



2013:24

Sida Decentralised Evaluation

Bernt Andersson
Talitha Bertelsmann-Scott
Adam Pain

Mid-Term Review of the Trade Policy Training Centre in Africa, trapca

Final Report

Mid-Term Review of the Trade Policy Training Centre in Africa, trapca

Final Report
August 2013

Bernt Andersson
Talitha Bertelsmann-Scott
Adam Pain

Authors: Bernt Andersson, Talitha Bertelsmann-Scott and Adam Pain

The views and interpretations expressed in this report are the authors' and do not necessarily reflect those of the Swedish International Development Cooperation Agency, Sida.

Sida Decentralised Evaluation 2013:24

Commissioned by the Embassy of Sweden in Kenya

Copyright: Sida and the authors

Date of final report: August 2013

Published by Citat 2013

Art. no. Sida61617en

urn:nbn:se:sida-61617en

This publication can be downloaded from: <http://www.sida.se/publications>

SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

Address: S-105 25 Stockholm, Sweden. Office: Valhallavägen 199, Stockholm

Telephone: +46 (0)8-698 50 00. Telefax: +46 (0)8-20 88 64

Postgiro: 1 56 34-9. VAT. No. SE 202100-478901

E-mail: info@sida.se. Homepage: <http://www.sida.se>

Table of Contents

Abbreviations and Acronyms	4
Preface.....	5
Executive Summary.....	6
1 Introduction.....	12
1.1 Background	12
1.2 The evaluation.....	13
1.3 The evaluated intervention	14
2 Findings and conclusions regarding achievements.....	17
2.1 Training programmes (output 1)	17
2.2 Research network developed (output 2).....	18
2.3 Policy dialogue (output 3)	19
3 Effectiveness.....	21
3.1 Effectiveness of activities	21
3.2 Organisational effectiveness of trapca.....	24
3.3 Institutional training capacity.....	27
3.4 Quality of training courses	28
3.5 Contributions by Lund University	29
3.6 ESAMI Contributions and ownership	31
3.7 Reaching the target group	32
4 Relevance.....	34
4.1 Relevance of mandate, the programme objectives and activities	34
4.2 Contribution by Lund University.....	35
4.3 Gender balance and mainstreaming.....	36
5 Impact.....	39
5.1 Measuring the impact of trapca	39
5.2 Assessment of outreach/marketing	40
6 Sustainability	42
6.1 Sustainability of outcomes for stakeholders.....	42
6.2 Sustainability of outcomes for students	43
6.3 Support from Lund University to accreditation and quality assurance	44

6.4 Factors contributing to sustainability.....	45
7 Cost-efficiency of training.....	46
8 Evaluative conclusions	47
9 Lessons learned	51
10 Recommendations.....	52
Annex 1 – Courses offered	53
Annex 2 – Achievements of training 2011 and 2012.....	54
Annex 3 – List of Participating LDCs	56
Annex 4 – Internal monitoring/evaluation system design	57
Annex 5 – Terms of Reference.....	58
Annex 6 – Inception Report	65
Annex 7 – List of interviews.....	95
Annex 8 – List of documents reviewed.....	98

List of tables:

Table 1: Achievements by Lund University
Table 2: Responsibilities and achievements by ESAMI
Table 3: Summary statistics for Specialised Courses 2011
Table 4: Costs for short courses, CITD, executive courses and specialised courses
Table 5: Costs for Advanced courses (Master of science)

Abbreviations and Acronyms

AAC	Academic Advisory Council
AU	African Union
CITD	Certificate in International Trade and Development
COMESA	Common Market for Eastern and Southern Africa
DFID	Department for International Development, UK
EAC	East African Community
ECOWAS	Economic Community of West African States
ECTS	European Credit Transfer System
ESAMI	The Eastern and Southern African Management Institute
FTA	Free Trade Area
GDP	Gross Domestic Product
IISD	International Institute for Sustainable Development
LDC	Least Developed Country
LIC	Low Income Country
LU	Lund University
MoU	Memorandum of Understanding
MSc	Master of Science
MTR	Mid-Term Review
NGO	Non Governmental Organisation
RAF	Result Assessment Framework
REC	Regional Economic Community
SADC	South African Development Community
SEATINI	The Southern and Eastern African Trade Information and Negotiations Institute
Sida	Swedish International Development Cooperation Agency
SEK	Swedish Krona
SSA	Sub-Saharan Africa
TAN	Trapca Alumni Network
ToR	Terms of Reference
TRALAC	Trade Law Centre for Southern Africa
trapca	Trade Policy Training Centre in Africa
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
WBI	World Bank Institute
WTI	World Trade Institute
WTO	World Trade Organization

Preface

This Mid-Term Review of the Trade Policy Training Centre in Africa (**trapca**) was commissioned by the Embassy of Sweden in Nairobi, Kenya, through Sida's framework agreement for reviews and evaluations.

Indevelop carried out the evaluation between May – July of 2013. Jessica Rothman was the Project Manager with overall responsibility for managing implementation and the process of the evaluation.

The independent evaluation team included the following key members:

- Bernt Andersson, Team Leader, from Indevelop
- Talitha Bertelsmann-Scott, Trade Policy Specialist, from Imani Development in South Africa (<http://www.imanidevelopment.com/>)
- Adam Pain, Evaluator and Quality Assurance, a member of Indevelop's Core Team of Professional Evaluators

This draft report has been circulated to all stakeholders for comments, which have been incorporated into the final report.

Executive Summary

This is a Mid-Term Review (MTR) of the Trade Policy Training Centre in Africa (**trapca**) programme 2011-2015. The Terms of Reference (ToR) state that, according to the agreement between the Eastern and Southern African Management Institute (ESAMI) and Sweden, a MTR shall be undertaken of the operations and future options for the **trapca** programme. The MTR shall summarise obtained and expected results in relation to the **trapca** objectives and the Result Assessment Framework (RAF), and analyse any discrepancies. The evaluation builds on information from documents (see Annex 8) and interviews (see Annex 7). Most of the relevant documents were received during the inception period and were analysed as part of the initial desk study. The evaluators undertook one field trip to Arusha for fact-finding and interviews with key staff of ESAMI and **trapca**, as well as with students and faculty members. Telephone interviews were done with the Swedish International Development Cooperation Agency (Sida) and a number of key informants.

The current support to **trapca** started in April 2011 and continues to December 2015 through its owner and legal partner ESAMI. The Swedish contribution to the budget is SEK 92,986,097. The contribution from ESAMI and **trapca** is expected to be SEK 14,766,960, resulting in a total budget of SEK 120,190,000. The Sida contribution to Lund University (LU) to support **trapca** is an additional SEK 14,229,475. **trapca** was started in 2006 as a joint initiative between ESAMI, Lund University and Sida. The initiative was based on the great need among Least Developed Countries (LDCs) to train LDC staff in international trade policy and trade law. All training courses aimed for a gender balance, with special attention to women from LDCs.

As an institution, **trapca** has successfully developed its capacity to run high quality courses in trade policy. The structure of courses on different levels, the curriculum, the faculty, the training and the training facilities are excellent, while the living conditions for the students can be improved, although that needs to be balanced with the need to keep costs down. The courses have contributed to building the individual capacity, in trade policy, of more than 2,000 persons from least developed and low income countries in Africa.

As a project, **trapca** is highly relevant, effectively producing its expected outputs and is on track to achieve the programme objective, to contribute to individual capacity building. For the training (Output 1), combining the two years, targets have been achieved in spite of the difficulties during 2011, when students were asked for co-financing, and **trapca** seems to be on target to reach the programme output for training by 2015. The Executive Trade Policy Management diploma (Output 1.2) will not be implemented since the planned content can be found in other **trapca** courses. The research network (output 2) is being developed through the annual research forum

and the faculty, and collaboration is established with the University of Nairobi for PhD students.

The output for policy dialogue (Output 3) has been redefined to not have separate private sector forum since private sector participants are invited to the other events. Annual conferences, annual trade policy research forums and tripartite meetings have taken place in 2011 and 2012. The appreciation has been high, between 75% - 95%. The content and the relevance are deemed by the consultants to be excellent. This output has been achieved so far and is on track to be fully achieved by the end of the period. In summary, **trapca** has achieved the outputs for the two first years and is on track to reach the outputs for 2015; however, the Results Framework needs to be revised to reflect the agreed changes of outputs.

The achievement of the programme objective is primarily measured by the tracer study, which reports on three of the five indicators for the programme objective. For the two last indicators on the private and the NGO sector, these students are included in the tracer studies, but specific information for these groups cannot be obtained. None of the indicators have defined targets in number or percentage. The actual method of implementation of the tracer survey and the low response rate makes it difficult to draw any definite conclusions about the achievement of the programme objective.

The development objective of sustainable growth and poverty reduction as a result of this programme cannot be measured. Theoretically there is a link between enhanced trade and growth and poverty reduction, but there are many other factors that also influence growth and poverty reduction.

trapca has been assessed to be a lean and effective organisation with excellent planning and implementation capacity, as evidenced by the achievements of the outputs, the flexibility of adapting to changes and the comprehensive system of monitoring and reporting on outputs. The reporting about outputs in the Annual reports are satisfactory while the data collection and reporting on the programme objective indicators through the Tracer studies need to be improved and alternative options tried.

The institutional capacity to deliver on the training objective is high, with an impressive pool of faculty available to teach **trapca** courses. Faculty development is allowed for through yearly faculty meetings. The physical infrastructure for teaching is adequate and conducive to learning, however the accommodation available to students could be somewhat improved; though one has to balance this with the costs.

The quality of education offered by **trapca** seems to be of a high standard. Faculty are considered excellent and course content relevant and of a high quality. This is evidenced by the quality control exercised by Lund University and its accreditation of the MSc degree, the ability of graduated students to perform their work tasks better and with ease, as well as the consistent excellent scores awarded to faculty on their evaluation forms.

Lund University has effectively contributed to the achievements of **trapca** according to the tasks specified in the project document. The tasks for Lund University has evolved with time and needs to be updated to reflect increased emphasis on quality assurance, standards, accreditation procedures and updating curriculum.

ESAMI has contributed with what has been agreed upon and foreseen in the project document. The evaluators have concluded that it is a significant advantage for **trapca** to be part of an established organisation like ESAMI. The contributions from ESAMI are essential and very favourable for **trapca**'s functioning. ESAMI, as the owner of **trapca**, takes its responsibility for **trapca** seriously and contributes to the sustainability of **trapca**.

trapca has been highly successful in attracting students from LDCs in general and low income sub-Saharan African countries in particular. Low Income Country (LIC) participation has also grown. The spread across the target group shows a strong focus on public servants' participation, with good participation from the private sector. The gender spread is very good.

trapca's core activity is the training of LDC officials to participate effectively within international trade negotiations and trade policy development. The MTR concludes that this focus is highly relevant. The curriculum focus is also relevant as it correlates closely to current developments within international trade and **trapca**'s objectives.

The contributions by LU need to be partly revised to reflect the current situation where **trapca** and the programme are maturing. The tasks of quality control of courses and training as well as examination remain the most relevant responsibilities of LU. Lund University and ESAMI have a long term Memorandum of Understanding (MoU) to continue their engagement and partnership to support **trapca**. Lund University engagement is therefore not dependent on the support specifically from Sida. The LU academic support will be needed beyond 2015.

trapca is going a long way towards enabling and facilitating female participation within their student body by fully funding all female participants. By doing this they have almost achieved a 50% gender balance. In terms of curriculum development, very little has been done to mainstream gender and **trapca** management as well as the Academic Advisory Council (AAC) is encouraged to revisit how gender is approached within the curriculum. United Nations (UN), United Nations Development Programme (UNDP) and the United Nations Conference on Trade and Development (UNCTAD) guidelines on mainstreaming gender in trade should be consulted for guidance.

The impact is difficult to measure but the available evidence suggests that it is likely to be significant, especially at the individual level, which may have a trickle-down effect to the broader LDC and LIC community. Having a centre of excellence in Africa, staffed with predominantly African faculty, has an impact on LDC and LIC pride

and confidence. African academia is also impacted positively through the **trapca** network.

trapca's marketing strategy has been successful in that most of its courses are fully subscribed and in demand. Students have been recruited from most African LDC's and a large number of LIC's with reach beyond the continent. **trapca** could focus its marketing efforts on those LDC's that have not attended any courses as yet and those where only a few students have managed to attend. The strategy to use the **trapca** website is probably the most cost-efficient way to reach out and it should be kept updated with the latest material.

For sustainability, the tracer study shows positive results albeit within a relatively small number of respondents. Sustainability for students was measured on a number of levels, namely their ability to find employment after training and to advance within their careers. It was further measured within the training environment with advancement of students from the foundation phase through to the MSc. The international recognition of their qualification through accreditation by LU is the final area which points to sustainability. The courses that have been developed are sustainable achievements, and LU is needed for the quality control and the examination of students. ESAMI, as the owner of **trapca**, takes its responsibility for **trapca** seriously and contributes to the sustainability of **trapca**. The MTR in 2013 confirms the conclusions from the MTR in 2009 that efficiency is satisfactory.

Main lessons learned are:

1. Through relatively modest inputs, an African training centre of excellence can be created with adequate strategy, design and preparations, attracting a great number of participants through its high quality training.
2. To be part of an established existing organisation, like **trapca** being part of ESAMI, can enhance possibilities for success to a great extent.
3. Recognition from a well-reputed international university is important for students and will attract a great number of participants.
4. The **trapca** programme demonstrates that many trade policy academics and practitioners are willing to support good initiatives and maybe for less pay to help build capacity in LDCs. Faculty volunteers to help mentor students and attend to institutional development activities of the centre when called upon to do so.
5. It is possible for North and South institutions to partner in a win-win situation to improve learning outcomes and create a great programme. (The academic support of the first **trapca** Academic Director, late Prof Hansson, is well acknowledged with fond memories by all). According to **trapca** and LU staff, the achievements of the first two years (of phase II) benefitted a lot from his academic leadership.

6. If changes are agreed to an initial Result Assessment Framework of any project, this should be documented and the MTR is a good opportunity to revise the programme documents and its RAF, when there are major changes.
7. Internal monitoring and evaluations should be carefully designed, including course evaluation questionnaires, to provide the information that will be needed for the programme management (see Annex 3). Indicators and monitoring instruments must be aligned so that the instruments, i.e. surveys provide requested information to feed into the monitoring system. Quantitative or qualitative targets should be attached to the indicators.
8. The **trapca** programme demonstrates that it is possible to improve the gender balance of course participants using different strategies and the means at hand.
9. Smart donor funding is required to build capacity for LDCs and women in trade policy which is not given high priority due to limited government budgets. Every time trapca has charged fees, all female and LDC candidates drop out. Swedish support to **trapca** has been a key ingredient to the centre's success.

The following are the main recommendations from the MTR 2013:

Training courses

1. Efforts should be made to attract students from those African LDCs that have not yet had any participants in the training course,
2. **trapca** should invest in an online e-platform for faculty networking,
3. A natural extension of the master programme would be to introduce a master's programme in law – an LLM – to attract more lawyers and reflect the strong law component of **trapca**'s training. Currently, **trapca** is struggling to attract law students in general and perhaps a specific output, aimed at the law profession, would be able to change this,
4. Gender should be mainstreamed into the curriculum.

Project document and RAF

5. The project document, including the results framework and its indicators, should be revised and updated to reflect several changes proposed/agreed until mid 2013,
6. Some of the tasks for Lund University should be revisited, considering that the foundations for the training are in place, and several tasks have been accomplished,
7. There should be a revision of the five indicators for the programme objective, taking into account the possibility to measure them. The possibility to attach quantitative targets to the indicators should be explored,

8. Considering the low response rate of the tracer studies, **trapca** should consider redesigning and/or other options, including 6-18 months post evaluation or keeping/strengthening an active alumni register or an active alumni community as an alternative or complement to random tracer studies that aim to find people who might have moved,
9. Faculty evaluations should be aggregated and shared with relevant faculty, with selected verbatim comments regardless of whether faculty consistently scores a very high mark from students,
10. There is a need for a policy on young female participants with young children and their specific accommodation needs.

1 Introduction

1.1 BACKGROUND

Participation in international trade negotiations remains high on the agenda for Least Developed Countries (LDCs). In the most recent LDCs review by United Nations Conference on Trade and Development (UNCTAD)¹, it is reported that in the period 2010-2011 the LDC's saw an improvement in their trade balance, from 'a deficit equivalent to 6.1% of Gross Domestic Product (GDP) in 2010 to 5.7% in 2011.' However, the improvement was mainly due to the export performance of a few LDC's with a concentration on petroleum exports especially from Angola, Yemen and Sudan. But it should be noted that higher commodity prices during this period saw an overall favourable change in trade balances. The report, however, warns that international food prices are rising rapidly and net food importing LDCs will struggle with internal food security situations and are likely to lose the modest gains made.

Several reports point to an increased ability and participation in World Trade Organization (WTO) negotiations for developing and least developed countries since the Cancun negotiations took place in 2003. The call from UN agencies as well as the WTO Secretariat remains for increased capacity building amongst LDCs to continue and strengthen the trend.

There is global consensus that low income countries in general and least developed economies in particular still lack integration into the global economy. Many of these are landlocked economies with excessive distances to global markets. Paired with a reliance on primary commodities, LDC economies have not been able to take advantage of modern economic developments or position themselves favourably in international trade negotiations to ensure their development. This in turn is attributed to a lack of opportunity, recognition of where opportunities lie and capacity.

The lack of capacity in LDCs to negotiate effectively at the WTO, the regional and the bilateral levels have many facets. According to the UNDP (1998): "capacity can be defined as the ability of individuals and organisations or organisational units to

¹ UNCTAD 2012. *The Least Developed Countries Report 2012: Harnessing Remittances and Diaspora Knowledge to Build Productive Capacities*. Accessed on 7 June 2013 at http://unctad.org/en/PublicationsLibrary/ldc2012_en.pdf

perform functions effectively, efficiently and sustainably." This definition underscores the multidimensionality of capacity.

In building capacity within the trade negotiations arena an LDC will typically show capacity gaps at multiple levels, including appropriate data sets to work with, of domestic tariffs, customs and excise duties charged; drafting and implementing an appropriate legal and regulatory framework, with appropriate policies and laws. Human capacity will in all likelihood be the largest capacity deficiency within areas like knowledge and skills, access to information, exposure to international processes and procedures. Individuals within ministries of trade and industry who are participating in negotiations will often be hampered by the institutional capacity of their ministries to give appropriate support. Information systems, appropriate bodies that interact with stakeholders in the country and good linkages with diplomatic allies to share strategies may be weak.

trapca responds to the human capacity challenge in LDC's by offering comprehensive training on all aspects of WTO negotiations – the content, context, processes and procedures, the legal background and terminology. Theoretical lessons are followed up by practical sessions in which WTO negotiations are imitated, giving students a practical experience of how a real negotiation may unfold. The courses also include negotiations at the bilateral level and regional level and focus on how countries can improve their own development via effective trade partnerships and participation in international negotiations. In time, with increased numbers of trained individuals, their training will also have a positive impact on the institutional capacity of ministries.

1.2 THE EVALUATION

This is a mid-term review (MTR) of the Trade Policy Training Centre in Africa (**trapca**) programme 2011-2015. The terms of reference (ToR) states that according to the agreement between Eastern and Southern African Management Institute (ESAMI) and Sweden a MTR shall be undertaken of the operations and future options for the **trapca** programme identified. The MTR shall summarise obtained and expected results in relation to the **trapca** objectives and the Result Assessment Framework (RAF) and contain an analysis of any discrepancies.

The evaluation builds on information from documents (see Annex 8) and interviews (see Annex 7). Most of the relevant documents were received during the inception period and were analysed as part of the initial desk study. The evaluators undertook one field trip to Arusha for fact finding and interviews with key staff of ESAMI and **trapca**, as well as faculty members and students. Telephonic interviews were conducted with Sida and other key informants. Before the fieldwork in Arusha, the team leader Bernt Andersson interviewed staff engaged in **trapca** at Lund University.

The evaluation team had an initial meeting with stakeholders in Arusha to inform them about the evaluation, the work schedule of the team, to collect initial information and to seek advice on how to carry out the evaluation in a most practical and efficient way. The stakeholders in Arusha were engaged in the evaluation through structured interviews individually and in groups (students). The **trapca** management team was also given the opportunity to comment on the evaluation's preliminary results at a de-briefing meeting before the consultants left Arusha. Lund University participated via Skype connection.

As agreed by the Embassy of Sweden in Kenya, the issue of the future financing of **trapca** is not a main objective of this MTR, since another study has been commissioned to work on this.

1.3 THE EVALUATED INTERVENTION

In 2001, when Sweden was Chair of the EU, Sida participated as part of the Swedish delegation in the preparation for the UNCTAD LDC III Conference. During this work, Sweden/Sida was approached by representatives of LDCs who asked Sweden for support in the area of trade policy capacity building. The countries argued that their weakness in the trade policy area restrained their ability to actively participate in international trade negotiations. Sida was positive to the idea of supporting the LDCs in trade policy capacity building. In co-operation with LDCs, and after having carried through a pre-feasibility study which endorsed the idea, the concept of creating a trade policy training centre was born. An African LDC was chosen as the potential location for the training centre to ensure an LDC focus and to help create highly relevant networking among LDC and Sub-Saharan African (SSA) players. It would later be further elaborated and formulated into a programme proposal by ESAMI and Lund University and these institutions then jointly submitted such a programme proposal to Sida.

The current support to **trapca** was started in April 2011 and continues to December 2015 through its owner and legal partner the ESAMI. The Swedish contribution to the budget of ESAMI/**trapca** is SEK 92,986,097. The contribution from ESAMI and **trapca** is expected to be SEK 14,766,960, giving a total budget of SEK 120,190,000. Sida contribution to Lund University to support **trapca** is an additional SEK 14,229,475.

trapca is an autonomous unit of ESAMI and is based on its campus. As such, **trapca** makes use of all ESAMI facilities, including office space, lecturing halls, accommo-

dation and cafeteria. Lund University is the academic partner of **trapca** and provides academic planning and teaching input.²

The start up and establishment phase of **trapca** came to an end during 2010. A MTR in early 2009 assessed the results of **trapca** in relation to the objectives that had been agreed between Sida, ESAMI and Lund University. The MTR recommended that Sida continue funding, not only to the end of 2010; but also that Sida considers continuing the support after the programme period “to allow for: a) continued Master's Programme intake and completion cycle to become part of the final evaluation, b) a smooth phasing out, and c) for **trapca** to prepare a realistic business plan on how to simultaneously launch a commercial scale activity and still maintain the key target group...”³ In its management response to the MTR, Sida encouraged **trapca** to come up with a plan on how to become financially sustainable in the future and how to fit into the ESAMI structure. This was consistent with the original aim for **trapca** to strive to become more self-sustainable, with resources coming mainly from participants' fees, staff consultancy service and contributions from ESAMI. Financial contribution from Sida would gradually be reduced from 2012 and onwards.

However, this has proved unrealistic. Without grant funding from Sweden, **trapca** may well be in a position to survive as a sub-unit of ESAMI, but it would have to focus on attracting fee-paying participants. It would be difficult for **trapca** to continue targeting professionals from LDCs and Low Income Sub Sahara African countries, with priority given to women, since these students have proven unable to pay the tuition fees themselves. As a consequence, Sweden decided to extend its support to **trapca** during 2012 to allow **trapca** more time to develop a sustainable financing model, including the set-up of a trust-fund including pan-African or regional bodies or other donors and multilateral organisations.

This MTR of 2013 has evaluated Phase II against the following objectives and outputs:

The **development objective** of **trapca** is stated as:

- *Improved possibilities for LDCs and low income sub-Saharan African (SSA) countries to benefit from integration into the world economy through enhanced international and regional trade which will contribute to sustainable growth and poverty reduction.*

² Programme document, February 2011

³ Mid Term review of Support to Trade Policy training Centre in Africa – trapca. Final report 15 September 2009, page 13.

The **programme objective** is stated as:

- *Improved trade policy capacity in LDCs and low income Sub-Saharan African countries to develop trade policy strategies to negotiate for the countries more beneficial trade policy agreements, thus contributing to increased international and regional trade.*

Three **outputs** are defined in the programme document:

1. Training programmes
 - Masters programme provided for students from LDCs and low-income SSAs;
 - Foundation, Intermediary and Diploma courses provided to government, private sector and Non-Government Organisations (NGO) representatives from LDCs and low-income sub-Saharan African countries;
 - The development and offering of an Executive Trade Policy Management Diploma Programme from 2011.
2. Research Network development
 - Established network of research and trade information centres/institutions;
 - Network established with African universities for Doctor of Philosophy (PhD) training.
3. Policy dialogue
 - Forums for trade policy dialogues established;
 - Annual workshop in trade policy issues held.

The theory of change is that the outputs will lead to increased trade negotiation capacity as formulated in the programme objective (outcome). The outputs are well formulated and reported. The instrument designed to measure the indicators of the the programme objective is weak. The overall objective is influenced by many factors beside the **trapca** programme and it is difficult to directly attribute impact to the programme.

Target groups for the training are officials in the public sector, graduate students, representatives of international and non-governmental organisations and the private sector that are involved in international trade in a broad sense. A gender balance was to be aimed for in all the categories, with special attention to women from LDCs.

In Chapter 2, there is an analysis of the achievements of **trapca** in relation to the Results Assessment Framework and its outputs and indicators. Chapter 3 analyses the effectiveness of **trapca** – if the objectives have been reached or are likely to be reached within the project period. Chapter 4 looks at the relevance of the overall objectives and mandate of **trapca** as well as gender balance and mainstreaming within the programme. Other evaluation criteria, such as impact, sustainability and cost-effectiveness, are analysed in chapters 5, 6 and 7. Conclusions, lessons learned and recommendations are found in chapters 8, 9 and 10.

2 Findings and conclusions regarding achievements

2.1 TRAINING PROGRAMMES (OUTPUT 1)

The training programmes have two partial outputs and five indicators, as defined in the Log Frame of the programme document and the project Results Assessment Framework (RAF).

2.1.1 Masters programme provided for students from LDCs and low-income sub-Saharan African countries; Foundation, Intermediary and Diploma courses provided to government, private sector and NGO representatives from LDCs and low-income sub-Saharan African countries.

A detailed analysis of the achievements is attached as Annex 2. In 2011, for the full year, a total of 62 course weeks⁴ and 1,631 participants weeks⁵ were planned, while the actual numbers were 52 course weeks (84%) and 979 participants weeks (60%). The reasons for the negative deviation were the implementation of the financing strategy, requiring student's contributions.

In 2012, a total of 58 course weeks and 1,192 participants weeks were planned, while the actual numbers were 68 course weeks (117%) and 1,460 participants weeks (122%). The reasons for the positive deviation were that the targets were reduced in anticipation of a lack of funding. When funding became available, the number of courses and students were increased.

The funding uncertainty in 2011 necessitated a limited number of foundation courses and reallocation of funds to the Master of Science (MSc) graduation class. Implementing the financial contributions strategy drastically reduced the number of students. Every admitted student was asked to contribute to their travel cost, the tuition fee or accommodation costs. The majority of students did not have the means to pay and forfeited their slots, resulting in foundation participant numbers in 2011 being significantly lower than expected, with an average of 15 participants per course against 25 expected.

⁴ Total number of weeks summarized for all courses

⁵ Number of course weeks times the number of students for each week

In mid-2012, discussions between Sweden and **trapca** were initiated on the exchange rate gains that had been made, which resulted in authorisation to use these gains during 2012. This resulted in **trapca** offering more courses from August 2012 onwards. This in turn altered the negative trend and all 2012 targets were achieved. In early 2013, it was decided that LDC participants and all female students would be fully sponsored.

2.1.2 Develop and offer an Executive Trade Policy Management Diploma Programme from 2011.

The target was that at least 25 Executive Diplomas in International Trade Policy Management would be awarded from 2012. As explained to the evaluators, this programme was deemed not to be needed, since the content of the course would be the same as for the existing intermediate level courses. It should not have been included in the programme design in the first place. This part of the programme will therefore not be implemented.

Conclusion regarding Output 1: Combining the two-year period, targets have been achieved and **trapca** seems to be on track to reach the programme output by 2015. The successful achievements of targets for training courses and the flexibility to adapt to changes demonstrates a high capacity of planning and implementation.

The Executive trade Policy Management Diploma Programme will not be implemented and should be deleted from the Results Framework.

2.2 RESEARCH NETWORK DEVELOPED (OUTPUT 2)

The Project document explains the importance of **trapca** to link up with research networks in Africa and internationally. The major benefit of being a member of the networks is said to be that it promotes **trapca**'s international reputation and **trapca** has contact with potential faculty members. There is no overall output and there are no indicators for the research network, but the project document defines two partial outputs:

2.2.1 Established network of research and trade information centres/institutions.

This output is linked to the Policy Dialogue which is part of network development (see below), and also linked to the faculty, where faculty members are also part of the research network.

2.2.2 Network established with African universities for PhD

There is a draft Memorandum of Understanding with the University of Nairobi, including the School of Economics, the School of Business and the School of Law, for students from **trapca** to pursue their studies to a PhD graduation. The understanding is that the thesis of the students should be "trade related."

Conclusion regarding output 2: This output has been achieved but networks could be further developed.

2.3 POLICY DIALOGUE (OUTPUT 3)

The indicator for this output is to arrange one annual conference, one annual trade policy workshop, two regional integration forums and two private sector forums.

One annual conference was held in November 2011. The theme for the conference was *'Foreign Land Acquisition in Africa: Implications for Trade, Investment and Development Policies'*. The background to the conference was that foreign land acquisition is on the rise. The key note speech was held by Dr. Stefan de Vylder, a trade policy expert. Other key presenters came from Maastricht University, USAID, Nigeria, University of South Africa and SEATINI⁶. An objective of the conference was to come up with concrete policy interventions and recommendations. Some of the suggestions were for governments to develop land management policies that deal with the problem of foreign land acquisitions, to develop regulatory and oversight mechanisms and a monitoring and evaluation mechanism. The conference was attended by 120 participants. The evaluation shows that more than 90% thought that the conference was excellent or good, that the topics were relevant and useful and that presenters were excellent or good.

In 2012 the theme was *'Promoting services trade in developing countries: Chasing a black cat in a dark room.'* A number of papers were presented about trade in services. The papers were about the current status in different parts of Africa and on how to develop trade in services to benefit Africa. The conference was attended by 130 participants. The conference evaluation shows very good ratings from participants. Some comments were that the papers that are presented should be more policy-oriented as opposed to academic.

There was a policy research workshop in 2011 with the team *'African Trade Blocks: Challenges and Prospects.'* The workshop had sessions about regional trade agreements and regional integration, bilateral investment treaties, the issue of exchange rates and trades, the Uruguay Round Agreement and the Doha Round. Discussions were lively, according to the excellent report from the workshop. The workshop was attended by 60 participants. The workshop evaluation shows that 95% of participants rated the forum as excellent or good, although only 36 of the 60 participants responded to the evaluation.

In 2012 the theme for the policy research forum was *'African Trade under Climate Change and the Green Economy'*. Fourteen papers were presented about trade, environment and climate change and the relations between them. The conference was

⁶ The Southern and Eastern African Trade Information and Negotiations Institute

attended by 56 participants. The forum evaluation shows that participants' overall impression was 88% excellent/very good.

One tripartite forum was held in 2011 and one in 2012. The agenda for the forum in September 2011 was '*COMESA, EAC and Tripartite Free Trade Area: The Road Ahead.*' The forum was attended by 60 participants from stakeholder groups involved in the regional integration process. The main objective of the forum was to review the progress on the Tripartite Free Trade Area (FTA) talks and to identify potential obstacles and areas that can be used to build consensus. A number of concrete steps were identified, although the report does not summarise the process or define obstacles or consensus areas; but this was later summarised in a tripartite policy brief. According to the forum evaluation report, 94% gave an overall rating of excellent or good. In May 2012 there was a tripartite training technical workshop on regional integration. The forum was attended by 53 participants that were involved in the negotiation process from different sectors and from 18 of the 26 tripartite countries. 73% of participants rated the workshop as excellent or very good.

The target is to arrange two private sector forums during the programme period. No private sector forum was organised in 2011 or 2012, since the private sector is invited to attend the other conferences and forums.

Conclusions regarding Output 3: Annual conferences, annual trade policy research forums and tripartite meetings have taken place in 2011 and 2012. The appreciation has been high, between 75% - 95%. The content and the relevance are deemed by the consultants to be excellent. Targets have been met. This output has been achieved so far and is on track to be fully achieved by the end of the period, except for the Private Sector Forums that are not needed since the private sector is invited to other **trapca** forums. The Results Framework should be revised.

3 Effectiveness

3.1 EFFECTIVENESS OF ACTIVITIES

3.1.1 Has the programme objective been reached or is likely to be reached

The programme objective is stated as:

Improved trade policy capacity in LDCs and low income Sub-Saharan African countries to develop trade policy strategies to negotiate for the countries' more beneficial trade policy agreements, thus contributing to increased international and regional trade.

The Project document does not explicitly define what kind of trade policy capacity should be developed, but the training builds on a training needs assessment that identified the capacity constraints. The content of the trade policy courses was designed to build competence in negotiation skills, trade remedies, trade policy analytical skills, trade database simulations, trade law, trade diplomacy, regional trade agreements, market access, as well as trade policy, strategy and economics.

There is also no explicit mentioning of whether **trapca** will build individual, organisational or institutional capacity, although the problems certainly require the countries to develop institutional capacity to tackle the magnitude of the problems they are facing. The role of the training courses is clearly to build individual capacity, and it seems like the annual conferences, the research forums and the regional integration workshops also mostly contribute to building the individual capacity of the participants. There are some activities from **trapca** aimed at building organisational capacity, like the capacity building done for institutions at their request such as for Burundi MEAC, Tanzania MEAC, Botswana Ministry of Trade, Kenya Ministry of Trade and pending request from Ministry of Trade in Mozambique. The issue is a complex one and moving to be more engaged in organisational capacity building may require additional investments and adjustment in terms of areas of focus for **trapca**. Consultancy and research would have impacted more on institutional capacity and **trapca** has done some limited work here. It should be noted that **trapca** is barely 10 years old and it takes a long time to build reputation and credibility and then move into more areas.

It is mentioned in the project document that in order for **trapca** to have a real impact, the **trapca** students have to be employed in relevant organisations. There are five indicators in the programme document. They are all measuring individual capacity, including where the former students are employed and what kind of work they are involved in. Each of the indicators is analysed below from the data provided in the most recent March 2012 Graduate Tracer Study⁷.

The tracer survey commissioned by **trapca** adopts a dual survey approach that incorporates a graduate tracer survey, mainly focusing on identifying where the graduates are currently employed, the transfer of knowledge and skills, relevance and utilisation from the perspective of the graduates. The second component, the employer expectations survey, focuses on the expectations and ratings of employees' (graduates) performance at work by employers in terms of quality and relevance of knowledge and skills acquired at **trapca**. The period of assessment was 2006-2012. The following five indicators have been designed for the programme objective and they have been assessed through the tracer study:

- ***trapca** graduates /participants employed in LDCs' and low income African countries' Ministries and official authorities.*

The student database 2006 – 2011, provided to the consultants, contains information about 1,771 students trained during that period. 814 students came from the LDCs (47%) and another 658 students from other LICs (38%). An updated database of 2,413 students was later provided, confirming the focus on LDCs and LICs.

Data from the tracer study⁸ shows that 69% of respondents had full time employment, of them, 57% were employed in the public sector, followed by 31% in the private sector and 12% in non-profit organisations.

- ***trapca**/participants active in LDCs and low income African countries' international and bilateral trade negotiations*

The tracer study shows that 36% of the respondents were engaged in trade negotiations.

- ***trapca** graduates/participants active in LDCs and low income African countries' trade policy research, academic debates etc.*

⁷ 3rd Graduate Tracer Study and Impact Assessment. Trapca. March 2013.

⁸ 3rd Graduate tracer Survey and Impact Assessment, table 2, page 17

The tracer study shows that 50% of respondents were engaged in research and development.

- *trapca graduates/participants active in the area of trade policy in the private sector of LDCs and low income African countries*
- *trapca graduates/participants active in the area of trade policy in NGOs in the LDCs and low income African countries*

Students from the NGO and Private sector are participants in **trapca** courses and part of the tracer study. This indicator intends to measure if graduates working in the private sector or the NGO sector are actively involved in trade policy. The tracer study measures how many of the respondents that work in the NGO sector and in the private sector, but does not report if they are working with trade policy issues.

The good intentions from the design of the survey of selecting a randomised stratified sample seem to have been undermined by the methods actually used. According to the report, efforts were made to contact everybody in the selection of 1,000 graduates but due to the low response rate, a target of 225 respondents was set. There is no indication that 225 was a randomised, stratified sample of the 1,000 graduates or of the total population of graduates. Furthermore, although the snowballing technique, which was used for the employee survey, is an accepted technique for sampling, it is not a method of random sampling. There is no evidence in the Tracer survey report that the 147 respondents are representative of the whole population of graduates. One indication of the lack of representativeness is to compare the proportion of respondents from each country with the student's database 2006-2011. One then finds that several countries have two to five times higher proportion of participants in the tracer study (Benin, Burkina Faso, Cameroon, Nigeria and Ethiopia), while other countries have considerable lower proportion among the respondents (Kenya, Malawi, Uganda and Zimbabwe) than in the students database. The evaluators are of the opinion that the survey only represents the responding 147 graduates and the results cannot be generalised to the whole population of graduates from **trapca**.

Conclusions: The tracer study reports on three of the five indicators. For the two last indicators on the private and the NGO sector, these students are part of the study, but specific information for these groups cannot be obtained. None of the indicators have defined targets in number or percentage. The actual method of implementation of the tracer survey and the low response rate makes it difficult to draw any definite conclusions about the achievement of the programme objective.

3.1.2 Has the overall objective been reached or is likely to be reached

The overall objective is:

Improved possibilities for LDCs and low-income sub-Saharan African countries to benefit from integration into the world economy through enhanced international and regional trade, which will contribute, to sustainable growth and poverty reduction.

Increased possibilities for LDCs are formulated in a vague way with no defined indicators; and it will not be possible to measure it and it will be difficult to attribute increased possibilities to the programme.

trapca is, however, training a great number of professionals in trade policy so that they can develop trade policies and participate more effectively in trade negotiations. This could increase the possibilities to benefit from the integration into the world economy if the trained students have the kind of positions that can participate and contribute to the development of trade policies and participate in negotiations. The tracer study shows that a great number of respondents do have these kinds of positions and do contribute to trade policy development, and to some extent in trade negotiations, thus increasing, at least to some extent, the possibilities to benefit from integration in the world economy.

Conclusion: Sustainable growth and poverty reduction as a result of this programme cannot be measured. Theoretically, there is a link between enhanced trade and growth and poverty reduction, but there are many other factors that also influence growth and poverty reduction.

3.2 ORGANISATIONAL EFFECTIVENESS OF TRAPCA

3.2.1 Organisational structure

trapca is an autonomous unit within ESAMI that has the overall ownership of **trapca** and is the host institution. ESAMI is Sida's contracting party and provides logistical, teaching and practical support to **trapca**. **trapca** has planning, implementing and monitoring responsibility of the activities of the programme. Lund University is the academic partner to **trapca** (see below about the contributions by LU).

It is a significant advantage for **trapca** to be part of an established organisation like ESAMI, which provides office space, faculty, and accommodation for the **trapca** students, classrooms and training facilities, including IT equipment, library, printing and photocopying services etc. The **trapca** staff is contracted by ESAMI and has the same contractual conditions as other ESAMI staff, including diplomatic status. In addition, marketing activities for **trapca** are coordinated and supported by ESAMI (see part 6.2.1).

The collaboration and support from ESAMI has made it possible for **trapca** to have a lean organisation of eight staff members. The administrative costs of **trapca** are about 24% of total costs.

trapca is governed by a Board of Directors; the chairman is the Director General of ESAMI. The appointed members include some leaders of African organisations (such as the African Union (AU) and COMESA), **trapca** as well as ESAMI staff, LU and

faculty members. The Board meets twice a year, to set and review **trapca** policies, monitor the centre's fiscal solvency, and approve budget and work plans, audited accounts and major policy initiatives. The Board ensures that they are compatible with the institutional mission and capacity. The Board also assures that the institution periodically reviews its success regarding the fulfilment of its mission and achievement of its purpose. The Board further approves recommendation of the Academic Advisory Council (AAC) on curriculum development and academic quality control of all outputs.

AAC membership is drawn from relevant trade, technical, regional integration in African and European academic institutions. The calibre of the AAC memberships contributes to the marketing of **trapca** in addition to its main function as being responsible for the quality of **trapca**'s academic programme, together with the Academic Director and the global faculty.

A Systems Based Audit was done of ESAMI – **trapca** in 2011. The audit assessed **trapca**'s organisational structure, its relevance in relation to its functions and duties, and whether the organisation has the competence, the capacity and routines to direct its operations towards its goals. The audit assessed internal communication and the organisations compliance with the agreement with Sida to determine whether Sida funds were used according to the agreed-upon purposes. The audit also assessed the effectiveness of the support from Sida for 2006 – 2011.

The audit found that **trapca** has met the key programme objectives. Courses were designed and delivered, trade policy discussion and research have been designed and implemented and networks have been built. Planned activities have been achieved. The conclusion of the audit was⁹:

*“On the whole, the programme is very relevant and effective and therefore funding should continue. The programme is dealing with a very important area of development – trade, and focuses on the most vulnerable of people groups – LDCs and LIC's. The results of our review, the Midterm review, the recent Tracer Study all showed reasonably positive results on the way the partnership with ESAMI and the management of the **trapca** programme are being handled.”*

The current MTR has assessed the effectiveness of activities during 2010 – 2011 above and concluded that the outputs have generally been achieved and concurs with the system-based audit that **trapca** is capable of effectively carrying out its activities.

⁹ A Systems Based Audit Report on ESAMI – **trapca**. Kisaka & Company Certified Public Accountants and Management Consultants. July 2011

However, the activities and outputs agreed upon in the project proposal dated February 2011 have been changed several times. One example is output 2, on an executive trade policy management diploma programme, that has not been implemented. During the annual review meeting in 2012 several adjustments were proposed by **trapca** and Sida promised to return with their opinion. It has been difficult for the MTR to find out what adjustments have been agreed upon with Sida. At the annual review meeting, **trapca** presented a revised project document that, until now, has not been agreed on.

3.2.2 Monitoring, reporting and documentation

There is a system for course evaluations, where students of every course and participants in the policy dialogue events respond to an end-of-course questionnaire. The course evaluations feed into the planning of subsequent courses and policy dialogue events. According to interviewed members of faculty, there is no feedback to the faculty from the course evaluations. Faculty evaluations could be aggregated and shared with relevant faculty. The overall assessment of the course evaluation system is that it works well.

For every policy dialogue event, a report is produced with summaries of discussions and achievements, including factual information about presenters, papers presented and participants. The reports have been assessed to be very informative and of great value.

The main instrument for reporting is the annual reports. The evaluators have assessed the reports for 2011 and 2012. Generally, the reports are informative, analytic in nature and contain a detailed follow-up of the outputs of the RAF. The reports also include summaries of the performance for each level of courses. All activities are reported and analysed. It was observed, however, that the figures in the tables, in the graphs and in the text are, in a few instances, different. It might also be easier for the reader of the reports if all figures for the courses were summarised in a table like the table provided in this MTR as Annex 2. The reader friendliness would also be increased if the RAF table were put in an Annex and commented on in the main text. The non-implementation of the executive trade policy diploma courses should have been properly explained in the main text of the Annual Report for 2011, rather than appearing as a short note in the RAF table.

The annual reports do not report on the programme objective indicators. The main source of reporting on the indicators is the Tracer studies. In part 3.1.1 above, the evaluators have assessed the latest Tracer study from 2012 and concluded that the actual method of implementation of the tracer survey together with the low response rate makes it difficult to draw any definite conclusions about the achievement of the programme objective.

An alternative or complement to the tracer studies could be to use the alumni community which is linked through a Facebook page as one of the avenues for keeping updated information of trapca alumni, which could be used for conducting further tracer studies. Incentives for former students to keep their personal information and email address updated could include getting the newsletter, the prospectus, information about policy dialogue events, and access to all reports and papers presented at those events through links to where the documents can be found at the **trapca** website. An updated alumni register could also include the most vital part of the information collected through the tracer studies, like present employer and the nature of the work.

Conclusion: **trapca** is a lean and effective organisation, with excellent planning and implementation capacity, as evidenced by the achievements of the outputs, the flexibility of adapting to changes and the comprehensive system of monitoring and reporting on outputs. The reporting about outputs in the annual reports is satisfactory, while the data collection and reporting on the programme objective indicators through the Tracer studies needs to be improved and alternative options tried.

3.3 INSTITUTIONAL TRAINING CAPACITY

The pool of faculty on which **trapca** can draw is extensive and impresses by the broad range of international trade organisations and African and European universities they represent. Faculty ranges from employees of the World Trade Organization, to Heads of Department at Universities (beyond Lund University), to practitioners and experts from the fields of international law, economics and business management. Some faculty is sourced from other training institutes like the Trade Law Centre for Southern Africa (TRALAC) in South Africa and the World Bank Institute (WBI). This composition has given **trapca** a certain character and reputation, which is of critical importance in attracting future students, faculty and eventually other donor funding. It lies at the core of **trapca**'s relevance and sustainability.

The fact that most faculties are not based in Arusha and only travel to Tanzania to offer their specific courses means that there could be a potential vacuum for faculty development. In order to avoid this, **trapca** has established a yearly faculty meeting in which curriculum is reviewed and faculty is given the opportunity to network and propose new course content. The excellent faculty network that has been established is a very useful outcome of the **trapca** intervention. **trapca** might investigate an online e-platform for faculty to network and engage further as part of their e-learning initiative.

The fact that faculty is not based at **trapca** permanently could be seen as a weakness, as institutional development and research might suffer, but the results produced thus far seem to suggest that this is not a serious drawback but rather an asset, as many of the lecturers take time off from their positions at international trade organisations to come to Arusha, meaning that their input is highly relevant and up-to-date.

The infrastructure necessary for conducive training is being provided by **trapca**'s legal partner, ESAMI. All of the core components of the foundation and intermediary phase as well as the MSc contact weeks are offered on the ESAMI campus. From the site visit, the MTR can conclude that the infrastructure in the lecture rooms are up to standard with projectors and wifi internet access throughout the building.

The accommodation offered to students is modest, with basic facilities, and dates from the 1970s. The food at the cafeteria also did not inspire. Tiny bedrooms and proximity to other students make it impossible for young mothers to bring their small children along for the duration of the course. (See 5.3.) Despite this, students are willing to return semester after semester to attain their qualification. This in itself is a testament to how highly the opportunity to become a **trapca** graduate is valued.

Conclusion: The institutional capacity to deliver on the training objective is high, with an impressive pool of faculty available to teach **trapca** courses. Faculty development is allowed for through yearly faculty meetings. **trapca** might investigate an online e-platform for faculty to network and engage further as part of their e-learning initiative. The physical infrastructure for teaching is adequate and conducive to learning; however, accommodation available to students could be somewhat improved, although one has to balance this against the costs.

3.4 QUALITY OF TRAINING COURSES

The quality of the training courses and relevance to ongoing processes, as well as career-path development objectives, is evaluated to be high. Quality is evidenced by reports from interviewed faculty, students and conference participants, who all spoke highly of **trapca**. Relevance is evidenced by the input of faculty who work at and in international negotiations. Feedback from the tracer study shows that responding employees see the training as relevant and useful. Feedback from student respondents is all highly complementary on enabling them to participate effectively in international trade policy.

Curriculum development is approached rigorously, with **trapca** staff working closely with existing and potential faculty to develop courses and their material. The Academic Advisory Council is consulted at every phase of course development and once a course product is ready, the board of directors has to sign off on content, suggested faculty and the level of course instruction.

Faculty are given extensive guidance on the expectations attached to their assignments. Most faculty would have had input into course design and material selection. Regardless of their level of experience as lecturers, **trapca** staff have a briefing meeting at the start of all course work where they are reminded of output requirements, how marks should be allocated in line with the standards set by LU, when marks should be submitted as well as exam requirements. Repeat courses are not allowed to present repeat examination questions. All exam papers are submitted to **trapca** staff for approval prior to exams being printed and distributed to learners.

Having sat in a morning of lecturing and examined several course outlines and prescribed readings, the MTR can conclude that the material is consistent with the core values and objectives of **trapca**, relevant to ongoing developments within the international trade arena as well as comprehensive. Apart from thoroughly covering the theory of international trade, some courses focus exclusively on how to draft negotiating positions, texts of treaties and how to present and negotiate on the basis of these texts, making the course work highly relevant and practical to the students' day-to-day responsibilities within their ministries.

The certificates, diplomas and MSc awarded have all been accredited with the European Credit Transfer System (ECTS) in courses where students do written examinations, which is a strong indicator of the level of quality education given. Furthermore, it is this acknowledgement of a given standard that attracts more students to **trapca**.

Students and faculty interviewed for the MTR were consistently complementary of the quality of education delivered by **trapca** staff. A random check of course evaluations also all returned highly complementary reviews of staff and course content. Comments to improve the courses focused on the pre-availability of documents and requests for greater practical learning. In terms of course content it seemed as if a number of students called for a bigger focus on regional integration than WTO rules, which reflects the international trading environment as well, which motivated curriculum development and revision which are in line with current international trade negotiations developments.

From the tracer study it would seem that respondents feel capacitated once back home to fulfil their jobs with greater ease and understanding, which in turn points to the quality education offered by **trapca**.

Conclusion: The quality of education offered by **trapca** seems to be of a high standard. Faculty are considered excellent and course content relevant to ongoing developments within the international trade arena as well as comprehensive and of a high quality. This is evidenced by the ECTS being awarded to **trapca** courses, the quality control exercised by Lund University and its accreditation of the MSc degree, the ability of graduated students to perform their work tasks better and with ease as well as the consistent excellent score awarded to faculty on their evaluation forms.

3.5 CONTRIBUTIONS BY LUND UNIVERSITY

Sida has contracted Lund University to assist **trapca** with academic planning, teaching inputs, being the institution that is mainly responsible for the Master's programme, as well as assisting **trapca** with its academic network and coordinating Swedish academic and training support.

Lund University has, since the start of **trapca**, provided and shared its experience and academic competence, and has in this way contributed to the success of **trapca**. The

accreditation of the Master's program by Lund University has been of the utmost value to attract students, faculty and academic partners. With its long-term academic tradition in the trade and trade policy area, the presence of Lund University has been important to laying the groundwork and creating a new legacy for **trapca**, being a young institution, to venture into this field. By their example and by sharing their experiences, Lund University staff have been able to significantly contribute to the build-up of knowledge and training capacity which **trapca** now possesses. Since the start, the good co-operation between the **trapca** staff in Arusha and in Lund has been of vital importance for the progress and achievement of the project.

The university assists **trapca** in capacity and competence development. LU is supposed to be integrated in overall **trapca** activity and therefore the contract does not specify the services to be provided by LU, but refers to the project document, where there is the following detailed list of responsibilities, assessed by the evaluators:

Table 1: Achievements by Lund University

Responsibilities	Achievements
Appoint an Academic Director and a Deputy Academic Director providing academic services to trapca ;	Done.
Design and review the Masters programme for submission to and approval by the Academic Advisory Council and the Board of Directors;	Done. The Masters programme is running and 64 students have graduated. The content of the programme is updated to be in line with current concerns.
Take the overall responsibility for admission of students to the courses and programmes at trapca	trapca is receiving the applications and compiling lists of applicants for final approval by LU.
Assist the Executive Director of trapca in recruiting teaching staff for the Masters Programme;	Done. trapca has a global faculty of about 70 teachers that gathers at a faculty meeting each year to contribute to the course development.
Be responsible for the Masters Programme and Post-Graduate Diploma examinations;	Done each year. LU representatives including Academic director are present at graduations. Requirement for graduation follows LU standards and are issued by LU.
Exercise quality control of courses and programmes at trapca ;	Done directly and through participation in the Academic Advisory Council. A quality control system is set up based on student course evaluations.
Assist in recruiting teaching staff for short courses as agreed with trapca ;	Done.
Assist in capacity development at trapca and in competence development for trapca staff;	Done continuously through advising in matters arising. Currently also developing the e-learning facility.
Assist in curriculum development and review of short courses;	Done directly and through participation in the Academic Advisory council.

Responsibilities	Achievements
Assist in the preparation of study materials for short courses;	Primary responsibility of teachers. Literature is procured to the library and Lund University is providing internet access to literature through its subscriptions.
Grant certificates and diploma to students jointly with trapca on conditions acceptable to Lund University;	Done each year.
Co-ordinate inputs from Swedish universities and academic institutions;	Done.
Assist trapca in building and maintaining networks with other universities and teaching institutions as well as multilateral trade institutions and policy-making institutions.	LU has contributed through its academic network.

Lund University has effectively contributed with the assigned tasks according to the project document. The Academic Director spends 8-10 weeks a year with **trapca** and is in frequent email and Skype contact. The former Academic Director spent more time in Arusha, but with the development of the curriculum into functioning programmes and the development of e-contact options, the current physical presence by LU is sufficient.

It is noted that the capacity development of **trapca** is done on an *ad hoc* basis. There are few specific events or opportunities for **trapca** staff capacity development. There is, however, a plan on capacity development under Lund University; and the trade policy expert goes to LU every year to attend seminars and meetings.

Conclusion: Lund University has effectively contributed to the achievements of **trapca** according to the tasks specified in the project document.

3.6 ESAMI CONTRIBUTIONS AND OWNERSHIP

In addition to being Sweden's contracting party, ESAMI has the overall ownership of **trapca** and serves as the host institution for **trapca**. ESAMI is a Pan African Regional Management Development Centre owned by ten member governments from the Eastern and Southern African region. These include Tanzania, Kenya, Uganda, Malawi, Zambia, Mozambique, Zimbabwe, Swaziland, Namibia and Seychelles. It is an institution offering management training and development programmes, consultancy and action-oriented management research services. ESAMI's target clients are central and local government, regional and international institutions, NGOs, executive agencies, parastatals, private sector and national training institutions in the continent. It is the opinion of the evaluators that there is genuine African ownership of **trapca** – being owned by ESAMI.

ESAMI is, together with **trapca**, responsible for elaborating and reviewing a plan for reporting, disbursement of funding and for financial reporting to Sida. ESAMI enters

into employment contracts with **trapca** permanent staff and other contracts on behalf of the **trapca** as required.

ESAMI makes designated staff available to support **trapca**, three staff members form part of the **trapca** faculty, class rooms and teaching facilities for the training are provided by ESAMI, student accommodation is provided at agreed rates with training equipment including IT equipment for students short courses, access to food and laundry services, first aid medical and health services, library services and recreational areas as well as IT support, printing and photocopying services for teaching materials, information brochures, leaflets, booklets etc.

ESAMI has arranged for the extension of **trapca**'s office on the ESAMI campus and ESAMI markets **trapca** and disseminate information about **trapca** and its courses through ESAMI's networks.

It is the opinion of the evaluators that ESAMI exercises its ownership of **trapca** through various means, i.e. the chairmanship of the **trapca** Board and the oversight of operations and finances, but with no interference in the operations of **trapca**.

Conclusion: ESAMI has contributed with everything that has been agreed and foreseen in the Project document. The evaluators have concluded that it is a significant advantage for **trapca** to be part of an established organisation like ESAMI. The contributions from ESAMI are essential and very favourable for **trapca**'s functioning.

ESAMI, as the owner of **trapca**, takes its responsibility for **trapca** seriously and contributes to the sustainability of **trapca**.

3.7 REACHING THE TARGET GROUP

The project document identifies the target group of countries to be the LDCs. In addition, participants from low-income sub-Saharan countries will be admitted. **trapca** focuses on recruiting students from, firstly, LDCs and secondly low-income countries, predominantly in Sub-Saharan Africa, but is open to all. **trapca** has, to date, reached 60% of all LDC nations. Considering that it is based in Africa, its reach beyond the continent should be applauded. In addition to training individuals from the 30 LDC countries, **trapca** also recruited students from an additional 15 low-income countries. A total of 742 students were trained in 2012, which is an increase on 2011, in which 411 students participated from only 23 countries. There have been participants from the Bahamas, Dominican Republic, Fiji and Trinidad, which are technically not LICs from SSA, but the review has not found that this is a serious deviation from the programme objective (see list of countries in Annex 3).

The main focus within these countries is to recruit officials in the public sector to enrol in **trapca**'s courses, followed by graduate students, representatives of international and non-governmental organisation and the private sector with the provision that they are involved in international trade in a broad sense. **trapca** aims to recruit

graduates from the fields of economics, management and law; and whereas the first two are well represented, lawyers are still underrepresented in the student body. There was an increase in both the number of students from 2011-2012 as well as a good focus on the public sector, with a slight increase of participants from the Regional Economic Organisations (REC).

Women from LDCs and LICs are a target group and **trapca** has made impressive progress in attracting female students. Gender mainstreaming is discussed in detail later. Suffice to say that in the total period of **trapca**'s existence, 2006-2012, there has been a 60/40% split in gender representation. Attracting close to 50% women to these courses and being committed to fully fund all women participation is commendable. Women, more so than men, cannot afford the training. Wanting to influence the pool composition of negotiators, getting 50% is crucial. If there is no commitment to paying for women, they are unable to participate.

Conclusion: **trapca** has been highly successful in attracting students from LDCs in general and low-income sub-Saharan African countries in particular. LIC participation has also grown. The spread across the target group shows a strong focus on public servants participation with good participation from the private sector. Gender spread is very good. In the coming years, **trapca** could focus its marketing efforts to attract participation amongst the remaining African LDCs that have not as yet participated, including Central African Republic, Chad, Comoros, Djibouti, Equatorial Guinea, Guinea-Bissau and Somalia.

4 Relevance

4.1 RELEVANCE OF MANDATE, THE PROGRAMME OBJECTIVES AND ACTIVITIES

The finding of the MTR is that both the overall and programme objective remain highly relevant, although it remains difficult to measure progress towards achieving these objectives.

The **trapca** team focuses its activities on the capacity building of students from a very specific target group. Training programmes focus on international trade to increase the capacity of LDCs to participate in international trade negotiations in order to improve their countries' ability to reap the benefits of globalised trade.

Capacity building can only be one of a large number of inputs to improved trade policy agreement negotiations outcome at various fora. The improved integration of LDCs and low-income SSA countries into the world economy would by nature be a lengthy process involving multiple actors, inputs and global realities that cannot be mitigated for. Relative to the rest of the world, however, LDCs and low income SSA countries have significant capacity deficiencies in trade. **trapca** contributes in a highly focused manner within a broad range of variables that make up an LDC's capacity to reap benefits from the world economy. Its activities are, therefore, deemed to be relevant in relation to the overall objective.

The schedule in Annex 1 shows the number of students that were trained in the offered courses in 2011 and 2012. The curriculum spread is highly relevant to the international trade agenda and WTO content as well as to general knowledge around trade integration and the legal framework which underpins it. In addition, the course work focuses on practical engagement and practical lessons, which allows students increasing capacity to be engaged.

There has, however, been a decrease in negotiating activity at the WTO with the stalemate in the Doha Development Round continuing. A new Director General, Brazil's Roberto Azevedo, has been chosen and it is expected that he will take up his post in September 2013. It is hoped that this change in leadership will give new impetus to the negotiations. In the interim, however, WTO member states have increasingly opted to negotiate favourable bilateral and regional trade agreements.

On the African continent the Regional Economic Communities (REC) like SADC, COMESA, the EAC, ECOWAS¹⁰ and more are all in the process of or have established free trade areas and customs unions. The three Southern and East African RECs are currently in tripartite negotiations to establish an FTA from Cape Town, all the way to Cairo, including 26 nations. **trapca**'s increased focus on these tripartite negotiations is highly relevant and will in all likelihood attract new donors to fund negotiating capacity building training events. Funding has come via DFID, who supports the tripartite process through its instruments Trademark East and Southern Africa. With the stalemate at the WTO continuing, bilateral and regional negotiations will increasingly come to the fore. It is expected that the Tripartite FTA will be assimilated into a Continental FTA, which in turn will require broad capacity building across the African Union member states, in terms of human capacity to prepare mandates for negotiation, for participation in technically and politically complex talks and preparation for creating the legal framework within nations to implement agreements.

The **trapca**-planned policy dialogue events, Annual conferences, Annual trade policy research forums and Tripartite meetings have taken place in 2011 and 2012. The appreciation has been high, between 75% - 95%. The Annual conferences have brought up issues of land acquisitions and trade in services, which are both high on the agenda in many African countries. The Research forums discussed international and regional trade agreements and the issue of trade and climate change. The discussions on trade agreements tapped into ongoing regional trade negotiations and the consequences for Africa of international trade agreements. The tripartite forums were directly linked to the negotiation process. The content and the relevance are deemed by the consultants to be excellent.

Conclusion: **trapca**'s core activity is the training of LDC officials to participate effectively within international trade negotiation and trade policy development. **trapca** contributes in a highly focused manner within a broad range of variables that make up an LDC's capacity to reap benefits from the world economy. The MTR concludes that this focus and the resultant activities are highly relevant. The curriculum focus is also relevant, as it correlates closely to current developments within international trade. The policy dialogue events have been assessed to be highly relevant and appreciated.

4.2 CONTRIBUTION BY LUND UNIVERSITY

There are no specific ToR for the contracting of Lund University, but there is a reference to the project document. Some of the tasks assigned to LU in the project docu-

¹⁰ Economic Community of West African States

ment reflect a situation where **trapca** needed assistance in building the Master's programme, developing courses and curriculum, recruiting teachers etc. To a great extent this has now been done, although the content of the Master's programme and other courses needs to be regularly updated, curricula need to be revised and the specific needs for teachers are constantly changing depending on what courses are offered, etc.

Once the results of the current **trapca** funding study beyond 2015 are released, the options for LU participation should be redefined. LU will, however, remain an essential academic partner to **trapca**. It guarantees the quality of examinations and curriculum development as well as the academic authenticity of all awarded qualifications.

Conclusion: The contributions by LU need to be partly revised to reflect the current situation where **trapca** and the programme are maturing. The tasks of quality control of courses and training, as well as examination, remain the most relevant responsibilities of LU. Lund University and ESAMI have a long-term MoU to continue their engagement and partnership to support **trapca**. Lund University engagement is therefore not specifically dependent on support from Sida. The LU academic support will be needed beyond 2015.

4.3 GENDER BALANCE AND MAINSTREAMING

According to the UNDP and UNCTAD, 'trade liberalisation is deemed beneficial to a country as it can lead to growth resulting from a better allocation of resources in the world economy, exchange of knowledge, transfer of technologies and a consequent increase in productivity, as well as the development of human and physical capital. With the expansion of domestic production, income opportunities as a whole generally increase. Within this context, women can be the winners or losers. Their multiple responsibilities and gender-related constraints, such as a lack of access to productive inputs and resources, can mean that they are not able to seize the opportunities provided by trade expansion to the same degree as men. Despite this, their entrepreneurial spirit has made them particularly active in various sectors of African economies. Given appropriate empowerment and encouragement, they could contribute significantly to economic growth and development on the continent.'

Within the UN system gender mainstreaming has been adopted as an important tenant of all its work. Intergovernmental mandates for gender mainstreaming have been developed for all the major areas of UN interest, including poverty reduction, macro-economics, health, education and trade. The working definition on gender mainstreaming from the UN is:

"...the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and ine-

quality is not perpetuated. The ultimate goal is to achieve gender equality.”

Gender equality is an important component of **trapca**'s core mandate and vision with a strong deliberate effort to attract and fund female participants in all their courses. This is commendable and **trapca** should be encouraged to continue with this effort in order to reach a 50% gender balance for course participants; the overall spread from 2006-2012 is currently standing at 40% female participation.

This figure is impressive for two reasons: first, within the stakeholder pool from which participants are recruited, there is not a 50% gender balance; second, for reasons relating to female participants often being young parents, leaving their family responsibilities for weeks at a time are challenging. **trapca** experiences dropping out by admitted, fully-funded female participants shortly before courses are due to start, often for the very reason that they either can't afford to leave their young babies at home or bring them along to Arusha where they would need to engage a child minder.

At present there is no **trapca** policy on how female students with young children should be treated in terms of admissions policy or logistics policy with regard to travel and accommodation. At best it is approached in an *ad hoc* fashion, where such students on the Sida-funded MSc courses are accommodated outside of the ESAMI building, but students on alternatively funded courses are not given the option. As **trapca** increases its funding base from other donors, there will have to be a clearly developed policy on how female students with young children are treated in all logistical arrangements. Once this is in place and space is perhaps found within the budget to enable young children to accompany their mothers, **trapca** should see an increase in female participation and will hopefully reach their ambition of a 50% gender split.

Gender balance within the **trapca** management, as well as the AAC, Board and Faculty, is lagging behind their gains made within the student body. In all these areas the female representation is below 50%, mostly significantly so. This is partly due to the gender composition of the pool from which they are recruited, but it is felt that greater effort can be made, especially at the board and faculty levels, to actively seek greater female representation. What is less evident from **trapca**'s gender focus is how gender issues are mainstreamed into all course work. In the first programme document, 2006, it is stated that:

*During the design stage of the TPTCA (which would become **trapca**) and actual course delivery, gender issues and concerns will be given prominence to ensure that participants deal with trade issues with gender perspective. (Own emphasis)*

Although the 2009 MTR frequently refers to **trapca**'s efforts to maintain a gender balance amongst students, it makes no reference to progress against including gender issues in **trapca** course work nor the Completion Report of March 2011. The Programme Document of the second phase, developed in 2011, again refers to the objective to mainstream gender into the course work; but the focus has been diluted to gender training amongst staff. Such mainstreaming would involve a deliberate effort

to understand the role and position of women in each scenario relating to negotiating positions taken, outcomes anticipated and legislation drafted.

The programme document 2011 does refer to the Course on ‘Trade Policy, Gender and Poverty Alleviation’, which, however, has not been offered in the second phase. From interaction with **trapca** management it would seem as if this has slipped slightly off the agenda and **trapca** is encouraged to revisit mainstreaming gender into their course work. **trapca** has three staff members who are considered gender experts and two have specifically been trained on how to mainstream gender into the curriculum. **trapca** should make use of this expertise that is available to them.

Conclusion: **trapca** is going a long way to enable and facilitate female participation within their student body by fully funding all female participants. By doing this they have almost achieved a 50% gender balance. More can be done, however, to attract young female students and **trapca** is encouraged to develop and implement a policy which deals with the accommodation requirements of young mothers. In terms of curriculum development, very little has been done to mainstream gender and **trapca** management, as well as the AAC, is encouraged to revisit how gender is approached within the curriculum. UN, UNDP and UNCTAD guidelines on mainstreaming gender in trade should be consulted for guidance.

5 Impact

5.1 MEASURING THE IMPACT OF TRAPCA

The impact of the **trapca** outputs is measured against the individual, the students who participated in the training provided as well as on a broader level, namely the impact on LDC's and LIC's ability to participate in international negotiations.

Whereas the former is more readily measured through the tracer studies and student interviews, the latter is difficult to measure, as this broad impact area is influenced by many different variables and **trapca**'s contribution is necessarily small when viewed within the enormous need that exist within the LDC and LIC community.

The lack of capacity in LDCs to negotiate effectively at the WTO, the regional and the bilateral levels have many facets. According to the UNDP (1998): *"capacity can be defined as the ability of individuals and organisations or organisational units to perform functions effectively, efficiently and sustainably."* This definition underscores the multi-dimensionality of capacity.

In building capacity within the trade negotiations arena, an LDC will typically show capacity gaps at multiple levels, including appropriate data sets to work with domestic tariffs, customs and excise duties charged; drafting and implementing an appropriate legal and regulatory framework, with appropriate policies and laws. Human capacity will, in all likelihood, be the largest capacity deficiency within areas like knowledge and skills, access to information, exposure to international processes and procedures. Individuals within ministries of trade and industry, who are at the core of negotiations, will often be let down by the institutional capacity of their ministries to give appropriate support, like information systems, appropriate bodies that interact with stakeholders in the country and good linkages with diplomatic allies to share strategies with. **trapca** focuses on one of the core areas of capacity deficiencies, namely human capital. Anecdotal evidence found in literature would suggest that the negotiating capacity of LDCs is improving, with better coalitions formed at the WTO level, improved outcomes at the regional level and increases in bilateral negotiations amongst LDCs. **trapca**'s contribution to this improvement cannot be measured, but can be inferred from various efforts and reviews. Every year **trapca** hosts tripartite FTA negotiators, which shows trapca alumni are involved in negotiations.

Reading through the tracer survey responses and speaking to students during the time of the MTR field visit, it is evident that the impact on individual students is indeed significant. Comments range from the impact having been ‘tremendous’ and ‘I am a changed person due to the training’ to ‘I would not be where I am in my career if it was not for my **trapca** training.’¹¹

A less tangible impact area, but one that should be mentioned, is the impact of having a centre of excellence in Arusha with predominantly African faculty, on Africa and its LDCs. A certain pride and confidence is built in having such quality in Africa. According to faculty interviewed, the informal faculty network is also of great benefit to African academia, as it provides an opportunity to meet and liaise with experts within the same field that they might not have the opportunity to meet and network with otherwise.

Conclusion: The impact is difficult to measure but the available evidence suggests that it is likely to be significant at the individual level, which may have a trickle-down effect to the broader LDC and LIC community. Having a centre of excellence in Africa, staffed with predominantly African faculty, has an impact on LDC and LIC pride and confidence. African academia is also impacted positively through the **trapca** network.

5.2 ASSESSMENT OF OUTREACH/MARKETING

The marketing of **trapca** courses and events is an important aspect of their outreach. The main tools that are used are the **trapca** website, social media, alumni network and marketing missions in conjunction with ESAMI.

The relationship between ESAMI and **trapca** has evolved into a mutually beneficial one, where **trapca** can make use of ESAMI’s extensive network and offices in numerous African countries and where ESAMI’s reputation has grown thanks to the quality product that **trapca** offers as well the fact that its courses are fully funded. Most African countries are reluctant to send and pay for skills development training courses for officials that last longer than a few weeks. However, if the courses are fully funded, governments are willing to allow their staff this study leave. In addition, **trapca** has opened doors for ESAMI in francophone Africa, where ESAMI has had a weak footprint.

Alumni have become marketing ambassadors for **trapca**, with many referrals coming from past students. Students are given marketing packs when they leave Arusha to

¹¹ The weaknesses of the tracer study is discussed in chapter 3.1

distribute material amongst colleagues back home. Social media plays another important role, with Alumni having established a Facebook page, which shares information and experience amongst fellow and prospective students. **trapca**'s website, however, remains its principal marketing tool. **trapca** could look into establishing a group on LinkedIn, which is respected as a more professional social media platform.

Students that have attended the foundation phase courses are actively recruited for further study at the intermediary level and at the MSc, depending on observed academic ability. The table below shows application and intake figures for 2011/2012 on the specialised courses. It shows a high level of autonomous application and invitations and high level of admissions with some drop-offs for actual participation.

Table 3: Summary statistics for Specialised Courses 2011

SUMMARY	TRP313 Feb (A)	TRP307 Feb (A)	TRP305 May (F)	TRP30 4 May (F)	TRP303 Sep (A)	TRP304 Oct (A)	TRP302 Oct (A)	TRP301 Nov (A)
Applications	28	38	28	28	30	30	29	30
Invitations	30	30	0	0	9	12	11	9
Admissions	55	55	25	25	37	40	38	37
Confirmation	25	25	20	20	20	25	25	25
Attended	22	22	16	16	14	20	22	21

The most active marketing and communications activity is via the **trapca** website. The Trade Policy Review and the Newsletter are published there. The Trade Policy Review is published annually, most recently in 2011. The Newsletters are published in two volumes per year, with the latest in January 2013. It is also distributed through e-mail to about 700 subscribers. The Policy Review and the Newsletters are also printed in limited numbers, 200-300 copies, and distributed at meetings and conferences. **trapca** is encouraged to consistently link publications to newsletters and have web links to papers, books and other publications for easy reference.

trapca is encouraging students to communicate using the Facebook page, **Trapca** Alumni Network (TAN). It distributes papers for review, seeks comments and discusses current issues.

Conclusion: **trapca**'s marketing strategy has been successful in that most of its courses are fully subscribed and in demand. Students have been recruited from most African LDCs and a large number of LICs with reach beyond the continent. **trapca** could focus its marketing efforts on those LDCs that have not attended any courses as yet and those where only a few students have managed to attend. The strategy to use the **trapca** website is probably the most cost-efficient way to reach out and it should be kept updated with the latest material.

6 Sustainability

6.1 SUSTAINABILITY OF OUTCOMES FOR STAKEHOLDERS

The stakeholders of the **trapca** programme are the LDCs and LICs who benefit from continued capacity building within their public and private sector and within the NGOs that represent their interests. In addition, greater capacity at the regional level, within the RECs, is also to their benefit as regional integration holds benefits for producers and consumers alike from enlarged, proximal markets.

The capacity training needs within the stakeholder group are enormous, especially if increased capacity is sought at all the different levels of trade policy negotiations and engagements. In addition, agreements reached at the regional and multilateral levels have to be transposed to domestic law in order for benefits to accrue. To build a critical mass of officials and other actors who are capable of the task at hand is significant and **trapca** can contribute only as many trained officials as the budget will allow. The assimilation of some graduates into the field of training is therefore important as it introduces a multiplying factor. The tracer survey, which is discussed in more detail in Chapter 3.1 and 6.2, shows that 45% of respondents are involved in training for their employers.

Retention rates of trained officials in a trade-related capacity is also of importance to the sustainability of outcomes. LICs, in general, suffer from the loss of educated individuals leaving their home country to take up positions abroad. However, the tracer study again found a level of retention with over 50% of respondents being employed within their national public sectors. There are no targets as to retention levels and no other literature to compare these levels to. It is, however, the evaluator's impression, that a 50% public sector retention rate is significant.

There is an underlying assumption that international trade will continue to be regulated at the international and regional levels and that the current stalemate, at the WTO and tensions within the European Union, will not result in a breakdown of all multilateral and bilateral trade agreements. There is a further assumption that participation within multilateral trade negotiations and the signing of agreements will then be fol-

lowed by sufficient political will to be transposed into national law by all signatory countries.

Conclusion: The tracer study shows positive results of sustainability, albeit within a relatively small number of respondents¹².

6.2 SUSTAINABILITY OF OUTCOMES FOR STUDENTS

The sustainability of outcomes for students centres on whether they are able to continuously use their knowledge and the level of training they have gained to fully participate within their home countries (which, in turn depends on the institutional capacities in their home countries), using their skills to impact international trade negotiations and their specific outcome of increased level of employment and career advancement. These indicators can be measured by looking at student's return rate to trade-relevant posts and whether they have been able to increase their level of employment.

In order to measure this, **trapca** commissioned a tracer study, which was conducted in 2012¹². The findings are based on a broad sample of former students that were approached by email to participate in an online survey. The response rate was relatively low, which can partly be explained by changed email addresses and or lack of time and interest to participate. A total of 147 graduates completed the survey and 115 supervisors were interviewed. The picture which emerges from the study is a general, strong sustainability correlation with 90% of respondents being employed in the period 2006-2012 and 57% being employed by the public sector. A further 31% of respondents indicated that they had enjoyed promotions during the survey period.

The survey found that in terms of new skills learned and applied on the job, 65% of respondents affirmed that they use their policy analysis skills, 52% their policy drafting and development and 50% their research and development skills. This data correlates with anecdotal data gathered through interviews with past students, who all claimed that they were changed people after training and had so much more to offer their employees. 'The impact has been tremendous and my boss was impressed that I returned with the exact skills I needed. The course has shaped my career path.' (Alumni from Tanzania) 'The immense pressure we are under during the course has taught me how to cope with pressure during real life.' (Alumni from Cameroon)

¹² The weaknesses of the tracer study is discussed in chapter 3.1

The survey also showed a high level of satisfaction amongst supervisors regarding the skills acquired during **trapca** training. The areas ranked most important were understanding of current issues of discussions in multilateral trade policy, conceptual trade policy knowledge and research and writing skills.

Secondly, the sustainability of student outcomes can be measured by looking at how many of the participants at the foundation level return for further training at the intermediary level and can advance to graduating with an MSc. During phase I of **trapca** some of the MSc students were recruits from outside the **trapca** student body, but for the period under review, all MSc students and graduates are graduates from the foundation and/or intermediary phase. This is due to the fact that three of the Intermediary Phase courses, namely the three core courses on International Trade Policy and Development, International Trade Law and Development and Quantitative Trade Policy Analysis, have become admission requirements to the MSc programme.

During the discussion with Faculty for the MTR, especially Dr Mangani who teaches on the Quantitative Trade Policy Analysis course, it became clear that in order to sustain the MSc outcome, passing these core courses, and passing them well, is essential. By maintaining this high standard for the MSc, **trapca** ensures that the recognition of the qualification remains high. In this regard the accreditation from Lund University is critical, as it lends a certain status of excellence to the qualification. Continued partnership with Lund University is therefore deemed to be of critical importance. Interviews with students showed that this association is critical to their perception of the quality product offered by **trapca**.

Conclusion: Sustainability for students was measured on a number of levels, namely their ability to find employment after training and to advance within their careers. It was further measured within the training environment with advancement of students from the foundation phase through to the MSc. The international recognition of their qualification through accreditation by LU is the final area which points to sustainability.

6.3 SUPPORT FROM LUND UNIVERSITY TO ACCREDITATION AND QUALITY ASSURANCE

The foundation, intermediate and advanced courses and the Master's programme have been developed and are being implemented, although constantly revised and updated. The courses that have been developed, the structure of the courses and the mechanism for reviewing the courses are sustainable achievements of **trapca** supported by LU.

The quality assurance of the training ultimately manifested in a number of students graduating and receiving their diploma and degrees is the responsibility of Lund University as the academic partner to **trapca**. Since **trapca** is not an academic institution,

the quality control and the examination are not sustainable, in that these tasks can be transferred to **trapca**. It should be noted, however, that ESAMI is an academic institution and, since it owns **trapca**, the worst case scenario is that ESAMI takes care of the quality assurance.

Conclusion: The courses that have been developed are sustainable achievements, and LU is needed for the quality control and the examination of students.

6.4 FACTORS CONTRIBUTING TO SUSTAINABILITY

There are a number of factors that could contribute to future sustainability within all areas mentioned above. These include:

- The ownership by ESAMI and the links to and support from ESAMI
- Training content remains relevant and of high standard
- Students are capacitated in desk research methods allowing for specialised self-study once back home
- The **trapca** website and e-platform allow alumni to stay up to date with current developments in international trade policy
- Trained individuals remain active within the field of trade policy as well as in or for their countries of origin
- International trade remains regulated at the international and regional levels
- National governments are committed to transpose international agreements to national laws

7 Cost-efficiency of training

In 2011 **trapca** gave 13 short courses and in 2012 increased to 19 short courses. The direct course-related costs, according to the annual financial reports, excluding the administrative costs of **trapca** and the cost of Lund University, have been used to calculate the cost per course and the cost per participant week in the following table.

Table 4: Costs for short courses, CITD, executive courses and specialised courses

Year	Cost (USD)	Number of Courses	Cost per course	Participant weeks	Cost per participant week
2011	951,670	13	73,205	487	1,954
2012	1,119,330	19	58,912	998	1,121

The cost per course decreased by 20% and the cost per participant decreased by 43% from 2011 to 2012. In 2008 the cost per participant week was USD 1,500 according to the 2009 MTR. The efforts to increase contributions from the students resulted in fewer students in 2011 and relatively high cost per participant week.

trapca also gave 12 masters courses in both 2011 and 2012. The costs cost per course and the cost per participant week is calculated in the following table.

Table 5: Costs for Advanced courses (Master of science)

Year	Cost (USD)	Number of Courses	Cost per course	Participant weeks	Cost per participant week
2011	574,801	12	47,900	358	1,606
2012	866,789	12	72,232	528	1,641

The cost for each course increased by 51% while the cost per participant remained about the same. The 2009 MTR calculated the cost to 2,750 per student per module of 2-3 weeks. The costs for the Master's courses are at the same level for 2011 and 2012, but higher than the calculated cost in 2008. Overall, the costs for the training courses have increased since 2009, but far less than the annual inflation rate of 10-12% per year.

Conclusion: The MTR in 2013 confirms the conclusions from the MTR in 2009 that efficiency is satisfactory.

8 Evaluative conclusions

Overall conclusion

As an institution, **trapca** has successfully developed its capacity to run high quality courses in trade policy. The structure of courses on different levels, the curriculum, the faculty, the training and the training facilities are excellent, while the living conditions for the students can be improved; although that needs to be balanced with the need to keep costs down. The courses have contributed to the building of individual capacity in trade policy of more than 2,000 persons from least developed and low-income countries in Africa.

To build capacity at a higher level, organisational and institutional capacity, more efforts are needed. There are some activities from **trapca** aimed at building organisational capacity, like the capacity building done for institutions at their request. The issue is a complex one and moving to be more engaged in organisational capacity building may require additional investments and adjustment in terms of areas of focus for **trapca**.

As a project, **trapca** is highly relevant, effectively producing its expected outputs and seems to be on track to achieve the programme objective, to contribute to individual capacity building. But **trapca** needs to update the project document so that it reflects the changes that have been agreed upon between **trapca** and Sida, and revise the Results Assessment Framework and the monitoring instruments, i.e. the tracer surveys need to be redesigned.

Conclusions on Effectiveness

For the training (Output 1), combining the two years, targets have been achieved in spite of the difficulties during 2011. The Executive Trade Policy Management diploma (Output 1.2) will not be implemented. The research network (output 2) is being developed through the annual research forum and the faculty, and collaboration is established with the University of Nairobi for PhD students. The output for policy dialogue (Output 3) has been redefined to not have a separate private sector forum.

Annual conferences, Annual trade policy research forums and Tripartite meetings have taken place in 2011 and 2012. The appreciation has been high, between 75% - 95%. The content and the relevance are deemed by the consultants to be excellent. Targets have been met. This output has been achieved so far and is on track to be fully achieved by the end of the period, except for the Private Sector Forums that are not needed since the private sector is invited to other **trapca** forums. The Results Framework needs to be revised. **trapca** has achieved the output for the two first years and is on track to reach the output for 2015.

The tracer study reports on three of the five indicators for the programme objective. For the two last indicators on the private and the NGO sector, these students are part of the studies, but specific information for these groups cannot be obtained. None of the indicators have defined targets in number or percentage. The actual method of implementation of the tracer survey and the low response rate makes it difficult to draw any definite conclusions about the achievement of the programme objective.

Sustainable growth and poverty reduction as a result of this programme cannot be measured. Theoretically there is a link between enhanced trade and growth and poverty reduction, but there are many other factors that also influence growth and poverty reduction.

trapca is a lean and effective organisation with excellent planning and implementation capacity, as evidenced by the achievements of the outputs, the flexibility of adapting to changes and the comprehensive system of monitoring and reporting on outputs. The reporting about outputs in the Annual reports are satisfactory, while the data collection and reporting on the programme objective indicators through the Tracer studies needs to be improved and alternative options tried.

The institutional capacity to deliver on the training objective is high, with an impressive pool of faculty available to teach **trapca** courses. Faculty development is allowed for through yearly faculty meetings. **trapca** might investigate an online e-platform for faculty to network and engage further as part of their e-learning initiative. The physical infrastructure for teaching is adequate and conducive to learning; however, the accommodation that is available to students could be somewhat improved; one has to balance this with the costs, though.

The quality of education offered by **trapca** seems to be of a high standard. Faculty are considered excellent and course content relevant and of a high quality. This is evidenced by the ECTS being awarded to **trapca** courses, the quality control exercised by Lund University and its accreditation of the MSc degree, the ability of graduated students to perform their work tasks better and with ease as well as the consistent excellent score awarded to faculty on their evaluation forms.

Lund University has effectively contributed to the achievements of **trapca** according to the tasks specified in the project document. The tasks for Lund University have evolved with time and need to be partly updated to reflect the increased emphasis on quality assurance, standards, accreditation procedures and updating of curriculum.

ESAMI has contributed with what has been agreed upon and foreseen in the project document. The evaluators have concluded that it is a significant advantage for **trapca** to be part of an established organisation like ESAMI. The contributions from ESAMI are essential and very favourable for **trapca**'s functioning. ESAMI, as the owner of **trapca**, takes its responsibility for **trapca** seriously and contributes to the sustainability of **trapca**.

trapca has been highly successful in attracting students from LDCs in general and low-income sub-Saharan African countries in particular. LIC participation has also grown. The spread across the target group shows a strong focus on public servants participation with good participation from the private sector. The gender spread is very good. In the coming years, **trapca** could focus its marketing efforts to attract participation amongst the remaining African LDCs that have not as yet participated, including Central African Republic, Chad, Comoros, Djibouti, Equatorial Guinea, Guinea-Bissau and Somalia.

Conclusions on relevance

trapca's core activity is the training of LDC officials to participate effectively within international trade negotiations and trade policy development. The MTR concludes that this focus is highly relevant. The curriculum focus is also relevant as it correlates closely to current developments within international trade.

The contributions by LU need to be partly revised to reflect the current situation where **trapca** and the programme are maturing. The tasks of quality control of courses and training as well as examination remain the most relevant responsibilities of LU. Lund University and ESAMI have a long-term MoU to continue their engagement and partnership to support **trapca**. The Lund University engagement is therefore not specifically dependent on support from Sida. The LU academic support will be needed beyond 2015.

trapca is going a long way to enable and facilitate female participation within their student body by fully funding all female participants. By doing this they have almost achieved a 50% gender balance. More can be done, however, to attract young female students and **trapca** is encouraged to develop and implement a policy which deals with the accommodation requirements of young mothers. In terms of curriculum development, very little has been done to mainstream gender and **trapca** management; the AAC is encouraged to revisit how gender is approached within the curriculum. UN, UNDP and UNCTAD guidelines on mainstreaming gender in trade should be consulted for guidance.

Conclusion on impact

The impact is difficult to measure but the available evidence suggests that it is likely to be significant, especially at the individual level, which may have a trickle-down effect to the broader LDC and LIC community. Having a centre of excellence in Africa, staffed with predominantly African faculty, has an impact on LDC and LIC pride and confidence. African academia is also impacted positively through the **trapca** network.

trapca's marketing strategy has been successful in that most of its courses are fully subscribed and in demand. Students have been recruited from most African LDCs and a large number of LICs with reach beyond the continent. **trapca** could focus its marketing efforts on those LDCs that have not attended any courses as yet and those

where only a few students have managed to attend. The strategy to use the **trapca** website is probably the most cost-efficient way to reach out and it should be kept updated with latest material.

Conclusion on Sustainability

The tracer study shows positive results, albeit within a relatively small number of respondents. Sustainability for students was measured on a number of levels, namely their ability to find employment after training and to advance within their careers. It was further measured within the training environment with the advancement of students from the foundation phase through to the MSc. The international recognition of their qualification through accreditation by LU is the final area which points to sustainability.

The courses that have been developed are sustainable achievements, but LU is needed for the quality control and the examination of students. ESAMI, as the owner of **trapca**, takes its responsibility for **trapca** seriously and contributes to the sustainability of **trapca**.

Conclusion on cost-efficiency

The MTR in 2013 confirms the conclusions from the MTR in 2009 that efficiency is satisfactory.

9 Lessons learned

Through relatively modest inputs, an African training centre of excellence can be created with adequate strategy, design and preparations, and attract a great number of participants through its high quality training.

To be part of an established existing organisation, e.g. **trapca** is part of ESAMI, can enhance the potential for success to a great extent.

Recognition from a well-reputed international university is important for students and will attract a great number of participants.

The **trapca** programme demonstrates that many trade policy academics and practitioners are willing to support good initiatives – and maybe for less pay – to help build capacity in LDCs. Faculty volunteer to help mentor students and attend to institutional development activities of the centre when called upon to do so.

It is possible for North-South institutions to partner in a win-win situation to improve learning outcomes and create a great programme. (The academic support of the first **trapca** Academic Director, late Prof Hansson, is well acknowledged with fond memories by all). According to **trapca** and LU staff, the achievements of the first two years (of phase II) benefitted a lot from his academic leadership.

If changes are agreed to in an initial Result Assessment Framework of any project, this should be documented; and the MTR is a good opportunity to revise the programme documents and its RAF, if there are major changes.

Internal monitoring and evaluations should be carefully designed, including course evaluation questionnaires, to provide the information that will be needed for the programme management (see Annex 3). Indicators and monitoring instruments must be aligned so that the instruments, i.e. surveys provide requested information to feed into the monitoring system. Quantitative or qualitative targets should be attached to the indicators.

The **trapca** programme demonstrates that it is possible to improve the gender balance among course participants using different strategies and the means at hand.

Smart donor funding is required to build capacity for LDCs and women in trade policy which is not given high priority due to limited government budgets. Every time **trapca** has charged fees, all female and LDC candidates drop out. Sweden support to **trapca** has been key ingredient to the centre's success.

10 Recommendations

The following are the main recommendations from the MTR 2013:

Training courses

1. Efforts should be made to attract students from those African LDCs that have not yet had any participants in the training course,
2. **trapca** should invest in an online e-platform for faculty networking,
3. A natural extension of the Master's programme would be to introduce a Master's programme in law – an LLM – to attract more lawyers and reflect the strong law component of **trapca**'s training. Currently, **trapca** is struggling to attract law students in general and perhaps a specific output, aimed at the law profession, would be able to change this,
4. Gender should be mainstreamed into the curriculum.

Project document and RAF

5. The project document, including the results framework and its indicators, should be revised and updated to reflect several changes proposed/agreed until mid 2013,
6. Some of the tasks for Lund University should be revisited, considering that the foundations for the training are in place, and several tasks have been accomplished,
7. There should be a revision of the five indicators for the programme objective, taking into account the possibility to measure them. The possibility to attach quantitative targets to the indicators should be explored,
8. Considering the low response rate of the tracer studies, **trapca** should consider redesigning and/or other options, including 6-18 months post evaluation or keeping an active alumni register or an active alumni community as an alternative or complement to random tracer studies that aim to find people who might have moved,
9. Faculty evaluations should be aggregated and shared with relevant faculty with selected verbatim comments regardless of whether faculty consistently scores a very high mark from students,
10. There is a need for a policy on young female participants with young children and their specific accommodation needs.

Annex 1 – Courses offered

Foundation and Specialised Courses Offered	Nr in 2012	Nr in 2011
TRP 100: Cert International Trade and Development	18	-
TRP 303: Quantitative Trade Policy Analysis	18	-
TRP 302: International Trade Law and Development	17	-
TRP 301: International Trade and Development	22	-
TRP 100: Cert International Trade and Development	17	13
TRP 100: Cert International Trade and Development (F)	22	-
TRP 100: Cert International Trade and Development	43	17
TRP 100: Cert International Trade and Development (e-Learning)	16	-
TRP 301: International Trade and Development	22	21
TRP 302: International Trade Law and Development	27	22
TRP 303: Quantitative Trade Policy Analysis	30	14
TRP 309: Trade and Agriculture	17	-
TRP 304: Trade Negotiations and Cooperation	20	16
TRP 314: Green Economy and Trade Environment	18	-

Specialised Courses	Nr in 2012	Nr in 2011
TRP 510: Trade Related Intellectual Property Rights (Trips) and TRIMS	23	23
TRP 509: Trade in Services	22	25
TRP 508: Trade Neg, Co-operation & Leadership	22	25
TRP 503: Tools of Trade Policy Analysis	24	25
TRP 501: Econ Foundations of Trade & Trade Policy	22	15
TRP 502: Legal Foundations of Trade and Trade Policy	18	15
TRP 503: Tools of Trade Policy Analysis (French)	23	-
TRP 504: Sectoral Trade Policies and Development	22	22
TRP 504: Sectoral Trade Policies & Development (F)	23	-
TRP 505: Pol Econ of Commercial Policies & Development	20	15
TRP 505: Political Economy of Commercial Policies and Development (French)	23	-
TRP 506: Drafting & Interpretation Trade Agreements	22	14

Annex 2 – Achievements of training 2011 and 2012

Achievements of quantitative targets for course weeks¹³ and participant weeks¹⁴

	Courses		Students		Course weeks		Participant weeks	
	Target	Achieved	Target	Achieved	Target	Achieved	Target	Achieved
CITD 2011	5	2	125	30	20	8	500	120
CITD 2012	4	5	100	116	16	20	400	464
SSC ⁸ 2011	7	8	175	153	14	16	700	612
SSC ¹⁵ 2012	6	9	120	191	12	18	480	764
MSc 2011	12	12	360	179	24	18	2160	1684
MSc 2012 ¹⁶	10	12	200	264	20	24	1200	1584
CCS ¹⁷ 2011	4	3		50		4		81
CCS ¹⁰ 2012	4	5		127		6.2		196

Analysis of achievements in relation to the indicators of the RAF

Indicators	Progress
Indicator 1.1: Annual delivery of 16 Certificates in International Trade and Development (CITD) course weeks (4 courses) in trapca and 4 CITD course weeks (1 course) in West Africa, attracting on average 25 students. The target is to train 150 students annually.	<p>The main indicators, the number of course week was achieved to 40% while the number of participants weeks, is achieved to 24 % in 2011.</p> <p>In 2012 the course weeks was achieved at 125% while the number of participants' weeks was achieved to 116 % in 2012.</p> <p>Five participants failed in 2011 and seven in 2012. In addition, one e-learning CITD course was offered to 16 participants. Five of these did not complete the course or write the analytical paper.¹⁸</p>
Indicator 1.2: Annual delivery of 14 specialised short course weeks, attracting 175 trade practitioners. The target is that at least 25 of these will be awarded a Post-Graduate Diploma in International Trade Poli-	<p>The target was to attract 25 students to each course, while the actual number of students averaged 19 in 2011 and 21 in 2012. The main indicator, the number of participant's weeks, is achieved to 87% in 2011 and 159 % in 2012.</p> <p>In addition, the target was that at least 25 of the course participants will be awarded a Post-Graduate Diploma in Interna-</p>

¹³ Total number of weeks for all courses

¹⁴ Total number of course weeks times the number of students for each weeks. This measure is deemed to measure the "work load" of trapca.

¹⁵ Specialized short courses

¹⁶ It was agreed during Annual Review meeting in April 2012 to reduce to 10 courses with 20 students per course.

¹⁷ Customised courses or seminars

¹⁸ See table in Annex 2

Indicators	Progress
cy and Trade Law, Intermediate Level.	tional Trade Policy and Trade Law, Intermediate Level. The actual awardees were 18 in 2011 and 13 in 2012. The number of graduates was below target mainly because many students decided to continue to the Masters programme without graduating at the diploma level ⁴ .
Indicator 1.3: Annual delivery of 24 MSc course weeks (12 courses), attracting 30 students. The target is that at least 25 will graduate with a Post-Graduate Diploma in International Trade Policy and Trade Law, Advanced Level. At least 20 of these will complete the whole Master programme and graduate as Masters of International Trade Policy and Trade Law as from 2012 and onwards.	<p>The main indicator, the number of participant's weeks, is achieved to 68 % in 2011 and 132 % in 2012. It was agreed at the Annual Review meeting in April 2012 to reduce the number of courses; this was done only in 2013 since there was still a great need for more courses so that students could advance their Masters studies.</p> <p>In 2011, 14 students graduated with a Post-Graduate Diploma in International Trade Policy and Trade Law, Advanced Level, against the target of 25 and in 2012 the number of graduates was 37, exceeding the target of 25. In 2011, 17 students graduated with a Master's of Science while there were 16 MSc graduates in 2012.</p>
Indicator 1.4: Annual delivery of at least 4 customised training courses or workshops for trapca partners.	<p>The following three executive short courses were given in 2011:</p> <ul style="list-style-type: none"> - trapca/Sussex University/InterAnalysis one-week joint course in the trade policy analysis software <i>Trade Sift</i>, with 18 participants - Edulink two-week course for lecturers on political economy and introduction to the software <i>Trade Sift</i>, with 11 participants - World Bank/trapca joint one-week course on regional integration and food security in Africa, with 21 participants <p>The following five executive short courses were given in 2012:</p> <ul style="list-style-type: none"> - World Bank Institute/trapca joint 3-day course on integration issues for the Common Market for Eastern and Southern Africa (COMESA) - East African Community (EAC) - South African Development Community (SADC) tripartite negotiators, with 38 participants - trapca/Africa, Caribbean and the Pacific (ACP) Multilateral Trading System Programme joint 2-week course on World Trade Organization (WTO) agreements and the WTO dispute settlement system, with 26 participants - executive 3-day course for African diplomats from Tanzania with 19 participants - Statistical Training course during three weeks for the Ministry of Trade Officers in Kenya, with 22 participants - trapca/International Institute for Sustainable Development (IISD) joint two-weeks course in international investment agreements in Botswana, with 22 participants.¹⁹

¹⁹ See table in Annex 2

Annex 3 – List of Participating LDCs

Participating Least Developed Countries (LDCs)

Angola
Benin
Burkina Faso
DRC
Eritrea
Ethiopia
Gambia
Lesotho
Liberia
Malawi
Niger
Rwanda
Senegal
Sierra Leone
Togo
Uganda
Tanzania
Zambia
Samoa
Bangladesh
Haiti
Mali
Mozambique
Sao Tome and Principe
Swaziland
Burundi
Mauritania
Guinea
Madagascar
South Sudan

Low Income Participating

Egypt
Botswana
Nigeria
Seychelles
Zimbabwe
Kenya
Namibia
Bahamas
Dominican Republic
Fiji
Ghana
Maritius
South Africa
Trinidad
Cameroon

Non-Participating LDC

Tuvalu
CAR
Chad
Comoros
Djibouti
Equatorial Guinea
Guinea-Bissau
Somalia
Afghanistan
Bhutan
Cambodia
Myanmar
Nepal
Solomon Islands
Timor-Leste
Vanuatu
Yemen
Lao
Kiribati
Sudan

Annex 4 – Internal monitoring/evaluation system design

Internal monitoring/evaluation practices within a project/programme should be carefully thought through. At the onset it should be clear, why the programme is evaluating, who it is evaluating, when it is evaluating and what the programme wants to do with the data.

Check-list for design of internal monitoring/evaluation systems

	Why?	Who is evaluating?	When?	Data dissemination
Faculty	Quality control	Students	At end of each course unit	Aggregate and share with faculty
Logistical Arrangements	Quality control	Students and Faculty	At end of each course	Aggregate and share with ESAMI
Workplace	Impact Assessment / Upkeep of alumni database	Trapca staff interviews alumni and employers	18 months- 2 years post course completion	Aggregate and share with donors
REC	Impact Assessment / Needs Assessment	Trapca staff interviews Regional Economic Community DGs	Annually	Aggregate and share with donors / Aggregate and share with Faculty and AAC
Workshop / Forum / Executive Course participants	Quality control	Participants	After each forum	Aggregate and share with donors and faculty

Annex 5 – Terms of Reference

Terms of Reference– Mid-term Review of the Trade Policy Training Centre in Africa, **trapca**

1 BACKGROUND

The Trade Policy Training Centre in Africa (**trapca**) was established in 2006 as an autonomous programme at the Eastern and Southern Africa Management Institute (ESAMI) located in Arusha, United Republic of Tanzania.

The objective for the **trapca** programme is: increased knowledge and skills in trade policy among LDC and Sub-Saharan stakeholders through the creation and operation of a high quality trade policy training centre specifically designed to meet the needs of least developed and low-income developing countries at both the multilateral, regional and bilateral level. Since 2006, officials from the public sector, private sector, civil society and members of parliament have been trained in trade policy and trade law. Over 2 600 students from 45 countries have so far been graduated.

The core priorities of **trapca** are:

- a. a clear priority focus on participants from least-developed countries and other low-income sub-Saharan countries;
- b. an endeavor to attract female participants;
- c. an ambition to maintain the highest academic standards and to be able to provide university-level education based on the most recent academic scientific evidence, free from any biased political messages;
- d. African ownership and total independence from any outside political interference with course curricula.

The overall responsibility of ensuring an efficient management of the **trapca** is entrusted by ESAMI to the Board of **trapca**. Day-to-day management is the responsibility of an Executive Director. In academic matters, the Executive Director co-operates with an Academic Director appointed by Lund University of Sweden, contracted to support **trapca**. In addition, an Academic Advisory Council has been appointed by the **trapca** Board.

1.1 Intervention

In 2011 Sweden, represented by Sida, agreed to finance phase II of the programme “Trade Policy Training Centre in Africa, **trapca**, 2011-2015” The Swedish contribution to the budget for phase II for the period 2011 – 2015 is SEK 92 986 097. The remainder of the financing is provided by ESAMI and through **trapca** income. The Regional Section at the Embassy in Nairobi, and Sida’s Resource Unit under the Department for Programme Cooperation (PROGSAM) will use the Mid-term Review

(MTR) both to follow-up the results of the programme, but also to draw lessons from how the programme has been implemented when considering future collaboration with **trapca**. The MTR may also be used by **trapca** to improve its activities, and it could be used by other Sida Units as well as other possible financiers who are considering supporting the centre.

The goal of the MTR is to assess the overall performance of the programme. The expected output is a report which assesses the issues listed in section 2 and shall include lessons learnt and recommendations for the future with regard to these issues.

1.2 Current situation at **trapca**

During 2009 an independent Mid-term Review was conducted under the first phase of the **trapca** programme. The Review came to the conclusion that the **trapca** programme is relevant and needed in the LDC and Sub-Sahara African developing context and was the ground for Sweden's decision to continue the support to **trapca**, but with reduced funding from 2012. **trapca** was encouraged to come up with a plan on how to become financially sustainable in the future and how to fit into the ESAMI structure.

The original aim for **trapca** was to strive to become more self-sustainable with resources coming mainly from participants' fees, staff consultancy service and contributions from ESAMI. Therefore the financial contribution from Sida would gradually be reduced from 2012 and onwards.

However, this has proved unrealistic. Without grant funding from Sweden, **trapca** may well be in a position to survive as a sub-unit of ESAMI, but it would have to focus on attracting fee paying participants. Since such participants are likely to come from countries with higher income levels, course contents may have to change to reflect issues that are relevant to these countries. It would be difficult for **trapca** to continue targeting professionals from LDCs and Low Income SSA countries, with priority given to women, since these students have proven unable to afford paying the tuition fees themselves. As a consequence, Sweden decided to extend its support to **trapca** during 2012 to allow **trapca** more time to develop a sustainable financing model, which includes alternative sources of funding. Such alternatives may include the set-up of a trust-fund including pan-African or regional bodies or other donors/multilateral organisations. Preserving the core priorities of **trapca** mentioned above is a key concern.

During May-June 2013 a consultancy study will simultaneously be conducted for **trapca** with the aim of assessing how a future **trapca** Trust Fund could be designed and to quantify the demand for trade policy and trade law courses in the region.

2 SCOPE OF ASSIGNMENT

2.1 Purpose of the Mid-term Review

According to the Agreement between ESAMI and Sweden a Mid-term Review shall be undertaken of the operations and future options for the **trapca** programme. The

MTR shall summarise obtained and expected results in relation to the **trapca** objectives and the Result Assessment Framework (RAF) and contain an analysis of any deviation therefrom. Furthermore, it shall consider the issue of self-financing within the **trapca** programme.

The Mid-term Review concerns a consolidated training initiative. Rather than focusing on quantitative results and achievements, the main emphasis should be on testing the validity and relevance of the approach and the mandate, the usefulness of **trapca** to the main stakeholders, i.e. Sub-Saharan LDC and low-income countries, and the organisational arrangements to meet the objectives of **trapca**.

2.2 Scope of work

The Mid-term Review shall focus on the validity and relevance of the work done by **trapca** and their mandate, the usefulness of **trapca** to the main stakeholders, i.e. Sub-Saharan LDC and low-income countries, and the organisational arrangements to meet the objectives and core priorities of **trapca**.

In fulfilment of the scope of work, the Mid-term Review shall as far as possible and where applicable assess the criteria's stated below (not necessarily in order of importance).

a) Relevance of the overall objective for **trapca**:

- Are the short term goals of **trapca** relevant in relation to the overall objective?
- Are the activities undertaken and tasks performed by **trapca** relevant in relation to **trapca**'s overall objectives (including types of activities, their content, participants etc)?
- Assess the relevance of the contribution made by Lund University to **trapca**'s overall objective

b) Effectiveness²⁰

- Is **trapca**'s implementation of the activities effective?
- Is **trapca**'s organisational structure effective (including **trapca**'s relations to ESAMI and Lund University)?
- Is the contribution made by Lund University effective¹?
- To what extent has **trapca** managed to reach the intended target groups?
- Analyse the documentation procedures and the relevance and effectiveness of monitoring, reporting and documenting the results of **trapca**;

²⁰ In this case, "Effectiveness" is used as an aggregate measure of (or judgment about) the merit or worth of an activity, i.e. the extent to which an intervention has attained, or is expected to attain, its major relevant objectives efficiently in a sustainable fashion and with a positive institutional development impact.

c) Ownership

- Analyse the level of African ownership and whether the **trapca**'s course content is neutral, based on available scientific evidence, and designed to meet the needs of **trapca**'s target groups of students.

d) Impact

- In what way can the impact of **trapca** be measured?
- What can be said about the outreach in respect of relevant policy- and decision-makers, academics, business circles and civil society in target countries, as well as trade policy oriented international organisations and NGOs?

e) Sustainability

- Analyse and discuss the sustainability of **trapca** outcome in relation to stakeholders and students;
- Discuss to which extent the present and expected results of **trapca** may be assessed to be sustainable in the longer term and what factors can be assessed to contribute to sustainability;
- How does **trapca** document its generated results, experience, and network and how does **trapca** disseminate the same?
- Discuss the sustainability of **trapca** at the **trapca** level with regard to institutional stability, financing, organisation, manning and demand for **trapca** services, taking into account the particular difficulty of ensuring that governments and public institutions, universities and NGOs in LDCs should benefit from the services provided by **trapca**.
- Discuss the academic support of Lund University to the accreditation and quality assurance of **trapca** courses.

f) Efficiency

- Assess the cost-efficiency of **trapca**'s different types of activities.

g) Specific issues to be discussed and evaluated

- Assess the training at **trapca** in terms of quality of curriculum, course design, teaching staff, literature and implementation;
- Evaluate **trapca**'s capacity to plan, budget, implement, follow-up and report on the results;
- Evaluate the management capacity, capability and suitability of **trapca** and its network of associates, professors in effectively implementing the courses and Policy Dialogue events.

h) Lessons learned and recommendations for the future

This may include but not limited to:

- Identify lessons learnt capturing key areas of success, challenge, innovation and outcomes;
- Propose strategic responses for the future in respect of funding and likely sustainability of **trapca** as from 2013 and post 2015 period.

2.3 Methodology

Sweden suggests that the Assignment is implemented in the form of a desk-study, field visit, and interviews. The methodology may be discussed between the evaluator and Sweden and Sweden is open to suggestions for methodological improvements from the evaluator. However, this is not a requirement if the evaluator judges these Terms of Reference to be manageable and sufficiently clear.

A description of evaluation methods proposed by the evaluator should be part of the call-off response. There is a need for the evaluators to be in close contact with **trapca** and other stakeholders.

The Mid-term Review shall be based on:

- Available written material at **trapca**, Sida, Embassy, Nairobi and Lund University.
- Consultations and interviews with all available present and former (if applicable) staff at **trapca**, as well as relevant staff at ESAMI, Sida and the Swedish Ministry of Foreign Affairs, and Lund University.
- Selected Board members and members of the Academic Advisory Council as well as teaching staff should also be consulted. Selected key stakeholders should be consulted. These consultations should normally be undertaken by telephone.
- A sample of participants trained by **trapca**
- A sample of persons active in international trade organisations, relevant NGOs and academic institutions (in **trapca** target area) with a specialisation in trade policy matters should also be consulted.

The Mid-term Review team is expected to visit Arusha (**trapca** and ESAMI) and Lund (Lund University).

2.4 Schedule and Budget

The Assignment is to be implemented during April-June 2013. The maximum amount of time which can be debited for this Assignment is 320 hours (however, the number of hours will have to be reduced if only consultants from the most expensive category is used). The ceiling level for reimbursables which may be debited for this assignment is SEK 80 000. This amount includes all types of reimbursable costs, including the formatting of the final report into the Sida Reviews format, getting an ISBN number, and the publication of it on Sida's online documentation database.

2.5 PROFILE OF THE SUPPLIER AND REQUIREMENTS OF PERSONNEL

The Mid-term Review shall be undertaken by a team of two or three consultants of which one will be appointed team leader. The team leader is responsible for organising the work and for finalising the Mid-term Review report. Apart from including advanced evaluation expertise and experience of development co-operation programming, the Mid-term Review team shall have an understanding of the general ambitions, objectives and values of Swedish development co-operation. In addition, the team shall possess specialist knowledge in competence training, capacity building

and advanced knowledge about trade policy. Because of the nature of the Assignment, it is a requirement that the team possesses complete fluency in English.

Furthermore, it is a requirement that all individuals involved in this Assignment are independent of the evaluated activities and that they have no stake in the outcome of the MTR.

2.5.1 Project team responsible for the implementation of the service

All team members shall be able to show tact and discretion throughout the entire implementation of this Assignment and shall ensure that they minimise the burden on **trapca**, ESAMI, Lund University or any other stakeholders.

The tenderer must propose a project team with specific qualifications within:

- I. Academic or other vocational education in economics, trade law or related areas
- II. Experience in trade policy issues relevant to developing countries
- III. Expertise with regard to Institution building and competence development
- IV. Work experience adequate for the project

The person/persons proposed must have excellent knowledge in spoken and written English and have experience in Least Developed and Low income development issues.

The person responsible for the implementation of the service (team-leader) must have at least 15 years of relevant professional experience and at least two years of experience as a responsible manager in charge of the performance of services in the relevant area.

The tender must include for the team-leader:

- a) A description in the form of Curriculum Vitae for the person who is to be responsible for the performance of the project. The CV must contain a full description of the person's theoretical qualifications and professional work experience. The CV must be signed by the person proposed.
- b) Two written specifications of previously performed similar projects by the proposed person.

The tender must include for the rest of the proposed personnel:

- a) A description in the form of Curriculum Vitae for the personnel who is/are to participate in the performance of the project. The CV must contain a full description of the person's or persons' theoretical qualifications and professional work experience.
- b) Two written specifications of previously performed similar projects by the proposed person(s).

2.6 REPORTING AND DOCUMENTATION

An **Award of contract meeting** with the Embassy of Sweden, Nairobi shall take place within 3 working days after contract has been awarded (this may be done through a video- or teleconference).

A short **Inception Report** shall be submitted within 1 week after the award of contract meeting, and include:

- Methods and methodology to use,
- List of suggested people to interview, properly referenced, and
- Work plan and timelines (within the time frame provided by **trapca**).

A **Progress Update** should be presented to the **trapca** team before leaving Arusha. A **Draft Report** shall be submitted no later than 27 May 2013 and **trapca** shall provide comments on the Draft Report no later than 3 June 2013.

The **Final Report** shall be submitted two weeks after having received **trapcas**'s comments on the Draft Report. The reports shall be submitted to maria.liungman@gov.se and peter.kiuluku@trapca.org

Both the **Draft Report** and the **Final Report** shall be submitted to the Embassy of Sweden, Nairobi and ESAMI/ **trapca** in electronic form. As part of the Assignment, and preferably before drafting the Final Report, the consultant shall make him/herself available for a presentation of observations and preliminary conclusions to personnel concerned at **trapca**.

At the request of **trapca**, the consultant shall make him/herself available for discussions on recommendations and conclusions.

The Reports shall be written in English. The evaluator shall, as far as possible, adhere to the terminological conventions of the OECD/DAC Glossary on Evaluation and Results-Based Management. The **Final Report** shall be of a maximum length of 30 pages, excluding Annexes. An Executive Summary of a maximum length of 3 pages which contains the main findings shall be included in the report. Subject to Swedens's decision, the Mid-term Review report may be published. The report must therefore be presented in a way that enables publication without further editing. Once the final report has been approved, the consultant is responsible to commission and ensure that the report is proof-read, formatted and published in Sida's online documentation database (according to Annex 1).

3. CONTACTS

Embassy of Sweden, Nairobi

Maria Liungman, Programme Manager, Trade and Regional Integration
Embassy of Sweden, Nairobi, Section for Regional Cooperation
Telephone: +254-(0)20-423 4015, Mobile: +254 (0)733 121 708
Email: maria.liungman@gov.se

trapca

Peter Kiuluku, Executive Director, Trade Policy Training Centre in Africa (**trapca**)
Trapca House, ESAMI Road P O Box 3030 Arusha, Tanzania
Telephone: +255 732 972 195/202, Mobile: +255 754 468 672
Email: peter.kiuluku@trapca.org

Annex 6 – Inception Report

1. Assessment of the scope of the evaluation

1.1 *Background and context*

The Trade Policy Training Centre in Africa, **trapca**, was started in 2006 as a joint initiative between the Eastern and Southern African Management Institute, ESAMI, Lund University and Sida. The initiative was based on a feasibility study, commissioned by Sida, which demonstrated that there was a great need among Least Developed Countries (LDCs) to train LDC staff in international trade policy and trade law.

The main reason was that LDCs in general, and low-income sub-Saharan African countries in particular, had not been able to benefit from the growth of international trade and globalisation during the last decades. While most other developing countries were growing and reducing poverty, the LDCs and the sub-Saharan African low-income countries were left outside this process. One explanation for the poor results among these countries was the limited capacity to develop proper trade policies and to negotiate better conditions for themselves in the multilateral and regional trade agreements.

trapca was set up with the purpose to strengthen the capacity and competence in international trade policy for representatives from government, business and civil society in these countries. Lund University is the academic partner of **trapca** and provides academic planning and teaching input²¹. **trapca** is an autonomous Centre of ESAMI.

The start up and establishing phase of **trapca** came to an end during 2010. A mid-term review (MTR) was launched in early 2009 to assess the results of **trapca** in relation to the objectives that had been agreed between Sida, ESAMI and Lund University. The MTR found that the training and results of the first period were as follows²²:

"The programme is generally well managed and activities are executed on time and at cost. The targets set for student intake, rates of completions of courses and the level of grades when graduating have all been slightly exceeded by actual results; and substantiate the high level of quality applied both to the vocational and the academic tracks. These observations are a result of the

²¹ Programme document, February 2011

²² Mid Term review of Support to Trade Policy training Centre in Africa – trapca. Final report 15 September 2009, page 12

*healthy relationship between LU as a quality controlling partner and **trapca** as the executing agency.”*

The MTR recommended that Sida continues funding, not only to the end of 2010, but also that Sida considers continuing the support after the programme period “to allow for: a) continued Master's Programme intake and completion cycle to become part of the final evaluation, b) a smooth phasing out, and c) for **trapca** to prepare a realistic business plan on how to simultaneously launch a commercial scale activity and still maintain the key target group, the economically vulnerable LDC students consolidation phase.”²³

In its management response to the MTR, Sida encouraged **trapca** to come up with a plan on how to become financially sustainable in the future and how to fit into the ESAMI structure.

The original aim for **trapca** was to strive to become more self-sustainable with resources coming mainly from participants' fees, staff consultancy service and contributions from ESAMI. Therefore the financial contribution from Sida would gradually be reduced from 2012 and onwards.

However, this has proved unrealistic. Without grant funding from Sweden, **trapca** may well be in a position to survive as a sub-unit of ESAMI, but it would have to focus on attracting fee paying participants. Since such participants are likely to come from countries with higher income levels, course contents may have to change to reflect issues that are relevant to these countries. It would be difficult for **trapca** to continue targeting professionals from LDCs and Low Income SSA countries, with priority given to women, since these students have proven unable to afford paying the tuition fees themselves. As a consequence, Sweden decided to extend its support to **trapca** during 2012 to allow **trapca** more time to develop a sustainable financing model, which includes alternative sources of funding. Such alternatives may include the set-up of a trust-fund including pan-African or regional bodies or other donors/multilateral organisations. Preserving the core priorities of **trapca** is a key concern. These priorities are:

- a. A clear priority focus on participants from least-developed and other low-income sub-Saharan countries,
- b. An endeavor to attract female participants
- c. An ambition to maintain the highest academic standards and to be able to provide university-level education based on the most recent academic scientific evidence, free from any biased political messages

²³ Mid Term review of Support to Trade Policy training Centre in Africa – **trapca**. Final report 15 September 2009, page 13.

- d. African ownership and total independence from any outside political interference with course curricula

During July to September 2013 a consultancy study will simultaneously be conducted for **trapca** with the aim of assessing how a future **trapca** Trust Fund could be designed and to quantify the demand for trade policy and trade law courses in the region.

1.2 *The Project*

The support to the Trade Policy training Centre in Africa (**trapca**) is being implemented from April 2011 to December 2015. The Swedish contribution to the budget is SEK 92,986,097 to ESAMI/**trapca**. The self financing from ESAMI and **trapca** is expected to SEK 14,766,960, hence the total budget of **trapca** is SEK 120,190,000. Sida support to Lund University is additional SEK 14,229,475 to support **trapca**.

Development objective

The development objective of is stated as:

- *Improved possibilities for LDCs and low income sub-Saharan African countries to benefit from integration into the world economy through enhanced international and regional trade which will contribute to sustainable growth and poverty reduction.*

Programme objective

The programme objective is stated as:

- *Improved trade policy capacity in LDCs and low income Sub-Saharan African countries to develop trade policy strategies to negotiate for the countries more beneficial trade policy agreements, thus contributing to increased international and regional trade.*

Outputs

Three outputs are defined in the Programme document:

1. Training programmes
 - A Master's programme provided for students from LDCs and low-income sub-Saharan African countries;
 - Foundation, intermediary and Diploma courses provided to government, private sector and NGO representatives from LDCs and low-income sub-Saharan African countries;
 - The development and offering of an Executive Trade Policy Management Diploma Programme from 2011.
2. Research Network development
 - Established network of research and trade information centres/institutions;
 - Network established with African universities for PhD training.
3. Policy dialogue
 - Forums for trade policy Dialogues established;
 - Annual workshop in trade policy issues held.

Target groups for the training

The main stakeholders and target groups of **trapca** are officials in the public sector, graduate students, representatives of international and non-governmental organisations and the private sector that are involved in international trade in a broad sense. **trapca** is thus providing training and education for persons who have or will in the future have positions in trade related activities such as:

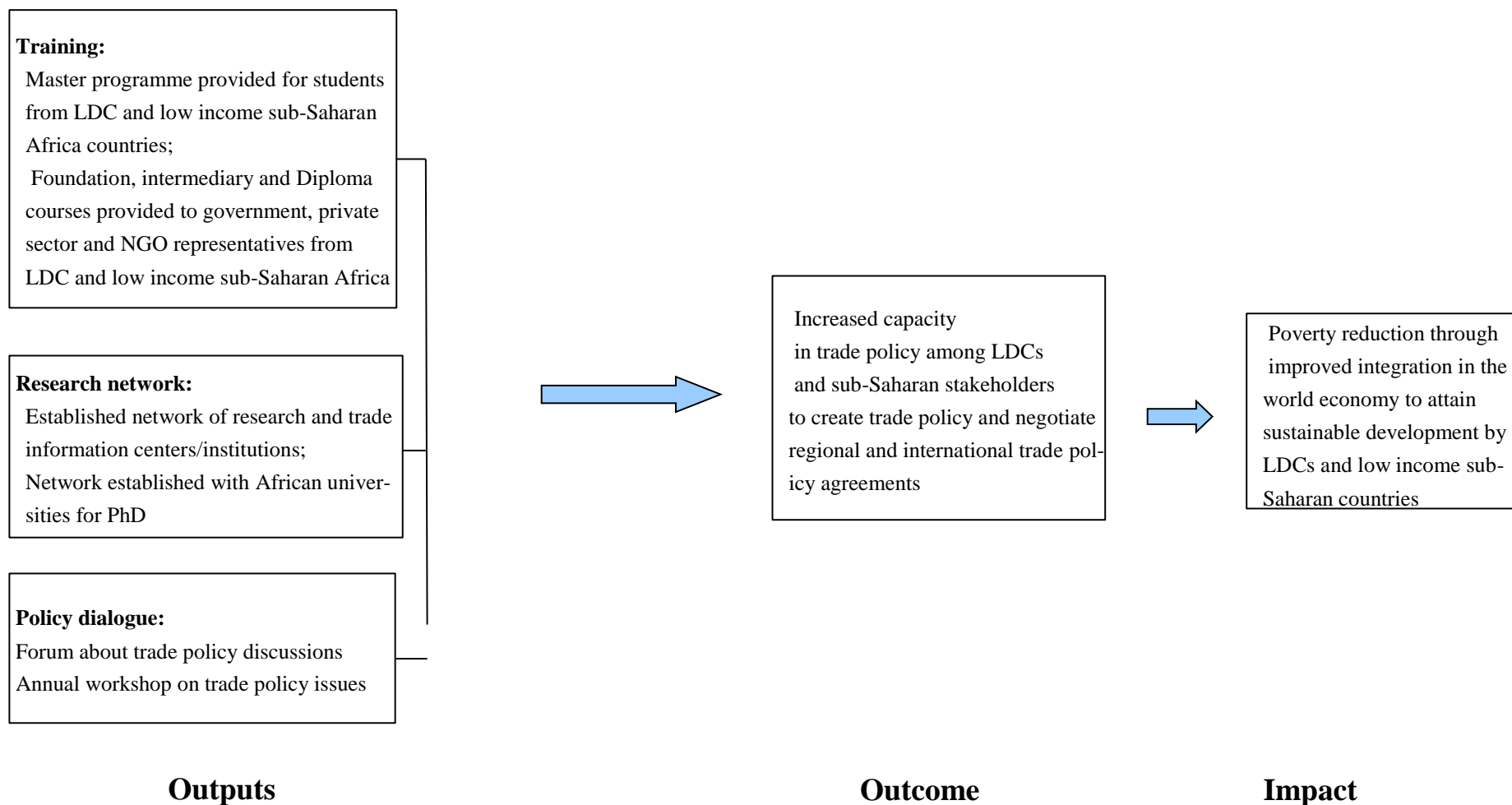
- Ministries and government agencies related to trade issues;
- Politicians;
- Universities;
- Business organisations and enterprises;
- Civil society – such as international and national NGOs, trade unions and media.

Women from developing countries are another target group and a gender balance was to be aimed for in all the above categories, and special attention and priority will be given to female participants from LDCs and low-income sub-Saharan African countries.

The target groups for the training are civil servants in ministries, trade negotiators, academia, private sector and NGOs. For **trapca** to have a real impact on the development of improved international and regional trade policy agreements, **trapca** students have to be employed in relevant organisations, institutions and companies.

1.3 The logic of the Project

The project log frame matrix is summarised in Figure 1. The outputs are formulated in quantitative terms, except for the research network. The outputs are supposed to lead to increased trade negotiation capacity as formulated in the programme objective (outcome). The impact is influenced by many factors beside the **trapca** programme and it will be difficult to attribute any impact to the programme. The MTR will particularly address the relation between the outputs and the stated outcome.

Figure 1: trapca programme log frame/results chain, phase 2

1.4 *Organisation and implementation of the project*

The Embassy of Sweden has an agreement with ESAMI regarding the programme. **trapca** is an autonomous unit within ESAMI, and is implementing the programme. The Embassy has also contracted Lund University for academic assistance to the programme.

The main stakeholders identified in the Project document are:

- **trapca**
- Lund University
- ESAMI
- Sida

2. Relevance and evaluability of evaluation questions

2.1 *Evaluation purpose and objectives*

This is a Mid-term review of the **trapca** programme 2011-2015. The TOR states that according to the Agreement between ESAMI and Sweden a Mid-term Review shall be undertaken of the operations and future options for the **trapca** programme. The MTR shall summarise obtained and expected results in relation to the **trapca** objectives and the Result Assessment Framework (RAF) and contain an analysis of any discrepancies. Furthermore, it shall consider the issue of self-financing within the **trapca** programme.

The Mid-term Review concerns a consolidated training initiative. Rather than focusing on quantitative results and achievements, the main emphasis should be on testing the validity and relevance of the approach and the mandate, the usefulness of **trapca** to the main stakeholders, i.e. Sub-Saharan LDC and low-income countries, and the organisational arrangements to meet the objectives of **trapca**.

As agreed by the Embassy of Sweden in Kenya, the issue of the future financing of **trapca** is not a main objective of this MTR, since another study has been commissioned to work on this. The consultants shall only comment on this issue, should they come across information or be able to provide useful ideas arising during the process of answering the questions of this assignment. As far as possible **trapca**, and the Embassy will keep the consultancies updated on the simultaneous studies and if possible a meeting (live or by telephone) between the two consultancies would be preferred. The outcome of the different studies should though not be dependent on each other.

In consequence, the fourth bullet point under sustainability (*Discuss the sustainability of **trapca** at the **trapca** level with regard to institutional stability, financing, organisation, manning and demand for **trapca** services, taking into account the particular difficulty of ensuring that governments and public institutions, universities and NGOs in LDCs should benefit from the services provided by **trapca***) is agreed to be deleted from the ToR and disregarded in the MTR Assignment.

In the same context, the second bullet point under h) lessons learned and recommendation for the future (*Propose strategic responses for the future in respect of funding and*

*likely sustainability of **trapca** as from 2013 and post 2015 period)* should only be considered, should the consultants come across information or be able to provide useful ideas arising during the process of answering the questions of this assignment.

The Embassy has accepted the inclusion of the following question under relevance:

- Are the overall objective and the mandate of **trapca** relevant and useful to stake holders?

No additional documentation is to be considered solely for this purpose or separate interviews be held solely for this purpose. This means that it is NOT expected that the consultants spend much time on answering this question.

As agreed with the Embassy, the evaluation will also assess gender balance within the project design and implementation, including endeavors to attract female participants.

2.2 *Relevance and evaluability of evaluation questions*

2.2.1 Effectiveness

(The extent to which a development intervention has achieved its objectives, taking their relative importance into account) ²⁴.

The evaluation will assess the achievements according to the Project log frame, based on the programme's progress report and verified through interviews, observations and through review of other documents. Data for the 11 indicators of the log frame will be collected mainly through annual reports and other documents, complemented by interviews.

The overall objective is:

- *Improved possibilities for LDCs and low-income sub-Saharan African countries to benefit from integration into the world economy through enhanced international and regional trade, which will contribute, to sustainable growth and poverty reduction.*

It is not possible within the scope of this MTR to assess achievements in relation to this objective. However, there is an assumption that progress on the programme objectives will impact positively on the overall objective. The extent to which the pro-

²⁴ In this case, according to TOR, "Effectiveness" is used as an aggregate measure of (or judgment about) the merit or worth of an activity, i.e. the extent to which an intervention has attained, or is expected to attain, its major relevant objectives efficiently in a sustainable fashion and with a positive institutional development impact.

programme objectives are being achieved should be seen to correlate to progress on the overall objective.

The Programme objective is:

- *Improved trade policy capacity in LDCs and low income Sub-Saharan African countries to develop trade policy strategies to negotiate for the countries more beneficial trade policy agreements, thus contributing to increased international and regional trade.*

The programme document has five indicators related to the programme objective, as listed below.²⁵ The source of verification is the Programme Evaluation Report on Tracing of Career Path of **trapca** participants. This will be the main data source for the MTR, complemented with interviews of former students and their organisations if possible within the scope and time frame of the MTR. The MTR will assess to what extent the programme objective has been achieved and if it is likely to be attained at the end of the project.

Programme Objective	Indicators	Source of Verification
Improved trade policy capacity in LDCs and low income SS African countries' to develop trade policy strategies and to negotiate for the countries' more beneficial trade policy agreements thus contributing to increased international and regional trade.	<ol style="list-style-type: none"> 1. trapca graduates /participants employed in LDC:s' and low income African countries' Ministries and official authorities. 2. trapca/participants active in in LDC:s' and low income African countries' international and bilateral trade negotiations 3. trapca graduates --participants active in LDC:s' and low income African countries' trade policy research, academic debates etc. 4. trapca graduates-participants active in the area of trade policy in the private sector of LDC:s and low income African countries 5. trapca graduates-participants active in the area of trade policy in NGO:s in the LDC:s and low income African countries 	Program Evaluation Report on Tracing of Career Path of trapca participants

²⁵ Programme document, February 2011, page 48-50

The challenge for the evaluation is to measure the outcome of the outputs and the linkages between them, e.g. have the training been useful, have trained people been able to use their knowledge, etc. This will be assessed on an individual level, mainly through interviews with key informants and through the Tracer studies done annually to trace what has happened to the students after returning home from the training courses.

The programme objective however, states “improved trade policy capacity...” as the objective and this goes beyond the individual capacities and refers also to organisational capacity²⁶. It is deemed to go beyond the scope of the MTR to assess the organisational capacity in trade related organisations and ministries etc in relation to the outputs of **trapca**. Besides, the agreed five indicators all refer to the **trapca** individual graduates/participants.

In addition to training, the other two outputs of the programme namely, developing the research network and the policy dialogue events, are supposed to contribute to the outcome of increased trade policy capacity. The MTR will collect the opinions from participants and from relevant policy- and decision- makers, academics, business associations and civil society in target countries, as well as trade policy oriented international organisations and NGOs.

The programme has 3 outputs:

1. *Training programmes*
2. *Research Network development*
3. *Policy dialogue*

The achievements of the outputs will be measured by collecting data (number of training programmes offered, number of participants, results of course reviews, number of activities of research network, academic output, number of policy dialogues, record of post-dialogue media coverage and more) for the six defined indicators, mainly from the Progress reports, complemented with interviews and information from other documents. The extent to which activities have been achieved, or is expected to be achieved, will be assessed, as well as the major relevant objectives or outputs, whether these have been attained effectively, in a sustainable fashion and with a positive institutional development impact.

The TOR contains five evaluation questions about effectiveness:

- *Is **trapca**’s implementation of the activities effective?*

²⁶ Organisational capacity: groups of individuals bound by a common purpose, with clear objectives and the internal structures, processes, systems, staffing, and other resources to achieve them.

- *Is **trapca**'s organisational structure effective (including **trapca**'s relations to ESAMI and Lund University)?*
- *Is the contribution made by Lund University effective¹?*
- *To what extent has **trapca** managed to reach the intended target groups?*
- *Analyse the documentation procedures and the relevance and effectiveness of monitoring, reporting and documenting the results of **trapca**;*

The questions will be answered according to the methods described in the Evaluation framework (Annex 1), that also defines the data that will be collected. The questionnaires in Annex 2 and 3 have been developed to complement the document reviews by collecting information from interviews with key informants. One main issue is to try to determine if observed changes can be attributed to the project or if there have been other interventions or activities that can explain the changes.

2.2.2 Relevance

(The extent to which a development intervention conforms to the needs and priorities of target groups and the policies of recipient countries and donors).

The TOR has four evaluation questions related to relevance of the overall objective and mandate of **trapca**, the short-term goals (programme objectives and outputs), activities and the contributions by Lund University. They can be answered according to the methods described in the Evaluation framework (Annex 1). The questionnaires in Annex 2 and 3 have been developed to complement the document reviews by collecting information from interviews with key informants.

2.2.3 Ownership²⁷

A condition for achieving sustainability is the establishment of ownership of the project in the existing organisation. The evaluation will analyse the agreement between different parties to see if local ownership was promoted through the agreements. The evaluation will also conduct interviews with stakeholders. The TWO2 evaluation questions in the TOR is:

- *Analyse the level of African ownership and whether the **trapca**'s course content is neutral, based on available scientific evidence, and designed to meet the needs of **trapca**'s target groups of students.*

The question will be answered according to the methods described in the Evaluation framework (Annex 1). The questionnaires in Annex 2 and 3 have been developed to complement the document reviews by collecting information from interviews with key informants.

²⁷ Components of ownership are control, influence and participation of/in **trapca** and the implemented programme

2.2.4 Impact

(The totality of the effects of a development intervention, positive and negative, intended and unintended).

In the **trapca** log frame, the programme objective is described as the outcome of the programme and the overall objective is described as the impact of the programme.

Impact in terms of poverty reduction or sustained development in the LCDs and low-income Sub-Saharan countries, cannot be attributed to the programme. It may also not be possible to assess the improved integration in the world economy and find attributions from the programme that could have contributed to this. The MTR will develop this further according to evaluation question 5.1:

- *In what way can the impact of **trapca** be measured?*

The evaluation question 5.2 about outreach is:

- *What can be said about the outreach in respect of relevant policy- and decision-makers, academics, business circles and civil society in target countries, as well as trade policy oriented international organisations and NGOs?*

The question will be answered by interviews of relevant policy- and decision-makers, academics, business associations and civil society in target countries, as well as trade policy oriented international organisations and NGOs. At least 10-15 interviewees will be identified within the scope and time frame of the MTR. Interviews will be conducted by telephone, using the questionnaire. Additional information about outreach will be sought from documents and verifications of outreach through Internet.

The possibility to provide a credible assessment of impacts beyond beneficiary perceptions and the perception of officials is limited due to the difficulties of attributing outcomes and impacts to the programme.

2.2.5 Sustainability

(The continuation or longevity of benefits from a development intervention after the cessation of development assistance)

The evaluation questions about sustainability are:

- *Analyse and discuss the sustainability of **trapca** outcome in relation to stakeholders and students;*
- *Discuss to which extent the present and expected results of **trapca** may be assessed to be sustainable in the longer term and what factors can be assessed to contribute to sustainability;*
- *How does **trapca** document its generated results, experience, and network and how does **trapca** disseminate the same?*
- *Discuss the academic support of Lund University to the accreditation and quality assurance of **trapca** courses.*

Sustainability of the outcome of the programme (increased trade policy capacity) can be assessed mainly through the Tracer studies and will reflect the perceptions of the participants of **trapca** training and other events. Complementary to this, interviews will be conducted with relevant policy- and decision-makers, academics, business associations and civil society in target countries, as well as trade policy oriented international organisations and NGOs (see above). The MTR will assess the factors, which contribute to sustainability, through the interviews mentioned above.

The fourth question about documentation of results can be answered in interviews, validated by documents and reports.

The last question about the sustainability of the support from Lund University will be answered through collection of information through interviews with staff at **trapca** and Lund University.

A condition for achieving sustainability is the establishment of ownership of the project in the existing organisation (see part 2.2.5 above).

2.2.6 Efficiency

(The extent to which the costs of a development intervention can be justified by its results, taking alternatives into account).

There is one question about efficiency in the TOR:

- *Assess the cost-efficiency of **trapca**'s different types of activities.*

The evaluation will analyse the budget and costs of the project to try to establish the efficiency of the different types of activities, particularly for the training courses. The internal efficiency in terms of efficient use of project resources will be analysed based on the experiences of the consultants from similar projects.

2.2.7 Specific issues to be discussed and evaluated

Question 8.1 about quality of curriculum, course design, teaching staff, literature and implementation is seen by the evaluators as a major issue for the MTR. The relevance of the curriculum etc as well as the relevance of other events organised by **trapca** will be assessed.

This question and questions 8.2 and 8.3 under specific issues, will be answered according to the methods set out in the evaluation framework and the questions in the questionnaires.

2.2.8 Recommendations regarding evaluation questions

The evaluation questions from the TOR are deemed to be feasible and it should be possible to collect data to answer the questions as well as the additional questions. The data will mostly focus on scope of impact by looking at student numbers and their work environment post-training, research reports and their dissemination, number of policy dialogue and visible impact via media coverage and number of activities of the research network. The consultants have developed detailed interview questionnaires

for different stakeholder groups. The questions will be further developed and complemented during the process of the evaluation, as one interview may lead to further questions that will be asked also in interviews. The questionnaires should be seen as “living documents” that will change during the course of the evaluation as the evaluators gain new information and insights. Draft questionnaires are attached in Annex 2 and 3.

3. Proposed approach and methodology

3.1 *Design of the evaluation*

Most of the relevant documents have been received during the inception period and will be analysed as part of the initial desk study. The evaluators will undertake one field trip to Arusha for fact finding and interviews with key staff of ESAMI and **trap-ca**. Preliminary work plan for the fieldwork is attached as Annex 6 and a time schedule for the entire evaluation can be found in Annex 7.

Before the fieldwork in Arusha, the team leader Bernt Andersson, will interview Lund University in Lund. The evaluation team will have an initial meeting with stakeholders in Arusha to inform them about the evaluation, the work schedule of the evaluation team, collect initial information and seek advice on how to carry out the evaluation in a most practical and efficient way. The stakeholders in Arusha will be engaged in the evaluation through structured interviews individually and in groups and self-assessments of capacity building achievements. They will also be given the opportunity to comment on the evaluation preliminary results before the consultants leave Arusha. If possible, Lund University and Sida will be invited to participate via video conference.

Crosscutting issues like gender will be analysed as part of the evaluation in regards to initial assessment, measures taken within the project to improve the gender balance, and what has been achieved. The project process and outcomes will be analysed according to Sida’s Policy Promoting Gender Equality in Development Cooperation.

3.2 *Data collection, sources of information and analysis*

It is expected that the evaluation methodology will be largely qualitative, and will not seek to replicate the data already collected in Annual Progress reports. The data that will be collected is defined in Annex 1. In order to meet the objective of the assignment, a variety of methods will be used as described above.

3.2.1 Document review

The primary sources of written material include a.o. the following documents:

- Project document
- Assessment Memo
- Inception report
- Annual work plans
- Annual budgets
- Progress reports

- Financial reports
- Minutes from Annual consultations
- Agreement Sida – ESAMI/**trapca**
- Contract Sida – Lund University
- TOR for Lund University
- Any Agreement/MOU between **trapca** and Lund University
- Participant lists for trainings and other events (lists should contain information about organisation, position and nationality of participants).
- ESAMI/**trapca** governance documents
- Curriculum
- Course programmes
- Course evaluations
- Tracer study 2012
- MTR 2009
- Systems Audit

3.2.2 Interviews

Interviews will be conducted with Lund University in Lund and with ESAMI and **trapca** officials and staff in Arusha, as well as with Sida. Interviews with other stakeholders, relevant policy- and decision-makers, academics, business associations and civil society in target countries, as well as trade policy oriented international organisations and NGOs will be conducted by telephone.

As with all evaluations, it is important that respondents can express their views openly and without prejudice. The tone and openness of the discussions will be established from the outset by the evaluators (supported by donors if present). The purpose of evaluations and the potential for learning and improvement will be emphasised. The evaluators will make it clear that they are independent consultants (and not employees of any donor organisation), and that the final opinions and findings will be theirs.

At the outset respondents will be informed about the purpose of the evaluation, and that opinions expressed will be treated sensitively. Senior officials and those in positions of authority may not mind being quoted, but in the main, quotes will not be attributed to particular individuals. Opinions and views expressed will be those of the authors interpreted from information received from respondents. If matters of particular sensitivity arise, complete confidence will need to be given to sources, and such matters will be raised with the Donors in the first instance. It will be important to the evaluation process to establish conditions that encourage open and frank dialogue, as this is essential to the sharing of ideas.

A tentative list of organisations and persons to be interviewed is annexed in Annex 4.

3.2.3 Group discussions/Focus Group discussions

The evaluators will encourage group discussions and group interviews where possible, whilst allowing for the confidentiality of individual interviews where requested and necessary.

3.3 *The use of the evaluation*

We understand that the Regional Section at the Embassy in Nairobi, and Sida's Resource Unit under the Department for Programme Cooperation (PROGSAM) will use the MTR both to follow-up the results of the programme, but also to draw lessons from how the programme has been implemented when considering future collaboration with **trapca**. The MTR may also be used by **trapca**, Lund University and ESAMI to improve its activities, and it could be used by other Sida Units as well as other possible financiers who are considering supporting the centre.

4. Other issues and recommendations

4.1 *Quality Assurance*

Quality Assurance (QA) and back-stopping will be provided by Indevelop: Adam Pain will provide Quality Assurance and technical support; David Salom (Project Administrator) will provide logistics and administration support; Jessica Rothman (Project Manager) will provide management and co-ordination, and liaison with Sida. The evaluation will comply with Sida's Evaluation Guidelines 2010.

4.2 *Field Team*

The field team will comprise Bernt Andersson and Talitha Bertelsmann-Scott. The team will work together on all aspects of the evaluation, but each team member will have specific responsibilities for different sets of the evaluation questions, as indicated in the annexed evaluation framework.

The field team members will adopt a flexible approach, which may require them to work independently at times in order to consult with as wide a range of stakeholders as possible. However findings will be shared and agreed, through continuous dialogue between team members and this will ensure that conclusions reached are considered, well founded, and arrived at through consensus of opinions.

Annex 1 – Evaluation Framework

Matrix indicating the nature and sources of evidence for each specific evaluation question

Evaluation Question	Methods	Sources	Data	Main responsibility
1. Summarise results (output/outcome) in relation to objectives and RAF, and analysis of deviations	Document review; primary data from key informant interviews. This part will summarise obtained and expected results in relation to the trapca objectives and the Result Assessment Framework (RAF) and contain an analysis of any deviations.	Project document Assessment Memo Inception report Annual work plans Annual budgets Progress reports Financial reports Minutes from annual consultations Interviews with trapca and Lund University	Data to focus on physical output, including numbers of students, research reports, policy dialogues and more	BA
2. Effectiveness²⁸				
2.1 Is trapca 's implementation of the activities effective?	Analysis by the Consultants	Based on results summary for question 1.	Data will include numbers of students trained that return to official trade policy posts.	BA
2.2 Is trapca 's organisational structure effective (including trapca 's relations to ESAMI and Lund University)?	Relations between trapca and ESAMI, and between trapca and Lund University will be explored and analysed through	Agreement Sida – ESAMI/ trapca Contract Sida – Lund University TOR for Lund University		BA

²⁸ In this case, according to TOR, “Effectiveness” is used as an aggregate measure of (or judgment about) the merit or worth of an activity, i.e. the extent to which an intervention has attained, or is expected to attain, its major relevant objectives efficiently in a sustainable fashion and with a positive institutional development impact.

Evaluation Question	Methods	Sources	Data	Main responsibility
	document review and interviews	Any Agreement/MOU between trapca and Lund University Interviews of trapca , ESAMI and Lund University officials		
2.3 Is the contribution made by Lund University effective?	Contributions made by Lund University according to Project document and annual plans will be analysed. Detailed questionnaire will be developed during inception.	Document review and follow-up questions to trapca and Lund University officials.	Evidence of academic input and faculty exchanges, meetings, input to course development	BA
2.4 To what extent has trapca managed to reach the intended target group?	Document review and interviews	Participant lists for trainings and other events (lists should contain information about organisation, position and nationality of participants). Stakeholder interviews.	Data on participants profiles, how many in relevant ministries, NGO's, business associations post training	BA/TBS
2.5 Is the reporting and documentation of results by trapca relevant and effective?	Document review and interviews	Progress reports Other publications by trapca Follow-up interviews of trapca officials, ESAMI, Swedish embassy and stakeholders.		BA
3. Relevance				
3.1 Is the overall objective and mandate of trapca relevant and useful to stakeholders?	Stakeholder interviews The relevance will also be analysed based on the consultants' knowledge of stakeholder trade policies and current trade issues in the region.	A list of stakeholders will be identified in the beginning of the inception period. Interviews will be made by telephone or email. Some policies and other policy statements may be collected from stakeholders.		TBS

Evaluation Question	Methods	Sources	Data	Main responsibility
3.2 Are the short-term goals of trapca relevant in relation to the overall objective?	Desk study/analysis by the consultants	Project document and Progress reports	Data in relation to effectiveness data	TBS/BA
3.2 Are the activities undertaken and tasks performed by trapca relevant in relation to the short-term objectives, trapca 's overall objectives (including types of activities, their content, participants etc)?	Desk study/analysis by the consultants	Project document and Progress reports		TBS/BA
3.4 Are the contributions by Lund University relevant in relation to the overall objective of trapca ?	Desk study/analysis by the consultants Interviews with Lund University and trapca	Project document and Progress reports		TBS
4. Ownership				
4.1 What is then level of African ownership?	Analysis of governance of trapca and influence by different stakeholders	ESAMI/ trapca governance documents Interviews of ESAMI, trapca and stakeholders	Numbers of African faculty, involvement in course development, recruitment of students	BA
4.2 Is the trapca 's course content neutral, based on available scientific evidence, and designed to meet the needs of trapca 's target groups of students?	Analysis of curriculum based on document review and interviews.	Curriculum Interviews with students/former students. Interviewees will be selected during inception report. Interviews will be conducted through short email distributed questionnaire. If there is any on-going course, participants will be interviewed. If there is an alumni association, interviews will be conducted with them.		TBS
5. Impact				

Evaluation Question	Methods	Sources	Data	Main responsibility
5.1 In what way can the impact of trapca be measured?	The consultants will analyse the possibilities to measure impact of the project.		Data will focus on depth and breadth of students, relevance of training material	BA/TBS
5.2 What can be said about the outreach in respect of relevant policy- and decision- makers, academics, business circles and civil society in target countries, as well as trade policy oriented international organisations and NGOs?	Interviews	Interviews of relevant policy- and decision-makers, academics, business circles and civil society in target countries, as well as trade policy oriented international organisations and NGOs will be conducted through a short email distributed questionnaire. Key informants will be interviewed by telephone, using the same questionnaire.		BA/TBS
6. Sustainability				
6.1 To what extent are the trapca outcomes sustainable in relation to stakeholders?		Interviews of relevant policy- and decision-makers, academics, business circles and civil society in target countries, as well as trade policy oriented international organisations and NGOs will be conducted through a short email distributed questionnaire. Key informants will be interviewed by telephone, using the same questionnaire.	Data will focus on trend in student enrolment and relevance retainment	TBS
6.2 To what extent are the trapca outcomes sustainable in relation to students?	Interviews	Interviews with students/former students. Interviewees will be selected during incep-	Data on alumni interest, participation and	TBS

Evaluation Question	Methods	Sources	Data	Main responsibility
		tion report. Interviews will be conducted through short email distributed questionnaire. If there is an alumni association, interviews will be conducted with them.	post-qualification training	
6.3 To what extent are the present and expected results of trapca sustainable in the longer term and what factors can be assessed to contribute to sustainability				TBS
6.4 How does trapca document its generated results, experience, and network and how does trapca disseminate the same?	Interviews validated by documents and reports	Documents Reports Network management documents	Data contained in reports	BA/TBS
6.5 Discuss the sustainability of trapca at the trapca level with regard to institutional stability, financing, organisation, manning and demand for trapca services, taking into account the particular difficulty of ensuring that governments and public institutions, universities and NGOs in LDCs should benefit from the services provided by trapca .	This will not be evaluated by the MTR		Financial data, staffing data, relevance retention data	BA
6.6 Is the academic support of Lund University to the accreditation and quality assurance of trapca courses sustainable?	Interviews Analysis by the consultants	Interviews of trapca officials and key stakeholders		BA
7. Efficiency				
7.1 Are trapca 's different types of activities	Desk review	Accounting data specified per activity	Financial data	BA

Evaluation Question	Methods	Sources	Data	Main responsibility
cost-efficient?				
8. Specific issues to be discussed and evaluated				
8.1 Assess the training at trapca in terms of quality of curriculum, course design, teaching staff, literature and implementation;	Desk review and interviews	Curriculum Course programmes Course evaluations	Comparative data	TBS
8.2 Evaluate trapca 's capacity to plan, budget, implement, follow-up and report on the results;	Desk review Interviews This has been assessed by the MTR 2009 and in the systems audit. These assessments will be followed-up by the consultants.			BA
8.3 Evaluate the management capacity, capability and suitability of trapca and its network of associates, professors in effectively implementing the courses and Policy Dialogue events.	Training and other events will be assessed through desk review and interviews.	Course evaluations Event evaluations Interviews		TBS

Annex 2 – Draft interview questions for ESAMI, **trapca**, Lund University and Sida²⁹

1. Is **trapca**'s organisational structure effective, including **trapca**'s relations to ESAMI and Lund University (detailed questions and reference to agreements)
2. Is the contribution made by Lund University effective? (detail!)
3. Are the contributions by Lund University relevant in relation to the overall development objective of **trapca**? (detail!)
4. Is the academic support of Lund University to the accreditation and quality assurance of **trapca** courses sustainable? (detail!)
5. To what extent has **trapca** managed to reach the intended target group? (detail!)
6. Is the reporting and documentation of results by **trapca** relevant and effective? (detail!)
7. Is the overall objective and mandate of **trapca** relevant and useful to stakeholders? (detail!)
 - a. When you were looking for a training institute did you consider **trapca** to offer courses and a standard at least equal to other international training institutes?
8. What is the level of African ownership? (detail!)
9. How does **trapca** document its generated results, experience, and networks and how does **trapca** disseminate the same? (detail!)
10. Questions about the curriculum in terms of quality, course design, teaching staff, literature and implementation? (detail!)
 - a. What has the demand been for the courses on offer?
 - b. Do you have any figures on alumni-recommended course participants?
 - c. Students that have been advised to participate via their ministries, which are employing alumni. Do the students fill in faculty assessments?
 - d. What do these reveal?
11. Questions about the students (detail!)

²⁹ The questions will be further developed during the initial desk study to capture all the data that will have to be collected through the interviews of this group.

12. Questions about outreach, including events and for a, planning, participants, results (detail!)
 - a. Who do you target for participation in your courses, network and policy forums?
13. Questions about the planning, budgeting, monitoring system, reporting, to assess capacity of management. (detail!)
 - a. Questions about effectively planning, administration and implementing the courses and policy dialogue events (detail!)

What lead time is there between course design and implementation?
 - b. How many new courses are in the development phase?
 - c. Are there any courses due for phasing out?

Comments to Annex 2

Could the questions regarding quality be more reflected in the interview questions (in both annex 2 and 3)?

Add questions around:

- How does ESAMI participate in **trapca** activities and/or development of **trapca**'s future structure, etc?
- Analyse the in depth of Lund university's involvement in **trapca** activities? Is it exclusively within the quality assurance of course content and participant selection or is LU also active in the involvement on how to reach the development goal?
- What changes, if any, would LU like to see in **trapca**'s work?
- Add questions on the selection process and suggestions on how to attract female participants.

Annex 3 – Draft interview questions

For relevant policy and decision-makers, academics, business circles and civil society in target countries, as well as trade policy oriented international organisations and NGOs³⁰

Short introduction:

My name is Bernt Andersson/Talitha Bertelsmann-Scott. I am a consultant contracted by the Swedish embassy in Kenya to make an evaluation of **trapca**, the Trade Policy Training Institute in Arusha.

We are interviewing a number of policy- and decision- makers, academics, business circles and civil society in target countries, as well as trade policy oriented international organisations and NGOs – and you are one of them. If you agree to be interviewed, your answers will be anonymous – we will not reveal in our report who has said what. Your name will just be in the list of persons interviewed.

This interview will take 10-15 minutes, is it OK if I ask the questions to you now?

1. Do you know about **trapca**, The Trade Policy Training Centre in Arusha?

(If the respondent does not know about **trapca**, the interview will end here)

2. Have you participated in any training or any other event organised by **trapca**?

If so, what was that?

How did you find out about **trapca**?

Did you get any financing from other sources then **trapca**?

3. In your opinion, what is the situation in your country/in the low-income countries of sub-Saharan Africa when it comes to having good trade policies or strategies and having favorable trade agreements?
4. Do you think there is a good capacity and good trade policy experts in these countries?
5. If not, what do you think should be done about this?
6. The objective of **trapca** is to
Improve trade policy capacity in LDCs and low income Sub-Saharan African countries to develop trade policy strategies to negotiate for the countries more beneficial trade policy agreements.
 Do you think this objective is relevant?
7. Do you think **trapca** has played a role in developing the trade policy capacity in low-income sub-Saharan countries?
 - a. What has **trapca** managed to achieve, in your opinion?

³⁰ The questions will be further developed during the initial desk study to capture all the data that will have to be collected through the interviews of this group.

- b. Is there anything in your opinion that can be improved?
- 8. If you have participated in a **trapca** training course, what do you think about the content of the course?
 - a. Does it compare favourably to other courses you might have attended?
 - b. Did it meet your needs?
 - c. Has the course been favorable for your professional work
 - d. Have you used the knowledge in your work?
 - e. Has the network been of use to you after the course
 - f. Is there anything you would have liked to add to the course content?
- 9. If you have participated in other **trapca** events, what do you think about the content of that event?
 - a. Does it compare favourably to other events you might have attended?
 - b. Did it meet your needs?
 - c. Has the course been favorable for your professional work
 - d. Have you used the knowledge in your work?
- 10. With its training and other events, **trapca** wants to reach policy- and decision-makers, academics, business circles and civil society in target countries, as well as trade policy oriented international organisations and NGOs.
 - a. Do you think that **trapca** has managed to reach out to this group?
 - b. When was the last time you heard from **trapca** addressed to you personally?
 - c. When was the last time you came across any news from **trapca**, and how did it happen?
 - d. In your opinion is there any other ways of marketing **trapca** to reach the targeted group?
- 11. Have you been in contact with other graduates from this programme?
 - a. Where are they working now?
 - b. Could you give some recommendations on how to ensure a sustainable network with former participants?
- 12. **trapca** has also organised a number of Forum for trade policy dialogue and Annual workshops in trade policy issues. Do you try and attend these events?
 - a. Have their content been of relevance to your current position?
 - b. Did you meet people at these meetings that have remained work contacts and reference points?
 - c. Suggestions for improvements?

Thank you for your cooperation!

Annex 4 – Tentative list of people to interview

Name and position	Organisation	Contact details
Kristina Eneroth, Prorektor	Lund University	kristina.eneroth@ehl.lu.se
Hans Falck, Academic director of trapca	Lund University/ trapca	hans.falck@nek.lu.se +46 46 222 81 91
Joakim Gullstrand, Deputy academic director of trapca	Lund University/ trapca	joakim.gullstrand@nek.lu.se +46 46 222 93 97
Yves Bourdet, Academic programme coordinator (Franco-phone)	Lund University	yves.bourdet@nek.lu.se +46 46 222 45 99
Therese Nilsson, Academic programme coordinator	Lund University	therese.nilsson@nek.lu.se +46 46 222 46 43
Karin Olofsdotter, Academic programme coordinator	Lund University	karin.olofsdotter@nek.lu.se +46 46 222 86 54
Fredrik Wilhelmsson, Academic programme coordinator	Lund University	fredrik.wilhelmsson@agrifood.lu.se +46 46 222 07 85
Prof Bonard Mwape, Director General	ESAMI	odg@esamihq.ac.tz
John Majo, Manager Finance and Admin Administration	ESAMI	jlumbilo@yahoo.com
Chengetai Magunje, Manager Business Development	ESAMI	magunjec@gmail.com
Rashid Kaukab, Director	CUT/ trapca Board member	rsk@cuts.org
Peter Kiuluku, Executive director	trapca	Peter.kiuluku@trapca.org
David Kalaba, Principal Finance and Administration Officer	trapca	david.kalaba@trapca.org
Caiphas Chekwoti, trade policy expert	trapca	cchekwoti@trapca.org
Elisabeth Löfvander, Programme officer	Sida	elofvander@yahoo.com +46 070 344 79 73
Maria Liungman,	Sida	maria.liungman@gov.se
Trudi Hartzenberg	Tralac	Trudi@tralac.org
Frank Matsaert-	TradeMark East Africa	
Fudzai Pamecheche	TMSA	fpamacheche@trademarksa.org
Antonio Pedro	UNECA	apedro@uneca.org
Mr. Hillary Kumwenda, Ministry of Commerce, Trade and Industry, Zambia (Team leader for EIF Zambia)	Enhanced Integrated Framework	hmkumwenda@yahoo.co.uk
Dr. Flora Musonda	EAC, Trade and Customs Directorate	musonda@eachq.org
Dr. Francis Mangeni	COMESA, Director for Trade and Customs	fmangeni@comesa.int
Ms Penny Simba	TMEA	Samba_penny@yahoo.com
Mr Keli Kiilu, Vice President	East African Business Council	kkiilu@crsolutions.co.ke
Dr Moses Tekere	TRADES Centre	mtekere@yahoo.com
Prof Peter Van Botsche	Professor of International Economics, Member of the	p.vandenbossche@maastrichtuniversity.nl

Name and position	Organisation	Contact details
	Appellate Body of the WTO and trapca Faculty	
Dr Patrick Low	Chief Economist, trapca Faculty	Patrick.Low@wto.org
Prof Godwell Nhama	Professor of climate change, trapca Faculty, trapca Faculty	godynhamo@yahoo.com
Dr Jacques Degbello	Chief in the Europe/Africa section, Trade Policy and Review Division of the WTO and trapca Faculty	jacques.degbello@gmail.com
Prof James Gathii	Professor of Law, trapca Faculty	jgathii@luc.edu
Mr. Tsotetsi Makong	Embassy of Lethoso in Geneva , First Secretary and trapca Alumni	makongt@yahoo.com
Ms Miyoba Lubemba	Zambia Development Agency Manager Export Promotions and trapca Alumni	mlubemba@hotmail.com
Oswell Binha, President	Zimbabwe National Chamber of Commerce	znccpresident@gmail.com

Annex 5 – Outline of the Evaluation report

1. Introduction
2. The evaluated intervention
3. Findings and conclusions regarding achievements
 - 1.1 Training programmes
 - 1.2 Research network developed
 - 1.3 Policy dialogue
 - 1.4 Other achievements
4. Effectiveness
 - 4.1 Effectiveness of activities
 - 4.2 Organisational effectiveness
 - 4.3 Contributions by Lund University
 - 4.4 Reaching the target group
 - 4.5 Reporting and documentation of results
5. Relevance
 - 5.1 Overall objective and mandate of **trapca**
 - 5.2 contribution by Lund University
6. Impact
 - 6.1 Measuring of the impact of **trapca**
 - 6.2 Assessment of outreach
7. Sustainability
 - 7.1 Sustainability of outcomes for stakeholders
 - 7.2 Sustainability of outcomes for students
 - 7.3 Factors contributing to sustainability
 - 7.4 Documentation and dissemination of **trapca** generated results
 - 7.5 Support from Lund University to accreditation and quality assurance of training courses
8. Efficiency
 - 8.1 Cost-efficiency of activities
9. Ownership
10. Specific issues
 - 10.1 Quality of training courses
 - 10.2 Institutional training capacity
 - 10.3 Management capacity
 - 10.4 Gender mainstreaming
11. Evaluative conclusions
12. Lessons learned
13. Recommendations

Annex 6 – Preliminary Work Plan for field work

Day	Time	Activity	Participants
Monday 3 June	Evening	Arrival of consultants in Arusha	Bernt Andersson Talitha Bertelsmann-Scott
Tuesday 4 June	Morning	Internal meeting of consultants	Bernt Andersson Talitha Bertelsmann-Scott
	Afternoon	Initial meeting with ESAMI and trapca : - introductions - methodology - interview calendar - time schedule	
Wednesday 5 June	Morning	Interviews with trapca	
	Afternoon	Interviews with trapca cont. Telephone interviews Consolidation of interviews	
Thursday 6 June	Morning	Interviews with trapca cont.	
	Afternoon	Interviews with ESAMI Consolidation of interviews Telephone interviews Report writing	
Friday 7 June	Morning	To be decided	
	Afternoon	Consolidation of interviews Report writing Telephone interviews	Bernt Andersson Talitha Bertelsmann-Scott
Saturday 8 June	Morning		
	Afternoon		
Sunday 9 June	Morning		
	Afternoon		
Monday 10 June	Morning	To be decided	
	Afternoon	Consolidation of interviews Report writing Telephone interviews Preparation of presentation	Bernt Andersson Talitha Bertelsmann-Scott
Tuesday 11 June	Morning	Consolidation of interviews Report writing Telephone interviews Preparation of presentation	Bernt Andersson Talitha Bertelsmann-Scott
	Afternoon	Meeting with ESAMI and trapca presenting preliminary findings Presence of Lund University and Sida via teleconference if possible	
	Evening	Departure of Bernt Andersson and Talitha Bertelsmann-Scott	

Annex 7 – Work and time plan

Preliminary work plan

Assignment "Mid-term Review of the Trade Policy
Training Centre in Africa, *trapca*"

	BA	TB	AP	Apr			May					Jun				July			
				w15	w16	w17	w18	w19	w20	w21	w22	w23	w24	w25	w26	w27	w28	w29	w30
Inception work	3	3	1																
<i>Inception report submitted 27 May</i>																			
Interview with University of Lund	2																		
Inception report approved/no objection																			
Travel days	2																		
Work in Arusha /key informant interviews 4-11 June	6	6																	
Report writing	5	5	1																
<i>Submission of Draft Report 23 June</i>																			
Feedback from stakeholders on draft report 30 June																			
Finalisation of the report																			
<i>Submission of Final Report 15 July</i>																			
Total days	18	14	2																

Initials: BA:Bernt Andersson; TB = Talitha Bertelsmann-Scott, AP = Adam Pain

Annex 7 – List of interviews

	Relevance	Name	Designation	Contact Details	How selected for interview?
1.	Faculty	Dr Edwini Kessie	Chief Trade Advisor Pacific Island Countries	ekessie@octapic.org Air Vanuatu House, Rue de Paris, PO Box 561, Port Vila, Vanuatu Tel: +678 25003	On site for lecturing duties
2.	Faculty	Dr Ronald Mangani	Chancellor Of College, University of Malawi, Department of Economics	rmangani@yahoo.com PO Box 280, Zomba, Malawi Tel: +265 1 524222	In Arusha for AERC meeting, approached by trapca
3.	Moot Negotiations Facilitator, Tripartite Training	Mr Geoffrey Osoro	Trade Coordinator, Tripartite Coordination Unit, East African Secretariat	gosoro@eachq.org PO Box 1096, AICC Building, Kilimanjaro Wing, 5 th Floor, Arusha, Tanzania Tel: +255 27 2504253	Based in Arusha, approached by trapca for interview
4.	Stakeholder organisation	Mr Peter Kiguta	DG – East African Community	pkiguta@eachq.org PO Box 1096, AICC Building, Kilimanjaro Wing, 5 th Floor, Arusha, Tanzania	Based in Arusha, DG of one of key stakeholder organisations
5	Sida	Ms Elisabeth Löfvander	Former Programme Manager	elofvander@yahoo.com +46 070 344 79 73	
6	Sida	Ms Maria Ljungman	Programme Manager, Trade and Regional Integration	Maria.ljungman@gov.se	
57.	Student	Mr Assoua Joe	Research Fellow, Centre for Independent Research and Development	Cameroon	Student based in Arusha, approached by trapca
8	Student	Mr Baraka Marandu	East African Local Government Association	Tanzania	Student based in Arusha, approached by trapca
9.	Student	Mr Alphonso Massaga	Chamber of Commerce, Tanzania	Tanzania	Student based in Arusha, approached by trapca
10.	Student	Mr Godwin Murehwa	Ministry of Commerce and Industry	Zimbabwe	Current Students on Intermediary Course, approached by student representative

ANNEX 7 – LIST OF INTERVIEWS

	Relevance	Name	Designation	Contact Details	How selected for interview?
11.	Student	Mr Albert Meredith	Ministry of Commerce and Industry	Samoa	Current Students on Intermediary Course, approached by student representative
12.	Student	Mr Mohammed H. Bilidy	Bureau of Customs	Liberia	Current Students on Intermediary Course, approached by student representative
13.	Student	Kingsley Namakhwa	Member of Parliament	Malawi	Current Students on Intermediary Course, approached by student representative
14.	Student	Anet Mbabazi	Ministry of Justice	Uganda	Current Students on Intermediary Course, approached by student representative
15.	Student	Bridget Kauma	Ministry of Trade	Malawi	Current Students on Intermediary Course, approached by student representative
16.	Student	Neo Noki-timi	Ministry of Finance	Lesotho	Current Students on Intermediary Course, approached by student representative
17.	Trapca Staff	Mr. Peter Kiululu	Executive Director	Tanzania	Relevant staff member
18.	Trapca Staff	Mr. David Kalaba	Principal Finance and Administration Officer	Tanzania	Relevant staff member
19.	Trapca Staff	Ms Beatrice Wangari	Programme Assistant	Tanzania	Relevant staff member
20.	Trapca Staff	Dr. Caiphas Chekwoti	Trade Policy Expert	Tanzania	Relevant staff member
21.	Trapca Staff	Mr. James Ngwira	Trade Law Expert	Tanzania	Relevant staff member
22.	Trapca Staff based at Lund University	Ms Kristina Eneroth	Prorektor	Sweden, Lund University, kristina.eneroth@ehl.lu.se	Relevant staff member
23.	Trapca Staff based at Lund University	Dr Hans Falck	Academic Director	Sweden, Lund University, hans.falck@nek.lu.se +46 46 222 81 91	Relevant staff member
24.	Trapca Staff based at Lund University	Joakim Gullstrand,	Deputy academic director of trapca	Sweden, Lund University, joakim.gullstrand@nek.lu.se	Relevant staff member

ANNEX 7 – LIST OF INTERVIEWS

	Relevance	Name	Designation	Contact Details	How selected for interview?
				+46 46 222 93 97	
25.	Trapca Staff based at Lund University	Yves Bourdet,	Academic programme coordinator (Francophone)	Sweden, Lund University, yves.bourdet@nek.lu.se +46 46 222 45 99	Relevant staff member
26.	Trapca Staff based at Lund University	Karin Olofsdotter,	Academic programme coordinator	Sweden, Lund University, karin.olofsdotter@nek.lu.se +46 46 222 86 54	Relevant staff member
27	Trapca Staff based at Lund University	Fredrik Wilhelmsson,	Academic programme coordinator	Sweden, Lund University, fredrik.wilhelmsson@agrifood.lu.se +46 46 222 07 85	Relevant staff member
28.	Participant in Annual Conference	Mr. Eckart Naumann	Research Associate	TRALAC, South Africa	Selected to get view from participant at Annual Conference and from comparable institute, Tralac
29.	Faculty and AAC member	Dr. Petina Gappah	Counsel	Advisory Centre on WTO Law	On site for lecturing duties
30.	Faculty	Dr. Francis Mangeni	Director of Trade, Customs and Monetary Affairs	COMESA	REC representation
31.	ESAMI	Ms. Chengetai Magunje	Manager, Marketing and Business Development	ESAMI	Marketing Director
32.	ESAMI	Prof. Bonard Mwape	Director General	ESAMI	DG of ESAMI and Board Director of trapca
33.	ESAMI	John P. Majo	Finance and Administration Officer	ESAMI	ESAMI staff on accounting and financing
34.	ESAMI	Sandy Banda	Finance and Administration Officer	ESAMI	ESAMI staff on accounting and financing
35.	Faculty	Dr Joy Kiiru	Department of Economics	University of Nairobi	Sought out specifically for input to gender mainstreaming as she offers the Gender and Trade Course

Annex 8 – List of documents reviewed

- Annual Work Plan and Budget 2011, **trapca**
- Annual report 2011 by Lund University
- Agreement between Sida and Lund University on Support of the Programme “Trade Policy Training Centre in Africa” During 2011 – 2015.
- Agreement Entered into by and between ESAMI and Sweden on Phase II of the Trade Policy Training Centre in Africa (**trapca**)
- Annual report 2011, **trapca**, March 2012
- Annual Report 2012, **trapca** March 2013
- Approved Minutes of the 11th **trapca** Board Meeting on 23 March 2012
- Approved Minutes of the 12th **trapca** Board Meeting on 21 November 2012
- Approved 2012 Annual Work Plan and Budget, **trapca**
- Assessment Memo, Support to Trade Policy Training Centre in Africa, **trapca** Phase II, 2011 – 2015, Sida 2010.
- A Systems Based Audit Report on ESAMI – **trapca**, Kisaka & Company Certified Public Accountants and Management Consultants, July 2011
- Completion Report August 2006 to March 2011, **trapca**, 2011
- Directors’ report and Financial statement 31 December 2011
- Directors’ report and Financial statement 31 December 2012
- Draft Proposed Amendments to Programme Document 2011-2015, April 2013
- Draft Report Third Graduate Tracer Survey and Impact Assessment, March 2013
- Enterprise Risk Management (ERM) and Compliance Report 2012, **trapca**, April 2012
- Evaluation report, Annual Conference 22-23 November 2012.
- Evaluation Report, 6th Annual **trapca** Trade Conference, 24-25 November 2011.
- Evaluation Report, Tripartite Regional Integration Forum, 23-25 May 2012.
- Evaluation Report, Trade Policy Research Forum, 7-8 August 2012.
- Evaluation Report, 4th Trade Policy Research forum, 8-9 august 2011.
- Fifth Annual Review Meeting held at **trapca** House, Arusha, Tanzania on 27 April 2012.
- Forum Report, COMESA, EAC, SADC tripartite Free Trade Area: The Road Ahead, **trapca**, 20 September 2011
- Management Response – Mid Term Review for Trade Policy Training Centre in Africa, **trapca**
- Mid Term review of Support to Trade Policy Training Centre in Africa – **trapca**, NIRAS AB, 15 September 2009
- Minutes from Annual consultations
- Participant lists for trainings and other events (lists should contain information about organisation, position and nationality of participants).
- Programme Document. Draft February 2011
- SECOND REPORT OF THE MONITORING TEAM MAY 2008
- Sixth Annual Review Meeting held at **trapca** House, Arusha, Tanzania on 25 April 2013
- **trapca** 4th research Forum Proceedings 2011, **trapca**, 8-9 august 2011
- **trapca** Prospectus 2011, 2012 and 2013
- **trapca** students data base 2006 - 2011



Mid-Term Review of the Trade Policy Training Centre in Africa, trapca

In 2006, the Trade Policy Training Centre in Africa (trapca) started as a joint initiative between Eastern and Southern African Management Institute (ESAMI), Lund University and Sida. The Mid-term Review found that trapca is highly relevant and has successfully developed its capacity to run high quality courses in trade policy. The structure of courses, the curriculum, the faculty, the training and the training facilities are excellent, while the living conditions for the students can be improved, although that needs to be balanced with the need to keep costs down. The courses have contributed to build individual capacity in trade policy of more than 2,000 persons from least developed and low income countries in Africa.

SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY

Address: S-105 25 Stockholm, Sweden. Office: Valhallavägen 199, Stockholm

Telephone: +46 (0)8-698 50 00. Telefax: +46 (0)8-20 88 64

Postgiro: 1 56 34-9. VAT. No. SE 202100-478901

E-mail: info@sida.se. Homepage: <http://www.sida.se>

