



Annual Report 2008



**Driving Growth
in the Region
and Beyond**

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Vision

To be a centre of excellence in Trade Policy Capacity Building for LDCs and low income countries in Sub-Saharan Africa (SSA).

Mission

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

Core Values

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

Integrity and Professionalism: Serve with integrity and professionalism by being accountable and transparent in all dealings.

Teamwork: Foster team spirit, collaboration and consultation to maximise synergy for improved service delivery.

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

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ABBREVIATIONS AND ACRONYMS

| | |
|---------------|--|
| AAC | Academic Advisory Council |
| APC | African, Pacific and Caribbean |
| AWPB | Annual Work Plan and Budget |
| COMESA | Common Market for Eastern and Southern Africa |
| ECOWAS | Economic Community of West African States |
| GATS | General Agreement on Trade in Services |
| GATT | General Agreement on Trade and Tariffs |
| GDP | Gross Domestic Product |
| EPA | European Partner Agreement |
| ESAMI | East and South African Management Institute |
| IP | Intellectual Property |
| ICTSD | International Centre for Trade and Sustainable Development |
| LDC | Least Developed Country |
| LFA | Logical Framework Approach |
| LU | Lund University |
| MFN | Most Favoured Nation |
| MPTP | Masters Programme in Trade Policies |
| MTR | Mid-Term Review |
| NEPAD | New Partnership for Africa's Development |
| OAU | Organisation of African Union |
| SADC | South African Development Community |
| Sida | Swedish International Development Cooperation Agency |
| TNA | Training Needs Assessment |
| TPTCA | Trade Policy Training Centre: Africa |
| Trapca | Trade Policy Training Centre: Africa |
| UNCTAD | United Nations Conference on Trade and Development |
| UNDP | United Nations Development Programme |
| WTO | World Trade Organisation |



Message from the Chairman of the Board

I am pleased to report another successful year for **trapca**. The year ended has been another watershed period for **trapca**. The Centre has experienced a growth trajectory in terms of programming and outreach. Looking back at the many years of design and planning, it gives me a sense of satisfaction to note the achievements in this report.

Despite the uncertain global economic conditions in the second half of the year, the fundamental strength and quality of the course delivery was maintained. **trapca**'s diverse constituency and client base has no doubt been a pillar of strength. The Governments, Civil Society and other institutions have positively exerted pressure on the Centre to do more.

On behalf of the Board and other stakeholders, I wish to thank Sida for making available financial resources to help LDCs realise their development goals through trade. I would like also to thank the management and all of our employees for their dedication and commitment in making the year a success.

The slowdown of the global economy will inevitably have an impact on the Centre in 2009. However, **trapca** has developed demand-driven courses that have been consistently rated as relevant by students, faculty and other stakeholders. This has established a firm foundation for **trapca** and this gives us optimism for the future.

trapca's diverse constituency and client base has no doubt been a pillar of strength. The Governments, Civil Society and other institutions have positively exerted pressure on the Centre to do more.

Prof. Bonard L. Mwaape PhD.

Chairman

Message from the Executive Director

This annual report is being presented to all stakeholders to share in our achievements and challenges for the period under review. **trapca** has made significant gains in the year 2008 but these gains have come with their associated challenges.

The Centre has recorded strong performance for the period under review. This outturn can be attributed to several related factors; Sida has continued to support the Centre through disbursement of funds, ESAMI has provided an excellent home in addition to logistical and central administration support and Lund University, our Academic Partner, has seconded academic staff who supported course development and facilitation. The Academic Director has played a key role in quality assurance.

The responsiveness to **trapca** offerings by our clients has also been overwhelming. During the period under review, 16 short courses were offered equivalent to 854 participant weeks. Notable is a short course offered in French for the Francophone Africa held in Cameroon in December 2008. Another milestone was the enrollment of

students for the second intake of the Master of Science in International Trade Policy and Trade Law who started their first session in October 2008.

The first **trapca** Trade Policy Forum was held in September in Arusha. The Forum attracted participants from regional and international trade related organisations and academia including WTO, COMESA, SADC, ILEAP, AERC and various international universities.

The centre successfully organised a global faculty meeting with 43 members in attendance. The meeting reviewed the courses curriculum in depth that provided input for shaping **trapca** courses. During the year, a high level annual conference held in November in Arusha, attracted eminent experts in trade and policymakers. The theme was “Strengthening Economic Integration in LDCs - Current Situation, Challenges and Way Forward”

On behalf of **trapca** staff, I wish to recognise the efforts both singular and collective, of all those who made achievements recorded here possible. The



I wish to recognise the efforts both singular and collective, of all those who made achievements recorded here possible. The Board of Directors provided effective leadership, ESAMI support in ensuring brand recognition, institutional structures and central administration support was central to our success.

Message

Board of Directors provided effective leadership, ESAMI support in ensuring brand recognition, institutional structures and central administration support was central to our success. Lund University has been a worthy academic partner and contributed to **trapca**'s success through allocation of an Academic Director and other staff.

It is therefore with a high sense of pride and satisfaction that I proceed to review the year, and

also highlight the achievements for the year ended 31 December 2008. In closing, we expect that our faculty and staff, products, and systems will all help to deliver a successful 2009.

Peter Kalunda Kiuluku

Executive Director



1.0 Introduction

This **trapca** Annual Report covers the period from January 2008 to December 2008. This reporting period is covered by the Annual Work Plan and Budget 2008 (AWPB 2008) as approved by the Board and Sida, the main financier. We are happy to report that all activities were carried out as envisioned and within plan.

A monitoring visit commissioned by Sida during the second quarter reported and concluded that the project was well managed and implementation was effective in all areas. The auditors' report on the AWPB 2007 during the period gave an unqualified endorsement of the accounts.

As per the Project Document (ProDoc), this is **trapca**'s third year in operation. The Centre put in more emphasis on training delivery and quality of activities to ensure a consolidated base of resource persons and well trained participants. The Board approved the **trapca** Diploma during the period under review. This will afford our participants multiple exits after attending the short courses.

2.0 **trapca** Establishment

The Trade Policy Training Centre in Africa (**trapca**) was established in 2006 jointly by the Eastern and Southern Africa Institute of Management (ESAMI) and Lund University of Sweden with funding from the Swedish International Development Cooperation (Sida). The Centre is hosted by ESAMI and is located at the ESAMI headquarters in Arusha, Tanzania.

trapca was officially launched on 01 December

2006 jointly by the Swedish Minister for International Development Co-operation, Hon Gunilla Carlsson and the Tanzanian Minister of Trade, Industry and Marketing Hon. Basil Mramba.

2.1 **trapca** Mandate

The mandate of **trapca** is to build and enhance capacity in trade policy areas in Least Developed and other Developing Countries in Sub Saharan Africa. In furtherance of this mandate, **trapca** facilitates networking and sharing of information among the LDCs and other developing countries in Sub Saharan Africa. The Centre has a number of functions that are core to its activities and are geared towards ensuring the fulfilment of its mission and the achievement of its vision.

The core functions of the Centre include the following:

- Provide both academic and competence-based training in trade policy.
- Generate new knowledge: the Centre will serve as a catalyst for institutional change and research.
- Provide forum for exchange of knowledge, information and experience.
- Provide support in areas such as trade development, trade promotion and institutional capacity.

3.0 Governance

3.1 The Board of Directors

trapca Board is the overall governance body of the Centre. The Board met twice in the period under review. The current Board members are:



Professor Bonard Mwape,

Ph.D. Board Chairman and Director General of the Eastern and Southern African Management Institute (ESAMI).



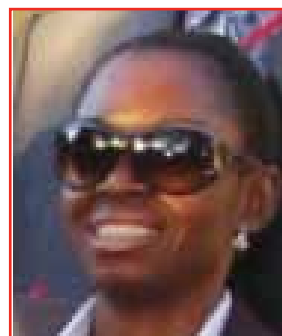
Mr. Peter Kalunda Kiuluku

Executive Director (ex-officio member).



Mr. Peter M. Mitiambo

ESAMI Chief Consultant.



Ms. Beatrice Dove-Edwin

Formerly Director of the Policy, Planning and Research Division in Sierra Leone's Ministry of Trade, now an advisor with ILEAP.



Chungu Mwila, Ph.D.

Director, Investment Promotion and Private Sector Development, Common Market for Eastern and Southern Africa (COMESA).



Professor Göte Hansson, Ph.D.

Professor of International Economics, Lund University. Academic Director (ex-officio member).



3.2 Academic Advisory Council

trapca benefits from the inputs of the Academic Advisory Council (AAC). The AAC is not a governance organ but has consistently advised the Centre on programming. The composition of the council is dictated by the need for diversity in order to fulfil their mandate of identifying emerging and potential needs, identifying appropriate responses and advise on the course delivery and materials. During the period under review, the following were members of the AAC:



Christophe Bellmann, PhD.
Programmes Director at the International Centre for Trade and Sustainable Development (ICTSD).



James Musonda
Senior Trade Advisor at the Common Market for Eastern and Southern Africa (COMESA).



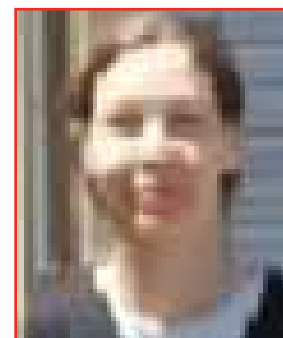
Dominique Njinkeu, Ph. D.
Executive Director of International Lawyers and Economists Against Poverty (ILEAP).



Dr. Caiphos Chekwoti
Trade Policy Expert, **trapca**



Prof. Chris Milner, Ph.D
Head of the School of Economics, University of Nottingham



Dr. Susanna Thede



Göte Hansson, Ph.D.
Professor of International Economics, Lund University, Academic Director of **trapca**



Mr. Peter Kalunda Kiuluku
Executive Director of **trapca**

3.3 Strategic Plan

trapca's initial project funded by Sida is based on a five year phase. However, trapca was established to be a self sustaining institution. In order to chart a road map leading to a shift to self sustenance in the long term, a strategic plan covering the period 2008 – 2011 was developed and approved by the board. This is dictated by the necessity to meet the skills of LDCs and low income Sub-Saharan countries relative to what was initially envisaged in the programme document.

The main focus of the strategic plan is defined by the

following key result areas:

1. Effective Capacity Building on Trade Policy Issues
2. Organisational Strength and Operational Effectiveness
3. Effective Strategy Execution

The strategy overview and implementation to date is annexed to this report.





4.0 Human Resources

trapca witnessed some staff changes as part of normal growth. The Principal Finance and Administration Officer (PF&AO), Mr. Sandy and the Business Development Officer (BDO), Ms Judith Mwansa left trapca. Both BDO and PF&AO thanked trapca management for the experiences they had enjoyed while working at trapca and wished trapca well in its future endeavours.

Replacements were made. A new Programme Assistant, Ms. Beatrice Wangari Githakwa joined trapca on 16 June 2008 and the PF&AO, Mr. David Kalaba joined on the 24 July 2008. The Business Development Officer was appointed but declined to take up the position. The search for the BDO and Trade Law Expert will commence in 2010. Meanwhile these duties are performed by short term staff.



5.0 Training

Training is currently the core activity of **trapca**. A detailed training performance report has been annexed to this report. The rest of the report will highlight the operations in 2008 as follows:

- Logical Framework Results in 2008
- Logical Framework Activities
- Achievement in 2008
- Financial Performance in 2008

The following documents have been annexed to this report:

1. The Training Highlights
2. The Annual Conference and Trade Policy Forum Highlights
3. The Financial Report

6.0 Summary of Activities Comparison – 2008 and 2007

Actual

| S/N | Activity | 2008 Planned | 2008 Actual | 2007 |
|-----|---------------------------|------------------------|------------------------|-----------|
| 1 | Short Course: | 15 | 16 | 12 |
| | CITD | 4 | 4 | 10 |
| | Specialised Courses | 10 | 10 | 1 |
| | Tailor-Made Courses | 1 | 2 | 1 |
| 2 | MSc Intake 1 | 3 sessions | 3 sessions | 1 Session |
| 3 | MSc Intake 2 | 2nd intake enrolled | 2nd intake enrolled | - |
| 4 | Trade Policy Forum | 1 | 1 | - |
| 5 | Global Faculty Meeting | 1 | 1 | - |
| 6 | Annual Conference | 1 | 1 | 1 |
| 7 | Academic Advisory Council | 1 | 1 | 2 |

7.0 Logical Framework Results

| Intervention Logic | Planned for 2008 | Actual for 2008 | Observations |
|--|--|--|--|
| <p>Overall Objectives</p> <p>Poverty reduction through improved integration in the world economy by LDCs and low income Sub-Saharan African countries</p> | <p>Reduced poverty in African LDC and low income in Sub-Saharan African countries</p> <p>Increased economic growth in LDC and low income Sub-Saharan African countries</p> <p>Increased exports from LDC and low income Sub-Saharan Africa countries.</p> <p>Increased participation from LDC and low income Sub-Saharan African countries in international forums focusing on international trade</p> | <p>These are long term objectives and outcomes and this will be subject to review at the end of the current phase.</p> | |
| <p>Project Purpose</p> <p>Increased knowledge/skills in trade policy among LDCs' and Sub-Saharan stakeholders through the establishment of a trade policy training centre</p> | <p>The knowledge and skills regarding trade policy within the target group for the programme (LDC and low income Sub Saharan African stakeholders) is increasing on an annual basis</p> | <p>Bases line study conducted in 2007</p> <p>Increase in use of trapca courses</p> | <p>These are long term objectives and outcomes and this will be subject to review at the end of current phase.</p> |





8.0 Logical Framework Activities

| Intervention Logic | Planned for 2008 | Actual for 2008 | Comments |
|--|---|--|--|
| <p>OUT PUT 1</p> <p>At least 300 trained private sector and government LDCs' and low income Sub Saharan Africa representatives and trained negotiators annually.</p> | <p>A total of 15 short courses were planned to be offered in 2008</p> <ul style="list-style-type: none"> • 4-CITD • 10-Specialised part II of CITD for EALA <p>At least 80% of the participants shall consider the quality and usefulness of the training as "good" or "very good".</p> | <p>A total of 16 short courses were offered in 2008</p> <ul style="list-style-type: none"> • 5-CITD • 10-Specialised part II of CITD for EALA <p>Over 80% of the participants evaluated the quality and usefulness of the training as very good.</p> | <p>16 short courses were offered an equivalent to 854 participant weeks</p> <ul style="list-style-type: none"> • Planned 337 • confirmed 352 • Actual number attended 343 |
| <p>OUT PUT 2</p> <p>Master programme established and in operation open for students from LDC and low income Sub Saharan Africa countries</p> <p>Foundation and intermediary courses and an annual workshop in trade policy issues established and in operation.</p> | <p>Two annual masters' degree intakes of some 20 students each. At least 75% of the intakes shall graduate in accordance with the established curriculum.</p> <p>The curriculum developed in 2007 reviewed in 2008</p> <p>3rd Annual Conference</p> | <p>Two MSc classes were run in 2008</p> <p>Curriculum reviewed and new courses approved by both AAC and the Board</p> <p>1 Annual conference held in November</p> | <p>The first intake of MSc started in 2007 and the second intake in October 2008.</p> <p>The MSc 1 is expected to graduate in November 2009</p> <p>120 policy makers and academicians attended the conference held in November</p> |

8.0 Logical Framework Activities

| Intervention Logic | Planned for 2008 | Actual for 2008 | Comments |
|---|--|---|---|
| <p>OUT PUT 3</p> <p>Established network of research and trade information centres/ institutions</p> <p>Data base established</p> | <p>Forums and workshops meetings are held according to plans, with a rate of participation of 75% of the invited participants. Evaluations are performed after each session and lessons are learned.</p> | <p>One Trade Policy Forum held</p> <p>A database of collaboration is in existence</p> | <p>48 researchers and academics attended the forum held in September</p> <p>The editorial board is constituted.</p> <p>Participants were drawn from regional and international trade related organisations and academia including WTO, COMESA, SADC, ILEAP, AERC and various international universities.</p> |
| <p>OUTPUT 4</p> <p>Forum for trade policy discussions established provided on a sustainable basis.</p> | <p>Annual workshop</p> <p>Operational on-line discussions</p> | <p>1 Annual conference held in November</p> <p>This is underway</p> | <p>120 policy makers and academicians attended the conference held in November</p> <p>Participants were drawn from among government policy makers and negotiators; others were drawn from academic and research institutions, private sector, civil society, representatives of African RECs and representatives of international and regional organisations.</p> |





| Activities as in the Programme Document (ProDoc) | Planned Activities for 2008 | Actual Activities for 2008 | Comments |
|---|--|--|--|
| <p>Activity 1.0 1.1 To develop short-term courses in trade related areas</p> <p>1.2 To organise and run short-term courses in trade-related areas</p> | <p>Finalise the diploma curriculum</p> <p>Continuous curriculum reviews</p> <p>To organise and run 15 short-term courses in trade-related areas</p> <p>The AAC and the Board approved the diploma</p> <p>The review of current</p> | <p>courses were done by the Global faculty meeting and the AAC</p> <p>16 courses in trade-related areas were organised</p> <p>The proposed trapca diploma was adopted by the AAC members.</p> <p>The AAC members adopted the proposed</p> | <p>courses and observed that the menu of courses in the trapca programming should be dynamic but advised against fragmentation of the specialised courses.</p> <p>16 short courses were offered an equivalent to 854 participant weeks</p> <ul style="list-style-type: none"> • Planned 337 • Confirmed 352 • Actual number attended 343 |
| <p>Activity 2.0 2.1 To design syllabus</p> | <p>Finalise the diploma curriculum</p> <p>Continuous curriculum reviews</p> | <p>The AAC and the Board approved the diploma</p> <p>The review of current courses were done by the Global faculty meeting and the AAC</p> | <p>The proposed trapca diploma was adopted by the AAC members.</p> <p>The AAC members adopted the proposed courses and observed that the menu of courses in the trapca programming should be dynamic but advised against fragmentation of the specialised courses.</p> |

Logical Framework Activities

| Activities as in the Programme Document (ProDoc) | Planned Activities for 2008 | Actual Activities for 2008 | Comments |
|---|---|--|--|
| <p>2.2 To organise and deliver master training in trade policy</p> | <p>The first intake onsite sessions March to April</p> <ul style="list-style-type: none"> • EXAMs TRP 501, TRP 502 • Module TRP 503 <p>May to June</p> <ul style="list-style-type: none"> • Module TRP 504 • Module TRP 505 <p>Sept to Oct.</p> <ul style="list-style-type: none"> • Exams TRP 504 and TRP 505 • Module TRP 506 <p>The second intake will be enrolled in 2008 and will have two onsite sessions</p> <ul style="list-style-type: none"> • TRP 501 and TRP 502. • TRP 503 at the end of the year. <p>trapca Trade Policy Review</p> | <p>Students have already covered the six modules TRP 501,502,503,504,505, 506.</p> <p>More than 1400 applications were received, 350 met the basic programme requirements.</p> <p>A final short list of 53 was produced and 25 participants from 12 different countries were admitted to the first round in mid November</p> <p>Admission procedures: Lund university took an active part in developing the current student selection procedures at trapca</p> | <p>23 students reported. Out of these 9 were women and 16 were men.</p> <p>The first intake of participants has since completed their first year of study which ended in September.</p> <p>The MSCII students have since completed the first two modules (TRP 501 and TRP 502)</p> <p>An elaborate selection criterion has been developed and is in use</p> <p>The post-course evaluations reflect very positive assessment of the quality of the participants and the course content.</p> <p>The review is now edited and will be uploaded on the website as an online publication. A few copies will be printed.</p> |
| <p>2.3 To conduct research and consulting activities on African trade related issues</p> | | <p>Among the outcomes of the Trade Policy Forum was the Trade Policy Review. The editorial board was constituted in 2008 and the journal ready for printing in 2009.</p> | |





| Activities as in the Programme Document (ProDoc) | Planned Activities for 2008 | Actual Activities for 2008 | Comments |
|---|-------------------------------|---|--|
| <p>Activity 3.0 3.1 Network of international trade experts established</p> | <p>Establish partnerships</p> | <p>trapca collaborated with:</p> <ul style="list-style-type: none"> a) The South-North Network b) The International Institute of Sustainable Development c) Consumer Unit Trust Society (CUTS) d) The World Trade Institute (WTI) <p>a) The North-South</p> | <p>Network The institutions include among others London School of Economics, University of Pavia..</p> <p>b) The International Institute of Sustainable Development trapca forged collaboration with the Canadian based organisation to mount a tailor-made course for COMESA and EAC member states on investment agreements</p> <p>c) Consumer Unit Trust Society (CUTS) CUTS institute for Regulation & Competition (CIRC) and trapca forged a co-operation in capacity building activities and educational programmes of mutual interest.</p> <p>This meeting discussed marketing strategies and sustainability issues of trapca</p> |

Logical Framework Activities

| Activities as in the Programme Document (ProDoc) Activity 3.0 | Planned Activities for 2008 | Actual Activities for 2008 | Comments |
|---|---|--|---|
| 3.2 To establish and run high level management forums | ESAMI/trapca seminar Trade Policy Forum Sida/ESAMI/trapca meetings | A seminar was held with ESAMI country offices Sida/ESAMI/trapca meetings held | 120 policy makers and academicians attended the conference held in November |
| 3.3 To organise and conduct annual workshop on trade and development from an African perspective | Annual workshop | One Annual conference held in November | Participants were drawn from among government policy makers and negotiators; others were drawn from academic and research institutions, private sector, civil society, representatives of African RECs and representatives of international and regional organisations. |
| 3.4 To establish and run a platform or forum for sharing experience and information established | Global Faculty meeting Attendance at international conferences | Global Faculty meeting was held in November The Executive Director attended and served as a discussant in one of the sessions in a conference organised by CUTS in India on new partnerships for global development. The Trade Policy Expert also attended and served as a discussant in a Pre-UNCTAD XII forum organised by CUTS in Nairobi. | |





| Activities as in the Programme Document (ProDoc) Activity 4 | Planned Activities for 2008 | Actual Activities for 2008 | Comments |
|---|---|---|--|
| <p>4.1 To establish a data base of resource persons, experts on academia, consultants and practitioners on trade policies.</p> | <p>Increase the number of faculty in 2008</p> | <p>trapca database has 40 highly qualified professionals who accepted to take part in trapca training programmes for 2008.</p> | <p>trapca has an international faculty</p> <p>There is a good balance between international Trade Law Experts and experts from LDCs and low income Africa.</p> |

9.0 trapca Achievements in 2008

9.1 ESAMI/ trapca Staff Seminar

A staff seminar was held for the marketing country co-ordinators intended to ensure that ESAMI marketing co-ordinators are appraised on the various developments in **trapca** and the current programme and courses following the various changes that took place. This initiative resulted in 15 per cent of the **trapca** participants having been admitted through ESAMI country offices marketing efforts.

9.2 Faculty Meeting

The **trapca** global faculty meeting was successfully held in November. The members reviewed the various documents on **trapca** courses. This meeting enhanced the quality of course instruction delivery and hence increased excellent evaluations from the participants.

Faculty Have Their Say:

“The course is well organised and structured and the right candidates were chosen for the course. This really made the course delivery to be easier. Apart from hitches in terms of facilities, I believe that the course went on smoothly”. (WHO SAID THIS??)

9.3 Annual Conference and Trade Policy Forum

During the period under review, the positioning and visibility of **trapca** was important to ensure adequate support from governments in LDCs. The third Annual Conference was therefore targeted at the top LDC leadership with a view of charting the sense of ownership and to identify trade related issues of concern to LDCs. A total of 120 policy makers and academics attended the conference held in November (WHERE??)

Participants were drawn from among government policy makers and negotiators; others were drawn from academic and research institutions, private



“The course is well organised and structured and the right candidates were chosen for the course. This really made the course delivery to be easier. Apart from hitches in terms of facilities, I believe that the course went on smoothly”.



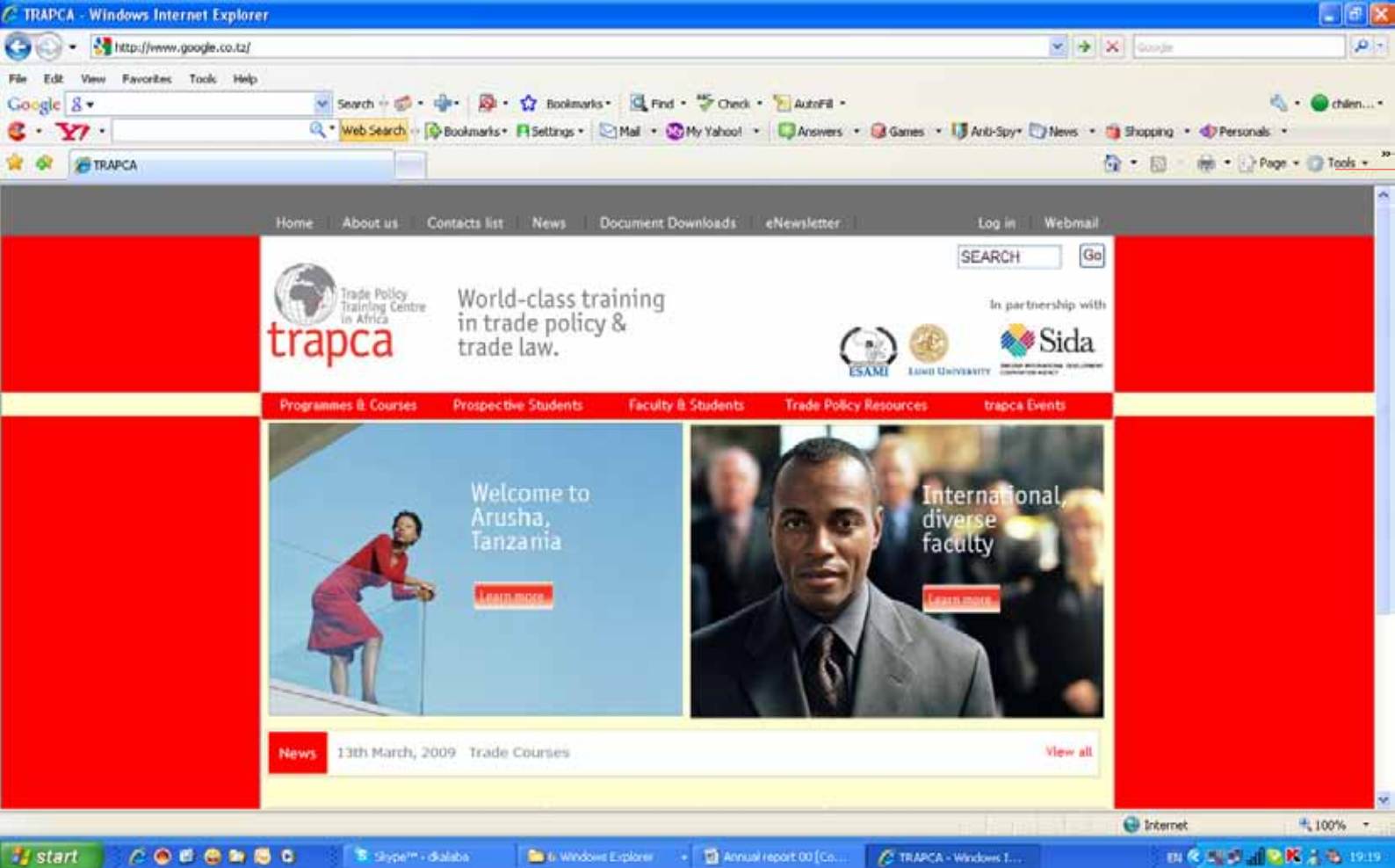
sector, civil society, representatives of African RECs and representatives of international and regional organisations.

Key areas discussed during the conference included: Assessment of Performance of Economic Integration in LDCs; EPAs and Economic Integration in LDCs; Trade Relations With Other Partners In LDCs; Current Constraints, Existing Solution Approaches and Associated Limitations for Economic Integration in LDCs and Vexatious Issues of Bilateral and Multilateral Trade Arrangements or Agreements. The first **trapca** Trade policy Forum was held from 29th to 30th September 2008, in Arusha, Tanzania. The discussion centred on “Topical Issues in Trade Policy and Development” and the main objective was to generate input into the development of a **trapca**

trade policy publication. A total of 49 participants were drawn from regional and international trade related organisations and academia including WTO, COMESA, SADC, ILEAP, AERC and various international universities. The Forum discussed empirical as well as theoretical topical trade issues relevant for updating and fine-tuning **trapca**’s programmes. This has contributed to the high quality of **trapca** programming and relevance.

9.4 Continuous Professional Development

In line with the career development objective, staff members are expected to demonstrate continuous professional development (CPD). The Principal Finance and Administration Officer attended an international workshop on Finance and Accounting



(WHEN AND WHERE??).

9.5 Library

trapca purchased relevant books and online literature bases in economics and law to ensure the optimum functionality of the library for the various course modules that have been developed.

9.6 Website

The trapca website was the main channel of marketing trapca activities. In line with this objective, the website continued to be upgraded and redesigned in order to ensure maximum functionality. During the period under review, 31 per cent of the total participants knew about trapca through the website. This is 24 per cent higher than the number of participants who applied for trapca courses through the website in 2007.

The developments ensured online applications to various trapca programmes, online marketing and making available online resources. Upgrading will continue in 2009 to enable online pre-session readings and web-based databases and database management systems.

9.7 Curriculum Review and Development

The AAC members adopted the proposed trapca courses. The proposed trapca diploma was adopted by the AAC members and was eventually approved by the Board. Students will be able to study for the diploma beginning 2009.

9.8 Short Courses

A total of 16 short courses in trade-related areas were offered, an equivalent to 854 participant weeks. This compares favourably with 15 courses

that were planned for. Management made significant savings especially in purchase of tickets to achieve this favourable outcome.

- o Planned 337
- o confirmed 352
- o Actual number attended 343

9.9 MSc - First and Second Intakes

The first intake of the executive master programme that started on 1st November 2007 had three on-site sessions of four weeks in 2008. They have already covered six modules: TRP 501 to TRP506.

During the second intake, more than 1400 applications were received, out of which 350 met the basic programme requirements. A final short list of 53 was produced and 25 participants from 12 different countries were admitted to the first round in mid November. The admission criteria follow Lund University student selection procedures.

9.10 Programme Launch

The Donor/ESAMI/trapca meeting agreed that trapca should continue to venture into West Africa and consolidate the activities in both Francophone and Anglophone countries. Therefore the first half of the CITD was successfully launched in the Francophone and held in December in Douala, Cameroon. 25 participants from 8 countries attended the course. The language of instruction was French. The second half of the CITD Francophone course will take place in 2009.

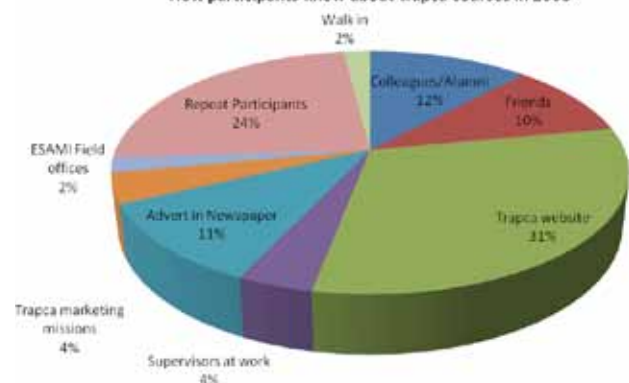


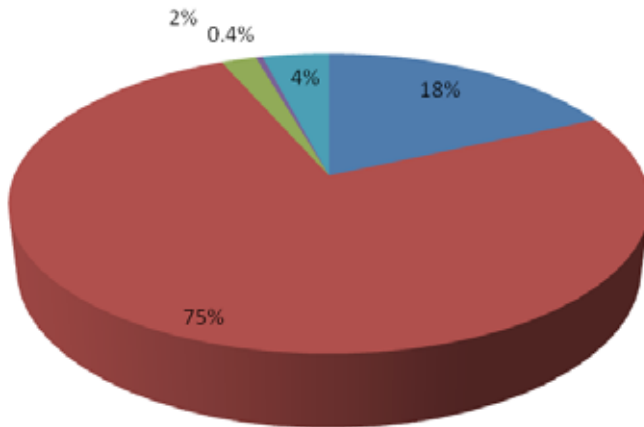


9.11 Centre Advertisements

trapca in conjunction with the ESAMI country offices advertised its products in business newspapers and professional journals. This resulted in 11 per cent of participants coming to trapca through adverts. This is 46 per cent less compared with 2007. This is due to the fact that the website has been improved; and more people are using the website than before.

How participants knew about trapca courses in 2008





- Staff Costs
- Programme Costs
- Office maintenance and Administration Costs
- Acquisition of Assets
- Governance and Monitoring
- Contingency

Figure 8.11: How Participants Knew about trapca Courses

10.0 Financial Performance

During the year under review, the Centre received a total income of USD 3, 084, 334 (USD 3, 077, 614 grant from Sida and USD 1, 217 bank interest). The total expenditure for the period was USD 3, 079, 637.

The figure below shows the proportions of expenditure for the year 2008.

The detailed financial reports are annexed in the draft audited accounts.



11.0 Conclusion

During 2008, **trapca** has continued to consolidate its achievements and the number of short courses in trade policy and trade law increased in comparison with 2007. The students in the MSc1 class have performed quite well and all but three active students were allocated a supervisor for their thesis work in December. **trapca** also started its second

master's programme that attracted quite a large number of applicants. During 2009, the work on courses and master's education will be further developed and improved. Furthermore, the emphasis on developing the library resources will continue and so will the IT-security and technical IT-support at **trapca**.





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