
5.3	Annual Review Meeting	Lump sum	300	300	-	-	-	57	-	-	57	243	The ARM was held virtually though ESAMI representatives and trapca staff were onsite and costs for refreshments were incurred as well as purchase internet bundle for the office backup in case the main line incurred technical challenges	
5.4	ESAMI Administration	6 months	2,500	-	-	15,000	15,000		-	15,000	15,000	-		
	TOTAL FOR MONITORING AND GOVERNANCE			30,300	-	15,000	45,000	10,057	11,479	15,000	36,536	20,243		
	Total trapca Six-month Budgets			882,486	456,093	179,985	1,517,964	617,064	322,849	226,852	1,166,765	265,422		
Note: Sida Deferred Income (actual revenue less actual expenditure)								264,430						

In line with trapca's
mandate, a total of

631

students were trained in
the academic training
programmes during the
period under review.





Njiro Hill

Esami Road.

P.O. BOX 3030 Arusha, Tanzania.

Tel: +255 - 732 972 202/195

Fax: +255 27 250 82 85

email: info@trapca.org

web: www.trapca.org