

Annual Report 2007



● On Page x

● On Page xy

● On Page xyz

A large stack of white sacks, likely containing grain, is being lifted by two thick ropes. The sacks are piled high and appear to be on a ship's deck, with a red structure visible on the right. In the background, a yellow crane and other ship equipment are visible under a clear blue sky. Several people are visible in the lower part of the frame, including one in a yellow safety vest.

Food security
through sound
trade policies

Our Vision

trapca aims to be a centre of excellence in trade policy capacity development for Least Developed Countries (LDCs) and developing countries towards a fair and equitable global trade regime

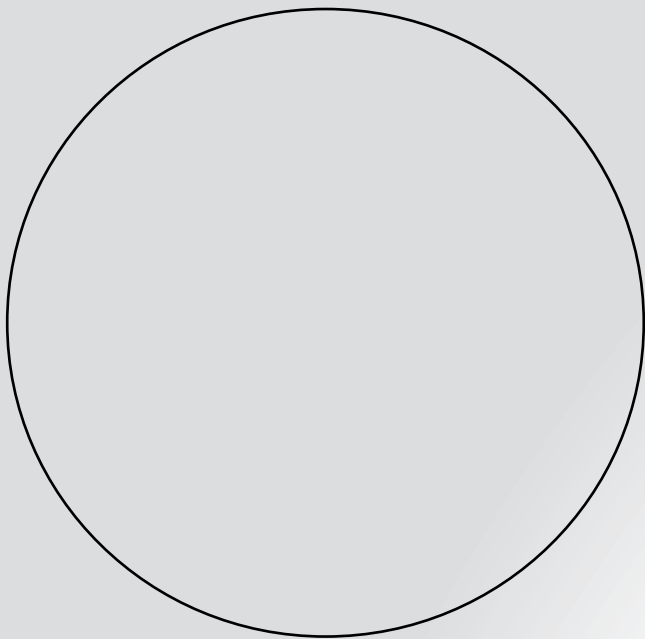
Our Mission

trapca will build and provide capacity development solutions to least developed countries and developing countries to negotiate for more favourable global trade arrangements.

Our Core Values

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

- **Neutrality and Independence:** We will remain neutral and independent to gain and retain the trust of our partners in trade policy
- **Integrity and Professionalism:** We will diligently serve with integrity and professionalism by being accountable and transparent in all our dealings
- **Team Work:** We will foster team spirit, collaboration and consultation as a way to maximise the synergy of working together for improved service delivery and satisfaction of our customers
- **Innovativeness and Creativity:** We will be open and proactive in seeking more efficient and effective methods of service delivery



From the Chair

The year ended on 31st December, 2007 has been a watershed period for us as the Trade Policy Training Centre in Africa (**trapca**). We have experienced tremendous growth both in terms of our programming and outreach. Looking back at the many years we spent on designing and planning, it gives me a sense of satisfaction to present this report to you.

As **trapca**, we have a very diverse constituency and client base -- governments, civil society and other institutions -- all of who have exerted a lot of pressure on us to return value to our stakeholders. On behalf of the board and other stakeholders, I wish to thank Sida for financially supporting LDCs in their efforts to realise their development goals through trade.

As a centre, we have developed and executed demand-driven courses that have been consistently rated as relevant by students. This has established a firm foundation for **trapca** as a successful and sustainable centre.

Thank you.

Bonard L. Mwape PhD.
Chairman of the Board



In the Words of the Executive Director

We are presenting this performance review to you all our stakeholders so that we can share with you the achievements we recorded and the challenges we faced between January and December 2007.

trapca made significant strides during the period under review but this came with its challenges. We posted a strong performance for the period under review which can be attributed to several factors.

Sida has continued to support us through disbursement of funds. The Eastern and Southern Africa Management Institute (ESAMI) has provided us with an excellent home in addition to logistical and central administration support. Lund University of Sweden, our academic partner, has seconded academic staff to support our course development.

Our clients' response to **trapca** offerings has been impressive, indeed overwhelming. To date, all our courses have been over-subscribed. We started the

master's programme on 1st November 2007 and held the on-site sessions between 19th November and 14th December 2007.

We held a high level annual conference, which attracted eminent experts in trade and policymakers. It was opened by a representative of His majesty King Mswati III, the King of Swaziland. The event generated positive evaluations and commendations.

On behalf of **trapca** staff, I wish to recognise the individual and collective efforts of all those who made the achievements we recorded possible.

Without ESAMI, **trapca** would not be where it is today in terms of brand recognition, institutional structures and central administration support and pre-financing. Lund University has been a worthy academic partner and contributed to our success through secondment of an academic director and other staff.

As we commence 2008, it is evident that a lot has been achieved in the past year but it is also very clear that a lot more needs to be done. This is a challenge that **trapca** is well positioned and adequately equipped to confront in the days ahead.

Peter Kalunda Kiuluku
CEO, **trapca**



Introduction

This report covers the period between January and December 2007. The milestone activities during the period under review, which is the consolidation phase of the Trade Policy Training Centre in Africa (**trapca**), are briefly analysed.

As a centre, **trapca** was inaugurated in December 2006 with the mandate to provide training and technical expertise on trade issues to professionals in LDCs. Situated in Arusha, Tanzania, the centre operates under the auspices of ESAMI and Lund University.

The overall aim of the training activities of **trapca** is to bring new perspectives to world trade, inspire the creation of networks in LDCs and develop competencies for strengthening the trade capacity of LDCs.

trapca courses are premised on the belief that LDCs are not able to reap the benefits of globalisation and international trade due to a deficit in knowledge base on trade issues. This diminished capacity has affected LDCs negatively and the effects manifest at the multilateral, regional and bilateral levels.

Consequently, LDCs have not contributed to agenda-setting but have been reactionary in their approaches to trade challenges. Most LDCs also

do not significantly contribute to positions in key negotiations and, in many cases, when they do these may not be based on adequate analysis. They have also not taken advantage of the opportunities presented by the already signed agreements at the regional or multilateral levels to grow inter and intra-regional trade volumes.

The overall objective of **trapca** is to enhance capacity in terms of knowledge and skills to understand trade policy issues in the LDCs. The centre supports poverty reduction programmes through initiatives aimed at facilitating easy access to foreign markets and integration into the world economy on more beneficial terms for low-income developing countries.

The training activities offered by **trapca** are designed to:

- promote knowledge and create competencies by linking international trade law and policy on the one hand and development and poverty reduction on the other,
- creating an understanding of the nexus between theory and practice in the pursuit of linkages between international trade law, policy and development,
- appreciating the critical role of competencies that can provide leadership in international

trade and influence decision-making and implementation in national, regional and multilateral trading frameworks by retrieval, interpretation, analysis and utilisation of economic data,

- identifying development priorities and the opportunities provided by international trade to promote development, taking part in and shaping the outcomes in bilateral, regional and multilateral international trade negotiations and
- linking international trade and development issues in LDCs to experiences in developing and developed countries.

The main target countries for the training activities of **trapca** are the LDCs, which is a group of 50 countries, most of which are found in sub-Saharan Africa. In addition, **trapca** targets other low-income Sub-Saharan African countries, not classified as LDCs.

The main stakeholders and target groups of the **trapca** activities are officials in the public sector, graduate students, representatives of international and non-governmental organisations and the private sector that are involved in international trade in a broad sense.

trapca provides training for persons who have or will in the future have positions in trade-related activities.

trapca has an articulated commitment to a gender balanced selection of students, implying that potential applicants of the gender in minority are especially encouraged to apply. Also, since **trapca** is committed to achieving diversity regarding country of origin, the selection process ensures a wide selection of participants primarily from different LDCs.

trapca has already made a headway in establishing partnerships with several institutions. Some of our partners are the East African Community, East African Customs Union, Common Market for Eastern and Southern Africa, UNCTAD, International Centre for Trade and Sustainable Development (ICTSD), South Centre, International Lawyers and Economists Against Poverty (ILEAP), and CUTS.

These organisations, alongside other multinational organisations such as World Trade Organisation (WTO), ITC, the World Bank, European Union (EU), several other United Nations (UN) organisations, Tralac, as well as universities and academia, play an important role in providing expertise and various forms of support to the centre.

Sida is financing **trapca** operations for the first five years, with some contributions from ESAMI. As the centre develops, however, its activities are expected to be self-financing through course fees and contributions from partners.

trapca seeks to achieve its objectives by running an introductory course leading to a certificate in International Trade and Development (CITD), short courses that may lead to the award of a certificate in

2.0 Performance Review

During the period under review, **trapca's** operations were mainly institutional development and consolidation. Important highlights of 2007 include the following key performance areas:

- a) Establishment of the **trapca** board and academic advisory council
- b) Finalising staff recruitment processes
- c) Curriculum development for 3-level courses -- foundation, specialised and masters
- d) Running of eleven foundation and one specialised courses
- e) Holding a high level annual conference
- f) Hosting meetings with the academic advisory council and international monitors
- g) Launching of the executive master's programme

2.01 Governance

trapca board is the overall governance body of the centre. The current members of the board are:

- a) Professor Bonard Mwape (trapca Board Chairman and Director General of ESAMI).
- b) Dr Chungu Mwila (director, Investment Promotion and Private Sector Development, Common Market for Eastern and Southern Africa -- COMESA).
- c) Mr Peter Mitiambo (ESAMI Principal Consultant).
- d) Mr Rashid Kaukab (Multilateral Trade Expert, UNCTAD, Geneva).
- e) Ms Beatrice Dove-Edwin (formerly the Director of the Policy, Planning and Research Division in Sierra Leone's Ministry of Trade).
- f) Professor Gote Hansson (the Academic Director of **trapca** – ex officio member)
- g) Mr Peter Kiuluku (Executive Director of **trapca** – ex officio member)

trapca board is the overall governance body of the centre”.



The inaugural **trapca** board meeting was held at **trapca** House, Arusha, Tanzania on 24th May 2007 and its deliberations focused on **trapca** institutionalisation and establishment. The board resolved to be meeting twice a year with one meeting focusing on progress review and the other on planning for the coming year.

The second board meeting was held on 8th November 2007 in Ezulwini, Swaziland. It focused on 2008 work plan and budget.

The Board recognised that **trapca** is in a developmental phase and that there is need for consolidation of various activities including determining the optimal staffing structure and course quality assurance mechanism to ensure that all **trapca** courses remain relevant to the target group.

It also decided that **trapca** must begin to make deliberate efforts to increase the participants' geographical spread with specific focus on West and Central Africa.

2.01.1 Academic Advisory Council (AAC)

The Academic Advisory Council (AAC) is another governance arm of **trapca**. Its composition is dictated by the need for diversity to help the council members fulfil their mandate in terms of identifying emerging and potential needs, coming up with appropriate responses to developing needs and the course delivery and materials.

Its composition is structured on four areas;

- a) International Organisations
- b) NGO/Civil Society
- c) Academia
- d) Policymakers from LDCs

The current council members are;

- a) Dr Christophe Bellmann (Programmes Director at the International Centre for Trade and Sustainable Development -- ICTSD)
- b) Mr. James Musonda (Senior Trade Advisor, COMESA)
- c) Dr. Dominique Njienku (Executive Director of International Lawyers and Economists Against Poverty -- ILEAP)



- d) Professor Sam Laird (Consultant to the UNCTAD/WTO International Trade Centre and also Special Professor of Economics, University of Nottingham)
- e) Professor Chris Milner (head of the School of Economics, University of Nottingham)
- f) Dr Petina Gappah (Counsel, Academic Advisory Centre on WTO Law -- ACWL, Geneva)
- g) Professor Gote Hansson (Academic Director of **trapca**)
- h) Mr Peter Kiuluku (Executive Director of **trapca**)

The first AAC meeting was held between 12 and 16 March 2007 at South Centre, Geneva. The meeting transformed the nature and content of **trapca** training programmes to ensure that the centre identifies and remains focused on its niche and corporate character.

In this regard, among the main recommendations made were;

- a) **trapca** should avoid to be seen as too WTO-driven. Its training must not be from the legalistic (WTO framework) approach. Instead, there must be a clear relationship to development, which will define trapca's training programmes to reflect the trade and development issues of the low-income sub-Saharan African countries and LDCs.
- b) The immediate services for trapca should be the training component, which is exclusive – addressing the human capacity building. Later there will be knowledge in form of research – addressing the human and institutional capacity gaps. The final component could be consultancy – addressing the institutional capacity building.
- c) The annual workshop should be a high level event and should be taking place in the same month each year. Themes for the annual workshop should be topical issues affecting LDCs and low-income sub-Saharan African countries.

The second AAC meeting was held in Manzini, Swaziland on 2nd November 2007 to review the training programmes. Valuable recommendations were made on both the short courses and the master's modules. Following these recommendations, two specialised courses were slated for the year 2008 given their importance in the current trade debates and negotiations. These are TRP 309: Trade in Agriculture and TRP 310: Trade in Services.

2.02 Strategic Plan

Although at its inception **trapca** was meant to be a

self-sustaining institution, its initial project funded by Sida is based on a five-year phase. To chart out a road map that would herald a shift to self-sustenance in the long-term, a strategic plan covering the period 2008 – 2011 has been developed.

This is dictated by the necessity to meet the skills needs of LDCs and low-income sub-Saharan African countries relative to what was envisaged in the initial programme document.

The main focus of the 2008 strategic plan is, therefore, defined by the following broad key result areas;

- a) Effective international trade policy capacity through intensive training on trade issues
- b) Organisational health and operational effectiveness by establishing an effective network and community of African and international trade experts and effective systems.
- c) Effective strategy execution through brand recognition and robust strategy deployment.

The Board recognised that trapca is in a developmental phase and that there is need for consolidation of various activities including determining the optimal staffing structure and course quality assurance mechanism to ensure that all trapca courses remain relevant to the target group”.



2.03 Human Resources

The centre has a staff of six based in Arusha, Tanzania. The staff are the executive director, principal finance and administration officer, trade policy expert, senior administrative assistant, driver/clerk and office assistant (on temporary basis). The trade policy expert joined the centre during the last quarter of 2007.

The structure of the centre is defined by three key departments in addition to the top management. These are the department of finance/administration, department of training and department of marketing and business development.

The department of training is boosted by the adjunct global faculty and Lund University staff attached to **trapca**. The global faculty together with the Lund staff support the actual delivery of training programmes and curriculum development.

This year, the former deputy academic director, Dr. Carl Belfrage, resigned for another engagement and was replaced by Prof. Joakim Gullstrand, who is an associate professor of Economics at Lund University and a research fellow at the Leverhulme Centre for Research on Globalisation and Economic Policy at Nottingham University.

Dr. Susana Thede, a lecturer and researcher in international economics at Lund University replaced Prof. Gullstrand as the new academic advisor.

In addition, Therese Nilsson and Pernilla Johansson joined as course programme coordinators.



2.04 Marketing

During the year (2007), **trapca** relied on ESAMI field offices to market its courses, which brought in participants from mostly the Eastern and Southern African region.

trapca continued to bring on board participants from Bangladesh through a marketing agent and was able to have at least one Bangladeshi national on each course held in 2007.

The centre continued to use targeted Internet marketing research to recruit participants from West Africa and non-African LDCs. For instance, participants were recruited from Rwanda and Ethiopia through the ESAMI's marketing department.

2.04.1 Marketing the Courses

The response to marketing of the courses was overwhelming owing to the availability of paid fellowships.

The demand for the programmes was very high because trade is an area that is being recognised as having the potential to contribute to the improvement of economies of LDCs. Capacity building in this area is gaining top management attention.

A deliberate effort was made to recruit journalists to attend the foundation courses to deepen their knowledge of trade regulation and policy so as to enhance their reporting skills on international trade issues. **trapca's** visibility was also increased through the media coverage by journalists on its (**trapca's**) courses.

trapca also hosted a tailor-made certificate in International Trade and Development course for Members of Parliament from the East African Legislative Assembly (EALA). Subsequently the members became instrumental in the EAC/EPA negotiations.



2.05 Training

Training is currently the core activity of trapca. Since January 2007, trapca has successfully run eleven foundation courses, one specialised course and the first two modules of the masters' programme. We trained a total of 265 participants against a total of 360 planned participants. This positive uptake of our courses can be attributed to effective marketing of trapca activities.

2.06 Changes in the Curriculum

During the period under review, the course curriculum benefited from the input from the Training Needs Assessments (TNAs), evaluations by the participants, experiences of the faculty during course delivery, recommendations of the Academic Advisory Council and the Board, benchmarking with other institutions and deliberations from workshops and the conferences.

Consequently, the short courses have shifted from being orientation courses and agreement-based, as initially planned, to more cross-cutting and sectoral trade and development oriented courses that mainstream both law, development, international relations and economics.

This has moulded the current menu of trapca's

programmes and course content. From the initial WTO agreement-based orientation courses, trapca's programmes have taken into account the development challenges of LDCs and low-income countries that have a huge bearing on the nature and outcomes of international trade for these countries.

The transformation was informed by the necessity to understand the development issues as a prerequisite for appreciating the agreements. Thus, the foundation course introduces both legal and economic aspects on key trade issues.

It is in this context that the specialised courses were introduced. They address the desired competences and awareness in specific areas of trade and development and are, therefore, designed to be sensitive to the dynamics of trade and development outcomes.

In this regard, the overall aim of the training activities of trapca is to bring new perspectives to world trade, inspire the creation of networks in LDCs and develop competencies for strengthening the capacity of LDCs to engage within the international trading systems. This will help the target countries to overcome the constraints to, and of utilising the development-related opportunities provided by international trade.

The training activities of trapca are premised on the belief that LDCs are not able to reap the benefits of globalisation and international trade due to inadequate knowledge in trade issues. The courses enhance three key competences of the participants: analytical ability, negotiating ability and commercial diplomacy.

2.07 Course Offerings

Since January 2007, trapca has offered courses in three key levels. These levels are foundation level, in which the certificate in International Trade and Development (CITD) is offered, intermediate level in which the specialised courses are offered and the advanced level in which a Master's of Science degree in International Trade Policy and Trade Law is offered.

The short courses have shifted from being orientation courses and agreement-based, as initially planned, to more cross-cutting and sectoral trade and development oriented courses that mainstream both law, development, international relations and economics.

2.07.1 Short Courses Offered During 2007

To be comprehensive and in line with the dynamics of trade and development, the project document initially designed agreement-based orientation courses, which constituted individual elements within the first module of the current more comprehensive CITD foundation course.

In terms of the relationship between the current foundation course CITD and the agreement-based orientation courses implied in the project document, the CITD constitutes nine agreement-based orientation courses.

The agreement-based orientation courses covered the following areas;

- a) Orientation about the global trade regulatory framework
- b) Orientation about the General Agreement on Tariffs and Trade (GATT)
- c) Orientation about the General Agreement on Trade in Services (GATS)

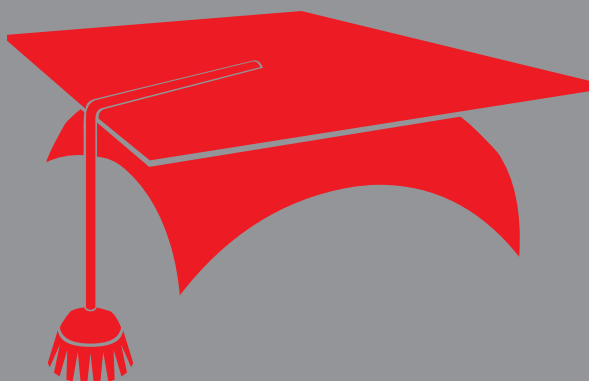
- d) Orientation about the Agreement on Trade-Related Aspects of International Property rights (TRIPS)
- e) Orientation of special agreements relating to product requirements (TBT agreements)
- f) Orientation of special agreements relating to regulations for health, plant and animal protection (SPS agreements)
- g) Orientation about international negotiations and cooperation
- h) Orientation about various special trade policy measures
- i) Orientation about agreements on trade in agricultural goods and fishery
- j) Orientation about agreements on trade in non-agricultural commodities of special interest for LDCs

This implies that participants who attend one CITD course in effect would have attended at least nine agreement-based orientation courses as illustrated in Table 2 on Page XX.

From the agreement-based orientation courses, the CITD was constituted. This includes the agreement-based orientation courses in the first module, International Trade and Development and the second module Introduction to International Trade Law.

The modules of the current CITD are more comprehensive. They are:

- Module 1: International Trade and Development. This provides an introduction to trade policy and sectoral issues in relation to world trading regime
- Module 2: Introduction to International Trade Law. This provides an overview of the global regulatory framework and the trade agreements
- Module 3: Trade Data Retrieval and Analysis. Provides introductory exposure to data sources, relevance and what is required to make sense of them.



- Module 4: Leadership Development for Trade. Provides the necessary exposition to trade diplomacy and leadership
- Module 5: International Negotiations and Cooperation for Trade. Equips participants with an overview of the skills required to initiate and conclude a trade deal based on win-win situations.
- Module 6: Analytical Paper. Gives the participants the opportunity to utilise the concepts covered in the previous five modules on a pertinent trade issue of interest to their country.

2.07.2 Pedagogy

The instructional methods for this course aim at providing learners with work-related skills and high retention rates of the knowledge imparted. In this regard, the pedagogy incorporates multi-modal delivery mechanisms for course materials (e.g. case studies, in-field situational tasks, simulation and role playing, trade data retrieval exercises and presentation of course exercises and tasks). Programme appraisal, tracer studies and impact assessment form an important part of trapca's training and capacity building process.

In terms of the course offerings for 2007, the table below provides a listing and the associated dates.

Table 1: Short Courses That Have Been Done

COURSE TITLE	DATE
TRP100 - Global Trade Regulatory Framework	5 – 16 March 2007
TRP100 - General Agreements for Tariffs and Trade	5 – 16 March 2007
TRP100 - Global Trade Regulatory Framework	19 – 30 March 2007
TRP 100 General Agreements for Tariffs and Trade	19 – 30 March 2007
TRP100 - Introduction to Trade and Development	30 April – 25 May 2007
TRP100 - Elements of Introduction to Trade and Development (GATT and Data Analysis Modules)	30 April – 11 May 2007
TRP100 - International Negotiations and Cooperation	14 – 25 May 2007
TRP100 - Introduction to Trade and Development (Class A)	2 – 27 July 2007
TRP100 - Introduction to Trade and Development (Class B)	2 – 27 July 2007
TRP100 - Introduction to Trade and Development for East African Legislative Assembly Members of Parliament	6 – 17 August 2007
TRP100 - Introduction to Trade and Development	3 – 28 September 2007
TRP302 - International Trade Law and Development	24 Sept – 5 Oct 2007

During 2007, 12 courses were offered to a total of 265 participants. In Table 1 above, ten courses are listed because the first two courses were offered back to back. This translates into the agreement-based orientation courses defined in the project document of 1,288 participants distributed as illustrated in Table 2 below.

The 12 courses in the trapca certificate in International Trade and Development (CITD) foundation course are equivalent to 56 course units in the original programme document. Based on the number of participants in the CITD course units and the equivalent course units in the programme document, the total numbers of participants trained add up to 1,288.

Table 2: Number of Trained Participants

Course Title	trapca course	Pax per Course	Total Pax	Prodoc Courses equivalent	No.per course	Total Pax
GATT	1	21	21	1	21	21
GTRF	1	21	21	1	21	21
GATT	1	21	21	1	21	21
GTRF	1	21	21	1	21	21
CITD	1	29	29	9	29	261
GATT and Data Retrieval	1	21	21	2	21	42
INC	1	21	21	1	21	21
CITD	1	20	20	9	20	180
CITD	1	22	22	9	22	198
CITD Part 1	1	22	22	3	22	66
CITD	1	24	24	9	24	216
ITLD	1	22	22	10	22	220
	12	265	265	56	265	1,288

During this period, the centre also organised a tailor-made course for Members of Parliament from the East African Legislative Assembly. During the period under review, trapca leveraged on gender participation in the course offerings.

2.07.3 Course Performance

In terms of course performance, the distribution shown in the figure below affirms the level of seriousness and interest displayed by the participants. On average, about 70 per cent of the participants across the courses graduated with a certificate of competence.

This outturn is attributable to better teaching methodology and quality of participants. The major reasons for participants being awarded with a certificate of attendance is mainly attributed to cases of plagiarism. This trend is, however, expected to slow down as more emphasis is put on paper writing skills.

For the specialised course on trade law and development, there were about 25 per cent of the participants who got a certificate with distinction. This was good performance as this is an advanced and very rigorous course.

The first foundation course units were, *Global Trade Regulatory Frame* and *General Agreements for Tariffs and Trade*, and *Introduction to Trade and Development*. These courses had no formal examination. The mode of assessment was a written analytical paper. Out of the 21 participants who attended the *Elements of Introduction to Trade and Development (GATT and Data Analysis Modules)*, four were awarded a Certificate of Attendance, while the rest passed with Certificate of Competence.

All the 21 participants in the *Elements of Introduction to Trade and Development (International negotiations)* were awarded a Certificate of Competence. This group consisted mainly of legislators and the mode of assessment was class assignments and presentations.



There were 21 participants who attended the *Introduction to Trade and Development Class A* out of which six were awarded a Certificate of Competence with Distinction, 12 achieved a Certificate with Competence while three got the Certificate of Attendance.

Introduction to Trade and Development Class B had 21 participants out of which two got a Certificate of competence with Distinction, 17 Certificate of Competence and two got Certificate of Attendance.

Introduction to Trade and Development for East African Legislative was tailor-made for the EALA Members of Parliament. All the Members of Parliament were awarded a Certificate of Attendance. The course duration was two weeks. A further two-weeks follow up course is planned for 2008.

For the *Introduction to Trade and Development*

administered between the 3rd and 28th of September, 2007, the mode of assessment was extensive which involved two written examinations, data retrieval exercises and an analytical paper. Out of 24 students, five achieved a Certificate of Competence with Distinction, while 14 got the Certificate of Competence and five received Certificate of Attendance.

The first intermediate course held was *International Trade Law and Development* between 24th September and 5th October 2007. The students sat for a two-hour examination and out of the class of 22 students, six achieved a Certificate of Competence with Distinction, with 12 others getting a Certificate of Competence and four were awarded a Certificate of Attendance.

2.07.4 Profiles of Participants

The target audience of trapca's courses consists of those who are involved in trade-related activities in their capacity as officials, executives or members of relevant ministries and government agencies, parliamentary institutions, universities, business and civil society organisations in LDCs and other low-income Sub-Saharan African countries.

a) Country and Gender Spread

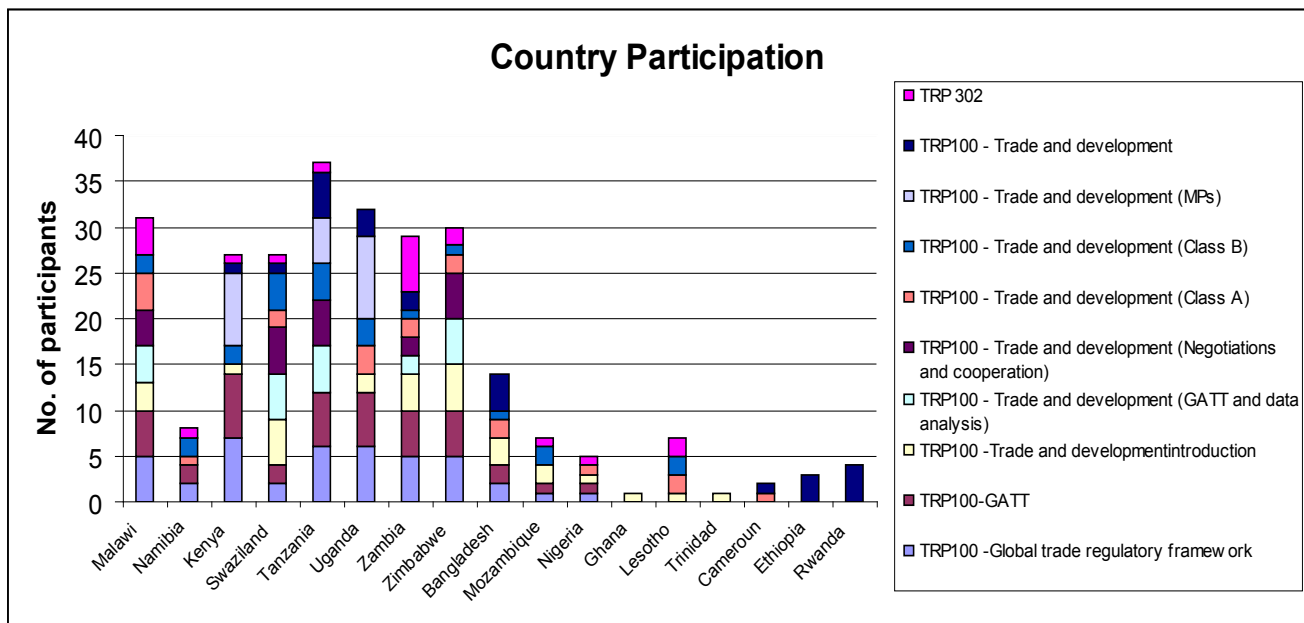
Most courses attracted participants from LDCs and low-income countries namely Bangladesh, Malawi, Mozambique, Kenya, Namibia, Swaziland, Tanzania, Uganda, Zambia, Zimbabwe. There was representation from Nigeria, Ghana, Lesotho, Trinidad, Cameroon, Ethiopia and Rwanda.

The distribution of participants in terms of country of origin shows that the greatest concentration of participants is within the east and southern African countries. In line with our marketing strategy of creating a viable pool of participants within the region and expand subsequently, countries that feature significantly in participation include Malawi, Tanzania, Uganda, Swaziland, Kenya, Zambia and Zimbabwe. This is attributable to the extent of information flow to the participants facilitated by the presence of ESAMI country offices in these countries. In 2008, we will expand to countries with little or no representation as per our marketing strategy.





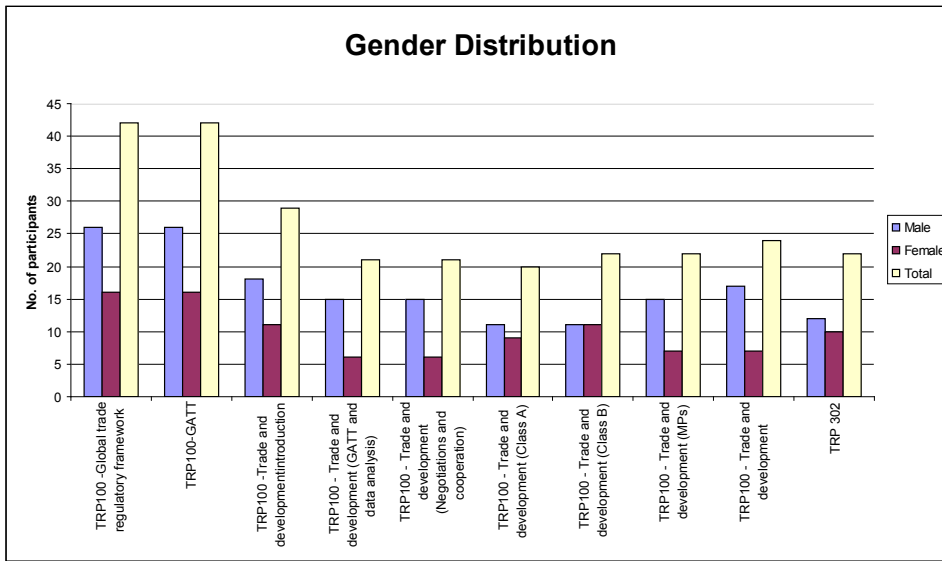
Figure 1: Country of Origin Distribution



a) Gender Distribution

The gender distribution is quite balanced with about 40 per cent of the participants across the courses on average being women. In some cases, the proportion is 50:50 between men and women.

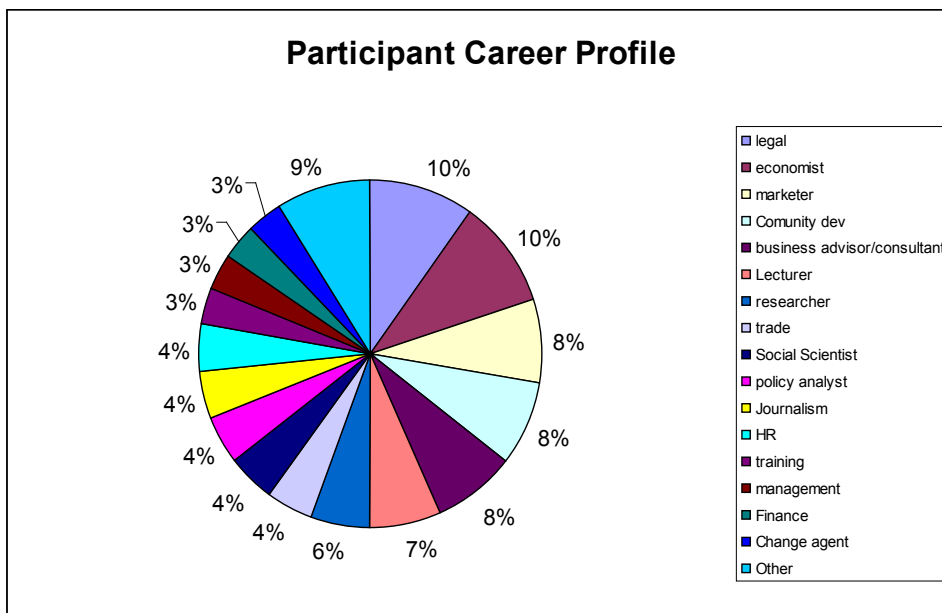
Figure 2:



a) Career Profile

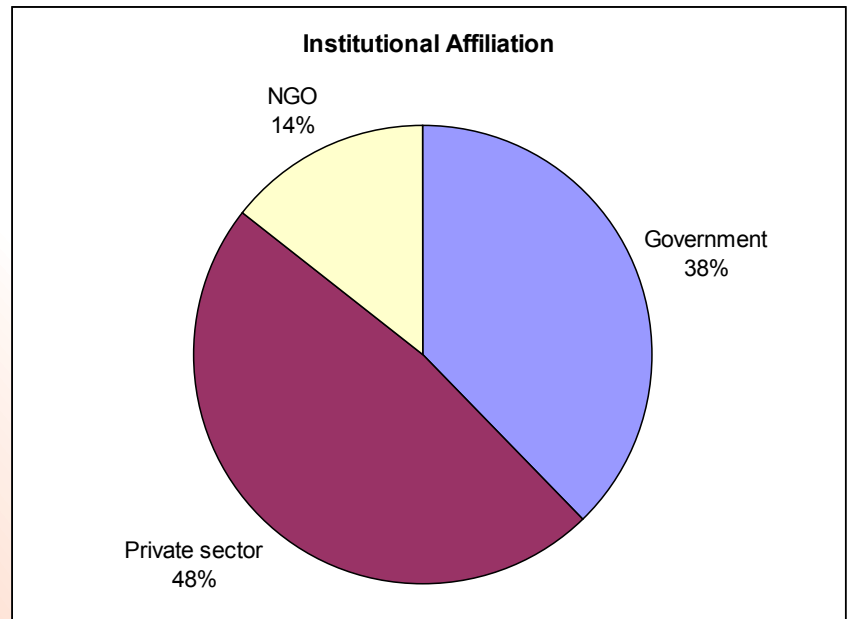
The career profile of the participants is quite diverse. This ranges from legal practitioners to bankers. The dominant careers include trade lawyers, economists, marketers, community development officers, business advisors, researchers, lecturers, social scientists, policy analysts, journalists etc. This diverse clientele is in line with trapca's aim to build capacity across the various stakeholders in trade-related activities.

Figure 3:



In terms of places of employment, the majority are from the private sector though a significant proportion is from the government. The private sector employment category covers all activities that fall under consultancy institutions, private training institutions and business organisations. There was also a good representation of participants from the non-governmental organisations (NGOs). The NGO category covers other non-state actors such as the volunteer sector, civil society, grassroots organisations, transnational social movement organisations, private voluntary organisations and self-help organisations.

Figure 4:



2.07.8 Relevance

There was a unified response indicating the courses are quite relevant. This is because they addressed current issues on development with regard to international trade and LDCs. It was particularly amplified by the close identification with the issues participants deal with at their places of work.

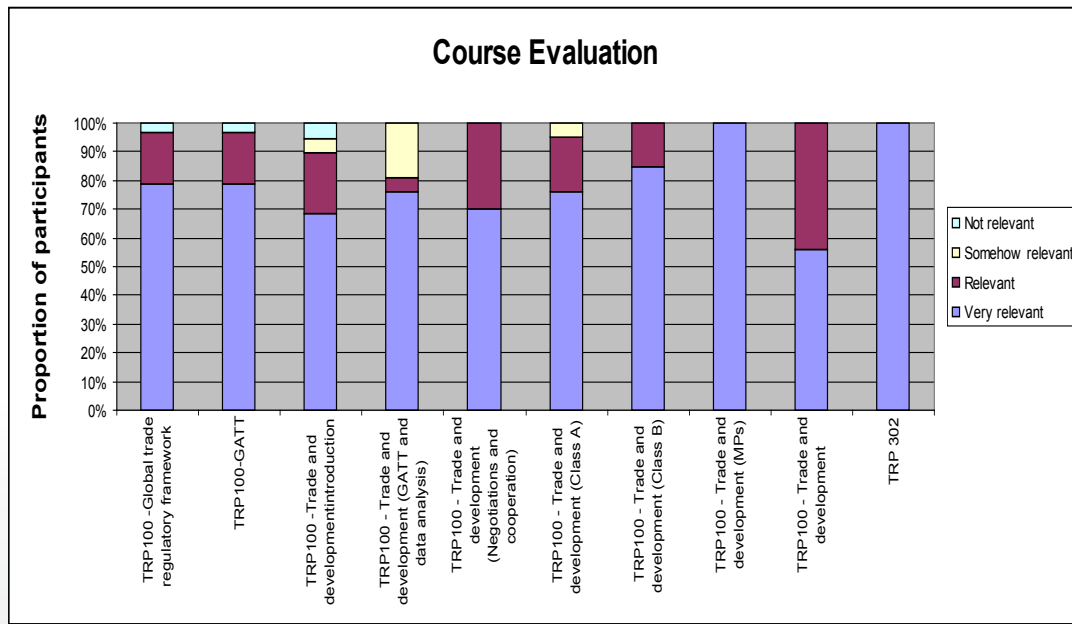
The centre carried out end of programme evaluations for all the courses and below is a summary of feedback from the students on all the courses. As illustrated from the figure below, about 95 per cent of the participants, on average, rated the course modules relevant to their capacity needs.

One of the key reasons underlying the participants' rating of trapca's programmes as relevant is that they identified the courses as meeting their expectations and addressing issues that generate unanswered questions in their places of work.

The implication of the performance is that the courses are relevant to the clientele given that, for some of the participants it was their first time to get to understand the concepts. This is important in the sense that it defines the need and relevance of trapca's training programmes within the target countries.



Figure 5: Participants Perception of Courses



2.07.9 Course Evaluation by the Faculty

The faculty members had varied comments on the participants' quality. Overall, they are in agreement that the participants are qualified and of higher quality in comparison with other institutions. However, there are a few cases where some participants were perceived as being weak and this is evident in the cases of the participants who received certificates of attendance.

Participants Quality

According to the resource persons, the students showed great enthusiasm to learn and to engage in application of the legal materials to practical problems. They were confident that the courses will help students deal with practical problems in their work places. One of the resource persons remarked, "Their biggest strength was their zest for the knowledge. They were eager learners and a teacher cannot ask more of his or her students". This implies that the quality of participants selected for the courses was good.

Programme Structure

The faculty felt that the programme was well designed. They, however, recommended that there is a need to re-examine the syllabus after every course based on the comments of the participants to ensure it is feeding into their interests.

Course Relevance

The faculty assessment revealed that participants observed that they found the course content to be very useful. According to the faculty, the students tried to relate the course material to their respective responsibilities in their home countries. They saw the relevance of the course material and, in their comments, mentioned how they would apply the acquired knowledge for the economic development of their countries. The zeal to apply this knowledge was evident in the requests by participants to carry back home training material from the courses.

2.08 Master of International Trade Policy and Trade Law

trapca launched the Master's Programme in International Trade Policy and Trade Law in November 2007. A total of 25 participants from 12 countries were admitted to the first class of the programme. The participants were drawn from Bangladesh, Ethiopia, Ivory Coast, Kenya, Lesotho, Malawi, Mozambique, Rwanda, Tanzania, Uganda, Zambia and Zimbabwe. Out of the 25 participants, nine were women and 16 were men.

a) Programme Design

This programme is designed for students interested in gaining advanced theoretical and practical knowledge and skills in the specialised area of international trade regulation and policy. Seeing as it is that most of the available training opportunities are limited to academic training, a strong case exists for practical training.

The programme entails ten modules plus a Master's thesis, which is equivalent to three modules. This translates to a total of thirteen modules. The delivery is structured along the semester system spread over a two-year period. Each module involves two weeks of intensive onsite study and six weeks of the offsite activities, which include pre-session and post-session assignments.

b) Curriculum Development

The Master's Programme has undergone a nomenclature transformation from Master's Programme in Trade Policy to Master's Programme in Trade Policy and Trade Law. The new title makes it broad-based and this comes with its own challenges.

The programme has greatly benefited from contributions from conception to the current programme design. It has evolved from the initial conceptualisation titled, "Executive Master Programme in Trade Policy" on trade policy to the current title "Master of Science in International Trade Policy and Law".

A more comprehensive documentation during an experts meeting in June 2007 produced a working master's programme document that spelt out the structure, brief content and pedagogy. The experts meeting constituted Dr. Chandra Patel from the Southern and Eastern Africa Trade Information and Negotiations Institute, Dr. Mary Mbithi a lecturer in economics at the University of Nairobi, Dr. Kindiki Kithure the associate dean, school of law at the University of Nairobi, Caiphos Chekwoti a trade policy expert at trapca and Dr. Carl Belfrage, formerly deputy academic director at trapca.

Following the meeting, the programme document was again subjected to an international peer review panel comprising of Dr. Wumi Olayiwola, an associate senior fellow at the Trade Policy Research and Training Programme at the University of Ibadan, Dr. Kithure, Prof. Francois Aka Bedia of the Department of Economics and Development, University of Bouaké, Côte d'Ivoire, Prof. Chris Milner, head of the School of Economics, University of Nottingham, Prof. James Gathii of Albany School of Law, Choice Damiso who is a lawyer with the Parliamentary Commission of Zimbabwe, Dr. Carl Belfrage, Therese Nilsson and Pernilla Johansson of Lund University.

The refined programme document was further subjected to scrutiny by the trapca global faculty members. The master's programme document was further scrutinised by the Academic Advisory Council of trapca and the Board. The programme was eventually submitted to the Lund University Faculty Board, after the trapca board's approval.

The current final programme document is therefore a product of rigorous scrutiny, contributions and refinements by trade experts and academia. The programme is continually updated to align its content with comments, suggestions and contributions of faculty members and students during course implementation.

a) Progress

The first intake brought on board 25 participants. The first modules of the master programme were offered between November and December 2007. These two modules provide the theoretical foundations of both international economics and international law. The module TRP 501 *Economic Foundations to Trade and Trade Policy* was conducted from 19th November to 30th November, 2007. trapca hosted three resource persons for the module -- Geoff Reed and Rod Falvey both

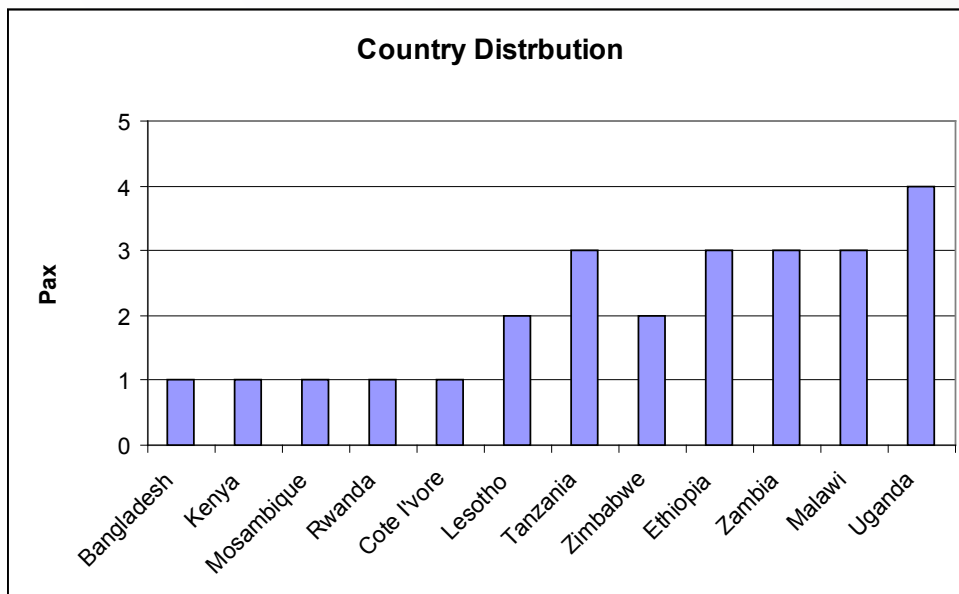
from the University of Nottingham and Therese Nilsson from Lund University. The master's module TRP 502 *Legal Foundations to Trade and Trade Policy* was conducted from 3rd December to 14th December, 2007. trapca hosted three resource persons for the module -- Dr Kithure Kindiki, University of Nairobi, James Gathii, Albany Law School and Edward Kwakwa, World Intellectual Property Organisation.

The students originate from 12 different countries and the gender distribution is close to 40-60.



The students originate from 12 different countries and the gender distribution is close to 40-60”.

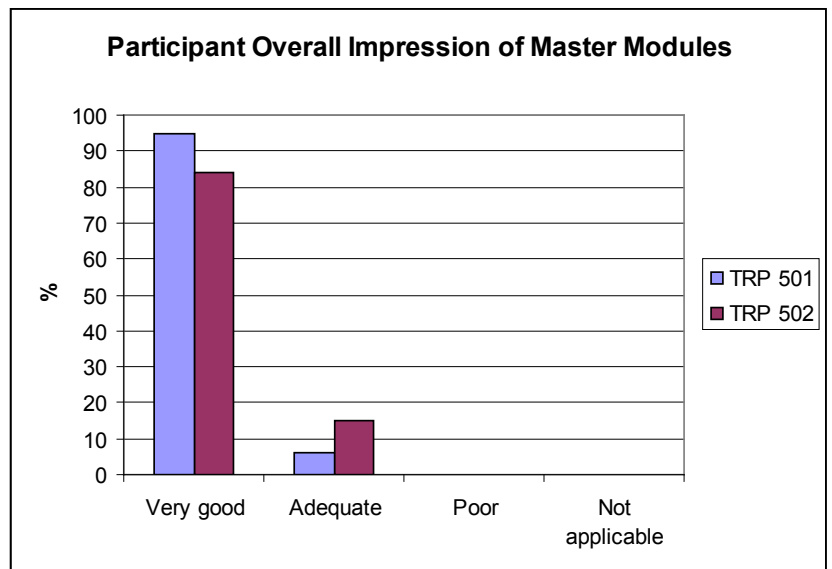
Figure 6: Participants Distribution by Country



a) Evaluation

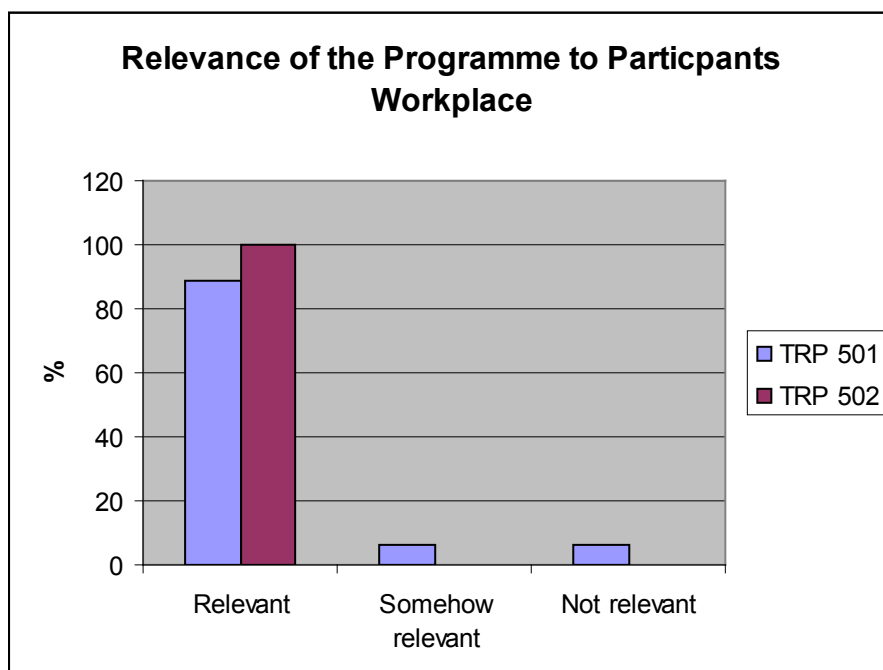
The first two modules of the master programme were covered during the first onsite session between November and December 2007. These were in Economics and Law, which constitute the foundation modules that underlie the basic concepts and framework of the programme. Faculty during the first two modules constituted five distinguished trade experts. As the figure below illustrates, majority of the participants rated the first modules as being very good to excellent.

Figure 7: First Master Module Evaluation



The high overall rating was attributed to participants' satisfaction given their initial expectations. The participants expected to attain a deeper understanding of trade policy issues in order to improve their analytical capacity in international trade and trade policy in their home countries. All the respondents indicated that their expectations in the legal module were met while in the economic module about 90 per cent of the respondents felt that expectations were met. Participants felt that the modules covered relevant issues and concepts they encounter at their workplace. The few who cited little relevance was attributed to their work schedules indirectly linked to the issues covered in the modules given the highly theoretical nature of the modules.

Figure 8: Relevance of the Master's Programme





a) Conference Highlights

The concluding remarks arising from the first session of the conference emphasised that;

- i) African states and LDCs need to start thinking how the final Doha text will give legal force to the rights secured through the Doha round negotiations;
- ii) African states should ensure that aid-for-trade is not used as a negotiating chip by developed countries, but should be additional to concessions granted through negotiations; and,
- iii) The EU should seek a waiver for extension of the Cotonou Agreement with African, Caribbean and Pacific (ACP) countries to give adequate time for meaningful conclusion of EPA negotiations.

2.09 Annual Conference

An annual workshop was held successfully from 5th to 7th November, 2007 in Ezulwini, Swaziland, under the theme *Multilateral, Regional, and Bilateral Agreements: Emerging Scenarios and Challenges for African and Least Developed Countries*.

The workshop was officially opened by the representative of His Majesty, King Mswati III, King of Swaziland. There were a total of 102 participants consisting of trade experts, representatives of developing country policymakers and representatives of national and international organisations.

trapca gained tremendously through positive media articles that were published during and after the annual conference. The conference also played a major role in enhancing trapca visibility in West African countries.

In session two, it was observed that ideally African states should seek to maintain tariffs above zero, but low enough to promote trade and applied to all partners to prevent massive loss of revenue. In addition, all sources of funding should also be channelled to achieving the same local agenda, and not spread over various matters. There is however need for a common agenda for Africa.



Regarding the EPAs, it was felt that the extension of the Cotonou waiver remains an option, but another option is to come up with a light EPA, without binding commitments, but dealing with a broad trade agenda.

In session three, Dr. Achike advocated the following measures as a way forward:

It was suggested that Africans should liberalise trade amongst themselves by removing trade barriers and adopting appropriate exchange rate policies. Africans should also intensify economic cooperation among themselves while developing and implementing market-oriented policies.

African countries may not necessarily have to be exporters of manufactured products, but they have to add value to their primary products to improve on the demand and price elasticities that negatively affect their competitiveness the international market.

Africa should improve the coordination capacities of southern trade support institutions as well as align their objectives more properly with the developmental challenges facing Africa.

The supply side constraints pose a significant challenge. In this regard, Africa should address supply side constraints, particularly those linked to domestic economic policy. In addition, issues of private public partnerships and brain drain should be addressed.

In session four, two key considerations were identified to help deliver expected outcomes for African countries. These two relate to design issues and prioritisation of the five activities as determined by the Task Force on Aid for Trade.

As a way forward for African countries, there is need to develop a framework for developing countries that is equivalent to the integrated framework in place for LDCs.

Additionally, African countries need to develop a common front that addresses key questions such as who will benefit, by how much, and when. Dr. Njinkeu stressed that these critical decisions have to be made whilst the institutional issues are still being worked out.

The concluding discussions and conference wrap-up were done by Professor Bonard Mwape, Dr Dominique Njinkeu, Dr Chukwuma Agu and Associate Professor Joakim Gullstrand. They echoed the need for a domestic agenda to inform all interactions at the regional and multilateral levels, inform human and institutional capacity building needs at all levels of participation in the economy, as well as inform the prioritisation of infrastructure development and other trade facilitation measures.



These interventions require development of local expertise in the various aspects of trade as well as economic policy formulation, implementation and monitoring. Relevant research to look at short-term and long-term perspectives will be a key element of these interventions.

In the closing ceremony, Prof Mwape and Honourable Kabebe Magongo expressed optimism that participants would take the messages received in the conference to relevant stakeholders and decision makers in their home countries so that the various interventions discussed may be put into action.

trapca will obviously have to play a key role to reach out to the various levels of decision making in these countries through its Executive Master's Programme in International Trade Policy and Law.

Key decision makers present and represented were thus called on to take advantage of this capacity building opportunity and not only send participants to trapca's programmes, but also raise awareness with all other relevant stakeholders within their respective countries to spread the benefits of international trade throughout their economies.

In a nutshell, trapca's Second Annual Conference set the right pace for more inclusive participation by LDCs and other African countries in all matters related to international trade on the multilateral, regional and bilateral levels.

b) Way Forward

As a way forward arising from the deliberations during the conference, the following emerging issues were observed;

- African countries and LDCs should come up with a concrete trade agenda developed by themselves and negotiate around that agenda
- Institutional and human capacity

building is required for politicians, experts and business people

- Regional institutions such as the EU, NEPAD etc should be more involved in trade and trade related capacity building initiatives
- Trade transaction costs should be reduced in multilateral, north-south and south-south trade. Trade bottlenecks and infrastructure challenges should be addressed through trade facilitation and infrastructure investment
- There is need for a more comprehensive negotiation agenda and to train negotiators to be more firm and assertive
- There is need to develop more expertise in thinking globally and understanding how international and political dimensions impact on domestic policy
- South-south trade should be developed and capacity building should take into account regional differences and the language divide
- The formation of alliances and regional cooperation should be encouraged and enhanced.

2.10 Training Needs Assessment

Training needs assessments (TNA) have been concluded in the following eight countries: Kenya, Malawi, Tanzania, Uganda, Zimbabwe, Lesotho, Mozambique and Zambia. So far, the consolidated TNA report shows that there is a huge gap in trade policy skills and that trapca programmes will significantly contribute to addressing some of the capacity gaps identified.

The findings of the TNA have contributed immensely to course and curriculum development. It has also enabled the identification of the resource persons with requisite qualifications for instructing on trapca training programmes.

There is an ongoing TNA in the CEMAC region. It is expected that the extent of demand for trapca programmes will be uncovered and the potential resource persons base in these regions will be identified that will further strengthen the current faculty.

2.11 Website

The website development has had much progress. The website www.trapca.org launched in August 2007 is up and running. The website is being developed to become a fully integrated and interactive one-stop centre with diverse functionalities. This will also increase the visibility of trapca. It is still being refined to reflect the desired needs of trapca programming.

Currently, the website is a very useful channel for communication and dialogue on trade issues through the trapca blog and master's class blog. These two blogs provide a forum through which trade experts, students and the wider public interested in trade issues can post and transact debates on topical issues. The trapca website also provides a faster channel of positing notices particularly to the master's students. This ensures that students are kept up to speed with programme information and assignments during their offsite sessions.



3.0 Financial Performance

trapca continued to exercise prudence in financial management achieving an overall expenditure rate of 99.7 per cent during the year ending 31st December 2007 resulting in a surplus for Sida of USD5,503 – please refer to the audited accounts for the year for details. The surplus will be used to reduce the total funds receivable from Sida for the year 2008.

3.1 Remittance from Sida

The centre received a total income of USD1, 930, 685 against a budget of USD2, 015, 500 resulting in an overall deficit of USD84, 814. The deficit arose from the decision by Sida to authorise trapca to utilise the uncommitted funds brought forward from 2006.

Other Income

ESAMI made a contribution towards the trapca second annual conference of USD8, 685 and bank interest of USD171.

1.1 ESAMI Contribution

As at 31st December 2007, the total accumulated ESAMI contribution reserve was USD66, 533. This contribution is in form of office rent, utilities and central administration.

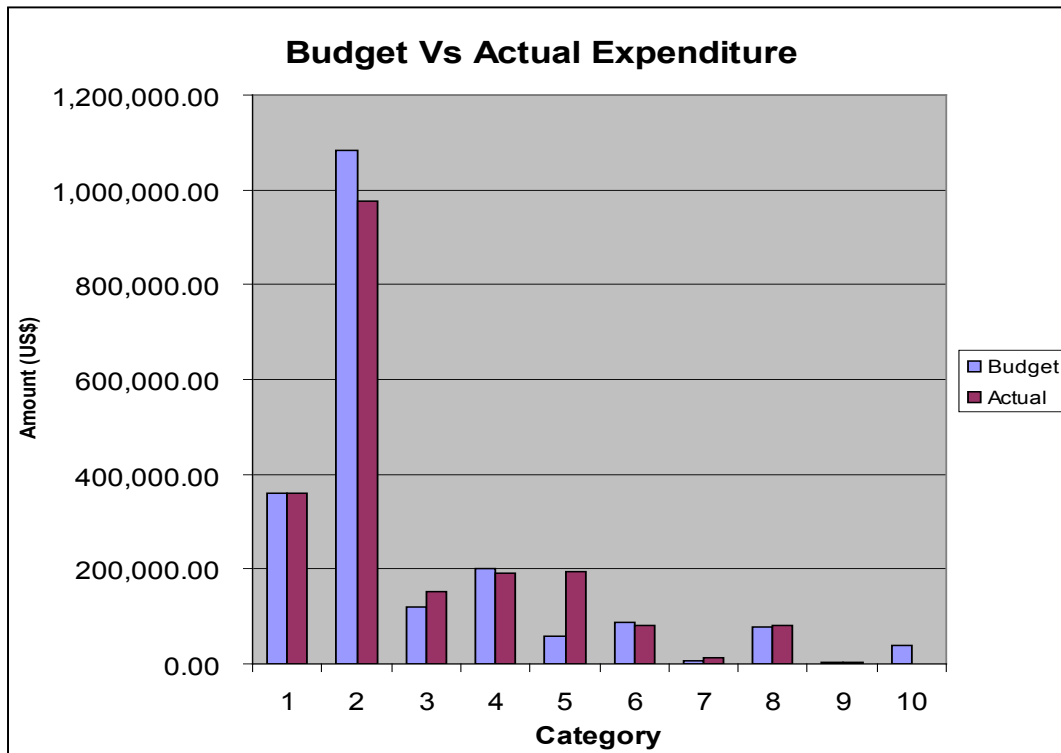
3.4 Expenses

The total expenses were USD2, 048, 817 against a budget of USD2, 036, 906 resulting in a negative variance of USD11, 910. The total expenses, however, include the ESAMI contribution of USD8, 685 for the annual conference without which the total expenses relating to Sida funding would be USD2,040,132. See Table 1 and Chart 1 below.

Table 1: Financial Outcome for Year Ending December 2007

Description	Budget	Actual	Variance
Income			
Balance B/f	73,809.52	73,809.52	0.00
Remittance	2,015,499.75	1,930,685.47	(84,814.28)
Exchange Gain and Other Income	40,968.28	49,824.00	8,855.72
Total Income	2,130,277.55	2,054,318	75,958.56
Expenditure			
Staff Costs	360,380.50	361,007.20	(626.70)
Short Courses	1,084,700.00	975,625.97	109,074.03
Master's Programme	119,900.00	151,527.98	(31,627.98)
Other Programme Costs	200,821.00	192,792.27	8,028.73
Annual Conference	58,500.00	193,597.56	(135,097.56)
Office Maintenance and Administration Costs	87,004.00	79,616.47	7,387.53
Acquisition of Assets	6,081.39	11,393.03	(5,311.64)
Governance and Monitoring	76,500.00	80,706.17	(4,206.17)
Audit Expenses	3,500.00	2,550.00	950.00
Contingency	39,519.60	0.00	39,519.60
Total Expenditure	2,036,906.49	2,048,816.64	(11,910.15)
Net Surplus (Deficit)	93,371.06	5,502.35	

Chart 1



- 1 – Staff Costs
- 2 – Short Courses
- 3 – Master’s Programme
- 4 – Other Programme Costs
- 5 – Annual Conference
- 6 – Office Maintenance and Administration Costs
- 7 – Acquisition of Assets
- 8 – Governance and Monitoring
- 9 – Audit
- 10 – Contingency

3.4.1 Short Courses

There was a positive variance of USD109, 074 from short courses. Short courses went through a rapid development phase such that courses planned to be offered as per the 2007 work plan and budget are not necessarily the same as the ones that were offered. The positive variance is, therefore, as a result of changes in the assumptions during the year. Refer to section 2.07 above for details.

3.4.2 Master’s Programme

The Master’s Programme was launched in November 2007 with a total of 25 participants, five more than the envisaged 20 participants. The design of the course modules demanded a change in some budgetary assumptions – refer to section 2.08 above. In particular, there were two modules delivered with a total of five resource persons against the budgetary assumption of two resource persons. These changes in the budgetary assumptions led to the over expenditure of USD31, 628.

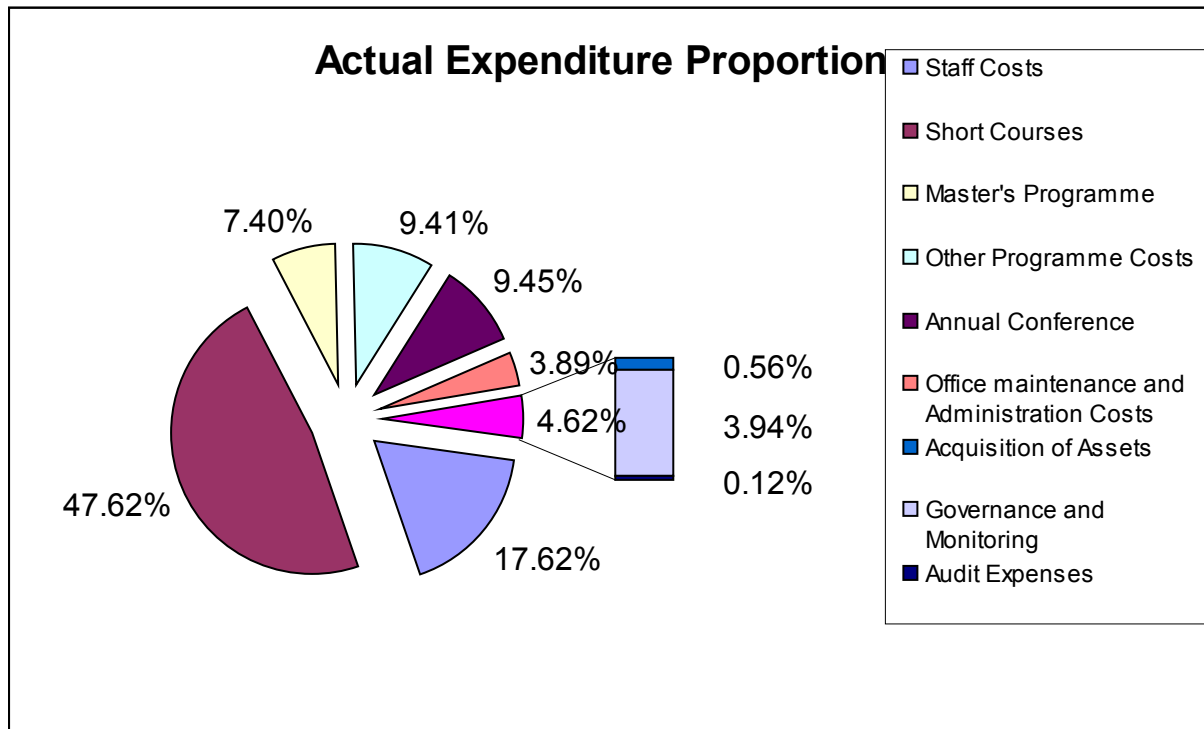
3.4.3 Annual Conference

The trapca second Annual Conference, which took place in Mbabane, Swaziland, brought together a total of 102 participants against the planned 26 participants – see section 2.09 above. It was suggested during the annual donors meeting that the originally planned and budgeted for annual workshop be upgraded to a conference in order to make it a high level function and for developing high level international network as envisaged in the programme document. These changes led to variations in the budgetary assumption hence the total negative variance of USD135, 098. Included in the total annual conference costs are costs attributed to ESAMI contribution of USD8, 685 implying the total over expenditure is USD126, 413.

3.4.4 Actual Expenditure Proportions

Chart 2 below analyses the actual expenditure distribution.

Chart 2



As can be seen from Chart 2 above, the programme costs (short courses, master’s programme and other programme costs) comprised about 64 per cent of the total actual costs whereas staff and administration costs comprised about 22 per cent. This actual expenditure distribution is in line with the overall strategy where more resources are directed towards development and delivery of various trapca programmes.

4.0 Key Challenges to trapca’s Performance

During the period under review, there were various challenges which affected trapca’s performance. We have, however, chosen to highlight a few salient challenges that show the journey we have travelled and what lies ahead.

1.1.1 trapca Positioning

Repositioning trapca as a world class trade policy training centre requires complex brand positioning strategies. This is an ongoing challenge but we are happy that there are many positive citations on the Internet.

4.1.2 Marketing

a) Full sponsorship of the courses

This brought a challenge in that everyone applied for the courses, even those not directly related to trade work.

b) Identification of relevant media in non-ESAMI member countries and non-African LDCs

While we were able to advertise quite easily in the ESAMI member countries, it was quite challenging to advertise in non-ESAMI member countries and non-African LDCs because the impact of the adverts could not be determined by trapca.

c) Availability of marketing materials

Due to the various developments on the curriculum for the short courses, there was a challenge in finalising marketing instruments, as the curriculum development was settled, marketing materials will be readily available.

d) Entry visas for some participants

Participants from Bangladesh and some West African countries need entry Visas into Tanzania. trapca was unable to bring in some participants because entry visas were either denied or were issued too late to facilitate the participants' travel.

e) Open selection criteria

The selection criteria to the courses left to be quite open, hence attracting a flood of irrelevant applicants to the courses. This takes valuable time to do the screening. But this is a positive score for our message and visibility.

1.1.3 Staffing

trapca has been dogged by extremely high expectations in the market place, yet the staffing level is quite thin. The recruitment of a trade policy expert is expected to reduce the work overload slightly. The ESAMI central administration support and marketing network has been a big boost without which much of this success would have been elusive.

1.1.4 ESAMI and Lund University Roles

Without ESAMI, trapca would not be what it is today -- in terms of brand recognition, institutional structures and central administration support and pre-financing. Lund University has also been a big boost to trapca's success through staff allocation for trapca programmes especially the academic director and the assistant academic director.

Conclusion

The highlights indicated above present both significant strides and associated challenges during the consolidation phase. There is still a lot to be done, and trapca is well positioned to confront the challenges that lie in the days ahead.

