



# Annual Report 2010

A photograph of graduates in black gowns and blue stoles, raising their black caps with red tassels in celebration. The graduates are smiling and looking towards the camera. The background shows a white tent structure.

**Building Capacity  
For Trade in Least  
Developed Countries  
and Low Income sub  
Saharan Countries**



Njiro Hill  
ESAMI Road  
P.O. Box 3030  
Arusha, Tanzania

Tel: +255 -732 972 202/195

Fax: +255 27 250 82 85

Email: [tptca@esmihq.ac.tz](mailto:tptca@esmihq.ac.tz)

[info@trapca.org](mailto:info@trapca.org)

Website: [www.trpca.org](http://www.trpca.org)





### **Vision**

To be a centre of excellence in Trade Policy capacity building for Least Developed Countries 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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The period beginning January 2010 marks **trapca**'s fifth year of operation and the end of the first phase of the Programme Document. The objective of this Performance Review is to document progress towards achieving immediate objectives as envisaged in the Project Document (ProDoc) Logframe dated 15th June 2006.

The management is pleased to report that it has conducted a total of 14, 408 participants weeks against a target of 3, 600 as per the Programme Document since the inauguration of **trapca** in December 2006. This report highlights that **trapca** successfully conducted a total of 9070 participants weeks in 2010 compared to the 8, 608 planned. The courses conducted were five foundation courses -- Certificate in International Trade and development -- eight advanced courses, seven specialised courses, one on site session for the MSc programme and six level 200 courses.

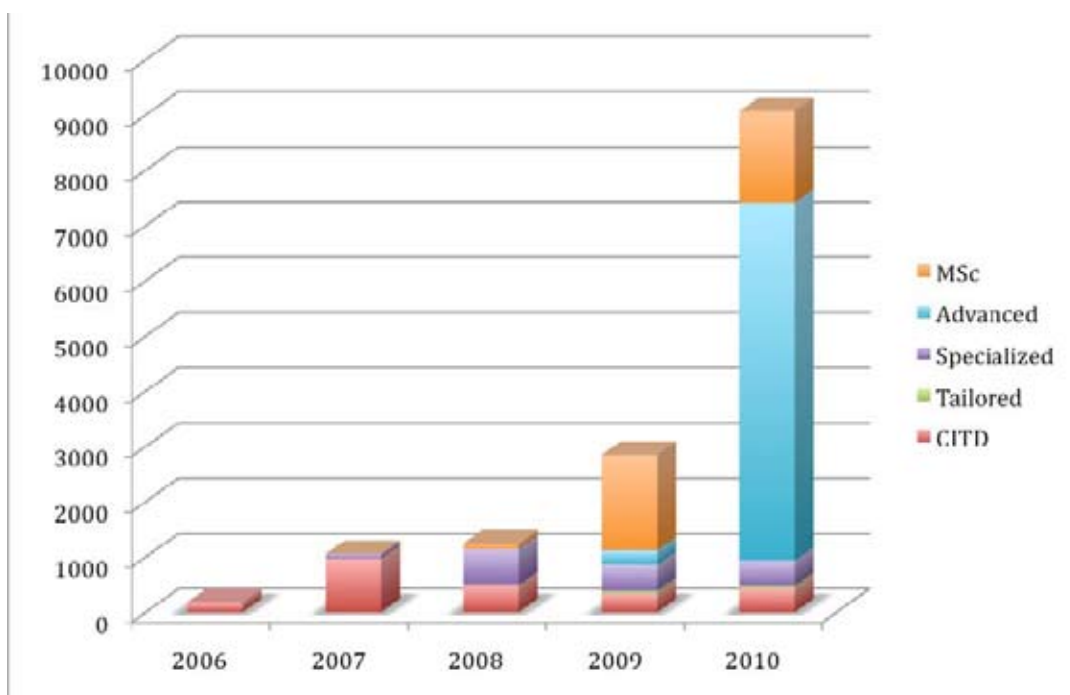
A Board meeting was held in April in Cameroon where the Board members deliberated and decided on strategic issues

for the Centre. The Board members also met with the **trapca** alumni and potential academic partners in Cameroon.

A two-day donor meeting from 22nd March 2010 was held at **trapca** Centre. The main outcomes of the meeting was Sida's invitation to ESAMI to submit a proposal for an additional five-year funding based on the outcome of the Mid Term Review, carried out in 2009.

The Programme Document has since been submitted to Sida and is under review. A final decision is expected in mid December. As part of quality assurance, two Academic Advisory Council (AAC) meetings were held in Geneva; one meeting taking place in May and the other in October. The AAC provided useful inputs into the review and development of current and future **trapca** course curriculum.

During the same period in Geneva, management marketed **trapca** offerings to the LDC group through presentations made at WTO.



The participants weeks include, pre-session assignments, on site course work and post session assignment weeks Page 6 Replace photo with the photo for Prof Hansson. Let me send you the his photo in case you don't have it.

## INTRODUCTION

As the emphasis for sustainability of the Centre grows, **trapca** intensified marketing during the period under review. Over 80 per cent of the students came to **trapca** through the website and the rest through ESAMI country offices, newspaper adverts, ESAMI/trapca marketing mission and **trapca** participation in various conferences and research networks. A landmark Tripartite Regional Integration forum was held in June with an attendance of 53 participants drawn from the EAC, COMESA and SADC regions as well as other continents. The outcome of this forum was the Policy brief to stakeholders. **trapca** also conducted a two-day Public Private

Sector Partnership forum between 11th and 12th of October to discuss the impact of the Customs Union in Trading among the EAC member countries, presenting yet another avenue to network and market **trapca** courses and activities to participants. During the period under review, **trapca** enhanced its collaboration with partners. Notably during the period under review, **trapca** initiated discussions with the United Nations Institute for Training and Research (UNITAR) to collaborate on e-learning courses. Discussions are progressing while a first pilot course with the World Bank Institute (WBI) will take place in February 2011.



### 1.1 Summary of Expenditure

The table below illustrates planned activities for the quarter against implemented activities.

S/N	BUDGET ITEM	APPROVED BUDGET	3rd QTR+ 4th PROJECTION	BUDGET VARIANCE	USAGE %
1	Personnel Cost	552,467.04	552,467.04	0	100%
2	Programme Cost	2,221,010.00	2,218,943.77	2,066.23	100%
3	Administration Costs	74,200.00	73,214.19	985.81	99%
4	Acquisition of Assets	110,000.00	110,000.00	0	100%
5	Monitoring and Governance	175,800.00	174,912.00	888.00	99%
	<b>Sub total</b>	<b>3,133,477.04</b>	<b>3,129,537.00</b>	<b>3,940.04</b>	<b>100%</b>
6	Contingency	15,667.39	0	15,667.39	0%
	<b>GRAND TOTAL</b>	<b>3,149,144.43</b>	<b>3,129,537.00</b>	<b>19,607.43</b>	<b>99%</b>

Management projects that all activities planned for 2010 will be implemented by end of December 2010 as shown in the expenditure summary above. The detailed narrative of this expenditure is in section 6 of this report.

## 1.2 Summary Activity Implementation Schedule

The table below illustrates planned activities for the year against implemented activities.

S/N	Activity	Planned	Implemented
	Policy Dialogue Events	5 events	5 events
	Courses		
	Level 100 series	5 Courses	6 Courses
	Level 200 series	5 Courses	5 Courses
	Level 300 series	6 Courses	6 Courses
	Level 500 series	8 Courses	9 Courses
	MSc II Programme	2 on site sessions	2 on site sessions
	Tailor makes (client demand)	2 courses	3 courses
	Governance	5 meetings	5 meetings

## 1.3 Progress on Extension of trapca Offices

This report ends with a summary of progress made on the extension of the **trapca** offices.

It is projected that by end of November, the new wing would be available for use and final works will be completed by mid of December 2010.



## 1.4 Detailed Activity Implementation Schedule

S/N	Activity	Status of Implementation		
<b>Policy Dialogue Events</b>				
1	Annual conference	Scheduled		
2	Public/Private sector Forum		Achieved	
3	Tripartite Regional Integration Forum (EAC/COMESA/SADC)		Achieved	
4	Trade Policy Research Forum		Achieved	
5	Global Faculty Meeting		Achieved	
<b>Short Courses</b>				
TRP 200	Agricultural Trade and Export Development (Joint trapca/WBI)	Offered twice Offered twice	Achieved	
TRP 313	Strategic Management for Trade		Achieved	
TRP 312	South-South Regional Integration		Achieved	
TRP 501	Economic Foundations of Trade and Trade Policy		Achieved	
TRP 502	Legal Foundations of Trade and Trade Policy		Achieved	
TRP 503	Tools of Trade Policy Analysis		Achieved	
TRP 504	Sectoral Trade Policies and Development		Achieved	
TRP 200	Investment Agreements - trapca/IISD Joint		Achieved	
TRP200	International Trade Negotiation		Achieved	
TRP100	Certificate in International Trade and Development		Achieved	
TRP 100	Economic Foundations of Trade and Trade Policy		Achieved	
TRP 100	Legal Foundations of Trade and Trade Policy		Achieved	
TRP 100	Certificate in International Trade and Development		Achieved	
TRP 100	Certificate in International Trade and Development		Achieved	
TRP 100	Certificate in International Trade and Development - Francophone		Achieved	
TRP 312	South-South Regional Integration - Francophone		Achieved	
TRP 200	Labour Migration and Trade		Achieved	
TRP 302	International Trade Law and Development		Achieved	
TRP 304	Quantitative Trade Policy Analysis		Achieved	
TRP 301	International Trade Policy and Development		Achieved	
TRP 505	Commercial Policies and Development		Achieved	
TRP 506	Political Economy of International Trade		Achieved	
TRP 507	Bilateral, Multilateral and Regional Trade Integration		In progress	
<b>MSc II Programmes</b>				
TRP510	Trade Related Intellectual Property Rights (TRIPS) and TRIMS		On Course	Achieved
TRP508	Trade Negotiation, Co-operation and Leadership			Achieved
3	Graduation			
<b>Governance</b>				
1	Academic Advisory Council Meeting	2 meetings	Achieved	
2	trapca/Sida Annual Meeting		Achieved	
3	trapca Board Meetings		Achieved	



## 2.0 TRAINING

During the period under review, 29 courses were conducted. Five foundation courses -- Certificate in International Trade and Development -- eight advanced courses, seven specialised courses, one onsite session for the MSc programme, two tailor-made courses and four jointly offered courses. **trapca** collaborated with the World Bank Institute (WBI) to offer three courses; one course on Agricultural Trade and Export Development, one course on International Trade Negotiations and one course on Food and Agricultural Trade. **trapca** also collaborated with the International Institute for Sustainable Development (IISD) to offer a course in Investment Agreements during the period under review.

### 2.1 Short Courses

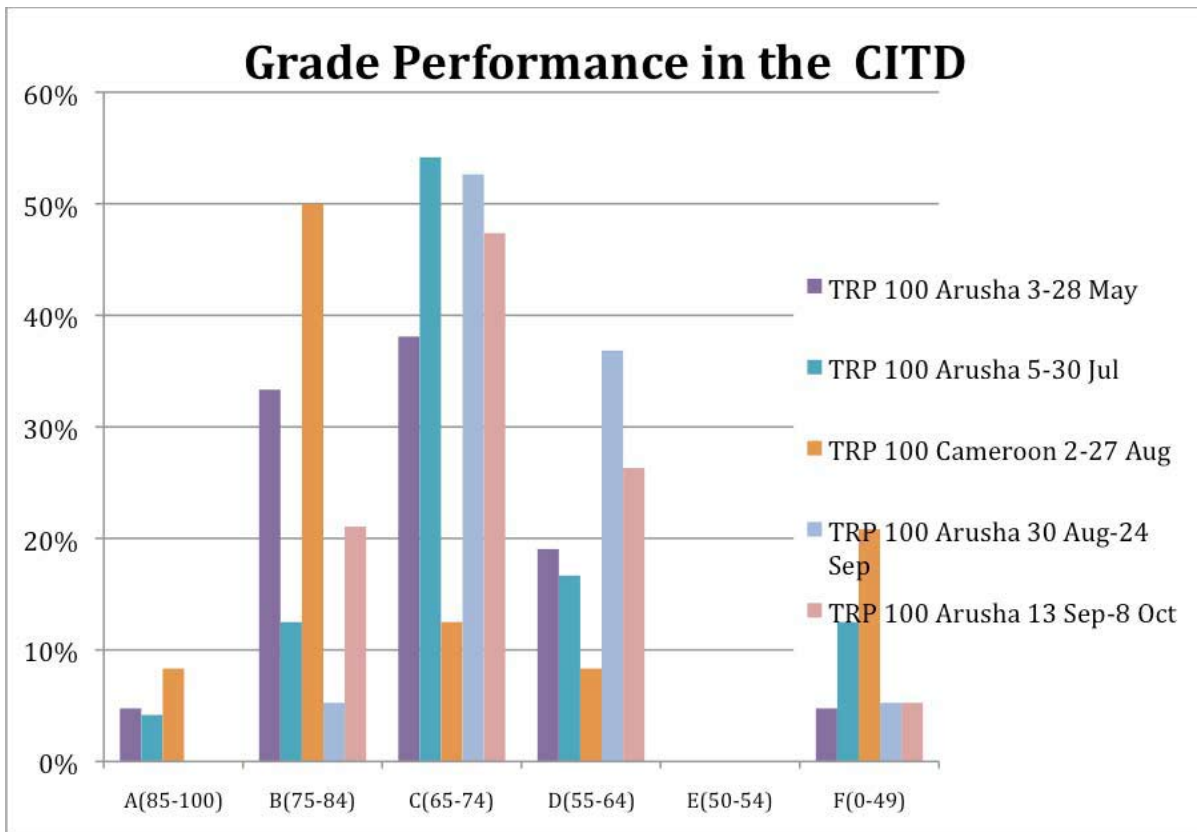
In the short courses category, **trapca** offered five foundation courses: Certificate in International Trade and Development, Strategic Management for Trade, South-South Regional Integration, Trade and Environment, Trade Negotiations and Co-operation, South-South Regional Integration (Francophone), International Trade Law and Development and Quantitative Trade Policy Analysis. In total 240 participants attended these courses.

**Table 1: List of Short Courses and Number of Participants (January-November 2010)**

Courses	Dates	Targeted Participants	Trained Participants
TRP 304: Quantitative Trade Policy Analysis	25 Oct-5 Nov	20	20
TRP 302: International Trade Law and Development	11-22 Oct	20	15
TRP 312: South-South Regional Integration(Abidjan)	11-22 Oct	25	31
TRP 303: Trade Negotiations and Co-operation	27 Sep-8 Oct	20	11
TRP 306: Trade and Environment	13-25 Sep	30	13
TRP 100: Certificate in International Trade and Development	13 Sep-8 Oct	25	19
TRP 100: Certificate in International Trade and Development	30 Aug-24	25	19
TRP 100: Certificate in International Trade and Development (Cameroon)	2-27 Aug	25	24
TRP 100: Certificate in International Trade and Development	5-30 July	25	24
TRP 100: Certificate in International Trade and Development	3-28 May	25	21
TRP 312: South –South Regional Integration 1	5-26 Feb	20	23
TRP 313: Strategic Management for Trade	1-12 Feb	20	20

### 2.1.1 Participant Performance

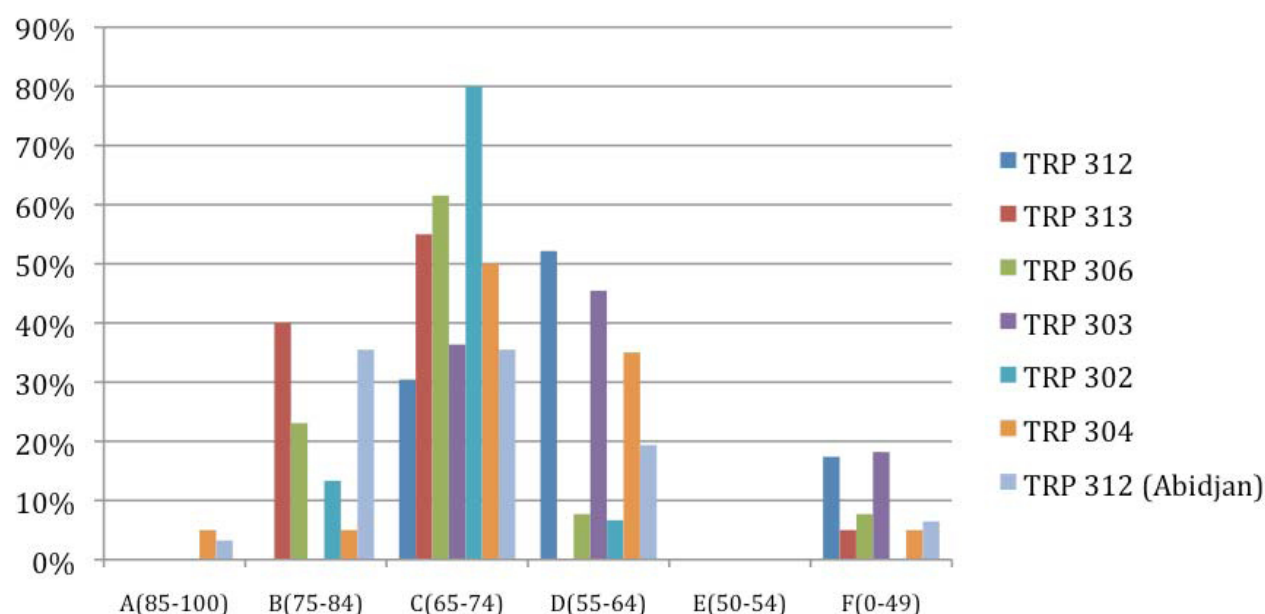
In an effort to harmonise the grading system across all course offerings by **trapca**, the ECTS grading system that was only applicable to the MSc modules is now applied across all courses. The performance of the participants in the ECTS grading system is illustrated in the figures below.



The distribution of the grades for the five TRP 100 courses held depicts the typical normal distribution; majority of the participants attained the B, C and D grade range, few participants did exceptionally well, with A grade range and few participants failed to attain the required minimum pass grade of 50 per cent. The general view in course evaluation is that the overall impression of the course is either excellent or very good. This compares favourably with evaluation for the courses offered at the same period in the last academic year.



## Grade Performance in the Short Courses



In terms of the grading for specialist short courses, the performance was very good across the seven courses. All students passed the TRP 302: International Trade Law and Development and only one student failed the TRP 304: Quantitative Trade Policy Analysis, this student was retaking the exam. One student failed TRP 313: Strategic Management for Trade, two students failed TRP 312: South-South Regional Integration (Francophone) and four students out of 23 failed TRP 312: South-South Regional

Integration that was held in Arusha; the seven students failed the final examination. Two students failed TRP 303: Trade Negotiations and Cooperation, one failed due to plagiarism and the other due to the failure to hand in assignment on time. One student failed the TRP 306: Trade and Environment due to plagiarism. 73 per cent of the students in the new course TRP 306: Trade and Environment rated the relevance of the course as very relevant and 23 per cent of the students rated it as relevant.

## 2.2 Advanced Short Courses

trapca enrolled the first group of students taking advanced short courses during this period under review. The following courses were offered independently;

**Table 2: Advanced courses offered during Feb to Nov 2010**

<b>Courses</b>	<b>Dates</b>	<b>Targeted Participants</b>	<b>Trained Participants</b>
TRP 506: Political Economy of International Trade	1-12 Nov 2010	25	34
TRP 505: Commercial Polices and Development	18-29 Oct	25	31
TRP 502: Legal Foundations of Trade and Trade Policy	19-30 Jul 2010	25	19
TRP 501: Economic Foundations of Trade and Trade Policy	5-16 Jul 2010	25	19
TRP 504: Sectoral Trade Policies and Development	15-26 March 2010	25	35
TRP 503: Tools for Economic Trade Policy Analysis	1-12 March 2010	25	40
TRP 502- Legal Foundations of Trade and Trade Policy	15-26 Feb 2010	25	19
TRP 501- Economic Foundation of Trade and Trade Policy.	1-12 Feb 2010	25	19

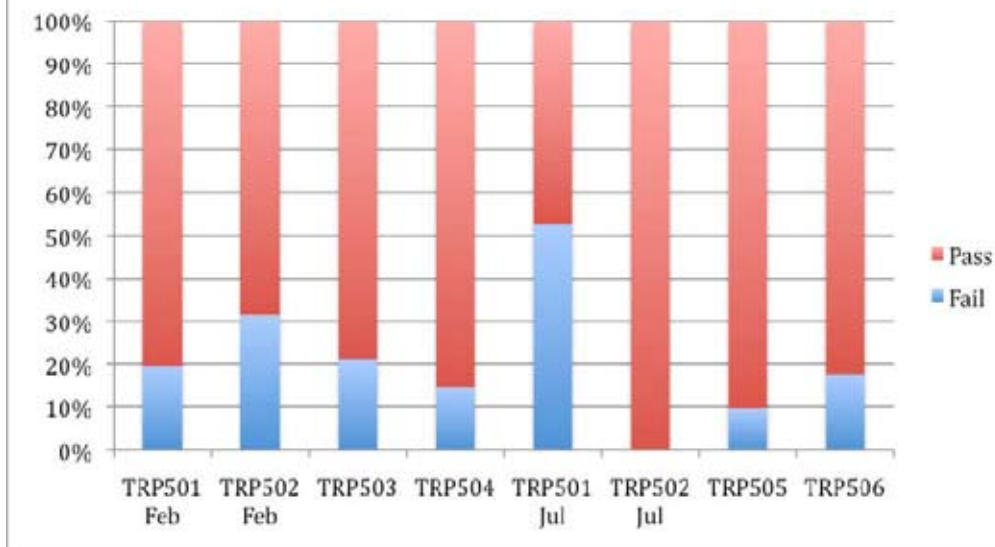
### 2.2.1 Performance of Participants in the Advanced Short Courses

Performance across the four first modules offered during the period under review reflects a similar trend observed in the first two intakes of the master programme. The performance on average has over 80 per cent of the participants passing the final examinations across the four modules. The 20 per cent failure rate is a typical reflection of the performance in other similar advanced level courses. However, in the TRP 501: Economic Foundations of Trade and Trade Policy held in July, ten out of 19 students failed. The reason for the much better performance in the TRP 501 held in February was that tutors were used to

support the students. The rest of the applied modules 504-506 had relatively very good performance compared to the same courses last year. This may be attributed to the fact that these modules are offered after students' conceptual understanding of the issues has been enhanced by the earlier foundation modules. TRP 501 is a technical course and students with little background in Economics or quantitative fields would find this course challenging. In the last advanced course held during the period under review, everybody passed in TRP 502.



**Performance of the Participants in the Advanced Modules**



**2.3 trapca Level 200 Courses**

**2.3.1 Trade Policy and Negotiations**

trapca held a tailor-made two week course in trade policy and negotiations for the Burundi government. The course was held in Bujumbura between 27th and 30th September, 2010 with 28 participants attending the course. This course created new opportunities in Burundi. The European Union is willing to sponsor government officials from Burundi to undertake similar and further courses.

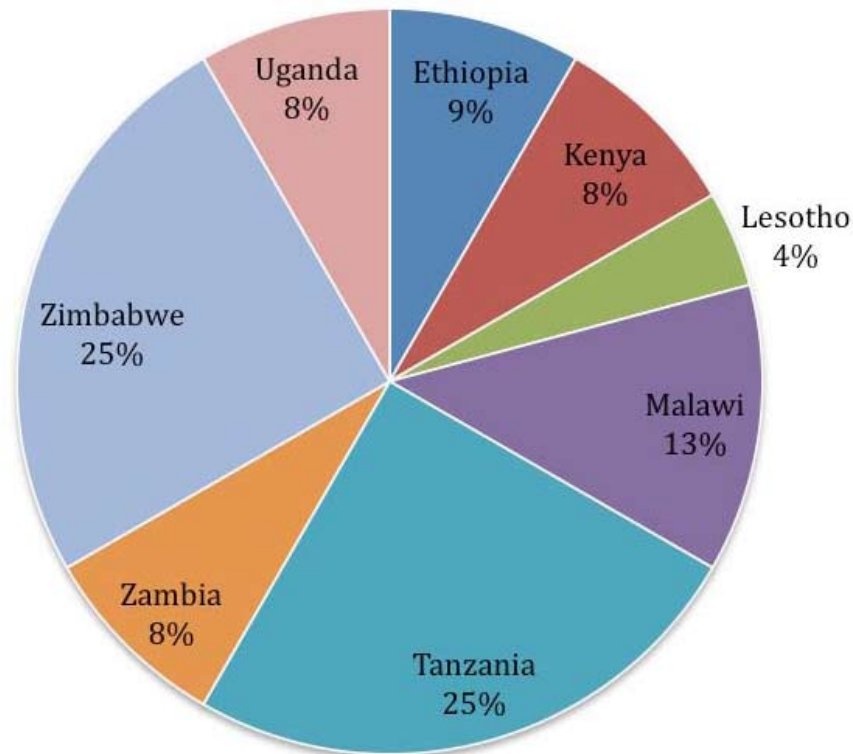
**2.3.2 Labour Migration and Trade**

trapca also held a one-week tailor-made course in Labour Migration and Trade between 11th and 15th Oct 2010. The course was held in Arusha and was attended by 24 participants. Below is the country distribution of the participants.





## Country Distribution of Participants in Labor Migration and Trade



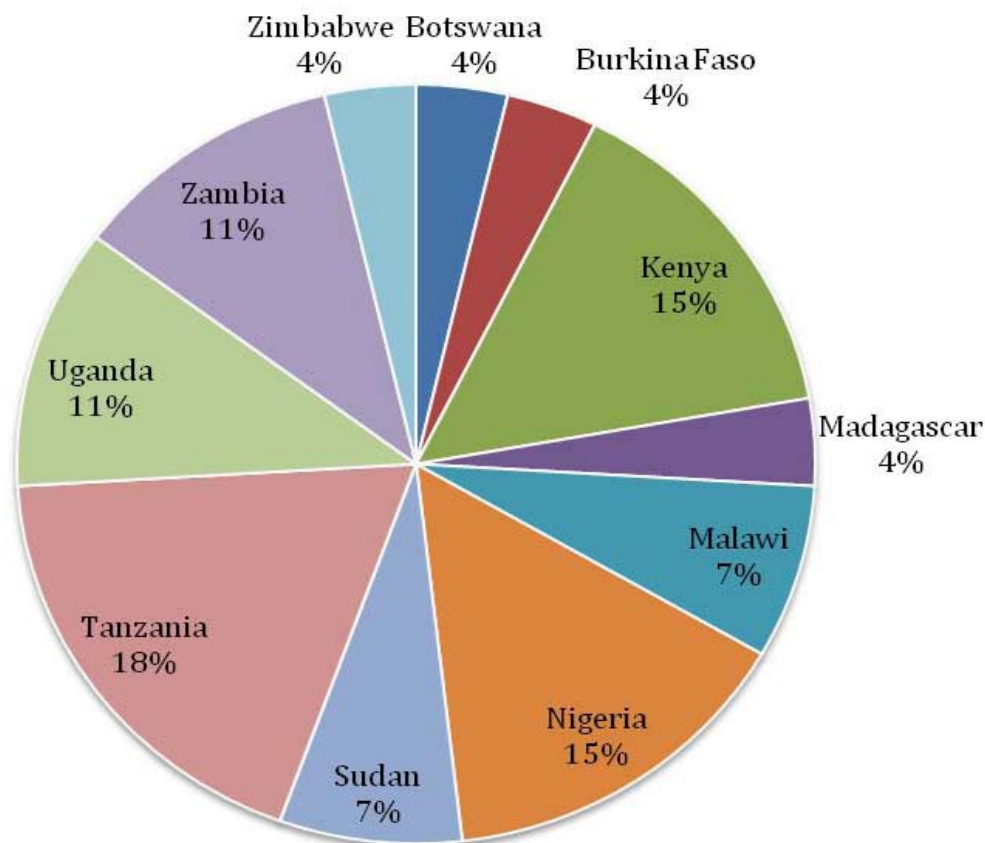
### 2.4 WBI/trapca Courses

From a collaborative perspective, *trapca* offered three more successful joint courses in collaboration with the World Bank Institute (WBI) during the period under review. The first one was on Agricultural Trade and Export Development offered between 15th and 19th February, 2010 in Arusha, the second was on International Trade Negotiations offered in collaboration with the World Bank, Tanzania office from 31st May to 3rd June, 2010 in Bagamoyo and the third was Food and Agricultural Trade offered between 2nd and 6th August, 2010 in Arusha.

### 2.4.1 Agricultural Trade and Export Development

This course brought together 27 participants. The country distribution was wide and it enhanced *trapca's* outreach to countries with response to our earlier course offerings such as Sudan, Madagascar and Botswana.

### Country Distribution of Participants in Joint trapca/WBI course



In terms of feedback, all the participants rated the course as relevant to their work schedules. In terms of the distribution of their perceptions, 81 per cent indicated that their overall impression of the course was excellent, while 52 per cent rated the course as very good and only 19 per cent rated the course as adequate. Participants also rated the materials and content coverage of the course as very relevant.

#### 2.4.2 International Trade Negotiations

The International Trade Negotiation course was conducted from 31st May 2010 to 3rd June 2010 in Bagamoyo, Tanzania. The course was tailor-made for officials from the

Ministry of East African Community in Tanzania. This course was fully sponsored by the World Bank and it attracted 10 participants from the Ministry of East African Community in Tanzania. The course achieved a 50/50 gender balance in terms of the participants.

This course was devoted to the specific knowledge of negotiation procedures and strategies needed to effectively negotiate improvements in the access to foreign markets while maintaining an ability to pursue policies considered to be of relevance to development and poverty reduction objectives.



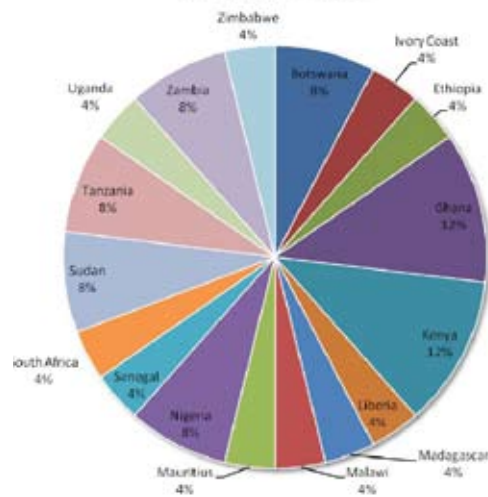


The participants commended the good work by trapca in offering trade-related training courses to enhance capacity of officials from the LDCs and low income Sub-Saharan Countries.

### 2.4.3 Food and Agricultural Trade

The number of participants in this course was 26 from 17 countries. The country distribution was very good.

Country Distribution of Participants in Joint trapca/WBI course



### 2.5 IISD and trapca Joint Course

During the period under review, trapca in collaboration with the International Institute for Sustainable Development (IISD) offered a level 200 series course on Investment Agreements. The course was held in Arusha and attracted 29 senior participants from both the private and public sectors. The participants came from 15 countries.



The course feedback evaluation showed that participants appreciated the applicability and relevance of the course to their day-to-day work activities. Some of the comments were quite explicit and supportive of the need for continued skill-building course offerings of a similar nature.

One participant put it thus:

**I WOULD LIKE TO REGISTER MY APPRECIATION TO IISD AND TRAPCA FOR ORGANISING THIS COURSE AT THE RIGHT TIME WHEN MY COUNTRY IS NEGOTIATING THE EPAS WITH EU. THE COURSE HAS EQUIPPED ME WITH THE RIGHT SKILLS AND BETTER REASONING WHEN ATTENDING SUCH MEETINGS."**

## 2.6 MSc in International Trade Policy and Trade Law

The MSc II students completed their coursework modules during the period under review. The last three modules out of the required ten were offered in February and March, 2010. These are:

- TRP 508: Trade Negotiation, Cooperation and Leadership
- TRP 509: Trade in Services
- TRP 510: Trade Related Intellectual Property (TRIPS and TRIMS)

The final examination results across the ten required modules for the second intake of the

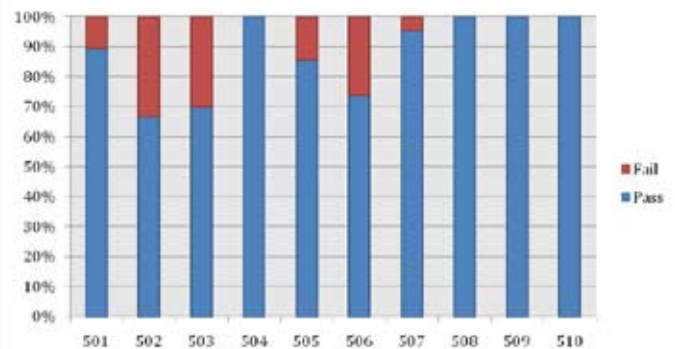
master's programme are illustrated in the graph below. The final exam results depict very good performance on average. Four modules had all participants passing the final examination while six of the ten modules had participants failing to meet the required pass grade of 50 per cent. Out of the six modules in which some participants faced challenges, the first three -- TRP 501, TRP 502 and TRP 503 -- are core modules with more inclination to conceptual and theoretical rigour. This may not augur well with participants who are new to the subject matter. The heterogeneity of participants in terms of academic backgrounds (a welcome dimension in the trapca training vision) appears to have the effect of predisposing some of the participants to stiff learning curves in the initial stages.

There is however a progressive improvement in terms of performance of these modules. For example, out of a total 19 students who sat for the TRP 501 examination, three students failed. This is an improvement with a 50 per cent reduction compared to the performance of the first intake in the same course in which six students failed.





**MSc Intake 2 Exam Performance**



From feedback, the participants rated the lecturers highly on all the aspects of the evaluation, with 100 per cent indicating that the lecturers were very knowledgeable on the subject matter. This was a general perception across all the three modules offered. Participants were also asked to rate the relevance of literature in terms of content, LDC bias and coverage in relation to skills needed at their relevant work places. The participants rated this dimension highly.

### **3.0 FACULTY MEETING**

A **trapca** faculty meeting was held between 26th and 27th July. The core issues discussed during the meeting were reflections on planned programming in terms of content, focus, delivery methodology and assessment, as well as reflections with regard to **trapca's** research agenda over the next five years and E-learning as a growing delivery approach.

## **4.0 POLICY DIALOGUE**

### **4.1 Tripartite Forum**

**D**uring the period under review *trapca*, in furtherance of its mandate, organised its first forum to discuss the proposed establishment of a tripartite Free Trade Area (FTA) involving the Common Market for Eastern and Southern Africa (COMESA), the East African Community (EAC) and the Southern Africa Development Community (SADC).

The Tripartite Forum was held in Arusha, Tanzania from 17th to 18th June 2010 under the theme: Towards a Tripartite COMESA, EAC and SADC Free Trade Area: the Process, Issues and Priorities.

The general objective of the Tripartite Forum was to examine progress on the establishment of the Tripartite FTA, to identify issues and priorities deserving attention and to consider the way forward. In this regard, the forum was an informal initiative that sought to contribute towards the eventual establishment of the FTA. Participants at the forum included senior officers from the three Regional Economic Communities (RECs), as well as representatives from the business community, academia, civil society and researchers from within the region and beyond. The forum

was also attended by representatives from the World Trade Organisation, the World Bank Group and other development partners.

The forum discussion focused on the tripartite process, issues and priorities. Key policy relevant issues were deliberated at the Tripartite Forum, which are summarised in a draft tripartite policy brief. This has been circulated to stakeholders.

### **4.2 Third Trade Policy Research Forum**

The non-thematic format of the trade research forum provides the flexibility of incorporating a wide range of topical issues in trade. The third annual trade research forum was held from 29th to 30th July. This year's debates covered the following important current trade issues: agricultural growth and trade agreements, regional integration and climate issues, tradability of agriculture, market entry and commodity exports, microfinance and informal trade, and trade in services. A total of 12 papers were presented and discussed at the forum.

### **4.3 Public-Private Partnership Forum**

The first Public-Private Partnership Forum took place in Arusha between the 11th and 12th of October. The forum focused on the East African

Community and 46 participants took part. The participants consisted mainly of an even distribution of senior officials from private and public sector, but it also included participants from academia and civil society. The main focus of the discussions of the forum was on general perspectives on public private partnerships, trade facilitation and related challenges in the EAC, regulatory frameworks for PPPs in the EAC, emerging issues relating to PPP and the way forward. The participants appreciated the forum and it will serve as an excellent building block for further Public-Private Partnership discussions and co-operation.

The general objective of the Tripartite Forum was to examine progress on the establishment of the Tripartite FTA, to identify issues and priorities deserving attention and to consider the way forward.”

## 5.0 MARKETING ACTIVITIES

### 5.1 Introduction

**D**uring the period under review, the following courses were offered: five foundation courses -- Certificate in International Trade and Development -- one of which was offered in French, seven specialised courses (one offered in French), eight advanced short courses, the last onsite session for Masters second intake (students took three MSc modules) and six tailor-made courses. Two of the tailor-made courses were offered in collaboration with the World Bank Institute (*trapca*/WBI), one with International Institute for Sustainable Development (*trapca*/IISD) one course was tailor-made for the Ministry of East African Community in Burundi, as well as a Labour Migration course. *trapca* also conducted a tailor-made course for Tanzanian government officials from the Ministry of East African Community in Bagamoyo, Tanzania.

### 5.2 Marketing Activities

*trapca* offered some tailor-made courses in collaboration with MEAC – Burundi, WBI and IISD. This was a deliberate marketing strategy to increase the centre's visibility. In line with its capacity building objective, *trapca* proactively

**Public  
Private  
Sector  
Partnership for  
Effective Trade  
Policy in the East  
African  
Community”.**

responded to the ongoing Tripartite FTA process by organising a two-day workshop for policy makers and representatives from the three RECs as well as participants from the Private and Public sectors to deliberate on the FTA process, issues and priorities.

*trapca* also conducted a two-day forum with the theme “Public Private Sector Partnership for Effective Trade Policy in the East African Community”. The forum provided a platform for the two sectors to discuss the impact of the Customs Union in trading among the EAC member countries, presenting yet another avenue to network and popularise *trapca* courses and activities in the EAC region and beyond.

The second Global Faculty Meeting took place between 27th and 28th July 2010

bringing together the diverse *trapca* faculty to deliberate and share experiences and give suggestions on the various *trapca* courses and activities, in a bid to enhance them. The 3rd Trade Policy Research Forum took place on 29th and 30th July 2010, bringing together researchers, trade policy think tanks, senior government officials involved in trade, university lecturers, civil society members and trade lobby groups to deliberate under the theme: Trade Policy for Growth in Africa.

The evaluation of these events showed that they were a great success for *trapca* with participants commending *trapca* for well-presented papers and enriching deliberations.

*trapca* distributed information on its courses through the 2010 prospectus, as well as promotional materials which were distributed to all participants attending the forums.

The first three quarters of the year under review also saw *trapca* reach out to additional Francophone African countries. A feasibility tour of Cote d'Ivoire and Senegal has resulted in *trapca* management decision to offer short courses in both Senegal and Cote d'Ivoire as a marketing venture to build capacity for Francophone countries.



## 5.3 Outcomes

### 5.3.1 Courses and Participants

trapca held 23 regular and six tailor-made courses during the period under review. Of special mention are the tailor-made courses offered in collaboration with MEAC, Burundi, WBI and IISD. This was the first time trapca was collaborating with MEAC – Burundi, and IISD, while WBI was collaborating with trapca for the second time. These courses brought together senior policy makers, economists and lawyers from Eastern and Southern Africa to interact and share their experiences in Trade.

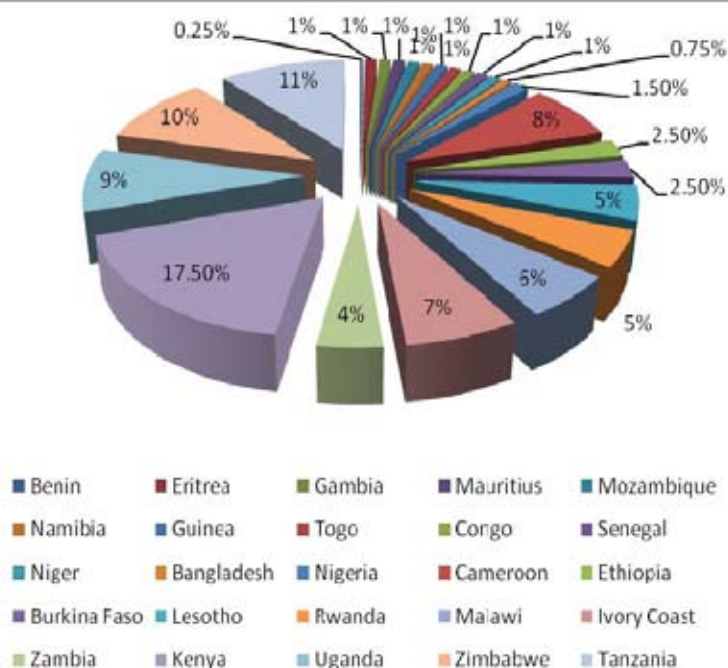
No.	Courses	Dates	No. of Participants
1.	TRP 313: Strategic Management for Trade	1-12 February 2010	20
2.	TRP 312: South-South Regional Integration	5-26 February 2010	23
3.	TRP 501: Economic Foundations of Trade and Trade Policy	1-12 February 2010	16
4.	TRP 502: Legal Foundations of Trade and Trade Policy	15-26 February 2010	18
5.	TRP 503: Tools of Trade Policy Analysis	1-12 March 2010	37
6.	TRP 504: Sectoral Policy of Trade and Development	15-26 March 2010	35
7.	TRP 100: Certificate in International Trade & Development	3-28 May 2010	21
8.	MSc 2: International Trade Policy and Trade Law, TRP 508: Trade Negotiation, Cooperation and Leadership	3 May – 11 June 2010	22
9.	MSc 2: International Trade Policy and Trade Law, TRP 509: Trade in Services	3 May – 11 June 2010	MSc 2
10.	MSc 2: International Trade Policy and Trade Law, TRP 510: Trade Related Intellectual Property (TRIPS and TRIMS)	3 May – 11 June 2010	MSc 2
11.	TRP 100: Certificate in International Trade & Development	5-30 July 2010	24
12.	TRP 100: Certificate in International Trade & Development	30 Aug-24 Sep 2010	19
13.	TRP 102: Certificate in International Trade & Development	2-27 August 2010	24
14.	TRP 100: Certificate in International Trade & Development	13 Sep – 8 Oct 2010	19
15.	TRP 501: Economic Foundations of Trade and Trade Policy	5-16 July 2010 19	
16.	TRP 502: Legal Foundations of Trade and Trade Policy	19-30 July 2010	20
17.	TRP 306: Trade and Environment	13-25 September 2010	13
18.	TRP 303: Trade Negotiations and Cooperation	27 Sep- 8 Oct 2010	11
19.	TRP 302: International Trade Law and Development	11- 22 October 2010	15
20.	TRP 505: Trade and Commercial Policies	18- 29 October 2010	31
21.	TRP 304: Quantitative Trade Policy Analysis 2	5 October - 5 November 2010	20
22.	TRP 506: Political Economy of International Trade	1-12 November 2010	34
23.	TRP 312: South-South Regional integration Francophone	11-22 October 2010	32
<b>Total Number of Participants</b>			<b>473</b>

## Level 200 courses

No.	Courses	Dates	No. of Participants
1.	Agricultural Trade & Export Development (trapca/WBI)	15-19 February 2010	21
2.	International Investment Agreements for Eastern & Southern African States(trapca/IISD)	15-23 March 2010	29
3.	International Trade Negotiations (trapca/WB)	31 May-3 June 2010	10
4.	Standards and Agricultural Trade(trapca/WBI)	2-6 August 2010	26
5.	Trade Policy and Negotiations	27-30 Sept 2010	34
6.	Labour Migration Course	11-22 October 2010	24
<b>Total Number of Participants</b>			<b>144</b>

### 5.3.2 Country Distribution

trapca courses attracted participants from 20 countries distributed as follows: 0.25 per cent were from Benin, 0.75 per cent (Bangladesh), 1 per cent each (Eritrea, Gambia, Mauritius, Mozambique Namibia, Guinea, Congo Togo, Senegal and Niger), 1.5 per cent (Nigeria), 2.5 per cent (Ethiopia and Burkina Faso), 4 per cent (Zambia), 5 per cent each (Lesotho and Rwanda), 6 per cent (Malawi), 7 per cent (Ivory Coast), 8 per cent (Cameroon), 9 per cent (Uganda), 10 per cent (Zimbabwe), 11 per cent (Tanzania) and 17.5 per cent from Kenya.

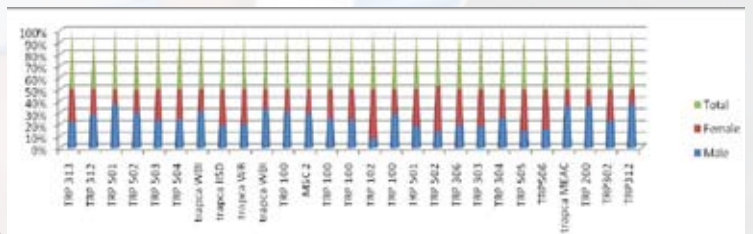




### 5.3.3 Gender Spread

The gender spread for this period was skewed to female participants. TRP 505, TRP 503 and TRP 504, TRP 306, TRP 303, *trapca*/IISD, and *trapca*/WB courses are of special mention, since over 50 per cent of the participants were female. The increase in female participation is attributed to a management decision to prioritise funding to deserving female participants from LDCs. See Graph 1 below.

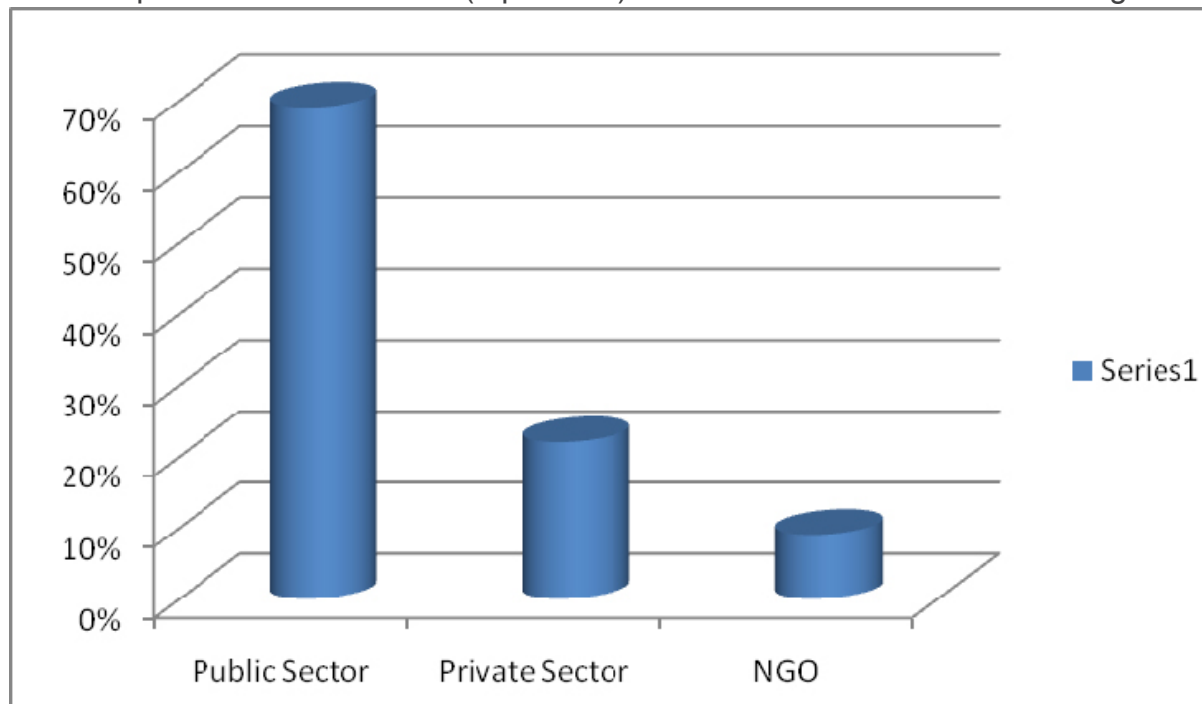
**Graph 1: Gender Distribution  
( January – October 2010)**





### 5.3.4 Sector Spread

Participants were from various sectors. Out of the 473 participants who attended courses during the period under review, 326 (69 per cent) were from the public sector, 104 (22 per cent) were from the private sector while 43 (9 per cent) came from Non Governmental Organisations.



### 5.3.5 Feedback from Participants

The overall impressions of the courses attended were rated by the participants as follows:

- a) **Course Content:** A total of 340 participants rated the course content and delivery as excellent, 100 participants rated the course as very good, while 33 participants rated the course as adequate, citing lack of ample time to digest the information and prepare for the examinations.
- b) **Facilities:** Food and accommodation was rated as good. This is a favourable rating compared to last year same period.

The participants commended ESAMI for improvement in the variety of food offered. The rooms are now in a much better condition following renovations of the accommodation facility.

### 5.4 Challenges

The participants cited the following challenges:

- a) **Tuition Fees:** The number of participants who had confirmed to attend the courses dropped by 30 per cent owing to inability to raise the already subsidised tuition fees. This was attributed to minimal budget allocations for training in their organizations.





b) **trapca** course participants encountered some difficulties accessing relevant information due to the limited borrowing time for books and other reference materials given by ESAMI library. Management discussed the issue and resolved to extend the borrowing period. Participants welcomed the positive decision and thanked management for the gesture.

#### Potential for Marketing Courses 2010/2011

- a) The fifth Annual Conference is scheduled to take place on 25th and 26th November 2010. This forum will be used as an avenue to expand **trapca**'s visibility to the outside world as well as market **trapca** courses.
- b) **trapca** will also hold its 2nd graduation ceremony on 27th November 2010. Undoubtedly, the ceremony markets **trapca** through the promotional materials distributed at the time.
- c) Participation in ESAMI marketing missions
- d) **trapca** will publish the report on the progress made in the implementation of the EAC customs union to monitor and evaluate the implementation of the EAC custom union as well as share this information with stakeholders.



## **6.0 FINANCE AND ADMINISTRATION**

### **6.1 Human Resources**

trapca maintained the staffing at the same levels as the year 2009 thus:

#### **Arusha Office**

Mr. Peter Kiuluku	Executive Director
Dr. Caiphas Chekwoti	Trade Policy Expert
Mr. David Kalaba Principal	Finance and Administration Officer
Mr. Marcus Hansen Fure	Associate Trade Policy Expert
Ms. Beatrice Wangari	Programme Assistant
Mr. Emil Karume	Driver/Clerk
Ms. Pauline J. Khamis	Office Assistant

#### **Lund University Staff**

Prof. Gote Hansson	Academic Director
Dr. Hans Falck Deputy	Academic Director
Prof. Joakim Gullstrand	Deputy Academic Research Director
Dr. Susanna Thede	Academic Advisor
Dr. Pernilla Johansson	Programme Coordinator
Dr. Therese Nilsson	Programme Coordinator

During the year, Mr. Marcus Hansen Fure arrived from Sweden to assist the Trade Policy

Expert in the academic office. Sida directly funds this position.

### **6.2 Extension of the trapca Office Project**

ESAMI selected the contractor in May 2010 for the extension of the trapca offices. This followed the Board resolution to extend the office block for the Centre to allow for adequate office space for trapca staff. At the time of writing this report, the construction had reached the stage of putting fittings and fixtures and the new wing is almost available for use. All construction works will be completed in December 2010. Management has prepared a separate report for this project.





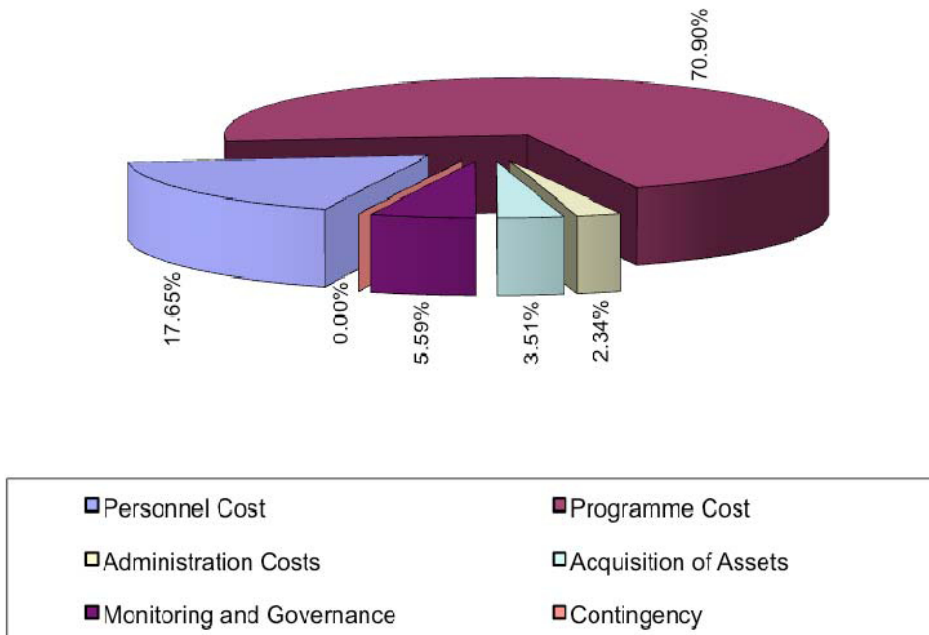
**6.3 Financial Performance**

This section highlights the financial performance for the period from January to October with projected expenditure for November and December 2010. Ernst and Young who ascertained that the financial statement presents a true and fair view of the state of affairs completed the audit for 2009 in March 2010. The detailed financial report is annexed to this report (annex 2) that highlights the financial performance of the Centre.

**6.4 Summary of Expenditure Proportions**

The expenditure is categorised as Personnel, Programme, Administration, Acquisition of Assets and Monitoring and Governance costs. The chart below shows the proportions of expenditure of these categories:

**Budget Proportions**



Programme costs were the highest during the period under review with 71 per cent of the overall expenditure whereas administration costs were the lowest at 2.34 per cent of the total spend during the period. This was in line with the approved budget.





S/N	BUDGET ITEM	NOTES	APPROVED BUDGET	3rd QTR+ 4th PROJECTION	BUDGET VARIANCE	USAGE %
1	PERSONNEL COST	1				
	TOTAL PERSONNEL COSTS		552,467.04	552,467.04	0.00	100%
2	PROGRAMME COST	2				
2.01	Annual Conference		90,750.00	90,750.00	0.00	100%
2.02	Public/Private Sector Forum		61,850.00	61,430.00	420.00	99%
2.03	Tripartite Regional Integration Forum		57,650.00	57,291.36	358.64	99%
2.04	Trade Policy Research Forum		65,980.00	65,283.79	696.21	99%
2.05	trapca Trade Policy Review Production		10,000.00	9,832.38	167.62	98%
2.06	Global Faculty Meeting		80,400.00	80,206.24	193.76	100%
2.07	International CPD Courses/Staff Training		12,000.00	11,895.00	105.00	99%
2.08	Library		45,000.00	45,000.00	0.00	100%
2.09	IT Support and Maintenance		48,000.00	48,000.00	0.00	100%
2.10	Curriculum Review and Development		12,000.00	11,875.00	125.00	99%
2.11	Short Courses		1,116,750.00	1,116,750.00	0.00	100%
2.12	MSc II Programmes		276,030.00	276,030.00	0.00	100%
2.13	ICT Survey		60,000.00	60,000.00	0.00	100%
2.14	Subscriptions		12,000.00	12,000.00	0.00	100%
2.15	Development of Case Studies & Course Modules		70,000.00	70,000.00	0.00	100%
2.16	Trade Law Support to Courses and Programmes		60,000.00	60,000.00	0.00	100%
2.17	Business Development of Course & Programmes		70,000.00	70,000.00	0.00	100%
2.18	Marketing and Advertisements		72,600.00	72,600.00	0.00	100%
	<b>TOTAL PROGRAMME COSTS</b>		<b>2,221,010.00</b>	<b>2,218,943.77</b>	<b>2,066.23</b>	<b>100%</b>

S/N	BUDGET ITEM	NOTES	APPROVED BUDGET	3rd QTR+ 4th PROJECTION	BUDGET VARIANCE	USAGE %
<b>3</b>	<b>ADMINISTRATION COSTS</b>	<b>3</b>				
3.01	Office Rent		18,000.00	18,000.00	0.00	100%
3.02	Vehicle fuel, repairs and insurance		12,000.00	11,853.36	146.64	99%
3.03	Stationery		12,000.00	12,000.00	0.00	100%
3.04	Telephone and fax		12,000.00	12,000.00	0.00	100%
3.05	Postage		4,800.00	4,800.00	0.00	100%
3.06	Other Transport		3,600.00	3,600.00	0.00	100%
3.07	Electricity and water		3,600.00	3,600.00	0.00	100%
3.08	Other office maintenance costs		3,600.00	3,600.00	0.00	100%
3.09	Building maintenance		1,200.00	1,200.00	0.00	100%
3.10	General Insurance		1,800.00	1,693.50	106.50	94%
3.11	Professional Subscriptions		1,600.00	867.33	732.67	54%
	<b>TOTAL ADMINISTRATION COSTS</b>		<b>74,200.00</b>	<b>73,214.19</b>	<b>985.81</b>	<b>99%</b>
<b>4</b>	<b>ACQUISITION OF ASSETS</b>	<b>4</b>				
4.01	Assets Replacement		10,000.00	10,000.00	0.00	100%
4.02	Motor vehicle replacement		70,000.00	70,000.00	0.00	100%
4.03	E-Learning and software		20,000.00	20,000.00	0.00	100%
4.04	Computer replacement		10,000.00	10,000.00	0.00	100%
	<b>TOTAL ASSETS ACQUISITION</b>		<b>110,000.00</b>	<b>110,000.00</b>	<b>0.00</b>	<b>100%</b>

S/N	BUDGET ITEM	NOTES	APPROVED BUDGET	3rd QTR+ 4th PROJECTION	BUDGET VARIANCE	USAGE %
<b>5</b>	<b>MONITORING AND GOVERNANCE</b>	<b>5</b>				
5.01	Audit fees		7,200.00	7,200.00	0.00	100%
5.02	Academic Advisory Council meeting		76,460.00	76,122.00	338.00	100%
5.03	trapca/Sida Annual meeting		500.00	460.00	40.00	92%
5.04	trapca Board meetings		51,640.00	51,130.00	510.00	99%
5.05	Management Information Systems and Website		15,000.00	15,000.00	0.00	100%
5.06	Central Administration Support from ESAMI		25,000.00	25,000.00	0.00	100%
	<b>TOTAL MONITORING AND GOVERNANCE</b>		<b>175,800.00</b>	<b>174,912.00</b>	<b>888.00</b>	<b>99%</b>
	<b>ANNUAL BUDGET TOTAL</b>		<b>3,133,477.04</b>	<b>3,129,537.00</b>	<b>3,940.04</b>	<b>100%</b>
	<b>Contingency 1%</b>		<b>15,667.39</b>	<b>0.00</b>	<b>15,667.39</b>	<b>0%</b>
	<b>GRAND TOTAL</b>		<b>3,149,144.43</b>	<b>3,129,537.00</b>	<b>19,607.43</b>	<b>99%</b>





Njiro Hill  
ESAMI Road  
P.O. Box 3030  
Arusha, Tanzania  
Tel: +255 -732 972 202/195  
Fax: +255 27 250 82 85  
Email: [tptca@esmihq.ac.tz](mailto:tptca@esmihq.ac.tz)  
[info@trapca.org](mailto:info@trapca.org)  
Website: [www.trpca.org](http://www.trpca.org)

