



**GREEN**



**DIGITAL**



**INCLUSIVE**

# ANNUAL REPORT 2022/2023



# ANNUAL REPORT

2022/2023

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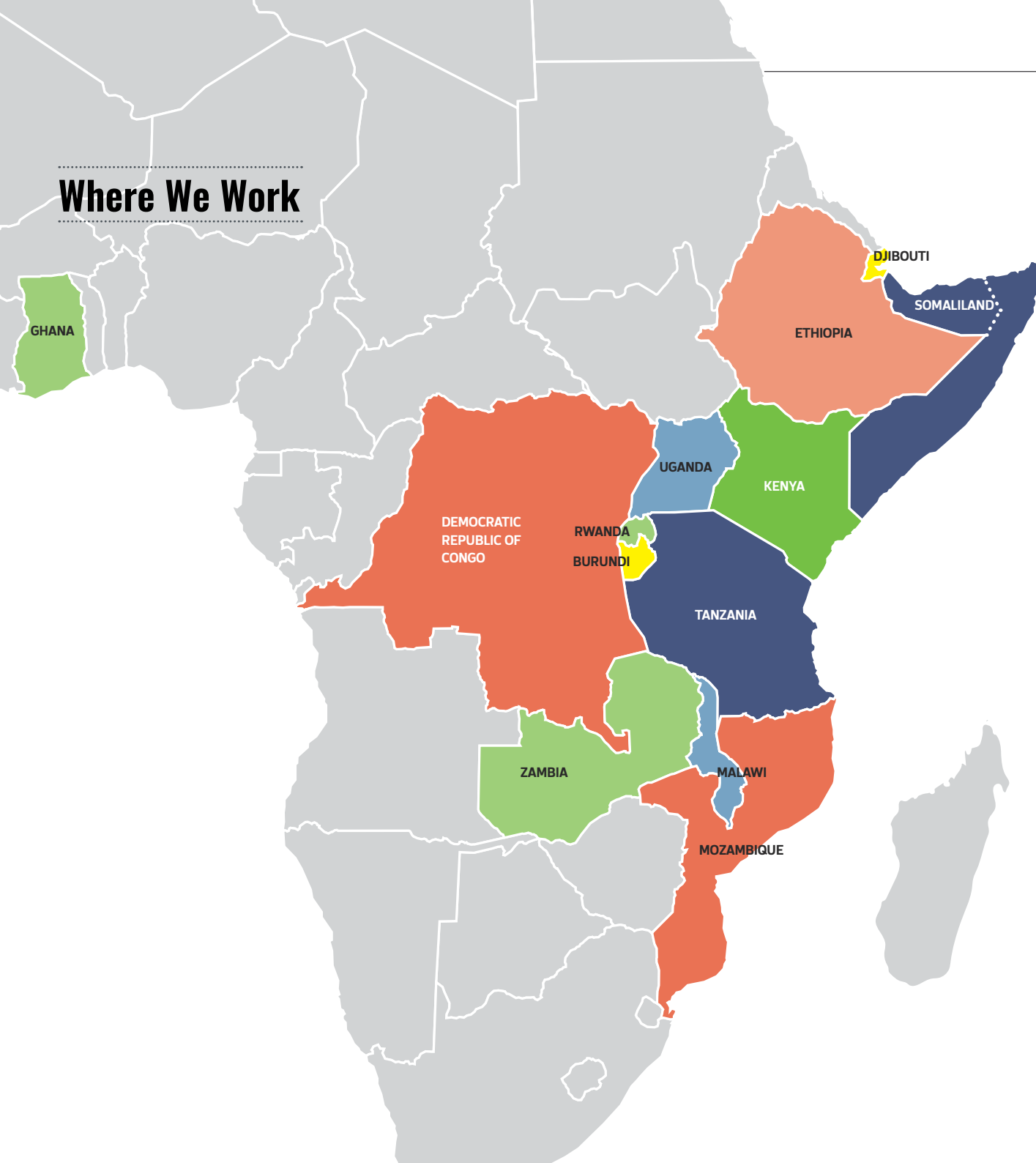
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# Where We Work



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from the British people



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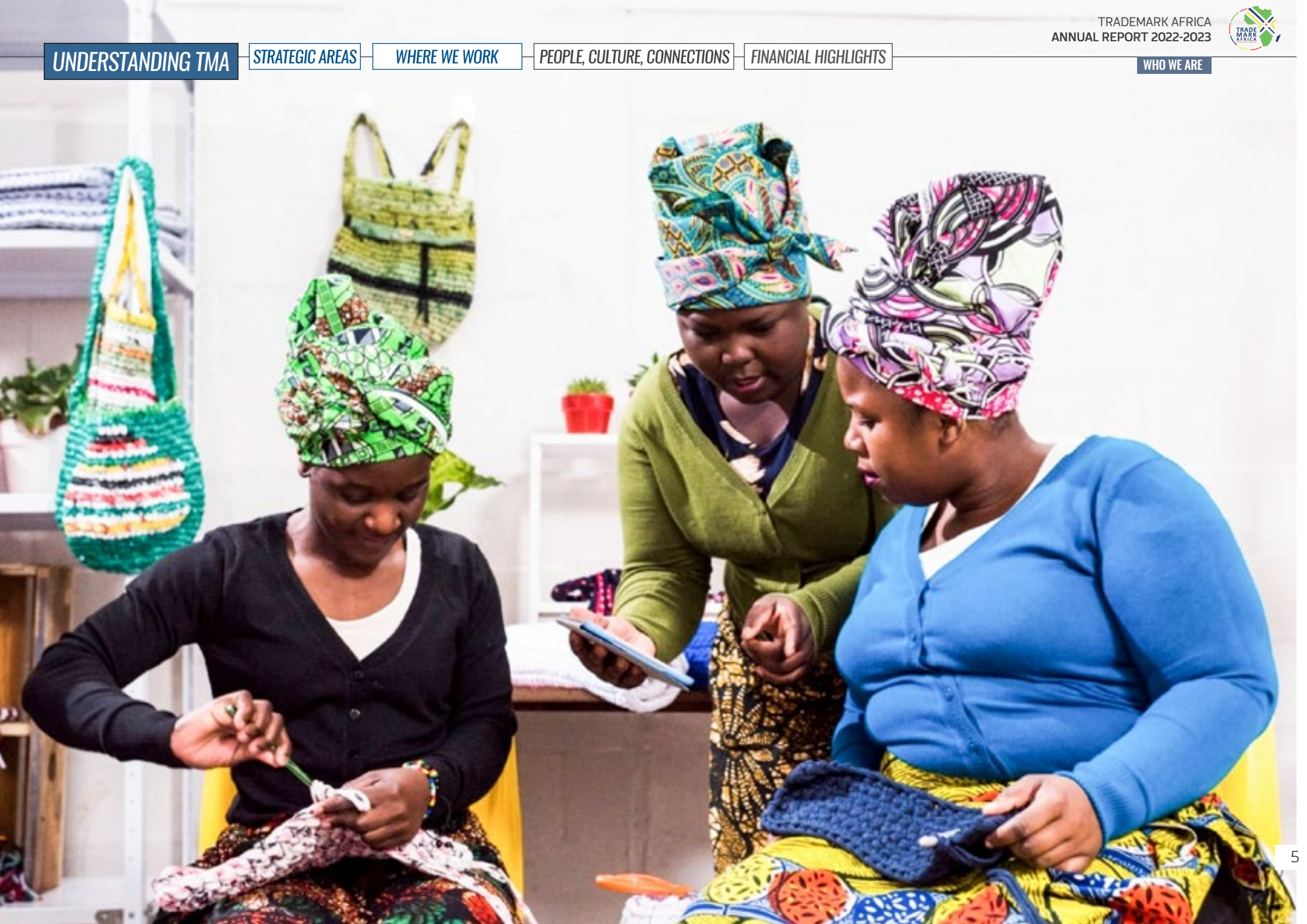
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## UNDERSTANDING TMA

### WHO WE ARE

- OUR VISION
- OUR MISSION
- OUR VALUES

- IMPACT IN NUMBERS
- HIGHLIGHTS OF THE YEAR

### ROADMAP TO CHANGE



### LEADERSHIP PERSPECTIVES

- COUNCIL CHAIR
- BOARD CHAIR
- CHIEF EXECUTIVE OFFICER
- TMA BOARD MEMBERS
- LEADERSHIP TEAM

## WHO WE ARE

TradeMark Africa (TMA) is a leading African Aid-for-Trade organisation that was established in 2010. TMA aims to grow intra-African trade and increase Africa's share in global trade, while helping to make trade more pro-poor and more environmentally sustainable. Our focus on reducing the cost and time of trading across borders through enhanced trade policy, better trade infrastructure, standards that work for businesses, greater use of digital innovations and a focus on creating trade access for vulnerable groups, has contributed to substantially lower cargo transit times through improved border efficiency, and reduced trade barriers.



TMA recently rebranded from TradeMark East Africa (TMEA), reflecting our ambitions to serve partners in driving continental-wide trade gains and our expansion from East and the Horn of

Africa, to Southern and West Africa. TMA works closely with regional and continental intergovernmental organisations, national governments, the private sector, and civil society organisations.





## TMA plays a facilitative role to boost intra-African trade by supporting two pillars:

- 1 Reducing the time and cost of trading along transport corridors, and across borders through improved infrastructure

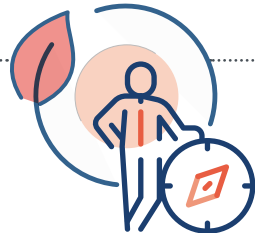


- 2 Improving Business Competitiveness



### OUR VISION

Africa pioneering in sustainable and inclusive growth as a pathway to prosperity for all Africans.



### OUR MISSION

To increase sustainable and inclusive intra-African trade and exports to the rest of the world.



### OUR VALUES

Our values are integral to TMA'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.

# IMPACT IN NUMBERS



## Bypass Decreases Haulage Time

The newly completed two-lane 22.5km Hargeisa Bypass has resulted in an average reduction of time taken to move from Berbera to Tog Wajaale by 39% (3 hours less than previous) as of June 2023.

**22.5 KM** TWO-LANE HARGEISA BYPASS ROAD

TIME REDUCTION BY **39%**  
(3 HOURS LESS)  
BERBERA TO TOG WAJAALE



Economic and social impact of Busia (Kenya-Uganda) and Taveta-Holili (Kenya-Tanzania) one-stop border posts

- Decreased dwelling times by an average of 74% at Busia-and Taveta-Holili respectively due to faster customs procedures and improved infrastructure.
- Lower operational costs for transporters due to faster border crossings on the following routes: Dar to Uganda over 9% | Mombasa-Mwanza over 11% | Nairobi-Kampala 14%.
- 87% of households reported increased job opportunities and higher incomes.

AN AVERAGE OF **74%**  
REDUCTION IN DWELLING TIMES



## Linking to Markets

The Tanzania Horticultural Association (TAHA) through TMA's support, linked 964 (448 female and 516 male) farmers to markets, trading over 2 million kg of fruit and vegetables that attracted a 4% increase in market prices. An additional 115 farmers (42% female, 32% youth) were linked to local market opportunities, facilitating the sale of 365 metric tonnes of tomato, passion fruit, avocado and other value chains at an improved price of about 7%.



## Inclusive Trade Support

- The Women Traders digital platform (iSOKO), was fully integrated as a regional marketplace and is in use in Kenya, Tanzania, Uganda, Rwanda, and Burundi. Close to 12,000 users have been registered on the iSOKO platform.
- 3,441 representatives (3,053 female, 388 male) were trained in business management, governance, negotiations, quality, and standards.
- 5,500 cross-border traders accessed information through trade information centres.
- Eastern Africa Sub Regional Support Initiative (EASSI) championed advocacy reforms at selected borders to ensure a conducive trade environment. As a result, officials at Holili-Taveta OSBP waived the use of travel passes for women cross-border traders with EASSI IDs, at no cost for 6 months, and at Horohoro border for a one-off cost of \$8.5.

## Mifugo Integrated Management Information System

Automation of Tanzania's Ministry of Livestock and Fisheries services has significantly reduced the time taken to issue livestock permits, down from 14 days to just one hour, and has increased government revenue collections by more than 100%. In 2022, 12,361 entities were registered, 39,833 applications were made and 29,132 certificates, licences and permits issued. This translated to a total revenue collection of over \$3 million.

TIME TAKEN TO ISSUE LIVESTOCK PERMITS

**1 HOUR**  
FROM 14 DAYS

**100%**  
REVENUE INCREASE



**OVER \$3 MILLION**  
REVENUE COLLECTION





# IMPACT IN NUMBERS



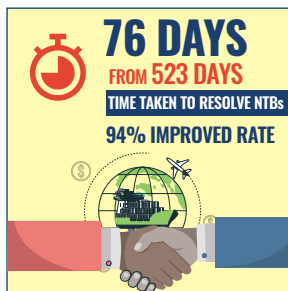
## Curbing Contaminated Food Across Borders

TMA supported various food testing laboratories to modernise their equipment so as to curb the spread of contaminated food across borders. Kenya has recorded a 91% reduction in testing turn around time, from 12 days to one day, at Namanga, Malaba, Isebania, Lunga Lunga and Taveta, while in Tanzania samples that took an average of 3 to 8 hours to be analysed are now done within 10 minutes. This move has greatly contributed to a reduction in non-tariff barriers in the grain value chain.

**REDUCTION IN TESTING  
TURN AROUND TIME**



## EAC Partnership Works to Resolve NTBs



TMA's partnership with the EAC to reduce non-tariff barriers to trade resulted in reduced time taken to resolve NTBs, from an average of 523 days in 2015 to 77 days in 2021. In addition, the NTB resolution rate improved from 76% in 2015 to around 94% in June 2022.

## Export Growth in Rwanda

In Rwanda, the Export Growth for Export Ready Businesses project cumulatively facilitated new export transactions worth \$2 million between July 2018 and April 2023. It is estimated that the supported businesses generated an additional \$1 million by June 2023.

**\$2 MILLION**

NEW EXPORT TRANSACTIONS FROM EXPORT READY BUSINESS PROJECT



## Electronic Data Exchange Enables Information Sharing

TMA supported the launch of an electronic data exchange system between the Tanzania Revenue Authority (TRA) and Malawi Revenue Authority (MRA) to enable information sharing through the respective Customs Management Systems: Tanzania Customs Integrated System (TANCIS) for TRA, and ASYCUDA World for MRA.



## Mombasa Port Goes Green

The greening of Mombasa Port yielded 760kw of green energy in 2022. Biodigesters were also installed to pre-treat waste and protect marine life, and an additional 250m<sup>3</sup> rainwater storage tank was installed.



# HIGHLIGHTS OF THE YEAR



## SEPTEMBER 2022

TMA and TBS sign partnership to promote Tanzania Businesses Access to International Markets.

Launch of Berbera Food Laboratory by H.E. Muse Bihi, President of Somaliland.



## OCTOBER 2022

Launch of modern market space for Moyale cross border traders.

Uganda Bureau of Standards opens Mbale Regional Laboratory.



## DRC'S RUZIZI 2 ONE STOP BORDER POST

## NOVEMBER 2022



Construction of DRC's Ruzizi 2 one-stop border post starts after site handover to contractor.

X-Ray cargo scanners worth \$2.65 million handed over to improve efficiency and revenue collection at Tunduma OSBP.



**AfricaNenda**  
ACCELERATING INCLUSIVE PAYMENT SYSTEMS

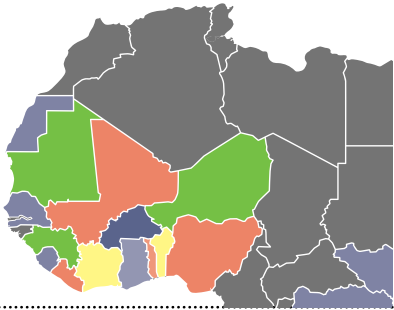


## DECEMBER 2022

TradeMark Africa and AfricaNenda ink partnership to design digital innovations in financial services for trade.



# HIGHLIGHTS OF THE YEAR



## JANUARY 2023

TradeMark Africa launches in West Africa.  
Irish Embassy in Malawi inks deal with TMA to boost Malawi exports.



## EUR 25 M FUNDING FOR NEW BUSINESS ENVIRONMENT & EXPORT ENHANCEMENT PROGRAMME (BEEEP)



## FEBRUARY 2023

EU launches the Business Environment and Export Enhancement Programme (BEEEP) with €25 million funding.

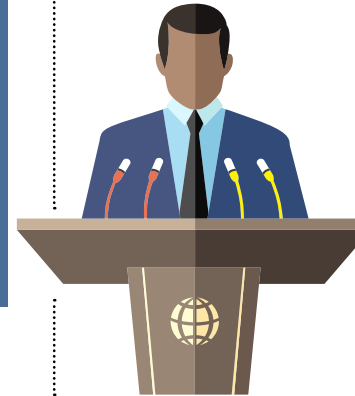
TMA signs partnership with Tony Blair Institute to support trade development across Africa.



## MARCH 2023

TMA hosted a session on accelerating AfCFTA at the Amcham Business Summit 2023.

Launch of iSOKO trading platform in Kenya.



## APRIL 2023

TMA hosts green trade panel at Mo Ibrahim's Governance Weekend 2023.



## JUNE 2023

Electronic Data Exchange launched to revolutionise trade between Tanzania and Malawi.

TMA announces its third strategic multi-million-dollar plan to advance greener, inclusive, and digital trade in Africa.

Safe Trade Market launched in Busia, Kenya to benefit cross-border women traders.

Inaugural CEO for Trade Catalyst Africa, Duncan Onyango, appointed.



## ROADMAP TO CHANGE

TMA'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.



## INTERMEDIATE IMPACT

INCREASED  
TRADE



## IMPACT

SUSTAINABLE INCLUSIVE PROSPERITY

## INCREASED TRADE COMPETITIVENESS

### OUTCOME 1

### REDUCED BARRIERS TO TRADE

#### INTERMEDIATE OUTCOME 1.1



IMPROVED, SUSTAINABLE  
EFFICIENCY & CAPACITY OF  
TRANSPORT INFRASTRUCTURE

#### INTERMEDIATE OUTCOME 1.2



IMPROVED TRADING  
STANDARDS AND  
REDUCED NTBs

#### INTERMEDIATE OUTCOME 1.3



EFFECTIVE TRADE  
SYSTEMS AND  
PROCEDURES

#### INTERMEDIATE OUTCOME 1.4



IMPROVED TRADE  
REGULATORY  
ENVIRONMENT



# IMPACT

SUSTAINABLE INCLUSIVE PROSPERITY



## INTERMEDIATE IMPACT

INCREASED TRADE

INCREASED TRADE COMPETITIVENESS



### OUTCOME 2 IMPROVED BUSINESS COMPETITIVENESS

#### INTERMEDIATE OUTCOME 2.1

IMPROVED TRADE CAPACITY  
OF EAST AFRICA  
BUSINESSES



#### INTERMEDIATE OUTCOME 2.2

MORE  
INCLUSIVE TRADE



TRADE LOGISTICS CLUSTERS

PUBLIC PRIVATE DIALOGUE





**Otto Kivinen**  
Council Chair

## A DRIVE FOR IMPACT ON A CONTINENTAL SCALE

It is a privilege to witness the growth of TradeMark Africa (TMA) as it reimagines and reshapes trade dynamics across Africa. TMA's transformative approach and successful outcomes have firmly established it as an effective vehicle for donor investment in trade development; consequently, donor confidence has remained steady over the years. TMA's dedication to overcoming challenges – seen in its trade development successes in frontier environments, its power to convene governments to support a singular trade agenda within economic blocks, its innovative approach during COVID-19, and its ability to deliver tangible results in complex environments – has deepened our confidence and pride in being part of the trade development journey. TMA's mission remains important, not just for donors, but also for governments, regional economic communities, the private sector, civil society organisations, and like-minded development agencies in Africa and beyond.

In the past year, TMA's strategic expansion into new territories, particularly West Africa, has not only marked a significant milestone

in its operational footprint, but also demonstrated its ability to adapt and thrive in diverse environments. This has been propelled by a strong governance system, with dynamic engagement from the Board and Council of Donors, both of which have served to harmonise and propel the organisation forward.

TMA has consistently demonstrated its capacity to bridge critical infrastructure gaps and enhance digital trade capabilities, thereby cementing its role as a key player in Africa's trade narrative over the next decade. The robustness of its approach going forward lies in its ability to align work at the national, regional, and now continental level – not least regarding the African Continental Free Trade Area (AfCFTA) – and then to keep innovating as new challenges and opportunities arise. Notable among these is the rise in importance of tackling major emerging issues around low carbon trade. We are proud of TMA's aspirations for its coming seven-year strategy period, when helping the continent to develop rapidly and in a climate-resilient and inclusive way, will be critical. This aligns strongly with the shared vision of donors and countries where TMA operates, to leverage trade potential, both for positive economic and environmental outcomes. We want to position the continent as a pioneer in green trade, facilitating technology transfer and

expertise to deploy low carbon technologies, while using digital, physical and policy solutions to further reduce emissions from transport systems across selected corridors.

To conclude, I am glad to note the EU's approval of TradeMark Africa's Pillar Assessment, which is a testament to the confidence that it has in TMA's systems and processes. TMA's multi-partner model is a core part of its effectiveness, and I look forward to further collaboration and harmonisation between TMA's development partners.

The success of TMA's first two strategic phases has set a high benchmark for what can be achieved with effective trade facilitation. We encourage more stakeholders to join us in supporting a proven catalyst for trade development and a beacon of hope for Africa's prosperous future.



**Amb. Erastus Mwencha**

Board Chair

## CHARTING NEW FRONTIERS IN AFRICAN TRADE

In the past year, TradeMark Africa made significant strides in enhancing trade in our 14 countries of operation. Our journey, marked by the opening of our new office in Accra, Ghana, symbolises more than geographic expansion; **it represents our evolution into a pan-African entity**, dedicated to fostering trade and development through improvement of physical and digital infrastructure, notably on the Abidjan-Lagos Corridor.

While we celebrate our achievements, we acknowledge the challenges faced globally in the past year – with geopolitical tensions evolving, and economic upheavals that have disrupted global supply chains. Yet, these adversities have not deterred us; rather, they have **reinforced the centrality of trade in our collective recovery and progress**. It is time for countries, regional economic communities, and development partners to build a unified front for fruitful trade engagements.

**Our alignment with the African Continental Free Trade Area (AfCFTA)** principles, building on the strength of the Regional Economic Communities across the continent, underscores our commitment to transforming Africa's trade landscape. Our initiatives, deeply rooted in the principles of creating one African market and boosting Africa's

income from trade, aim to bridge infrastructure gaps and catalyse growth. We believe in the power of trade to unite nations, leveraging their unique strengths for shared prosperity.

Our ambitious Strategy 3 Plan (2023-2030) outlines our **roadmap to elevate intra-African trade and Africa's global trade presence** and builds on past experiences. We witnessed transformative impacts from our first two strategies (2010-2023): the dramatic reduction in border crossing times, by over 70% in many locations, the streamlined transportation of goods on the Northern corridor cutting days by over a third, and the implementation of game-changing digital solutions whose trickle-down effects are that businesses can operate more predictably, efficiently, and profitably, thus creating more jobs.

Looking ahead, we understand the multifaceted challenges that lie before us. Global uncertainties, economic pressures, and regional conflicts remain formidable. However, the opportunities to drive greater efficiencies in trade are exciting.

Our future is not only driven by building on the successful approaches we have demonstrated, but also by driving new developments. Not least of these is the launch of Trade Catalyst

Africa (TCA), TMA's commercial arm that will leverage private funds for infrastructure development. We will also be focusing on positioning Africa as a pioneer in green trade, in a world that will be increasingly defined by climate-related trade restrictions.

As we close our second phase and venture into this new phase for 2023-2030, we extend our gratitude to our international, national and private sector partners whose unwavering support has been instrumental in our journey. Together, we stand at the threshold of a transformative era for Africa, driven by trade, innovation, and a shared vision of prosperity.



**David Beer**  
Chief Executive Officer

## THE FUTURE OF TRADE IS GREEN, DIGITAL, AND INCLUSIVE

This has been a year of new beginnings. In January, in a ceremony presided over by the Secretary General of the African Continental Free Trade Area (AfCFTA), His Excellency Wamkele Mene, *TradeMark East Africa* became *TradeMark Africa* (TMA). This move reflects TMA's success in delivering results in the Horn of Africa, Southern Africa and West Africa (where TMA has now opened a full office, in Accra) and will continue to grow geographically; but importantly also, the continent is coming together with a renewed political momentum to drive intra-African trade across the region, an ambition that TMA is firmly committed to supporting.



This is one strand of the new seven-year strategy that TMA developed this year. **Our Strategy 3 spanning July 2023 to June 2030, aims to Build Sustainable and Inclusive Trade for Africa. We will achieve this through focusing on six portfolios:**

1 


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Trade & Investment Environment

2 


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Quality & Value of Traded Goods

3 

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Digital Systems

4 

---

Physical Connectivity

5 

---

Greening Trade

6 

---

Resilience & Inclusive Trade





Strategy 3 builds on TMA's significant track record and credibility in delivering results for clients in Government and the private sector over the last decade and a half. For example, our support for the Uganda electronic single window has reduced clearance time by 79% since 2014, and halved the cost of certification. Meanwhile, both the Tanzania Revenue Authority and livestock traders (the country contains the second highest volume of livestock in Africa) have benefited from the automation of licences, permits and trading certificates, meaning that it now takes just one hour to issue a livestock permit that used to take up to two weeks. And in Somaliland, a new 22.5km road that bypasses the congested town of Hargeisa, and which leads from Berbera Port to the Ethiopia border, has reduced turnaround times by an average of 39%, or 3 hours less than the previous route.

**We will maintain our focus on the areas where we have seen the strongest results,** while addressing future development challenges and opportunities. Let me name three of the latter: firstly, the growing importance of climate-related trade restrictions and their potential impact on our clients' economies. We saw that COP28 held for the first time ever a trade day, underscoring trade's crucial role in addressing one of the world's largest future challenges. We aim to position Africa as a pioneer in low carbon trade, and therefore as a highly competitive player in the global trade economy of the coming decade.

Secondly, the trade infrastructure gap is wide and growing. It cannot be filled through grant finance or sovereign budgets alone. **TMA this last year, therefore, created a commercial arm – Trade Catalyst Africa** – which will work with Development Finance Institutions, regional Development Banks and others, to leverage greater multiples of finance than TMA could generate on its own, in order to deliver critical trade finance and connectivity within Africa. We are excited by the possibilities of applying ethical impact investment models in this area. I am delighted to welcome on board its first CEO, Mr Duncan Onyango.

And lastly, the digital revolution is in full swing. **TMA is determined to ensure that the technological innovations that are emerging, will benefit governments, major businesses, and those at the lower end of the scale.** We were proud this last year to launch alongside the chambers of commerce in Burundi, Kenya, Rwanda and Tanzania, iSOKO, an e-commerce app that makes it easier for small traders and businesses to identify markets, know prices, and grow their businesses. Now working in five countries, with over 10,000 users, iSOKO aims to provide a full package of free support – including basic bookkeeping services and links to aggregation.

Yet, through the name change and our expansion to 14 countries, up from five when we began in 2010, our core mission remains steadfast: fostering prosperity in Africa through increased trade. Our vision is underlined by the fact that trade must be sustainable and inclusive. The key has always been to recognise the specific

obstacles to performing trade, and to foster collective solutions; whether this is removing non-tariff barriers such as roadblocks or surplus customs procedures on trade corridors, harmonising standards within a trading bloc, enhancing border infrastructure to speed up crossings, or educating women cross-border traders in business skills. Each initiative is a strategic step in TMA's ongoing commitment to making a tangible difference in Africa's trade landscape. I could go on, but please read this report and judge for yourself.



## TMA BOARD MEMBERS



Erastus Mwencha  
KENYA



Susan Kiama  
KENYA



Rob Rudy  
UNITED KINGDOM



Patricia Ojangóle  
UGANDA



David Luke  
CANADA & SIERRA LEONE



Gabriel Negatu  
U.S.A



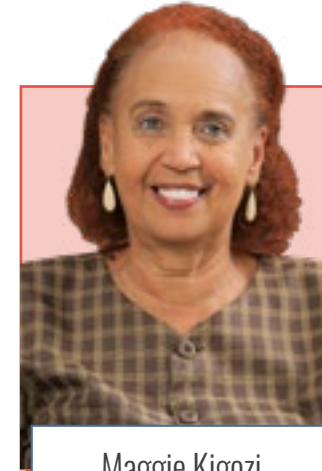
Celestine Munda  
KENYA



Lola Aworanti-Ekugo  
NIGERIA



Patrick Obath  
KENYA



Maggie Kigozi  
UGANDA



Emilian Busara  
TANZANIA



## LEADERSHIP

### TMA Council

The Council comprises representatives of each of TMA's development partners. Council members govern the delivery of results and impact, and approve the strategic direction of the organisation. Responsibilities include appointing board members, approving and reviewing the TMA strategy, and commissioning outcome and impact evaluations. Please follow the link to view TMA's Council Members.

[www.trademarkafrica.com/council-members/](http://www.trademarkafrica.com/council-members/)

### TMA Management

TMA management is responsible for implementing the organisation's strategy, ensuring programmes deliver the desired impact, and safeguarding the quality management of the organisation and the welfare of staff. Please follow the link to view TMA's management team.

[www.trademarkafrica.com/management/](http://www.trademarkafrica.com/management/)



## STRATEGIC AREAS



PHYSICAL CONNECTIVITY



DIGITAL SYSTEMS



TRADE POLICY



STANDARDS, SANITARY AND  
PHYTOSANITARY MEASURES



TRADE CATALYST AFRICA



BUSINESS COMPETITIVENESS



GENDER & INCLUSION





## INFRASTRUCTURE SLASHES TRANSPORT TIME AND COSTS

Africa's physical and soft infrastructure at ports and roads have been known to be a major cause of excessive delays in the transit of goods, leading to high business costs. TradeMark Africa and partners have been at the forefront in supporting the development of critical physical trade infrastructure – such as roads, ports, borders – to reduce trading time and cost, and to increase exports while making transport greener.

At Kenya's Mombasa Port, TMA's support has improved the port's efficiency and handling capacity, contributing to a drop in cargo dwell time from 7.2 days in 2012 to 3.5 days in 2022. Additionally, TMA-supported one-stop border posts have facilitated faster movement of goods, persons and services and reduced the costs of cross-border trade (see Emerging Results).



While many of the early gains in TMA's trade facilitation portfolio came from investment in physical infrastructure, TMA has responded to the recent shift in donor funding for physical infrastructure. To fill the gap and meet the need, TMA has set up a commercial subsidiary, Trade Catalyst Africa, that seeks to devise and pilot financing structures that are innovative, ethical and commercial for the development of trade infrastructure and for enhancing access to trade finance for small and medium enterprises.

### Abhishek Sharma

Senior Director  
Transport



## Featured Project

### HARGEISA BYPASS ROAD



**PERIOD OF IMPLEMENTATION**  
2019-2023



**PARTNER**  
Ministry of Transport and Roads Development



**DONOR**  
UK

## IT'S NOT JUST A ROAD

Traffic congestion in any city leads to wasted time and increased business costs due to delays. This was especially true in Hargeisa city, bustling with activity and serving as a crucial transit point along the Berbera Corridor.

For years, the one-lane Hargeisa Road served as a key link within the Berbera Corridor, which stretches from Berbera Port to the Tog-Wajaale border of Somaliland and Ethiopia. A 2021 traffic survey estimated that **276 vehicles** navigated the road and the city daily, leading to congestion.

Before the construction of the Hargeisa Bypass, **trucks took an average of over 10 hours to travel from Berbera Port to Tog Wajaale and back**, including significant delays due to police checks and restricted movements within the city.

However, 2023 marked a significant turnaround with the **completion of the two-lane, 22.5km Hargeisa Bypass**. Funded by the UK through TMA and implemented by the Somaliland Ministry of Transport and Roads Development, **this new route has cut travel time by 39%, saving about 3 hours**.

The Bypass has not only alleviated congestion in Hargeisa city but also spurred economic growth in its vicinity. New businesses, such as bakeries, restaurants, and shops, have emerged, creating job opportunities, particularly for women and youth.

However, the work does not end with the construction of the road. A sensitisation campaign is educating road users, including truckers, neighbouring communities and logistics organisations, about road safety, and building the capacity of traffic officials to enforce traffic regulations. To ensure sustainability, considering the road's proximity to the iconic Nasa Hablood Hills, the Government of Somaliland, in partnership with TradeMark Africa, is undertaking greening efforts, incorporating sustainable drainage systems and tree planting along the highway to mitigate against soil erosion.



## EMERGING RESULTS



### ROADS

#### Mbaraki- Nyerere Road

Now **complete**, the fully tarmacked 1.2km Mbaraki-Nyerere road plays a key role in decongesting Mombasa city and reducing pollution, as the traffic flow from Mombasa Port to the oil terminals is now seamless. Construction of paths for non-motorised transport, proper road drainage systems and solar road lighting components, are ongoing.



**100% COMPLETE**  
1.2KM FULLY TARMACKED

### PORTS

#### Ntoroko Port

Serving DRC and Uganda, the completed Ntoroko Port has become a beehive of activity transporting goods and people during the last year. Improvements on the jetty loading and offloading facility, has **reduced time taken to load and offload cargo by 55% as of 2023**. A joint border committee, together with training of border officials and users from the private sector, facilitates seamless cross-border operations between the two countries.

#### Kalundu Port

The additional works on Kalundu Port on Lake Tanganyika are **nearing completion (90%)**. Kalundu Port is the main entry point for trade into the DRC, particularly to Kivu, Ituri and the hinterland up to Kisangani, carrying approximately 40,000 metric tonnes of cargo annually. Essential facilities, including warehouses and administration buildings, have been rehabilitated to promote efficiency at the port.



**90% COMPLETE**  
KALUNDU PORT ON LAKE TANGANYIKA

#### ONE STOP BORDER POSTS

A 2022 ODI assessment of TMA supported OSBPs determined that they have led to significant reductions in transport costs and total dwell times for transport companies, with **reductions ranging from 62% to 87%**. The lower dwell times are due to significant cuts in the time taken for customs procedures. The impact is more significant for borders that had longer crossing times, with Holili (Kenya-Tanzania) and Mutukula (Uganda-Tanzania) experiencing a reduction larger than a full driver-day equivalent.

#### Mahagi OSBP

Construction of Phase 2 of the Mahagi OSBP in the DRC started in March 2023. Once open, the Goli-Mahagi OSBP serving Uganda and DRC will reduce the time taken for cargo to exit the border by at least 30%. Training of border officials and private sector users on the various aspects of OSBP operations was undertaken at Goli. This will be extended to Mahagi in 2024.



#### Tunduma OSBP

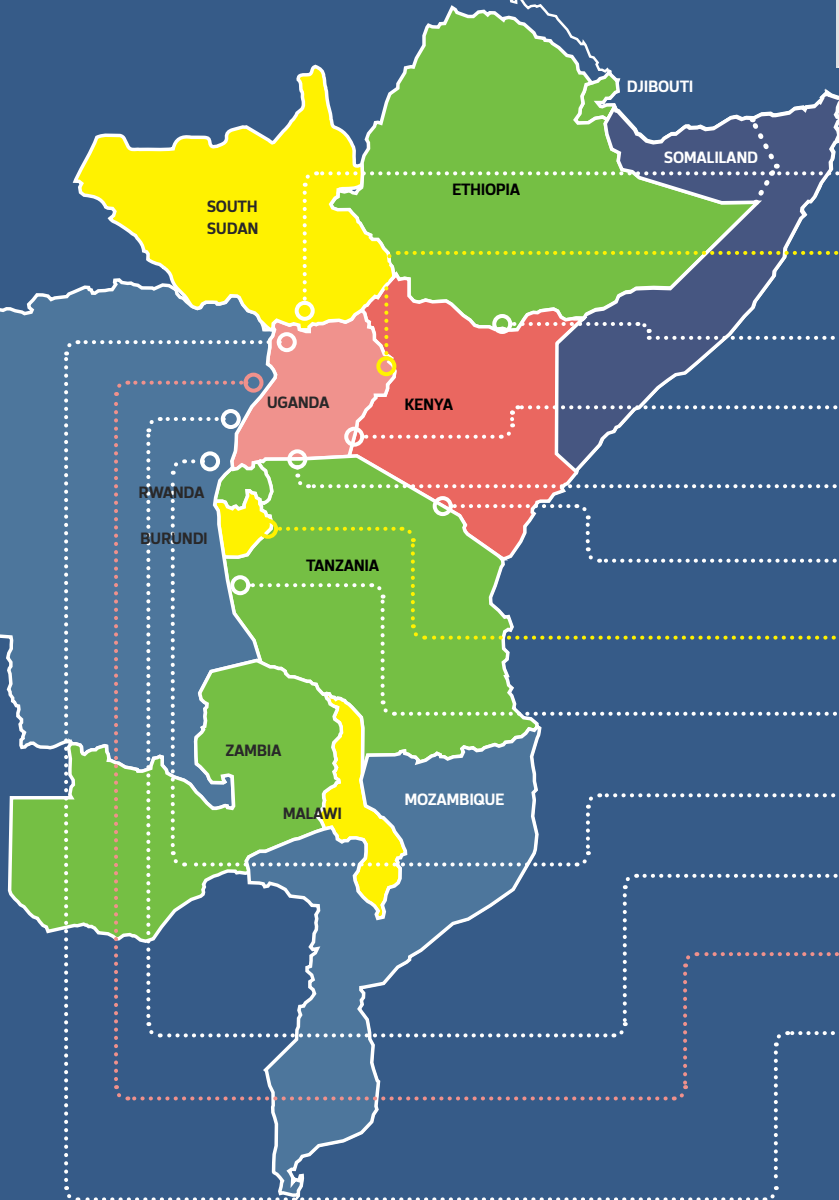
Since the installation of X-ray cargo scanners, Tunduma OSBP has seen a 375% increase in traffic growth as of November 2022. **This is attributed to the scanners contributing to a 79% reduction in truck clearance time**, from 5.5 days in 2021 to 28 hours in November 2022. Imported cargo clearance now takes just a day, down from six days, due to the efficient systems.



**79% REDUCTION**  
IN TRUCK CLEARANCE TIME DUE TO X-RAY CARGO SCANNERS



# COMPLETED OSBP PROJECTS



1. Elegu/Nimule ●
2. Malaba/Malaba ●
3. Moyale/Moyale ●
4. Busia/Busia ●
5. Mutukula/Mutukula ●
6. Namanga/Namanga ●
7. Kobero/Kabanga ●
8. Tunduma ●
9. Kagitumba/Mirama Hills ●
10. Goli ●
11. Ntoroko Lake Port ●
12. Mahagi Phase 1 ●

- Infrastructure + Integrated Border Management
- Integrated Border Management Only
- Infrastructure Only



## ONGOING OSBP PROJECTS

1. Tog Wajaale/Tog Wajaale (design)
2. Galafi/Galafi (needs assessment)
3. Mahagi Phase 2
4. Rusizi II/Ruzizi II
5. Nakonde (design)







## DIGITAL SYSTEMS

Across Africa, trade barriers are dissolving as digital innovations weave their way into the fabric of its economies. By streamlining trade processes, nurturing collaboration, and harnessing the power of data, we are igniting a continent-wide surge in prosperity.

This is not simply about faster customs clearance or cheaper trade transactions; it's about building a digitally connected Africa where every trade corridor pulsates with the heartbeat of progress.

As we scale up our efforts, TMA is not only paving the way for a flourishing African Continental Free Trade Area, but is also laying the foundation for a single digital market, one where borders are seamless, and innovation thrives.



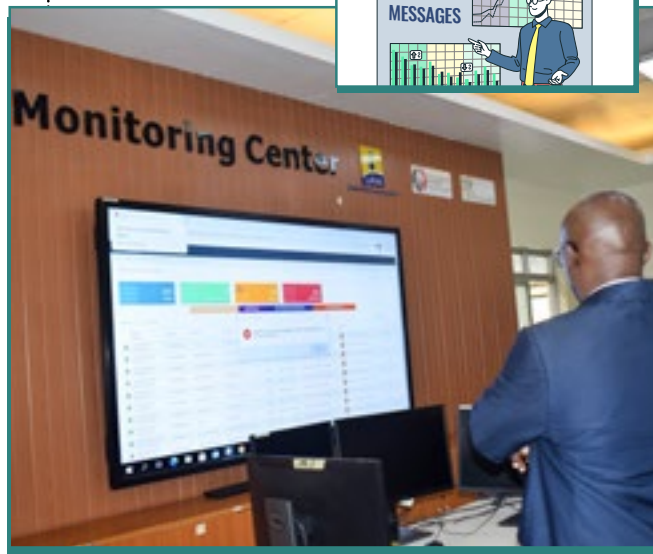
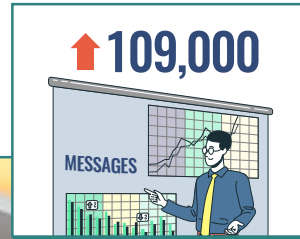
**Erick Sirali**  
Director  
Digital Trade

## EMERGING RESULTS



### Single Customs Territory Information Sharing Platform

Full Platform rollout has been completed for Kenya, Tanzania, Uganda, Rwanda and Burundi, enabling East African traders at borders in rollout countries to fully enjoy single entry and exit during customs clearance as mandated by the EAC. The platform has seen an **increase in trade information shared monthly, from over 70,000 messages in July 2022 to over 109,000 messages in June 2023.** This increase is an indicator of the platform's uptake and addresses the access to information challenge that traders face.



### Food and Drug Authority Information Sharing Platform

Manufacturers of medical supplies in Kenya, Tanzania, Uganda, Rwanda and Burundi are now collaboratively using the Food and Drug Authority Information Sharing Platform, successfully launched by the EAC. The platform is designed to centralise online applications for product registration and Good Manufacturing Practice (GMP) inspection, as well as provide comprehensive public and internal reports on medicines and medical devices.

This platform enhances access to regulatory services for drug manufacturers, grants easy access to critical information for both manufacturers and regional regulatory agencies, and strengthens the capacity of regulators to disseminate vital information about food and drugs. It also increases compliance among pharmaceutical traders and reduces the time and cost associated with product registration and GMP inspections.





## Featured Project

### TRADE LOGISTICS INFORMATION PIPELINE



**PERIOD OF IMPLEMENTATION**  
2019-2030



**PARTNERS**  
KRA, IOTA, KenTrade



**DONORS**  
Netherlands, USAID, Finland, EU, UK

### HARNESSING TECHNOLOGY TO ENHANCE TRADE

In 2019, TradeMark Africa and the IOTA Foundation embarked on a transformative collaboration under the Trade Logistics Information Pipeline (TLIP) programme, aimed at streamlining trade processes. Their joint effort focused on developing and implementing an electronic exchange of trade information across borders to eliminate bottlenecks caused by excessive paperwork, inadequate access to information, and slow approvals. By 2022-2023, the pilot stage of this system was successfully completed, demonstrating the technology's scalability and its potential to significantly reduce transaction costs and time.

The piloting stage involved 10 exporters and 76 consignments, marked by the deployment of TLIP infrastructure to capture and digitise key documentation. The documents included invoices, packing lists, bills of lading, and declarations and health certificates, all related to coffee, tea, flowers, frozen fish and canned food. The aim is to streamline and optimise the documentation process for these commodities.

### How the System Works

The TLIP infrastructure is integrated with the KenTrade system, the Government of Kenya's Single Window Information for Trade platform. This integration allows for streamlined access to international trade administration documentation. For example, TLIP can directly retrieve original export declaration certificates from the KenTrade platform, eliminating the need for redundant data entry and reducing the necessity to store multiple copies of records.

Additionally, UK government border agencies have been granted access to this infrastructure, enabling them to view and analyse supply chain documentation up to three weeks before the arrival of a consignment. This advanced access facilitates early initiation of relevant risk assessments.

Traders benefit from greater predictability of access to customs facilities while crossing borders, which in turn reduces their administration costs and effort.

### Scalability of the TLIP Infrastructure

For TLIP's scalability, three key areas were considered. Firstly, considering trade volumes and the system's ability to manage multiple transactions per second.

Secondly, both government agencies and supply chain organisations judged the system to provide desirable benefits that promote transparency, information sharing and cost and time savings.

Thirdly, using its blockchain base, the system is scalable, and can easily be integrated with other existing information sharing systems without replacing them.

#### The next stages of TLIP set up in Kenya will include:

- Identification, security and permissions management
- Application programming interface integrations with government agencies and other devices
- UN Centre for Trade Facilitation and Electronic Business standard document templates
- Compliance monitoring functionalities.

The country specific part of the platform will allow these functionalities to be tailored according to regional standards and requirements. TLIP's long-term vision is to expand the infrastructure to other regions and destination markets, with a focus on growing economies for developing regions. This will be done through strategic partnerships with government agencies and port terminal operators.



## TRADE POLICY

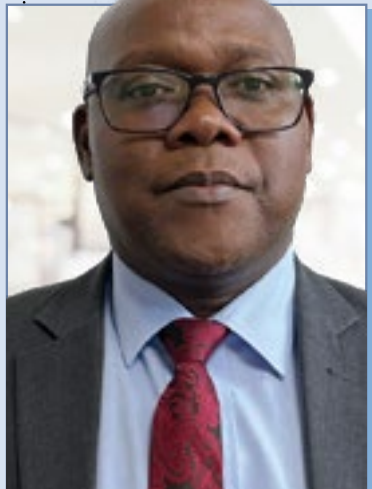
The Trade Policy Unit oversees technical aspects of TMA's trade facilitation work and partners with Regional Economic Communities and respective government agencies to harmonise trade policies and reduce barriers to trade. In the 2022-2023 financial year, TMA's technical assistance to the EAC and its Member States helped convene trade-related agencies, and secured commitment for the implementation of trade instruments at national and regional level.

TMA continues to extend support to the AfCFTA Secretariat to include facilitation to undertake three corridor surveys covering Central Corridor (East Africa), North-South Corridor (Southern Africa) and Douala-Yaoundé-Libreville-Brazzaville (Central Africa). The surveys are aimed at identifying challenges and bottlenecks that affect movement of goods, as well as gathering lessons and best practices that can be applied to other corridors.

Building upon these insights, TMA and the AfCFTA Secretariat are now focused on developing continental trade instruments and policies that will contribute to reducing trade barriers, enhancing economic integration and creating a more favorable trading environment for African businesses.

**Benedict Musengele**

Director  
Trade & Customs



## Featured Project

### IMPLEMENTATION OF REGIONAL NTB ELIMINATION FRAMEWORK



**PERIOD OF IMPLEMENTATION**  
2019-2023



**PARTNER**  
EAC



**DONOR**  
UK

## REDUCING NON-TARIFF BARRIERS IS KEY TO AFRICA'S TRADE POTENTIAL

Non-tariff barriers (NTBs) increase the cost of doing business, adversely affecting intra-regional trade. An independent evaluation of TradeMark Africa's NTB interventions in the EAC from 2010 to 2016 estimated that NTBs led to additional business costs of approximately \$490 million within the region.

Further analysis in 2021/22 highlighted that NTBs led to a minimum of 30% reduction in trade in most areas, with some sectors experiencing over 80% decrease. The trade impact ranged from \$374,000 to a high of \$52 million in the case of the long standing discriminatory excise duty on tobacco.



Since 2010, TMA has been actively supporting EAC Partner States to resolve NTBs through the Time Bound Programme (TBP). This includes setting up monitoring committees and developing their training modules; developing NTB identification mechanisms, reporting and resolution tools; capacity building; and conducting informative studies. The most common NTBs reported in the TBP include rules of origin (22%), costly road user charges (7%), cumbersome customs procedures (7%), and additional taxes and other charges (6%).



**From left:** Annette Ssemuwemba Mutaawe, Deputy Secretary General Customs, Trade and Monetary Affairs, East African Community, Christian Nibasumba, TMA Burundi Representative, Patrick Maingi, Manager, Trade Policy, during the launch of the EAC-NTB App in Burundi.

The TBP has improved the EACs ability to identify, report and resolve NTBs, thus improving intra-regional trade with the average resolution time reducing from 328 days in 2016 to just 77 days in 2021.

Additionally, development of an NTB toolkit published in the region's most commonly spoken languages, and a dedicated reporting app that is downloadable on Android and Apple phones, will enhance NTB identification and resolution.

For the EAC Partner States to further resolve NTBs they need to: provide institutional support on NTB resolution; train and build the capacity of national monitoring committees to assess NTB complaints and their impact; harmonise indirect taxes guided by non-discrimination and preservation of the Customs Union; enhance cooperation on verification of origin; and fast-track the resolution of recurring NTBs.

Capitalising on lessons learnt in the EAC, TMA will employ these strategies more broadly to bolster intra-African trade and enhance the continent's economic prosperity.

The initiatives complement efforts by the AfCFTA Secretariat, which has developed an online mechanism (<https://tradebarriers.africa>) the private sector can report trade obstacles.



**328 DAYS IN 2016  
TO 77 DAYS IN 2021**

**NUMBER OF DAYS TO  
RESOLVE NTBs REDUCED**



## EMERGING RESULTS



### EAC Policy Framework Adopted

The EAC Policy framework for negotiating trade agreements with third parties has been adopted. The framework will guide Partner States as they negotiate their trade agreements with third parties, to ensure a regional harmonised approach and compatibility between the external trade agreements of Partner States.



### Tariff Offer Made to AfCFTA

The EAC Tariff Offer to AfCFTA on category A products (90%) was gazetted and preparations for the tariff offer for category B (7%) and C (3%) products started. In addition, Partner States reached consensus on 285 of 398 tariff lines, while 145 participants from customs agencies, the EAC, SACU (South African Customs Union), UNDP and COMESA, attended capacity building sessions held to optimise the benefits of the agreement.

EAC  
SACU  
UNDP  
COMESA



### Guiding Principles for Women and Youth Developed

The EAC strategy for the implementation of the AfCFTA Agreement was revised, and the EAC regional position on AfCFTA guiding principles for negotiating the protocol on women and youth in trade developed, including the key elements to be included when drafting the Protocol. The guiding principles aim to ensure that women and youth are equipped to access and exploit the opportunities and benefits of AfCFTA.



### EAC Develops Online Measurement Tool

TMA supported the EAC to develop an online tool to measure the performance of 22 one-stop border posts across the region. The performance measurement tool will track time spent on administrative procedures, reduced transport and inventory costs and the increase in revenue collection and trade volumes.

### Trade Corridor Surveys to Identify Challenges

TMA supported the AfCFTA Secretariat to undertake three corridor surveys covering the Central Corridor (East Africa), the North-South Corridor (Southern Africa) and the Douala-Yaoundé-Libreville-Brazzaville Corridor (Central Africa). The goal was to identify challenges and bottlenecks that affect the movement of goods, as well as lessons and best practices that can be replicated along other corridors. Findings from the surveys will inform programming along these key corridors.



African Continental  
Free Trade Area (AfCFTA)

Creating One African Market

## STANDARDS, SANITARY AND PHYTOSANITARY MEASURES

TMA and its partners recognise that effective coordination is the catalyst to establishing regional regulations for better trade facilitation. In partnership with the EAC, TMA is supporting National and Regional Coordination Committees to implement the EAC Quality Standards and Infrastructure Framework, which will smooth the way for cross-border trading of repackaged foods and cosmetics.

These committees, constituted by every Partner State, participated in training workshops on the framework and criteria for registration, certification and verification of pre-packaged foods at select borders. The region is also strengthening its capacity by creating a peer assessment task force focused on product certification, inspection, and market surveillance.



The task force will identify areas for improvement and develop strategies to ensure effective implementation. During the year, 150 standards were harmonised and 60 duplicated standards withdrawn, making business operations smoother.

### Dr. Andrew Edewa

Director  
Standards & SPS



## Featured Project

### EAC FOOD SAFETY FRAMEWORK



#### PERIOD OF IMPLEMENTATION

2019-2023



#### PARTNERS

EAC, Government of Kenya



#### DONORS

USAID, Netherlands,

## PROMOTING FOOD SAFETY FOR SEAMLESS TRADE

According to the World Health Organisation, around 91 million Africans fall ill annually from foodborne diseases, with 137,000 of them dying. This represents a third of the global death toll of foodborne illnesses, resulting in productivity losses of \$95 billion each year in developing countries. Consequently, there is a need for strict adherence to food safety standards to minimise public health and socioeconomic effects of foodborne diseases in Africa.

In Kenya, the Ministry of Health, together with public and private sector agencies, spearheaded the Food Safety Bill, 2023, aimed at safeguarding consumer health and safety. The bill establishes the office of Food Safety Controller to coordinate food safety reforms in the country. This bill is a key step towards domesticating the EAC's Food Safety Framework.

TMA has supported Kenya to develop a food safety control policy framework and infrastructure (laws, regulations and standards). This will be followed by building its capacity to: test, inspect and certify; conduct market surveillance and research; generate data; create awareness; and monitoring and enforcement in a coordinated approach.

To complement improved policy, TMA supported bureaux of standards to modernise food testing laboratories and acquire aflatoxin machines.



This means contaminated grain is now treated and decontaminated before being cleared for sale, making food safer and speeding up certification processes.

In Kenya, testing times at Namanga, Malaba, Isebania, Lunga Lunga, and Taveta have dropped from 12 days to a day, and in Tanzania, from 3-8 hours to 10 minutes.

This move has reduced non-tariff barriers along the regional grain value chain.

Food safety interventions, however, need not stand alone, but can be linked to food security, trade, health, environmental protection and sustainable development policies supported by clear, data-backed procedures.

**Partner Quote**

"Food Safety is central to ensuring sustainable development. A strengthened food safety system in the region will go a long way in safeguarding the health of the public while at the same time promoting fair trade. Investment in development of food safety regulations, standards, guidelines, and codes of practice coupled with consumer food safety education, has the potential of reducing foodborne illnesses, thus realising returns on savings for every shilling that is invested."

**Mary Muriuki,**

*Kenya's Principal Secretary for State Department for Public Health and Professional Standards.*



**EMERGING RESULTS**



**Sanitary and Phytosanitary Measures Programme**

Over 180 inspectors from various borders were trained on sanitary and phytosanitary certification.



**Awareness Forums**

Over 250 delegates convened in Nairobi for the three-day **World Food Safety Day Commemoration Summit, the theme of which was 'Food Standards Save Lives'**. Held on 5-7 June, the event culminated in a signed communiqué committing to enhance investment, foster strategic partnerships and promote collaboration in creating functional and resilient national food control systems that safeguard consumer health and promote safe trade. The communiqué was signed by the African Union, the EAC, the Economic Community for West African States, development partners, food producers and processors, marketers and consumers.

**World Food Safety Day Commemoration Summit**

**FOOD STANDARDS SAVES LIVES**

June 5<sup>TH</sup> - 7<sup>TH</sup> 2023

#WFSD2023 #FoodSafetyDayKE



**Animal Health**

TMA's support for the EAC in developing a framework for Animal Health Measures continued with a report on sensitive animal diseases in the EAC. The harmonised measures will ease the movement of animals and animal products across the region and allow enactment of policies for the safe production and management of foods and animal commodities.





## TRADE CATALYST AFRICA TMA'S COMMERCIAL SUBSIDIARY

Africa trades more with nations outside the continent than amongst its own nations due to multiple factors. One reason is the trade infrastructure gap, estimated at between \$130 and \$170 billion annually according to the African Development Bank. Further compounding this issue are inefficient ports, poor road networks, and prolonged border crossing times. Another key impediment that restricts exports from Africa, is the limited access to trade finance for SMEs.

TCA is a dynamic investment platform that was set up to address some of these challenges by leveraging innovative financing models for the development of trade infrastructure and providing access to trade finance for SMEs.



**Duncan Onyango**

CEO, Trade Catalyst Africa

With an initial investment of \$25 million from USAID, TCA will de-risk commercial investments in trade projects with a specific focus on trade infrastructure, such as industrial parks, one-stop border posts, cargo scanners, digital cross-border trade platforms, and access to trade finance for the agribusiness and cotton, textile, and garment value chains.

TCA aims to leverage USAID funding, to raise additional capital of about \$90 million in its first year, from development finance institutions, commercial banks, private equity funds, microfinance, fintechs, and other financial institutions. TCA will build on TMA's in-depth experience in project design, implementation, and stakeholder engagements.

### TCA's Financing Windows

**1. Developer Window** to support the development of trade infrastructure projects such as:



**Industrial parks**



**One-stop border posts**



**Digital cross-border platforms**

**2. Trade Finance Window** to support increased availability of trade finance in agribusiness and cotton, textiles, and garment textiles.

## PLANNED PROJECTS

- 1. Nakonde One-Stop Border Post (OSBP):** Investments will streamline border clearance procedures, and upgrade infrastructure. Partnership agreement negotiations with the Zambian government are underway.



- 2. EU-Backed OSBP Fund:** A fund to foster regional trade, with a proposal in play to develop five pivotal border post projects along the Northern Corridor.
- 3. A Pioneering Digital Trade Corridor** connecting Kenya with European markets, designed to eliminate paperwork hurdles.
- 4. Corridor Development Projects:** A suite of initiatives including cold ironing facilities, adjoining roads to key trade infrastructure, state-of-the-art equipment leasing, and marshalling yards at ports, all intended to strengthen trade logistics.





## BUSINESS COMPETITIVENESS

In the year 2022/23, we laid the foundation for the work in Strategy 3, whilst implementing multiple initiatives to improve the business environment, enhance resilience, and promote inclusive and sustainable trade in Africa. Each initiative is both a challenge for TMA and an indication of our steadfast commitment to supporting intra-African trade and the competitiveness of home-grown enterprises.

Notable achievements include the launch of iSOKO, a digital trade marketplace and information platform connecting women traders in East Africa with buyers. Women traders at the borders, who were traditionally marginalised, have benefited from our interventions, as evidenced by TMA's December 2022 report "Making Trade Work for Women in East Africa", which shows significant improvements in their economic autonomy and income (read more in the following pages).

Our environmental commitment is marked by establishing the Green Trade department in response to climate change and economic vulnerabilities, adopting climate change reporting, and specialised training for women in trade to combat climate change effects. I invite you to delve into the stories and results behind these milestones, which were made possible by the collective strength of our partners and the unwavering spirit of innovation at TMA.



**Anataria Uwamariya**

Director  
Business Competitiveness



## Featured Project

### iSOKO



**PERIOD OF IMPLEMENTATION**  
2019-2024



**PARTNERS**  
Chambers of Commerce in Kenya, Tanzania, Burundi.  
UWEAL, PSF-Rwanda



**DONOR**  
Global Affairs Canada

## iSOKO: EMPOWERING WOMEN IN TRADE THROUGH DIGITAL INNOVATION

iSOKO is a digital trade information platform designed to empower women traders by offering them opportunities for market access, networking, and crucial trade information, as well as various value-added services. The platform is accessible via web, smartphone apps, and USSD for feature phones, and covers the East Africa countries of Kenya, Uganda, Tanzania, Burundi, and Rwanda.

The platform is maintained in partnership with key institutions, such as: Kenya National Chamber of Commerce and Industry; Uganda Women Entrepreneurs Association Limited; Tanzania Women Chamber of Commerce; Burundi Federal Chamber of Commerce and Industry; and Rwanda's Private Sector Federation (PSF) Specialised Cluster for enhanced outreach and efficacy. Since its launch, iSOKO has facilitated the listing of over 2,000 products across the region.



iSOKO's most utilised features include the marketplace, a bookkeeping module, and a news feature. The launch saw the release of the minimum viable product, but with full functionality of all four modules, including the regional marketplace and business management tools. Based on user feedback, enhancements were made such as integrating the marketplace across regional lines and introducing a quality assurance feature with product ratings. Integration represents a major advancement, as it allows users to seamlessly view, purchase and sell products across all five countries. iSOKO has also introduced a quality assurance feature. This allows users to rate, and review purchased product and relays feedback to sellers and prospective buyers.

User reviews from the Google Play Store reflect the platform's positive reception and the impact it has had on its users.



### Partner Quote

"iSOKO app is user friendly. The design and features have simplified my work as a seller. Posting products and navigating the platform has been made easy and very efficient. Through the iSOKO application, most visitors have turned into customers and my brand visibility has improved."

**Linda Muigah,**

*Nairobi-based Entrepreneur*

### EMERGING RESULTS



#### Export Capability Programme: Support for Recovery and Competitiveness of Tourism in the East African Community

Implemented by the East Africa Tourism Platform, the project sought to revitalise and strengthen East Africa's tourism sector by tackling institutional capacity constraints, advocating for favourable policy space, catalysing regional business deals, and building and exploring markets beyond the region. The initiative generated cumulative sales of over \$102,000 from the Tembea Nyumbani campaign, with five market linkage business-to-business events attended by 425 companies. The Tembea Nyumbani campaign was adopted by the EAC and secured \$100,000 in funding from GIZ, the German development agency.



### East Africa Community Logistics Sector Skills Enhancement Programme

The EAC Logistics Sector Skills Enhancement Programme successfully narrowed the industry's skills gap through targeted capacity-building, a harmonised curriculum, and infrastructure support for SMEs. The revamped East Africa Customs Freight Forwarding Practicing Certificate (EACFFPC) curriculum certified over 100 professionals, using a new Continuous Professional Development framework reaching an additional 800 professionals, and an e-learning portal that attracted 500 trainees.



### Public-Private Dialogue Programme

Advocacy by various partners led to substantial policy advancements, including:

- Development and submission of five policy briefs for various products to the EAC Regional Technical Committee, advocating for standardised regulations to broaden market access.
- Review of East African Standards for soft drinks to reflect current technological and stakeholder needs, prompted by Tanzania's ban on non-nutritive sweeteners.
- Educated 50 key players on implementing East African Standards, emphasising conformity assessments and mutual recognition for consistent quality and trust across borders.
- Successful engagement with Burundi's Permanent Secretary at the Ministry of EAC Affairs, leading to the lifting of the COVID-19 testing at borders, cutting down transport costs significantly.
- Achieved a crucial win for the steel and iron sector: our proposal to set regional duty for wire rods at 0% was approved during the EAC Sectoral Council meeting, a move that directly responds to the industry's needs.
- Significant outcomes from the East Africa Staples Food Trade Public-Private Dialogue and Business Forums funded by USAID-ERRA: finalised new supply contracts worth \$360 million for grains and pulses; 10 SMEs gained market exposure through exhibitions; and the event provided insights for future trade interventions.



## TMA'S GREEN TRADE INITIATIVES

TMA adopted a two-pronged approach to tackle challenges related to climate change, and economic and social vulnerabilities. Noteworthy developments included the establishment of the Green Trade department, with the aim of driving the green growth agenda across Africa's main trade, transport and logistics corridors. This approach is premised upon:

1. Reviewing and refining policies such as Environment, Social, and Governance, and aligning our green objectives with TMA's Strategy 3.
2. Strengthening infrastructure and communities along transport corridors to reduce greenhouse gas (GHG) emissions and enhance resilience against climate impacts.
3. Supporting and augmenting trade and exports through green economy potential and value chain enhancement.
4. Initiating mechanisms to mobilise green finance for sustainable initiatives.

## EMERGING RESULTS



- **Environmental and Climate Change Reporting:** In its programmes, TMA is now mandated to report on GHG emission reduction, climate change mitigation/adaptation, and environmental management.
- **Empowering Women in Trade:** To raise awareness and identify opportunities for greening trade, TMA conducted the inaugural training on climate change, environment, and social safeguards, targeting almost 3,000 women cross-border traders at 21 borders across the EAC.
- **Strategic Green Trade Developments:** TMA continuously supported initiatives on green infrastructure in trade and logistics programmes. A key highlight includes support for the development of the feasibility study at Tog Wajaale one-stop border post to incorporate green logistics and green trade corridors that respond to the region's development agenda.

## ECONOMIC RECOVERY AND REFORM ACTIVITY

The Economic Recovery and Reform Activity (ERRA) is a transformative five-year programme backed by the United States Agency for International Development (USAID). ERRA strives to catalyse economic revival and reforms across the East and Horn of Africa, excluding South Sudan and Eritrea, with a mission to help the region bounce back from COVID-19, climate-induced adversities, and global economic disruptions.

In its inaugural year, ERRA's focus has been on rallying additional support, team building, planning, and initiating high-impact projects. ERRA's Collaboration, Learning, and Adaptation events have successfully convened key players from both government and the private sector, to ensure interventions are responsive to real needs and target critical challenges.

ERRA's threefold objectives are to create jobs in export value chains, enhance trade capacity for regional integration, and fortify the economic resilience of vulnerable groups. ERRA is nurturing job growth, especially for women and youth in sectors like agriculture and textiles, bolstering institutions to leverage regional trade agreements, and ensuring sustainable food access and humanitarian aid effectiveness.

Central to ERRA's approach are local partnerships, ensuring that projects align with national priorities and directly address on-the-ground needs.

The dedicated efforts of our teams have culminated in a robust pipeline of high-impact projects. With these projects poised for action and our strategic plans and manuals greenlit, we stand on solid ground to deliver substantial results in the coming year.



**Mark Priestly**  
USAID-ERRA Chief of Party



## ADVANCING EQUITY IN TRADE: TMA'S PIONEERING GENDER STRATEGY AND INCLUSION INITIATIVES

TradeMark Africa's Gender Strategy 2, covering 2020 to 2023, and titled "Doing Gender Differently", aimed to amplify women's trade potential and dismantle gender-specific trade barriers. Emphasising an integrated approach, TMA focused on enhancing institutional capacity, tailoring responses to trader needs across regions, and refining gender impact measurement and reporting.

Key initiatives included a comprehensive gender assessment across projects and identifying gender integration points within programming.

This assessment informed TMA's capacity-building initiatives, leading to gender integration workshops in six countries. Participants included TMA staff and partners, who were also trained.

In addressing emerging global issues, TMA:

1. Conducted a pioneering study on the intersection of unpaid care work and cross-border trade, revealing that women lose approximately 30% of their trading time to care duties. This insight will shape our efforts to lessen the care burden and improve care infrastructure for women traders.
2. Launched climate adaptability and resilience training, reaching over 2900 women traders across 21 borders and three cities. The training aimed to enhance awareness and pinpoint avenues for greener trade, with 85% of participants reporting the sessions as beneficial.

Over the year, 81,000 women traders, producers, and SMEs benefited from capacity-building, advocacy, and market linkage efforts, contributing to a cumulative total of over 180,000 beneficiaries from gender-focused and integrated interventions.

Our newly developed Women in Trade Empowerment Index (WITEI), will evaluate access, agency, and achievements.

As we move into Strategy 3, our focus will expand beyond gender to encompass more inclusive programming, addressing inequalities in trade for youth and other marginalised groups, such as persons with disabilities. This shift aligns with national government priorities, donor expectations, and the forthcoming AfCFTA protocol on women and youth in trade.

## WOMEN IN TRADE PROGRAMME














The mid-term evaluation of the Women in Trade programme in Eastern Africa, revealed:

1. **Increased Income:** 57% of the targeted women traders perceive a significant increase in their income and 81% reported an improvement in their social and economic autonomy.
2. **Social Empowerment and Prevention of Gender-Based Violence**
  - Training on EAC trade regulations and women's rights contributed to improved awareness, empowering traders to combat harassment and exploitation.
  - 90% of surveyed traders reported a 34% reduction in incidents of violence and harassment.
3. **Gender Responsive Reforms**
  - The programme facilitated applied tax waivers for Persons with Disabilities in Busia, Uganda, on transported products such as sugar, rice and salt.
  - In Taveta, Kenya, women traders benefited from extended working hours (from 6:00 pm to 10:00 pm) by Kenya Bureau of Standards and Kenya Plant Health Inspectorate Services, enabling timely clearance of perishable products.





## WHERE WE WORK

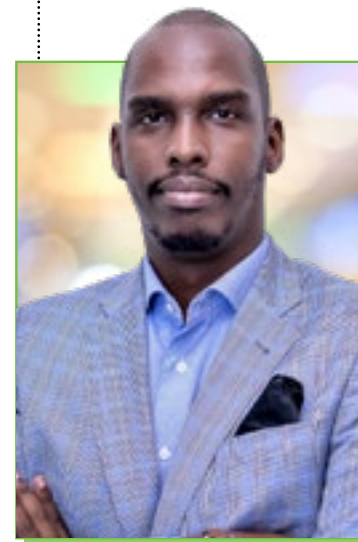
-  **BURUNDI**
-  **DRC**
-  **DJIBOUTI**
-  **ETHIOPIA**
-  **GHANA**
-  **KENYA**
-  **MALAWI**
-  **MOZAMBIQUE**
-  **RWANDA**
-  **SOMALILAND**
-  **TANZANIA**
-  **UGANDA**
-  **ZAMBIA**



BURUNDI

## PARTNERSHIPS YIELD RESULTS

Having ratified the AfCFTA Agreement in 2021, Burundi continues to work towards implementing legislation to take full advantage of the opportunities it presents. TMA's contribution involved working with the private sector, led by its key partner, the Federal Chamber of Commerce and Industry of Burundi (CFCIB), to support stakeholder workshops geared towards strategies and export policies that reinforce quick uptake of the AfCFTA Agreement. TMA's partnership with the CFCIB also yielded two high level business forums intended to accelerate ratification of the EAC Single Tourist Visa. This will boost the country's tourism sector and grow Burundi's trade with its neighbours. With TMA support, local businesses showcased at regional and international trade shows, building linkages and partnerships for exports. As a result, 8 cooperatives of the CFCIB attended the 22nd Jua Kali trade fair, where they made sales worth over \$10,000.



As we wound up the Women in Cross-border Trade Programme, over 1,000 women traders received training during the year on financial management and entrepreneurship and 40 cooperatives registered, in addition to being linked to markets. This programme was funded by the Government of Belgium.

**Christian Nibasumba**

TMA Representative



## Burundi Boosts Business Competitiveness

Strengthening the private sector and promoting measures that improve the business environment are key to increasing business competitiveness. Burundi is doing just that through the Federal Chamber of Commerce and Industry of Burundi (CFCIB), the apex body for private sector organisations in the country. In December 2022, TMA supported artisans to participate in the 22nd Jua Kali trade fair in Uganda, the theme being Cross-Border Trade and Management of Non-Tariff Barriers.

Exercising its catalyst role in empowering the private sector, the CFCIB leveraged TMA's support to organise two high level business forums. The first was a joint business forum in DRC's Bukavu region that brought together Burundian and Congolese economic operators, public sector authorities and key policymakers. The forum devised strategies to successfully re-establish and grow the economic exchange between the two countries – DRC is Burundi's largest export partner (\$27m worth of exports in 2021). Aside from recommending ways to accelerate a simplified trade regime, 29 TMA-supported micro, small and medium enterprises attending the forum made new market linkages that are expected to create new business opportunities.

For the second forum, the CFCIB organised a Public-Private Dialogue platform that brought together key government officials, private sector actors and economic operators who expressed the need to speed up ratification of the EAC Single Tourist Visa, bearing in mind that tourism contributes 4.3% to Burundi's GDP.

In the coming years, the CFCIB intends to speed up efforts towards a strengthened Burundi private sector. Through support from TMA and funding from Belgium, the CFCIB developed and validated its new five year strategic plan (2023-2028) that focuses on three areas:

1. **Strengthening governance and fostering membership while enhancing advocacy work and the business environment.**
2. **Strengthening the General Secretariat and management structures.**
3. **Reinforcing and improving communication channels within the institution.**



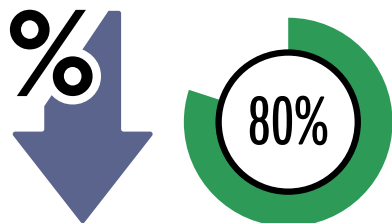
## EMERGING RESULTS



### Upgrade of the Electronic Single Window

An upgraded Burundi Electronic Single Window (BeSW), aimed at simplifying and streamlining trade processes through a single platform, enabled two government agencies to provide broader services through the platform. The Burundi Investment Promotion Agency issues import permits and export certification, while the Ministry of Health (MoH) provides permits for pharmaceutical imports. The MoH has seen over 80% reduction in processing times, from 5 days to 24 hours. An additional module for the Ministry of Agriculture (currently being implemented) is expected to reduce processing times of agricultural related imports and exports by 50%.

The MoH has seen an 80% reduction in processing times, from 5 days to 24 hours.



### Partner Quote

"Before the implementation of this module, processing a permit to import pharmaceuticals was a lengthy and tedious procedure. The process took over five days, and worse still, it was very difficult if not impossible, for ABREMA to have timely and factual data on imports of medical products. The new automated system has significantly reduced processing time for import permit applications, customs clearance, and inspection of drugs and other health products, in addition to having reliable data available in time on imports."

#### Dedith Mbonyingingo

Chief Executive Officer at Autorité Burundaise de Régulation des Médicaments et des Aliments (ABREMA)



### Legal Reinforcements to Liberalise Trade

TMA supported capacity building workshops, raised awareness on AfCFTA and reinforced existing trade liberalisation legislation, including discussions on strategies and export policies necessary before venturing into a growing continental market. Additionally, Rubeya Law Firm was enlisted to study the current commercial law and consult stakeholders on gaps to address, enabling the submission of a proposed review of the Burundi trade code. The experts' proposal includes amendments to 5 regional protocols, 17 domestic laws and an additional decree (by-law).

### Women Cross-border Traders Receive Financial and Entrepreneurship Training

Over 1,000 women cross-border traders from Rumonge, Gatumba, Makamba and Cibitoke received training on basic financial management and entrepreneurship through a capacity building programme organised by TMA and Kazozah Keza Association. Subsequently, 40 cooperatives successfully completed their formal registration with Agence Nationale de Promotion et de Régulation des Sociétés Coopératives au Burundi – the government agency overseeing and promoting cooperatives. Sixteen cooperatives presented bankable business plans to microfinancers – Banque d'Investissement des Jeunes and Banque d'Investissement et Développement des Femmes – at the end of the courses in Rumonge and Cibitoke, and await evaluation of their financial positions.





## PAVING THE WAY FOR ECONOMIC GROWTH IN THE HEART OF AFRICA

TMA's Strategy 2 (2017-2023), completed in this financial year, has been a cornerstone in driving economic growth in the North Kivu region of the Democratic Republic of Congo (DRC). Our journey, fuelled by support from Netherlands, the UK, the EU, and Canada, has boosted trade in the region by contributing to reducing barriers, enhancing efficiency, and modernising infrastructure. Our work in the past year included construction of one-stop border posts at Mahagi and Ruzizi II, upgrading the Port of Kalundu, and deploying innovative systems such as the regional electronic cargo tracking system. These efforts have streamlined trade processes, furthering a more dynamic economic landscape in the region. Despite challenges, such as political transitions, regional conflicts, and the global impact of the COVID-19 pandemic, our programme has demonstrated remarkable resilience.

We have navigated complex negotiations and logistical hurdles, particularly at key border posts, demonstrating our team's ability to adapt and thrive in challenging environments. Future areas of focus include enhancing coordination for ongoing projects like Ruzizi II, collaborating with the World Bank on the development of the Kalundu port, and prioritising environmental considerations in infrastructure projects.

The continuation of the programme is vital to promote regional economic growth, as the DRC is an immense market for other EAC countries. As we embark on Strategy 3, we will prioritise border markets, transparency in key exports, infrastructure, local service supplier capacities, and trade diplomacy.

**Aimé Nzoyihera**

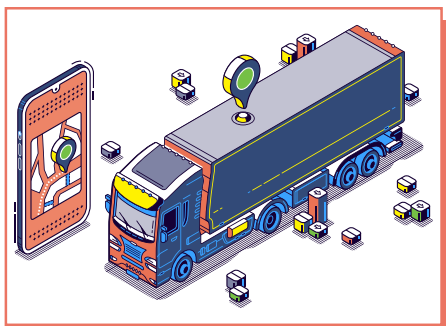
Director





## Featured Project

### DRC ELECTRONIC CARGO TRACKING SYSTEM



#### PERIOD OF IMPLEMENTATION

2019-2023



#### PARTNER

Directorate General of Customs



#### DONORS

UK, Netherlands

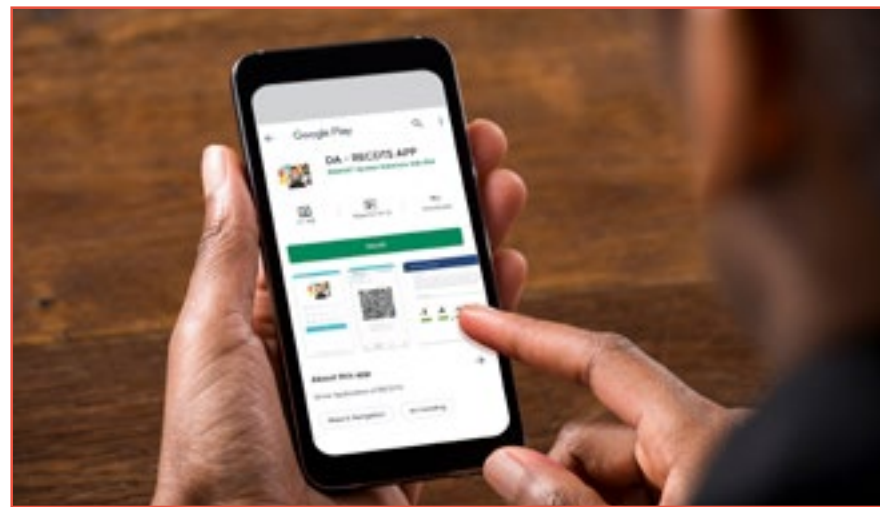
### RECTS: A Transformative Project for DRC's Integration into the EAC

In DRC's evolving trade infrastructure, the regional electronic cargo tracking system (RECTS) stands out as a key innovation and a major step towards better integration with the rest of the EAC.

Over the year, TMA DRC renovated monitoring centres (CMCs) in Goma, Bukavu, Kinshasa and Mombasa equipping them with vital technology essential for RECTS' operation.

Once operational, it will secure DRC-bound cargo along the Northern Corridor, expedite truck turnaround, and reduce business costs by minimising delays. In 2019, RECTS saved the EAC region approximately \$7 million by improving customs transparency and efficiency. It is anticipated that it will offer valuable data on trade flows, potentially reducing travel time by 15% and trading costs by 10% at critical DRC crossing points like Mahagi and Ruzizi II OSBP.

TMA DRC, in partnership with the DRC government, continues to explore alternative funding sources to realise this ambitious project. RECTS is not just about making customs digital; it is also a key part of the DRC's effort to play a bigger role in the EAC's economy. Its successful completion will usher in a new era of more efficient trading and greater economic success for DRC and its trading partners.



### EMERGING RESULTS



#### Infrastructure Modernisation

- The first phase of the Mahagi OSBP construction saw significant progress, featuring site preparation, the building of a verification shed, public amenities including toilets, a comprehensive water management system, and the development of essential infrastructure such as roadways, parking areas, sidewalks, and a retaining wall.
- The completion and technical handover of Phase 2 of the Kalundu port was achieved. Kalundu port is the second most important port for the DRC (according to the DRC government) as it links to the central corridor, and other ports in Burundi and Zambia.

#### ASYCUDA World Upgrade

The DRC's customs management system (CMS), ASYCUDA World, was upgraded, marking a breakthrough in enhancing the country's trade infrastructure. The upgrade involved four crucial milestones: successful recruitment of XDATA as the server and software supplier, installation of servers in the Directorate General of Customs and Excise new data centre in Kinshasa, securing a collaboration agreement with UNCTAD to support CMS, and partially completing the migration of the ASYCUDA World database to the new infrastructure. While full migration of all modules is still in progress with UNCTAD's assistance, this development represents a substantial leap forward in modernising DRC's customs operations.



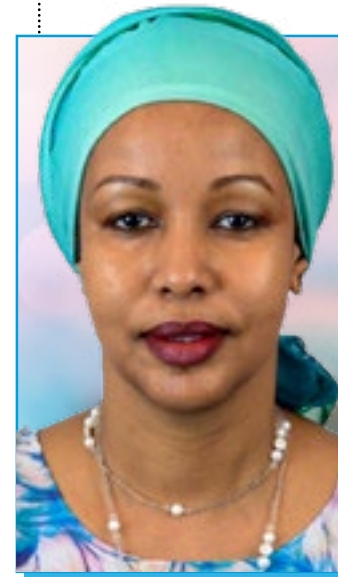
DJIBOUTI

## RESILIENT PROGRESS IN DJIBOUTI'S ECONOMIC GROWTH

As we navigate these challenging times, marked by the lingering effects of the COVID-19 pandemic and geopolitical tensions such as the Russia-Ukraine conflict, the global economy is facing a slowdown. This situation, compounded by high inflation and tightening monetary conditions has necessitated a recalibration of our strategies and approaches in Djibouti. While acknowledging the significant challenges, there remains a cautiously optimistic economic outlook. The government's expansionary monetary policy and increased port activities are positive steps. We anticipate growth rates of 6.5% in 2024 compared to 5.4% in 2023, with inflation expected to stabilise.

With EU funding, TMA has been at the forefront of navigating these challenges and turning them into opportunities for growth and development. Despite encountering procedural hurdles, the programme strategically reviewed and prioritised to ensure timely delivery and maximise impact.

Our efforts in stakeholder engagement and streamlined processes have already yielded significant results, some of which are featured in this report as a testament to our resilience and as a blueprint for the future.



**Achaah Abdillahi Ahmed**

Director



EMERGING RESULTS



Enhancing Trade Logistics

- Conducted infrastructure needs assessment for the Djibouti (port) corridor to Ethiopia (dry ports), with a focus on Galafi border post and PK-51 with infrastructure upgrades anticipated to start next year.
- Undertook a green interventions assessment in Djibouti's major ports (Djibouti Container Services, Djibouti Multipurpose Port, Doraleh Container Terminal Management Company, and Port of Tadjourah).
- Successfully held the first Corridor Management Authority meeting between Ethiopia and Djibouti in May 2023.

Harmonising Standards and Regulations

- Revived Djibouti's National Trade Facilitation Committee in May 2023, training 23 members on WTO-Trade Facilitation. During this time, we developed a draft roadmap for implementing the WTO-Trade Facilitation Agreement.
- Staff members of Djibouti Agency of Standards and Quality were trained.
- Supported the Ministry of Trade and Tourism in participating in AfCFTA and WTO Trade Policy review meetings.



Featured Project

STANDARDS AND REGULATIONS



**PERIOD OF IMPLEMENTATION**  
2019-2023



**PARTNER**  
Government of Djibouti



**DONOR**  
EU

STRENGTHENING TRADE STANDARDS BETWEEN DJIBOUTI AND ETHIOPIA

In a significant stride towards enhancing trade relations, Djibouti and Ethiopia are actively working to harmonise their trade and regulatory frameworks. This is in an effort to align with their commitments under various international trade agreements, including COMESA, the Tripartite Agreement-SADC, AfCFTA, and the WTO.

A central element of this initiative is the reconstitution and training of the National Trade Facilitation Committee (NTFC) in Djibouti. Funded by the EU and facilitated by AFD and TMA, the NTFC was relaunched on May 25, 2023. This multi-agency forum plays a critical role in implementing the WTO's Trade Facilitation Agreement (TFA) and fostering a level playing field in trade facilitation at both national and regional levels. The committee's recent training focused on enhancing member capabilities and raising awareness about the WTO-TFA. Key proposals from the NTFC include

strengthening the committee's structure, creating sectoral working groups, and enhancing inter-agency coordination.

A second element is standards harmonisation. In this regard, the Agence Djiboutienne des Normes (ADN) undertook a benchmarking visit to Kenya's Bureau of Standards and other agencies enabling ADN to gain insights into effective implementation of standardisation and regulatory measures. A Memorandum of Understanding between the Djibouti and Kenyan Bureau of Standards is set to facilitate further cooperation.

ADN also received training in Quality Management Systems and Harmonised Critical Control Points (HACCP) in June 2023, enhancing its service delivery and food safety management. This training is instrumental in strengthening risk management across Djibouti's food supply chain and increasing market access for its products.





## Featured Project

### THE DJIBOUTI PORT CORRIDOR AND GALAFI BORDER POST - ETHIOPIA DRY PORTS



**PERIOD OF IMPLEMENTATION**  
2019-2023



**PARTNERS**  
Governments of Djibouti and Ethiopia



**DONOR**  
EU

### BETTER LOGISTICS FOR SMOOTHER TRADE

Djibouti is making significant leaps in improving its trade logistics, particularly in managing cargo ships and enhancing intermodal connectivity at the Port of Djibouti. A key development in this journey is the plans by the Ministry of Infrastructure and Equipment to onboard a long-term Corridor Adviser. This role is vital for coordinating and managing productivity interventions along the Djibouti Corridor and establishing the Corridor Management Authority for which both Djibouti and Ethiopia have formed a technical committee to drive its formation, with facilitation from Ethiopian Maritime Agency, the EU and TMA. The first Joint Technical Committee meeting, held in May 2023, aimed to finalise the objectives, institutional arrangements, and timeline for establishing the Trans-Africa Corridor Management Authority.

**Several interventions are planned for in this project:**

#### Technological Enhancements and Infrastructure Upgrades

A major focus is on improving the compatibility of information and communication systems between the Djibouti Port, Djibouti and Ethiopian customs, and other stakeholders.

This includes setting up a real-time information system for better cargo management and undertaking a feasibility study for a modern truck yard to optimise loading and unloading times. The Electronic Cargo Tracking System project has also gained momentum, with Memorandums of Understanding and project charters in place to guide implementation.

#### Galafi One-Stop Border Post

Galafi border post is undergoing infrastructure upgrades including additional lanes for outbound cargo and enhanced amenities. A comprehensive traffic and trade facilitation study will be conducted to inform other interventions.

#### A Greener Corridor Initiative

Lastly, a significant effort towards a greener corridor includes stakeholder engagements to identify and prioritise green interventions for Djibouti's ports. These range from short-term solutions like solar energy and cleaner grain handling technologies to long-term strategies, such as green port policies and voluntary certifications.

#### The Road Ahead

As Djibouti continues to innovate and enhance its trade infrastructure, the focus remains on implementing these critical projects in the next financial year, revolutionising the way trade is conducted in the region and setting a new benchmark for efficient and sustainable trade logistics.







ETHIOPIA

## ETHIOPIA READIES ITSELF FOR THE \$3.4 TRILLION AFRICAN MARKET

Ethiopia is actively expanding its trade and infrastructure horizons through initiatives such as the Lamu Port South Sudan Ethiopia Transport (LAPSSET) Corridor and the adoption of the AfCFTA Agreement. The Corridor promises to lower port handling costs and increase trade efficiencies, offering a gateway for essential commodities.

TMA hosted Minister for Transport and Logistics, Dr Alemu Sime, in Nairobi, on a Corridor tour, where he underlined the country's dedication to accelerating infrastructure development along the Corridor. Ethiopia is also exploring routes such as the Berbera port, which could further reduce dependency on single trade channels. These efforts complement AfCFTA's goals of facilitating trade and promoting the free movement of people within Africa.



TMA has rolled out training, funded by the EU and the French Development Agency, to enable over 350 businesses to harness the full potential of AfCFTA. The imminent completion of the Moyale Safe Trade Zone Market, will bolster cross-border trade, providing a robust platform for our traders, especially women. Our aim, to spur economic activity and increase trade across borders, while enhancing security, and uplifting lives, is articulated in the following pages.

**Ewnetu Taye Chufa**

Director



## Ethiopia Ramps Up for AfCFTA

Ethiopian businesses are eager to start trading under AfCFTA, the world's largest trade agreement. To build awareness of how to unlock opportunities, as well as highlighting the benefits of AfCFTA, the Ministry of Trade and Regional Integration, in partnership with TMA, ran training workshops targeting over 350 Ethiopian stakeholders from regional trade offices, the Chamber of Commerce and sectoral associations, exporters, and academia. These were held in the following regional states and councils: Addis Ababa, Dire Dawe, Adama, Amhara, Oromia, Gambelia, Bensangul, Sidama and Hawassa. A post sensitisation review indicated that stakeholders felt the workshops enhanced a deeper awareness and ownership of responsibilities towards achieving goals that will make AfCFTA a success.

Ethiopia's Parliament ratified the Agreement in March 2019, depositing instruments of ratification at the African Union Commission in April the same year.

### Partner Quote

AfCFTA sensitisation workshops will encourage participation of private sector including women traders, implementing bodies, academia and the media who are crucial in positioning Ethiopia to take advantage of new markets available under the implementation of the AfCFTA agreement."

**H.E Kassahun Gofe,**

*State Minister of the Trade Integration and Promotion Sector, Ministry of Trade and Regional Integration.*



## EMERGING RESULTS



### Permanent Market Nears Completion

The Moyale Safe Trade Zone Market is nearing completion and will house over 200 small-scale cross-border traders from Kenya and Ethiopia, who previously sold their wares in an open-air market. As a permanent building, the structure will include: sanitation facilities, market stalls, water systems, solar system, cold storage equipment, prayer room, breastfeeding room, and a power room. The market will act as an entry point for training women traders and will be a catalyst to facilitate business integration among the border communities. The TMA-supported market is funded by the European Union-Intergovernmental Authority on Development (EU-IGAD) and Government of Ireland.

### More Efficiency Through E-systems

TMA is partnering with the Ministry of Transport to develop two key E-systems:

- i) An integrated fleet management system that aims to provide a platform for supervision, management and planning of the logistics sector and, critically, trucks plying the Djibouti Corridor.
- ii) The E-Phyto System whose rollout will enable issuance of digital compliance certificates, reducing time and costs associated with applications during the trading process.



Women traders at an Ethiopian border



## Featured Project

### SAFE TRADE ZONE



**PERIOD OF IMPLEMENTATION**  
2022-2023



**PARTNERS**  
Government of Ethiopia



**DONORS**  
EU-IGAD, Ireland

In the bustling border town of Moyale, where Ethiopia meets Kenya, a transformative project is underway. For about 200 small-scale women traders who daily navigate the challenging conditions of open-air markets, a new era of trading is approaching as TMA, in partnership with the local administration, started the construction of a state-of-the-art Safe Trade Zone marketplace, set to revolutionise the trading landscape of this vibrant community.

Funded by the EU-IGAD and Ireland, this modern market will offer comprehensive facilities, including sanitation amenities, market stalls, water and solar systems, cold storage, a prayer section, and even a mother and child breastfeeding area, thus addressing the unique challenges faced by female traders.

Beyond the physical infrastructure, the project is a holistic endeavour. TMA, in collaboration with local officials, will provide crucial business skills and entrepreneurship training, alongside hygiene and sanitation training to ensure food safety. These initiatives aim to bolster the women's capacity to scale their businesses and successfully manage the market.

This project is part of TMA's broader vision, conceptualised during the COVID-19 pandemic, to create zones that are safe, health protocol-compliant spaces for traders, especially women, who were disproportionately affected by the pandemic. Previous installations at Kenya's Busia and South Sudan's Nimule borders, and the Ethiopia-Somaliland Tog Wajaale border, have shown significant impact in aiding economic recovery for women traders.





## TMA OPENS GHANA OFFICE TO ACCELERATE AfCFTA IMPLEMENTATION

In January 2023, TMA signed a Memorandum of Understanding with Ghana's Ministry of Trade and Industry, marking the official inauguration of TMA's activities in Ghana and establishment of its first office in West Africa. The partnership will enhance Ghana's trade competitiveness under the National AfCFTA Policy Framework and Action Plan, with TMA working closely with the Ministry and the AfCFTA Secretariat.

The opening of TMA's office in Ghana has accelerated our trade facilitation in West Africa with an initial focus on developing trade infrastructure, digitising cross-border trade processes, and harmonising trade procedures, along the Abidjan-Lagos corridor.

This is expected to improve export and import turnaround times in the sub-region. In the year, we initiated talks with other West African countries such as Benin, Cote d'Ivoire, and Nigeria for the formation of technical working groups; and also engaged all AfCFTA State Parties to determine the establishment of National Trade Facilitation Committees, which are central in driving the trade facilitation agenda.

Significant progress was made in developing a port connectivity action plan, establishing cross-border frameworks for customs and safety standards between Ghana and Togo, upgrading of the Akanu-Noepe border, and mapping out the Abidjan-Lagos Corridor programme interventions.





A logistics and customs transit workshop was held, bringing together stakeholders from various sectors to increase awareness of processes involved in the Guided Trade Initiative (GTI).

Trading under the GTI started in 2021 with eight countries selected to participate: Cameroon, Egypt, Ghana, Kenya, Mauritius, Rwanda, Tanzania, and Tunisia. Key products being traded include tea, coffee, processed milk products, sugar, dried fruits and sisal.

As part of an inclusive strategy, we developed and raised funding for the Women in Trade program which will target female cross-border traders in Burkina Faso, Cote d'Ivoire, Ghana, Togo, Benin, and Nigeria starting 2023/24. A regional workshop was held to educate traders on ECOWAS trading protocols, identify challenges, and develop solutions under the AfCFTA Women and Youth Protocol.

In the 2023-2024 financial year, our goal is to implement the programmes developed this year, alongside establishing platforms for private sector involvement in addressing cross-border trade challenges. We also plan to roll out e-commerce policies supportive of women, youth, and small to medium enterprises. This inaugural report emphasises our initial ventures into trade facilitation and economic integration in West Africa.



**Harriet Gayi**

Director  
West Africa & AfCFTA

**Partner Quote**

"The Government of Ghana is happy to work with TradeMark Africa to deploy solutions on the Abidjan-Lagos Corridor at the Akanu- Noepe Joint Border Post. The Government will also work with the Governments of Togo, Cote d'Ivoire, the AfCFTA Secretariat and ECOWAS Commission to ensure that we facilitate trade in the sub-region."

**Hon. Samuel Abu Jinapor (MP)**

*Ghana's Caretaker Minister in Charge of Trade and Industry  
(January – March, 2023)*



**EMERGING RESULTS**



**Surveys Identify Bottlenecks**

TMA supported the AfCFTA Secretariat to undertake three corridor surveys covering Central Corridor (East Africa), North-South Corridor (Southern Africa) and Douala-Yaoundé-Libreville-Brazzaville (Central Africa). The surveys were designed to identify challenges and bottlenecks that affect the movement of goods, as well as pinpointing lessons and best practices that can be replicated along other corridors. These three initial surveys will inform the programming along these key corridors.

**Trade Portals Assessed for Africa Framework**

In collaboration with the Overseas Development Institute, TMA conducted a comprehensive assessment of sampled Trade and Markets Information Portals (TMIPs) to inform the development of a continental framework and TMIPs that allow AfCFTA to boost trade in Africa.

**AfCFTA NTB Online**

TMA designed and facilitated the AfCFTA NTB sensitisation workshop to assist member states along the Abidjan-Lagos Corridor to increase visibility, uptake, usage and stakeholder understanding of the benefits of the AfCFTA NTB online mechanism.



## MAJOR STRIDES IN TRADE AND AID

In 2022/23, Kenya's economy grew at a 4.8% with medium-term outlook for 2024-25 expected to average 5.2%. We are contributing to government efforts by facilitating investments that deliver efficiency in trade processes, thus reducing the time and cost for trading. These include automating trade processes like cargo clearance at Mombasa Port; new management systems at Kenya Plant Health Inspectorate Service; an intellectual property record system and national database on counterfeiting and illicit trade at the Anti-Counterfeit Authority; and integrating the Poison and Pharmacy Board system with the Kenya Electronic Single Window.

These digital initiatives complement our infrastructure projects at Mombasa Port, on the Northern Corridor, and at OSBPs where we focused on both physical and non-physical infrastructure enhancements. Some of our projects include Danish-funded design and installation of water supply systems at select OSBPs, which resolved hygiene and sanitation challenges. Our Women in Trade programme received a boost from Irish funding and made notable strides, aiding over 23,000 producers and traders in accessing markets and financing.

In the same period, the EU-funded Business Environment and Export Enhancement Programme (BEEEP) was launched, with a target to help Kenya shift to sea transportation for at least 50% of its horticultural exports, which is cheaper and more environmentally friendly compared to air. The following pages illustrate some of our strategic investments that are creating an efficient and inclusive economic landscape in Kenya.



**Ahmed Farah**

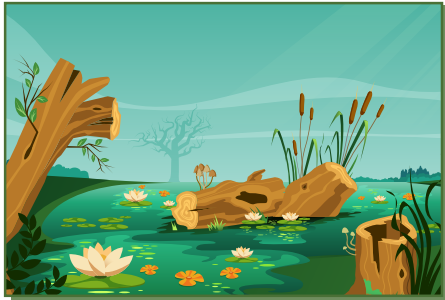
Director





## Featured Project

### EARLY WARNING SYSTEM FOR AQUATIC PLANT CONTROL IN LAKE VICTORIA'S PORTS



**PERIOD OF IMPLEMENTATION**  
May 2023 - August 2023



**PARTNERS**  
EAC, Government of Kenya



**DONOR**  
Denmark

The Kenya Ports Authority (KPA) plans to rehabilitate the Kisumu port and other key facilities around the Lake Victoria Basin, including 11 landing sites. This initiative, supported by the Danish government, aligns with Kenya's Vision 2030 to boost multi-modal transportation that is environmentally friendly.

A significant challenge in these ports is the infestation by floating seaweed, particularly water hyacinth, which hinders their effectiveness as transport and trade hubs. To address this, KPA, with assistance from TMA, created an early warning system (EWS) that will guide timely intervention against invasive macrophytes and predict more precisely their impact on navigation, fisheries and tourism.

The project involved a baseline study of macrophyte proliferation, a vulnerability assessment of KPA facilities, EWS design and development, capacity needs assessment, training of port and community representatives, and a review of legal and institutional frameworks. Key findings indicate that water quality and depth significantly influence macrophyte growth, while winds and currents affect their distribution. Analysis of trends from 2013 to 2023 revealed varying levels of infestation, with Kisumu Port being consistently affected due to nutrient influx from nearby rivers and effluent discharge.

The EWS employs a hybrid design approach, combining satellite imagery, citizen science monitoring, and data analysis. The satellite imagery aids in tracking water hyacinth, while citizen science monitoring uses smartphones for real-time geo-tagging of macrophytes, assisting in creating a reliable database for safe navigation.

The EWS design includes data packages for macrophyte detection and a strategy for disseminating information. A capacity building plan for effective EWS implementation will focus on infrastructure needs and training for KPA, Border Management Units, and other stakeholders.



## TRADE AND HEALTH INTERSECT AT WOMEN'S CROSS BORDER MARKET

At the border town of Busia, between Kenya and Uganda, the Soko Posta market stands as a testament to resilience and innovation in the face of adversity. This newly constructed market, accommodating over 160 small-scale, cross-border women traders, is one of the key outcomes of TMA's initiative to bolster compliance with health safety measures amid the COVID-19 pandemic, a time when the livelihoods of many were on the brink.

The outbreak of COVID-19 in 2020 dealt a severe blow to both international and local trade, with informal cross-border traders in Eastern Africa, predominantly women, facing unprecedented challenges. Reports indicated drastic reductions in operations, leading to income losses exceeding 90%. In response, TMA's Safe Trade Emergency Facility was launched. Its aim was clear: to safeguard the livelihoods of traders affected by the pandemic, particularly those impacted by social distancing restrictions.

The Soko Posta market, funded by Canada, Ireland, the EU, and Denmark, plays a pivotal role in minimising trading disruptions while preparing for future health crises. Specialising in fresh produce such as grains, meat, fish, and milk, the market's design is both thoughtful and pragmatic, featuring adequate sanitation facilities to ensure safe product handling. Recognising many small-scale traders are women, the market includes additional amenities like nursing rooms, facilitating

a conducive environment for breastfeeding mothers to manage their businesses while caring for their babies. To date, over 3,000 women traders have been educated on business management practices to maximise their trading benefits through various market partnerships. The 1.5-acre site, generously provided by Busia County, is a shining example of the positive impact of public-private partnerships. Busia County now shoulders the responsibility for the maintenance and efficient operation of the Soko Posta market. Plans are underway for a second phase of the market, aimed at accommodating large-scale traders with additional facilities like warehouses and cold storage.

Busia is a critical gateway for cross-border trade between Kenya and Uganda. In 2022, Kenyan exports through this route were valued at over \$824 million, according to the Kenya National Bureau of Statistics. TMA continues its collaborative efforts with government agencies and the private sector, striving to facilitate ongoing trade by reducing non-tariff barriers and enhancing business competitiveness.



### Partner Quote

"Previously, women would walk long distances to hawk and sell their products, which mainly include fresh produce. Having a shaded market ensures these products stay fresh for a longer period. We are also happy that mothers were remembered and will be able to care for their young children as they sell their products. Availability of sanitation facilities has also been a long-running issue which has finally been addressed by this facility."

### Florence Atieno

*National Chairlady, Cross-Border Women Traders Association*



## EMERGING RESULTS



### Infrastructure at Mombasa Port Boosts Efficiency

Operations at Mombasa port have seen a boost in efficiency due to both investment in infrastructure and a review of internal operation processes. For example, port dwelling times have been trimmed significantly during the year. According to data from the Northern Corridor Transport Observatory for June 2023, the average container dwelling time at Mombasa port was 73 hours – reflecting a 30% reduction from the 2017 baseline of 105 hours.



### TMA Facilitates Enhanced Testing at Four KEBS Laboratories

TMA has enhanced the testing capacities of four Kenya Bureau of Standards (KEBS) testing laboratories located in Garissa, Meru, Moyale, and Nairobi. KEBS's monitoring data indicate that the additional capacity in the regional laboratories had reduced the turnaround time for standard tests, such as Aflatoxin tests for maize, from an average of 12 days to 1 day. Furthermore, the total expense associated with these tests has seen a substantial drop, largely attributed to reduced transport costs. Once operational, the laboratory at Moyale one-stop border post will significantly reduce the time taken to clear goods coming from Ethiopia and enhance trade along the LAPSET corridor which connects South Sudan and Ethiopia to the port of Lamu.



### Automation Lowers Trade Costs and Time

Kenya Revenue Authority (KRA) has recorded an increase in efficiency and revenue due to implementation of new systems. Data shows a 42% reduction in time taken to clear cargo at both Mombasa Port and the inland container depot in Nairobi, thanks to the Integrated Customs Management System. This improvement has led to a 20% growth in KRA revenue between 2019 (when the system was rolled out) and 2022.

Moreover, the Agriculture and Food Authority system has reduced the time taken to acquire agriculture permits from nine to two days. It has also lowered the average indirect costs related with getting permits, licences, and certificates from \$83 to \$8.

### Helping Farmers to Access Global Markets

The horticulture market access project linked over 1,000 farmers to export markets, with 70% of them renewing GlobalGap certification and signing supply contracts with exporters. In addition, staff from horticultural companies received training on food safety management systems.

### Online Platform Helps Women Smallholders to Know Market Demands

Through the Sauti Trade and Market Information online platform, 428 producers and traders gained insights on production and market dynamics. Over half (54%) benefited from new financing opportunities due to connections established by TMA investment, collectively receiving over \$1 million. Approximately 82% of the surveyed farmers reported a rise in their income following these interventions. Moreover, over 84% of these farmers noted an enhanced capability to produce commodities that align with market quality standards. The project's success was facilitated by TruTrade, a social enterprise dedicated to connecting smallholder farmers with markets and ensuring fair pricing. TruTrade provided essential guidance on meeting market quality expectations and accessing quality seeds, thereby improving yields.

MALAWI

## RESILIENCE DESPITE MACROECONOMIC CHALLENGES

The Malawi economy has been navigating through challenges, including a foreign exchange shortage that impacted the supply of essential goods. In response, proactive measures were taken to strengthen the economy: the Kwacha was strategically devalued by 25% in May 2022, and an additional 13% by June 2023. While these adjustments are still stabilising, there is optimism for a positive shift in the forex markets to bolster business competitiveness and stabilise prices.

In the midst of these challenges, we completed six major projects, including the operationalisation of Mchinji/Mwami one-stop border post, which reduced clearance times by 70% and boosted cross-border traffic by 30%. Furthermore, at the request of the Ministry of Transport, a feasibility study for a dry port was conducted.



This initiative, now approved by the Ministry of Finance and the Public-Private-Partnership Commission, marks a significant step forward in enhancing trade logistics. Our Strategy 3 initiatives are being designed to be in sync with Malawi 2063's First 10-Year Implementation Plan and the National Export Strategy II, reinforcing our commitment to long-term economic growth and development.

**Jovin Mwemezi**

Director



## Featured Project

### MALAWI TAPS INTO DIGITAL SYSTEM FOR ENHANCED CUSTOMS CLEARANCE



27

**PERIOD OF IMPLEMENTATION**  
FY 2021/22 to 2022/23



**PARTNERS**

Malawi Revenue Authority  
Tanzania Revenue Authority



**DONOR**

UK

The integration of Malawi's Automated System for Customs Data (ASYCUDA) with Tanzania's Customs Integrated System (TANCIS) has streamlined customs processes, enhancing transparency and efficiency in trade between the two nations.

Funded by the UK, the data exchange system transmits import and export information in real-time, thereby streamlining customs processing procedures and reducing the time needed to verify documentation, saving businesses costs related to wait times at the borders.

TRA Deputy Commissioner General, Mcha Hassan Mcha highlighted the key issues stating, "The electronic data exchange between TRA and MRA is a monumental step towards modernising customs procedures and simplifying cross-border trade. By leveraging advanced technology, we aim to optimise revenue collection, reduce clearance times, enhance trade facilitation, and improve the ease of doing business."

Within just five months, from June to October, trade transactions soared to over \$580 million, marking a 35% growth compared to the earlier part of the year. This surge in trade is a testament to the power of digitalisation in transforming cross-border commerce.

The system captures a variety of goods, ranging from imports like fuel, motor vehicles, and machinery, to exports including groundnuts, pigeon peas, and soya bean seed. These figures, drawn from Songwe border transactions, reflect formal trade activities.

Revenue authorities have organised technical skills training for key users such as customs officials and trade officers, and this has improved the data quality exchanged between the two countries, fostering accuracy and transparency.

## EMERGING RESULTS



### Lab Equipment Reduces Testing Time

In the past year, the Malawi Bureau of Standards (MBS) advanced towards international standards compliance. With TMA's support MBS procured laboratory equipment that will improve in-house testing capabilities, reducing costs and delays in business operations. Additionally, a grant from the Embassy of Ireland in Malawi aided the accreditation of MBS labs for the Macadamia nut industry. This process involves developing standard operating procedures, training microbiologists, and purchasing laboratory reagents. This will bolster Malawi's global market presence in the Macadamia nut sector.

### OSBP to Enhance Cross-border Trade

In December 2022, Malawi's President Lazarus Chakwera and Zambia's President Hakainde Hichilema inaugurated the Mchinji-Mwami OSBP to boost trade between the two nations. The Malawi Ministry of Trade, with TMA's assistance, conducted awareness campaigns for border officials, local communities, and the media, emphasising the OSBP's economic benefits. Special focus was given to informal women traders, who make up 60% of the border's users according to research by IOM. Media campaigns including TV and radio reached a nationwide audience of over one million people.

RWANDA

## RWANDA EXPORTERS SCALE NEW HEIGHTS

Rwanda's economy grew by 9.2% in the first quarter of 2023, demonstrating resilience amidst global challenges and advancing towards its goal of becoming a middle-income economy by 2035. The growth is attributed to the National Strategic Transformation Plan, launched in 2017 and whose success has been pivoted by collaborations with entities like TMA.

Our partnership with the Government and private sector and our comprehensive approach has delivered results. The Export Capability Programme supported 40 local firms in accessing export markets, leading to over \$3 million in exports. Digitalisation efforts have transformed Rwanda Utilities Regulatory Authority service delivery, reducing time and cost for processing business license applications by over 85%. Infrastructure development was also a major focus, with progress made in constructing harbour facilities at Rubavu, Rusizi, Karongi, and Rutsiro on Lake Kivu.



These districts account for about 70% of Rwanda's cross-border trade volumes with the DRC and are essential for reducing cargo and passenger transport costs across Lake Kivu. Studies estimate a reduction in cargo transport costs by over 50% and for passengers by over 70%. Strengthening standards and conformity for key exports, concluded successfully in June 2023. Since its inception in 2019, the initiative has trained over 100 traders in essential standards such as ISO 22000 for Food Safety Management Systems. The following pages illustrate Rwanda's dynamic strategy to enhance its trade capabilities on the international stage.

**Rosine Uwamariya**

Director



## Featured Project

### EXPORT DEVELOPMENT PROGRAMME



**PERIOD OF IMPLEMENTATION**  
2019-2023



**PARTNER**  
Rwanda Development Board



**DONORS**  
USAID, Finland, UK

### Exporters Minting Millions

In a significant boost to Rwanda's export sector, TMA's and Rwanda Development Board's (RDB) 10-year Export Development Programme (EDP), launched in 2012, has nurtured over five new million-dollar exporters. The programme aimed to increase Rwanda's exports by 17% annually, focusing on high-potential sectors like horticulture, ICT, and crafts. By the end of 2022, the EDP reported \$1.2 million in export revenues for the 40 participating firms, with a goal of \$3 million by mid-2023.

Charlene Migadde of Souk Farms highlighted an investment interest of millions of dollars, and Sakina Usengimana of Afri Foods Ltd reported a 100% growth in her business since joining the programme.

"When Souk Farms started in 2019, it had a small team of about three. Now, we have a team of 40 full time staff and between 700 to 800 casual workers and part time staff. Without the EDP, we could never have grown this quickly and attained some of the customers we have today," said Ms. Migadde.

"Every enterprise had a coach to help them. My coach encouraged me to scale up my business operations and trained me on how to develop investor worthy pitch decks," Sakina said as she articulated that her firm has experienced a growth of more than 100% since joining the programme. "When we launched Afri Foods in 2019, we were only exporting to the Netherlands. Now, we have added the Middle East, Germany, France and the UK to our export market and we are soon to sign agreements with firms in Switzerland."



Diane Sayinzoga from RDB praised the EDP for aligning with Rwanda's export enhancement goals and for building the capacity of both exporters and the RDB team. "This programme was well aligned with the mandate of RDB, which is to promote Rwandan exports, build the capacity not only of the exporters, but also of the RDB team in charge of export promotion," said Ms. Sayinzoga.

The programme, implemented in partnership with Dalberg Advisors, had a focus on women-led and new export businesses. It offered technical assistance, facilitated business financing, and created market access opportunities, including participation in international trade shows. This holistic approach has led to firms evolving to a diversified product range, including chilli, avocado, and pineapple, and significant market expansion for participating enterprises.



## EMERGING RESULTS



### RURA Automates Systems

Through UK funding, Rwanda Utilities Regulatory Authority (RURA) designed an online licensing system dubbed the Converged Licensing Management System (CLMS), reducing the business licence application time by 88% (from 16 hours to 2 hours), while costs have reduced by 86% (from \$39 to \$6). RURA is a multi-sectoral regulator charged with overseeing public utilities ranging from telecoms and ICT to energy and transport sectors. This oversight is achieved through licensing businesses in these sectors, ensuring that that products and services are offered fairly. While RURA has had this mandate since 2001 – using manual processes up to 2019 –the CLMS has integrated it with 20 other institutions, giving them access to more intelligent and accurate data to advise the government.



### Partner Quote

“We struggled with inadequate information sharing and ineffective collaboration. This, coupled with poor documentation and reporting led to errors. Our limited online services meant that RURA was not complying with government policies. The processing of licences was lengthy with approvals taking up to 45 days.”

#### Francois Gatete

*Director for Information Systems at RURA.*



### Standards Compliance Boosts Tourism

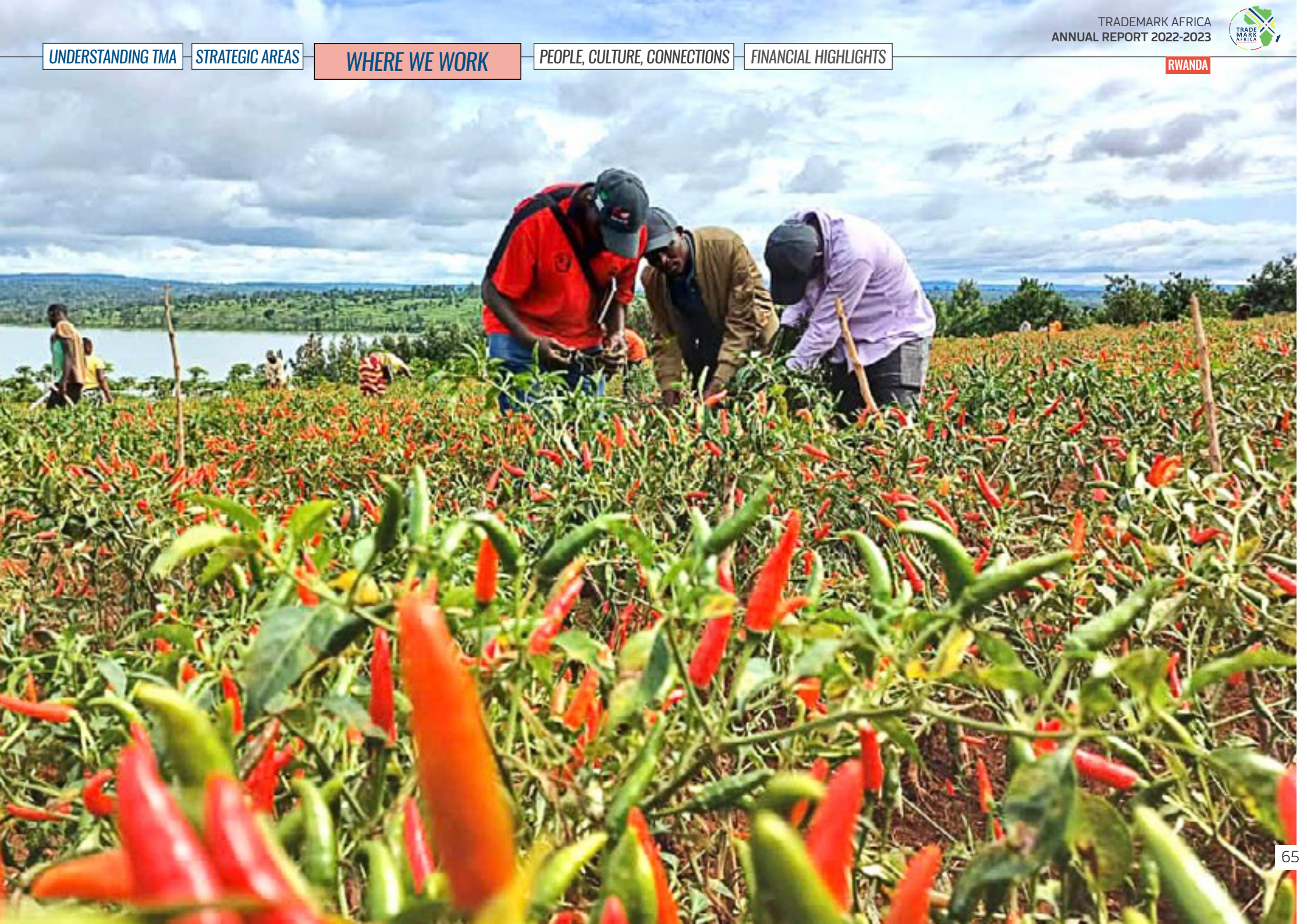
The partnership between the Rwanda Standards Board (RSB) and TMA aiming for standards and conformity assessment services, has reduced the time required to purchase Rwanda’s standards, from 124 hours to 4 hours after automating RSB’s systems. Additionally, the programme supported agrifood enterprises to comply with ISO 22000 Food Management System RS 184 Hazard Analysis and Critical Control Points (HACCP) – helping the organisations identify and control food safety hazards, which is instrumental in implementing the Rwanda National Meetings, Incentives, Conferences/Conventions and Events/Exhibitions (MICE) Tourism Strategy.

As a result, visitors to Rwanda are assured of safe, seamless and world class experiences at the country’s hospitality outlets. The Rwanda Development Board Annual Report of 2022 showed that Rwanda’s MICE industry continued to grow, generating over \$64 million in revenue.



Photo Courtesy/RSB





SOMALILAND

## BERBERA CORRIDOR DRIVING EFFICIENCIES

Our focus on the Berbera Corridor underscores the effectiveness of our approach, which includes the upgraded port of Berbera, the Berbera Special Economic Zone, and the rehabilitated Berbera – Tog Wajaale road. Improved infrastructure and trade linkages will foster a more efficient and inclusive economic corridor, driving regional and national economic growth. In terms of results, our programming now better reflects our contributions, shifting from port operations to more relevant areas like the Hargeisa Bypass.

Funding of \$6.4 million from Denmark and the USA will catalyse the creation of a functional and competitive trade corridor, including feasibility and design studies of a one-stop border post (at Tog Wajaale). Although we are on track to achieve our targets, these gains must be enhanced and sustained, particularly through transport and transit agreements and strengthened trade facilitation systems and infrastructure.



**Abdi Osman**

TMA Representative





## Featured Project

### BERBERA FISH MARKET



**PERIOD OF IMPLEMENTATION**  
2021-2024



**PARTNERS**  
Municipal Council of Berbera



**DONORS**  
UK, Denmark

### Fish Market a Boon for Women Traders and Local Economy

In a move that promises to revolutionise the fishing industry in Berbera, TMA has implemented a ground-breaking project: the construction of the first modern fish market specifically for small-scale traders, with a focus on empowering women in the trade. This initiative, set to complete in early 2024, is part of the broader development of the Berbera Corridor, which includes a new port, road, and free zone.

The market, designed to tackle challenges like high operating costs, poor hygiene, and inconvenient locations, is strategically situated near fish shopping centres, landing sites, and a bus terminal, enhancing accessibility for traders and customers. It will feature 64 stalls, an ablution block, prayer and breastfeeding rooms, cold chain and storage facilities, and an eco-friendly design with solar panels and advanced cold storage systems.

Studies predict a significant boost in local employment and economic activities in Berbera and surrounding areas, with the market expected to create numerous jobs and enhance profitability for women traders. Rent-free stalls and free electricity are part of the plan to lower operational costs and increase business sustainability.

The Municipal Council will oversee the market's management, prioritising local women traders for stall ownership. This market is a gateway to larger markets across Somaliland, with plans already underway to expand its reach, further integrating Berbera's economy into national and regional trade networks.

### EMERGING RESULTS



#### The Completion of the Hargeisa Bypass

The completion of the Hargeisa Bypass along the Berbera Corridor is set to reduce travel time, and speed up the movement of goods, including essential humanitarian aid. The Bypass will not only alleviate congestion, but also lower freight costs, contributing significantly to the regional economy. Transit times from Berbera to Tog Wajaale have been cut by 39% via the Hargeisa bypass with the time taken to cross the Bypass reduced to 32 minutes, surpassing the target by 46%.

#### Impact on Local Economic Development

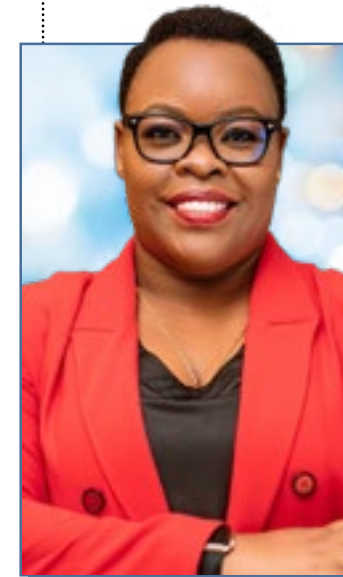
TMA's focus on local economic development has resulted in substantial benefits for local communities. Critical infrastructure such as the Berbera fish market, though not fully operational, has engaged local women in its design, promising increased economic opportunities. The border markets in Tog Wajaale, are now fully occupied, and represent a significant step towards inclusive economic growth. Programme initiatives have directly benefited at least 350 women, with 286 at the Tog Wajaale market and 64 at the Berbera fish market.



## AUTOMATION BOOSTS TANZANIA'S REVENUE COLLECTION

Tanzania is implementing its Third 5-year Development Plan (FYDP III), with a focus on completing flagship projects to foster a competitive and inclusive economy. The government is making reviews and amendments to the tax system annually, which along with digitisation of service provision and infrastructure development, is creating a more business friendly environment. In the last year, we supported this initiative by aiding infrastructure development, automation of trade processes, policy reforms and capacity development that together contribute to a reduction of barriers to trade.

In the livestock sector, TMA facilitated automation of trade processes with the Ministry of Livestock and Fisheries. The system streamlined registration and trading, reduced bureaucracy and improved efficiency, thereby boosting revenue collection in the industry.



We were also instrumental in supporting the establishment of the Tanzania Electronic Investment Single Window (TeISW). Once complete, it will consolidate electronic systems from 12 different institutions into one-stop service. It is designed to ensure licences are issued within one to three days. TMA supported the installation of a cargo scanner at the Tunduma one stop border post; an enhancement that has reduced dwell time for containerised and tanker trucks by more than 75%.

**Monica Hangi**

Director



### Transforming the Livestock Industry Through Digitalisation

Tanzania, home to the second-highest cattle population in Africa, is witnessing a transformation in its livestock sector with a digital system that will fast track the import and export of livestock and related products. This is a welcome move in a country where livestock plays a pivotal role in the economy with the Ministry of Livestock and Fisheries reporting approximately 34 million cattle, 24 million goats and over 8 million sheep. In 2022, livestock contributed over 26% to the agricultural sector's share of Tanzania's GDP underscoring the potential impact of this new digital system in bolstering the nation's economic growth.

In a bid to improve revenue collection, the Government of Tanzania launched the Livestock Sector Transformation Plan focusing on developing high-quality livestock breeds, improving resources like water, pasture, and animal feeds, enhancing animal health, and adding value to livestock products. To complement these efforts, the Ministry of Livestock and Fisheries and TMA developed the Mifugo Integrated Management Information System (MIMIS) that automates the issue of licences, permits, and certificates for domestic and export markets of livestock and related products.

To ensure widespread adoption and sustainability, comprehensive training was conducted across Tanzania with government officials and livestock traders educated on the new system's application, payment processes, and certificate management.

Since its rollout, MIMIS has reduced the time for issuing livestock permits from 14 days to just 1 hour, simultaneously doubling government revenue collections. Last year alone revenue amounting to \$3.6 million was generated.

This initiative is part of a broader collaboration since 2013 between TMA and the Tanzanian government to digitalise trade processes, enhancing overall efficiency and fostering a more favourable trade environment.

**14 DAYS TO 1 HOUR**



**TIME TAKEN TO ISSUE LIVESTOCK PERMITS**

**100% INCREASE IN GOVERNMENT REVENUE COLLECTION**



## EMERGING RESULTS



### Online Trading

The TMX platform provides Tanzanian farmers, traders, and exporters access to domestic and global markets, offering fair prices for commodities. It helps farmers make informed cropping decisions based on real-time and forecast price trends, optimising their trade opportunities.

In 2022, the Tanzania Mercantile Exchange's (TMX's) online trading system added two additional commodities to be traded through the system: cocoa in Morogoro and coffee in Kagera.

In Morogoro Region from July 2022 to June 2023, over 1 million kg of cocoa, were traded. Farmers received around \$1.9 million with cocoa prices recording a 34% increase from the previous year.

In Kagera Region, over 46,000 metric tonnes of coffee cherries were sold. The price of Arabica and Robusta coffee recorded an increase of more than 100%, due to the use of the TMX platform.



### Tunduma Integrated Border Management - Installation of Scanners

Enhanced efficiency at Tunduma border continued to bear fruit after cargo scanners were installed. In 2022, these state-of-the-art scanners, encompassing cargo, body and baggage, reduced the average time it takes for cargo trucks to cross the border from five days to approximately one day. Fuel tanks are currently cleared in less than one hour. These translate to a 375% surge in cargo traffic.



### Women in Trade Programme

In partnership with the Tanzania Women Chamber of Commerce, TMA supported the Ministry of Community Development, Gender, Women and Special Groups to review its Women and Gender Development Policy. Two hundred women traders from Mara and Kigoma regions were trained on formalising their businesses as a key requirement for growth and access to finance, and standardisation and certification of products for market access. Additionally, to strengthen the organisational capacity of women's associations, TMA supported the reviewing, updating, and developing of operational manuals, policies, and strategic plans for both Equality for Growth (supporting women in local markets) and Young Women Entrepreneurs (supporting the inclusion of youth in business).



### Enhanced Market Access for Horticulture Products

In 2022, two farmer groups, with a membership of 245 farmers, were trained on the parameters needed to attain the global Good Agricultural Practices (GAP) certification, a key gateway to accessing developed markets. The support linked 964 farmers to markets enabling them to sell agricultural products worth over \$1 million. Participating farmers were able to sell their products for prices 5% higher than untrained farmers, thanks to new linkages and improved productivity and quality.



### Improved Standards for a Better Trade Environment

TMA facilitated data collection for standards development in response to the government's priorities, in both mainland Tanzania's Vision 2025 and Zanzibar's Blue Economy. Further, to make it easier to access international markets, TMA supported the Ministry of Agriculture to conduct countrywide surveillance of capsicum. This resulted in an updated surveillance report and unlocked export markets in both Europe and China. Management system documentation, including the National Fish Quality Control Laboratory quality manual and procedures, and laboratory test methods protocol for the Ministry of Livestock and Fisheries, were reviewed and updated against ISO/IEC 17025:2017. The review followed recommendations from the Southern African Development Community Accreditation Service as part of the accreditation process.



UGANDA

## SUPPORTING UGANDA'S MIDDLE-INCOME STATUS WITH DIGITAL GROWTH AND ENHANCED TRADE STANDARDS

Uganda has made significant strides as it aims for middle income status espoused in its Vision 2040 strategy. A Uganda National Household Survey report indicates that the number of middle class Ugandans has risen from 14 million in 2017 to about 15 million in 2022.

Recognising the potential of the digital sector, which employs over two million people, the government launched the Uganda Digital Transformation roadmap in August 2023. TMA has supported digitalisation of government services, in partnership with the Uganda Revenue Authority, through which we have successfully implemented the final phase of the Uganda Electronic Single Window system.

Alongside these technological efforts, TMA is actively supporting reforms at the Uganda National Bureau of Standards (UNBS) to help Ugandan products access regional and international markets by improving their quality, ensuring measurement accuracy for fair trade, and raising awareness about quality standards. In line with this, we opened a third regional laboratory, greatly enhancing traders access to testing services.

These efforts have started showing results this financial year, with promising prospects in the coming year.

**Anna Nambooze**

Director

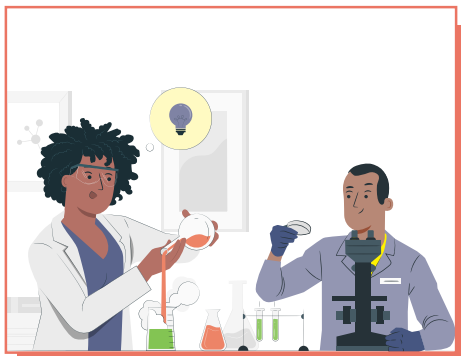






## Featured Project

### UNBS LAB EQUIPMENT



27

#### PERIOD OF IMPLEMENTATION

2019-2023



#### PARTNER

UNBS



#### DONOR

Denmark

### Making Trade Easier for Ugandan Exporters

A key step towards improving East Africa's SME competitiveness is complying to international standards and promoting the ease of doing business. UNBS has done just that by establishing three strategically located food and non-food testing laboratories: Gulu in the north of the country, Mbale in the east and Mbarara in the south. Fully operational, these modern laboratories have enhanced analytical testing capacity in these regions, resulting in a decrease in the sale of both counterfeit products and aflatoxin infested foods.

The laboratories reduced testing time from 25 to about 14 days and contributed to an increase in traded certified products, from 849 to 3,554.

In a market analysis, the Bureau of Standards found that the high number of counterfeit products in Uganda was mainly due to the difficulties involved in obtaining the UNBS mark of quality (Q-Mark), high certification costs, long distances to UNBS offices in Kampala and lengthy result turn-around times.

As of 2022, UNBS reported a 79% reduction in the average time taken to process documents at select institutions, and a 45% reduction in transaction costs at select institutions. Moreover, applicants can now access test results at the click of a button on the UNBS online platform.

The three laboratories mark a key milestone of the UNBS decentralisation strategy, which aims to reduce the testing burden at their main laboratories in Kampala and improve the business environment by boosting access to government services. By conforming to international standards Ugandan exporters can access new markets while at the same time taking advantage of opportunities for product diversification.



## EMERGING RESULTS



### OSBP Completed

Construction of Goli OSBP and Ntoroko Lake Port in Uganda was completed. In addition, furniture, signage and ICT equipment were installed and border and port officials trained on one stop border processes and streamlining of port operations respectively.



### Efficient OSBP, Better Revenues

The revenue collections at Goli have doubled while those at Elegu have more than tripled. This is due to the fact that facility improvements have generated a direct benefit to the Government of Uganda.

### Truck Drivers and Traders Vaccinated Against COVID19

Between January and June 2023 TMA and AMREF partnered to conduct a COVID-19 vaccination drive reaching over 15,000 people, including truck drivers and informal traders. The exercise was implemented under TMA's Safe Trade Emergency Facility Programme designed to curb the spread of the pandemic while protecting livelihoods across the region.



### Women Receive Finance Training

TMA and FSD Uganda implemented a safe trade women's empowerment project in Elegu to support cross-border women traders adversely impacted by the effects of COVID-19. The programme entailed giving unconditional cash transfers to over 500 women traders. It also involved targeted training on financial literacy and the necessary social skills to further galvanise support.





ZAMBIA

## INFRASTRUCTURE UPGRADE TO SAVE TIME AT ZAMBIA/TANZANIA BORDER

The design of the proposed Nakonde one-stop border post (OSBP) is undergoing an update, with the technical working group that deliberates on the project execution expected to validate the design. This would then allow the procurement process to kick-off.

Improvement works will entail upgrading the OSBP infrastructure, such as the buildings, parking lots, access roads, IT systems, and drive-through scanner – among other facilities – to modern standards. The upgrades and full operationalisation of the OSBP are expected to reduce border clearance time from the current 55 hours to 13 hours. Construction of the OSBP will be financed by the UK government (Phase 1), and the World Bank and Trade Catalyst Africa (Phase 2).



MOZAMBIQUE

## DIGITALISING SANITARY AND PHYTOSANITARY CERTIFICATION

In Mozambique, the responsibility for issuing Sanitary and Phytosanitary (SPS) Certificates for the export and re-export of bananas, mangos, lychees, cashew nuts, seeds, seedlings, and biological control agents, lies with the National Directorate of Agricultural Health and Biosafety (DNSAB) at either its headquarters or at one of its 41 regional agencies across the country. Issuance of certificates is still manual, and applicants travel to these agencies to submit documentation in addition to visiting banks to make payments. The process takes several days to complete. To address this challenge, TMA has initiated plans to automate the phytosanitary certification process, which is expected to increase efficiency, reduce errors and improve data management.

In the review period, staff of Mozambique's SPS Competent Authority were trained on international standards. Key stakeholders, including the Ministry of Agriculture, assessed current business processes ready for digitalisation. This will pave the way for the development of a digital solution to streamline certification and import/export processes thereby reducing time and costs. Integration of the proposed digital platform with the National Single Window system is a key priority.





# PEOPLE CULTURE CONNECTIONS

AUDIT AND ASSURANCE

GOVERNANCE, RISK MANAGEMENT  
AND COMPLIANCE

RESULTS AND IMPACT

COMMUNICATIONS

HUMAN RESOURCES

OUR PEOPLE





## AUDIT AND ASSURANCE

The audit and assurance function is an independent unit that functionally reports to the Audit, Finance and Risk Committee of the Board. The unit works to enhance and protect organisational value by providing risk-based and objective assurance, advice and insight. During the year, the unit supported key organisational reform efforts by undertaking advisory engagements, including programme cycle management and strategic projects.

To address key risks such as fraud and to strengthen relevant controls, a detailed assessment of fraud risks was initiated across the programme cycle. As TMA continued to expand its pool of funding sources, the unit supported the organisation in several donor due diligence exercises, including successfully passing the EU Pillar assessment.



## GOVERNANCE, RISK MANAGEMENT AND COMPLIANCE

A significant increase in secondary risks in the year, including economic volatility, rising inflation and economic pressure in both donor and operating countries, exposed TMA to financial and programme delivery risks. However, TMA successfully repositioned to address these risks, reorienting our funding relationships, building a strong programming pipeline for Strategy 3, and restructuring existing programming.

In the financial year 2023-24, we will continue reforms to position TMA as a future-focused and agile implementing partner, able to rapidly meet future development challenges. In tandem, we will continue to enhance our risk management systems in line with global best practice.



## RESULTS AND IMPACT

The Results and Impact unit supported the generation of data from 44 TMA projects under the Intermediate Outcome Monitoring Action Plan, ahead of planned independent evaluations.

Working with the Overseas Development Institute (ODI) and the EAC Secretariat, we finalised two tool kits that document the East African experience of setting up one-stop border posts and establishing the Single Customs Territory, both of which will provide lessons for the rest of the continent.

Other support includes: completion of three evaluability assessments – for the 'Infrastructure', 'Standards and Quality Infrastructure' and 'Trade Policy' portfolios; and the Safe Trade Emergency Facility Programming. Additionally, the independent evaluation for the Digital Trade Portfolio has begun.



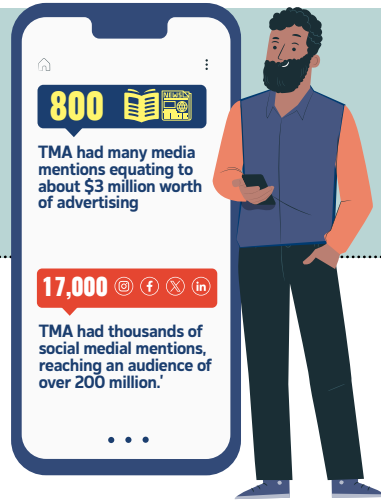
## COMMUNICATIONS

Over the last year we made significant strides in enhancing outreach and engagement, embracing a holistic approach that integrated digital platforms and traditional media outlets complemented by dynamic event management.

This led to substantial gains in media presence, with TMA featured in about 800 news articles, equating to an estimated advertising value of around \$3 million. Our digital footprint expanded, garnering over 17,000 mentions across social media platforms, and reaching an audience surpassing 200 million.

One of the year's highlights was TMA's major rebranding from TradeMark East Africa to TradeMark Africa. This represents the organisation's broader reach across East Africa, West Africa, the Horn and Southern Africa; as well as reflecting our support to Africa's continental free trade agenda. The rebranding was fittingly launched by the Secretary General of the AfCFTA in Accra, Ghana. Livestreamed to 600 people, our new presence emphasises our commitment to support the continent.

Regular weekly newsletters, active event participation, media engagements, and 'Keep Africa Trading' podcast, emerged as vital platforms for enhancing the brand narrative and storytelling, with plans underway for further expansion.



## HUMAN RESOURCES

TMA has a diverse staff complement of more than 156 people. The Human Resources team focused on skills development through advanced training, innovative recruitment strategies, and enhancing employee engagement with well-being programmes, aligning HR efforts with the organisation's broader goals. Key milestones included:



Contracting of the Trade Catalyst Africa (TCA) CEO and board members for both TCA and TMA.



Full implementation of the year one training calendar for TMA Academy (an experiential learning programme targeting staff at different levels within the organisation).



Completion of restructuring process to pave the way for full implementation of TMA Strategy 3 (2023-2030).

We offered outplacement services for staff affected by the restructuring, while embarking on plans to bring in new talent. Thorough audits and updated policies and procedures to ensure full compliance with labour laws were completed.





## OUR PEOPLE



**Fatuma Asmahan Abdi**  
Monitoring and Evaluation  
Assistant

As a member of the results team, I provide support in developing monitoring plans for projects across the organisation.

What I find especially fulfilling in my role is the remarkable diversity and the promise of change that these projects aim to bring to our Africa work.

The ever-changing landscape can seem daunting to an observer, however, I find it intellectually invigorating. It's this constant exposure to fresh and exciting tasks that adds a layer of excitement to my role and fuels my enthusiasm.

What I appreciate about TMA's programming is the tangible impact it generates. The work we do leads to real-world changes and improvements.



**Kwamina Ekremet**  
Programme Manager,  
West Africa

As a Programme Manager for West Africa I employ varied skills sets, including leadership, communication, and emotional intelligence and every day gives me an opportunity for continuous improvement (kaizen) and lifelong learning. This is important in the field of trade, which is evolving and ever-growing.

Any opportunity to learn excites me. Any opportunity to contribute to the prosperity of Africans gives me energy and purpose.

TMA's Programme Lifecycle Management adheres to international best practice, regional and local contexts, and delivers real impact. From inception, TMA's programming involves co-creation with TMA technical leads and stakeholders, as well as the leadership, to secure their points of view, counsel, buy-in and commitment. This leads to the sustainability of interventions and tangible results that have a direct impact on project participants.



**Zuhura Sekro Mbaga**  
Programme Officer

I feel fulfilled by TMA's mission of growing prosperity through trade. I've witnessed the positive outcomes of our efforts, ranging from increased exports, simpler trade procedures, job creation and the transformation of women traders from informal businesses to formal enterprises, enabling them to compete in regional and global markets.

The dedication of my team - in Tanzania- ensures that we not only meet immediate needs, but also contribute to long-term development, such as sustainable and efficient infrastructure, improved trading standards and effective trade systems and procedures. The achievements that my country programme has posted in the last decade, demonstrate that our initiatives directly respond to the challenges faced by businesses and stakeholders in the region.



**Noel Sangole**  
Programme Manager,  
Malawi

TMA accords me a strategic opportunity to drive positive change and streamline processes that have a direct bearing on regional and international trade. I am excited to be in a position where I support efforts to enhance Malawi's exports, addressing current challenges such as

the huge balance of payments and forex currency scarcity, as well as supporting smooth cross-border transactions for the benefit of traders and communities.

I also enjoy coordinating with diverse teams that support us on specific issues, such as the Digital Trade team which supports the digitalisation of government trade agencies, aiming to reduce document processing times and cost, all of which has a direct benefit on the ease of doing business and the cost of goods and services.

TMA's programming is positioned to address some of the complex challenges in regional and international trade. The impacts of our work are tangible in terms of improvements in cross-border transactions, reducing the time and cost of doing business, eliminating barriers to trade, and improving the quality of standards and compliance of products through accreditation processes.

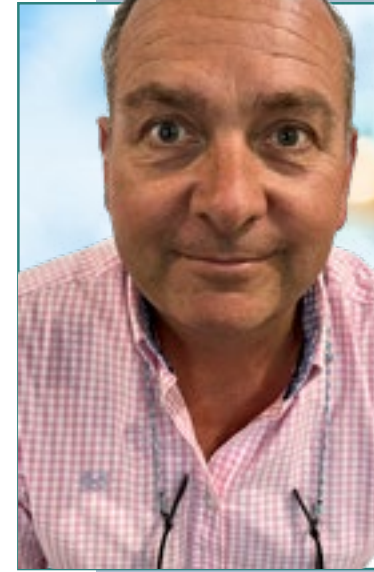


**Martha Bande**  
Programme Manager

Working in a leading aid-for-trade organisation in Africa is fulfilling for me, as trade is a powerful driver of growth and development. As an afro-optimist, a programme management specialist and a development studies graduate,

I relish putting my passion, skills and knowledge into the implementation of trade facilitation programmes across the continent. Seeing the transformational impact of our projects, be it in improving the trade environment, or applying digital technologies to improve access to trade information, or other ways in which TMA makes a difference, it is always a step nearer to moving the continent towards prosperity.

Having been with the organisation for more than a decade it is gratifying to see TMA grow to cover other regions of the continent. What an exciting time to be in this space, with implementation of the world's largest free trade area taking centre stage in Africa's trade landscape!



**Angus Miller**  
Regional Advisor,  
Horn of Africa

I like the freedom and delegated authority within TradeMark Africa, which is important in enabling us to deliver the results we achieve. The culture supports creativity and innovation. I came from the donor side, which I see as strategic, especially with funding, but my role at TMA is more suited to me personally as I work around multiple

challenges characteristic of the development sphere. Getting to know people, knowing what is going to work or not, sitting between the financiers, who want us to deliver certain results against set targets, and government institutions and private sector players who have their own pressures and priorities, is challenging and exciting in equal measure. As change makers, we sit between several actors and match up the demands to get things done.

One thing to note, here at TMA you literally see the impact of our work. In the Horn of Africa programme we are privileged to deliver results such as the Hargeisa Bypass Road in Somaliland. At Tog Wajaale border women traders are now operating in safe marketplaces, away from the harsh weather elements, and from previously open air, run-down markets. The markets are larger with traders able to go about their activities more safely. I love seeing the smiles on their faces. Now to complete the Berbera market.





**Achaa Abdillahi Ahmed**  
Djibouti Country  
Director

As the Djibouti Country Director, I derive immense satisfaction in my work. I am surrounded by talented, enthusiastic, and passionate individuals committed to their craft.

The work presents a rare intersection of transport, trade, trade policy, and trade facilitation.

When looking at one component alone, such as good infrastructure, it is not sufficient without the support of other elements such as trade policy and facilitation, both crucial for fostering a competitive business environment.

It's both a challenging and exciting role. The excitement stems from my passion for achieving impactful results in the Corridor Programme, aiming to reduce the time and cost of doing business, together with enabling cross-border trade with neighbouring countries. The challenge lies in collaborating with stakeholders to meet programme goals while managing the expectations of our funders, who eagerly anticipate the positive impact on communities' lives.



**Mark Priestly**  
USAID-ERRA  
Chief of Party

I have been working at TMA since the beginning, in 2010, when I started the Rwanda Programme as the Country Director. I am really proud of the work we do at TMA in delivering high impact projects that have both transformational outcomes and positive impacts

among vulnerable groups, such as women traders. It has been an incredible journey from TradeMark East Africa to becoming the largest aid for trade agency with a pan Africa coverage under TradeMark Africa.

Currently, I am the Chief of Party for the Economic Recovery and Reform Activity (ERRA) – a \$75 million programme funded by USAID, and implemented by TMA in East Africa and the Horn. This has been an exciting challenge as ERRA is one of our flagship programmes and USAID one of our newest and largest donors.

To deliver ERRA we have hired a number of staff, particularly younger people from the region. I am really motivated by their enthusiasm and energy and ready to impart my knowledge and passion for delivering high impact projects to this new cohort.



**Dorcas Muga**  
Internal Audit Manager

As an auditor, I interact with different types of projects. I get to learn about our diverse interventions, be it infrastructure, digital, or standards, and at the regional and country level.

As an internal auditor, I am privileged to

have a view of the whole programme cycle and recommend improvements where we notice control gaps. I work closely with cross functional teams to identify workable solutions to challenges.

Besides being part of project implementation processes, I appreciate the opportunity to learn new things, which I love. This has helped me to grow my skills and breadth of knowledge and also enabled me to appreciate the impact of our work in growing prosperity through trade.



## FINANCIAL STATEMENTS

INDEPENDENT AUDITOR'S REPORT  
ON THE SUMMARY CONSOLIDATED  
FINANCIAL STATEMENTS TO THE  
MEMBERS OF TRADE MARK AFRICA

STATEMENT OF SURPLUS OR DEFICIT  
& OTHER COMPREHENSIVE INCOME

STATEMENT OF FINANCIAL POSITION

STATEMENT OF FUND BALANCE

STATEMENT OF CASH FLOWS

NOTE 1 BASIS OF PREPARATION



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

### Opinion

The summary consolidated financial statements comprise the summary consolidated Statement of Financial Position as at 30 June 2023 and the summary consolidated Statement of Comprehensive Income, summary consolidated Statement of Changes in Fund Balance and summary consolidated Statement of Cash Flows for the year then ended and which are derived from the audited consolidated financial statements of TRADEMARK AFRICA (the "Company") and its subsidiary (together, the "Group") for the year ended 30 June 2023.

In our opinion, the accompanying summary consolidated financial statements are consistent, in all material respects, with the audited consolidated financial statements as at and for the year ended 30 June 2023, in accordance with the basis described in the notes accompanying the summary consolidated financial statements and in accordance with the Kenyan Companies Act, 2015.

### Summary Financial Statements

The summary consolidated 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 consolidated financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited consolidated financial statements and the auditor's report thereon. The summary consolidated financial statements and the audited consolidated financial statements do not reflect the effects of events that occurred subsequent to the date of our report on the audited consolidated financial statements.

### The Audited Financial Statements and Our Report Thereon

We expressed an unmodified audit opinion on the audited consolidated financial statements in our report dated 18 December 2023.

### Directors' Responsibility for The Summary Financial Statements

The directors are responsible for the preparation of the summary consolidated financial statements in accordance with the basis described in Note 1 and in the manner required by the Kenyan Companies Act, 2015.

### Auditor's Responsibility

Our responsibility is to express an opinion on whether the summary consolidated financial statements are consistent, in all material respects, with the audited consolidated 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.

### BDO East Africa Kenya

Signed on behalf of BDO East Africa Kenya by Kennedy Wandahi  
Engagement partner responsible for the independent audit  
Practicing certificate number: P/2557 Membership number: 16791



Consolidated Financial Statements for The Year Ended 30 June 2023

**STATEMENT OF SURPLUS OR DEFICIT AND OTHER COMPREHENSIVE INCOME**

	Year Ended 30 June 2023 \$'000	Year Ended 30 June 2022 \$'000
<b>Income</b>		
Grant income	72,354	70,389
<b>Other income</b>		
Gain on disposal of assets	-	8
<b>TOTAL INCOME AND OTHER INCOME</b>	<b>72,354</b>	<b>70,397</b>
<b>Expenditure</b>		
Personnel costs	12,411	13,708
Consultancy costs	12,518	16,619
Professional services	2,515	2,201
Conferences and workshops	8,741	7,888
Grants to partners	4,109	6,375
Office supplies	348	251
Project assets	17,213	19,706
Project materials and supplies	5,610	1,363
General expenses	984	936
Travel expenses	2,598	1,849
Depreciation and amortisation	758	819
Foreign exchange losses (gains)	1,780	(2,031)
<b>TOTAL EXPENDITURE</b>	<b>69,585</b>	<b>69,684</b>
<b>Finance Income</b>	<b>87</b>	<b>93</b>
<b>Surplus before taxation</b>	<b>2,856</b>	<b>806</b>
Taxation	(1)	-
<b>Surplus after taxation</b>	<b>2,855</b>	<b>806</b>
Other comprehensive income	-	-
<b>TOTAL COMPREHENSIVE SURPLUS FOR THE YEAR</b>	<b>2,855</b>	<b>806</b>



## Consolidated Financial Statements for The Year Ended 30 June 2023

**STATEMENT OF FINANCIAL POSITION**

	As at 30 June 2023 \$'000	As at 30 June 2022 \$'000
<b>ASSETS</b>		
<b>Non-current assets</b>		
Property and equipment	411	463
Intangible assets	1,393	1,004
Right of use assets	1,239	1,305
	<b>3,043</b>	<b>2,772</b>
<b>Current assets</b>		
Cash and bank balances	18,941	10,267
Receivables and prepayments	1,034	1,081
Donor receivables	7,684	3,177
	<b>27,659</b>	<b>14,525</b>
<b>TOTAL ASSETS</b>	<b>30,702</b>	<b>17,297</b>
<b>FUND BALANCES AND LIABILITIES</b>		
<b>Fund balances</b>		
Accumulated deficit	(13,815)	(16,670)
<b>Liabilities</b>		
Deferred grant income	31,031	26,978
Payables and accruals	12,379	5,686
Lease liabilities	1,107	1,303
	<b>44,517</b>	<b>33,967</b>
<b>TOTAL FUND BALANCES AND LIABILITIES</b>	<b>30,702</b>	<b>17,297</b>



Consolidated Financial Statements for The Year Ended 30 June 2023

**STATEMENT OF FUND BALANCE**

	\$'000
<b>Year ended 30 June 2023</b>	
Accumulated funds as at 1 July 2022	(16,670)
Total comprehensive surplus for the year	2,855
<b>ACCUMULATED FUNDS AS AT 30 JUNE 2023</b>	<b>(13,815)</b>
<b>Year ended 30 June 2022</b>	
Accumulated funds as at 1 July 2021	(17,476)
Total comprehensive surplus for the year	806
<b>ACCUMULATED FUNDS AS AT 30 JUNE 2022</b>	<b>(16,670)</b>



## Consolidated Financial Statements for The Year Ended 30 June 2023

**STATEMENT OF CASH FLOWS**

	Year Ended 30 June 2023 \$'000	Year Ended 30 June 2022 \$'000
Cash generated from / (used in) operations	9,898	(4,898)
<b>Investing activities</b>		
Acquisition of property and equipment	(264)	(83)
Acquisition of intangible assets	(389)	(110)
Cash used in investing activities	(653)	(193)
<b>Financing activities</b>		
Principal repayment of lease liabilities	(571)	(589)
Cash used in financing activities	(571)	(589)
Increase / (decrease) in cash and cash equivalents	8,674	(5,680)
<b>Movement in cash and cash equivalents</b>		
At start of year	10,267	15,947
Increase / (decrease) in cash and cash equivalents	8,674	(5,680)
<b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>	<b>18,941</b>	<b>10,267</b>

**Note 1 Basis of Preparation**

These summarized financial statements are derived from the complete annual audited consolidated financial statements of TradeMark Africa (the "Company") and its subsidiary (together, the "Group") for the year ended 30 June 2023, 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 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.

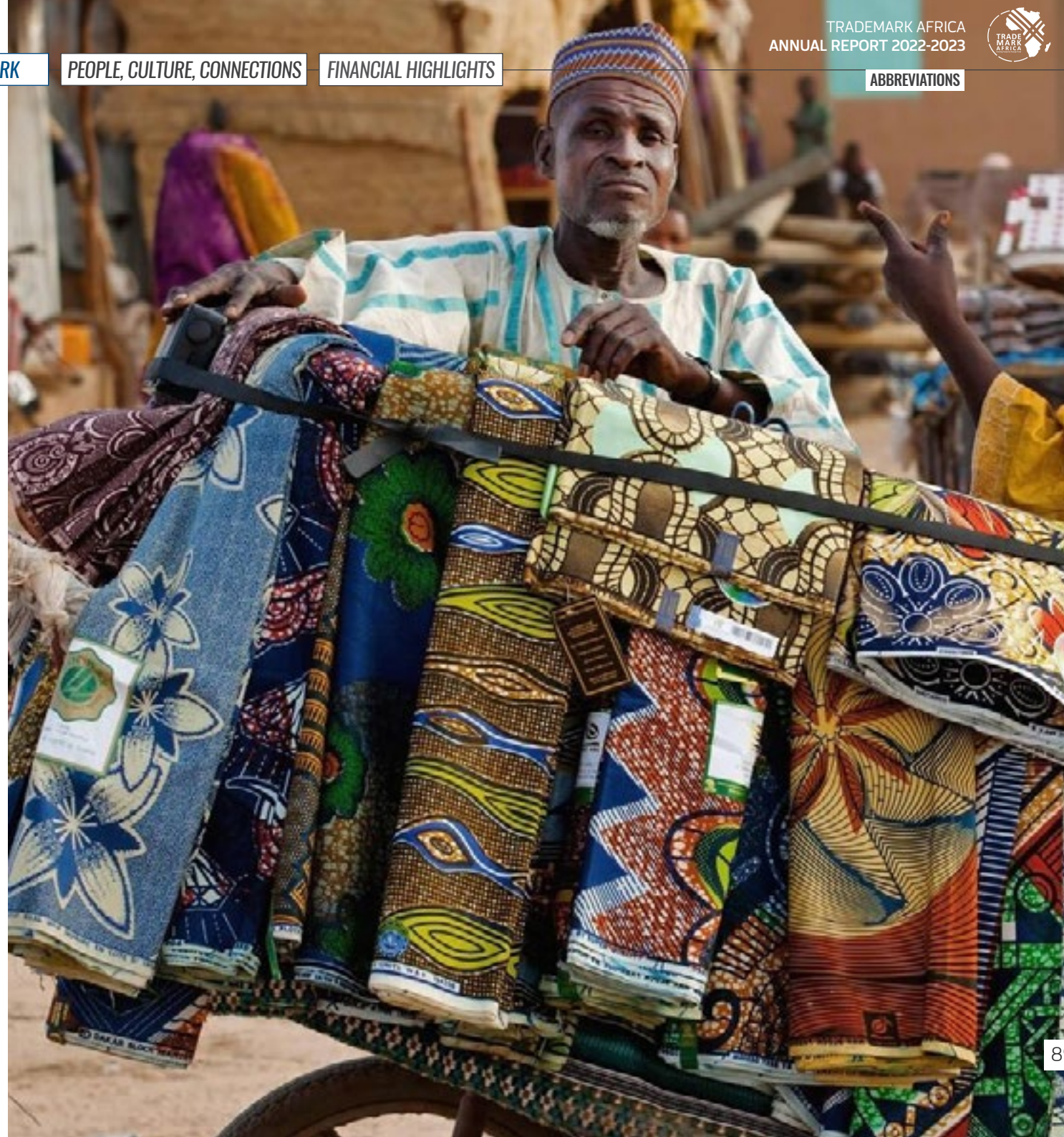
The figures presented in these summarized financial statements agree with the figures presented in the complete audited consolidated financial statements. Directors believe that the summarized financial statements contain the necessary information and are at an appropriate level of aggregation so as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

## ABBREVIATIONS & ACRONYMS

<b>\$</b>	US Dollar	<b>ICT</b>	Information Technology
<b>ADN</b>	Agence Djiboutienne des Normes	<b>IGAD</b>	Intergovernmental Authority on Development
<b>AfCFTA</b>	African Continental Free Trade Area	<b>KEBS</b>	Kenya Bureau of Standards
<b>AFD</b>	Agence Française de Développement	<b>KRA</b>	Kenya Revenue Authority
<b>ASYCUDA</b>	Automated System for Customs Data	<b>LAPSSET</b>	Lamu Port, South Sudan, Ethiopia Transport
<b>BEEEP</b>	Business Environment and Export Enhancement Programme	<b>MICE</b>	Meetings, Incentives, Conferences/Conventions and Events/Exhibitions
<b>CFCIB</b>	Federal Chamber of Commerce and Industry of Burundi	<b>MIMIS</b>	Integrated Management Information System
<b>CLMS</b>	Converged Licensing Management System	<b>MT</b>	Metric tonnes
<b>CMS</b>	Customs Management System	<b>NTB</b>	Non-Tariff Barrier
<b>COMESA</b>	Common Market for Eastern and Southern Africa	<b>NTFC</b>	National Trade Facilitation Committee
<b>Danida</b>	Danish International Development Agency	<b>ODI</b>	Overseas Development Institute
<b>DRC</b>	Democratic Republic of Congo	<b>OSBP</b>	One-stop Border Post
<b>EAC</b>	East African Community	<b>RDB</b>	Rwanda Development Board
<b>EASSI</b>	Eastern Africa Sub-Regional Support Initiative	<b>RECTS</b>	Regional Electronic Cargo Tracking System
<b>ECOWAS</b>	Economic Community of West African States	<b>RSB</b>	Rwanda Standards Board
<b>EDP</b>	Export Development Programme	<b>RURA</b>	Rwanda Utilities Regulatory Authority
<b>ESW</b>	Electronic Single Window	<b>SACU</b>	South African Customs Union
<b>FSMS</b>	Food Management System	<b>SADC</b>	Southern African Development Community
<b>FY</b>	Financial Year	<b>SME</b>	Small and Medium Enterprise
<b>GAP</b>	Good Agricultural Practices	<b>SPS</b>	Sanitary and Phytosanitary
<b>GDP</b>	Gross Domestic Product	<b>TANCIS</b>	Tanzania Revenue Authority's Customs Integrated System
<b>GHG</b>	Green House Gas		
<b>HACCP</b>	Hazard Analysis Critical Control Points		



<b>TBP</b>	Time Bound Programme
<b>TCA</b>	Trade Catalyst Africa
<b>TFA</b>	Trade Facilitation Agreement
<b>TLIP</b>	Trade Logistics Information Pipeline
<b>TMA</b>	TradeMark Africa
<b>TMX</b>	Tanzania Mercantile Exchange
<b>UNBS</b>	Uganda National Bureau of Standards
<b>UNCTAD</b>	United Nations Conference on Trade and Development
<b>UNDP</b>	United Nations Development Programme
<b>USAID</b>	United States Agency for International Development
<b>UWEAL</b>	Uganda Women Entrepreneurs Association
<b>WTO</b>	World Trade Organization





# ANNUAL REPORT 2022/2023



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