

INNOVATION RESILIENCE RECOVERY

ANNUAL **2019**
REPORT **2020**

 TRADE
MARK
EAST AFRICA
Growing Prosperity Through Trade



ANNUAL REPORT 2019-20

DESIGN & EDITING

5ive Limited
Deer Leaps Comms

COPYRIGHT

TradeMark East Africa

FIND OUT MORE

info@trademarkea.com
www.trademarkea.com
TradeMark East Africa
@TradeMarkEastA
TradeMark East Africa



QR CODE

Scan here to download
your copy





TABLE OF CONTENTS

1 UNDERSTANDING TMEA

A. Who We Are.....	07
B. Our Vision	08
C. Our Mission.....	08
D. Core Values.....	08
E. Roadmap to Change.....	09



LEADERSHIP PERSPECTIVES

I. Chair of Council.....	10
II. Chair of Board.....	11
III. Chief Executive Officer.....	12

2 STRATEGIC APPROACH

A. Safe Trade.....	14
B. Sustainable Inclusive Trade.....	20
C. Strategic Outcome 1A.....	26
D. Strategic Outcome 1B.....	30
E. Strategic Outcome 2.....	34



3 COUNTRY PROGRAMMES

A. Burundi Backs EAC Integration.....	42
B. DRC Renews Optimism for Growth.....	46
C. Horn of Africa Seizing its Business Potential.....	50
D. Speedy Infrastructure Growth for Kenya's Industrialisation.....	54
E. Malawi Welcomes TMEA Aboard.....	60
F. Rwanda Connecting Eastern and Central Africa Trade.....	64
G. Strategic Tactics Earning South Sudan Economic Growth.....	68
H. Tanzania Casts Beyond Middle-Income Status.....	72
I. Uganda Reaches out to Neighbours.....	76

4 CULTURE. PEOPLE. PRACTICE

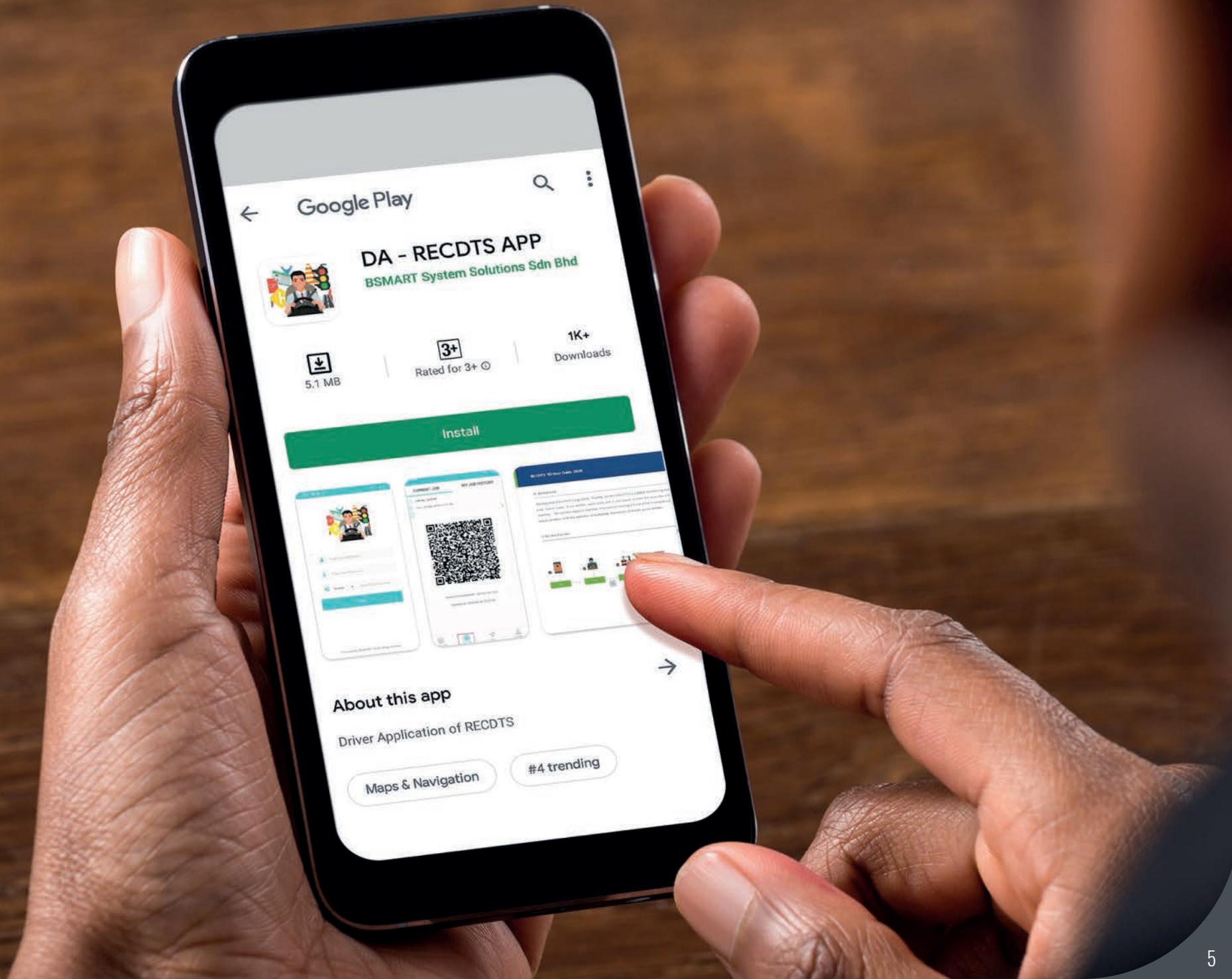
KNOWLEDGE AND IMPACT.....	81
CORPORATE SERVICES.....	84
OUR PEOPLE.....	86



5 FINANCIAL HIGHLIGHTS

A. Summary Financial Statements.....	91
B. Statement of Comprehensive Income for the Year Ended 30 June 2020.....	92
C. Statement of Financial Position as at June 2020.....	93
D. Statement of Fund Balance for the Year Ended June 2020.....	94
E. Statement of Cash Flows for the Year Ended June 2020.....	95
F. Note 1: Basis of Preparation.....	96

6 ABBREVIATIONS & ACRONYMS97



UNDERSTANDING TMEA

A. WHO WE ARE

Donors

Partners

Where we work

B. OUR VISION

C. OUR MISSION

D. OUR CORE VALUES

E. ROADMAP TO CHANGE

F. LEADERSHIP PERSPECTIVES



UNDERSTANDING TMEA

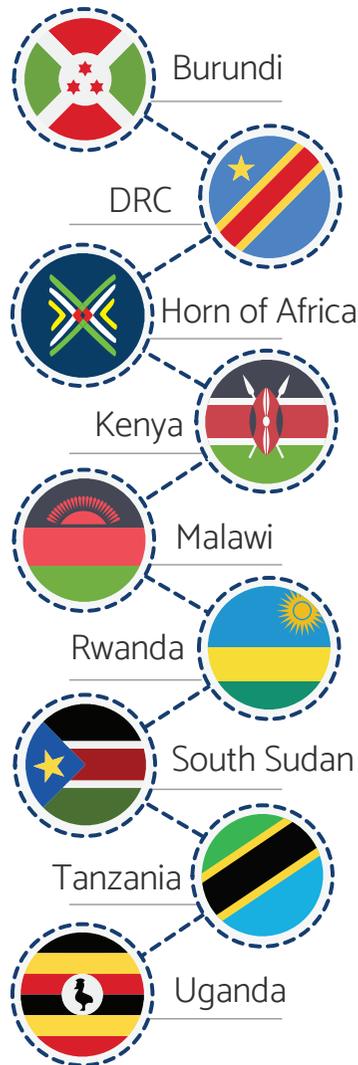
A. WHO WE ARE

TradeMark East Africa was established in 2010 as a not-for-profit organisation focusing on Aid for Trade (AfT) delivery in East Africa. Out of an initial budget of less than **US\$42 million** in 2010, TMEA had become by June 2017, one of the leading AfT instruments in the world with a cumulative budget of more than **US\$ 900 million in 2019** and programmes across **10 Eastern African countries**. Our goal is greater prosperity in Eastern Africa by increasing trade within the region and with the rest of the world. Our interventions are clustered into two broad outcomes: **Reducing barriers to trade; and Improving business competitiveness**.

We partner with:

Regional inter-governmental organisations, national governments, private sector and civil society organisations.

Where we work



Our Donors

<p>UKaid from the British people</p>	
<p>Belgium partner in development</p>	
<p>Global Affairs Canada</p>	<p>Affaires mondiales Canada</p>
<p>MINISTRY OF FOREIGN AFFAIRS OF DENMARK Danida</p>	<p>European Union</p>
<p>Ministry for Foreign Affairs of Finland</p>	
<p>Irish Aid Government of Ireland Rialtas na hÉireann</p>	<p>Ministry of Foreign Affairs of the Netherlands</p>
<p>NORWEGIAN MINISTRY OF FOREIGN AFFAIRS</p>	<p>USAID FROM THE AMERICAN PEOPLE</p>

Audit and Assurance

TMEA operates in an increasingly uncertain, complex, interconnected, and unpredictable environment with multiple stakeholders who have diverse, changeable, and sometimes competing interests. As a result, TMEA has embedded the three lines model to optimise its ability to pursue its objectives while effectively managing risk. TMEA's Audit and Assurance function independently provides assurance and insight on the adequacy and effectiveness of governance and the management of risk, in addition to internal control. The function has instituted framework agreements with firms in the region thus improving response times and optimising the cost of service delivery. During the year, an external quality assurance (EQA) review performed by an independent firm (KPMG Kenya) as per internal auditing standards, rated TMEA's Audit and Assurance function as 'generally conforms' to the standards. This is a record achievement for the function that has been in existence for only four years of the five years required to conduct an EQA. TMEA's diverse stakeholders now have a reasonable level of assurance on the effectiveness of the organisation's governance structures and architecture.

UNDERSTANDING TMEA

B. OUR VISION

A united East Africa with flourishing trade, strong investment and less poverty.

C. OUR MISSION

To promote rapid advances in East Africa’s integration, trade and global competitiveness for all East Africans.



D. OUR CORE VALUES

Our values are integral to TMEA’s corporate culture and the way we work. They are brought to life by our employees in everything we do.



COLLABORATION

We are partner-centric, flexible and responsive to our stakeholder needs.



INCLUSIVENESS

We embody diversity, maintain respectful relationships with our employees and partners and promote equal opportunity for all.



INNOVATION

We empower our employees and partners to create sustainable solutions.



INTEGRITY

We are transparent, honest and ethical at all times.



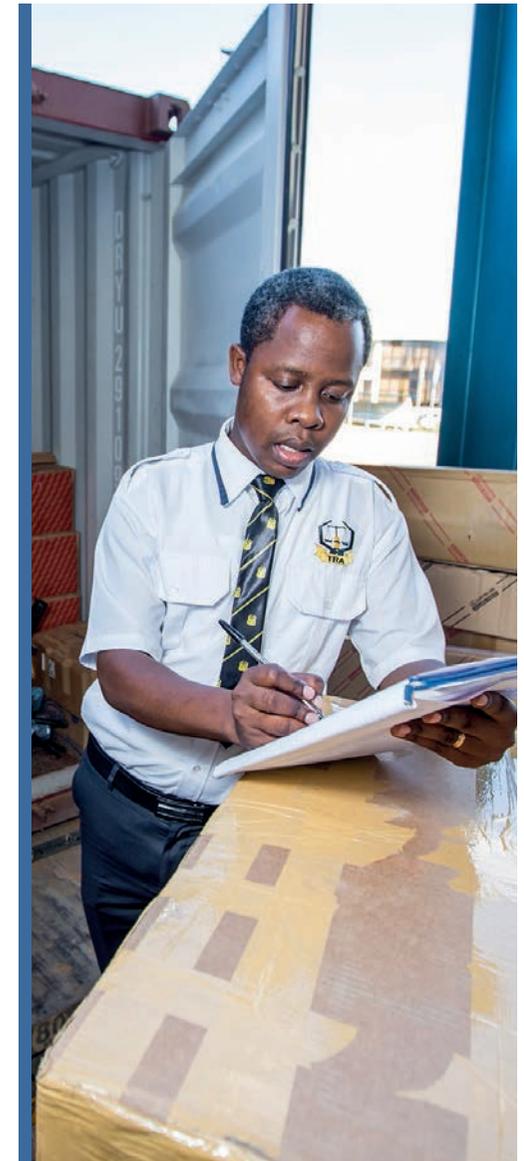
PROFESSIONALISM

We are enthusiastic in delivering excellence in everything we do.



RESULTS DRIVEN

We focus on improving the livelihoods of Eastern Africans by implementing effective efficient interventions.



E. ROADMAP TO CHANGE

TMEA's theory of change recognises that barriers to trade raise the costs of doing business, thus reducing demand for imports and exports within the region, and between the region and the world. Targeted interventions in select key areas of trade can reduce these costs.



IMPACT



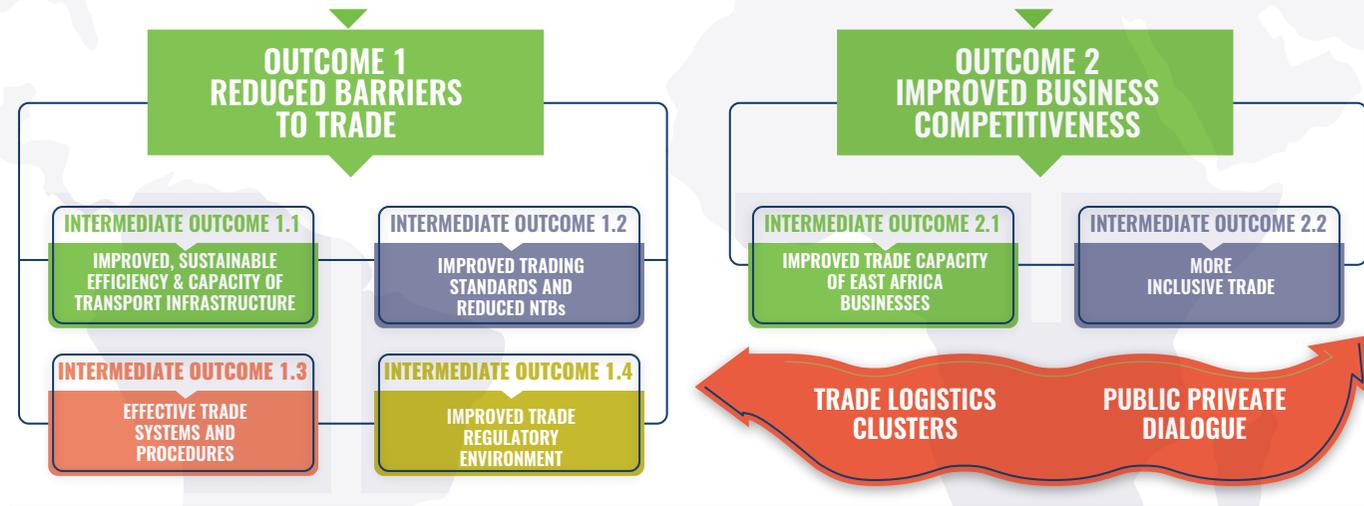
**SUSTAINABLE,
INCLUSIVE
PROSPERITY**

INTERMEDIATE IMPACT



**INCREASED
TRADE**

INCREASED TRADE COMPETITIVENESS



DONOR SUPPORT CRITICAL TO CONTINUED ECONOMIC PROGRESS

2020 will go down the annals of history as the year disruption on global trade and economy was unprecedented, and the world struggled to come to terms with it. The United Nations Conference on Trade and Development (UNCTAD) estimates global trade will shrink at between seven and nine per cent, with the last quarter of the year still showing mixed promises.

Eastern and Southern Africa regions, where TMEA operates has been significantly affected, with varying severity from country to country. Landlocked nations appeared to fare worse, owing to large-scale disruption of key trade corridors, as governments scrambled for different measures to slow down cross-border infections. It is essential that we continue to support trade facilitation work in the region.

This context has not only heightened demand for the kind of work that TMEA does, but has also in a way demonstrated the great value of the organisation's approach over the last decade. As investors in TMEA, it was noteworthy to see innovation through Safe Trade Emergency Facility prove a great utility at the height of the pandemic. This facility has enabled continuation of safe trade, thus achieving the much-needed twin outcome of curbing COVID-19 spread, and cushioning economies and livelihoods.

It was also gratifying to witness in 2020, continued and growing demand for the services TMEA offers in areas of modernising trade processes, infrastructure upgrade and improved business environment, even as the organisation expanded its footprint towards the Horn and Southern Africa region. Success from TMEA's first decade of operation has resulted in even stronger demand for its services in the region.

Creatively embedding sound environmental approaches in its programming, and a deliberate approach to reaching out to vulnerable groups such as small-scale women traders, many of whom are their own household bread winners, continues to create impact where its most desired. Such work further indirectly improves the lot of the girl child and helps break the cycles of poverty and domestic violence.

I am grateful to TMEA donors, Belgium, Canada, Denmark, the European Union, Finland, Ireland, Netherlands, Norway, the United Kingdom, and the United States of America, whose investments over the years have enabled the organisation register impressive impact in trade facilitation, and bring real and lasting positive change to citizens of the region. The broad economic benefits arising from TMEA's work are clear to all. As donors we need to sustain and improve our support to the organisation, for clearly, its work is well cut out.

Andrew Ockenden

Chair of the Council



TMEA'S IMPACT OBVIOUS AS IT EXPANDS REACH

At a time of global uncertainty, it is important that organisations seek solutions that create opportunities. We believe, at TradeMark East Africa (TMEA) that we can make significant impact to the economy by growing and sustaining a strong institution that is guided by a clear purpose. The combined resources and expertise of TMEA, governments and the private sector partners brings new innovative approaches to trade thereby addressing some of the most challenging economy problems in Eastern Africa. In the year under focus, TMEA maintained its expansion plan and position as a convener, supplementing its financial and technical support with cross-institutional cooperation and coordination.

In line with its mission to build prosperity through trade, TMEA maintains leadership and commitment to the economic progress of its countries of operation by: i) Supporting the diverse trade needs across countries and sectors; ii) Bolstering donor and government confidence, and attracting new partnerships and investments into high risk areas; and iii) Intensifying its technical assistance and policy dialogue with recipient governments and relevant stakeholders. In this connection, I commend progress made in various trade facilitation initiatives. In the FY 2019 – 2020, we gained new donors and partners to continue to establish a leading position in trade facilitation. Our efforts to engrain environmentally friendly transport corridors to build resilient trade systems, and inclusive economies advanced, as we developed and institutionalised a Green Corridor Strategy, and a Gender Strategy. Results posted amplify the value of trade in development, and supports Africa's goal to become self-sufficient.

The Board commends in particular, progress made in building a digital transport corridor from Mombasa Port through the main trade and transport routes into countries neighbouring Kenya. We have witnessed how digitised processes and improved transport infrastructure have reduced costs and time of trade, and contributed to reducing Green House Gases due to faster movement and eliminated paper use. More importantly, this intervention is a critical catalyst in regional integration, and stimulation of economic activities in communities and countries along the Corridor. We remain keen on deepening partnerships with regional integration bodies such as the East Africa Community Secretariat, and the Common Market for Eastern and Southern Africa, as we position TMEA as a practical contributor to operationalisation of Africa Continental Free Trade Area (AfCFTA).

Signed by 54 countries, the AfCFTA agreement consolidates a domestic market of more than 1.2 billion people with a collective GDP of US\$2.6 trillion. In creating a single continental market for goods and services, with free movement of people and investment, AfCFTA also lays the foundation for the establishment of a Continental Customs Union. Many benefits promised by AfCFTA depend on implementation of the agreement and tangible impact. One way of achieving this is through trade facilitation interventions focused on driving efficiency, improving trade infrastructure, and capacity building across the continent. TMEA presents benefits of such initiatives in this report, and makes a case for the existing opportunities to amplify the gains by expanding its operations across Africa. It's worth mentioning that we achieved our goals in the "Good neighbour" Programme, by expanding operations to Southern Africa. Malawi Country Programme is already taking shape.

I close by stating that the COVID-19 pandemic demonstrated the value of TMEA's contactless trade solutions. It was a testament of the strength of TMEA's innovative and adaptive programming in building resilient trade infrastructure, strong partnerships and regional collaboration. We are all committed to continue creating value for our investors and the governments we partner with. I look forward to reporting on more progress.

Amb. Erastus Mwencha

Chair of the Board



TMEA RESPONDS TO THE REGION'S NEEDS DURING THE COVID-19 PANDEMIC

We are living in times of great uncertainty and upheaval with the onset of the global COVID-19 pandemic. Despite this, we have maintained our focus on supporting the continuance of trade and building prosperity, creating jobs, and reducing poverty in Eastern Africa. COVID-19 is daunting, complex, and ubiquitous. It is not just a public health matter; but also affects progress in the fight against poverty in Africa, due to its direct impact on jobs and economic performance. The pandemic has catalysed rethinking of global supply chains, shaken traditional patterns of partnerships, but also stimulated unanticipated innovation. It has magnified the importance of trade as a driver for development and for building resilient economies. It is noteworthy that projected economic growth has more than halved in many countries, particularly in East Africa. TradeMark East Africa (TMEA) has responded by creating a COVID-19 mitigation

programme that leveraged our ten years of experience, in addition we accelerated our core programming with higher levels of innovation and forged new partnerships to address challenges to Eastern Africa's recovery from the COVID-19 pandemic.

Our 2019-2020 Annual Report begins with an overview of the innovative Safe Trade Emergency Facility (Safe Trade) that TMEA developed and rolled out when COVID-19 first hit East Africa with the support of our development partners: the European Union, Finland, Canada, Denmark, the Netherlands, and the United Kingdom. With the sudden onset of COVID-19, trade was heavily curtailed due lockdowns and closure of borders to avoid the spread of the pandemic. Safe Trade supported the continued flow of essential commodities like food and medicines through borders as COVID-19 persists. It is powered by the commitment of Governments to keep borders operating and to enhance efficiency of the transport corridors



50,000 more women traders in 20 more borders in Eastern Africa



Ongoing works at Moyale Border will link the East to the Horn of Africa, with improvement on this corridor expected to open a market of over 160 million people.

from ports to land borders, thus ensuring that land-linked countries maximise the potential of international trade. Safe Trade continues to play a critical role in coordinating responses to COVID-19 in partnership with the region's Governments and the private sector, with the objective of keeping trade moving, thus protecting jobs and livelihoods.

The next section of this report highlights progress on our two focus areas: our objectives of Reduced Barriers to Trade, and Improved Business Competitiveness, which are designed to build the resilience of our region's economies. The Reduced Barriers to Trade component has accelerated digitalisation to build smarter physical infrastructure, systems and processes that will spur the region's competitiveness to ensure long-term economic recovery. This is in addition to supporting multi-modal transport systems across Eastern Africa. Our work on Improved Business Competitiveness has remained responsive to the needs of private and public stakeholders by supporting policy reforms, uptake of innovative business solutions, and targeted programming to 50,000 more women traders at 20 more borders across Eastern Africa. We supported Private Public Partnership Dialogues (PPD) that supported trade negotiations between the East African countries and other parts of the world, leading to mutually beneficial trade agreements. The PPD approach provided great lessons on the possibilities that advocacy presents as Africa Continental Free Trade Area (AfCFTA) operationalisation materialises.

For the first time, we present highlights and results from ten and not the usual seven countries in which TMEA now operates. We continue to expand our reach across Eastern and Southern Africa with the addition of new programmes in Malawi, Ethiopia, and Somaliland in the year under focus. Our partnership with the Government of Kenya deepened as we supported its industrialisation agenda by accelerating development of transport infrastructure necessary to support industrialisation. For example, we improved infrastructure and systems at the Port of Mombasa, with Magongo and Kipevu Roads progressing to more than 50% completion. We also supported first, middle, and last mile supply chains, ensured private sector access to market information, and supported development of 15 digital portals for trade in Government agencies. These portals will simplify and reduce export and import transaction costs.

Ongoing works at Moyale Border – between Kenya and Ethiopia - will link the East Africa to the Horn, with improvements on this corridor expected to open a market of over 160 million people. In Somaliland, improvements on Berbera Corridor continued with the commencement of Hargesia Bypass construction. Our "Good neighbour approach" supported programming in the Democratic Republic of Congo (DRC) where continuous engagement with national and provincial Governments paved way for extension of the Regional Electronic Cargo Tracking System (RECTS), and the construction of a One Stop Border Post

(OSBP) at Goli (its border with Uganda). We believe that trade facilitation interventions such as improved customs, removal of non-tariff barriers, and training of private sector will help DRC to lower its significantly high costs of trade with East African Community (EAC) neighbours.

These are just a few of many narratives we welcome you to read in this report. Millions of people in Eastern Africa depend on trade. The following pages demonstrate efforts put towards scaling up multi-sectoral trade interventions by TMEA and its more than 50 public and private sector partners. It also highlights trade's vital contribution in supporting more resilient economies, to create jobs, increase jobs, and reduce poverty for all.

We are very grateful for the continued support of our ten donor partner Governments, the UK, the EU, Belgium, Canada, Denmark, Finland, Ireland, Netherlands, Norway, UK, and USA. We have also continued to strengthen our partnerships with our host Governments, the private sector and civil society. Finally, my sincere thanks to our excellent staff who have remained resilient in this dynamic global environment and continued to focus on achieving results for millions of citizens across Eastern Africa.

Frank Matsaert
Chief Executive Officer

SAFE TRADE EMERGENCY FACILITY

**MULTI MILLION DOLLAR
EMERGENCY FACILITY
PROTECTS FRONT LINE
WORKERS FROM COVID-19
AND KEEPS TRADE MOVING**

DONORS



**•UKaid •GLOBAL AFFAIRS CANADA
•FINLAND •THE EUROPEAN UNION
•DANIDA •NETHERLANDS •IRELAND**



SAFE TRADE EMERGENCY FACILITY

TMEA SUPPORTS EASTERN AFRICA GOVERNMENTS TO CONTAIN COVID-19

COVID-19 was first reported in China in December 2019. By mid-November 2020, the World Health Organization (WHO) had reported more than 54.4 million cases, with over 1.3 million deaths worldwide. Millions of others have recovered from the infection. The virus has created a major global crisis, it has caused massive socio-economic losses that have forced governments to re-engineer their plans and budgets, and rethink service delivery across sectors. With a second wave being recorded now it appears that East Africa will have to live with the virus for considerable time to come.



COVID-19 has disrupted trade, manufacturing, and supply chains globally. In Eastern Africa, manufacturing and key export sectors like horticulture and tourism recorded a massive decline in the first few weeks of recording infections, as air travel dropped, borders closed and factories scaled back production to contain the spread of the disease. The region faced many trade related challenges, these include:



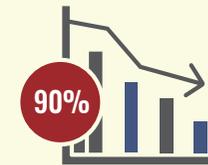
1. Limited availability of Personal Protective Equipment (PPE) at borders, ports and key trade routes resulting to increased infection rates and fear amongst trade actors.



2. Limited infrastructure for paperless transactions meant health risks while undertaking trade processes.



3. Compulsory testing for truck drivers with limited testing infrastructure led to massive queues at borders (sometimes 80kms long) and presented a risk to border communities as drivers mingle within the communities and increased time and cost of trade as turnaround time doubled.



4. Border closure for movement of people led to an over 90% drop in profits and incomes for informal cross-border traders. Informal traders are vital for food security and their trading an important revenue stream for their households.



5. Imposition of lockdown within the different countries greatly impacted an already fragile supply chain for food, medical and humanitarian items.

In response, TradeMark East Africa (TMEA) set up the Safe Trade Emergency Facility (Safe Trade), investing over US\$20 million to support Eastern, Horn and Southern African Governments to ensure that trade continued safely and ultimately build resilience of their local economies. Driven by the logic that, *“Millions of livelihoods and jobs depend on trade. Without trade... there are no incomes or livelihoods and people would suffer,”* the emergency programme -a fine balance between health and trade- combines short to medium-term interventions to ensure that trade continues in a safe manner, avoiding job losses and protecting livelihoods.

Implementation is ongoing in the following countries, Burundi, Eastern DRC, Djibouti, Ethiopia, Kenya, Malawi, Mozambique, Rwanda, Somaliland, South Sudan, Tanzania, Uganda, and Zambia.

SAFE TRADE EMERGENCY FACILITY

“This facility is a testament to TMEA’s adaptive approach. Our partners asked for assistance and we responded through new ways of working and building new partnerships based on our sound trade experience. We innovated to address this new barrier to trade in our countries of operation.”

Frank Matsaert, TMEA CEO.



BROAD ACTIONS TO ENSURE CONTINUITY OF SAFE TRADE



Following a partnership approach to building a strong coalition to take on the COVID-19.



Using a multi-disciplinary approach to meet COVID-19 trade-related challenges.



Developing a joint health and trade response for logistics and borders.



Working on a corridor-based approach to interventions.



Supporting informal cross border trade to get back on its feet, and



Understanding regional and local politics and accordingly adapting Safe Trade to these dynamic environments.



Photo Courtesy: Kenya Ports Authority

SAFE TRADE EMERGENCY FACILITY

PROGRESS MADE UNDER SAFE TRADE

The programme has been making its impact and success by ensuring that: ports and borders have adequate equipment, facilities, and fact-based information; cargo and truck drivers are effectively tracked through e-platforms; EAC policies on “COVID-19 Essential Goods” and e-commerce are enhanced; critical supply chain trade is facilitated; and, TMEA’s existing programmes are accelerated and enhanced.

In the period under review, progress was made in the following seven key areas.

1. Advocacy was central in positioning the emergency project as well as steering the region towards stability against COVID-19 disruptions, as you will read further on in the report. Interventions by TMEA’s implementing partners, including East Africa Business Council (EABC), Federal Chamber of Commerce and Industry of Burundi (CFCIB), Kenya Private Sector Alliance (KEPSA), Rwandan Private Sector Federation (PSF), Tanzania Private Sector Foundation (TPSF), Zanzibar National Chamber of Commerce (ZNCC), Private Sector Foundation of Uganda (PSFU), involved among others, flagging disruptions, carrying out rapid impact surveys, facilitating sector consultation, and developing proposals for public-private sector dialogue, yielded benefits. Some of the intermediate outcomes include: Free movement of workers, and extending curfew hours to 9pm in Rwanda and Kenya; increased VAT refunds and payment of government bills, thus enhancing liquidity; waiver of import duty for maize and agricultural inputs to enhance food security and reduction of import tariffs for manufacturing inputs; and budgetary allocations for various sectors as part of the stimulus package/recovery fund.



2. Procurement and distribution of Personal Protective Equipment (PPE) worth approx US\$ 1.5Million, testing and quarantine facilities including locally fabricated hand washing stations, infrared thermometers, hand sanitisers, liquid hand washing soap and disinfectant sprays. The PPEs covered the safety needs of customs, immigration, security and port health officials at ports and **20 border crossing points** across Eastern Africa, Horn of Africa, Malawi and Mozambique. TMEA sourced the PPE’s from local and international suppliers.

3. Supported the EAC secretariat to develop and roll out the Regional Electronic Cargo and Drivers Tracking System (RECDTS). The platform will aid in de-congesting the borders through issuance of a regionally recognised digital EAC COVID-19 test certificate. It will track and monitor drivers in real time and offer them support while on transit. We ramped up already existing programmes that develop paperless customs and immigration, with the possibility of future digital passes and biometrics for long distance truck drivers.

By October 2020, over 60,000 drivers were registered on the app and 47,000 certificates issued.



SAFE TRADE EMERGENCY FACILITY

4. Trade policy:

Protocols indicating step-by-step border clearance process flows to facilitate movement of goods across borders were developed and circulated to EAC Partner States. Administrative Guidelines on Movement of Goods and Services were also developed, simplified, and translated into French and Swahili to accommodate different users in the region. Sensitisation of border officials and other border users on the newly developed tools commenced.



5. Supply chain support for resilience, relief and recovery in essential goods and exports:

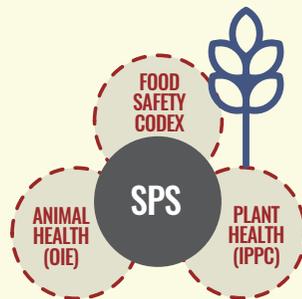
Regular and strategic stakeholder engagements took place across the region with the private sector and governments to support safety, resilience and recovery in key supply chains for domestic and export markets.

EAC GUIDELINES



6. Sanitary and phyto-sanitary (SPS):

Project implementation committee drawn from the EAC Secretariat and Partner States' Technical Institutions was formed to achieve Standards Quality Infrastructure (SQI) - SPS safe trade outcomes focused on adoption of health and food safety protocols within existing frameworks of regionally harmonised standards and international standards. TMEA also collaborated with International Organization for Standardisation (ISO) to discuss a memorandum of understanding for a formal partnership on relevant standards during and post COVID-19. TMEA working with the EAC consolidated the health and safety protocols developed by different governments in the region; with the acquisition of relevant international and regional standards for domestic production and supply of PPEs and medicaments; assisted the development of *Guidelines for Mutual Recognition Arrangements for Test Results*; and finalised the acquisition of EAC SPS standard operating procedures on animal health and food safety.



7. About US\$2.1 million is committed to developing, implementing and rolling out the Safe Trade Zone (STZ):

STZs will provide safe spaces for women cross border traders to trade despite movement restrictions to ensure incomes are protected. The STZs will be supported by distribution of PPE, COVID-19 sensitisation to traders and local authorities, financial inclusion interventions, and business related training for MSMEs and informal cross border traders. We will further review implementation of the Simplified Trading Regime and develop interventions that ensure it is COVID-19 proof in anticipation of the resumption of human traffic across borders. Targeted interventions will support persons living with disabilities.



OPPORTUNITY AMIDST CRISIS- BOUNCING BACK BETTER

Amid the COVID-19 crisis, opportunities have emerged to elevate harmonised and joint regional approaches. Country ministries have undertaken joint measures, and local manufacturers have enhanced their ability to produce PPEs. There is also increased focus to fast track harmonised standards to enable intra-regional exports and digitisation of key trade processes.

TMEA is also engaging in the design of programmes to “Bounce Back Better”, looking at recovery post-COVID, which includes a greater focus on green corridors, green zoning, more regional value chains, better e-commerce systems, and better inclusion.

WHAT THEY SAID



“The Port of Mombasa is the most important gateway to East Africa. To make this port a safe place to work is yet another important step to ensure the flow of goods to support the economy and livelihoods of all people involved. The EU is happy to contribute to this.”

H.E. Simon Mordue,
EU Ambassador to Kenya



“If this pandemic teaches us anything, it is that we do not have a choice between preserving life and reviving our economy. It is apparent that we must acknowledge the linkages, intricacies and synergies between the economy and the public health. We may not have appreciated until now that public health must be at the centre of how we structure our economy.”

Dr. Rashid Aman,
Kenya Ministry of Health Chief
Administrative Secretary



“COVID-19 has robbed us of our livelihoods because cross border trade has stalled. It has made us destitute...”

Mariam Babu,
Chairperson, Busia Women
Cross Border Traders



“Globally, leaders are emphasizing on the need to keep cargo, especially food and pharmaceuticals flowing, even as we seek to slow down the spread of COVID-19. It is not only the right thing to do, it's the thing we must do.”

Hon. Betty Maina,
Cabinet Secretary, Trade &
Industry, Kenya



“Action on tax payment deferment is important especially for SMEs. We must safeguard supply chains of essential goods such as pharmaceutical and sanitation products.”

Hon. Soraya Hakuziyaremye,
Minister Trade & Industry,
Rwanda

SUSTAINABLE INCLUSIVE TRADE



CLIMATE CHANGE

- GREENING EAST AFRICA'S TRANSIT CORRIDORS
- PROGRESS TOWARDS BUILDING CLIMATE RESILIENT PROGRAMMES



INCLUSIVE TRADE

- ENVIRONMENTAL AND SOCIAL SAFEGUARDS
- GENDER MAINSTREAMING



DONORS

- EUROPEAN UNION • FINLAND
- UKaid • USAID • NETHERLANDS



SUSTAINABLE INCLUSIVE TRADE

GREENING EAST AFRICA'S TRANSIT CORRIDORS

TMEA promotes a greener approach to enhancing trade in the region through its work with countries along the Northern and Central Corridor authorities. TMEA built partnerships with environment and transport authorities of Member Countries on Green House Gas (GHG) inventories that support the countries' nationally determined contributions (NDCs), aiming at climate investments and actions in the freight transport sector. The programme aims to reduce pollution and GHG emissions of freight transport, logistics and trade sectors by mainstreaming climate change mitigation and adaptation action to existing projects, and developing new interventions that promote green approach and low-carbon technology in growth and trade.

Eastern Africa's implementation of national climate action strategies and NDCs included since the Paris Climate Agreement has been slow and uneven. TMEA's aim is to strengthen integration actions to the national strategies and NDCs. The arrival of COVID-19 pandemic, which mounted pressure on the countries' financial resources and international donor support, slowed down climate actions in the countries.

It is therefore crucial to link the international agreements to countries' COVID-19 response and recovery actions to align the region's present and future in a sustainable, inclusive, resilient and green manner. Practical steps include promoting the transition from fossil fuels to clean energy technologies, maintaining GHG emissions within low baseline emission scenarios, establishing strong safety nets, and diversifying community livelihoods.



TMEA continued to monitor its organisational carbon footprint that is currently estimated at **830 tCO₂e**



Which equals to carbon sequestration capacity of around **24 hectares** of forests in one year.

Air travel remained the top contributor of emissions, accounting for **80%** of total emissions, it reduced by **54%** in the FY 2019-2020, compared to the previous year



Paper consumption in the same period was estimated at **1.3 tonnes**, equivalent to **31 trees**.



Mainstreamed Climate Change funding for TMEA Strategy 2 is estimated at US\$ 60 million for 2019-2024 representing 12% of the total budget. TMEA continues mainstreaming climate mitigation and adaptation actions into its projects based on the OEAC/DAC guidelines.

SUSTAINABLE INCLUSIVE TRADE

PROGRESS TOWARDS BUILDING CLIMATE RESILIENT PROGRAMMES

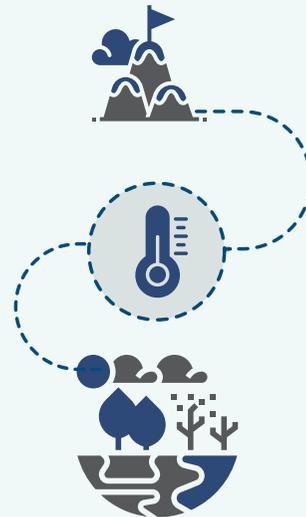


TMEA developed a methodology and tool for calculating and monitoring GHG emissions and enables setting of a baseline and targets with national authorities and stakeholders. The final report, including baselines and the results was completed in March 2020. It will serve as the basis for the continuous monitoring along the transport corridor through updated data from the trade and transport study. Reduction of GHG emissions on the main transit routes across Eastern Africa is a long-term endeavour that depends on other factors such as climate strategies, action plans and investments of private and public sectors.

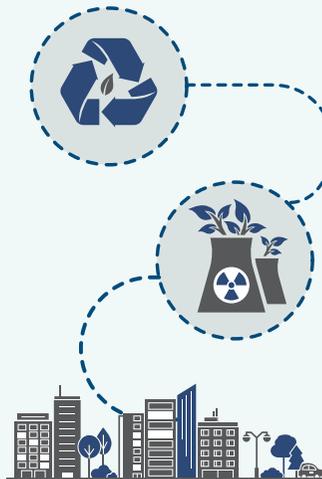
The Private Sector Climate Change and Trade Study, was initiated in March 2020. It will guide development approaches and projects for private sectors in the EAC countries.



Greening of existing one stop border posts (OSBPs) – climate change, environment, gender and safeguards – initiated in April 2020 to develop Environmental and Social Management Plans (ESMPs) in collaboration with government agencies and local communities.



On-going development of East Africa's first Eco-Industrial Park Approach – based on the World Bank, GIZ and UNIDO guidelines – that will be applied to the Kilifi Eco-Industrial and Miritini Park projects.



Assigning and monitoring climate funding for mitigation and adaptation in the country and regional projects was further used in emphasising climate mainstreaming according to the FCDO/International Climate Fund (ICF) climate funding approach and indicators. According to the estimates, 9 to 14% of TMEA's funding is climate related.

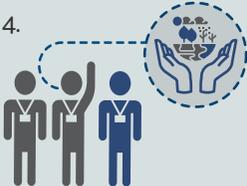
ENVIRONMENTAL AND SOCIAL SAFEGUARDS

TMEA embeds environmental and social considerations in the implementation of its programmes. This approach contributes to sustainability of our work and ensures that neither the environment nor the communities are negatively affected or harmed by our programmes. To this end TMEA has adopted the ten comprehensive World Bank approved Environment and Social Standards (ESSs) that enable effective safeguarding processes and seek to address critical issues that may occur as a result of development interventions. Additionally, TMEA has embedded safeguarding in its corporate structures.

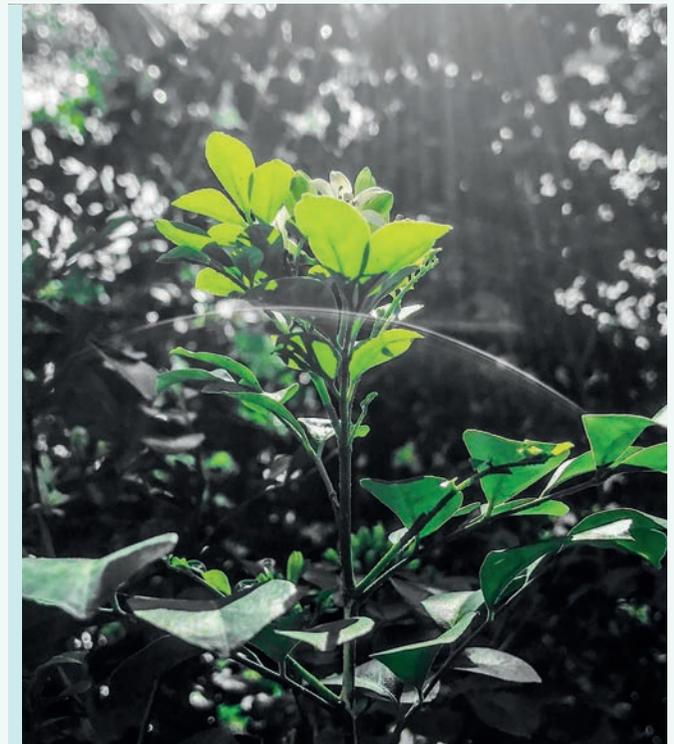
TMEA undertakes environmental and social risk ratings for its programmes, for the development of risk management and mitigation measures. Whether moderate or high-risk, TMEA undertakes detailed environmental, climate change and social risk and impact assessment early in programmes' life cycle. It also expects partner agencies, contractors, and consultants involved in programme implementation to commit to complying to, and enforcing the relevant standards and mitigation measures identified.



PROGRESS TOWARDS RESULTS

- 
EIAs Supported six projects to develop and review environmental and social impact assessments (EIAs) and management plans.
- Conducted 10 safeguards review missions in the first nine months of the year.
- 
 Provided COVID-19 advisory statements and guidelines to partners.
- 
 Trained staff and partners to build their capacities on the safeguards process.

- Implemented a grievance response mechanism that supports reporting of safeguard disputes, and triggers an internal response system – assessing the situation and determining the best solution in conjunction with partners and aggrieved parties.
- Continued to support an independently managed whistle-blowing line to handle grievances.



GENDER MAINSTREAMING

For more than six years, TMEA has been committed to mainstreaming gender in all its corporate processes and country level programmes. This is helping the organisation achieve equality in trade facilitation projects. In the FY 2019-2020, TMEA enhanced articulation of its equity undertaking at implementation and corporate level, and achieved the following:

1. TMEA Gender Strategy II approved.
2. Set up COVID-19 gender responsive programme.
3. Ongoing support to gender mainstreaming across all programmes.



TMEA GENDER STRATEGY II

Building on lessons learnt in the implementation of Gender Strategy I, TMEA's Gender Strategy II guides the organisation's approach to gender mainstreaming and targeted interventions. It proposes a deliberate and systematic approach in ensuring that all programmes consider their impact on men and women. The Gender Strategy identifies four priority areas:

1. Improving knowledge, learning and capacity building for women and men to participate in, and access trade services.
2. Increased opportunities for women and men in trade.
3. Transformed social norms and structures to promote a gender responsive business environment.
4. Enhanced prevention of, and response to gender-based violence and harassment of targeted women traders in Eastern Africa.



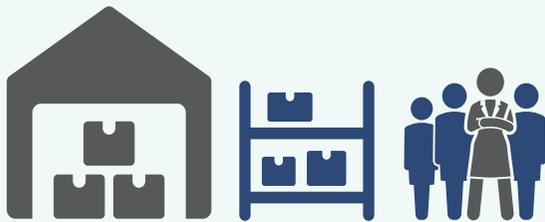
PROJECTED STRATEGY ACHIEVEMENTS

1. Support over 200,000 women to improve their livelihoods – 150,000 benefitting from on-going women in trade programmes, and 50,000 from mainstreaming work.
2. Subject 100% of programmes to gender analysis.
3. Three gender mainstreaming policy recommendations accepted.
4. 30% reduction in incidences of violence and harassment against women traders.
5. Above 80% satisfaction with implementation of ethics, diversity and inclusion policies as measured in the annual staff engagement survey.

EMERGING RESULTS FROM CONTINUOUS GENDER MAINSTREAMING



1. A survey of women traders at Nimule OSBP (Uganda and South Sudan) indicated an increase in optimism to benefit from the OSBP after training and sensitisation on their rights, obligations and the use of simplified trading regime.



2. Storage facilities provided to women's association on transit to South Sudan at Elegu Border in Uganda positively impacting their businesses.



3. Women traders are using technological solutions, e.g. registering as authorised economic operators and conveniently accessing the Uganda Electronic Single Window via mobile phones.



4. Women cross-border traders at Busia One Stop Border Post (OSBP) acknowledged the advocacy roles their associations played in advocating for, especially the customs-related interests and challenges.



5. A gender sensitive approach to selecting products to be tested at the Uganda National Bureau of Standards (UNBS) is reported, as it reflects the activities of female and male farmers.



6. Infrastructure projects at Mombasa Port are gender and disability inclusive – tracking and reporting on women's access to employment in the infrastructures works, and ensuring that designs accommodate pedestrians and other non-motorised traffic.



7. The Mombasa Port Community Charter, which offers a strong framework for monitoring improvements envisaged by various port stakeholders towards the efficiency of Mombasa Port, has embraced efforts to include SMEs and women's voices in its implementation.

STRATEGIC OUTCOME 1A



ACHIEVING EFFICIENT TRANSPORTATION TO INCREASE TRADE YIELDS



SUMMARY OF 2019-2020 INTERVENTIONS

- PORTS
- ONE STOP BORDER POSTS
- ROADS
- INFRASTRUCTURE FOR VALUE CHAINS



DONORS

- EUROPEAN UNION • UKaid
- USAID • NETHERLANDS

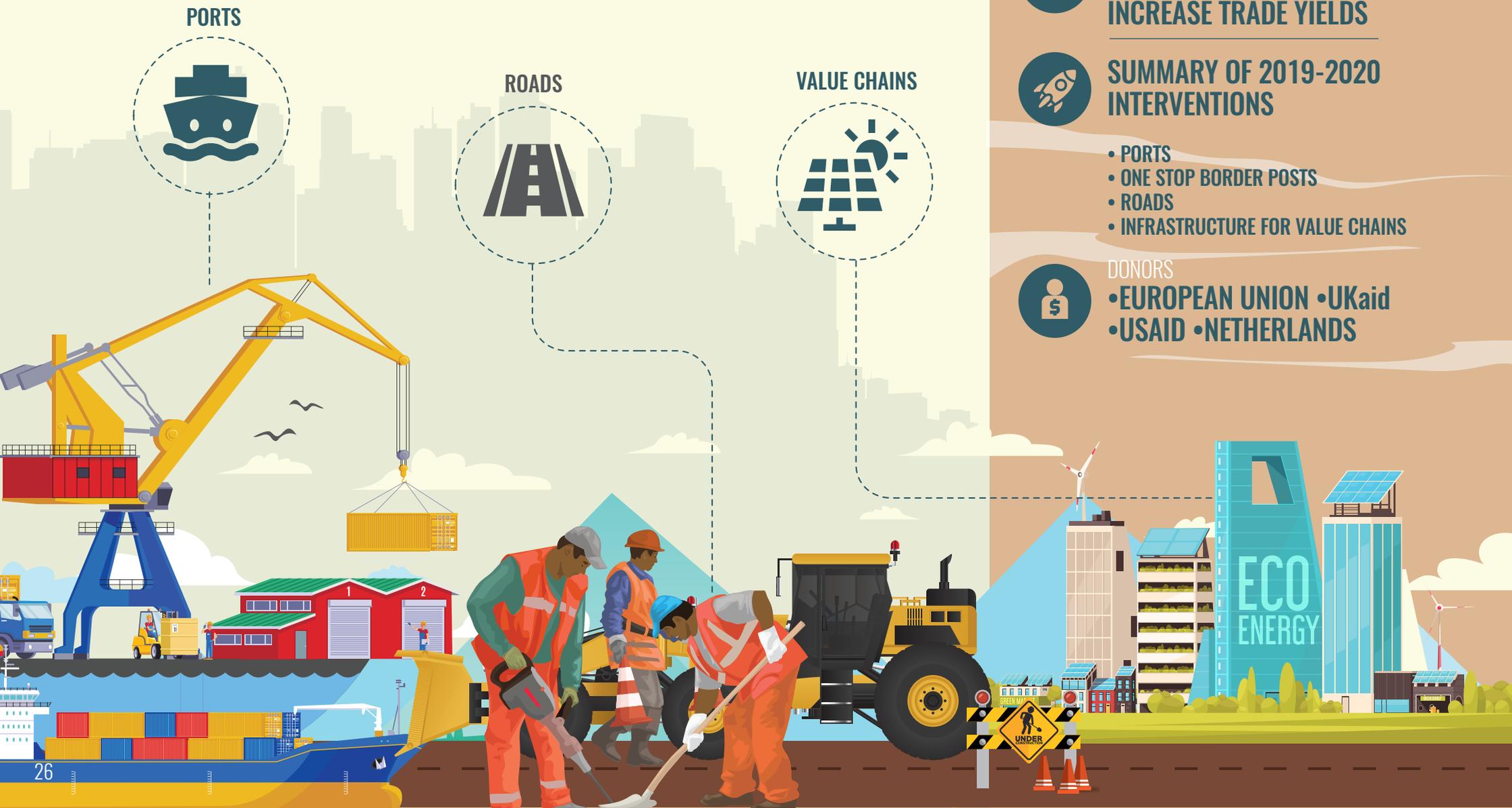
PORTS



ROADS



VALUE CHAINS



ACHIEVING EFFICIENT TRANSPORTATION TO INCREASE TRADE YIELDS

Eastern Africa’s physical and soft infrastructure at ports, roads and borders has been flagged as a cause of excessive delays in trading, resulting in high costs. TMEA continued supporting improvement of transport infrastructure to help reduce trading time and costs. Focus remained on roads, ports and border projects, in addition to the expansion of multimodal transport corridors on lakes and rail, and improving infrastructure related to the garments, agro-logistics and food aid value chains.



Mombasa Port terminal

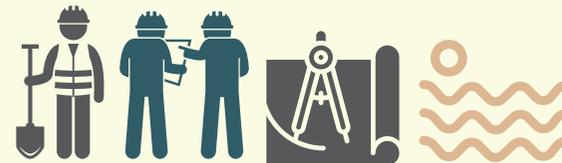
SUMMARY OF 2019-2020 INTERVENTIONS

PORTS

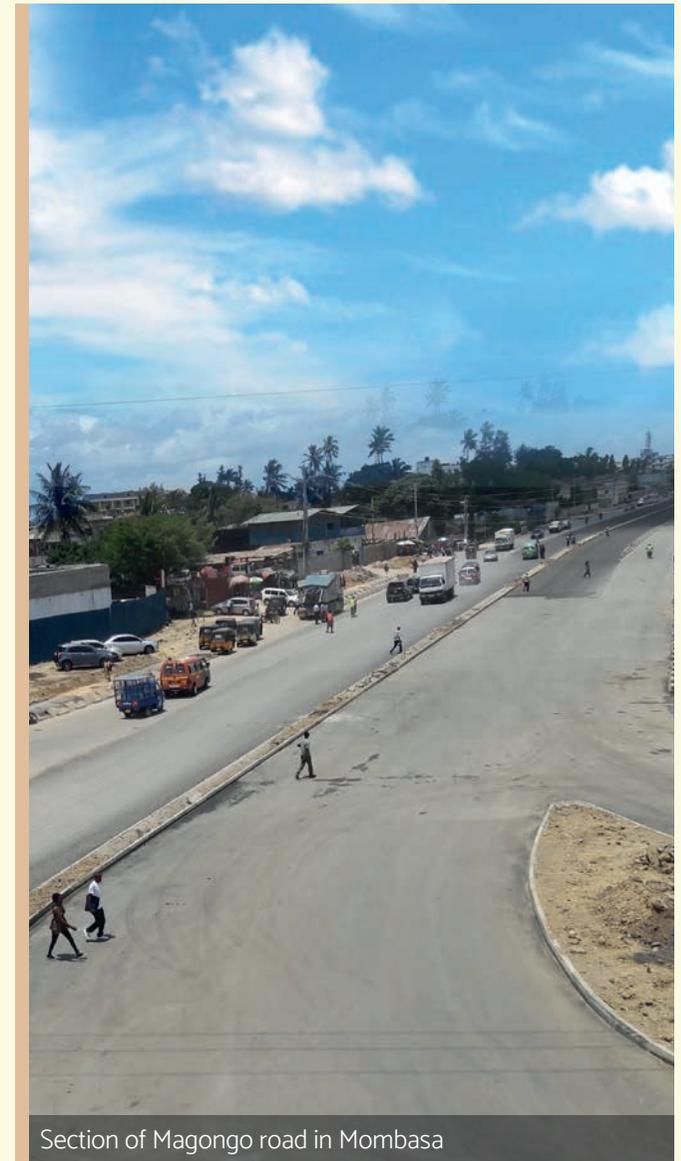
90% of Africa’s trade is conducted via sea; therefore efficient ports are critical in unlocking the full potential of trade on the continent.



1. TMEA continued partnership with Kenya National Highways Authority (KeNHA) and Kenya Ports Authority (KPA) to upgrade Magongo and Kipevu Roads to reduce Mombasa Port entry and exit time. Magongo and Kipevu Roads progressed to 58% and 65% completion, respectively.



2. TMEA developed design works for Lake Kivu and Rubavu-Rusizi Ports in Rwanda in readiness for construction and upgrading Ntoroko (Uganda) Port infrastructure after construction contracts were signed.



Section of Magongo road in Mombasa

STRATEGIC OUTCOME 1A

ONE STOP BORDER POSTS

1. TMEA started mobilising resources to upgrade Nakonde -the Zambian crossing point bordering Tanzania- into a one stop border post (OSBP) to improve infrastructure and traffic flow, and complement the intended reduction in time taken to cross Tunduma /Nakonde OSBP by at least 30%.



2. Phase 2 works at Elegu OSBP between Uganda and South Sudan, which constituted construction of staff houses, customs warehouse and aggregation centre, landscaping and external works, was completed and agencies relocated to the facility.



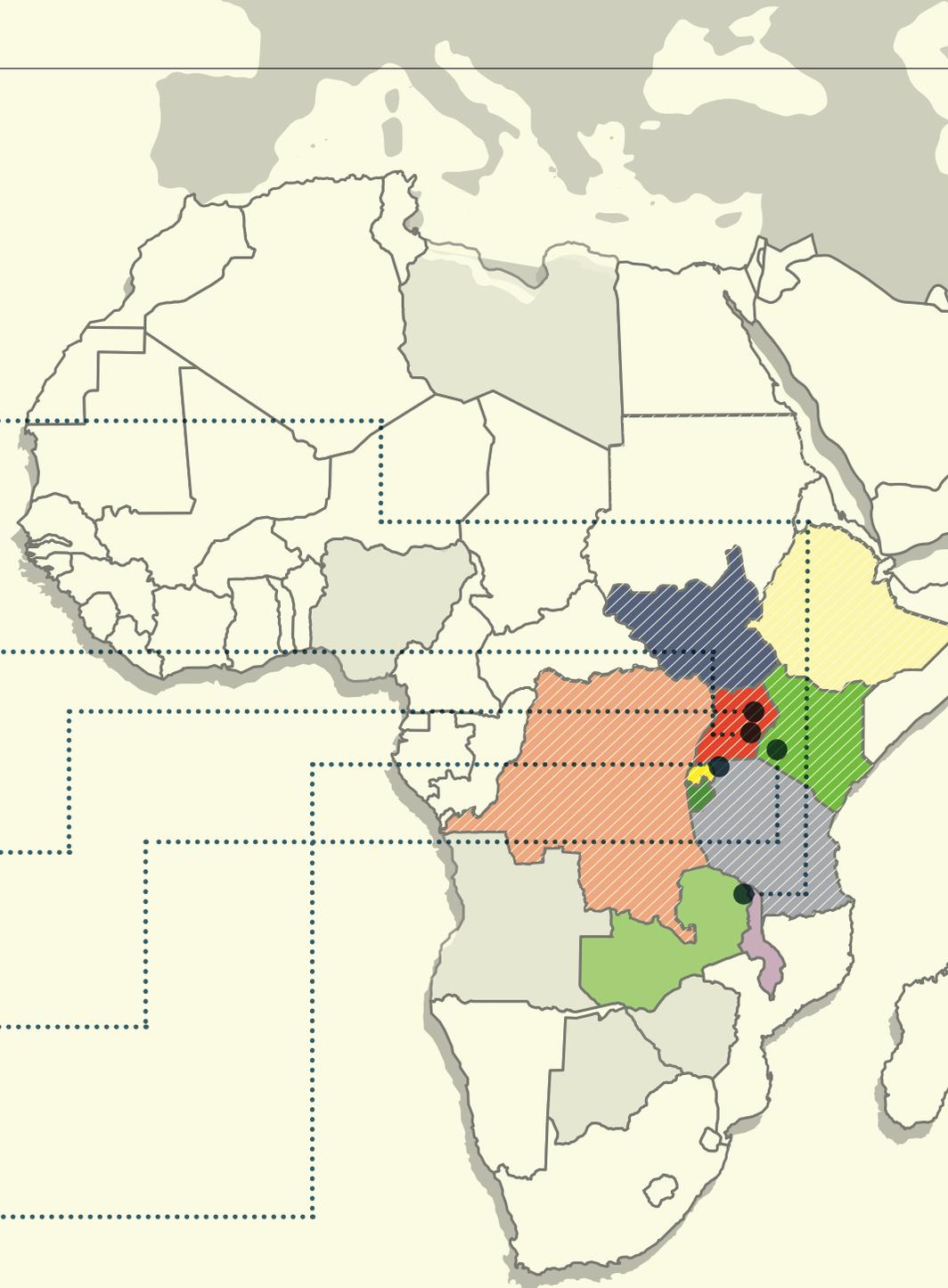
3. By February 2020, Phase 1 construction of Nimule OSBP in South Sudan was completed and officially handed over to the Government of South Sudan.



At the same time, construction of Malaba Uganda OSBP access road was completed and the road open to traffic in September 2019. The bridge, staff accommodation building, boundary wall, chain link fencing, entry canopy, street lighting, reconstruction of the old road and rehabilitation of the old bridge progressed to 20%.



4. Procurement of designing of Ruzizi II and construction of Phase 1 of Mahagi OSBP, both in DRC, and Goli OSBP in Uganda, were completed and mobilisation of funds started. This brings to 17 the OSBPs supported by TMEA since its inception.



STRATEGIC OUTCOME 1A

ROADS

Procurement for redesign and construction of the 22.5km long Hargeisa Bypass was completed. The new road will decongest the Somaliland Capital, Hargeisa, and reduce transportation time from the port city of Berbera to the Tog Wajaale border crossing with Ethiopia.



INFRASTRUCTURE FOR VALUE CHAINS



1. High level master planning and feasibility of Kilifi Eco-park were completed and design started.



2. Started design of the infrastructure for the Kigali Wholesale Market which will provide modern trading services for small and medium enterprises in Rwanda.



3. Construction of Gulu Logistics Hub started and progressed to 6%. Read more about this project in the Uganda country pull-out.



Artistic impression of Gulu Logistics Hub in Uganda

STRATEGIC OUTCOME 1B



ENHANCING TRADE ENVIRONMENT

- QUALITY STANDARDS AND SANITARY AND PHYTO-SANITARY (SPS) MEASURES
- TRADE SYSTEMS AND PROCEDURES
- REDUCING NON-TARIFF BARRIERS
- TMEA-EAC PARTNERSHIP PROGRAMME



DONORS

- UKaid • USAID • NETHERLANDS

QUALITY STANDARDS AND SPS



TRADE SYSTEMS AND PROCEDURES



TMEA-EAC PARTNERSHIP PROGRAMME



REGIONAL HARMONY EASES TRADE TURBULENCE

As the global trade environment faced COVID-19-triggered turbulence in the second half of the 2019/2020 financial year, TMEA catalysed its support for East Africa regional integration by promoting a regional based approach in promoting trade. The programme supported the EAC secretariat to increase its capacity to lead in resolution of trade disputes, removal of non tariff barriers to trade, and promotion of regionalism. Further, continued stakeholder engagement guided government agencies to migrate to digital systems in efforts to reduce fraud in trade documentation. The EAC and Partner States also harmonised their administrative procedures to mutually recognise COVID-19 test results for efficient cross-border mobility for truck drivers.

One of TMEA's major building blocks to trade is to increase acceptance of EAC agricultural and food exports. This involves supporting the development and implementation of the technical requirements of countries' quality and non-quality standards, and compliance with SPS measures. To achieve this, TMEA worked with regulatory agencies to enhance their ability to enforce measures that promote the importation of healthy and safe food to protect lives.

1. QUALITY STANDARDS AND SPS

Through TMEA's support, the Regional Technical Regulation Framework (RTRF) was established, and continues to back harmonisation of national technical trade requirements such as licensing and product registration, across the region. Testing, calibration and certification facilities were subsequently established in Kenya, Rwanda, and Uganda, thus making it easy for the private sector to access essential quality standard services.

EAC member States were trained to develop and implement conformity assessment systems for laboratory analysts, assessors and product inspectors. Sugar and cosmetics value chains benefited from 26 standards that were harmonised, and are estimated upon domestication of the standards, to increase product-level trade flows by about 0.5%, which corresponds to a reduction of 2% in ad-valorem equivalent of tariffs.

Together with the EAC Codex Forum, TMEA developed food safety measures that define the minimum safety requirements in food trade to enable better structures, sensitise supply chain actors to be compliant, and enhance the technical know-how of regulators to enforce measures. Facilitating the Continental Codex Committee for Africa (CCAFRICA) to develop harmonised food safety guidelines and legal framework for the continent will reduce disparity in testing and inspection procedures hence contributing to an increase in intra-Africa food exports.



STRATEGIC OUTCOME 1B

RESPONSE TO COVID-19

Working with the EAC and Partner States, TMEA supported the development of technical and administrative guidelines for food safety, animal and plant health, to improve handling of food and commodities through better management and practices that incorporated WHO recommended COVID-19 protocols and procedures.

Other achievements as already discussed in SAFE TRADE EMERGENCY FACILITY (pages 14 to 19), included harmonised administrative border crossing procedures during the COVID-19 pandemic. Reduced border crossing time for truck drivers, and documentary fraud in the issuance and verification of COVID-19 test certificates, resulted from the regional electronic cargo and driver tracking system.

2. TRADE SYSTEMS AND PROCEDURES

The Trade Logistics Information Pipeline (TLIP) testing on horticulture and flower trade lanes between Kenya and the Netherlands was completed and successfully tested. TLIP will reduce documentation fraud and cross-border document processing time. On the other hand, the single customs territory centralised platform contributed to the reduction in document processing time for maritime exports and intra-regional trade. The setting up of regional cross-border information sharing platforms for quality standards agencies and food and drugs agencies also progressed to piloting phases, and when fully implemented, will enhance transaction, operational and documentation transparency.



3. REDUCING NON-TARIFF BARRIERS

TMEA successfully supported Kenya and Tanzania to resolve emergent trade disagreements, by initiating the process for development of the NTBs measurement tool, and the NTBs toolkit. The tools will help regional and national committees and stakeholders estimate the economic cost of NTBs, provide a knowledge source on understanding NTBs and strategies of collaboratively addressing them. The EAC Elimination of NTBs Act 2017 was revised, regulations by the regional committee for monitoring NTBs validated, and the reported 11 NTBs resolved. The Integrated Border Management (IBM) Programme supported the development and implementation of the OSBP Sustainability Strategy, and the OSBP Performance Measurement Tool, and extended its training initiative to South Sudan and Ethiopia.

4. TMEA-EAC PARTNERSHIP PROGRAMME

By developing guidelines in the EAC Trade Policy Report, the EAC Secretariat will contribute to greater competitiveness of the region. The framework identifies relevant regional and national trade policy measures that can improve regional economic development by attracting investment, catalysing regional exports and establishing a conducive regional environment for economic growth. Strategies and action plans for leather and cotton, textiles and apparels sectors were developed and approved by the EAC Council of Ministers. The strategies are among the EAC regional industrialisation strategy priority areas, aimed to increase investment along the leather and textile value chains and to enable the region retain more than 50% of the potential value of those industries by 2028.



STRATEGIC OUTCOME 2



IMPROVING BUSINESS COMPETITIVENESS IS CENTRAL TO CREATING JOBS



SHIELDING EAST AFRICA FROM COVID-19 ECONOMIC LOSSES



**FEATURED PROJECT
JOINT EAC TOURISM INTERVENTIONS UPLIFT SECTOR**



DONORS
 • NETHERLANDS
 • GLOBAL AFFAIRS CANADA
 • USAID

EXPORT CAPABILITY



WOMEN & TRADE



TOURISM



HORTICULTURE



STRATEGIC OUTCOME 2

IMPROVING BUSINESS COMPETITIVENESS IS CENTRAL TO CREATING JOBS

TradeMark East Africa's (TMEA) Business Competitiveness Programme refined its approach and entrenched a multi-pronged initiative to support Eastern Africa improve its competitiveness across critical sectors, promote investment and create jobs. Findings from an Africa Development Bank (AfDB) report indicate a correlation between slow progress in raising competitiveness and productivity and Africa's ability to offer better employment opportunities.

Mainstreaming advocacy in TMEA's projects has fostered deeper collaboration and helped reduce overall programme risks. Our private sector partners continued to proactively influence policy and support business continuity, and this was even more visible during the COVID-19 crisis. The partners were quick to respond to emerging challenges both at a regional and national level, providing practical proposals to the public sector and ensuring trade continuity. *"Considering the correlation between a country's competitiveness and its ability to foster economic growth, it is critical to support private sector capacity to proactively influence policy and enhance sector productivity."* Waturi Matu, Senior Director, Business Competitiveness.

PUBLIC-PRIVATE SECTOR DIALOGUE (PPD) PROGRAMME

This initiative focused on goods, mirroring and enhancing TMEA's work in transport and logistics, trade facilitation, customs and taxes, standards, NTBs and export capability with the aim of creating an enabling environment. PPD was flexible to incorporate emerging issues, such as the COVID-19 crisis and quickly reoriented responses to support governments and private sector to keep trade going. The programme is funded by the Dutch Government.



EXPORT CAPABILITY PROGRAMME

The US\$ 11 million programme will contribute to increasing exports in targeted sub-sectors including: transport and logistics, horticulture, tourism, and e-commerce ecosystems. The programme is funded through support from the Dutch Government and the United States Agency for International Development (USAID).



TMEA and the EAC Secretariat started the E-commerce Ecosystem Development (SEED) programme to assess and develop a framework to support the region's cross border e-commerce.



STRATEGIC OUTCOME 2

Feedback from six stakeholder fora across EAC indicates the need to harmonise and implement a regional e-commerce policy, tighten legislation and regulation at national and regional levels, execute online marketplaces/ business models, formulate, enact and enforce online security laws and enhance payment systems, internet connectivity and logistics.

Tourism in East Africa employs over 3 million people, translating to 7.1% of total direct and indirect jobs. The industry faced a 92% decline in bookings in the first half of the year due to the COVID-19 crisis and related trade disruptions. TMEA’s grant of US\$300,000 to East Africa Tourism Platform (EATP) is timely as it will support the industry’s recovery efforts. EATP has developed guidelines and an EAC tourism recovery plan that focuses on increasing intra-regional tourism. Other areas of support include harmonising entry requirements and standard operating procedures for the sector.



WOMEN AND TRADE

To support the social and economic empowerment of women traders and women-owned enterprises, TMEA through funding from Global Affairs Canada and the Dutch Government, continues to build the capacity of women to address trade barriers and advocate for an enabling environment for women in trade.

The programme supported Eastern African Sub-Regional Support Initiative for the Advancement of Women (EASSI); **to expand reach to an additional 50,000 women cross border traders at twenty borders.** A key outcome of the partnership has been the setting up of resource centres at the borders where women can access support and trade-related information. The centres were useful during the COVID-19 crisis as they facilitated consolidation and transport facilitation for women traders to support business continuity.

To foster gender equality through digital transformation, our partner the East Africa Women in Business Platform (EAWiBP) trained 130 women business owners on the policy, regulatory and operational aspects of digital trade. This included training on curation of sound e-commerce strategies to promote products and services online in partnership with Facebook. The project has laid a foundation to engrain ICT for Trade and market information platform for women traders in Eastern Africa.



A woman trader in Tanzania

MITIGATING EAST AFRICA'S COVID-19 ECONOMIC LOSSES

While the COVID-19 crisis slowed down regular programming in the second half of the financial year, the Business Competitiveness Unit, in collaboration with partners, was quick to respond to the emerging challenges. Our Public-Private Dialogue programme reoriented to focus on transport and logistics disruptions under the Safe Trade Emergency Facility. Through our partners, TMEA engaged the Office of Chairperson of the EAC Heads of State Summit, EAC, Trade, Transport and Health ministries to urgently resolve trade disruptions and facilitate sub-sector dialogue on recovery.

Consequently, the region has shown resilience and is expected to recover faster against projected growth, according to the *United Nations Economic Commission for Africa* (UNECA).

Some of the achievements from these interventions are detailed in the next page.



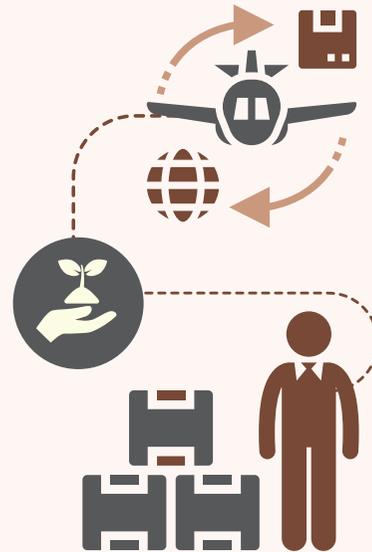
STRATEGIC OUTCOME 2

MITIGATING EAST AFRICA'S COVID-19 ECONOMIC LOSSES: NOTABLE ACHIEVEMENTS



East Africa Business Council (EABC) brokered several bilateral meetings between Heads of States of EAC Partner States to facilitate the free movement flow of goods along transport corridors during the COVID-19 crisis. These meetings led to improved truck turnaround times, harmonised working hours for border agencies and clearing agents, and an increase in the number of immigration and public health officials to border points. Further, the lifting of curfews restrictions at One-Stop Border Posts (OSBPs) facilitated 24hr operations enhancing the movement of goods.

EABC's position paper and lobbying on facilitating air cargo operations during COVID-19 crisis led to increased air cargo capacity in partnership with Kenya, Rwanda, and Tanzania Horticultural Associations. Without these efforts, exporters would not have been able to meet demand in target markets as partner states partially liberalised airspace.



The Tanzania Horticultural Association (TAHA) partnered with Ethiopian Airlines to increase export to the Arabian, European and American markets and increased weekly frequencies in March 2020. This was made possible through an on-going TMEA - TAHA project that aims to establish a logistics hub in Songwe International Airport, and improve the country's airfreight and sea-freight systems.

"We created a revolving credit line for air freighters to sustain cargo capacity in the region. We have adopted a "fill the shelves" strategy as response to the skyrocketing food prices and increasing demand for food globally hence we worked to boost production across the horticulture sector."
Jacqueline Mkindi, CEO, TAHA



Before the first COVID-19 case was reported in Kenya, TMEA supported the Kenya Private Sector Alliance (KEPSA), to establish a COVID-19 action platform. The platform lobbied for an enabling environment to ensure business continuity and steered the local production of personal protective equipment (PPE). The Kenyan Government also adopted KEPSA recommendations to establish a stimulus package including tax relief for low-income earners, reduction of value-added tax (VAT) from 16% to 14%, and corporate and turnover tax from 30% to 25% and 3% to 1%, respectively.



STRATEGIC OUTCOME 2



EASSI and EAWIB facilitated consolidation, transport facilitation and adoption of e-commerce for women in trade to support business continuity. Our partners lobbied for the resolution of COVID-19 related trading barriers and amplified issues facing women traders, such as gender-based violence.

With restrictions in movement of goods causing severe delays at entry points across the region, the logistics sector was devastated. As truck drivers were initially considered COVID-19 vectors, Federation of East Africa Freight Forwarders Association (FEAFFA) through support from TMEA and funding from USAID and European Union (EU) developed Standard Operating Procedures (SOPs) and launched an awareness campaign to safeguard the sector. The efforts built public sector confidence in the industry and reduced the associated public stigma.



A tailor at one of the border markets in Uganda



BENEFICIARY QUOTE

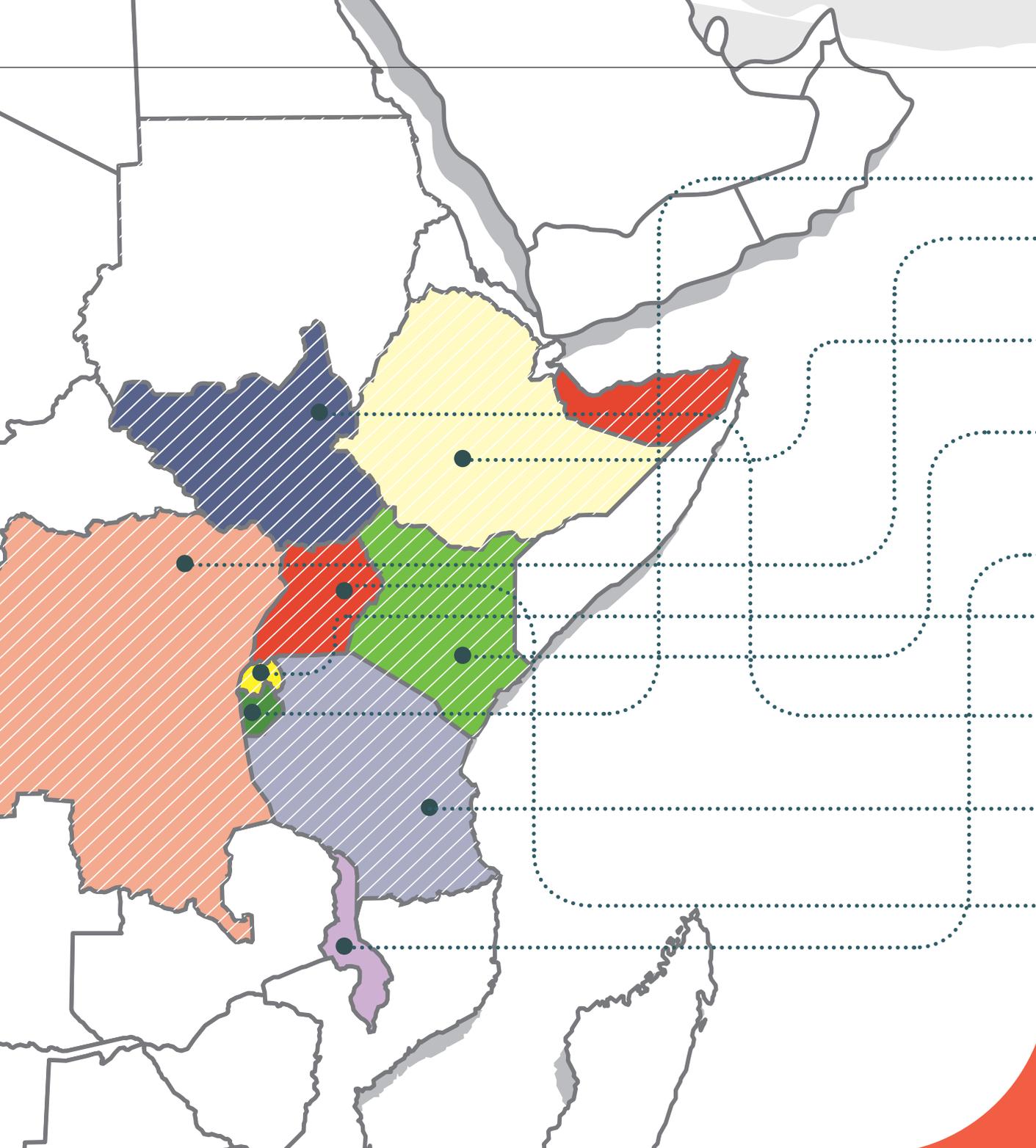
“The impact of public-private dialogue is not always visible, but in these difficult times we are proud of the results of our structured dialogue to mitigate against the negative impact of COVID-19 crisis on trade and investment,”

Carole Karuga,
CEO, KEPASA.

COUNTRY PROGRAMMES



COUNTRY PROGRAMMES



BURUNDI BACKS EAC INTEGRATION

DRC RENEWS OPTIMISM FOR GROWTH

HORN OF AFRICA SEIZING ITS BUSINESS POTENTIAL

SPEEDY INFRASTRUCTURE GROWTH FOR KENYA'S INDUSTRIALISATION

MALAWI WELCOMES TMEA ABOARD

RWANDA CONNECTING EASTERN AND CENTRAL AFRICA TRADE

STRATEGIC TACTICS EARNING SOUTH SUDAN ECONOMIC GROWTH

TANZANIA CASTS BEYOND MIDDLE-INCOME STATUS

UGANDA REACHES OUT TO NEIGHBOURS

BURUNDI

BURUNDI BACKS EAC INTEGRATION

 **2019-2020 BUDGET**
US\$850,000

 **SUPPORTED PROJECTS**
5

 **DONORS**
•BELGIUM •NETHERLANDS •UKaid



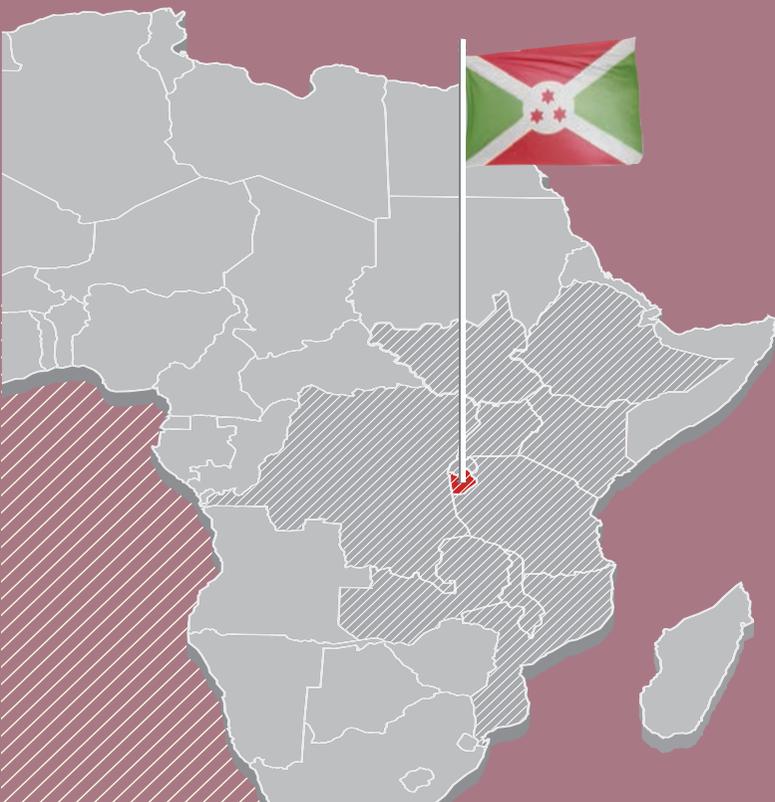
FEATURED PROJECTS



**OBR SPEARHEADS
CUSTOMS MODERNISATION**



**WOMEN IN CROSS-BORDER
TRADE**



BURUNDI

**BURUNDI BACKS EAC
REGIONAL INTEGRATION**

Burundi typifies TradeMark East Africa’s adaptive programming approach, as it continues delivering results in a dynamic environment.

TMEA has been supporting Burundi to accelerate adoption of regional frameworks on trade regulations and private sector development. This is in tandem with the country’s need to remain active in the East Africa Community integration agenda and its private sector need to continue accessing benefits accruing from the Northern and the Central Corridors of which Burundi is a member.

Our support will enable Burundi leverage on regional value chains and strengthen linkages to international supply chains. Opportunities abound. For instance,

Bujumbura’s positioning as the only major city along Lake Tanganyika can act as a central point for supplies and logistics for the lake’s neighbouring states, thus spurring trade, economic development and job creation.

In the year ended June 2020, TMEA-Burundi, bolstered by strategic partnerships with the private and public sectors, supported interventions that strengthen the private sector. Our partners in the public sector such as Burundi Revenue Authority (OBR), the National Committee on Elimination of Non-Tariff Barriers, and Burundi Standards Bureau (BBN) own mandates that are deemed key for private sector development. Our focus remained on reducing barriers that inhibit smooth export and import trade. For example we started enhancing the Electronic Single Window System implemented by OBR which will link key trade agencies and create a one-stop shop for processing export and import requirements. The system will enable traders operating in Burundi enjoy speedier and more transparent document-processing services, quicker access to information, and customs efficiency.

**Christian Nibasumba,
Country Representative**



Photo, courtesy of East African Community Secretariat

BURUNDI



PROGRESS TOWARDS RESULTS

1. Completed the purchase of hardware, and installation of the required ICT hosting and networking infrastructure to support the Electronic Single Window.

2. 385 women traders (against a target of 100) in the provinces of Mugina, Rumonge, Ruhwa, Gatumba trained on association management. Four new associations of 25 members were created and committees elected.



3. Completed a needs assessment to inform creation of a digital tool for operationalisation of an SMS platform for Burundi women in cross border trade.

4. Officers were recruited to work at the Mugina, Rumonge and Gatumba Trade Information Desk Offices.



5. A total 30 artisans (small traders) participated in the Jamafest Trade Fair and made sales of US\$20,000 in addition to orders received after the fair.

6. We collected data in Gatumba from women involved in cross-border trade with DRC. The women highlighted un-harmonised official border documents, and inhuman treatment by the police and border officials, as the main challenges they face in their business. The Burundi private-public dialogue framework advocacy agenda will highlight the challenges in efforts to eliminate NTBs.



Women in the market in Bujumbura

BURUNDI

FEATURED PROJECT BURUNDI ELECTRONIC SINGLE WINDOW

PERIOD OF IMPLEMENTATION
SEPTEMBER 2019 - DECEMBER 2020

BUDGET
US\$1,150,000

PURPOSE
REDUCE BARRIERS TO TRADE

DONORS
• NETHERLANDS



OBR SPEARHEADS CUSTOMS MODERNISATION

Re-launching the customs modernisation project that had been suspended in 2015, TMEA supported the Burundi Revenue Authority (OBR) to integrate ASCYUDA World Programme with systems belonging to government agencies and private sector members involved in cross-border trade, for efficient customs management.

The support included establishing Burundi Electronic Single Window (BeSW), to meet the demands of regional integration, and best international trade practices. It also included upgrading the data centre and network infrastructure, as well as sensitisation, training and support during implementation and rollout lifecycle, to ensure full uptake and utilisation of the systems. The project improves OBR's ability to deliver its mandate related to international trade transactions that involve interactions between customs, ports of entry operations, government agencies, and private sector economic operators.



PROGRESS

1.



Hardware for the required ICT hosting and networking infrastructure to support the BeSW, cargo tracking, and other customs management systems was purchased and delivered at OBR. The development of the BeSW is advanced, with two of the three project modules ready for deployment.



BENEFICIARY QUOTE

“This financial support comes at a time when the OBR is fast tracking the implementation of trade facilitation programmes that have been ratified and approved by the Burundi Government, to strengthen the security of business while promoting quick and easy procedures for the benefit of economic operators,”

Hon. Audace Niyonzima OBR,
Commissioner General

DEMOCRATIC REPUBLIC OF CONGO

DRC RENEWS OPTIMISM FOR GROWTH



2019-2020 BUDGET

US\$2.94M



SUPPORTED PROJECTS

10



DONORS

- UKaid • NETHERLANDS
- EUROPEAN UNION
- GLOBAL AFFAIRS CANADA

DEMOCRATIC REPUBLIC OF CONGO
FEATURED PROJECTS

**MAHAGI OSBP
ON COURSE**

**MAKING TRADE WORK
FOR WOMEN IN DRC**


AT 60, DRC RENEWS OPTIMISM FOR GROWTH

The Democratic Republic of Congo (DRC) marked 60 years of independence on June 30, 2020, with a resolve to reclaim its past socio-economic might. At the time of its independence in 1960, DRC was the second most industrialised country in Africa, after South Africa. The economy of the resources rich country relies heavily on agriculture and mining, much of which occurs in the informal sector. However, Africa's second largest country has resolved to modernise, with a focus on strengthening its health system, infrastructural development, and urban and social rehabilitation.

DRC is one of the countries partnering with TradeMark East Africa (TMEA) on its trade facilitation programme aimed at reducing time and cost of doing regional and international business. The country's enormous trade costs are attributed to limited infrastructure, governance challenges around trade legislation and processes, ineffective trade systems, and a poorly supported private sector. TMEA focuses on building sustainable and resilient trade systems capable of delivering gains through a multi-sectoral approach.

We have formed strategic partnerships with the Government's ministries of Finance, Customs and Immigration, Port Authority and institutions responsible for developing navigable waterways and implementing specific programmatic outcomes at provincial level.

During the FY 2019-2020, TMEA supported the DRC Government's agenda to accelerate economic growth of Eastern DRC by reducing the cost of trade with its neighbours and strengthening private sector engagement. This will make the region more competitive, create new enterprises and employment opportunities. The interventions included improving trade infrastructure and government trade systems and processes, supporting SMEs to link to new markets and diversifying their exports, and supporting the private sector to lobby for sectorial reforms that will pave the way for industrialisation.

Aime Nzoyihera,
Country Director



The bridge at the border of Ruzizi DRC and Rwanda

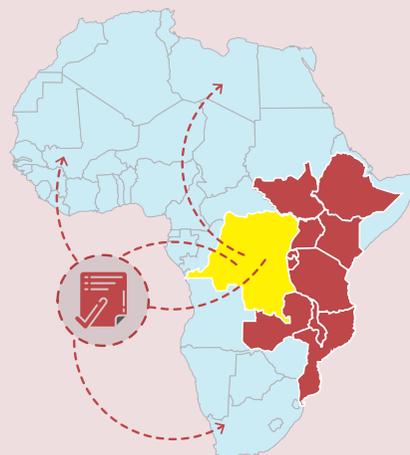
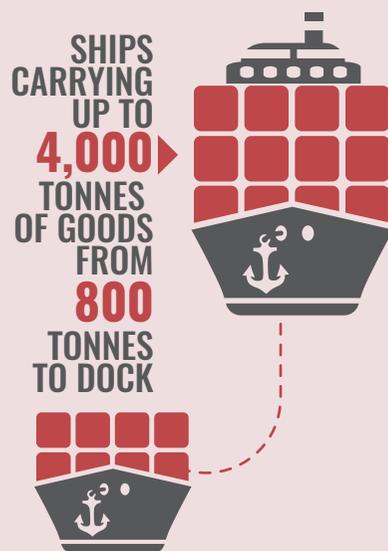
DEMOCRATIC REPUBLIC OF CONGO

OTHER PROJECTS SUPPORTED IN THE YEAR



Development and operationalisation of one stop border posts (OSBPs) at Ruzizi II (border with Rwanda) and Mahagi (border with Uganda) continued. The OSBPs will be complemented by simplified customs processes when the ASYCUDA and the Regional Electronic Cargo Tracking System (RECTS) are adopted. These interventions enhance transparency in procedures and reduce border crossing time and costs.

Phase two development of Kalundu Port, which includes warehousing, fencing, and paving, began. The de-silting and dredging of Kalundu Harbour that was done in phase one now enables ships carrying up to 4,000 tonnes of goods to dock, an increase from 800 tonnes. 180 boats docked in the year.



Support for the private sector community around Lake Kivu to link with the Eastern and Southern Africa markets. Specific support includes creating awareness on standards, improving quality of products to enhance their acceptability in regional and international markets, and lobbying for removal of non-tariff barriers (NTBs) to trade.

PARTNERSHIPS IN THE YEAR

1. Search for Common Ground (SFCG) supporting Women in Trade project in North and South Kivu.
2. UKaid and Netherlands supporting private sector projects.
3. New MoU with UNCTAD to extend ASYCUDA to borders in Eastern DRC.
4. Agreement with Ministry of Finance to support customs modernisation in Eastern DRC.
5. Self Help Africa supporting improving export capacity of Congolese traders and small businesses.
6. Technical assistance to the Conseil Interprofessionnel pour la Promotion de l'Agriculture (CIPA) for capacity building.



A ship docking at Kalundu port

FEATURED PROJECT MAHAGI OSBP

PERIOD OF IMPLEMENTATION
2018 - 2022

BUDGET
US\$3,735,611

PURPOSE
REDUCE BARRIERS TO TRADE

DONORS
•NETHERLANDS •UKaid



MAHAGI OSBP ON COURSE

Mahagi is one of DRC's busiest border crossings, linking the popular centres of Arua (Uganda), Bunia and Kisangani (DRC), and the port of Mombasa (Kenya), along the Northern Corridor.

Converting Mahagi Border into an OSBP will be achieved through support to the following three components: First, installing an integrated border management (IBM) system linking it with Goli border in Uganda. Second, construction of connecting roads; and third, upgrading OSBP infrastructure, including parking yard, warehouses, and rehabilitating existing buildings.

To complement infrastructure upgrades and ensure effective border management that will reduce time and costs; the project will also support adoption of policy and procedural reforms which will address NTBs to trade around and leading up to the border. The combination of hard and soft infrastructure will enhance transparency measures to facilitate trade. Other targeted interventions that will support full operations of the OSBP include: expanding and simplifying cross border procedures; capacity building of customs officials to ensure correct applications of customs regulations; adopting of cargo monitoring system to increase security of cargo, and address cargo

insurance challenges traders face.

In the period under review, detailed designs of the OSBP were developed and approved by stakeholders and a baseline survey completed.

When complete, Mahagi OSBP will contribute towards reducing time and cost of transporting goods. It will also improve security and safety around the borders, contributing to cohesion amongst border communities.



BENEFICIARY QUOTE

“This is an initial project to modernise border posts that will allow more formalised systems for imports and exports, and reduce constraints and harassment. The OSBP will only have the four authorised border services. This will catalyse development of other infrastructure that will spur economic development, large container depots, parking lots, fuel depots, and facilities such as petrol stations and hotels”.

H.E. Jean Bamanisa Saidi,
Governor of Ituri.

HORN OF AFRICA

HORN OF AFRICA SEIZING ITS BUSINESS POTENTIAL



2019-2020 BUDGET
US\$7.9 MILLION



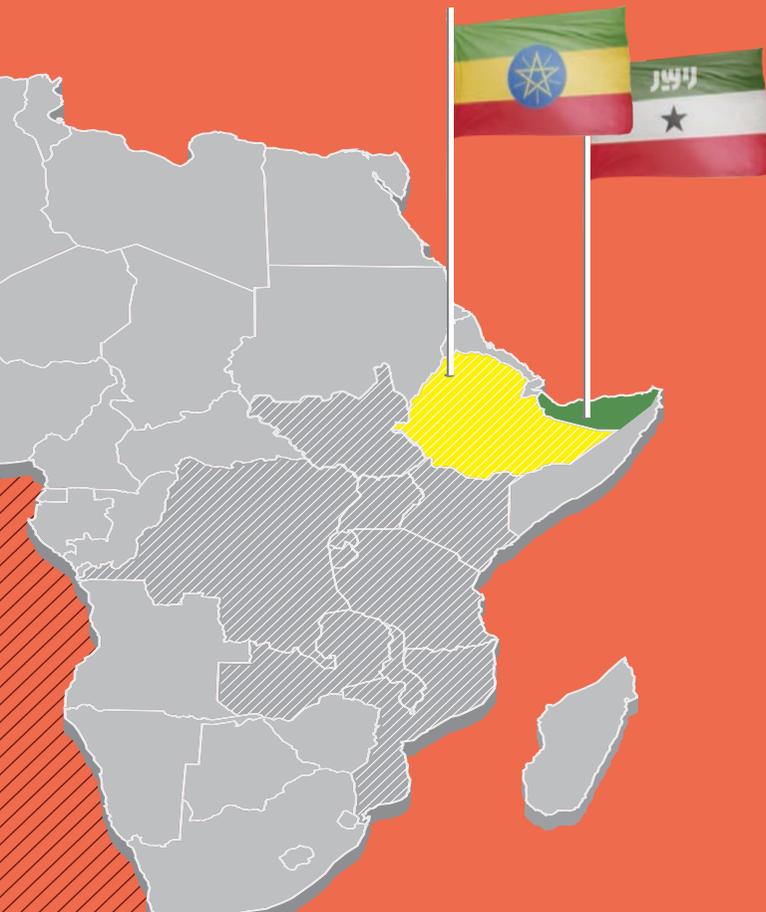
SUPPORTED PROJECTS
6



DONORS
•Irish Aid •UKaid



HORN OF AFRICA
FEATURED PROJECT

**UNLOCKING
PROSPERITY
IN THE HORN OF
AFRICA (HOA)**


HORN OF AFRICA SEIZING ITS BUSINESS POTENTIAL

The Horn of Africa (HoA) has tremendous economic potential but remains one of the most complex regions in Africa. It is strategically located on one of the world's busiest shipping lanes and trading routes, including via Berbera Port in Somaliland. The 2018 World Bank Logistics Performance Report ranked the region's logistics as extremely inefficient, thus raising cost of trade, yet, transport corridors in the Horn are significant economic arteries. TMEA's Horn of Africa Programme includes Somaliland and Ethiopia.



ETHIOPIA

Ethiopia has implemented many reforms since 2018, under the leadership of Prime Minister Abiy Ahmed. The country is keen to grow its trade volumes with its neighbours, regionally and internationally. Currently 95% of Ethiopia's trade travels through Djibouti. Looking ahead, International Monetary Fund (IMF) projects Ethiopia's export growth to increase to 6.951% by December 2025. This growth in trade volumes demands multiple transport alternatives.

Tadesse Yimamu,
Country Director, Ethiopia

SOMALILAND

Berbera Port in Somaliland is a gateway to the Berbera Corridor, which provides access to sea for landlocked countries like Ethiopia. Berbera Corridor has the potential to economically transform Somaliland if operations along it are optimised. This includes formalising cross-border trade and implementing trade facilitation policies such as adoption of simplified and transparent customs processes and procedures, enhancing inter-agency border operations, and improving information technology infrastructure, and eliminating non-tariff barriers (NTBs) to trade.

Abdi Osman,
Country Representative, Somaliland

HORN OF AFRICA

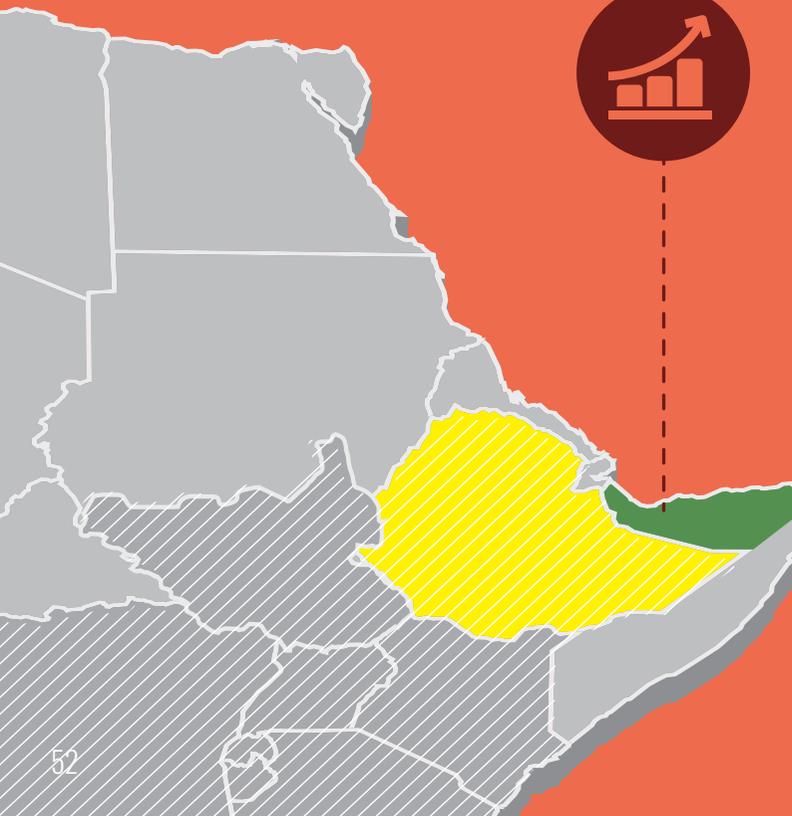
FEATURED PROJECT UNLOCKING PROSPERITY IN THE HORN OF AFRICA (HOA)

PERIOD OF IMPLEMENTATION
2018 - 2023

BUDGET
US\$25 MILLION

PURPOSE
REDUCE BARRIERS TO TRADE

DONORS
•Irish Aid, UKaid



TradeMark East Africa (TMEA) launched the Unlocking Prosperity in the HoA Programme in October 2018, to harness the trade and economic potential of the Berbera Corridor. This will be achieved by improving transport infrastructure, facilitating trade, and enhancing local economic development. The programme, which is implemented by TMEA-Somaliland and TMEA-Ethiopia, is steering construction of Hargeisa By-pass to decongest the capital city, and reduce transport time from Berbera Port to Tog Wajaale border crossing. It is also reducing the cargo clearance time across the border between Somaliland and Ethiopia, and linking ‘anchor’ businesses with small and medium-sized enterprises (SMEs) through harmonisation and adoption of trade standards.

TMEA is supporting Ethiopia’s export led industrialisation, which includes transformation of logistics industry through targeted interventions like operationalisation of the Moyale One Stop Border Post (OSBP) with Kenya; implementation of an automated system for the issuance of a certificate of origin for export goods; and exploring opportunities for appropriate logistics centres in Jijiga – Somali region of Ethiopia – to complement the Berbera Corridor initiative.

In Somaliland, a partnership with Somaliland Quality Control Commission (SQCC), the national standards agency,

envisions provision of priority laboratory facilities, to test import and export goods, and conduct training. The agency has already launched a 5-year strategic plan, and is working with Ethiopia National Quality Infrastructure to harmonise standards of commonly traded goods between the two countries, especially at their common border of Tog Wajaale, and build its capacity in the area. A programme targeting women in trade has been designed and will train women on business practices as well as enable them access markets.



Moyale OSBP



PROGRESS TOWARDS RESULTS

1. The Moyale OSBP interconnectivity was completed, cross-border procedures reviewed in preparation for its commencement, and staff on both sides of the border trained on the new procedures. The launch of the OSBP operations were however interrupted by COVID-19 induced travel restrictions.
2. Contracting and climate-proofing of engineering design are complete. Environmental and social impact assessment, and environmental and social management and monitoring plan are also in place and civil works started later in 2020.
3. On trade facilitation and transit institutional frameworks, TMEA signed MoUs with all relevant national partners in Ethiopia and capacity building conducted for joint steering corridor committee, and joint technical corridor committee.
4. A gap assessment of priority products for which trade standards should be developed for regional trading was undertaken. The assessment prioritised development of 12 standards from 6 trade sectors i.e: food, beverages, pharmaceuticals, cosmetics, petroleum and COVID-19 equipments. In addition, a tool for standards development was adopted and under implementation.
5. Gender equality and social inclusion plans were reviewed and a local economic development strategy completed, promoting cross-border opportunities for women and youth. Hygiene stations were delivered to border posts.



Women in the market in Ethiopia

KENYA

SPEEDY INFRASTRUCTURE GROWTH FOR KENYA'S INDUSTRIALISATION

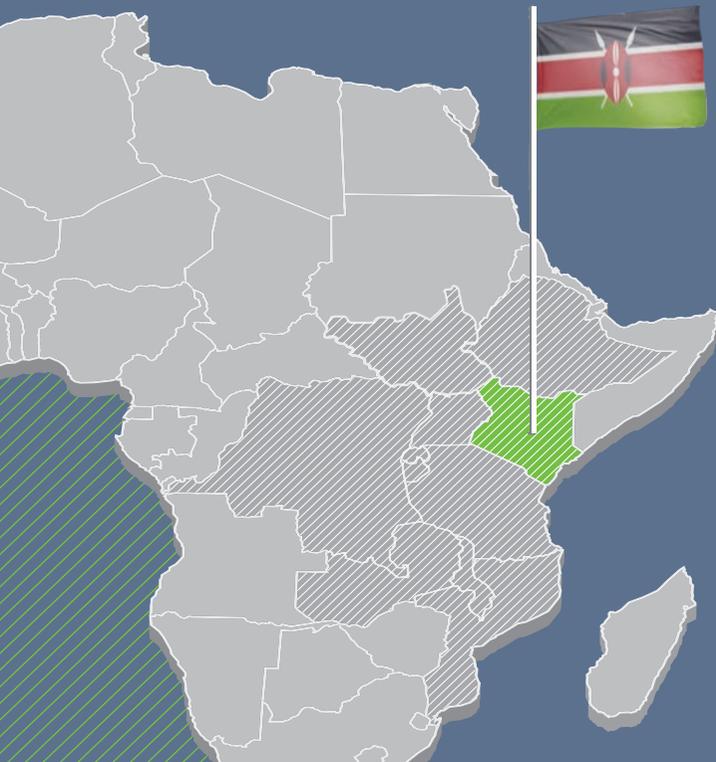
 **2019-2020 BUDGET**
US\$25 MILLION

 **SUPPORTED PROJECTS**
35

 **DONORS**
•UKaid •EUROPEAN UNION
•FINLAND •DANIDA •Irish Aid
•GLOBAL AFFAIRS CANADA

KENYA

FEATURED PROJECTS

CONNECTING THE
HORN TO THE EACA RESILIENT MOMBASA
PORT YIELDS SUSTAINED
REGIONAL TRADE

SPEEDY INFRASTRUCTURE GROWTH FOR KENYA'S INDUSTRIALISATION

Amidst a dynamic political environment, the Kenya Government remained committed to creating jobs, improving incomes, fighting poverty and enhancing its economic development by focusing on Industrialisation, its Big 4 Development Agenda.

Kenya's partnership with TradeMark East Africa (TMEA) continued to accelerate development of infrastructure necessary to industrialise. TMEA also fused together first, middle and last mile supply chains. We enhanced the private sector's access to market information, and invested in Standards and Sanitary and Phytosanitary (SPS) programme to help farmers access training and certification to improve products for international markets.

TMEA's strength emanates from its power to convene, strong stakeholder networks, innovativeness, and commitment to building strong public and private institutions. Building strong institutions involved providing technical support for the trade agreements Kenya negotiated in the year and investing in capacity building of trade-oriented ministries. Innovative

information communication for trade projects entailed automating the Mombasa Tea Auction, Eastern Africa's largest tea auction that impacts multiple industries in eight countries. The Mombasa Tea Auction is world's largest black tea auction and handles over 20 metric tonnes (MT) of tea per week. The tea comes from Kenya, Burundi, Rwanda, Uganda, The Democratic Republic of Congo, Malawi, Mozambique, Madagascar, Ethiopia and Tanzania.

Ahmed Farah,
Country Director



KPA and TMEA staff at a port construction site in Mombasa



PROGRESS TOWARDS RESULTS

1. Facilitated State Department for Trade to accelerate Kenya's notification to WTO with Trade Facilitation Agreement category B and C measures notified to WTO.

2. 40% of identified NTB-related issues resolved per the EAC NTB matrix.



KIPEVU ROAD, 68% COMPLETE
MAGONGO ROAD, 58% COMPLETE

Kipevu Road, a key link road at the Port of Mombasa was 68% complete, against a target of 60%, while Magongo Road construction was at 58% against a target of 40%.

4. Rehabilitation of KPA's passenger terminal was completed and handed over.



G-SECTION YARD
95% COMPLETE

Rehabilitation of the G-section Yard was 95% complete.



6. As part of green port, installation of solar panels was complete, while the sub-station was 98% complete.



STANDARDS

7. 83 participants from 20 government agencies trained on standardisation, consumer protection and safety.



8. 300 members of the business community were trained on new European Union Council regulations for exporting to EU markets.

9. Installation progress of three SWIFTS, i.e. Integrated Tea Trade System (ITTS), Kenya Plant Health Inspectorate (KEPHIS) and Agriculture and Food Authority (AFA) was at 85%.

a. ITTS (86% complete) was integrated with banks to make payment for tea easier, and users trained for smooth migration.

b. AFA (90% complete) was integrated with the Kenya Single Window, and the system activated in May 2020.

c. KEPHIS (90% complete) was integrated to Safaricom's Mpesa and Interswitch interface which allows payment through card and Pesalink. During piloting the time taken to issue traders permits from KEPHIS reduced from 3 days to 1 day.

10.



EAC BORDER PROCEDURES

375 women traders from Taveta (75), Namanga (149), Isebania (101) and Marsabit (50) were trained on EAC Border Procedures, access to finance and entrepreneurship.

KENYA



KENYA

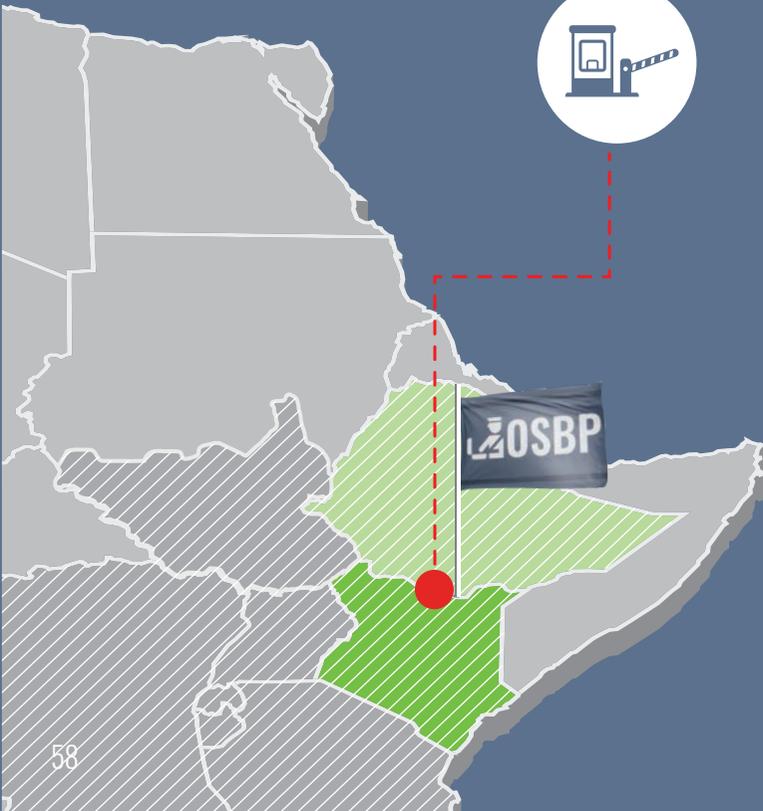
FEATURED PROJECT
MOYALE ONE STOP BORDER POST (OSBP)

PERIOD OF IMPLEMENTATION
 2018 - 2022

BUDGET
 MOYALE KENYA- US\$351,835
 MOYALE ETHIOPIA-US\$470,862

PURPOSE
 REDUCE BARRIERS TO TRADE

DONORS
 •UKaid



CONNECTING THE HORN TO THE EAC

TMEA is working with the Kenya and Ethiopia Governments to improve efficiency of the two countries' border at Moyale. With TMEA's facilitation the two governments are jointly reviewing and harmonising One Stop Border Post (OSBP) legal framework and operation procedures towards a common approach laying the foundation for operationalising the OSBP. It is expected this will lead to optimal operations and increased trade. Additionally and to complement the OSBP, the two countries have identified areas of priority being security and removal of non-tariff and technical barriers to trade so as to encourage the private sector not only to utilise the corridor, but also the OSBP.

To ensure that the existing physical buildings operate as OSBPs, TMEA undertook joint training and sensitisation of border personnel, adjacent communities, and traders. The adoption of ICT and installation of computers, furniture and backup power infrastructure are ongoing in readiness for full OSBP operations. Moyale is the fourth OSBP TMEA has supported in Kenya, alongside Taveta, Busia and Malaba. It is Ethiopia's first OSBP.

IMPORTANCE OF MOYALE OSBP

Moyale Town, a key gateway to Kenya and Ethiopia, is located along the emerging Nairobi-Moyale-Addis Ababa, and the Lamu Port South Sudan Ethiopia Transport (LAPSSET) Corridors. It is a strategic entry point for Kenya into the Ethiopian market, with a population of over 100 million people, but more specifically South Eastern Ethiopia and Oromia Region, which hosts nearly half of Ethiopia's population. Serving as a critical regional interconnectivity node and a transit link from Ethiopia to the ports of Mombasa and Lamu, the OSBP is expected to increase efficiency along the corridor, and enhance EAC - Horn of Africa (Ethiopia) economic integration.



Transportation at Moyale, Kenya



TARGET RESULTS

1.



Reduce by at least 30%, the time it takes to cross the border. Currently, border crossing time is about 21 hours and 52 mins from Kenya into Ethiopia, and 12.5 hours from Ethiopia into Kenya.

2.



Increase border users' level of satisfaction with border services and infrastructure to at least 70%.

3.



Foster a conducive environment for private sector, attract foreign direct investment and contribute to poverty reduction by increasing access to markets and social services.



MALAWI

MALAWI WELCOMES TMEA ABOARD



2020-2026 BUDGET
US\$48 MILLION



PERIOD OF IMPLEMENTATION
2020 - 2026



DONORS
•UKaid

Aerial view of Blantyre

MALAWI

MALAWI, GATEWAY TO SOUTHERN AFRICA FROM THE EAST

Malawi is one of the newest countries to sign a host country agreement (HCA) with TradeMark East Africa (TMEA), marking the formal start of TMEA Malawi Country Programme (MCP). The MCP will partner with the Malawi Government, the private sector, and civil society organisations to support trade and regional integration. The UK Government, through the Foreign, Commonwealth and Development Office (FCDO), had earlier in May 2020, signed a memorandum of understanding with TMEA to fund MCP activities at an initial budget of £40 Million (approx. US\$48 Million) for six years. The programme is part of FCDO's multi-stakeholder intervention known as Malawi Trade and Investment Programme (M-TIP).

Malawi has one of the highest transport costs, which the Ministry of Transport estimates to account for 56% of import and export costs. Further, complex regulatory systems increase the time taken to clear goods. To contextualise, exporters spend an average 131 hours on documentary compliance, and 85 hours on border compliance. In comparison, Kenyan

exporters take an average 40 hours to comply with document and border-related requirements. Accordingly, TMEA plans to support Malawi Government's commitment to reduce barriers to trade by improving business competitiveness through improved infrastructure and supporting the private sector to access regional and international export markets. Unlocking selected key trade nodes promises to improve Malawi's land linkages with its neighbours in the east and south, thus reducing costs of trade and subsequently consumer goods.

The TMEA programme mirrors the aspirations of the Malawi Growth Development Strategy III, the national overarching medium-term development instrument for the country. TMEA's approach resonates with key policy instruments including the National Export Strategy II, currently under review ; and the National Transport Master Plan, which aims to develop transport infrastructure to enable the integration of land-linked Malawi into the regional and international markets. TMEA will support operations of newly developed one stop border posts (OSBP's) of Mchinji the border point with Zambia; Mwanza and Dedza with Mozambique and Songwe with Tanzania. It will also support implementation of the National Export Strategy II, currently under development; harmonisation of standards and sanitary and phyto-sanitary regime; trade policy initiatives; removal of non-tariff barriers; and supporting cross border traders.

Myra Deya,
Ag Country Director.

MALAWI



Traders transporting fish in Malawi



Scanner at Mwanza border

COMPONENTS OF TMEA MALAWI PROGRAMME

Component 1:

Unlocking bottlenecks on the key trade corridors of Malawi by:



1. Increasing border traffic and customs efficiency.



2. Improving efficiency of inland container depots at Lilongwe and Blantyre.



3. Strengthening public-private dialogue mechanisms on Malawi's key trade corridors.

Component 2:

Unlocking bottlenecks for government and private sector identified priority value chains by:



1. Developing standards regime, which has already begun in the Safe Trade Emergency Facility Safe Trade Programme.
2. Enhancing capacity of trade related systems through:
 - Upgrading the customs management system, ASYCUDA World, to improve module efficiency.
 - Complying with WTO Trade Facilitation Agreement, currently being piloted by the Malawi Revenue Authority (MRA).
 - Automating trade processes to include innovative transportation solutions; develop logistics hubs and market access programmes.
3. Develop a Malawi National Logistics Platform.

MALAWI

STAKEHOLDER QUOTE



“We fully embrace the project, as it will directly assist the Government and the private sector, particularly traders, to contain the spread and coping with the COVID-19 pandemic. Following the conclusion of the host country agreement between TMEA and the Government of Malawi in August, the Safe Trade intervention is timely. Malawi has a new government administration, and budget with renewed impetus to contain the scourge. Our expectations are high on the substantive project and I call upon all stakeholders to cooperate, exercise ownership and work together, with speed. We are thankful to the British Government through the FCDO for providing resources for this TMEA intervention in Malawi,”

Madam Christina Chatima,

the **Principal Secretary for Trade**, speaking at the inaugural interim committee steering meeting.

COVID-19 RESPONSE

TMEA’s Safe Trade Programme will assist Malawi Government and business community to contain the spread of COVID-19 and cope with the impact of the pandemic by ensuring safer operations for frontline staff at the borders. It will also facilitate safer and efficient movement of key value chains along the corridors. The initial phase focuses on Mwanza, Dedza, Mchinji and Songwe, Malawi’s main borders with Mozambique, Zambia and Tanzania, respectively, and on Beira, Nacala and Dar es Salaam Corridors, which are major conduits of trade for land-linked Malawi.

The US\$700,000 worth Safe Trade programme targets to achieve the following:

1. PPE supplies to border agencies.
2. Support to port health facilities, including sanitation and quarantine facilities.
3. Developing COVID-19 operational guidelines to facilitate free-movement of goods.
4. Improving the blue lane in the ASYCUDA system.
5. Strengthening corridors for essential value chains.
6. Supporting standards, sanitary and phyto-sanitary standards regime.
7. Private sector advocacy, and support to cross-border and women traders.



Tea picking in Malawi

RWANDA

RWANDA CONNECTING EASTERN AND CENTRAL AFRICA TRADE



2019-2020 BUDGET

US\$10,3 MILLION



SUPPORTED PROJECTS

26



DONORS

**• BELGIUM • USAID • UKaid
• EUROPEAN UNION**

RWANDA

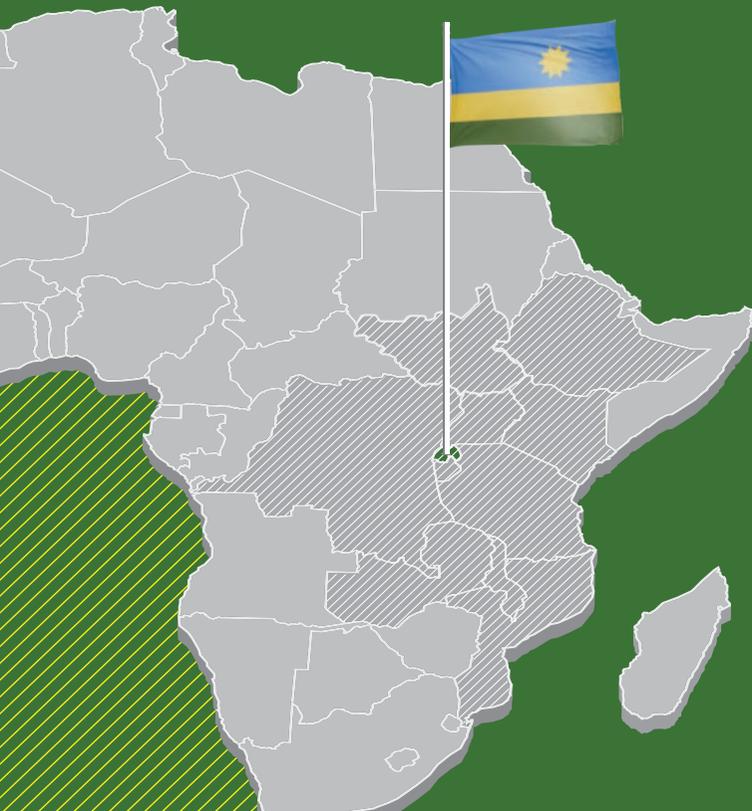
FEATURED PROJECTS



40 RWANDA EXPORT FIRMS LINKED TO MARKETS



4 LAKE KIVU PORTS TO CHANGE RESIDENTS JOB FORTUNES



RWANDA CONNECTING EASTERN AND CENTRAL AFRICA TRADE

Rwanda derives its competitive advantage from its land links and position at the heart of Africa, thus connecting it to Eastern and Central Africa. Lying 1,661km away from the port of Mombasa and 1,281km away from the port of Dar-Es-Salaam, Rwanda is a promising dry land logistics centre if physical infrastructure is developed and trade processes are improved through digitisation.

Rwanda’s Vision 2050 succeeds Vision 2020 to guide national development, steered by four essential and interdependent drivers that include innovation, integration, agglomeration and competition. Rwanda Vision 2050 aspires to achieve upper-middle-income status by 2035 and high-income status by 2050.

TMEA Rwanda has aligned its programming to support government priority of increasing private sector productivity so as to accelerate economic growth and create 214,000 jobs annually.

Other priorities include establishing Rwanda as a globally competitive knowledge-

based economy, promoting industrialisation and elevating export of high-value goods and services, and promoting sustainable management of the environment and natural resources to transform Rwanda into a green economy.

In the last year, we focused on improving trade logistics i.e. transport mechanisms on Lake Kivu, enhancing cross-border trade between Rwanda and her neighbours, particularly the Democratic Republic of Congo, facilitating industrial growth through the development of trade and logistics clusters, improving trade processes, informing and strengthening trade policy, building stronger export capacity in sectors with high potential, facilitating greater inclusion of women in trade, and mainstreaming climate change in programming.

We continued digitisation of key trade processes and believe this will contribute to reduction of greenhouse gas emissions by reducing number of trips by traders to process documents and decongest borders through faster crossing of trucks.

**Patience Mutesi,
Country Director**



Transport boats at Lake Kivu

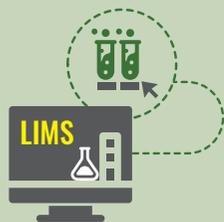


PROGRESS TOWARDS RESULTS

1. In partnership with Rwanda Transport Development Agency (RTDA), construction of the Lake Kivu harbours in Rubavu, Rusizi, Karongi and Nkora Districts started. Additional investment of US\$ 5 million was secured from Netherlands Enterprise Agency (RVO) because of TMEA's initiative. The project will now entail development of four ports on Lake Kivu at Rubavu.

2. 2010-2018 National Trade Policy and National Cross Border Trade Strategy were reviewed and validated by Ministry of Trade and Industries (MINICOM). Additionally the validated Trade in Services Strategy will guide in development of sector policies and strategies.

3. Upgrade of Rwanda Standards Board (RSB) laboratory information management system (LIMS) started, and a prototype developed and now undergoing trials. LIMS will reduce paperwork and trips made by producers to RSB therefore reducing costs and time.



4. Automation of processes to make customs proactive were completed. They include: Advance ruling module, AEO, advance passenger information (API) and Rwanda Regional Electronic Cargo Tracking System (RECTS).

- a. The advance ruling module enables traders to access all the information they need to know about goods they are importing prior to importation.
- b. API module will help reduce revenue leakages at airports by using airline manifests to capture information on imports pre-arrival.
- c. AEO II automation has digitised the recognition of traders with AEO certificates enabling their validation across the region without presentation of any additional paperwork.

5. Two priority NTB's were removed including the Tanzania Food and Drug Authority requirements for EAC certified products to register, re-label and retest, and the requirement for foreign exhibitors to have trading licenses to participate in the Kenya Expo.



6. 20 SME's targeted for export capacity enhancement were reached, with 18 export plans developed and 4 market linkage events conducted.

7. The PSF advocacy manual was also completed.



8. A cumulative total of 8,631 farmers including 720 heads of cooperatives were trained by East Africa Exchange (EAX) to adopt best practices to access export markets.

9. Two projects to support women entrepreneurs were started with PSF, Chamber of Women Entrepreneurs, and Profemme Twese Hamwe (PFTH). The projects aim at increasing access to export markets and facilitating recapturing of the domestic market for women entrepreneurs and increasing the export capacity for high potential women-led businesses. 770 informal cross-border traders were sensitised on Simplified Trade Regimes, EAC trading requirements, gender-based violence (GBV) rights and reporting and cooperative governance.

FEATURED PROJECT

THE LAKE KIVU WATER TRANSPORT PROJECT


PERIOD OF IMPLEMENTATION
2019 - 2023

BUDGET
US\$24 MILLION

PURPOSE
REDUCE BARRIERS TO TRADE; CREATE JOBS

DONORS
•UKaid •BELGIUM


FOUR LAKE KIVU PORTS TO SHIFT RESIDENTS JOB FORTUNES

TMEA-Rwanda, in partnership with Rwanda Transport Development Authority (RTDA), initiated Lake Kivu Water Transport Project to build ports on Lake Kivu at Rubavu, Rusizi, Karongi and Rutsiro Districts.

The cargo and passenger ports will support growth of trade, maritime transport and tourism around the lake. Rubavu and Rusizi Districts are located next to the busiest border crossings between Rwanda and DRC and represent an estimated 70% of Rwanda's total cross-border trade volumes.

The ports will provide the transport infrastructure needed to increase cross-border trade between the two countries. The transaction advisory services on the project will help attract private sector investment in ferry operations, and establish the right legal, regulatory and institutional framework to increase activity on the lake.

According to the Planning Division Manager at RTDA, Fabrice Barisanga. Once complete the three major ports will start with about 1.5 million passengers per year, in 2020, and reach 2.8 million by 2036. The smaller Nkora Port in Rustiro will start with about 300,000

passengers per year in 2020 and rise to 400,000 passengers by 2036. The ports will be built to handle between 270,000 tonnes and 580,000 tonnes of cargo.

Improvement of the ports will reduce cargo and passenger transport costs with projections showing a 55% reduction in cargo transport between Rubavu and Rusizi from US\$28.4 per metric tonne by 2023. And a 43% reduction from US\$10.6 per metric tonne to US\$6 per metric tonne by 2023 between Rubavu and Karongi. Passengers using the Rubavu-Karongi route will enjoy a 75% drop in cost from US\$5.5 to US\$1.4 per person and a 74% reduction from US\$12 to US\$3.1 for Rusizi and Rubavu route passengers. Investing in tourism-based activities along Lake Kivu also hold economic potential.

Many cross-border traders have high expectations of the ports. Around 450 labourers currently work at Rusizi Harbor, but the number is likely to increase to 700 when the new port is constructed, says Ezra Musabyimana who is in charge of security at the harbor. Jean De Dieu Manyirakiza, an investment officer in Rubavu District, foresees an increase in employment saying "I also look forward to increased employment for Rubavu residents from around 320 workers to around 800, many permanent jobs, and formal trade and transport activities around the Lake." For 15 years, Rubavu resident, Muzehe Hakizimana has been a boat helmsman on Gloria Boat, transporting oil, soya and rice from Rwanda to DRC. He says, "I hope the new boats and port will help improve our operations. The muddy shores where we dock wear down our boats, while offloading goods is difficult and expensive. We need a sturdier dock for our boats."

Other partners in the project include Netherlands (RVO), who are funding 45% of the project.

SOUTH SUDAN

STRATEGIC TACTICS EARNING SOUTH SUDAN ECONOMIC GROWTH



2019-2020 BUDGET
US\$2,995,000



SUPPORTED PROJECTS
6



DONORS
•UKaid •NETHERLANDS
•GLOBAL AFFAIRS CANADA

SOUTH SUDAN

FEATURED PROJECTS



NIMULE OSBP UP AND RUNNING



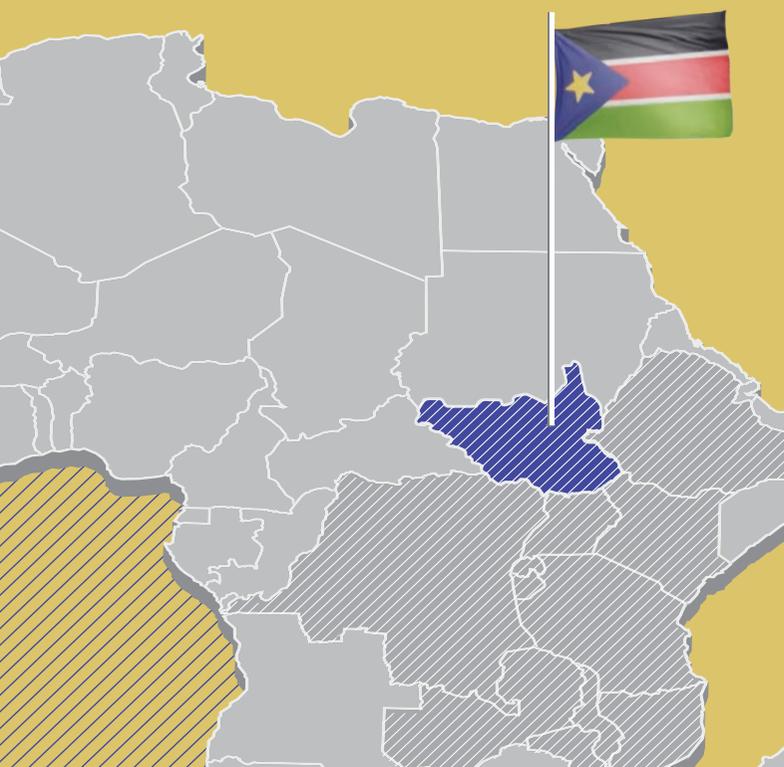
NEW TECHNICAL STANDARDS FOR IMPROVED PUBLIC HEALTH SAFETY



REDUCING NTBS ON SOUTH SUDAN'S TRANSPORT LIFELINE



SOUTH SUDAN NEARS FULL EAC MEMBERSHIP



STRATEGIC TACTICS EARNING SOUTH SUDAN ECONOMIC GROWTH

South Sudan's integration with East Africa Community (EAC) region will reduce its costs of trade and stimulate economic growth through enhanced participation in regional and global value chains. Similarly, TMEA-South Sudan continues supporting the government's mandate to increase investments and reduce poverty through improving the business environment.

We believe that South Sudan can realise its economic growth by building its strategic partnerships, inspiring political good will from donors and encouraging free movement of goods and people within its country and with its neighbours.

We continued supporting the government to strengthen institutional capabilities of Customs by aligning its procedures to those of neighbouring countries; and Standards body, by improving trading standards and sanitary and phytosanitary measures in preparation for future integration with the EAC.

Improving transport infrastructure and service delivery at Nimule Border continues to help seamless flow of humanitarian aid and improve existing and create new trade and work opportunities for border communities.

In FY 2019/20, we focused on completing works at Nimule One Stop Border Post (OSBP) and handed it over on February 6, 2020 to the Government of South Sudan, represented by the the Vice President, H.E Dr. James Wani Igga, and a delegation from Uganda, led by the Minister for Trade, Industry and Cooperatives, Hon. Amelia Kyambade.

Traders and humanitarian agencies now enjoy faster border processes, less congestion and reduced time and costs to clear goods at Nimule OSBP. Women who form most of the small-scale cross-border traders, have their exports such as shea butter, cleared faster.

Work continued to remove non-tariff barriers (NTBs) along the Nimule-Juba Corridor to quicken truck movement thus reducing transport costs and prices of consumer goods. Officials were sensitised to detect, report, and jointly resolve any violations to procedures and NTBs along the road.

TMEA closely engaged humanitarian partners such as the United Nations, to boost the flow of critical aid into the country.

**John Bosco Kalisa,
Country Representative**

SOUTH SUDAN



PROGRESS TOWARDS RESULTS

1. Construction of Nimule OSBP parking yard, access roads, examination sheds and upgrading drainage system was 100% complete.

2. 30 people from customs, immigration, clearing and forwarding agencies and women entrepreneurs' associations were trained on OSBP procedures, and the women cross-border traders trained and sensitised on simplified trade regime.



3. 180 border officials from Customs, Bureau of Standards, Ministries of Trade, Commerce and Immigration were trained on COVID-19 standards and operation procedures when the disease first broke out in March.

4. 60 women cross-border traders were trained on COVID-19 standards and operation procedures, and food safety, to operate in a clean and safe environment.



5. 27 SMEs, eight of them women-led, were trained on the Global Food Safety Initiative, Hazard Analysis and Critical Control Point (HACCP) and industry programmes.

6. 101 staff from South Sudan Government Ministries, Departments and Agencies were trained on high performance liquid chromatography as part of quality standards.



7. With funding from Global Affairs Canada, 2000 women in Nimule and Kaya Towns were trained on business management skills, marketing, and export trade.



Training at Elegu/Nimule border, South Sudan



Juba, South Sudan market

SOUTH SUDAN

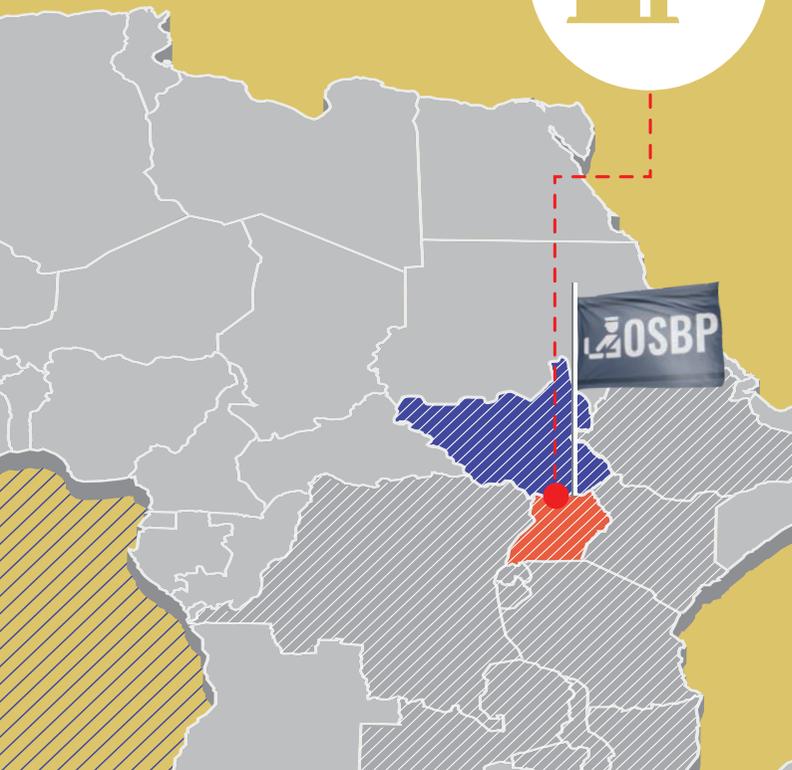
**FEATURED PROJECT
NIMULE OSBP**

PERIOD OF IMPLEMENTATION
2018 - 2022

BUDGET
US\$4 MILLION

PURPOSE
REDUCE BARRIERS TO TRADE

DONORS
•UKaid



NIMULE OSBP UP AND RUNNING

Nimule border is the main entry point for 80% of cargo into South Sudan, including humanitarian aid. TMEA-South Sudan partnered with the South Sudan Ministry of Transport to upgrade Nimule into a OSBP by improving infrastructure and technical equipment, and streamlining border agencies' operations and procedures, thus decongesting the border, reducing costs and enhancing trade. Funded by UKaid, the post now has a modern office block that houses the South Sudan Customs, Immigration, Standards, Clearing and Security Agencies, the Ministries of Trade and of Health, and the World Food Programme. It is well serviced with access roads, 150-cargo-truck-capacity parking lot, and a cargo inspection yard.



UN cargo crossing to South Sudan at the Elegu/ Nimule border



EMERGING RESULTS

- 

The facility supported observance of COVID-19 standard operating procedures, e.g. by providing hand-washing units and other vital facilities for truck drivers.

- 

It takes two days, down from up to seven days, to clear a loaded truck, and one day for humanitarian goods.

- 

The cost of shipping a container from Mombasa Port to Juba Town has halved from around US\$9000 (2010) to US\$4500 (2018) due to interventions along the transport corridor and at Nimule border.

TANZANIA

TANZANIA CASTS BEYOND MIDDLE-INCOME STATUS

 **2019-2020 BUDGET**
US\$8.3 MILLION

 **SUPPORTED PROJECT**
25

 **DONORS**
•UKaid •Irish Aid •NORWAY



Aerial view of Dar es Salaam Tanzania Photo/Courtesy

TANZANIA

FEATURED PROJECTS



SESAME FARMERS GAIN FROM ONLINE TRADING SYSTEM



SWIFT BETTERS AGRICULTURE SECTOR



TANZANIA CASTS BEYOND MIDDLE-INCOME STATUS

Tanzania’s economic growth continued to perform well in 2019, mainly attributed to a stable political environment, exportation of natural resources, and growth of services sector, notably, tourism, construction, transportation and telecommunication. According to the Tanzania Bureau of Statistics (TBS), Tanzania’s GDP grew by about 6.3% from 2014, and peaking at 7% in 2019. Tanzania remains one of the fastest growing economies in the world. In July 2020, owing to its good economic and social performance, the World Bank graduated the country from low income to lower middle-income status.

TMEA continues to provide technical support to promote Tanzania’s trade by reducing trade barriers and improving business competitiveness. To achieve this, the programme supports sustainable and efficient infrastructure; improved trading and sanitary and phytosanitary standards; enhanced trade systems and procedures; improved trade regulatory environment; increased trade capacity of Tanzanian businesses; and inclusive trading, which incorporates gender, climate change and safe guarding across all programmes. Aligned to Tanzania’s Development Vision

2025, in the FY 2019-2020, TMEA supported automation of key trade processes, and upgrading of Dar Port and the Tunduma One Stop Border Post (OSBP). This contributed to increased export growth, and reduced transit time and cost along the Central and Dar Corridors.

Advocacy was enhanced for reduction of entry visa charges for drivers, acceleration of the rehabilitation of Nyakazi-Rusumo road, and implementation of 24-hour operations at Kabanga OSBP. In partnership with Tanzania Women Chamber of Commerce (TWCC), and Tanzania Private Sector Foundation (TPSF), the programme continued to support women traders to participate in local and regional trade.

**John Ulanga,
Country Director**



Dar es Salaam port

TANZANIA



PROGRESS TOWARDS RESULTS

1. Improved efficiency at the Tunduma, Kabanga and Mutukula OSBPs was reported, signalling reduction in border crossing time and costs for traders.

2. **80% INCREASED REVENUE COLLECTION**
 Due to improved efficiency at Tunduma OSBP, TRA increased its revenue collection by 80%, while clearance time for trucks reduced from an average of 1 hour to 15 minutes.

3. All government agencies that automated their trade procedures through the Agriculture Trade Management Information System recorded revenue increment (at least 20% across all the boards in the ministry), and cost and time reduction in the acquisition of different trade permits.

4. **60% INCREASE IN FARMERS' INCOME**
 The Tanzania Mercantile Exchange (TMX) system facilitated trading of sesame seeds, which brought in significant gains to farmers, increasing their incomes by more than 60%. Most farmers saw an increase of price from around TZS 900 per kg to TZS 1,500 per kg. (from US\$ 0.39 to 0.65)



5. Upgrade of TMDA system to allow online registration of medicines and medical devices reduced registration time from three days to less than a day.



6. **4 DAYS TO 3 DAYS**
 Improving TBS's systems (ISQMT) reduced certificate of conformity issuance time to three days from four days.

7. Between March and June 2020 amidst the COVID-19 pandemic, coordination by Tanzania Horticultural Association (TAHA (implementing partners of the Export Capability Project) enabled the private sector to sustain flower and food export to the European market hence positively impacting the sector.

8. TPSF led advocacy work informed the government to review and abolish occupational safety and health authority registration fees, Sugar Board charges on sugar importation, revision of fishery sector rules on exportation of fish and fishing licenses, and exemption of VAT on transit goods that have overstayed before transport.



BENEFICIARY QUOTE

“We serve some traders who deal with extremely perishable goods, such as fresh flowers. Any delays can be extremely costly to their businesses, hence it is vital to help them enjoy a level of certainty and confidence in the process of exporting their products”

Mr. Mdili Katemani,
 Senior Agricultural Officer
 at Plant Health Services,
 Ministry of Agriculture.

He is responsible for processing plant export permits.

TANZANIA

FEATURED PROJECT 1 TANZANIA MERCANTILE EXCHANGE (TMX) SWIFT

PERIOD OF IMPLEMENTATION
2019 - 2022

BUDGET
US\$1.15 MILLION

PURPOSE
REDUCE BARRIERS TO TRADE

DONORS
•Irish Aid •UKaid •NORWAY



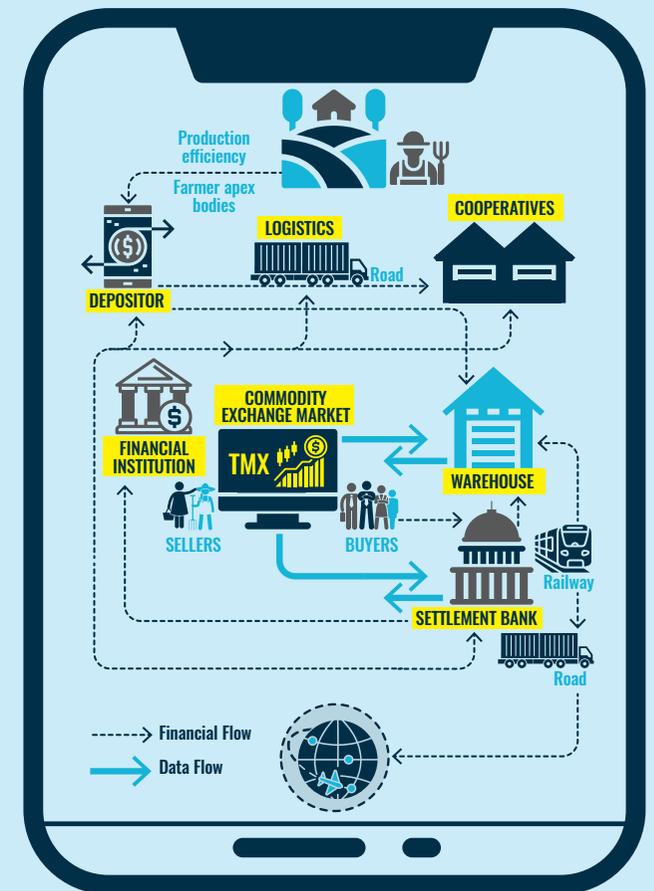
SESAME FARMERS GAIN FROM ONLINE TRADING SYSTEM

Agriculture remains the mainstay of Tanzania’s economy. It not only contributes a significant share to GDP, but also accounts for the largest share of rural (mostly farmers’) income. These incomes and other gains from farming are however unevenly distributed among farmers due to exploitation by middlemen.

Having recognised these inefficiencies in Tanzania’s commodity trading system, TMEA partnered with Tanzania Mercantile Exchange (TMX) to implement an online trading system that enhances efficiency and effectiveness, and allows equitable distribution of gains among stakeholders in the value chain. The system offers a secure and reliable end-to-end system for matching offers and bids for commodity transactions; provides risk-free and efficient payment and goods delivery, and; creates trust and transparency through aggressive market data dissemination to all market actors.

The system positively impacted farmers incomes, agricultural exports, and revenue collection in the FY 2019-2020, amidst the

COVID-19 outbreak. Sesame, one of Tanzania’s key export, was traded through the system, and saw an increase in sesame price by 60% (from TZS 900 per kg to TZS 1,500 per kg) with most of the gains in price increase going to farmers. The prices rose to as high as TZS 2,420 per kg (US\$1.4). There is growing need to trade other crops such as the planned cashew nuts, through the system.



UGANDA

UGANDA REACHES OUT TO NEIGHBOURS

 **2019-2020 BUDGET**
US\$9.35 MILLION

 **SUPPORTED PROJECTS**
12

 **DONORS**
•UKaid •EUROPEAN UNION •DANIDA



UGANDA

FEATURED PROJECTS



GULU LOGISTICS HUB LINKS UP THE NORTH



UeSW EXPEDITES CONTACTLESS TRADE



UGANDA REACHES OUT TO NEIGHBOURS

Improving Uganda’s competitiveness to secure and maintain improved access to regional and international markets is the hallmark of TradeMark East Africa (TMEA) Uganda interventions. TMEA supported trade policy frameworks to strengthen competitiveness of the private sector, and aid other productive sectors to trade domestically and internationally. Additionally, TMEA partnered with government agencies and the private sector to implement physical and soft infrastructure that improve Uganda’s land links and position it as a transit country for over 140 million people in neighbouring countries. Previous TMEA projects allowed faster movement of consignments, thus reducing time and cost of transport and trading, speeding up payments to farmers, and reducing costs due to harmonised documentation systems.

Interventions undertaken in the year harnessed Uganda’s focus to strengthen trade partnerships with the Democratic Republic of Congo (DRC) and South Sudan. Construction of One Stop Border Post (OSBP) facility started at Goli and Ntoroko Lake Port, the border with DRC. The area provides one of the biggest untapped

export markets for both countries. In monitoring operations of previously constructed OSBPs, TMEA-Uganda constructed an access road at Malaba Border, thus improving traffic flow and reducing crossing time by over 70%.

The Government unveiled plans to improve the railway line from Tororo to Gulu and provided land for TMEA to construct the Gulu Trade Logistics Hub (GLH). Gulu’s location is strategic for international and regional trade. Besides, its proximity to a recently discovered oil field, in Hoima increases its relevance to Uganda’s economy. GLH will stimulate trade in the grain rich northern region and simplify railway movement of goods from Kenya through Uganda into South Sudan and beyond.

**Moses Sabiiti,
Outgoing Country Director**



Trucks on the highway road between Malaba and Kampala Uganda



EMERGING RESULTS

- 

CONSIGNMENT CLEARANCE TIME REDUCED FROM 3 DAYS TO 2 HOURS

The UeSW has helped UNBS reduce consignment-clearing time from three days to two hours, with a 100% increase in compliance, and increased transparency and reduced fraud due to the agency's ability to monitor and audit users.
- Companies in the Authorised Economic Operator (AEO) programmes contribute 26% of Uganda Revenue Authority (URA) Revenue.
- 

CARGO CLEARANCE TIME REDUCED FROM 4 DAYS TO 11 HOURS

AEO has resulted in seamless import and export port-to-factory cargo clearance, with AEO's time to clear cargo reducing from an average of 4 days to less than 12 hours.
- National Logistics Programme (NLP) brokered dialogue with URA, leading to suspension of two restriction notices related to warehouses.

- 

STAFF HOUSES COMPLETE

Construction of Elegu OSBP Aggregation Centre, staff houses and customs warehouse were completed and handed over to the Uganda Government in February 2020, and are in use.
- Completed Malaba access road resulting in improved traffic flow across the border, and pedestrian safety.
- 

WORK AT 6% PROGRESS

Works at Gulu Logistics Hub started and were at 6% by end of June 2020
- Through the Uganda electronic Single Window, the single transaction portal was completed and Uganda Communications Commission, Cotton Development Organization, and Atomic Energy Council, connected to it. The single transaction portal framework consolidates traders' applications into a single portal thereby reducing document approval costs and time.



Trucks at Busia OSBP

UGANDA

FEATURED PROJECT

UGANDA ELECTRONIC SINGLE WINDOW

PERIOD OF IMPLEMENTATION
2014 - 2021 (IN TWO PHASES
2014-2016 & 2016-2021)

BUDGET
US\$ 9.76 MILLION
(US\$6.65 MILLION & US\$3.11 MILLION)

PURPOSE
REDUCE BARRIERS TO TRADE

DONORS
• DANIDA



UeSW EXPEDITES CONTACTLESS TRADE

Uganda's business community regularly prepares and submits large volumes of information and documents to government authorities to comply with import, export and transit-related regulatory requirements. Extensive documentation requirements and associated compliance costs constitute NTBs and increase the cost of doing business. This leads to non-compliance therefore inhibiting the development of intra-regional and international trade. The UeSW links all ministries, departments and agencies responsible for international trade through a centralised online system, thereby allowing parties involved in international trade to lodge standardised information and documents from a single online entry point to comply with all trade regulatory requirements. Real time sharing of trade information reduces delays and improves clearance time.

The UeSW resolves the time and cost challenges and eliminates NTBs that arise during the import and export process. Phase 1 of the project established the UeSW and linked it to 16 ministries departments and agencies. Phase 2 of the project targets an additional 14 agencies into the UeSW which will bring the total to 30 at project completion.

During the year, the project started developing a single sign-on transaction portal in partnership with UNCTAD, added five agencies to the platform and undertook a nation-wide sensitisation campaign. When COVID-19 pandemic hit, UeSW continued to provide a solution to the trading community by providing contactless online processing of trade permits and certificates. Many traders are utilising the existing online platforms for export import and quality permits.



Traders at down-town Kampala, Uganda

CULTURE. PEOPLE. PRACTICE



KNOWLEDGE AND IMPACT

- RESEARCH
- COMMUNICATIONS
- RESULTS
- ORGANISATIONAL PERFORMANCE



CORPORATE SERVICES

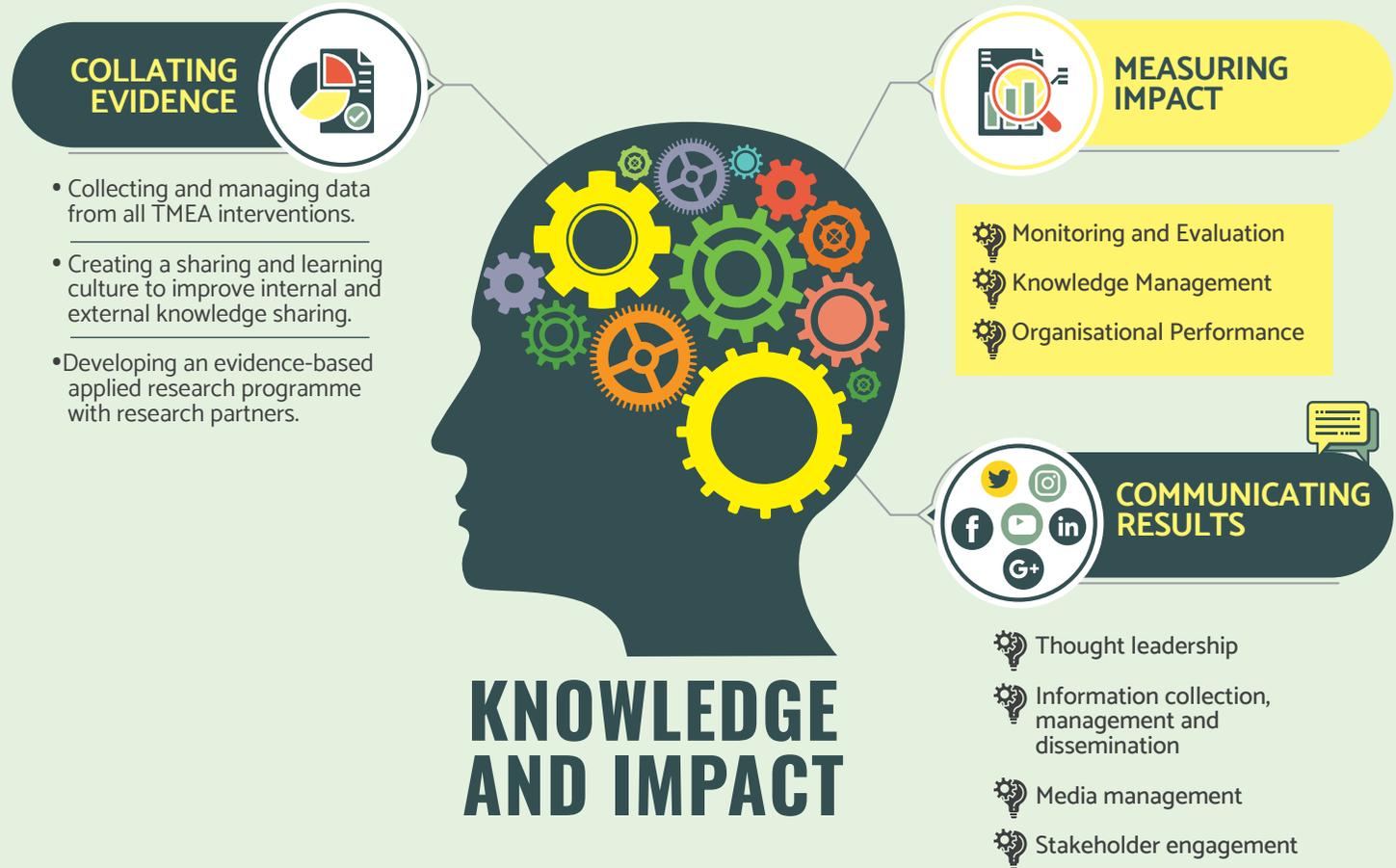
- HUMAN RESOURCES
- PROCUREMENT
- RISK AND COMPLIANCE
- INFORMATION AND COMMUNICATION TECHNOLOGY
- FINANCE
- ADMINISTRATION



KNOWLEDGE AND IMPACT

The Knowledge and Impact Department collects, generates and disseminates knowledge on TMEA's work and impact on trade and people's lives, through the following functions:

1. Research
2. Communications
3. Results
4. Organisational Performance



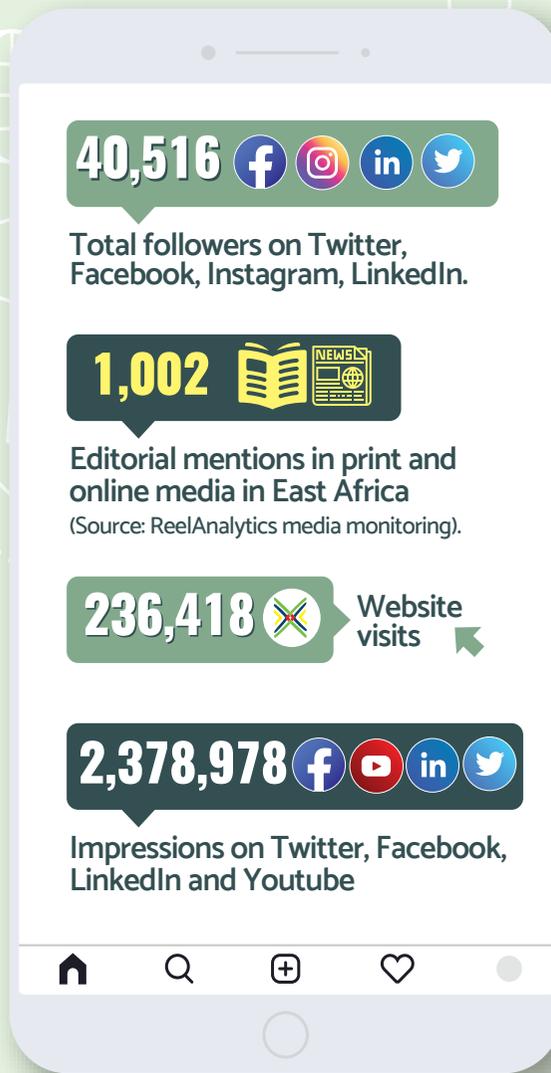
KNOWLEDGE AND IMPACT

CULTURE, PEOPLE, PRACTICE

RESEARCH

TMEA promotes research on Aid for Trade (Aft) in Eastern and Southern Africa and beyond. It conducts policy relevant research that provides its staff and partners, policy makers and practitioners with knowledge and data to harness Aft initiatives for better development outcomes. TMEA's research experts support rigorous data collection, analysis and project-related capacity building to strengthen research capacity and knowledge management. The FY 2019-2020 focused on supporting internal teams, and engaging with external research partners, as follows:

1. Supported critical baseline data collection for results measurement.
2. Produced regular policy briefs with data analysis for TMEA's programme teams.
3. Launched the TMEA-PLUS (People Learning and Sharing), knowledge sharing sessions with experts on specific Aft topics.
4. Partnered with the United Nations Economic Commission for Africa to develop the flagship report on the potential impacts of the African Continental Free Trade Area on Eastern Africa. The report was launched in March 2020.
5. Partnered with European Centre for Development Policy Management to develop critical political-economy research and a political economy toolkit targeting TMEA countries of operation.
6. Partnered with Overseas Development Institute to produce lessons learnt series and case studies highlighting findings of TMEA's Strategy 1 Independent Evaluation.



COMMUNICATIONS

The Communication function leads TMEA's efforts to win support for trade facilitation initiatives from decision makers and the wider public, including the media, private sector, women, and government agencies. In the FY 2019-2020, the Global Communication Strategy, an overarching document that guides integration of communication activities in programme implementation, was updated and utilised at corporate, regional and country level. The function supported outreach and events as follows:

Participation in 15 strategic and high profile events, including the UK Africa Investment Summit, signing strategic partnerships with the African Union and the Common Market for East and Southern Africa.

Publishing opinion editorials on TMEA's mandate in international and regional media, among them the UK's Telegraph and The East African weekly newspaper.

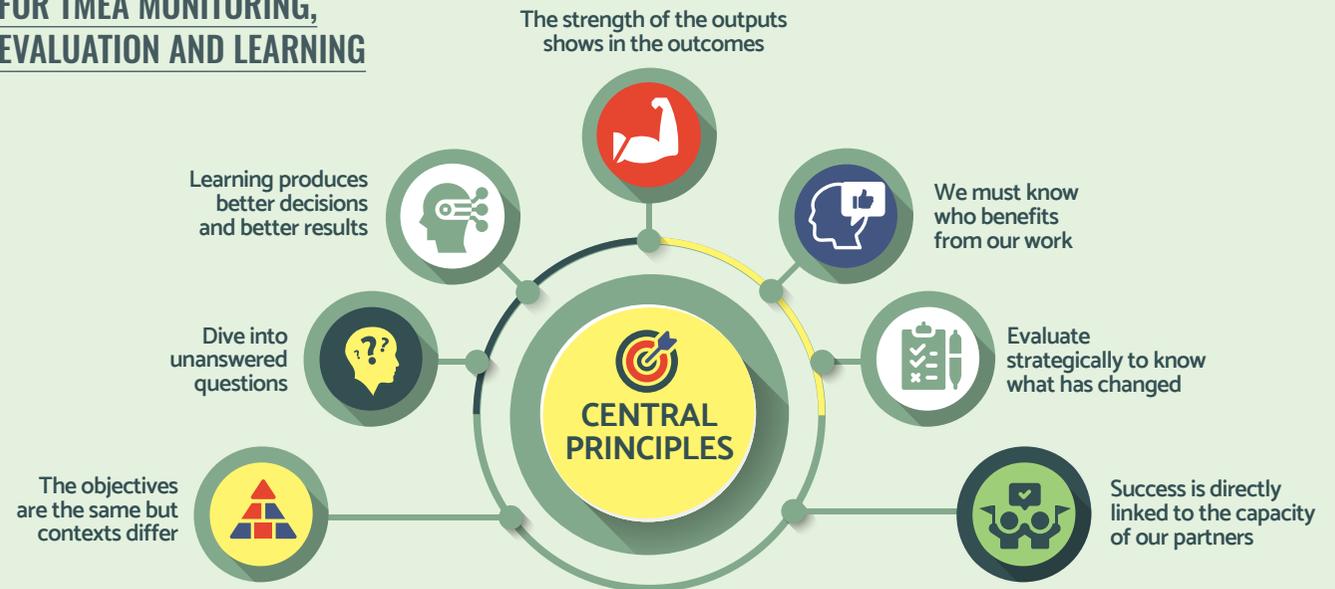
Publishing 15 beneficiary impact stories on TMEA's website, and other media platforms.

RESULTS

With the approval of its Council in 2019-2020, TMEA launched a comprehensive Monitoring, Evaluation and Learning (MEL) Strategy which provides a comprehensive overview of the change TMEA, its partners and donors seek to deliver in Eastern and Southern Africa. It draws on TMEA's experiences and independent evaluation of Strategy 1 to develop a strong MEL approach.

1. To properly address TMEA's target results below the impact level, TMEA developed six intermediate outcome level theories of change, along with key causal link assumptions and contextual conditions which will move from one result to the next.
2. TMEA will commission fewer, larger, more strategic independent evaluations for Strategy 2 - one evaluation in each of its six intermediate outcome areas, plus an evaluation of its Safe Trade Emergency Facility (Safe Trade) interventions.
3. TMEA will seek to explore assumptions that are too broad to be tackled by evaluation through the research agenda, contributing our experience, and leveraging experiences and data from others.
4. TMEA'S learning and knowledge management agenda includes knowledge sharing activities, bi-annual strategic review sessions at output and outcome level, an annual portfolio review, political economy analyses, an annual monitoring review of outputs, and results measurement for institutional capacity building.

CENTRAL PRINCIPLES FOR TMEA MONITORING, EVALUATION AND LEARNING



ORGANISATIONAL PERFORMANCE

During the 2020-2021 business planning exercise, TMEA piloted a new approach to organisational performance through the Objective Key Results (OKR) approach. OKR is a simple and collaborative goal setting and management system – used by organisations like Google and the Bill and Melinda Gates Foundation – that helps organisations define and track ambitious goals, which are aligned to the organisation's top-level goals. The system ensures that everyone in the organisation has clear priorities and is

moving towards achieving organisational goals. Teams and individuals are able to frequently set, track and re-evaluate desired goals – usually on a quarterly basis. Line managers have regular check-ins with their reports, which promotes ownership of and accountability for desired results, as well as recognition of progressive wins. TMEA set its corporate objectives and then created specific annual key results that will clearly contribute to those objectives. These are then broken down into specific key results for each quarter.

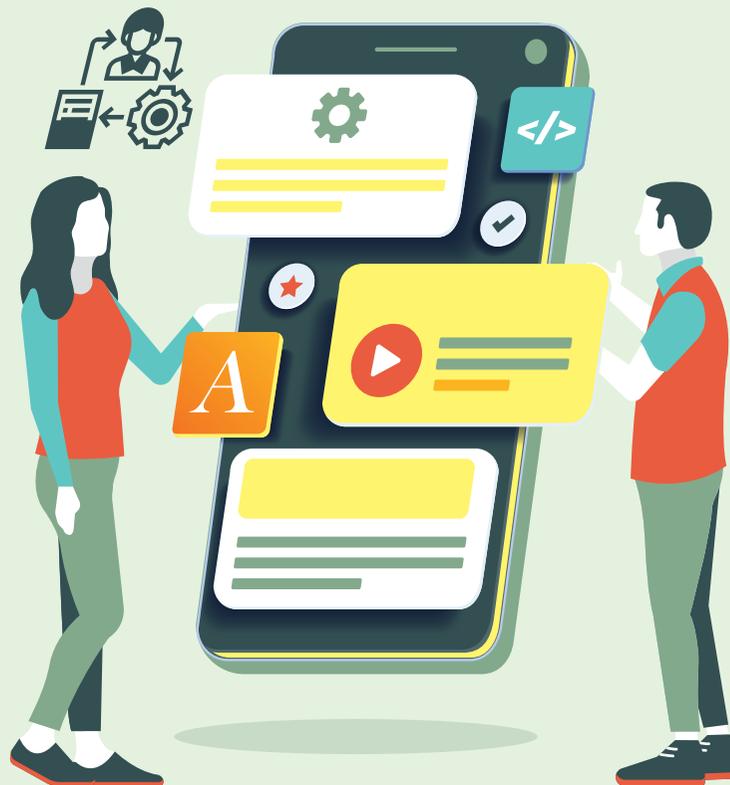
RESPONSE TO COVID-19

As COVID-19 hit Africa, attention turned to producing periodic briefs on the impact of the pandemic on trade, the business environment and broader economic aspects, such as growth and employment in TMEA's countries of operation. The research expertise informed COVID-19 blog posts with the Brookings Institute and a lessons learnt write-up on TMEA's Safe Trade Emergency Facility.

Similarly, TMEA needed fast-paced communication on COVID-19 impacts on trade, and to support its leadership in the rapid and frequent convening of key regional stakeholders to discuss issues and solutions. TMEA quickly shifted from its usual in-person platforms to experiment and learn new ways of virtual engagement. Opinion pieces, media interviews and webinars were developed and coordinated to increase TMEA's engagement on the COVID-19 triggered trade barriers.

CORPORATE SERVICES

Corporate Services is central to TMEA's optimal performance. It has the following 6 units, which collectively ensure the smooth running of the organisation's processes and proper management of people and resources: Human Resources, Information Communication Technology (ICT), Procurement, Risk and Compliance, Finance and Administration. Corporate Services played an important role in programme implementation and facilitated expenditure to a level close to the approved budget.



TRIMS PROMISES MAJOR INNOVATIONS

Implementation of the new TMEA Resources Integrated Management System (TRIMS) continued throughout the year. Various modules were developed, and user testing is underway. The new system will bring major innovations to TMEA's work, including automatic payment release instructions to our banks, on-line evaluation of procurement bids, and for the first time in TMEA, a suite of HR systems accessed through a self-help portal. The implementation team averted a slight delay at the onset of COVID-19 by adapting remote working.

Human Resource processes > going paperless

Out with manual HR processes and in with e-processes to include: recruitment, selection, performance assessments, payroll processing and contract management etc.

Self-service portal to submit automatic requests and fast tracking: salary advance, learning and development, medical card, leave, overtime, change to personal info (bank details, next of kin).





STAFF WELLBEING

During the pandemic, Corporate Services facilitated staff to work from home, and developed operating protocols in preparation for a safe return to the office. Further, the Human Resources Unit provided advice and guidance to staff, extra support to staff who contracted COVID-19, and psycho-social support and mental health awareness training to staff working from home.

ICT SYSTEMS

The ICT Unit ensured that core business processes remained operational and staff continued to deliver TMEA's work. With a rapid move to video-conferencing and undertaking work remotely, the ICT Unit ensured that all staff remained connected and able to conduct regular operations. Further, the unit continued to enhance the use of new initiatives, such as enhanced Internet telephony.



LOOKING FORWARD

Corporate Services will support efforts to reduce operating costs and ensure that the organisational structure is fit for purpose in light of increased funding uncertainty and the need to adapt new contexts.



TMEA Burundi staff during a COVID-19 response event

BUSINESS CONTINUITY AMIDST COVID-19

In the last quarter of the year, the Procurement and Finance Units played important roles in delivering the Safe Trade Programme by managing complex donor reporting requirements and ensuring quick procurement of emergency items. TMEA set up Safe Trade to support governments to implement COVID-19 containment measures to save lives and build resilience of their local economies. While all units undertook various initiatives throughout the financial year, their critical role became obvious as COVID-19 impacted TMEA and the world. The Unit ensured business continuity and supported critical programming and governance functions through staff wellbeing and ICT systems.

OUR PEOPLE



Lucy Chetalam
PROGRAMME OFFICER,
SOFTWARE DEVELOPMENT, ICT4T

My work as a software developer is not all about sitting around a computer writing codes, but includes collaborating with diverse teams to create innovative solutions to real human problems. TMEA provides a conducive environment for developing practical technical solutions to needs that stakeholders have identified.

I'm the only female software developer in the team and my colleagues make me feel included. They trust my work ethics and provide me with psycho-social support even in unique circumstances where my motherly duties call. The enabling team environment has inspired me to improve and learn new skills such as programme management, that complement my technical work



Lilian Masalu
PROGRAMME OFFICER,
TANZANIA

Employment at TMEA was a great career move. I started off with great project management challenges that stretched and made me grow. I also appreciate the flexibility the organisation allows, especially when I was expectant. It enabled me to strike a work/life balance and take good care of my family. The professionalism and warm atmosphere within TMEA make me look forward to work each morning.



Douglas Kaburu
OFFICER,
RISK & COMPLIANCE

I joined TMEA in January 2020 to take up a newly established role in response to the risky and dynamic nature of the environment in which TMEA operates. A warm welcome preceded my immersion into supporting various departments and processes. As a differently abled person I have found it easy to integrate in TMEA mostly because management has put structures and built a culter that ensures I receive support to excel in my role, as the organisation values an equitable environment. The detailed induction programme helped me settle and have a better grasp of programmes, in addition to helping me identify areas in which I could add value.

CULTURE, PEOPLE, PRACTICE

**Hannah Ngugi**

PROGRAMME MANAGER, ENGINEER-INFRASTRUCTURE PROGRAMMES

It has been six years since I joined TMEA and being here has widened my personal and professional perspectives. The continued mentorship from management has built my skills to navigate the often complex and delicate political situations that are second nature to the type of projects TMEA undertakes.

As a female engineer, I work in a male dominated field of infrastructure and construction. I have leaned on TMEA's staff development which has boosted my confidence to take a seat at the table. I have used the opportunity to advocate for gender representation and inclusion in construction sites. My confidence is propelled by TMEA's stance on gender equity and my voice has yielded great project level results in gender representation.

**David Kenyi**

PROGRAMME OFFICER, SOUTH SUDAN

I've worked in TMEA's South Sudan Programme for seven years, during which two civil wars have interrupted programming, leading to significant scaling down of interventions. During the interruptions, TMEA safeguarded staff welfare by relocating our office to Kampala; allowing us to work remotely, facilitated by adequate ICT resources; and providing on-request travel and security logistics to visit and monitor programmes in the field. I have also been fortunate to be trained, in the course of my work, as a Gender and TRIMS champion.

**Kenneth Shazima**

PROJECT ASSISTANT, ICT4T

TMEA has provided me with a platform to grow academically and professionally, and transition from being a driver to my current role as a programme assistant. I joined TMEA at its inception 10 years ago, and recognised its people-centred approach and work culture that upholds mentorship, and knew it would be a place for growth. It inspired me to enrol for a diploma course in Supply Chain Management, and later a degree in Business Administration. My graduation in September 2020 was a great milestone. Great organisations invest in people, and I attest that TMEA is a great organisation.

**Josephine Uwineza**

PROGRAMME MANAGER, OSBPs

I joined TMEA a year ago and was immediately impressed by its positive environment and professional staff. Although I am a programme manager in the male-dominated Infrastructure/Engineering field, I have never felt the need to over-exert, because the existing organisational structures ensure equity. I enjoy contributing to TMEA's integration mandate where I am positioned to support the development of water transport on Lake Kivu, and one stop border posts. It is only a matter of time before an improved, sustainable, efficient and high-capacity transport infrastructure in Rwanda, and East Africa, becomes a world-class case study. TMEA will be the mover.

CULTURE, PEOPLE, PRACTICE



Kevin Churchill
DIRECTOR, PROCUREMENT

TMEA is a high performance, demanding and motivating place to work in. I live daily to see my contribution to TMEA's important work of supporting local communities to thrive through easier trade in goods and services across borders. My job establishes mechanisms that ensure that appointed suppliers and contractors meet their mandate and are aligned to TMEA's values. Since joining TMEA I have gained knowledge and experience in the international aid for trade sector, the use of donor funds to support economic objectives of countries, and a better understanding of how regional governments work, set policies and achieve macro-economic results. I have also enhanced my leadership skills across cultures, from working in twelve diverse and vibrant, East African countries.



Africia Rabare
COMMUNICATIONS OFFICER

The TMEA Learning and Development (L&D) programme provides a great opportunity to develop staff skills. An investment in knowledge pays the best interest- Benjamin Franklin.

I am the second staff member to take advantage of the L&D sabbatical. Before embarking on this, I consulted with my immediate team members, HR, and my predecessor, and received overwhelming support and wise guidance. I am now heading on the finishing line of an amazing race, courtesy of TMEA's enthusiasm to invest in its people, and my avid result-driven approach.



Carolyn Nyakundi
MANAGER, CEO's OFFICE

With an amazing and enabling culture, TMEA is a great place to work. I appreciate the management's deliberate effort to promote diversity, and emphasis on work/life balance. Since joining the organisation in May 2019, I've relished the robust support and working tools that enable me to work efficiently. Working in a corporate office means interacting with a diverse set of people. I am thankful to have supportive colleagues. As the first point of contact for the corporate office, I am required to be proactive, pleasant and with great social skills; and the atmosphere in TMEA has built my confidence in these areas. I have been groomed to think strategically to be able to best support the rigorous demands of the CEO's office, as he captains the ship forward.



Joanita Nakimuli
DIRECTOR, RISK AND COMPLIANCE

The Risk and Compliance Unit started operations in April 2019 with the objective of enhancing governance, risk, compliance and legal processes in TMEA. This has been no mean feat. The tremendous organisational support my colleagues and I have received has helped us operationalise the Enterprise Risk Management (ERM) Programme which involves supporting teams to undertake comprehensive risk assessment, programme and process compliance reviews, and enhance corporate quarterly risk reporting.

We supported embedding of key controls such as enhanced supplier due diligence reviews, review of the conflict of interest process, and advisory to programme teams on legal and regulatory compliance matters. The Unit strongly supported TMEA's expansion journey in setting up operations in Somaliland, Malawi and Zambia, with Mozambique next in line.

HUMAN RESOURCES STATISTICS AS AT 30 JUNE 2020



TMEA STAFF BY GENDER



179

TOTAL NUMBER OF EMPLOYEES



81
FEMALE



98
MALE



45%
FEMALE



55%
MALE



TMEA STAFF BY NATIONALITY

NATIONALITY	% STAFF	TOTAL NUMBER OF EMPLOYEES
American	1%	1
British	3%	6
Burundian	3%	6
Dutch	1%	1
Ethiopian	2%	4
Finnish	1%	1
Indian	1%	1
Kenyan	57%	102
Rwandan	8%	15
Swiss	1%	1
Somalilander	1%	2
South Sudanese	1%	1
Tanzanian	11%	19
Ugandan	11%	19
Total	100%	179



TMEA staff sign up during a diversity and inclusion awareness training

FINANCIAL HIGHLIGHTS

SUMMARY FINANCIAL STATEMENTS

INDEPENDENT AUDITOR'S REPORT ON THE SUMMARY FINANCIAL STATEMENTS TO THE MEMBERS OF TRADEMARK EAST AFRICA

- Opinion
- Summary financial statements
- The audited financial statements and our report thereon
- Directors' Responsibility for the Summary Financial Statements
- Auditor's Responsibility

TRADEMARK EAST AFRICA STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2020

TRADEMARK EAST AFRICA STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2020

TRADEMARK EAST AFRICA STATEMENT OF FUND BALANCE FOR THE YEAR ENDED 30 JUNE 2020

TRADEMARK EAST AFRICA STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2020

NOTE 1: BASIS OF PREPARATION





PricewaterhouseCoopers CPA. PwC Tower,
Waiyaki Way / Chiromo Road, Westlands
P O Box 43963 – 00100 Nairobi, Kenya
T: +254 (20)285 5000
F: +254 (20)285 5001 www.pwc.com/k

SUMMARY FINANCIAL STATEMENTS

INDEPENDENT AUDITOR'S REPORT ON THE SUMMARY FINANCIAL STATEMENTS TO THE MEMBERS OF TRADEMARK EAST AFRICA

Opinion

The summary financial statements, which comprise the summary statement of financial position as at 30 June 2020, the summary statements of comprehensive income, fund balance and cash flows for the year then ended which are derived from the audited financial statements of TradeMark East Africa for the year ended 30 June 2020.

In our opinion, the accompanying summary financial statements are consistent, in all material respects, with the audited financial statements in accordance with the basis described in Note 1.

Summary financial statements

The summary financial statements do not contain all the disclosures required by the International Financial Reporting Standards and in the manner required by the Kenyan Companies Act, 2015.

Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited financial

statements and the auditor's report thereon. The summary financial statements and the audited financial statements do not reflect the effects of events that occurred subsequent to the date of our report on the audited financial statements.

The audited financial statements and our report thereon

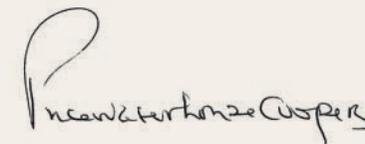
We expressed an unmodified audit opinion on the audited financial statements in our report dated 1 December 2020.

Directors' Responsibility for the Summary Financial Statements

The directors are responsible for the preparation of the summary financial statements in accordance with the basis described in Note 1.

Auditor's Responsibility

Our responsibility is to express an opinion on whether the summary financial statements are consistent, in all material respects, with the audited financial statements based on our procedures, which were conducted in accordance with International Standard on Auditing (ISA) 810 (Revised), Engagements to report on summary financial statements.



Certified Public Accountants
Nairobi 17 December 2020

CPA Bernice Kimacia, Practising certificate No. 1457
Signing partner responsible for the independent audit

FINANCIAL HIGHLIGHTS
TRADEMARK EAST AFRICA STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2020

	Year ended 30 June 2020 US\$'000	Year ended 30 June 2019 US\$'000 Restated
Income		
Grant income	78,517	64,786
Other income		
Gain on disposal of assets	11	75
Total income and other income	78,528	64,861
Expenditure		
Personnel costs	16,296	14,228
Consultancy costs	16,919	12,071
Professional services	1,914	1,926
Conferences and workshops	6,911	5,725
Grants to partners	4,698	2,349
Office supplies	196	162
Project assets	24,623	25,310
Project materials and supplies	4,419	-
General expenses	1,622	2,289
Travel expenses	1,746	2,806
Depreciation and amortisation	892	195
Exchange (gains)/losses	(2,139)	299
Total expenditure	78,097	67,360
Finance income	76	102
Surplus / (deficit) for the year	507	(2,397)
Other comprehensive income, net of tax	-	-
Total comprehensive surplus / (deficit) for the year	507	(2,397)

FINANCIAL HIGHLIGHTS

TRADEMARK EAST AFRICA STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2020

	As at 30 June 2020 US\$'000	As at 30 June 2019 US\$'000 Restated	As at 30 June 2018 US\$'000 Restated
ASSETS			
Non-current assets			
Property and equipment	729	317	497
Intangible assets	482	232	15
Right of use assets	2,358	-	-
	3,569	549	512
Current assets			
Cash and bank balances	14,602	5,748	3,109
Receivables and prepayments	1,314	1,548	1,067
Donor receivables	7,413	14,258	15,806
	23,329	21,554	19,982
TOTAL ASSETS	26,898	22,103	20,494
FUND BALANCES AND LIABILITIES			
Fund balances			
Unexpended funds	(16,746)	(17,253)	(14,856)
Liabilities			
Bank overdraft	-	-	3,364
Deferred grant income	33,042	31,055	22,270
Payables and accruals	8,151	8,301	9,716
Lease liabilities	2,451	-	-
	43,644	39,356	35,350
TOTAL FUND BALANCES AND LIABILITIES	26,898	22,103	20,494

FINANCIAL HIGHLIGHTS
TRADEMARK EAST AFRICA STATEMENT OF FUND BALANCE FOR THE YEAR ENDED 30 JUNE 2020

	US\$'000
Year ended 30 June 2019	
Unexpended funds as at 1 July 2018 as originally presented	(8,392)
Prior year adjustment	(6,464)
Unexpended funds as at 1 July 2018 - restated	(14,856)
Total comprehensive deficit for the year - restated	(2,397)
Unexpended funds as at 30 June 2019 - restated	(17,253)
Year ended 30 June 2020	
Unexpended funds as at 1 July 2019 as originally presented	(457)
Prior year adjustment	(16,796)
Unexpended funds as at 1 July 2019 - restated	(17,253)
Total comprehensive surplus for the year	507
Unexpended funds as at 30 June 2020	(16,746)

FINANCIAL HIGHLIGHTS

TRADEMARK EAST AFRICA STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2020

	Year ended 30 June 2020 US\$'000	Year ended 30 June 2019 US\$'000 Restated
Operating activities		
Grants received from donors	89,159	75,119
Reported total expenditure	78,097	67,360
Adjusted for:		
Depreciation and amortisation	(892)	(195)
Interest expense on lease liabilities	(153)	-
Advances made	(234)	481
Movement in payable and accruals	150	1,415
Cash paid to suppliers, employees and partners	76,968	69,061
Translation differences	1,810	-
Proceeds from disposal	(11)	(75)
	78,767	68,986
Cash generated from operations	10,392	6,133
Investing activities		
Interest received on bank balances	76	102
Acquisition of property and equipment	(755)	(19)
Property and equipment adjustment	-	12
Acquisition of intangible assets	(257)	(225)
Cash used in investing activities	(936)	(130)
Financing activities		
Lease payments	602	-
Cash used in financing activities	602	-
Increase in cash and cash equivalents	8,854	6,003
Movement in cash and cash equivalents		
At start of year	5,748	(255)
Increase in cash and cash equivalents	8,854	6,003
Cash and cash equivalents at the end of the year	14,602	5,748

FINANCIAL HIGHLIGHTS
NOTE 1: BASIS OF PREPARATION

These summarized financial statements are derived from the complete annual audited financial statements of TradeMark East Africa for the year ended 30 June 2020, which were prepared in accordance with International Financial Reporting Standards and Kenyan Companies Act, 2015.

A copy of the complete audited financial statements is kept on file at TradeMark East Africa and can be provided upon request.

The set of criteria applied by directors in preparing these financial statements is outlined in the paragraph below.

The figures presented in these summarized financial statements agree with the figures presented in the complete audited financial statements. Directors believe that the summarized financial statements contain the necessary information and are at an appropriate level of aggregation so as not to be misleading to the users.

The prior year financial statements have been restated following a change in the grant income recognition policy from cash to accrual basis in accordance with IAS 20 - Accounting for government grants and disclosure of government assistance. The change has been applied retrospectively from first year of operation.

The financial statements were approved by the Board of Directors on Tuesday, 1 December 2020 and were signed on its behalf by Erastus Mwencha (Chairman) and Anthony Masozera (Director).



ABBREVIATIONS & ACRONYMS

ASYCUDA	Automated System for Customs Data
AfCFTA	Africa Continental Free Trade Agreement
AfT	Aid for Trade
COVID-19	Coronavirus Disease - 19
DANIDA	Danish International Development Agency / Denmark Development Cooperation
EACFFPC	East Africa Customs Freight Forwarding Practicing Certificate
EIA	Environment Impact Assessment
ESW	Electronic Single Window
MOU	Memorandum of Understanding
NTB	Non-tariff barriers
OBR	Burundi Revenue Authority
OSBP	One Stop Border Post
PPE	Personal Protective Equipment
RECTS	Regional Electronic Cargo Tracking System
RECDTS	Regional Electronic Cargo and Driver Tracking System
SME	Small and Medium Enterprise
SPS	Sanitary and Phytosanitary
TMEA	TradeMark East Africa
UKAID	United Kingdom Agency for International Development
UNCTAD	United Nations Conference on Trade and Development
USAID	United States Agency for International Development



Belgium
partner in development



Global Affairs
Canada Affaires mondiales
Canada



**MINISTRY OF
FOREIGN AFFAIRS
OF DENMARK**
Danida



European Union



Ministry for Foreign
Affairs of Finland



Irish Aid
Government of Ireland
Rialtas na hÉireann



Ministry of Foreign Affairs of the
Netherlands



**NORWEGIAN MINISTRY
OF FOREIGN AFFAIRS**



USAID
FROM THE AMERICAN PEOPLE