



Annual Report 2009



**BUILDING CAPACITY
FOR TRADE IN LEAST
DEVELOPED COUNTRIES
AND LOW INCOME SUB
SAHARAN COUNTRIES**

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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. The programme is funded by the Swedish International Development Cooperation (Sida). **trapca** is located at the ESAMI headquarters in Arusha, Tanzania.

trapca's mandate is to provide training and technical expertise on trade issues to professionals in least developed and other developing countries in sub-Saharan Africa. The overall aim of the training activities is to bring new perspectives to world trade, inspire the creation of networks in LDCs and low income sub-Saharan African countries and develop competencies for strengthening the capacity of these countries to engage within the international trading systems with a view of overcoming the constraints to, and of utilising the development-related opportunities provided by trade.

Training is currently the core activity for **trapca** with three main training programmes;

- **Foundation Courses:** An intensive four weeks (TRP 100) leading to an award of a Certificate in International Trade and Development (CITD).
- **Intermediate Courses:** Specialised short courses (TRP 300) each lasting two weeks. Completion of each course leads to an award of a certificate of competence in a specific area of trade policy or trade Law. A specified number of these courses together with one module research paper qualify the students for the award of a **trapca** Diploma in International Trade Policy and Trade Law.
- **Advanced Level Courses:** A master programme in International Trade Policy and Trade Law (TRP 500). Each of the master programme modules is also offered as individual advanced level courses and is open for students who meet the Msc requirements.

In order to inspire the creation of networks and provide forums for discussions on trade policy issues amongst trade experts, **trapca** organises two annual events namely, the Annual Conference and the Trade Research Forum.

2009 marks **trapca**'s fourth year of operation according to the Project Document (ProDoc) dated 15th June 2006. This report highlights to our partners and stakeholders the progress made towards achieving our set objectives and targets.

During the period under review, **trapca** successfully delivered 17 courses to 365 participants across the three main training programmes. Four foundation courses, two advanced courses, three sessions for the master's programme and one tailor-made CITD course specifically designed for Francophone African countries. In addition to this, **trapca** co-hosted a course with the World Bank Institute (WBI) on Preferential Trade Agreements and Development.



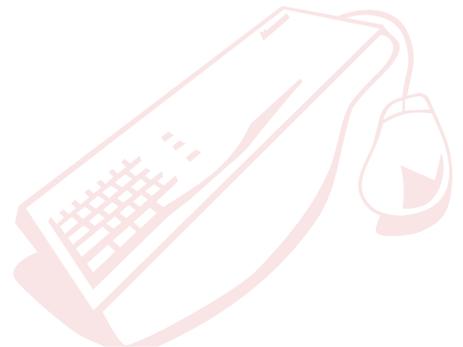
On course performance, a high number of participants who attended the short courses attained certificates of competence. **trapca** has put in place an effective supervision system to ensure that students adhere to required standards. The participant's performances indicate normal distribution and are comparable to the performance of students at Lund University. Majority of the students who responded to evaluation questionnaires indicated that the modules offered in 2009 sufficiently met their expectations and were very relevant to their current careers and future career aspirations. Students commented that **trapca** has very competent faculty members with relevant background and experience.

During the period under review, **trapca** held its first graduation ceremony for the award of Master and Diploma qualifications. The ceremony was held on 28th November 2009, where 23 participants were awarded postgraduate diplomas. Other 15 students met all the requirements for the award of an MSc in International Trade Policy and Trade Law.

A total of 80 participants attended the second Annual Trade Research Forum which was held on 30th and 31st July 2009. This event attracted trade experts from different sectors and countries. **trapca**

also held its fourth annual conference, bringing together 140 participants from different countries. The theme was "*looking ahead: implications of the global economic crisis on the trade activity path for developing countries*".

The period ended 2009 was as busy as it was successful with a few challenges. For instance, the introduction of fees as a measure to ensure sustainability in the running of the organisation and its programmes, had a down side on the number of students applying for training programmes. Most of the challenges highlighted in the report are under work in progress. The activities and training programmes have been well received by the students and stakeholders and it is hoped that the centre will continue to positively impact trade policy issues in LDCs and low income sub-Saharan African countries.

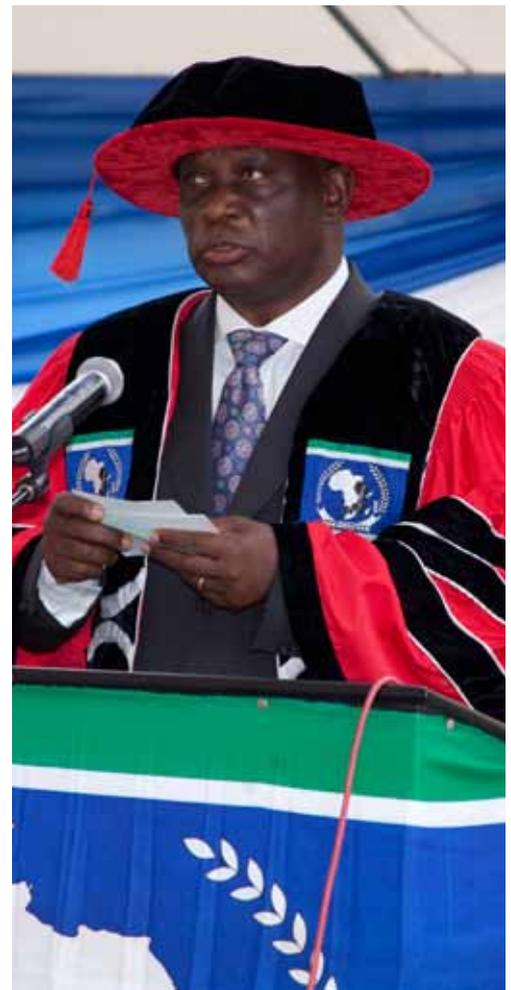


The recent financial crisis has demonstrated how **trapca's** immediate objective of *“increased knowledge/skills in trade policy among LDCs and sub-Saharan stakeholders through the establishment of a trade policy training centre”* remains critical to ensuring poverty reduction in Africa. The global financial crisis mutated into an economic crisis that has adversely impacted weak economies in Africa. **trapca's** operating environment was characterised by a sharp drop in GDP growth and the consequent reduced national incomes. Our core constituency, the LDCs and low income sub-Saharan African countries, was negatively impacted by the global economic aftershocks.

2009 marks **trapca's** fourth year of operation and this annual report is structured according to our main outputs

as elaborated in the Project Document (ProDoc) logframe dated 15th June 2006. The report outlines to our partners factual information on progress towards achieving our immediate objective by highlighting our target activities and achievements between January and December 2009.

During the period under review, **trapca** has operated in partnership with the Swedish International Development Cooperation Agency (Sida), Lund University and Eastern and Southern Management Institute (ESAMI). The centre organised and delivered 17 training courses to a total of 365 trade experts from 24 different LDCs and low income sub-Saharan African countries. The centre remains committed to promoting dialogue and collaboration on trade policy issues through the Annual Conference and the Trade Policy Research forum.



1.1 Achievements

Comparative Table of Planned Activities and Activities Implemented in 2007-2009

Programme Actual	2007 Actual	2008 Actual	2009 Planned	2009 Actual
Foundation Course TRP 100 CITD	10	4	4	4
Specialised Short Courses	10	10	6	7
Tailor-made Course	1	2	1	2
Advanced Short Course	0	0	2	2
MSc Intake 1	1	3 sessions	Graduation 20 students	Graduated 15 students
MSc Intake 2	0	enrolled	25students registered 3sessions	23 students enrolled 3sessions
Trade Policy Forum	0	1	1	1
Global Faculty Meeting	0	1	0	0
Annual Conference	1	1	1	1
Academic Advisory Council Meeting	1	2	1	1
Board Meeting	2	2	2	2
Graduation	-	-	30 Diploma (intermediate) Diploma (advanced) MSc 20	23 Diploma (intermediate) 7 Diploma (advanced) 15 MSc

- 1) In partnership with the Swedish International Development Cooperation Agency (Sida), Lund University, Eastern and Southern Management Institute (ESAMI), **trapca** delivered 17 courses between January and December 2009 as shown below:
 - Four foundation courses: Certificate in International Trade and Development (CITD).
 - Two tailor-made courses: One for Francophone African countries and one joint course with the World Bank Institute.
 - Three onsite sessions for the MSc. programme
 - Two advanced courses
 - Seven specialised courses
- 2) **trapca** held its first graduation ceremony on 28th November 2009, and 23 participants were awarded a postgraduate diploma (intermediate), and 7 students were awarded a postgraduate diploma (advanced) while 15 other students received the award of MSc in International Trade Policy and Trade Law.
- 3) 140 participants from different sectors and countries attended **trapca**'s fourth annual conference which was held on 26th and 27th November 2009. The theme was "Looking Ahead: Implications of the Global Economic Crisis on the Trade Activity Path for Developing Countries". The keynote speech was delivered by Professor Benno Ndulu, the governor of Central Bank of Tanzania.
- 4) 80 participants attended the second Annual Trade Research Forum which was held on 30th and 31st of July 2009. Of special mention is a paper presented by a **trapca** Msc. Student Abdule Nesredin from Ethiopia. The debates covered current issues of concern by both trade theorists and practitioners.



2.0 OPERATIONAL CONTEXT

LDC and low income sub-Saharan African countries will continue to be the target countries for **trapca** programme activities. These countries make up 11 per cent of the world's population, but account for only 0.6 per cent of world trade. There are a number of reasons for this marginalisation in the world trade. One significant factor is linked to their insufficient capacity in trade policy issues which has contributed to these countries' low ability in identifying and asserting their interests in international trade negotiations.

POVERTY REDUCTION THROUGH IMPROVED INTEGRATION IN THE WORLD ECONOMY BY LDCs AND LOW INCOME SUB-SAHARAN AFRICAN COUNTRIES

The centre's programme and operations are currently guided by the strategic plan for the period 2008 to 2011. This document illustrates **trapca**'s strategic position in addressing trade policy capacity needs within a changing international trade environment. The strategic plan forms the foundation for the centre's agenda in engaging with the stakeholders. It also defines the necessary measures that will be undertaken to ensure the attainment of objectives and sustainability of the centre beyond the current funding period as elaborated in the Project Document (ProDoc).

2.1 Mid Term Review

In order to realise our vision as a centre of excellence, **trapca** has continued to put more emphasis on the quality of activities and sustainability of the Centre, it is on this note that a Mid Term Review (MTR) of **trapca** was performed by NIRAS, AB, Sweden. The key question of this review was:

*Are changes in design and management necessary for the remaining programme period and is support from Sida needed for an extended period to establish **trapca** as an autonomous centre?*

The MTR report carried out during the period under review made recommendations on several significant features of **trapca** as highlighted below:

Project Design

- The planning of the programme reflects a careful and participatory approach, the selection of location, regional partner, and the Swedish academic partner were all based on an open, transparent and objective criteria.
- **trapca** is a unique programme in that, through a demand-driven and flexible approach, the centre caters for the general vocational training and academic education needs within the areas of trade policy, law and economics of LDCs located in an LDC context.

Training

- **trapca**'s philosophy and pedagogic principles provide the permanent and adjunct faculty with an easy inlet into the programme.
- The faculty is of satisfactory academic standing and reflects more and more an African and LDC relevant background.
- The basic design criteria and progressing formula for training were found to be of an international standing, coherent and the credit based system clearly indicates flexibility.
- The selection criteria were found to meet the international best practices. A result of this process is a mass of students that is qualified and eager to complete what they set out to do.
- Output in terms of the number of students passing the different courses is satisfactory.
- Actual results achieved in terms of the number of qualified students applying for courses exceed the planned targets identified in the LFM's Objectively Verifiable Indicators (OVIs).
- The student has at hand a very useful handbook that explains all aspects of the student life from application to graduation, the easy-to-use website further adds to accessibility

- The 50/50 mix target on gender is yet to be achieved but progress in the right direction is visible.
- The short period, less than two years, used to establish the MSc programme including accreditation, is a remarkable achievement, not only in academic terms but also as an important element in branding **trapca**.

Management

- The management structure is favourable towards institution building and managerial sustainability. In particular, the daily management was found to be competent, diligent and visionary.
- The budgetary procedures are well described.





2.2 Collaboration with Other Partners

In order to establish an internationally anchored centre with both African and internationally reputable trade institutional linkages, **trapca** initiated collaborations with a number of institutions. These include:

- A Memorandum of Understanding (MoU) was signed between **trapca** and the World Trade Institute (WTI) to enter into formal collaboration.
- Formal collaborations have also been concluded with the World Bank Institute (WBI). As part of this partnership, **trapca** and the WBI co-hosted a course in December 2009 – Preferential Trade Agreements and Development.
- The Commonwealth Secretariat, United Nations Institute for Training and Research (UNITAR) and the International Institute for Sustainable Development (IISD) also expressed interest in collaborating with **trapca** during this period.

- South-North Network is a network of 13 universities and research centres. **trapca** has continued to be active in the network activities. The trade policy expert attended a research planning meeting during the year under review and more activities for the future were agreed upon.

2.3 Academic Advisory Council (AAC)

The AAC met in Geneva during the second quarter and recommendations were made on improvements to the forum and conference in terms of content and targeted participants.

The AAC commented positively on the Trade Policy Review draft document. They however felt that this should not be strictly an academic journal; articles should be chosen on the basis of topicality.

ACADEMIC ACTIVITIES (INCREASING THE KNOWLEDGE AND SKILLS OF ALL THOSE INVOLVED IN INTERNATIONAL TRADE WITHIN LDC AND LOW INCOME SUB-SAHARAN AFRICAN COUNTRIES)

3.0 TRAINING

In its fourth year of operation, **trapca** continues to attract high quality applicants from several LDC and low income sub-Saharan African countries. During the period under review 17 courses were conducted: four foundation courses – Certificate in International Trade and Development, 2 advanced courses, 7 specialised courses, 3 onsite sessions for the MSc programme and 1 tailor-made course. **trapca** also collaborated with the World Bank Institute (WBI) to offer a course on Preferential Trade Agreements and Development.

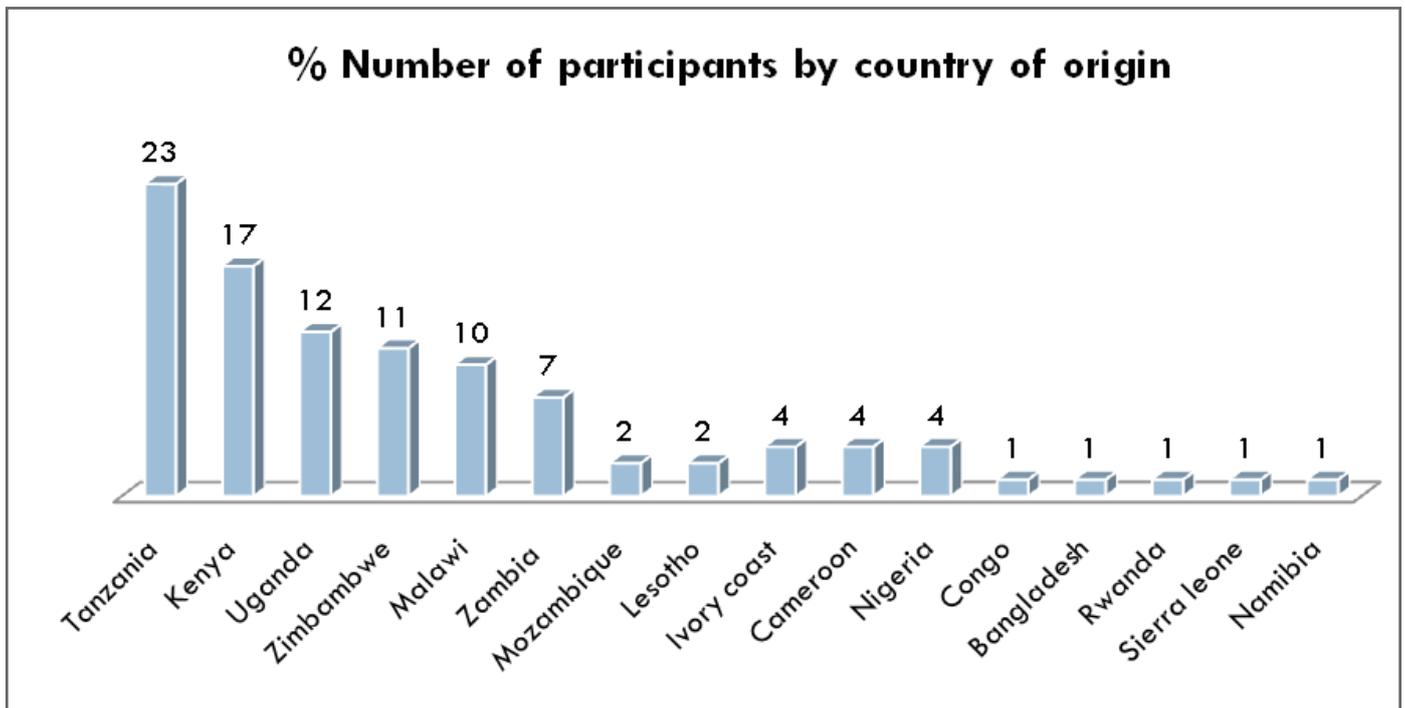
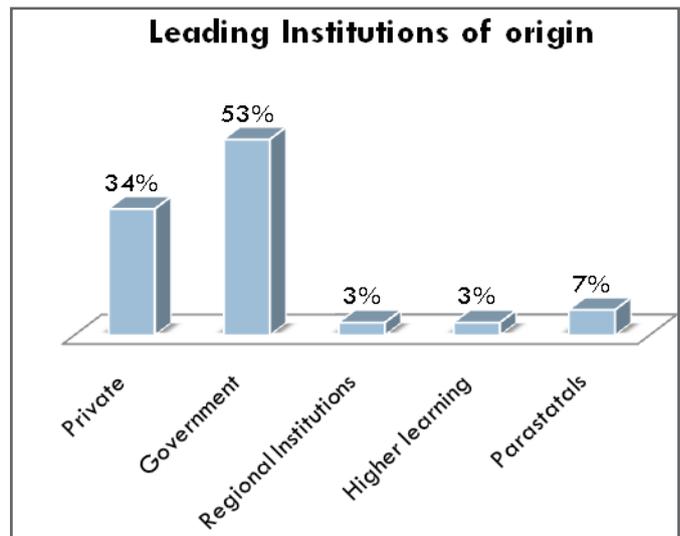
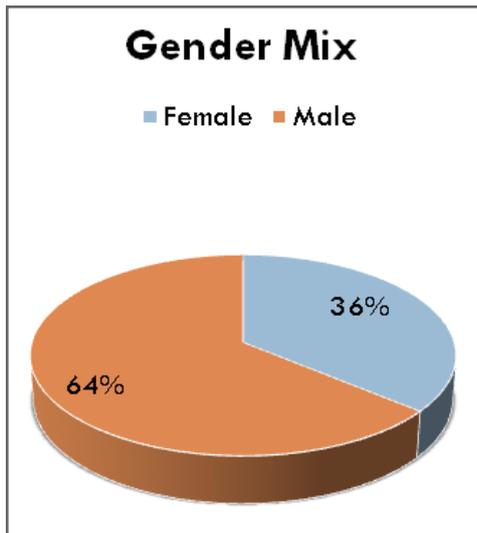
3.1 Certificate in International Trade and Development

Four mainstream foundation courses were delivered during this period under review. A total of 107 participants attended these courses. In addition to this, **trapca** offered a special course designed and delivered in French for the African Francophone countries. 24 participants attended this course which was held in Doula, Cameroon.

Courses	Dates	No. of Participants
TRP 100: Certificate in International Trade and Development	02-27 Feb	15
TRP 100: Certificate in International Trade and Development	04-29 May	24
TRP 100: Certificate in International Trade and Development	06-31 July	23
TRP 100: Certificate in International Trade and Development	09 Nov to 04 Dec	21
CITD-Francophone	07 to 18 Sept	24

Table 1: List of courses and number of participants January-December 2009

Below are illustrations of participants gender mix, number of participants from different low-income sub-Saharan African countries and participants performance.

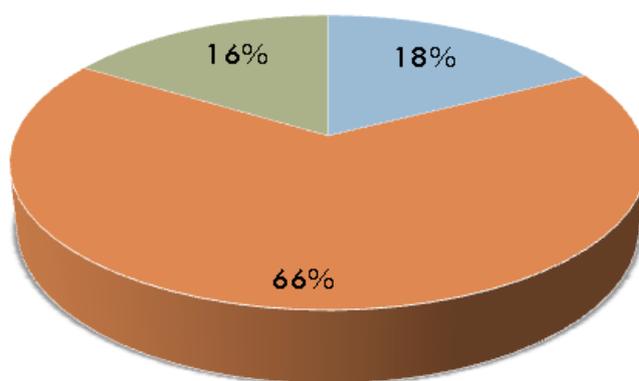


As indicated on the graph below, a relatively high number of participants attained certificates of competence. In the May intake, 7 participants attained certificates of attendance.

This outturn can be attributed to examination failure and plagiarism. **trapca** has put in place an effective supervision system to ensure that students adhere to required standards.

Performance

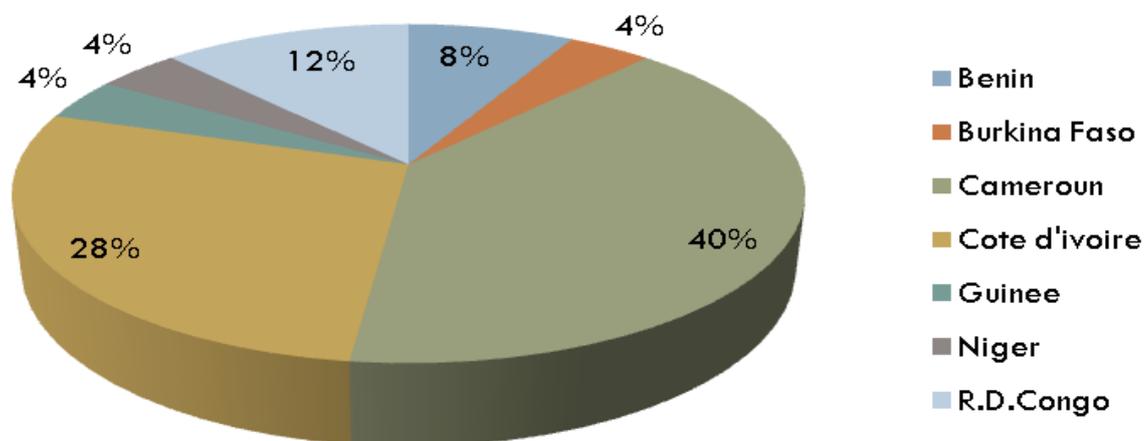
■ Competence + Distinction ■ Competence ■ Certificate of Attendance



3.2 Certificate in International Trade and Development (CITD-Francophone)

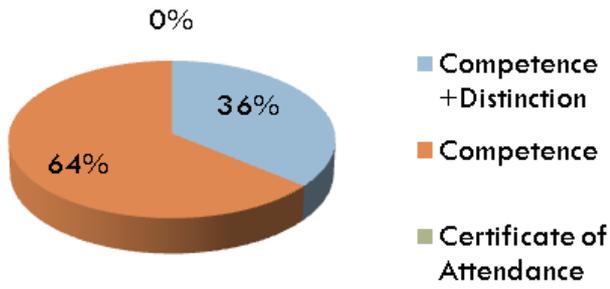
Below are illustrations of percentage number of participants from different African Francophone countries.

%Number of participants by country of origin

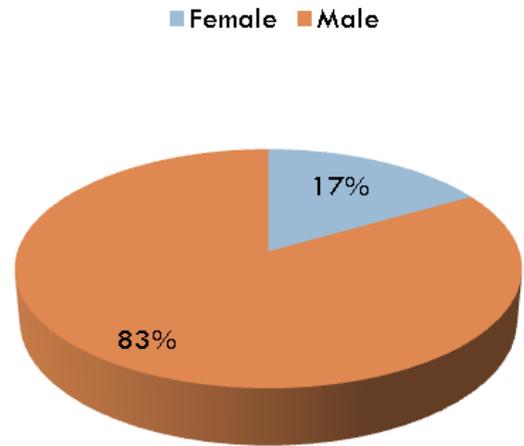


Below are illustrations of Gender mix and a pie chart depicting participant's performance on CITD Francophone course.

Performance chart



Gender Mix



3.3 Specialised Short Courses

The specialised short courses on offer are designed with the intention of creating very precise competencies. The delivery is mainly through an intensive two weeks on-site session which is preceded by preparatory readings and

a pre-session assignment. During the period under review, the following on-site sessions were offered. 168 students registered for the courses as illustrated by the table below.

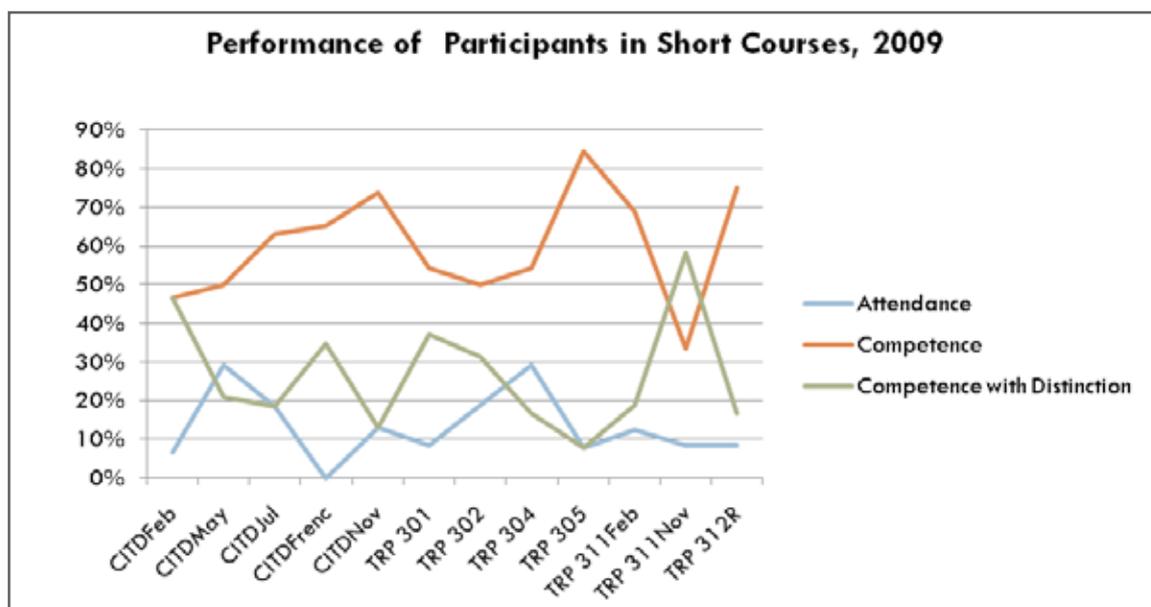
Courses	Dates	No. of Participants
TRP 305: Trade Remedies and Dispute Settlement	2-13 Feb	14
TRP 311: Trade Policy, Gender and Poverty Alleviation	16-27 Feb	17
TRP 302: International Trade Law and Development	5-16 Oct	16
TRP 312: South-South Regional Integration	19-30 Oct	24
TRP 311: Trade Policy, Gender and Poverty Alleviation	16-27 Oct	12
TRP 304: Quantitative Trade Policy Analysis	2-13 Nov	24
TRP 301: International Trade Policy and Development	16-27 Nov	35
Total Number of Participants		168





3.3.1 Performance of Participants in the Specialised Short Courses

On average, 91 per cent of the participants were awarded certificates of competence. A limited number got certificates of attendance as illustrated by the graph below, this outcome was attributed to plagiarism.

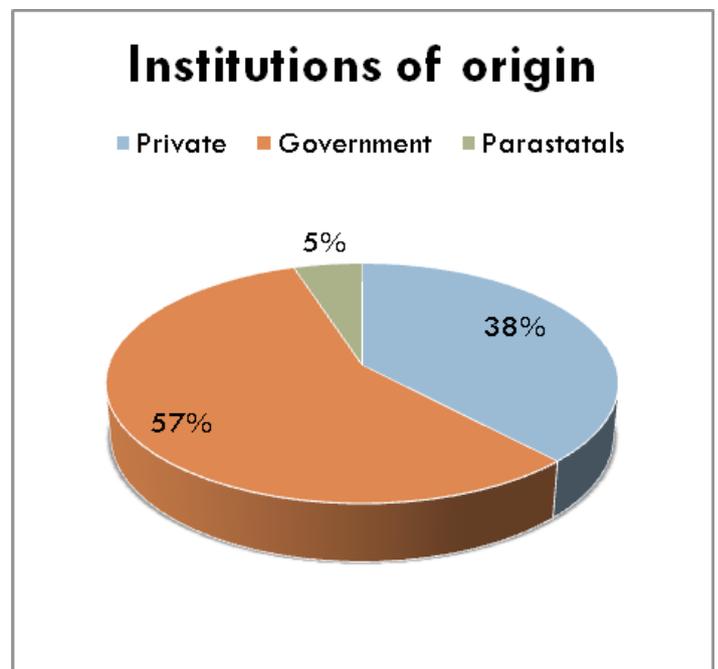
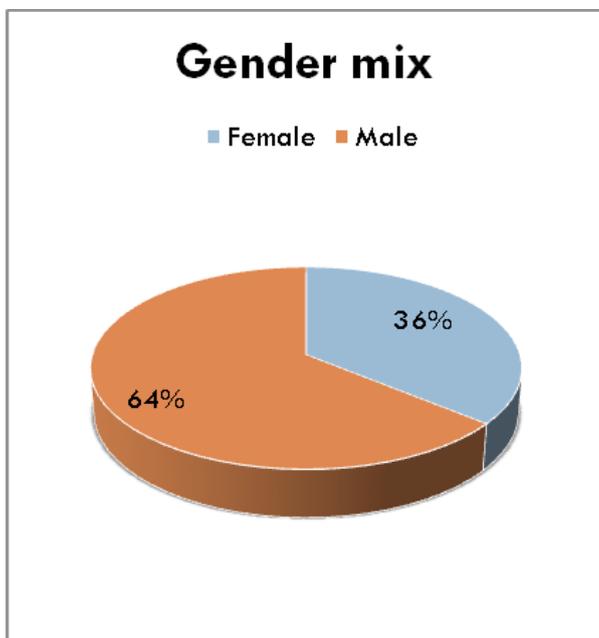


Courses	Dates	No. of Participants
TRP 501-Economic Foundation of Trade and Trade Policy.	28 Sep – 09 Oct	22
TRP 502-Legal Foundations of Trade and Trade Policy	13-23 Oct	22

3.4 Advanced Short Courses

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

N/B Two additional MSc. participants who had not attended the two modules also joined this group.



3.4.1 Performance of Participants in the Advanced Short Courses

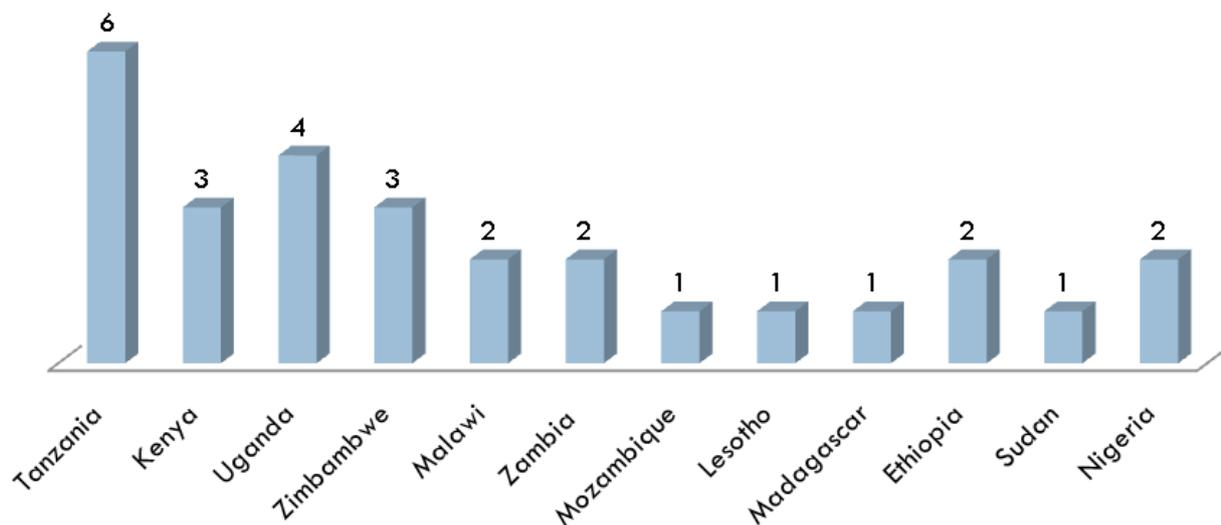
The performance in TRP 501 was similar to previous performances in this module. Out of the 21 participants registered for TRP 501, four failed the final examination. In TRP 502, out of 22 students, five failed the final exam in this module. Given that the same lecturers taught and examined the courses as before, the failure could be attributed to limited proficiency in English since four out of the five who failed come from Francophone countries. trapca has since introduced special tutorials for the Francophone students.



3.5 WBI/trapca Courses

From the **collaborative** perspective, **trapca** offered a successful joint course in collaboration with the World Bank Institute (WBI) on Preferential Trade Agreements and Development. Twenty eight participants selected from 350 applicants attended this course. The course was advertised in both **trapca** and WBI websites. This gave **trapca** a wide outreach and increased visibility.

Number of participants by country of origin



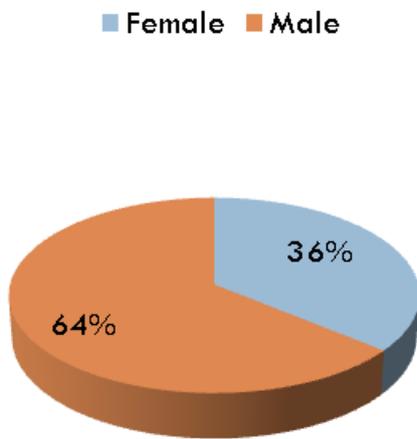
3.6 The MSc in International Trade Policy and Trade Law

The two year Masters programme on International Trade Law and Policy continued to attract a large number of participants. A total of 1400 applicants applied for the 2nd intake beginning October 2008 to March 2009. This is a significant increase compared to the 350 applicants in the first intake in 2007. Nevertheless, **trapca** could only register a limited number of 25 highly qualified

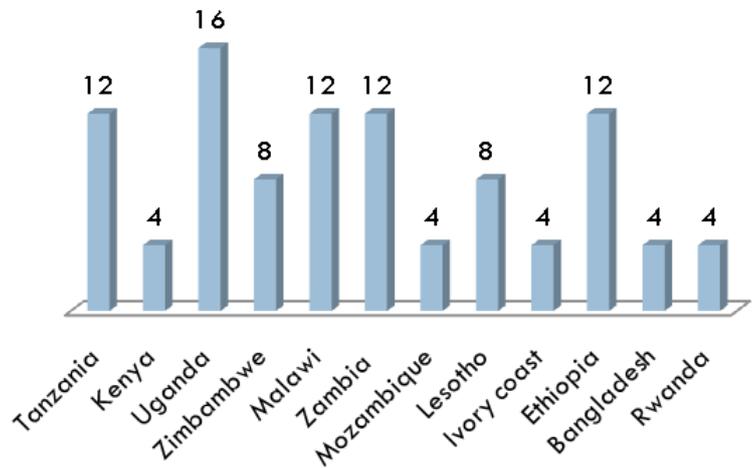
participants for this programme per intake.

To qualify for the award of the Masters degree in International Trade Policy and Trade Law; students must pass all the advanced level modules including the Masters thesis which is equivalent to two modules. This makes a total of 12 modules in all.

1st Intake Gender mix

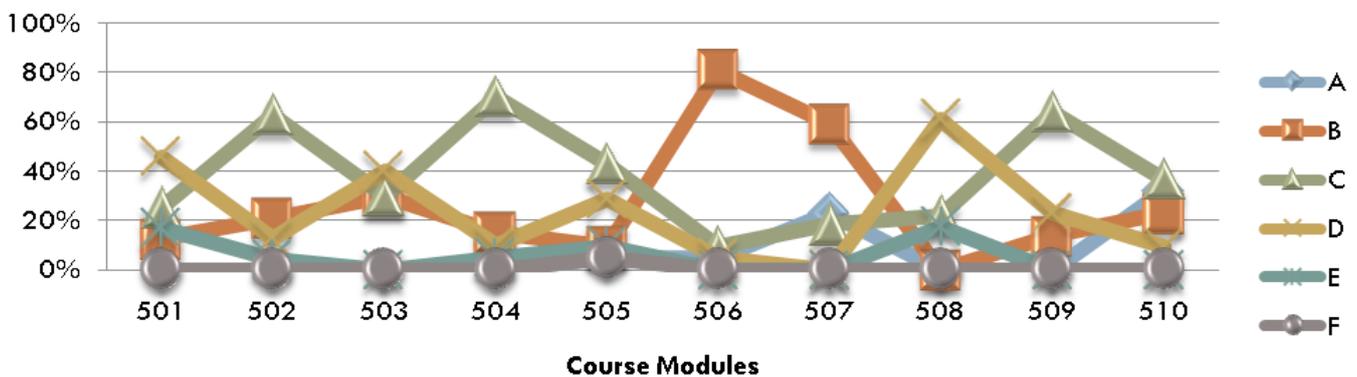


% number of participants by country of origin



The MSc I students completed their coursework modules during the period under review. The grades shown on the graph above reflect normal distribution and is comparable to performance by students partaking similar modules at Lund University.

Performance of MSc I Students





3.6.1 Performance of M.Sc 2 Second

Intake

The second intake of the Masters class took the following onsite modules during the period under review:

- TRP 503: Tools of Trade Policy Analysis
- TRP 504: Sectoral Trade Policies and Development and
- TRP 505: Commercial Policies and Development in the second quarter.
- TRP 506: Topics In Trade Policy 1
- TRP 507: Regional, Bilateral and Multilateral Trade policies

The courses for the first two modules TRP 501 and TRP 502 were offered to the M.Sc 2 in 2008. However, the final examinations for these two modules were done in February 2009. The results indicate a normal distribution. Out of 19 students who sat for the TRP 501 examination, 3 students failed. This is an improvement with a 50 per cent reduction compared to the performance of the first intake in the same course which had six students who failed.

An interesting phenomenon occurred with TRP 502. Seven students failed compared to none for the same course in the first intake. This could be attributed to the academic backgrounds of these students having none or limited prior legal knowledge. It should be noted that majority of these students rated the lecturers as excellent regarding their delivery of the course.



3.6 Graduation

Master of Science: **trapca** presented 15 of the first intake of the Masters students for the award of a Master of Science in International Trade Policy and Trade Law and Executive Masters in International Trade Policy and Trade Law during the graduation ceremony on Saturday, 28th November 2009.

Post-Graduate Diploma (Intermediate Level):

trapca's diploma course in International Trade Policy and Trade Law consists of a specified number of specialised short courses together with a research paper which is equivalent to one module. There were 23 diploma graduands who met all the requirements for the award of a post-graduate diploma (intermediate). Twenty six per cent of these were female students while 74 per cent were male.

Post-Graduate Diploma (Advanced Level):

This award was given to seven of the MSc1 students who were yet to finalise their thesis course module.

3.7 Challenges

Below are some of the challenges encountered during the period under review:

1) Student commitment: Some students failed to comply with course requirements and standards. For example, amongst the 19 students who successfully completed all course work in the M.Sc programme in 2009, four did not finalise their theses on time. Of these, one student submitted a thesis but was not eligible for graduation since the student had not completed the mandatory course work.

2) Employer commitment: A number of students once selected are unable to attend the courses of their choice because employers are not willing to avail time off work as and when they are needed for onsite sessions.

3) Introduction of fees: During the period under review, **trapca** introduced fees as a measure towards the sustainability of the Centre. A number of students are now required to fund-raise for their courses of choice. This has however affected the number of applicants which significantly dropped since this was introduced.

4) Exam scheduling: Students expressed concern on the exam schedules, previously once the students attended onsite sessions, they were required to sit for the exams during the next semester. However some students were concerned about the lengthy durations between onsite sessions and exams. During this academic year, adjustments were made and students currently sit for their exams within the semester. Students' reactions and feedback to this new adjustment will be noted during the evaluations in 2010.



3.8 MONITORING AND EVALUATION

3.8.1 Expectations vs Time Allocation for Short Courses

Foundation Course: The foundation course was rated very good and excellent by 100 per cent of the participants. All participants responded that they consider the modules to be valuable to other members of their organisation. Participants commented that the course is an eye opener, well structured and thanked **trapca** for such well prepared programmes. All participants indicated that their expectations had been met significantly.

The participants however indicated that time was insufficient in three of the modules; particularly Data Retrieval, Negotiations and Trade and Development. They indicated that the modules are extensive and the time is not sufficient to internalise the contents. This is a valid comment, as the course is designed with introductory modules, there is room for a full course in Trade Data Analysis as TRP 300.

Specialised Short Courses: The students who attended the specialised short courses indicated that the time allocated was adequate. All the participants who responded to the

evaluation questionnaires stated that their expectations had been sufficiently met. They also indicated that the courses were very relevant to their current work situation and for their future career aspirations.

MSc in International Trade Policy and Trade Law: Among the modules for the M.Sc students offered during the period under review, a positive correlation can be observed between what the participants were expecting to learn from both the course and the perceived time allocated. This is clear in modules TRP 504 and TRP 509 in which over 80 per cent of the participants indicated that their expectations were met and the time allocated was adequate. The relatively smaller proportion who indicated that the time was inadequate cited the broad content and the participants indicated that more time should be allocated to cover those aspects sufficiently. This is more pronounced for TRP 503: Tools for Trade Policy Analysis in which participants suggested that more time is needed to incorporate different tools and a deeper understanding of the theoretical parts. This outcome can be attributed to the participants mix where majority have low quantitative skills whereas this is a key ingredient in trade policy formulation.

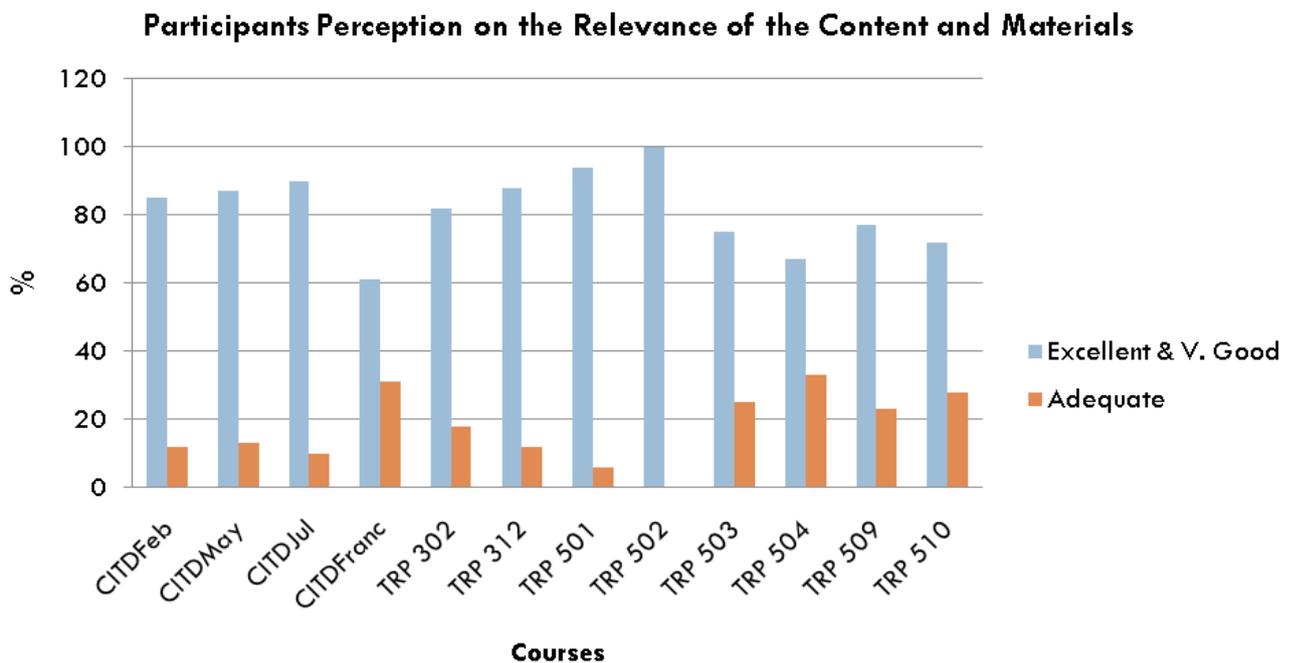


3.8.2 Relevance of Literature and Course Content

The participants in the CITD indicated that the reading materials were relevant to their content with at least 83 per cent rating the reading materials used in the programme in terms of content as very good and excellent as illustrated in figure 3. All the participants indicated that the topics covered were all relevant. They suggested inclusion of other topics such as seed breeding and patenting in agriculture. Similarly, participants in the specialised short courses rated the literature used in the programme in terms of content as very good and excellent.

Overall, the students rated the quality of reference materials and the content of the lectures relevant. Over 80 per cent indicated that the content and reading materials were very good across the courses offered during the period under review. All the students indicated that the topics covered were all relevant. For modules that are data intensive such as TRP 503 and on general equilibrium analysis, students suggested that they could have done better with an additional one week.

Figure3



3.8.3 Evaluation of Lecturers

trapca currently has a pool of 44 professional adjunct faculty members. All the lecturers were given positive responses on overall performance. Participants commented that the lecturers were knowledgeable, well organised and that **trapca** has done well in keeping a portfolio of very competent resource persons.

Some comments from the participants;

- TRP 311: *“The course was very applicable to my job, the delivery was just excellent.”*
- TRP 506: *“The lecturer was pretty good in terms of clarity of the content presented.”*
- TRP 100: *“I’m privileged to have attended this module. It is very useful in my day to day activities”.*
- TRP 505: *“This was an exciting and an excellent week. The lecturer was very organised”.*
- TRP 301: *“Dr Agu is one of the best lecturers I have ever heard teaching. He made life very easy, he tried to ensure that everyone even those who have no prior economic background understood.”*

3.9 Reference Materials

To cater for the specialised short courses offered during the quarter, main reference texts were purchased covering trade remedies, dispute settlement, impact of global warming, trade and gender issues, trade and climate change, and trade facilitation. These books are housed at the main library at ESAMI.

For the modules of the Masters programme, **trapca** procured adequate copies of key reference texts for the generic modules during the period under review. In addition, the books provide key references on trade agreements, treaty interpretation and competition. All the library books are kept in the main library at ESAMI. This provides easy access to the students who reside at the ESAMI towers. It also ensures secure administration of the ESAMI library system in regard to book borrowing. These were utilised by both the faculty and students during the M.Sc sessions in March.

Regarding the databases, **trapca** participants were able to access trade data through WITS through self-registration with guidance. Self- registration ensures that the participant maintains access to the database even during the off-site sessions. In addition, **trapca** acquired the World Development Indicators CD ROM and subscribed to the online version of the COMTRADE database.



4.0 TRADE POLICY DIALOGUE EVENTS

4.1 Fourth Annual Conference

The global economic meltdown has posed significant threats to least developed countries, majority of which are in Africa, impacting particularly on export volumes, manufacturing sector performance, remittances, foreign direct investments and foreign development assistance.

It is in this context that the fourth Annual Conference was held on 26th and 27th of November 2009 in Arusha, Tanzania under the theme “*Looking Ahead: Implications of the Global Financial/Economic Crisis on the Trade Activity Path for Developing Countries*”.

The conference had three main objectives which were sufficiently achieved given the papers presented and the topics of discussions by panelists:

- (i) *Enhance the understanding among trade practitioners and policy makers of the nature and extent of the global financial/economic crisis and its implications to developing countries, particularly those in sub-Saharan Africa (SSA);*
- (ii) *Examine the models and options for mitigating the adverse effects of the global financial/economic crisis on trade and development performance of developing countries, especially those in SSA;*

- (iii) *Generate suggestions on trade activity pathways available to developing countries, particularly in SSA, in light of the global financial/economic crisis.*

A total of 140 participants attended the conference including a mix of high-level government and inter-governmental policy makers; experts, academics and researchers in the areas of international economics, trade and finance and representatives of regional and international non-governmental organisations.

The discussions and dialogue generated a number of policy implications relevant to LDCs and low income sub-Saharan African countries including:

- Low income sub-Saharan African countries should commit to increased investment particularly in value addition of African primary products; and modifying rules of origin provisions.
- African countries should understand what they are signing and push for replacing old generation BIT with new generation of BIT that are fair and beneficial to both parties.



4.2 Trade Policy Research Forum

The non-thematic format of the trade policy research forum provides the flexibility of incorporating a wide range of topical issues in trade. The second trade policy research forum was held in the second quarter (30th to 31st July) of the period under review. The debates covered current issues of concern by both trade theorists and practitioners: the dilemma arising from the stalled Doha negotiations, climate change implications on LDCs' agricultural exports to aspects of services rules of origin.

The second research forum was well attended and attracted 80 significant trade policy experts. Sixteen papers on the trade issues cited below were presented and discussed at the forum:

1. Climate change and LDCs' agricultural exports
2. Tariff escalation and preference erosion: the dilemma of value addition.
3. Stalemate in the Doha negotiations: Implications for developing countries
4. Commodity booms and busts
5. Service rules of origin and the benefits of regional trade

6. Trade remedies: Implementation, effectiveness and implementation challenges in LDCs and low income countries

Of special mention is the paper by **trapca's** very own M.Sc student Abdule Nesredin from Ethiopia.



Abdule Nesredin

The papers below were also discussed;

- Trade and aid in Africa’s growth performance: an analytical investigation by Dr. Dipo Busari, United Nations African Institute for Economic Development and Planning, Dakar, Senegal.
- African agricultural trade relations with the rest of the world: are we moving towards achieving the UN MDGs? By Dr. Gbadebo Olusegun ODULARU, Forum for Agricultural Research in Africa (FARA), Ghana.
- Measuring the opportunity costs of trade-related capacity development in sub-Saharan Africa by Tendeukayi Mugadza, University of Capetown.
- Implications of plant breeders’ rights on food security of developing countries: The case of Ethiopia by Abdule Nesredin, **trapca** MSc student, Addis Ababa, Ethiopia.



ESTABLISHING BRAND PROFILE, RECOGNITION AND REPUTATION AS A CENTRE OF EXCELLENCE

5.0 MARKETING ACTIVITIES

5.1 Target Group

The marketing activities are aimed at increasing visibility and understanding by all stakeholders of our vision and mission. The main target groups of **trapca** programmes are mainly involved in international trade within LDC and low income sub-Saharan African countries; these include officials in public sector, graduate students, representatives of international and non-governmental organisations and the private sector.

5.2 Corporate Marketing

Currently **trapca** has mainly utilised the already existing ESAMI marketing activities. According to the course/ programme evaluations, participants attested to getting information about the training programmes from the **trapca** website and from colleagues who had previously attended other training programmes offered either by **trapca** or ESAMI.

The Annual Conference and Trade Policy Research Forums are additional marketing avenues that present our target populace with opportunities of networking and popularising **trapca** courses and activities to the outside world.



5.3 Country Distribution

As a result of the above marketing interventions, **trapca** courses attracted participants from 24 countries, as shown in the table below.

Benin	0.5%	Nigeria	2.2%
Swaziland	0.2%	Mozambique	2.5%
Mauritius	0.2%	Rwanda	3.4%
Sierra Leone	0.2%	Cameroon	5.2%
Burkina Faso	0.2%	Lesotho	5.2%
Togo	0.2%	Ivory Coast	5.2%
Guinea	0.2%	Zimbabwe	7.2%
Bangladesh	0.9	Malawi	9.2%
D.R Congo	1%	Uganda,	11.1%
Ethiopia	1.4%	Zambia	12.6%

Efforts will be made to consolidate **trapca's presence within these markets before the envisaged gradual expansion.**

5.4 Sector Spread

Participants were drawn from various sectors. Out of the 362 participants who attended courses during the period under review, 245 were from the public sector, 80 participants were from the private sector while 37 participants were from governmental organisations.

5.5 Gender Spread

TRP 501 and 502 are of special mention. In terms of gender distribution, 60 per cent of the participants were female while 40 per cent were male. The TRP 311 course on Trade Policy, Gender and Poverty Alleviation attracted more male students than female; this is a positive outcome since gender issues are traditionally assumed to be women issues. **trapca** aims at building on this momentum to achieve a 50:50 gender parity.

Challenges

Access to online information by students and other stakeholders is crucial to establishing **trapca**'s brand profile. During the period under review, **trapca**'s course participants encountered some difficulties accessing online information as a result of slow internet connectivity. The band-width has since been doubled and connectivity and speed are expected to significantly improve in 2010.

In addition to this, **trapca**'s plans for 2010 are to develop and complete a document that will highlight **trapca**'s marketing objectives, strategies and implementation plans. This document will enable us accomplish the following:

- Amplify and create awareness of our mission and programme activities to our target population.
- Increase enrolment and participation on our training course and forums.
- Identify resource partners to promote and support the centre
- Establish a culture at the centre that creates synergy in all marketing factors and efforts.



6.0 FINANCE AND ADMINISTRATION

6.1 Human Resources

trapca maintained staffing at the same levels as that of the year 2008. This included:

Arusha Office

Mr. Peter Kiuluku	Executive Director
Dr. Caiphias Chekwoti	Trade Policy Expert
Mr. David Kalaba	Principal Finance and Administration Officer
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
Ms. Pernilla Johansson	Programme Coordinator
Dr. Therese Nilsson	Programme Coordinator

The management is happy to report that, during the period under review the staff development programme was enhanced by supporting two staff members, i.e. Ms Pauline J Khamis was enrolled in a Diploma in Business and Administration and Mr. Emil Karume successfully completed the Pastel Accounting software package training and started a tailor-made course in bookkeeping. Ms. Khamis is now working in the library session and also data entry of academic evaluation data whereas Mr. Karume is doing the accounting clerical work and data entry.

However, challenges remain with the vacant Trade Law Expert and the Businesses Development and Marketing function that need permanent positions in **trapca**. Management plans to fill these positions in the next phase of **trapca**.

6.2 Financial Performance

This section highlights the financial performance for the period from January to December 2009. The audit was completed in March 2010 by Ernst and Young who ascertained that the financial statement presents a true and fair view of the state of affairs. The following pages highlight the financial performance and position of the centre as at 31 December 2010.

STATEMENT OF COMPREHESIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2009

	2009 USD	2008 USD
Revenue		
Sida contribution	2,401,940	3,083,116
Transfer from deferred income	18,063	24,884
Other Fee income	30,448	0
	2,450,450	3,108,000
Operating expenses		
Administration Expenses	(74,375)	(79,316)
Salaries, Wages and Benefits	(579,017)	(560,425)
Advertising and Centre Promotion	(95,475)	(73,544)
ESAMI/trapca Staff Seminar	0	(24,030)
Faculty Meeting	0	(83,930)
Motor Vehicle Operations	(8,179)	(10,570)
Curriculum Development	(11,524)	(21,000)
Library and Website Development	(16,297)	(52,039)
Short Courses	(863,308)	(1,295,211)
Master's Programme	(532,950)	(684,641)
International CPD Courses/Conferences	(10,971)	(588)
IT Support	(19,286)	(4,500)
Annual Conference	(54,802)	(98,297)
Trade Policy Research Forum	(69,103)	0
Academic Advisory Council	(37,052)	(32,294)
Board Meetings	(49,648)	(48,159)

Annual Review/Mid-Term Review Meetings	(102)	(900)
Audit Expenses	(7,080)	(7,080)
Exchange Losses	0	(5,112)
Amortisation	(18,063)	(24,884)
	(2,447,231)	(3,106,521)
Operating Surplus	3,219	1,479
Finance Income	384,936	1,217
Operating Surplus Before Tax from Operations	388,156	2,696
Taxation	0	0
Net Surplus	388,156	2,696

STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2009

	2009	2008
	USD	USD
ASSETS		
Noncurrent Assets		
Plant Property & Equipment	57,296	67,809
Intangible Assets	872	3,005
	58,169	70,814
Current Assets		
Trade and Other Receivables	87,504	30,943
Due from Related Party	48,780	0
Cash and Cash Equivalents	792,003	305,196
	928,287	336,139
Total Assets	986,456	406,953
FUNDS AND LIABILITIES		
Funds		
ESAMI Contribution	345,846	176,933
Retained Surplus	390,853	2,696
	736,698	179,629
Noncurrent Liabilities		
Deferred Capital Grant	58,169	70,815
	58,169	70,815
Current Liabilities		
Trade Creditors	47,964	133,143
Due to Related Party	9,734	0
Payables and Accruals	133,890	23,366
Total Current Liabilities	191,589	156,509
Total Funds and Liabilities	986,456	406,953

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