



GROWING STRONG & RESILIENT TRADE IN AFRICA



**ANNUAL
REPORT**
2023/2024



ANNUAL REPORT 2023/2024

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ABBREVIATIONS & ACRONYMS

ACA	Anti-Counterfeit Authority
AEO	Authorised Economic Operator
AFA	Agriculture and Food Authority
AfCFTA	African Continental Free Trade Area
AFD	Agence Francaise de Developpment
AGRA	Alliance for a Green Revolution in Africa
AIMS	Integrated Information Management System
ADN	National Standards Agency Djibouti
B2B	Business-to-Business
BEEEP	Business Environment and Export Enhancement Programme
BMOs	Business Member Organisations
CECI	Centre for International Studies and Cooperation
CLA	Collaborative Learning and Adapting
CMA	Corridor Management Authority
COMESA	Common Market for Eastern and Southern Africa
DRC	Democratic Republic of the Congo
EAC	East African Community
eSW	Electronic Single Window
EU	European Union
ECOWAS	Economic Community of West African States
HACCP	Hazard Analysis and Critical Control Points
IEICS	Integrated Export Import Certification System
IPPC	International Plant Protection Convention
ILO	International Labour Organization
ISO	International Organization for Standardization
JBP	Joint Border Post
LAPSSET	Lamu Port-South Sudan-Ethiopia Transport
MCCCI	Malawi Confederation of Chambers of Commerce and Industry
MEL	Monitoring, Evaluation, and Learning
NCTF	National Committee on Trade Facilitation
NTB	Non-Tariff Barriers
ODI	Overseas Development Institute
PWD	Persons with Disabilities
SADC	Southern African Development Community
SPS	Sanitary and Phytosanitary
SME	Small and Medium-Sized Enterprise
SQI	Standards and Quality Infrastructure
SQMT	Standardisation, Quality Assurance, Metrology and Testing
STR	Simplified Trade Regime
TBT	Technical Barriers to Trade
TCA	Trade Catalyst Africa
TFA	Trade Facilitation Agreement
TLIP	Trade Logistics Information Pipeline
TMA	TradeMark Africa
TMX	Tanzania Mercantile Exchange
VIBE	Value-added Initiative to Boost Employment
USAID-ERRA	United States Agency for International Development - Economic Recovery and Reform Activity
WRS	Warehouse Receipt System
WTO	World Trade Organization

TABLE OF CONTENTS

UNDERSTANDING TMA

Where We Work	05
Understanding TMA	06
Funding Partners	07
Roadmap to Change	08
Highlights of The Year	10
Progress Towards Impact	12

LEADERSHIP PERSPECTIVES

Council Chair	14
Board Chair	15
Chief Executive Officer	16
TMA Board Members	18
Leadership	19

PORTFOLIO AREAS

Trade and Investment Environment	21
Quality and Value of Traded Goods	24
Digital Trade Systems	26
Physical Connectivity	29
Resilient and Sustainable Trade	33

COUNTRY PROGRAMMES

Burundi	39
Democratic Republic of Congo	42
Djibouti	46
Ethiopia	49
Ghana	52
Kenya	55
Malawi	59
Rwanda	62
Somaliland	66
Tanzania	70
Uganda and South Sudan	75
Zambia	78
Mozambique	79

PEOPLE, CULTURE & CONNECTIONS

Strengthening Integrity and Driving Strategic Growth	81
Government, Risk Management and Compliance	81
Strategic Communication as a Catalyst For Impact	82
Driving Efficiency and Impact Through Technology	82
Optimising Procurement For Greater Impact	83
TMA's Commitment to Protecting Communities Through Trade Research	83
Driving Evidence-based Impact at TMA	85
Our People – The Driving Force	85
Who We Are	90

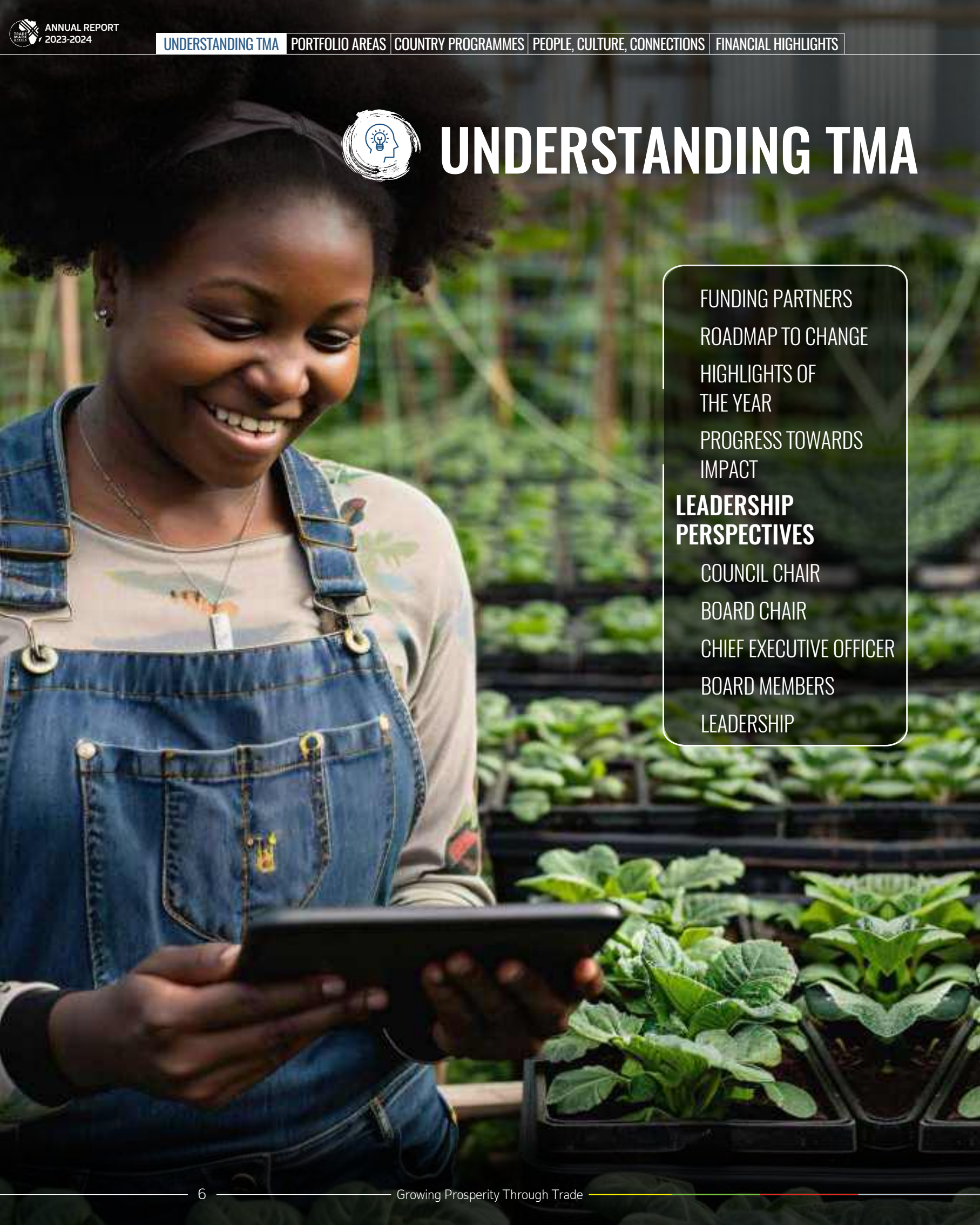
FINANCIAL STATEMENTS

Independent Auditor's Report on The Summary Consolidated Financial Statements to The Members of TradeMark Africa	92
Statement of Surplus or Deficit & Other Comprehensive Income	93
Statement of Financial Position	94
Statement of Fund Balance	95
Statement of Cash Flows	95
Note 1 Basis of Preparation	96



WHERE WE WORK





UNDERSTANDING TMA

FUNDING PARTNERS
ROADMAP TO CHANGE
HIGHLIGHTS OF
THE YEAR
PROGRESS TOWARDS
IMPACT

LEADERSHIP PERSPECTIVES

COUNCIL CHAIR
BOARD CHAIR
CHIEF EXECUTIVE OFFICER
BOARD MEMBERS
LEADERSHIP



FUNDING PARTNERS

In partnership
with



BILL & MELINDA
GATES *foundation*



Ministry for Foreign
Affairs of Finland

 **Norway**



In partnership with

Canada



**MINISTRY OF
FOREIGN AFFAIRS
OF DENMARK**
Danida



**Government
of Ireland**
International
Development
Programme



Ministry of Foreign Affairs of the
Netherlands



European Union



**mastercard
foundation**



**UK International
Development**

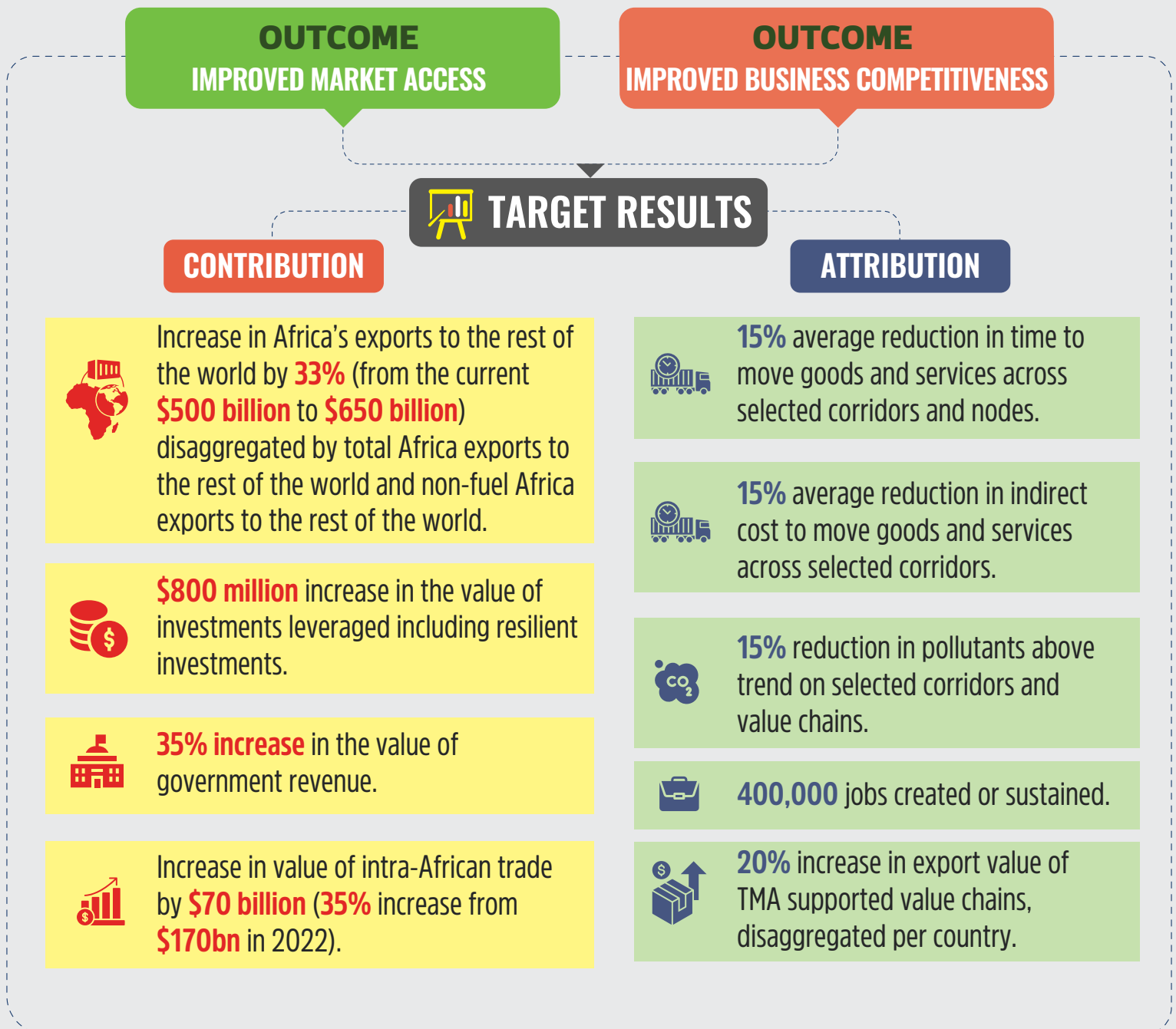
Partnership | Progress | Prosperity



USAID
FROM THE AMERICAN PEOPLE

ROADMAP TO CHANGE

TMA's theory of change acknowledges that trade barriers drive up business costs, making imports and exports less competitive both within the region and on a global scale. By implementing targeted interventions in critical areas – such as infrastructure, policy reforms, and trade facilitation – these costs can be lowered, fostering a more efficient and dynamic trading environment.





PORTFOLIO AREAS



PORTFOLIO 1
Enhanced Trade
and Investment
Environment



PORTFOLIO 4
Improved Physical
Interconnectivity
and Linkages



PORTFOLIO 2
Improved Quality
and Value of
Traded Goods



PORTFOLIO 5
Resilient
Trade



PORTFOLIO 3
Efficient Digital
Systems



PORTFOLIO 6
Sustainable
Trade

HIGHLIGHTS OF THE YEAR

JULY 2023



- The EAC launched an online tool to monitor the performance of 22 one-stop border posts, initiating data collection and sensitisation efforts across Partner States.

AUGUST 2023



- TMA provided the Burundi Revenue Authority with equipment to operationalise the Regional Electronic Cargo Tracking System under the EAC Single Customs Territory framework.

SEPTEMBER 2023



- The EU committed \$33 million (€32 million) to support the Djibouti Corridor project, during the 9th International Single Window Conference, co-hosted with Djibouti and the African Alliance for E-Commerce.

OCTOBER 2023



- User acceptance tests were conducted for the iSOKO platform in Burundi, an initiative geared towards supporting small-scale traders, particularly women, by providing critical market information.

NOVEMBER 2023



- AfCFTA Secretary-General, H.E. Wamkele Mene, visited TMA's Nairobi headquarters to discuss TMA's support for AfCFTA and opportunities to drive continental trade facilitation and commercial financing.
- TMA promoted Africa's Digital Transformation Strategy at the WTO's Digital Trade Conference, highlighting the importance of a single digital market.

DECEMBER 2023



- At COP28 in Dubai, TMA made the case for future-proof low carbon trading systems, positioning Africa as a pioneer in sustainable trade.



HIGHLIGHTS OF THE YEAR

JANUARY 2024



- The US-funded programme awarded \$2 million to the Eastern Africa Grain Council to enhance export-oriented staple food value chains in East Africa.

FEBRUARY 2024



- The Netherlands committed \$63 million to TMA for sustainable and innovative trade practices.
- TMA in partnership with IOTA Foundation, World Economic Forum, Tony Blair Institute for Global Change (TBI), Institute of Export and International Trade, and Global Alliance for Trade Facilitation, signed a Teaming Agreement to develop neutral, open, non-profit, and resilient trade practices for trade data sharing, based on the groundbreaking platform that TMA developed with IOTA.

MARCH 2024



- TMA inaugurated its first Country Programmes Oversight Committee in Ghana to oversee trade facilitation along the Abidjan-Lagos Corridor.
- Infrastructure upgrades at Kalundu Port in the DRC were completed and handed over to the Government of the Democratic Republic of Congo.
- Irish Ministerial Mission visited Jade Fresh Limited, Kenya, as a partner under Kenya's Women in Trade Programme, strengthening ties between Ireland and Kenya in driving sustainable and resilient trade practices.

APRIL 2024



- A Safe Trade Zone facility was officially launched in Moyale, Ethiopia.
- TMA hosted a ministerial panel at the AmCham Business Summit to explore trade opportunities in Eastern Africa.

MAY 2024



- TMA signed an MoU with ECOWAS to enhance trade facilitation and integration in West Africa.
- TCA in partnership with CONTECH broke ground on potentially, Africa's first sustainable industrial garment factory.

JUNE 2024



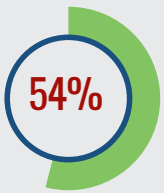
- Finland committed \$12.5 million (€12 Million) to advance sustainable, resilient, and digital trade in Africa.
- The AfCFTA Secretariat, the Mastercard Foundation, and TMA launched a fisheries programme targeting 240,000 jobs by 2028.
- TMA participated at the WTO Aid for Trade Global Review, where sustainable logistics featured prominently.
- Digital Fleet Management project on the Djibouti-Addis Ababa Corridor signed.

PROGRESS TOWARDS IMPACT

This report covers the first year of implementing Strategy 3. During this period, we worked with our partners to establish a strong foundation through scoping and market research, stakeholder engagement, participatory planning, programme mobilisation, and early stages of implementation. This starting phase marks an exciting time, setting the stage for a sustainable and resilient trade environment across Africa. Below is a summary of some emerging results.

REDUCTION IN TIME AND COST TO TRADE ACROSS BORDERS

- Over a year, each vehicle saved **182 hours in travel time, due to a 54% reduction in travel time** from an average of **55 minutes** in 2019 to **30 minutes** in 2023 on TMA facilitated roads in Mombasa: Kipevu Road, Magongo Road, and Mbaraki and Port Reitz/Airport Road. Additionally, truck turnaround time at the port decreased by 43%, from 26 hours in 2019 to 15 hours in 2023.
(Endline Survey Report for Mombasa West Roads Improvement Programme November, 2023)

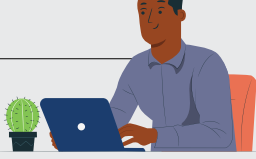


REDUCED TRAVEL TIME FROM 55 MINUTES TO 30 MINUTES



- Digitisation of the Warehouse Receipt System Form 7 in Tanzania reduced claim processing time from 30 days to instant processing** after the system went live in 2023, thereby lowering costs associated with the storage and management of goods in the warehouse by farmers and traders
(Tanzania Annual Review Report, 2024).

REDUCED CLAIM PROCESSING TIME FROM 30 DAYS TO INSTANT



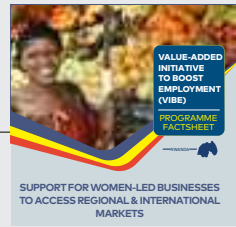
- Mifugo Integrated Management System in Tanzania (MIMS): permit issuance time reduced from 14 days in July 2022 to 1 hour in June 2024 while increasing government revenue collection by over 100%.** MIMS is an online system developed with the Government of Tanzania to enable traders importing and exporting livestock, livestock products, fish and fish products to acquire regulatory documents online.
(Tanzania Ministry of Livestock and Fisheries Report, 2024)

REDUCED TIME TAKEN TO ISSUE LIVESTOCK PERMITS



INCREASE IN EXPORT VALUE OF TMA SUPPORTED VALUE CHAINS

- In Rwanda, the ViBE programme achieved the following:
 - Five women-led small and micro sized enterprises signed trade leads with a potential export value of over **\$600,000 (2023/2024)**.
 - Eight UK Businesses were linked to 17 Rwandan companies with signed deals projected to generate monthly exports of **\$124,800**.
(Annual Review Report, 2024)



- EAGC reported that over 3,200MT of grain valued at \$950,000 were traded by SMEs participating in the programme in Kenya and Uganda.** The additional trade activity would not have occurred at the same scale without the partnership with EAGC. The initiative improved access to grain business hubs and technical services that translated to market access with better pricing and income generated for farmers and traders.



3,200MT OF GRAIN TRADED BY SMEs

PROGRESS TOWARDS IMPACT

- **The Berbera Fish Market in Somaliland was completed** and fitted with powered cold storage providing trading spaces for women traders.
- **The iSOKO Platform system data revealed a 70% annual increase in sales**, with 78,000 traders onboarded as of June 2024, 90% of whom are women.



- **Over 3,000 cross-border traders were trained on the Simplified Trade Regime (STR) at eleven border points in Kenya and six in Uganda.** The training equipped them with the knowledge and skills to navigate the STR framework, enabling them to trade formally across borders. The STR is a policy framework within the EAC that exempts goods valued at less than \$2,000, from import duties, promoting small scale trade. Additionally, training raised awareness about gender-based violence, including available reporting mechanisms. *(STR Project Report).*

OVER 3,000 CROSS-BORDER TRADERS TRAINED ON SIMPLIFIED TRADE REGIME



INCREASE IN VALUE OF INTRA-AFRICAN TRADE

- **The common list of goods under the STR was revised from 370 to 567 products (153% increase)**, allowing for a broader range of goods to be traded more easily across borders. *(USAID-ERRA Programme Report, 2024)*

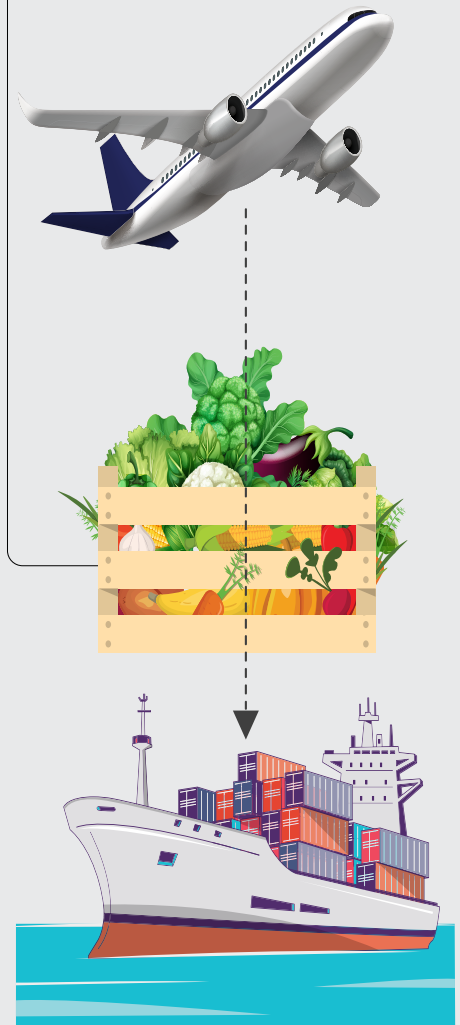


- **74 EAC standards were harmonised**, including 41 that were gazetted for edible oils, supporting a \$2 billion trade sector. *(TMA Annual Review Report, 2024).*
- **Monthly average revenue for targeted crossborder women traders in the Women and Trade programme increased by 23%** between 2018 and 2024, against a target of 15%. The programme reached over 155,000 traders in the EAC. *(Endline Evaluation of Women in Trade Programme Report, 2024).*



INCREASE IN AFRICA'S EXPORTS TO THE REST OF THE WORLD

- **Kenya's masterplan for the transition of at least 50% of fresh produce from air to sea freight was completed.** Identified interventions can reduce fresh produce sea freight transportation prices by up to 30%. Implementation of recommendations will start in 2025 and will be the foundation for the ongoing Business Environment and Enhancement Programme between the EU and the Government of Kenya.



STRENGTHENING PARTNERSHIPS AND TRADE FOR A PROSPEROUS AFRICA

The past year at TradeMark Africa (TMA) has been one of expansion and deepening partnerships. As Chair of TMA's Council of international partners, I am proud that Finland is committed to advance TMA's mission of fostering economic growth across African economies through more efficient trade. TMA's ability to build trust and drive collaboration as a special purpose vehicle has been instrumental in achieving these milestones.

TMA's success comes from its ability to foster connections on many levels. One is to connect partners at the national, regional and now continental levels, working with Governments, Regional Economic Communities (RECs) and the African Continental Free Trade Area (AfCFTA) Secretariat, to support trade policy conducive to mutual economic benefits, and to help domesticate and implement policy. It also comes from bringing Governments and the private sector together and we must never forget that all such policy should serve to enable the private sector to trade more effectively. This twin focus has ensured that TMA's activities are strongly owned by partners and are grounded in that which succeeds.

From its beginnings in the East African Community (EAC), TMA now operates in 14 countries across Eastern, Southern, and West Africa, as well as the Horn, while it continues to strengthen its established presence in Ghana. This expansion reflects the growing trust and investment from partners – funding partners, national Governments and regional economic blocs – in TMA's potential impact in the region. In May 2024, this momentum was solidified through a Memorandum of Understanding with the Economic Community of West African States (ECOWAS), with TMA committing to support its strategic goals, including enhancing customs and trade facilitation, strengthening transport corridors and accelerating digitisation to make trade processes more efficient. Furthermore, by supporting peer learning amongst ECOWAS member states, TMA will facilitate reinforcement of regional cooperation, so setting the stage for a more integrated landscape.

Real change happens when partnerships between the private sector, Governments, civil society and international bodies deliver a harmony of effort and synergies between the interests of all players. TMA has a particular strength in convening these diverse players to drive lasting progress. One example showcasing such common efforts towards a single goal, is the joint work between the Kenyan Government, funding partners, exporters, buyers, logistics actors and international traders, to shift transportation of Kenya's fresh produce from air freight to sea freight.

This effort not only strongly positions Kenya exports for a future in which discerning buyers are ever more demanding around standards, provenance and sustainability, but critically also harnesses the commercial interests of all parts of the trading system to build a better future. This is a key tenet of the Global Gateway initiative championed by the European Union and Member States, and I am delighted that a number of international partners are coalescing around this combined approach. TMA's ability as an institution to foster and act as a centre of gravity for such collaboration is one of its strengths.

As TMA expands geographically, it is also expanding its relationships. I am very pleased to welcome the Mastercard Foundation as a new funding partner, with a focus on creating jobs in Africa – in particular for youth and women – through close collaboration with the AfCFTA Secretariat. This also broadens the base of TMA's philanthropic partners and brings the Foundation's valuable perspectives into TMA's strategic conversations. I look forward to further widening of the network in years to come.

As TMA's international partners, we reaffirm that increased trade – both intra-African trade, and trade with the rest of the world – is fundamental to Africa's future prosperity. Creating the regulatory frameworks for this, and strengthening trading systems, is a priority in our strategies to reshape our relationships with the continent as it becomes more connected and prosperous.



— **Leo Svahnback** —
Council Chair

A PAN-AFRICAN VISION FOR TRADE AND PROSPERITY

This year marked the beginning of TradeMark Africa's Strategy 3 (2023-2030) – an ambitious plan to drive sustainable and resilient trade as a pathway to prosperity. Over the last 14 years, TMA has facilitated nearly \$1 billion in investments, making cross-border trade easier and boosting regional integration. From promoting trade-friendly policies to upgrading physical infrastructure and digitising trade processes, TMA's work in its areas of operations has contributed to reducing the costs and delays of cross-border trade.

The year also saw the launch of the second Ten Year Implementation Plan of the African Union's (AU) Agenda 2063, dubbed "The decade of acceleration towards a prosperous, peaceful, and integrated Africa". Agenda 2063 outlines seven objectives to shape the continent's next decade. Among these, TMA is prioritising three: firstly, nurturing a more integrated and connected Africa focusing on infrastructure development, trade in goods and services, connectivity and trade facilitation. Secondly, enabling productive citizens with the tools, technology and access to compete globally. And third, strengthening Africa's position as a strong voice and global player in international trade negotiations and global economic governance structures.

This is therefore an exciting time to be joining TMA as its Board Chair. On a continent of more than one billion citizens, there are the same number of reasons to believe in Africa's potential. As a former Chair of the AU, I fully believe that trade facilitation will create an efficient, integrated African market, where countries trade freely and attract investment, allowing their citizens to drive economic growth. With TMA's support, this is achievable.

And so, I embrace the challenge of TMA's mission to deepen Africa's trade integration and eliminate bottlenecks on trade corridors, so that TMA's impact extends beyond the continent. I am encouraged by tangible success stories of trade facilitation, such as the East Africa Regional Electronic Cargo Tracking System, which I recently witnessed in action in Kenya. This system is a major achievement of policy negotiation and technological innovation, enabling neighbouring countries to jointly track cargo along one of East Africa's busiest transport and trade corridors. It proves that with the right interventions and political will, Africa can build a digital trade super-highway, eventually leading to no-stop borders. TMA's vision to scale up such successes now has a strong foundation; with the Board's endorsement of its Digital Strategy, we plan to support countries across the continent to make this a reality.

The Board fully endorses the alignment of TMA's Strategy 3 with the aspirations of the African Continental Free Trade Area (AfCFTA). AfCFTA is an historic initiative with a target to lift 30 million people out of extreme poverty through job creation and economic empowerment. Its ambition is bolstered by lessons from history that show that economies that trade become more competitive, productive, and prosperous. TMA's purpose is rooted in supporting African countries to realise the AfCFTA ambition by eliminating trade barriers, investing in trade infrastructure, and equipping African small and medium size businesses to compete in regional and global markets. Yet, much like the Pan-Africanist movements that laid the groundwork for Africa's independence, AfCFTA has faced bureaucratic and diplomatic hurdles while navigating complex regulations and reconciling diverse national interests. None the less, AfCFTA marks a transformative shift for Africa. This leads me to reflect on the words of a great pan-African advocate, the Kenyan writer, Professor Micere Mugo:

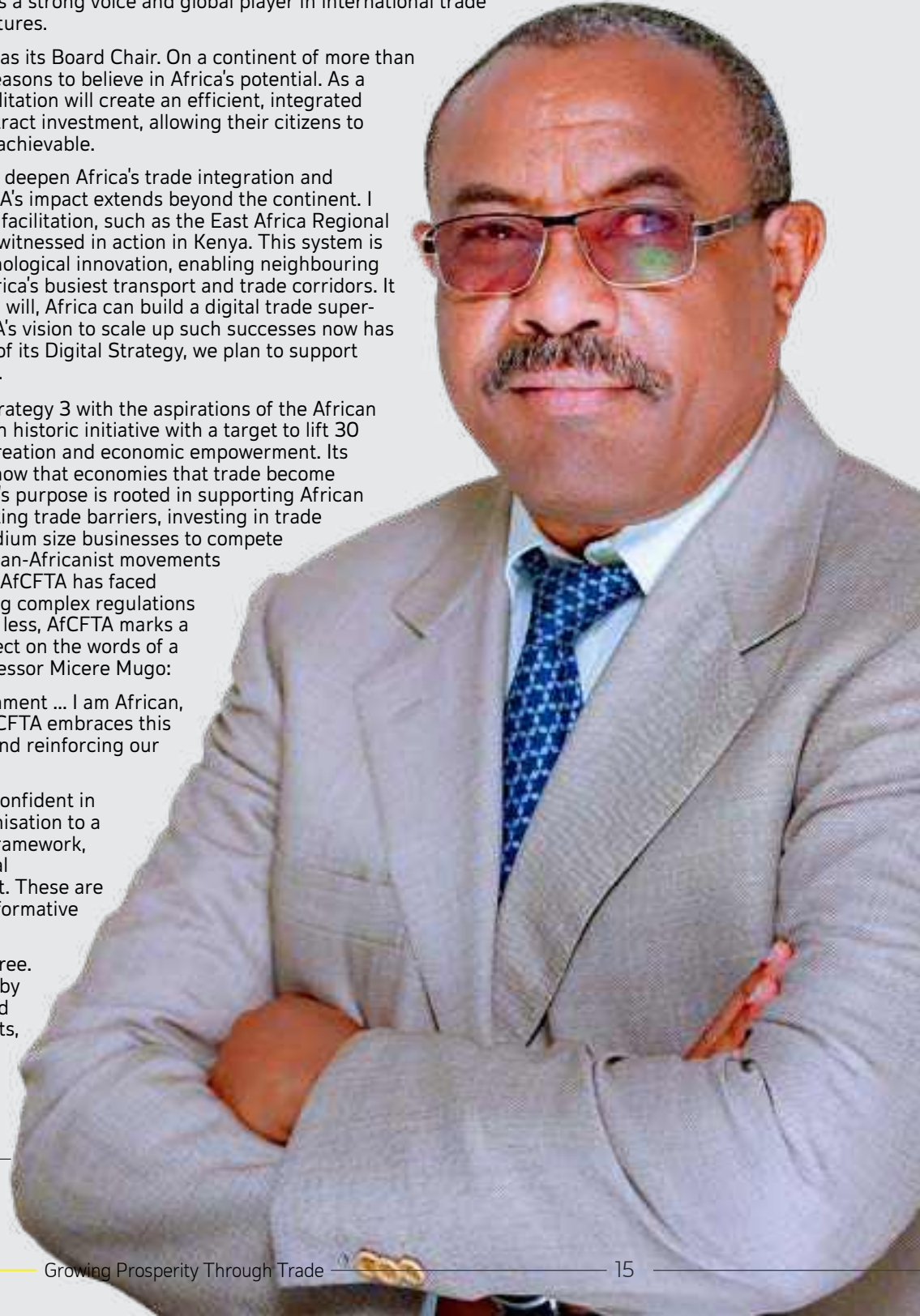
"I am a border crosser, defying geographical containment ... I am African, I am Pan-African ... I am a citizen of the world ...". AfCFTA embraces this spirit, breaking economic barriers, fostering unity, and reinforcing our shared African identity.

I am impressed by TMA's impact to date. I am also confident in its direction, as it expands from an East Africa organisation to a pan-African institution. With a strong governance framework, international support, and partnerships with national governments, TMA is poised for even greater impact. These are the foundations for playing our role in driving transformative change across Africa for Africa.

Finally, let me emphasise – free trade is not totally free. It must be built through joint efforts and supported by both government and the private sector. As TMA and like-minded institutions continue to serve as catalysts, let us unite in shaping a stronger trade future for Africa – one that is resilient, and competitive on the global stage.

H.E Hailemariam Desalegn Boshe

Board Chair, TradeMark Africa &
Former Prime Minister, Ethiopia



UNLOCKING AFRICA'S TRADE POTENTIAL BY DRIVING INNOVATION AND IMPACT

Trade connects communities, strengthens markets, and drives prosperity. At TradeMark Africa (TMA), we believe an integrated, digitally connected, and sustainable trade system is essential in realising the continent's full potential. Over the past year, the first of our new strategy's implementation, TMA has continued to lay the foundations for this, while tackling new challenges and expanding our focus. How this is done also matters: throughout this report, you will see some recurring words and themes, including digital, innovation, and impact. These words are key to how TMA conceives our mission.

Power of Digital Trade

A major driver of the results we have seen over the last few years has been digitalisation, which streamlines trade processes, simplifies requirements, and reduces the potential for human error and interference. This last year, together with our partners, we have continued to introduce digital systems that make a substantive difference to cross-border trade. Take Tanzania's Mifugo system, which TMA helped the Government of Tanzania to put in place, enabling traders importing and exporting livestock and fish products to get their regulatory documents online: this has reduced the time taken to issue permits from 14 days in 2022 to just one hour in 2024, while doubling Government revenue collection in this area. During the year, we have also begun a number of initiatives that you will read about in these pages, not least working with the Government of Djibouti to develop a Fleet Management System, which is expected to reduce trade costs by 10%, cut clearance times by 30%, and boost targeted exports by 15%.

Systems also need an effective regulatory framework to succeed. TMA has been supporting the African Continental Free Trade Area (AfCFTA) in developing its Digital Trade Protocol, a framework that supports the integration of Africa's digital trade, through enhancing SME participation in intra-regional trade, promoting financial inclusion, and facilitating the interoperations of trade-related digital platforms. The state parties of the AfCFTA adopted the Protocol in February 2024.

In recent years, TMA has also pushed the envelope in next generation trade solutions. In partnership with the IOTA Foundation, TMA has, for example, pioneered the Trade Logistics Information Pipeline (TLIP) to eliminate the use of paper and enable seamless data exchange between customs authorities, logistics providers and traders. Crucially, it creates trust through using distributed ledger technology that means it is impossible to alter any data entered, so reducing the need for reverification at various stages, which significantly adds to the cost and time of processing transactions. Pilot cases between Kenya and the Netherlands already show shortened transit times and reduced transaction costs for goods. We are excited by the possibilities of using such technology to incorporate new requirements imposed on exporters, such as traceability, into existing processes. Building on this, TMA is working with like-minded international entities to explore a neutral and not-for-profit propagation of this technology.



Interventions with Impact

Making trade more efficient is not only about next generation solutions. TMA continues to complete high-impact physical infrastructure projects to enhance connectivity, lower costs, and promote sustainability – the essential drivers for thriving trade. As part of this, TMA has been working to enhance trade around Lakes Tanganyika and Kivu, facilitating upgrades at ports along the coastline. We have also been addressing bottlenecks in transporting goods out of Mombasa port, handing over the Mbaraki-Nyerere Road to the Mombasa County Government in February 2024, which has cut travel times by over half, and lowered truck turnaround times at Mombasa Port's container and oil terminals from 26 to 15 hours. And we are working to support operationalisation of the LAPSET Corridor through Lamu Port, building on our investments to enhance efficiencies at Moyale Border Post, with diagnostics and facilitation of technical progress. Ethiopia celebrated a milestone in April 2024 with its first bulk import of fertilisers through Lamu Port.

Economic Empowerment

According to the African Development Bank, 70% of Africa's informal cross-border traders are women, who often face challenges not typically encountered by men. One of these is balancing childcare needs with their work. An endline evaluation for support to informal traders showed this year that targeted female traders saw an increase in monthly sales. And TMA has built six markets specifically for female cross-border traders in Rusizi, Busia, Tog-Wajaale (on both the Somaliland and Ethiopian sides), Moyale and Berbera. We also opened Berbera Fish Market in June 2024, creating cold store facilities for the first time. All the markets are designed to cater to the unique needs of women traders and offer amenities such as free stalls, secure environments, breastfeeding rooms, ablution blocks, solar energy, refrigerated facilities and prayer rooms where appropriate.

The Way Forward

TMA will continue to collaborate closely with Governments, businesses, and regional bodies to expand intra-African trade and grow exports to global markets. In the coming year, we will prioritise digital trade expansion, strengthen trade corridors, embed sustainability in trade practices, and drive economic empowerment. Unlocking Africa's full trade potential requires collaboration, innovation, and decisive action at every border.

David Beer

CEO, TradeMark Africa

BOARD MEMBERS



H.E. Hailemariam Desalegn Boshe
Board Chair, TradeMark Africa
& Former Prime Minister, Ethiopia



Susan Kiama
Vice Chair, TradeMark Africa,
Kenya



David Luke
Canada/Sierra Leone



Lola Aworanti-Ekugo
Nigeria



Gabriel Negatu
United States



Celestine Munda
Kenya



Alexander Fraser
United Kingdom



Patricia Ojangóle
Uganda



Prof. Dominic McVey, MBE
United Kingdom



Sanjay Rughani
Tanzania

LEADERSHIP

TMA Council

The Council is the overarching governing body, comprising representatives of funding partners who wish to have representation. Its mandate includes approving TMA's corporate strategic plan, representing TMA to its stakeholders including funding partner headquarters, setting the framework for TMA's intended results and impact, appointing the Board, and providing high level strategic support to the Board and Legal Member.

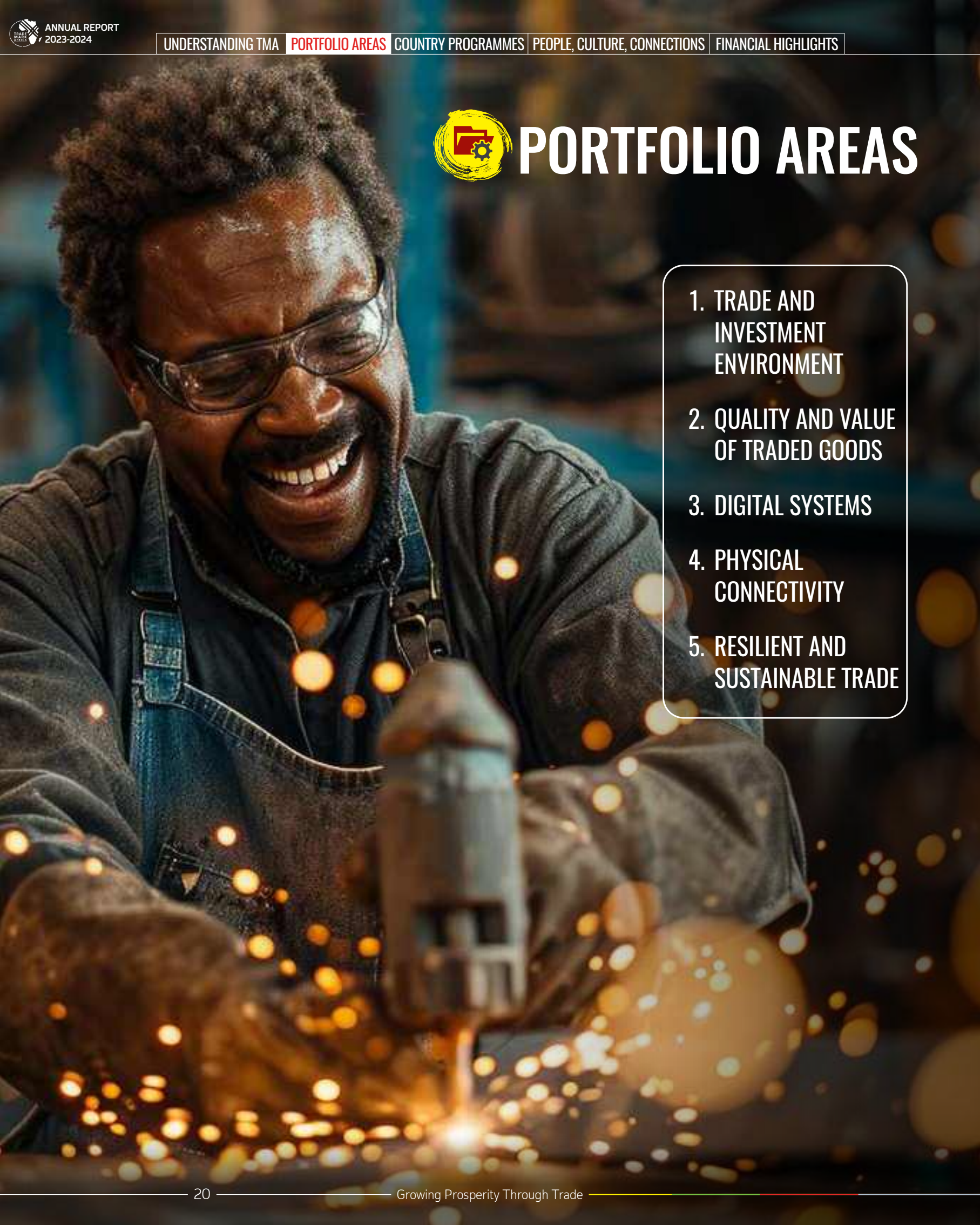
www.trademarkafrica.com/council-members/

TMA Management

Please follow the link to view TMA's management team.

www.trademarkafrica.com/management/





PORTFOLIO AREAS

- 1. TRADE AND INVESTMENT ENVIRONMENT
- 2. QUALITY AND VALUE OF TRADED GOODS
- 3. DIGITAL SYSTEMS
- 4. PHYSICAL CONNECTIVITY
- 5. RESILIENT AND SUSTAINABLE TRADE

TRADE AND CUSTOMS

Bridging Borders, Boosting Trade

This year, the Trade and Customs programme made strides in reducing barriers to trade, advancing regional integration and enhancing market access within the EAC. Efforts focused on refining policy frameworks and facilitating sustainable progress in regional trade.

In April 2024, ministerial border missions were conducted at **Nimule/Elegu (Uganda/South Sudan)** and **Mutukula/Mutukula (Tanzania/Uganda)**, highlighting the benefits of the EAC Simplified Trade Regime and one-stop border posts in reducing costs and improving efficiency of

cross-border trade. A notable highlight occurred in February 2024, when a technical committee meeting between Ethiopia and Kenya, facilitated by TMA, enabled Ethiopia's first cargo shipment through Lamu Port, activating and marking a major milestone for the LAPSSET Corridor. This not only pointed to the strengthening bilateral trade between Kenya and Ethiopia, but also underscored the corridor's capacity to boost regional economic integration. In the coming year, we will enhance trade remedy frameworks, improve digital trade systems, deepen AfCFTA integration, and optimise simplified trade regimes.



Benedict Musengele
Director,
Trade Policy & Trade Facilitation

EMERGING RESULTS

The Impact of the Single Customs Territory

The Single Customs Territory Programme, supported by TMA, introduced two important instruments to enhance trade efficiency: the EAC Customs Bond and an inter-agency coordination framework. The Customs Bond replaced national guarantees, boosting competitiveness for landlocked countries. A total of 240 stakeholders across five EAC Partner States were sensitised to ensure smooth adoption, while the integration of Northern and Central Corridors' cargo tracking systems is **90% complete**, providing near-complete cargo visibility.



Streamlining Regional Trade Through the Simplified Trade Regime

The EAC Simplified Trade Regime (STR) was reviewed and revised to expand the list of commonly traded goods from **370 to 567 tariff lines**, broadening the scope for small-scale traders to benefit from cross-border trade. Complementing this were ministerial missions at Nimule/Elegu and Mutukula/Mutukula, engaging customs authorities, trade associations, and the private sector. These missions both promoted awareness of the STR's expanded benefits and addressed implementation challenges faced by small-scale traders, helping them get better access to markets in neighbouring countries, and supporting broader economic growth.



Strengthening Trade Remedies Through the Fair-Trade Project

TMA partnered with the EAC Secretariat to bolster the regional trade remedies framework, ensuring fair trade practices across Partner States. Through consultative workshops in seven countries, stakeholders gained critical insights into trade remedies under various agreements, including **AfCFTA and the EAC-COMESA-SADC Tripartite Free Trade Area**. These engagements have catalysed national-level advocacy to ratify Article 24(2)(a) of the EAC Customs Union Protocol, enabling the creation of the Trade Remedies Committee.



EMERGING RESULTS

Driving AfCFTA Implementation Through Capacity Building

Over **128 representatives** from public and private sectors were trained on AfCFTA provisions, positioning the EAC to align regional trade priorities to AfCFTA. Negotiations on Rules of Origin **increased agreed tariff lines to 92.3%**, which is expected to reduce trade deflection risks and create new opportunities for regional businesses. Through capacity building and technical support, TMA is enabling Partner States to unlock AfCFTA's potential, driving economic integration and positioning the EAC as a key player in continental trade.



INCREASED
AGREED
TARIFF LINES



Training session on AfCFTA implementation modalities, Dar es Salaam, Tanzania.



Featured Project

ELIMINATING NON-TARIFF BARRIERS FOR ENHANCED TRADE



PERIOD OF IMPLEMENTATION
July 2023 – June 2030



IMPLEMENTING PARTNER
EAC Secretariat



FUNDING PARTNERS
Netherlands & USAID

Efforts to eliminate non-tariff barriers (NTBs) in the EAC are delivering significant gains, creating a more predictable and efficient trading landscape. Backed by funding from the US and the Netherlands, and with TMA's support, the region has made steady progress in dismantling obstacles that have long impeded economic integration. **Reported NTBs have decreased from 34 in 2017 to just one in 2024**, reflecting strengthened institutional frameworks, such as Regional Monitoring Committee meetings in Burundi and Kenya, which have facilitated collaborative solutions to trade challenges.

A notable achievement this year was the launch of the NTBs App in December 2023, a joint initiative by TMA and the EAC. The app facilitates

real-time monitoring and reporting of trade barriers, with support for English, Swahili and French, ensuring accessibility across the region. Training for 182 stakeholders from Kenya, Uganda, Tanzania, Rwanda and Burundi has improved transparency and efficiency in managing NTBs. Meanwhile, an econometric model analysing NTBs along the Northern and Central Corridors equips policymakers with actionable data to target inefficiencies and allocate resources more effectively.

The impact is evident. Reduced trade costs and improved logistics are unlocking opportunities, particularly for small and medium enterprises. Landlocked countries such as Rwanda and Burundi are gaining better market access, enhancing their competitiveness and deepening regional connectivity. The NTBs App

has been an enabler, addressing issues such as bureaucratic delays, excessive paperwork, and discriminatory licensing, thus facilitating smoother trade flows.

According to an EAC NTB study (2022) since 2017 **89.5%** of reported NTBs have been resolved, with the average resolution time now at **88.3 days**. Between June 2022 and June 2023, **16 NTBs** were reported, of which nine were resolved and seven remain under review. Historically, NTBs cost the region **\$16.7 million** annually and have disrupted **\$94.9 million** in trade. The NTBs App is reversing these losses by expediting resolutions and offering traders a powerful tool to navigate barriers. This progress is not only bolstering trade efficiency but also advancing economic integration across the region.



Encountering an NTB? Report through the EAC NTBs App



English

Swahili

French



With funding from



Through



STANDARDS, SANITARY & PHYTOSANITARY

Supported by USAID, the Netherlands, and Global Affairs Canada, the Standards and Sanitary and Phytosanitary (SPS) Programme contributed to reducing non-tariff barriers while boosting trade volumes for essential agricultural products.

TMA's initiatives focused on harmonising health and safety standards and building compliance frameworks across countries to ensure enhanced market access and safer consumer products. By strengthening bureau of standards infrastructure, training frontline staff and stakeholders, and enhancing quality protocols, TMA laid the foundation for standards-driven trade systems that enhance the value of traded goods.

Despite inflation and exchange rate challenges, the programme's effective resource management and regional partnerships encouraged compliance with international standards across sectors such as horticulture, grains and textiles, reflecting the rising demand for quality-compliant goods. This progress suggests a broader trend towards higher standards in goods demanded by both local and international markets.

Looking forward, TMA will expand successful interventions and accelerate the implementation of the EAC SPS Strategy for the next decade. Priorities include supporting adoption of both risk-based inspection systems and training for Standards and SPS authorities.



Dr Andrew Edewa
Director,
Standards and SPS

EMERGING RESULTS

Capacity Building for Enterprises Boosts Burundi's Regional Competitiveness

Funded by USAID, the Burundi Capacity Building for Enterprises Project focused on improving compliance with regional and international standards in Burundi's grain sector. **By training 119 stakeholders on EAC standards for grains and maize and Hazard Analysis and Critical Control Points, TMA enabled local cooperatives and smallholder farmers to meet Standards and SPS requirements.** Twenty enterprises were coached on implementing EAC standards, improving food safety compliance and reducing trade barriers for Burundian agricultural products.

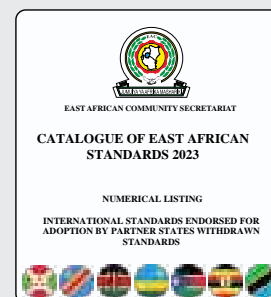
119
STAKEHOLDERS TRAINED ON
EAC STANDARDS FOR GRAINS
AND MAIZE



Harmonisation of Standards and Quality Infrastructure Across the EAC

Fragmented standards have delayed product certification, undermining the global competitiveness of East African products. TMA spearheaded the quality infrastructure regional initiative that harmonised Standards and Quality Infrastructure (SQI) across the EAC. **This led to the publication of the EAC Standards Catalogue 2023, which consolidated harmonised standards for various products, providing traders with a clear compliance framework.** In addition, TMA supported the development of the EAC Standards, Quality Assurance, Metrology and Testing Strategic Plan (2023-2028), a blueprint for enhancing the region's infrastructure in quality assurance, metrology, and testing infrastructure.

EAC STANDARDS CATALOGUE 2023 PRODUCED





EMERGING RESULTS

EAC Harmonisation of SPS Measures on Track to Meet International Standards

Inconsistent Sanitary and Phytosanitary (SPS) measures have long disrupted agricultural trade in East Africa, with grains and horticulture products frequently rejected at EAC and international entry points for failing to meet international standards. To address this, TMA, through US funding, supported the harmonisation of SPS measures across the EAC through the development and adoption of the EAC SPS Strategy (2024-2034). The strategy will strengthen the SPS system within the EAC over the next 10 years. **TMA further trained over 150 border stakeholders at Busia and Namanga in Kenya, on market requirements and risk-based inspections.** Other achievements included supporting the drafting of the EAC SPS Bill, the development of an SPS information-sharing platform, and the completion of an animal health corridor study, which will guide targeted investments in veterinary infrastructure. Additionally, **TMA facilitated EAC interventions, such as the mandatory Certificate of Conformity for maize consignments, and enhanced testing protocols, resulting in restoration of confidence between partner states, leading to the release of detained consignments of maize flour at the border between Uganda and South Sudan.**

OVER 150

**BORDER
STAKEHOLDERS
TRAINED ON RISK-
BASED INSPECTIONS
AT MAJOR
CORRIDORS**



"TMA's support for the development of the EAC SPS Bill has been invaluable in advancing the legislative framework necessary for harmonising SPS measures across the region. The wide stakeholder engagement, combined with capacity-building efforts, has ensured that this Bill is aligned with both regional and international standards, setting a strong foundation for improved food safety and trade."

Hon. Abdikadir Aden,
Member of the East African
Legislative Assembly.

TMA's Standards and SPS programme was honoured with the Award for Excellence in Trade Facilitation at the East African Business Summit in December 2023, recognising its substantial contributions to reducing non-tariff barriers and improving trade facilitation across the region. Noteworthy achievements include the EAC Standards Catalogue 2023 and the EAC SPS Strategy (2024-2034), both marking significant strides towards regional trade integration.

**EXCELLENCE
IN TRADE
FACILITATION**



"TradeMark Africa's efforts to harmonise standards and reduce non-tariff barriers have had a transformative impact on trade in East Africa. Their leadership in this area has made it easier for businesses to trade across borders, enhancing regional integration and competitiveness."

**East African Business
Council.**

DIGITAL TRADE SYSTEMS

During the year, TMA championed digital solutions, strategic partnerships, and data-driven innovations to reshape trading landscapes across East and Southern Africa. From establishing the Agricultural Sector Data Gateway platform with Kenya's Ministry of Agriculture, Livestock, and Fisheries Development, to forging global alliances at the WTO's 13th Ministerial Conference in Abu Dhabi, these digital initiatives are setting new standards for efficiency, transparency and connectivity in international trade.

Kenya's Agricultural Sector Data Gateway will provide real-time insights to bolster food security and inform policy. Further, a partnership with the Warehouse Receipt System Council will introduce an electronic warehousing receipt system, while the Kenya National Multi-Commodities Exchange has laid the foundation for a digital commodities marketplace that will broaden markets for agri-trade and other sectors.

Globally, TMA signed a Teaming Agreement at the WTO's 13th Ministerial Conference in Abu Dhabi, with international bodies such as the IOTA Foundation, the World Economic Forum, the Tony Blair Institute for Global Change, and the Global Alliance for Trade Facilitation. This collaboration committed to building neutral, resilient, digital infrastructure for sharing cross-border trade data, promoting transparency and accessibility. This will be powered by the Trade Logistics Information Pipeline, developed with IOTA. Demonstrated successfully in Kenya's flower export chain to the Netherlands, this pipeline has streamlined data sharing, reducing the need for cumbersome paperwork, and enhancing trust among stakeholders within the supply chain.

TMA is gearing up to further push the boundaries of digital trade, adopting emerging technologies such as AI in its solutions. We plan to launch an open digital toolkit for sanitary and

phytosanitary agencies, pilot AfCFTA digital protocols, and roll out the TMA Digital Trade and Innovation Strategy. These initiatives are designed to advance a connected, digitally enabled trade landscape across Africa



Erick Sirali
Director,
Digital Trade

EMERGING RESULTS

Simplifying Procedures with the Trade Logistics Information Pipeline

In February 2024, TMA, in partnership with the IOTA Foundation, the World Economic Forum, the Tony Blair Institute for Global Change, the Institute of Export and International Trade, and the Global Alliance for Trade Facilitation, signed a Teaming Agreement to develop the Trade Window Infrastructure Network (TWIN). This initiative will transform international trade by creating a secure, open, and public-good digital infrastructure for seamless trade data sharing. Building on the Trade Logistics Information Pipeline (TLIP), pioneered by TMA and the IOTA Foundation in 2019, TWIN enhances security, transparency, and efficiency by replacing traditional paper-based processes with a fully digital system. Leveraging Distributed Ledger Technology, **TLIP enables real-time information exchange, reduces administrative burdens, and strengthens regulatory compliance.**



TWIN Teaming agreement signing at WTO's 13th Ministerial Conference in Abu Dhabi.



EMERGING RESULTS

Strengthening Supply Chain Integrity with the the Integrated Information Management System

TMA has bolstered Kenya's anti-counterfeit efforts through the launch of the Integrated Information Management System (AIMS) in collaboration with the Anti-Counterfeit Authority. Developed with funding from the UK and Denmark, AIMS enables intellectual property holders to register their rights online, thereby improving case management and enforcement processes. The platform also facilitates the efficient tracing of counterfeit goods, enhancing supply chain security and integrity. In addition, TMA supported the creation of the National Illicit Trade Observatory, which uses real-time data on seizures to counteract illicit trade. **These innovations have reduced compliance costs by 20%, enabling businesses to focus on growth while protecting consumers.**

20%

REDUCTION IN COMPLIANCE COSTS, ENABLING BUSINESS TO FOCUS ON GROWTH



Driving Transparency in Regional Trade Through the SCT Information Sharing Platform

The Single Customs Territory (SCT) Information Sharing Platform has advanced regional customs operations by integrating scanner systems for seamless image sharing between Kenya and Uganda. The initiative has enhanced collaboration and resource sharing, improved compliance among traders, and strengthened informed physical inspections. These advancements have also speeded up cargo clearance, ensuring efficiency in cross-border trade. Additionally, TMA partnered with the EAC to strengthen the regional Authorised Economic Operator programme, equipping stakeholders with the necessary training to ensure compliant operators benefit from expedited clearance processes. A sustainability plan engaging member states is underway to secure long-term impact and institutionalise these gains, reinforcing transparency, efficiency, and predictability in regional trade facilitation.

Reducing Time and Costs through the KEPHIS Integrated Export Import Certification System

In June 2024, the Kenya Plant Health Inspectorate Service (KEPHIS), with TMA's support, launched the Integrated Export Import Certification System (IEICS). This digital platform streamlines export and import certification, cutting transaction times, enhancing transparency, and automating procedures. Integrated with KenTrade, the Kenya Revenue Authority, and the IPPC (International Plant Protection Convention) e-Phyto hub, IEICS enables real-time data validation. An independent evaluation commissioned by TMA found 47% of users viewed certification costs as moderate, while 28% rated them low, reflecting improvements on the previous system. By minimising bureaucratic delays and improving service delivery, IEICS is modernising Kenya's phytosanitary trade, fostering efficiency, and strengthening the country's position in regional trade facilitation.



"With TradeMark Africa's support, we developed the Integrated Export and Import Certification System (IEICS), a digital platform transforming plant health certification, licensing, and permitting. IEICS enables seamless interactions with KEPHIS and other agencies, supporting Kenya's agenda to enhance the business environment and attract investment. The system reduces certification time and costs, automates processes, and improves regulatory efficiency. By leveraging the e-Phyto platform, it ensures secure government-to-government trade information exchange, curbing forgery. Its user-friendly design streamlines applications, payments, and certificate issuance, while real-time tracking improves transparency. This empowers traders to focus on growth, fostering a business-friendly and efficient trade environment."

Prof. Theophilus M. Mutui, PhD

Managing Director, Kenya Plant Health Inspectorate Service (KEPHIS)



Featured Project

DRIVING AFRICA'S DIGITAL TRANSFORMATION THROUGH THE AfCFTA DIGITAL TRADE PROTOCOL



PERIOD OF IMPLEMENTATION
October 2022-September 2025



IMPLEMENTING PARTNER
AfCFTA Secretariat



FUNDING PARTNER
USAID

The AfCFTA Digital Trade Protocol, adopted in February 2024, is integral to the African Union's Digital Transformation Strategy. It is designed to bring together 1.3 billion people across the continent into a single digital market, breaking down trade barriers, improving internet access, and helping businesses expand.

During the period under review, TMA facilitated technical discussions, engaged stakeholders, and built consensus across regional economic communities and member states, paving the way for the protocol's adoption. The focus now shifts to implementation, with TMA driving the

development of annexes, localisation strategies, and pilot projects. Investments in digital infrastructure strive to streamline cross-border e-commerce, empower SMEs, and enhance competitiveness across the continent.

A major component of TMA's efforts involves harmonising data governance frameworks, ensuring secure cross-border data flows, lowering compliance costs, and fostering trust. Real-time access to market data equips businesses to innovate and compete effectively. The protocol also ensures that growth benefits underserved communities. With 43%

of sub-Saharan Africa's population still unbanked, the initiative provides a route to economic participation through digital financial services.

Africa's digital economy, projected to grow from \$180 billion in 2025 to \$712 billion by 2050 according to IFC (2020), stands to benefit significantly from the trust built through TMA's contributions to cybersecurity, data protection, and streamlined trade systems. TMA's efforts ensure that SMEs and entrepreneurs across the continent thrive in a secure, connected and resilient marketplace, catalysing economic growth, job creation, and sustainable development.



PHYSICAL CONNECTIVITY

Facilitating Trade with Upgraded Infrastructure

The Physical Connectivity portfolio supported the construction of a variety of infrastructure projects across our countries of operation, laying the groundwork for regional integration and trade efficiency. Feasibility studies for additional infrastructure projects – such as the Djibouti Corridor Infrastructure Upgrade and link roads in West Africa and the Horn of Africa – were conducted, creating a pipeline of future projects.

Notable achievements include the substantial completion of the Rusizi One-Stop Border Post (OSBP) on the border between the DRC and Rwanda, and the formal opening of the Mahagi OSBP between Uganda and the DRC. The completion of Mbaraki Road, linking Mombasa Port to the Northern Transport Corridor, has improved logistics from the port and is literally driving growth through trade, as it has led to higher truck utilisation rates, and quicker turnaround times for cargo at the Mbaraki Terminal.

Further afield, the advanced design stages of the Galafi border between Djibouti-Ethiopia, and the Kaliti Logistics Park in Ethiopia are set to bolster trade in the Horn of Africa. These initiatives promise to support investment in export processing zones and streamline the flow of goods and evacuation of cargo along the Djibouti-Ethiopia Corridor, which handles most of Ethiopia's exports and imports.

This year marked the unit's venture into financial innovation, with the adoption of blended financing models to sustainably fund future projects. An example is the pilot project managed by TMA commercial subsidiary TCA, where a combination of 30% grant funding and 70% private capital has facilitated the development of a garment processing centre in Kenya.

The focus for 2024-2025 is to deepen adoption of resilient features across all physical infrastructure projects and advance the use of energy-efficient

technologies, as we bridge borders and build roads for a connected and economically vibrant Africa.



Abhishek Sharma

Senior Director,
Transport and Chief of Party, TCA

EMERGING RESULTS

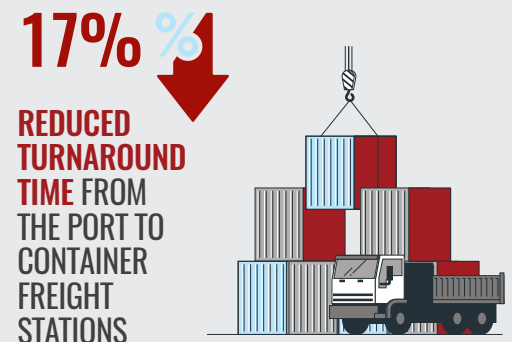
Regional Trade Boosted at Rubavu Port (Rwanda)

Rubavu Port was completed in November 2023 and is projected to inject an average of \$2.3 million per year into the local economy over the next 20 years. By June 2024, operations were in the piloting phase, with the port already **reducing transit times by 55%, dropping from \$28.40 per metric tonne in 2017 to \$12.70 per metric tonne.**



Gains All Round After Upgrade of Mbaraki Road (Kenya)

The Mbaraki-Nyerere road project in Mombasa, spanning 1.2 km, was completed and handed over to the County Government of Mombasa in February 2024. The project upgraded a two-lane murrum road to bitumen standard and included a 900-metre stretch featuring a pedestrian walkway, a cycle lane, and non-motorised transport facilities. **This improvement has lowered truck turnaround time at the port from 26 hours to 15 hours, and reduced turnaround time from the port to Container Freight Stations (CFS), from 164 to 134 minutes, or 17%,** enhancing cargo handling and fleet control at the Mombasa Port¹. With solar-powered streetlights and walkways for people with disabilities, the road now supports both economic growth and enhanced safety for Mombasa Port workers.



¹ Endline Survey Report For Mombasa West Roads Improvement Programme, November 2023



The new port administration block at Kalundu, DRC.

TRADE CATALYST AFRICA

Catalysing Africa's Trade Transformation Through Impactful Investments

Trade Catalyst Africa (TCA) bridges the financing gap between grant funding and commercial capital, enabling transformative projects that fuel economic growth. By leveraging concessional funding to unlock additional capital, TCA reduces the cost of delivery for high-impact initiatives with strong commercial potential but requiring patient investment. This year, TCA mobilised substantial financing to address critical trade and investment needs across the region. Two flagship projects stand out for their impact and strategic importance.

In May 2024, TCA launched the development of a garment factory at Kenya's Athi River Export Processing Zone. This innovative facility will strengthen Kenya's apparel sector, and based on analysis of similar businesses that are exporting from Kenya, is likely to double export capacity from \$20 million to \$40 million by its second year. It is expected to create 2,000 job opportunities for women and youths. In October 2024, construction began on the Nakonde One-Stop Border Post at the Zambia-Tanzania border.

This project will streamline cross-border trade, cutting truck dwell times from 64 hours to less than 10 hours and reducing costs for traders by 60%. The Nakonde OSBP underscores TCA's role in fostering regional integration, enhancing trade flows, and creating economic opportunities. These achievements highlight TCA's strategic approach to unlocking capital, delivering results, and driving regional development

Amid these early initiatives, TCA deepened its partnerships, notably collaborating with the Trade and Development Bank through its subsidiary EASETRADE, a digital micro, small, and medium enterprise (MSME) trade finance facility that leverages two digital platforms to catalyse SME access to trade finance. Reflecting on the challenges, such as extended project timelines and complexities in investment preparation and execution, TCA recognises the need for internal competencies to meet market demand better.

By navigating the political and economic complexities of each market,

we have aligned diverse stakeholders, created momentum, and ensured projects meet regional needs. This approach underpins our role as a trusted enabler in the investment community, driving projects that yield lasting impacts. As we look ahead, TCA remains dedicated to harnessing innovation and strengthening partnerships to build a resilient, trade-ready Africa.



Duncan Onyango
CEO,
Trade Catalyst Africa

ONGOING PROJECTS AND POTENTIAL IMPACT

Development of EASETRADE Trade Finance Platform

The EASETRADE digital trade finance facility is reshaping the financing landscape for MSMEs, meeting the sector's need for accessible trade finance. **By using two digital platforms, EASETRADE enables small enterprises to secure financing more efficiently, catalysing \$16 million from the Mastercard Foundation, European Union and Trade and Development Fund.** This funding strengthens MSMEs' capacity to scale, fostering resilience and driving regional economic growth.

\$16 MILLION

FUNDING CATALYSED THROUGH EASETRADE TO STRENGTHEN MSMEs' CAPACITY TO SCALE



Redevelopment of the Nakonde Border Post

TCA's input at the Nakonde One-Stop Border Post (OSBP) project on the Zambia-Tanzania border demonstrates its ability to mobilise capital for critical trade infrastructure development. **With initial project preparation funding of \$300,000, TCA unlocked over \$30 million from institutions, including the World Bank and the UK, to support the initiative.** The Nakonde OSBP aims to transform trade efficiency between Zambia and Tanzania by streamlining processes, reducing delays, and lowering costs for traders. By enabling faster cargo movement, the project will reduce business losses and enhance trade facilitation. Strategically located, the OSBP will strengthen Zambia's role in regional economic integration, driving increased trade flows, easing congestion, lowering the cost of doing business, creating jobs, and improving operational efficiency. (See story on page 78.)



Featured Project

WAREHOUSE DEVELOPMENT FOR THE READY-MADE GARMENT MANUFACTURING SECTOR



PERIOD OF IMPLEMENTATION
May 2024-May 2025



IMPLEMENTING PARTNER
Modular Real Estate EPZ Limited



FUNDING PARTNER
USAID

In Kenya's Athi River Export Processing Zone, TCA and Container Technology (ConTech) are leading the development of Africa's first industrial garment factory constructed from upcycled containers. Spanning 5,000 square metres, the facility represents a transformative approach to industrialisation, addressing the acute shortage of leasable industrial space in Kenya's garment sector.

The project is backed by a \$530,000 investment from USAID, \$300,000 in developer equity, a \$300,000 grant from Gatsby Africa, and a \$1.3 million blended finance loan from TCA. This collaborative financing model exemplifies the integration of public and private sector contributions. Construction commenced in May 2024, with completion expected by May 2025.

Designed to set new benchmarks in sustainable manufacturing, the facility will make use of solar energy systems and rainwater harvesting infrastructure, making it more efficient in the use of resources. Its innovative approach will potentially strengthen Kenya's position in the rapidly expanding global textiles market – valued at approximately \$1.8 trillion in 2023 and projected to reach \$3 trillion by 2030, growing at a compound annual rate of 7.4%.

Once fully operational, the factory is expected to generate over 2,000 jobs. By providing stable employment and skills training, it will enhance financial security and career progression for the garment sector's workforce.

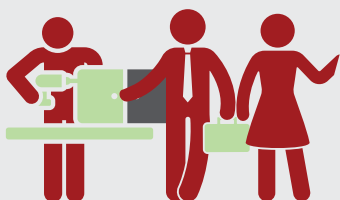
Moreover, the facility is poised to catalyse local economic growth, reduce poverty, and strengthen community development.



"This project showcases how innovative thinking and more efficient use of resources can coexist, leading to economic growth and a healthier planet. We are proud to be part of this pioneering effort."

Naeem Pasta,
CEO of Modular Real Estate EPZ

TARGETED
2000
JOBS AT THE EPZ ATHI RIVER INDUSTRIAL WAREHOUSE



Ground breaking for the construction of garment factory at Kenya's Athi River Export Processing Zone.



CREATING BUSINESS COMPETITIVENESS

Driving Impact by Advancing Resilient Trade in Africa

TMA advanced its mission to build resilient trade across Africa during this reporting period, through transformative projects under its Business Competitiveness portfolio. These initiatives focus on enhancing resilience in market systems, promoting sustainable logistics, and fostering the trade foundations of a thriving and equitable trading ecosystem.

In December 2023, the Food Trade Logistics Collaborative Learning and Adapting (CLA) event convened logistics providers to address challenges in food trade logistics, focusing on sustainability and job creation leading to the formation of the Regional Agro-Logistics Platform, a private sector-led initiative to strengthen agro-logistics. Similarly, the October 2023 Blue Economy CLA event in Addis Ababa united stakeholders from the fishery sector in the Horn of Africa to address sectoral barriers and build opportunities.

TMA's commitment to positioning Africa for the future was demonstrated

through creating low-carbon trade solutions and showcased the ongoing resilient freight project that proposes to shift at least 50% of Kenya's fresh produce from air to sea freight. Additionally, a study on the Northern Transit Corridor will inform low-carbon strategies, thus ensuring African companies can compete in a world with new preferences.

The unit established new strategic partnerships this year, with the Eastern Africa Grain Council, CONTECH, Africa Youth Trust, Smart Freight Centre, and the Centre for International Studies and Cooperation, enhancing our capability to facilitate programmes in sustainable trade, youth empowerment, and logistics innovation. To strengthen regional food systems, TMA has forged alliances with AGRA, the WFP and other entities, to improve food security across East, Southern, and West African regions. Our structured market system model is designed to connect MSMEs with larger enterprises', helping to stabilise commodity prices and facilitate smallholder farmers

access to formal value chains.

Looking ahead, projects such as the iSOKO platform and the Mastercard Foundation's Women and Youth Economic Empowerment in Fisheries programme, are set to expand economic opportunities for women and youth.



Anataria Uwamariya
Director,
Business Competitiveness

EMERGING RESULTS

Rebuilding the Region's Economic Resilience

Through the US-funded programme, TMA partnered with the East African Grain Council to strengthen staple food value chains in Kenya, Uganda and Tanzania. By mobilising 4,000 smallholder farmers and 20 SMEs, this initiative facilitated grain aggregation, provided market linkages through the G-Soko platform, and hosted matchmaking events. By June 2024, 810 tonnes of grains had been traded regionally, generating \$444,000 in revenue. **Additionally, ERRA facilitated 71 grain trade contracts worth \$286 million.**

71
GRAIN TRADE
CONTRACTS
WORTH **\$286**
MILLION
FACILITATED



Promoting Sustainable Trade

TMA commissioned a study focused on the Northern Transit and Transport Corridor to identify actions for adoption of **clean and smarter energy innovations within East African logistics**. Studies such as these provide evidence to inform the development of sustainable trade systems.

**CLEAN &
SMARTER ENERGY
INNOVATIONS**





Featured Project

WOMEN IN TRADE



PERIOD OF IMPLEMENTATION
June 2018 - December 2024



IMPLEMENTING PARTNERS
Eastern African Sub-Regional Support Initiative for the Advancement of Women EASSI, Search for Common Ground in DRC & Pro-FEMME in Rwanda



FUNDING PARTNER
Global Affairs Canada

Empowering Women & Small-Scale Traders: TradeMark Africa's Transformative Journey

The Making Trade Work for Women in Eastern Africa Programme reshaped the trading landscape for women and small-scale traders across East Africa. Funded by Global Affairs Canada and implemented from June 2018 to June 2024 in seven countries, the programme equipped over 230,000 beneficiaries with the necessary tools to overcome long standing trade barriers. Its initiatives have been wide ranging, from setting up information centres at border crossings to developing a regional digital marketplace and constructing border markets.

Central to this transformation is the iSOKO platform, a digital marketplace now operational in Uganda, Tanzania, Burundi and Rwanda. Accessible through mobile, web and USSD, iSOKO provides traders with trade information, a marketplace, and essential business services. **Over the past year, iSOKO recorded over 33,000 new users, growing its community to more than 78,000 - 85% of whom are women.** As a testament to its efficacy, Devotha Chuwa, a spice trader, experienced an uplift to her business fortunes through iSOKO's support. After securing a \$2,000 loan through the platform, she

was able to upgrade her equipment and increase her stock, consequently doubling her monthly income. She credits her growth to iSOKO and looks forward to seizing new market opportunities following her recent certification. Beyond digital facilitation, the initiative established 12 resource centres at border points in Kenya, Uganda, and Rwanda. These centres serve as 'one-stop shops' for trade support and information, assisting nearly 6,000 traders last year, predominantly women. The centres also provide a suite of services from market access to trade procedures, and conflict resolution, including specialised referrals for gender-based violence and trade disputes. Moreover, over 360 government officials, from various agencies have been trained in responding to the needs of small-scale women traders at the borders.

Further solidifying its commitment to women traders, the programme oversaw market infrastructure development across four borders. In Busia, the newly completed Soko Posta market, equipped with a mothers' room and other women's amenities, offers a secure and supportive space for women traders. Emerging results from an ongoing independent end-

of-programme evaluation indicate a 23% rise in average trade value, demonstrating the programme's measurable economic impact. This holistic approach has supported economic empowerment for women in East Africa and serves as a replicable model for other regions across the continent.



"iSOKO has given me the tools to transform my business, and I encourage other women entrepreneurs to seize the opportunities it offers. Through iSOKO, I have not only realised my potential but have gained the confidence to aim even higher."

Devotha Chuwa,

Entrepreneur from Dar es Salaam, Tanzania



DRIVING REGIONAL ECONOMIC PROSPERITY WITH TRANSFORMATIVE RESULTS UNDER ERRA

The Economic Recovery and Reform Activity (ERRA) funded by USAID, has revitalised economies across East Africa and the Horn. During the reporting period, ERRA focused on supporting export-oriented value chains and strengthening local and regional institutions to facilitate trade and deepen regional integration. Notably, within the year ERRA had to adjust programming in response to heightened insecurity in Eastern DRC, by diversifying its regions of implementation to Haut Katanga Province and Congo Central. Despite this, TMA delivered concrete results in year two under ERRA.

To boost job creation and export promotion, ERRA started three strategic activities: one with the Eastern Africa Grain Council and a second with AUXFIN, a social enterprise in Burundi aiming to promote food trade from surplus-producing countries like Tanzania and Uganda to deficit countries such as Kenya. The third activity with Trade Catalyst Africa, TMA's commercial arm, initiated the Modular Export Processing Zone project, a textile and apparel warehouse.

ERRA's achievements also included the resolution of 15 non-tariff barriers, development of an EAC regional transit bond to reduce transit costs, identification of \$1.6 billion in trade opportunities for Kenya and Tanzania through an African Continental Free Trade Area (AfCFTA) market study, and expansion of the Simplified Trade Regime product list from 370 to 567 items, thus promoting cross-border trade for small traders. The programme's interventions also led to the harmonisation of 50 standards for agro-industrial products, expected to boost intra-regional trade by 25%; support for the adoption of the Standardisation, Accreditation, and Conformity Assessment Bill and a strategic plan for its implementation; and development of the Sanitary and Phytosanitary Strategy (2023-2030) to align food safety and animal and plant health measures across the region.

Beyond the EAC, ERRA facilitated the import of 60,000 tonnes of fertiliser through Lamu Port to Ethiopia, providing an alternative route to the Djibouti corridor amidst regional instability, and for delivery

during the main planting season. ERRA also contributed to the AfCFTA Secretariat's adoption of the AU Digital Protocol and advanced plans to deliver food safety testing equipment to support the inspection of humanitarian food aid at the Berbera Port.

We look forward to continuing this journey with our partners towards shared success.



Joe Sanders
Chief of Party,
USAID-ERRA Programme

EMERGING RESULTS

15 Non-Tariff Barriers Resolved for Easier and Profitable Cross-Border Trade

Targeted interventions by ERRA led to the **resolution of 15 EAC non-tariff barriers**, including: denial of preferential market access for Kibo Motorcycle from Kenya by Tanzania; a requirement for Certificate of Conformity for food items imported into South Sudan; seizure of hermetic bags from Tanzania by Kenyan authorities; and increased valuation of sales price of ceramic tiles imported into Kenya. In addition, ERRA supported the development of an EAC regional transit bond to lower transit costs, particularly for landlocked nations such as Rwanda and Burundi.

Other efforts included the training of 986 small scale cross-border traders to empower business enterprises to benefit from regional trade agreements. At Lwakhakha, a border post between Kenya and Tanzania, female traders who benefited from the training with enhanced financial literacy and discipline, cooperative management skills, and business acumen, grew their cooperative's membership from 55 to 74 traders, with individual monthly savings increasing from \$0.4 to \$1.6. More members and increased savings has enabled the cooperative to offer loans to its members, expand its assets, and foster a stronger sense of community and collective bargaining power. Six months later, the cooperative's earnings average \$181, with accumulated savings of \$1,023 which provides a safety net for members, improves resilience, and creates opportunities for further economic activities.

15
NON-TARIFF
BARRIERS
ELIMINATED
ACROSS EAST
AFRICA



EMERGING RESULTS

LAPSSET Corridor Makes First Shipment to Ethiopia

With ERRA support, a pre-feasibility study for the Lamu Port South Sudan Ethiopia Transport (LAPSSET) Corridor was completed. This led to the **shipment of 60,000 tonnes of bulk fertiliser from Lamu Port to Ethiopia.**

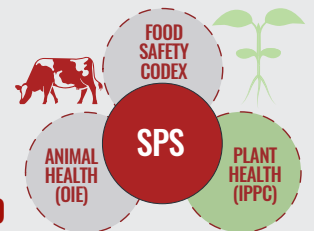
60,000 MT
OF BULK FERTILISER
SHIPPED TO ETHIOPIA
THROUGH LAMU PORT



Boosting Trade Efficiency by Harmonising Sanitary and Phytosanitary Standards

US support for the harmonisation of 50 standards for food and agro-industrial products is projected to reduce trade barriers and boost intra-regional trade by 25%. This includes the adoption of the Standardisation Accreditation and Conformity Assessment Bill and validation of the EAC SQMT Strategic Plan 2023-2028. Additionally, ERRA facilitated the approval and adoption of the Sanitary and Phytosanitary Strategy (2023-2030), which standardises food safety, animal health, and plant health measures across the region. By building the capacity of national institutions and the private sector, including training on Hazard Analysis and Critical Control Points, the programme is strengthening food safety management and reducing trade barriers in the agri-food sector.

50
STANDARDS
FOR FOOD
& AGRO-
INDUSTRIAL
PRODUCTS
HARMONISED



Fleet Management System Project in Ethiopia

With fuel consumption for road transport as a major contributor to the cost of trade, the programme's support for the Integrated Fleet Management System (iFMS) is a game changer for the country's logistics sector. **Set to reduce truck turnaround times from 12 to 6 days**, the system optimises fleet operations along the Ethio-Djibouti corridor, Ethiopia's trade artery. By providing real-time location data, the iFMS enhances efficiency and lowers fuel consumption.



Contract signing for Ethiopia's integrated Fleet Management System



Featured Project

EAGC PARTNERSHIP TO BOOST STAPLE FOOD VALUE CHAINS IN EAST AFRICA



PERIOD OF IMPLEMENTATION
February 2024-June 2026



IMPLEMENTING PARTNER
East Africa Grain Council



FUNDING PARTNER
USAID

In January 2024, TMA signed a partnership grant agreement with the Eastern Africa Grain Council (EAGC) to implement regional staples food market access and export competitiveness to enhance food security, create jobs and promote economic development through ERRA. With a \$2 million grant, the initiative is expected to catalyse agricultural food systems by addressing first and last mile constraints, thus leading to resilient food systems and economic transformation across Kenya, Uganda and Tanzania.

The programme is targeting organising approximately 20,000 smallholder farmers into more than 100 grain hubs/producer cooperative societies. A grain hub (G-hub) is an organised smallholder producer common interest group linked to input and output markets and is engaged in commercial production and marketing of agricultural commodities. These hubs serve as critical nodes for agricultural progress, providing technical services, access to market information, and strategies to minimise post-harvest losses. By mid-2024, the project had identified and profiled approximately 2,200 smallholder farmers and facilitated the trading of 483 metric tonnes of grain, valued at \$358,292.

According to the EAGC, the project also leveraged \$500,000 in additional investments, particularly in grain quality handling, post harvest technologies and quality control.

The programme has trained smallholder farmers in key areas such as seasonal agriculture, business management, post-harvest technologies, agronomic practices, and more. This training is aimed at increasing productivity, as well as running grain hubs as business enterprises that will sustainably serve the needs of farmers. Complementing this, targeted business-to-business events connected smallholder farmers to broader trade networks, amplifying their access to high-value markets.

The additional trade activities under this partnership would not have occurred at the same scale without the partnership with EAGC. Establishment of grain hubs, provision of market information, and capacity-building directly enabled SMEs to overcome barriers such as inadequate infrastructure, lack of technical knowledge, and limited access to cross-border markets. The results highlight immediate and long-term benefits to regional trade, food security, and economic resilience. First, the initiative improved access to grain business hubs and technical services that translated to income generated for farmers and traders. The increased trade volume then directly boosted market linkages for smallholder farmers and SMEs, enabling them to access regional markets with better pricing and reliability. Third, SMEs gained valuable experience in structured trade processes, improving their ability to engage in

formal markets and access financing opportunities. Finally, by facilitating the efficient movement of grain across borders, the intervention with EAGC contributed to food availability across the region, especially in areas facing food shortages.

By strengthening grain trade infrastructure and empowering key stakeholders, TMA and EAGC have set a foundation for sustained food security and trade in East Africa. The programme's success underscores the critical link between trade facilitation, economic growth, and the well-being of communities across the region.



" In 2024, EAGC held seven agribusiness expos in Eastern Africa with a total farmer participation of 5,932. Across the five expos held in Kenya this year alone, EAGC conducted B2B sessions that resulted in commitments to trade between buyers and farmer cooperatives for 346 metric tonnes of assorted cereals and pulses valued at \$121,000."














Gerald Masila,
EAGC CEO



A grain market in Kenya.
Photo Courtesy/EAGC



COUNTRY PROGRAMMES

-  BURUNDI
-  DRC
-  DJIBOUTI
-  ETHIOPIA
-  GHANA
-  KENYA
-  MALAWI
-  MOZAMBIQUE
-  RWANDA
-  SOMALILAND
-  TANZANIA
-  UGANDA &
SOUTH SUDAN
-  ZAMBIA



BURUNDI



TRANSFORMING TRADE THROUGH PARTNERSHIPS AND DIGITISATION IN BURUNDI

TMA's work in Burundi focused on four areas this year: enhancing the quality of traded goods, improving the trade environment, supporting resilience in small-scale cross-border trade, and accelerating trade digitisation.

This year's successes were driven by a series of events and partnerships. The Joint Burundi-DRC Economic Forum held in Bukavu was a major highlight, bringing together trade facilitators from Burundi and her largest export partner in the region, the DRC, to address persistent challenges in cross-border trade and to jointly spot business opportunities. This event paved the way for Burundi's inaugural National Export Roundtable, which spotlighted export advocacy.

Complementing these gatherings, were the Jua Kali Nguvu Kazi forum and training sessions on EAC non-tariff barriers (NTBs) which equipped traders with regional trade insights and skills. On the technology front, the uptake of the iSOKO e-commerce platform and promotion of the EAC NTB app, especially during the '23rd EAC MSMEs) Trade Fair' (for medium, small and micro-sized enterprises) in Bujumbura, signalled a strong move towards digital trade, particularly among traders at the Kobero border.

The economic backdrop of 22% inflation and the persistent scarcity of foreign exchange continued to pose challenges, yet TMA adapted its strategies to ensure trade facilitation stayed on track. Despite the challenging regional and political dynamics impacting border operations, TMA's nimble response maintained its focus on enhancing trade and supporting small businesses. A major success was the training of Burundi National Bureau of Standards' inspectors in key ISO norms, following the accreditation of Burundi's National Bureau of Standards, thus enhancing

the quality of traded goods.

Looking ahead, TMA will prioritise capacity building in digital trade, extend the electronic Single Window system to the export process, and expand our sustainable trade initiative. The upcoming Export Acceleration Programme is set to equip SMEs to enter new markets, enhancing their competitiveness.



Christian Nibasumba
Country Representative

EMERGING RESULTS

Improved Quality and Value of Traded Goods

Businesses in Burundi have faced challenges accessing international markets due to non-compliance with global standards. To address this, TMA supported the **Burundi Bureau of Standards and Quality Control (BBN)** in modernising its facilities towards reaching international accreditation. In 2023, technical teams from BBN, the National Center for Food Technology and the Institute of Agriculture Science of Burundi received certification training on international standard norms for enhancing the credibility of Burundian products in global markets. Products like bottled water certified by BBN, are now exported to EAC countries and beyond. In strengthening the capacity of institutions responsible for certifying products and services, **12 quality inspectors were trained on ISO standards.**

12 QUALITY INSPECTORS
TRAINED ON ISO STANDARDS



Automation of Import and Export Processes

Manual processes at Burundi's borders have long caused significant delays and increased costs for traders. To address these challenges, TMA facilitated the implementation of the **electronic Single Window (eSW) system**, which is integrated with the Burundi Revenue Authority's (BRA) ASYCUDA platform. This digital system automates the issuance of import and export documents, streamlining operations and reducing both time and costs for businesses. **The eSW is expected to reduce the time required for cargo clearance from 9 days to 5 days, a 44% decrease, and has lowered clearance costs by over 80%.** To ensure the system's smooth operation across all border offices, TMA procured 19 workstations for the Revenue Authority, offering comprehensive digitisation enhancing transparency and efficiency in cross-border trade, minimising opportunities for fraud and corruption, and fostering a more secure trading environment.



Sustainable Small-Scale Cross-Border Trade

TMA in collaboration with cross-border trader and women entrepreneur associations, supported the **training of over 100 cross-border traders on resilient and sustainable business models, enabling them to adopt best practices to meet global standards and widen market access.**

100 CROSS-BORDER TRADERS TRAINED ON RESILIENCE & SUSTAINABLE BUSINESS MODELS





Featured Project

ADVOCACY AND MARKET LINKAGES FOR A CONDUCIVE TRADE ENVIRONMENT

- PERIOD OF IMPLEMENTATION**
 March 2024 - June 2025
- IMPLEMENTING PARTNER**
 CFCIB (Burundi Private Sector Apex Body)
- FUNDING PARTNER**
 Netherlands



Traders testing the NTBs App in Burundi

Burundian small and medium-sized enterprises (SMEs) face persistent challenges in cross-border trade including limited infrastructure, cumbersome export procedures, and a lack of compliance with regional standards, leaving many businesses isolated from the opportunities offered by East Africa's growing economy. TMA is addressing these barriers through targeted interventions designed to unlock regional trade for Burundian SMEs. Notable interventions in the year included supporting SMEs to showcase products in regional trade fairs and implementation of digital systems.

At the Saba Saba regional trade fair held in June 2024, **70 Burundian SMEs showcased their products, generating collective sales worth approximately \$27,000.** The event also led to 12 new business-to-business partnerships. Furthering its impact, TMA facilitated Burundi's first National Export Day, bringing together over 200 stakeholders from government, the private sector, and development agencies.

The discussions resulted in a roadmap to reduce NTBs and enhance export competitiveness between DRC and Burundi.

TMA also collaborated with the NTB Monitoring Committee to submit an advocacy paper to the Ministry of Trade, proposing an export single windows module. The module will simplify export trade processes by allowing traders to submit regulatory documents at a single location, thereby improving efficiency and reducing costs. Its implementation is anticipated to significantly improve Burundi's trade facilitation for exports.

The road ahead focuses on expanding support for SMEs through training programmes on export standards, compliance, and market entry strategies. TMA strives to integrate Burundi into regional value chains, supported by partnerships with the Federal Chamber of Commerce and Industry of Burundi and the Burundi Manufacturers Association; through such interventions Burundian enterprises will transition from isolation to regional integration.



"Burundi will provide sustained support to the development of the private sector in order to address the challenges hindering the development of exports. The government will continue to implement reforms to ensure the structural transformation of foreign trade."

HE Marie Chantal Nijimbere,

Minister for Trade

speaking at TMA-organised National Exports Roundtable.



DEMOCRATIC REPUBLIC OF CONGO



ATELIER D'ECHANGE ENTRE LES OFFICIELS EN DOUANE
ET LES PETITS COMMERCANTS TRANSFRONTALIERS
SUR LA REGLEMENTATION DOUANIERE ET LE REGIME
COMMERCIAL SIMPLIFIE " RECOS"
ORGANISE PAR TRADE MARK AFRICA

Lieu: Salle de conférence de Panorama
Date: Du 18 - 19, 23 Janvier 2024
Heure: De 8h30' à 15h30'

PROMOTING TRADE AND ECONOMIC GROWTH IN THE DEMOCRATIC REPUBLIC OF CONGO

Over the past year, TMA made notable advances in the Democratic Republic of Congo (DRC) amid a complex landscape characterised by security issues in Eastern DRC and infrastructure limitations. Throughout 2023/24, as DRC's economy grew, powered by its mining sector and infrastructure investment, small and medium-sized enterprises faced rising inflation and currency volatility. These economic fluctuations made trade more expensive and restricted access to finance for small players, highlighting the need for stronger support and robust facilitation of

trade, together with infrastructure improvements.

Milestones during the year included the expansion of Kalundu Port, significantly improving efficiency, and stimulating trade along Lake Tanganyika. The Ruzizi II One-Stop Border Post (OSBP) is almost complete, and the second phase of Mahagi OSBP was completed. A new partnership with UK International Development is set to further streamline operations at Mahagi, improving customs processes through tech upgrades, targeting reduced border wait times and streamlined trader integration. The US-funded programme will enhance export-oriented value chains such as coffee and cocoa in Eastern DRC, and support domestic production of maize, soybeans, and poultry in Katanga. In Kongo Central, USAID-ERRA will bolster sectors like cassava and fish, which are central to the region's

economic resilience.

Looking ahead, **TMA plans to complete the Ruzizi II OSBP and advance customs initiatives by March 2025**, as part of TMA's strategy to strengthen the DRC's role in regional trade and promote sustainable economic growth.



Aimé Nzoyihera
Country Director



EMERGING RESULTS

Empowering Women Traders at Ruzizi II

The Ruzizi II Cross-Border Trade project is transforming opportunities for women traders in the Great Lakes region, addressing long-standing barriers such as high transport costs, bureaucratic hurdles, and poor infrastructure. To tackle these challenges, the project introduced a dedicated transport vehicle that reduced costs and delays, and established maize and cassava milling units, enhancing the value of local produce and revitalising trade between Rwanda and the DRC. In Bukavu, where El Niño floods and mudslides devastated communities, we provided emergency grants to women traders, to enable them to rebuild their businesses. **Over 100 mostly women traders received training in financial management, entrepreneurship, and group trading.** Furthermore, 31 women traders' associations received organisational development support, together with advocacy and collective negotiation skills, putting them in a better position to influence policy and secure fair trade deals.



The Ruzizi II Cross-Border Trade Project

"The support from TradeMark Africa has transformed our business practices. The transport vehicle has significantly reduced the burden of moving our goods, and the training has equipped us with skills to grow our businesses. Today, we are not just traders but empowered business owners."

Pascaline Mpalirwa,

Vice President of the CBT's platform in Bukavu

Kalundu Port Infrastructure Upgrades on Lake Tanganyika

Kalundu Port on Lake Tanganyika in Uvira town has been transformed into a critical trade hub for the Great Lakes region and southeastern DRC. The project, implemented by TMA and funded by the Netherlands, was completed and handed over to the DRC government in March 2024. Strategically linking the DRC to Tanzania, Burundi and Zambia via the Central Corridor and Kigoma Port, the upgrades provide for smoother logistics, reduced costs, and reliable schedules, boosting profitability for traders. **Since the renovation began in 2018, the port's capacity has grown from 800 to 4,000 tonnes.** Upgrades include dredging, modern berthing facilities, warehouses, administrative buildings, public lighting, fences, and security systems, all halving ship offloading times. A borehole now supplies fresh water thus improving sanitation and working conditions. Apart from stabilising markets, diversifying trade flows, and strengthening food security, Kalundu has created jobs in transport and hospitality. Further upgrades, including roads and handling equipment, are planned.

FROM
800 TO 4,000
TONNES

**GROWTH IN PORT
CAPACITY SINCE
RENOVATION
IN 2018**



Designing Trade Solutions for Local Priorities

The US-funded programme is championing systemic change in the DRC regions of Eastern, Haut-Katanga, and Kongo Central. TMA facilitated multi-stakeholder consultations, to design trade solutions for local priorities. The programme has started facilitating improved trade infrastructure and interventions that will boost market access for local businesses with a special focus on vulnerable groups and women.





Featured Project

DRIVING TRADE TRANSFORMATION AT MAHAGI: A BORDER POST THAT WORKS FOR PEOPLE

PERIOD OF IMPLEMENTATION
Phase I: Jan 2020-Nov 2023 - Development
Phase II: June 2022-Nov 2024

IMPLEMENTING PARTNERS
Phase 1 & 2 : Direction Generale des Douanes et Accises, DGDA (the DRC Customs). Direction Generale des Migrations, DGM (DRC Immigration) Office Congolais de Controle, OCC (The Standard Service). Programme de l'hygiene aux Frontieres, PNHF (Health Service). Ituri Provincial Government. Ministry of External Trade

FUNDING PARTNERS
Netherlands. Finland
UK International Development

The Mahagi OSBP, launched in May 2023, is redefining trade along the Northern Corridor, connecting Eastern and Central Africa. Phase I, funded by the Netherlands and UK International Development, laid the groundwork with a warehouse, lorry park, and entry/exit booths. Phase II, funded by Finland and now 95% complete, delivers vital infrastructure. The administrative building streamlines border services, a borehole ensures a reliable water supply, and a retaining wall stabilises the terrain. These enhancements have improved working conditions, simplified customs processes, and prepared the OSBP for full operational use at Goli/Mahagi, complementing the completed Goli side in Uganda. **Together, these investments are expected to reduce border crossing times by 30% and cut transaction costs, boosting trade efficiency.**

Phase III, now underway with support from UK International Development, tackles remaining gaps. Planned upgrades include paving access roads, rehabilitating the Nyibola River bridge, constructing a modern market

and staff housing, and implementing advanced digital systems such as ASYCUDA World and the Electronic Cargo Tracking System. These improvements strengthen trade compliance, revenue collection, and operational efficiency.

The project puts people at its centre, addressing the needs of small-scale traders and exporters who depend on Mahagi for their livelihoods. Women in particular, gain access to formal trade channels, infrastructure, and training. **By 2025, trade volumes are expected to grow by 25%, delivering tangible economic benefits to traders, communities, and businesses.** Mahagi OSBP exemplifies the power of partnerships in removing trade barriers. Supported by Finland, the Netherlands, UK International Development, and USAID, the project will unlock economic opportunities, drive efficiency, and support sustainable trade practices. As the Democratic Republic of Congo prepares for Phase II handover in early 2025, Mahagi stands ready to deliver results for people, businesses, and the regional economy.



Mahagi OSBP Project

"The project to modernise the Mahagi One-Stop Border Post, launched in June 2020 and facilitated by TradeMark Africa, DRC, has now entered its third phase. The first phase significantly improved facilities at the border post, including the construction of a large car park for heavy goods vehicles and a storage depot for goods in transit.

This second phase represents a crucial milestone, as it consolidates the logistical operations of the border post. Customs and immigration services from both countries will now be housed in a single building, simplifying procedures and expediting formalities. This achievement has been made possible through targeted training provided by TradeMark Africa for officers from both DRC and Uganda. In addition to streamlining administrative procedures, this project facilitates the exchange of information between French and English-speaking systems, acting as a vital link between the Democratic Republic of Congo and East Africa. The introduction of the one-stop border post fosters not only administrative efficiency but also cultural exchange, bringing together communities from both sides of the border.

We congratulate TradeMark Africa on its dedication and encourage continued efforts. We believe the third phase (road, bridge, cross-border market and staff housing) will positively impact government revenue, stimulate the local economy, and strengthen ties between the DRC and its neighbours. Long live the cooperation between TradeMark Africa and the Democratic Republic of Congo."

Dieudonné Ngadjole,

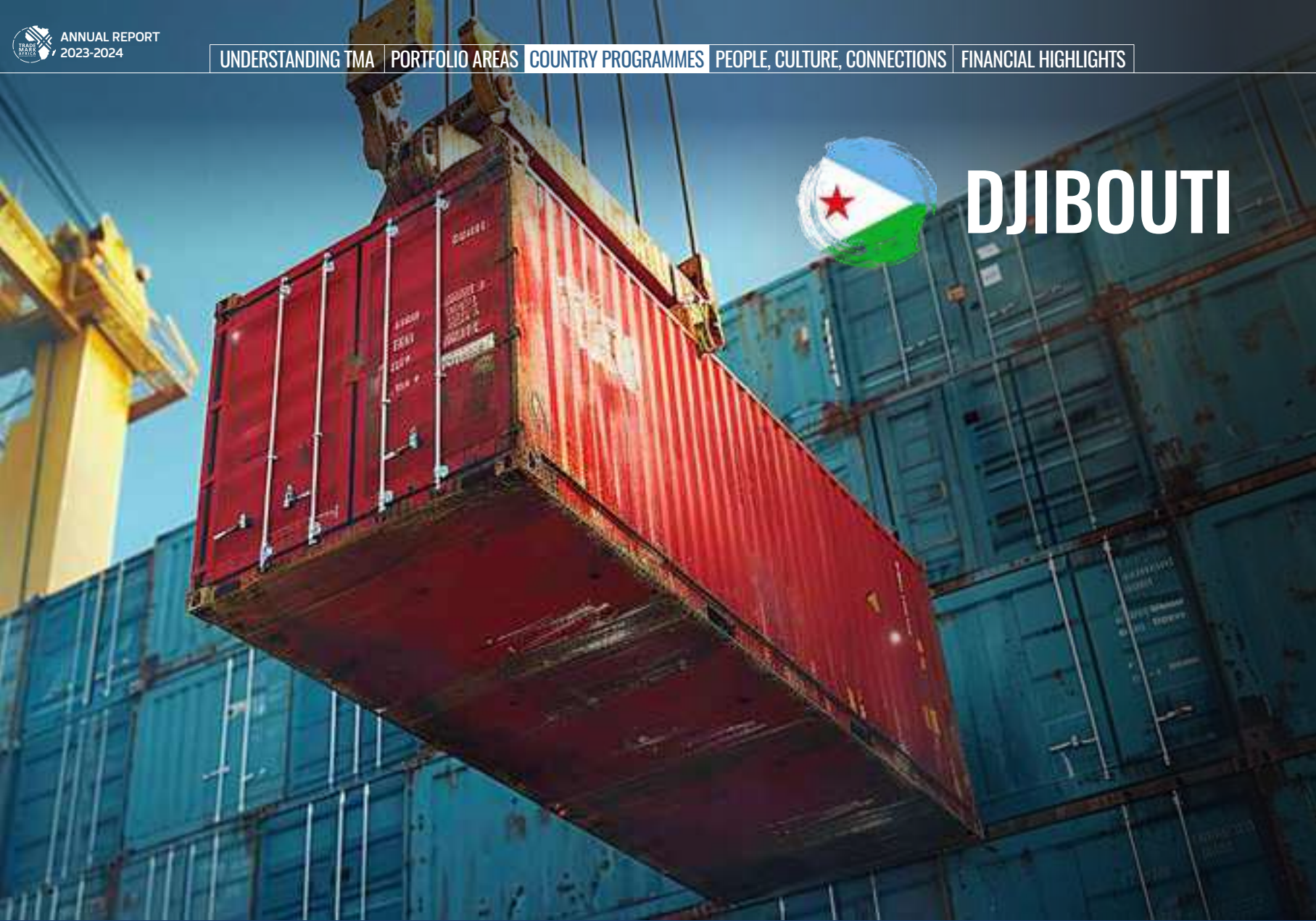
Executive Secretary of the Ituri Provincial Government



Cargo Scanner at Mahagi OSBP



Administration block at Mahagi OSBP



DJIBOUTI

ADVANCING LOGISTICS, COMPETITIVENESS AND SUSTAINABLE GROWTH

During the reporting period, TMA Djibouti advanced trade facilitation, logistics, and economic development through 11 projects, which centred on corridor management, trade facilitation, standards harmonisation, and digital transformation.

Djibouti's economy is projected to grow by 5.1% from 2024 to 2026, driven by rising demand for logistics services from Ethiopia. Infrastructure developments, such as the Damerjog Industrial Park and National Development Plan projects, are poised to attract investment and enhance economic resilience. Concurrently, fiscal reforms are on track to reduce the budget deficit to

1.4% of GDP by 2025-2026, while poverty rates are expected to decline. By implementing measures from the WTO Trade Facilitation Agreement and African Continental Free Trade Area, TMA is helping cut trade costs and boost Djibouti's competitiveness. However, with 85% of the population urbanised there are challenges in the labour market, particularly skills shortages. To tackle this, TMA's vocational training initiatives in cold chain logistics are equipping locals with skills for the emerging economic opportunities.

Collaborations with relevant ministries and the Djibouti Chamber of Commerce have driven progress in modernising logistics. The newly launched **Fleet Management System, operational by 2025, will track over 15,000 trucks on the Djibouti Corridor, reducing trade time by an estimated 15% and costs by 10%**. Harmonising standards under the

Standards and SPS programme will enhance the competitiveness of local businesses. TMA will continue to deliver digital solutions, infrastructure upgrades, and market system improvements to cement Djibouti's role as a trade hub.



Achaa Abdillahi Ahmed

Country Director



EMERGING RESULTS

Integrating Corridor Management and Coordination for Trade Efficiency

Djibouti and Ethiopia, through a Joint Technical Committee, agreed on the framework for the **Ethio-Djibouti Corridor Management Authority (CMA)**, covering its objectives, legal structure, mandate, and financing. This will streamline coordination and reduce transit times, ultimately improving trade efficiency along the corridor. By establishing the CMA, the project is moving towards integrated trade facilitation, enhancing the competitiveness of the Djibouti Corridor as a trade route in the region.



Aligning Frameworks with WTO Trade Facilitation Agreement and AfCFTA

This project, operationalised in May 2023, focuses on aligning the country's trade frameworks with the **World Trade Organization (WTO) Trade Facilitation Agreement (TFA)** and the **African Continental Free Trade Area (AfCFTA)**. Since May 2023, the revitalised National Trade Facilitation Committee has led efforts to improve trade efficiency, with two meetings over the past year. The classification of WTO-TFA measures under categories B and C is complete, with timelines set for implementation.

TRADE FACILITATION AGREEMENT



WORLD TRADE ORGANIZATION

Standards and SPS Focus on Boosting Trade

The Standards and Sanitary and Phytosanitary (SPS) project is driving transformative change in Djibouti's trade ecosystem by enhancing the capacity of the National Standards Agency (ADN) to enforce standardisation, metrology, and conformity assessment. Achievements include recruiting a consultancy firm to strengthen Djibouti's quality infrastructure, completing a detailed requirements document, and designing a robust quality management framework. These foundational milestones are expected to streamline trade processes and improve market access for businesses. Through peer-to-peer learning with the Rwanda Bureau of Standards, ADN has also developed critical skills that are projected to achieve a **15% reduction in test turnaround times for standards and SPS services in TMA-supported value chains**. This anticipated improvement will deliver faster, more efficient services to the private sector, nurturing trade facilitation and driving private sector growth.

15%

TARGETED REDUCTION IN TEST TURNAROUND TIMES FOR STANDARDS & SPS SERVICES



Positioning Djibouti's Fisheries Sector for Economic Growth

Djibouti's fisheries sector, though rich in potential, remains untapped. TMA is addressing this through strengthening the fisheries value chain and export-led growth in the blue economy. In September 2023, a business-to-business conference in Addis Ababa, on the blue economy and fisheries in the Horn of Africa, convened stakeholders from policy, cooperatives, processing and private sectors, laying the groundwork for a capacity-building strategy to catalyse investment and economic growth. A market assessment on export-oriented, sustainable marine fisheries and blue economies was completed and opportunities were identified to develop commercial marine fisheries, improve food safety standards, attract private sector investment, and integrate artisanal fishermen into commercial supply chains. With feasibility studies completed and implementation underway, this project will position Djibouti's fisheries sector as a driver of economic growth and a pillar of the blue economy.

POSITIONING DJIBOUTI'S FISHERIES SECTOR FOR ECONOMIC GROWTH



Featured Project

PORT & CORRIDOR USERS TO BENEFIT FROM FLEET MANAGEMENT SYSTEM



- 
PERIOD OF IMPLEMENTATION
 June 2023 - June 2026
- 
IMPLEMENTING PARTNER
 Government of Djibouti through Djibouti Ports Corridor Road (DPCR)
- 
FUNDING PARTNER
 European Union (EU) via Agence Française de Développement (AFD)

Stakeholders, including the Government of Djibouti and the Djibouti Ports Corridor Road, back this initiative as part of Djibouti's Vision 2035, which prioritises the digitisation of its logistics sector.



"By aligning Djibouti's trade policies with WTO agreements like the Trade Facilitation Agreement and the African Continental Free Trade Area (AfCFTA), we are creating a seamless trade environment between Djibouti and Ethiopia. This initiative, supported by the EU, AFD, and TMA, not only focuses on harmonising trade and transport regulations but also aims to overcome non-tariff barriers along the Djibouti Corridor through robust institutional strengthening and the implementation of effective tools for barrier identification and resolution. This collaborative effort marks a significant step towards a more integrated and prosperous regional economy."

H.E. Mohamed Warsama Dirieh,
 Djibouti Minister of Trade and Tourism.

The Fleet Management System (FMS) project, launched in June 2024, marks the advancement in the logistics of the Djibouti-Ethiopia Trade Corridor. Once complete, FMS will centralise fleet management to address challenges such as inefficient tracking, vehicle performance issues and limited data for strategic planning, therefore cutting logistics costs and improving fleet utilisation. The FMS integrates RFID¹ tracking, predictive maintenance scheduling, and advanced data analytics to optimise traffic flow and provide operational insights.

With an investment of \$900,000 from the EU through AFD, the system will benefit the Djibouti Corridor truck owners, port operators, and end users by improving the efficiency of trade flows and the reliability of goods delivery. Set to be fully operational by March 2025, **FMS will reduce trade costs by 10%, cut customs clearance times by 30%, and increase targeted exports by 15%.** The expansion of RFID-enabled vehicle transmission terminals enhances revenue security at critical intersections and border points.



Contract signing for the launch of the Fleet Management System in Djibouti

¹ Radio Frequency Identification



ETHIOPIA



NAVIGATING THE CHANGING TRADE ENVIRONMENT IN ETHIOPIA

This year has seen major progress in Ethiopia's trade efforts, driven by economic reforms and strong partnerships. Changes in the economic environment, such as a shift in foreign currency policy and partial opening of the logistics sector, have brought new investment opportunities, attracting funding partners including the UK, the USA, Ireland and the EU. These developments align with our focus on improving trade facilitation, logistics, and market access, positioning Ethiopia as an important player in regional trade.

TMA's work along the Djibouti and Berbera corridors continues to boost

both operational efficiency and cross-border coordination. More than 500 traders and officials have taken part in targeted training, showing our commitment to better management of trade corridors. The creation of the Ethio-Djibouti Corridor Management Authority strengthens Ethiopia's position as a regional logistics hub contributing to smoother trade flows.

The Moyale Safe Trade Zone, opened in April 2024, offers a safe trading space for women, breaking down barriers and opening up market opportunities. Our work to digitise trade through the launch of the e-Phyto Certification System and the Integrated Fleet Management System, aims to grow transparency, cut costs, and enhance Ethiopia's competitiveness in global markets.

Looking ahead, our focus remains on digital systems, efficient corridor logistics, export competitiveness, and trade to support sustainable growth.

Ethiopia is well-positioned to navigate the changing trade environment in Africa, and our programme will continue to lead this transformation, driving regional integration and long-term impact.



Ewnetu Taye Chufa

Country Director

EMERGING RESULTS

Aligning with AfCFTA for Trade Facilitation

TMA conducted **five AfCFTA awareness trainings in Dire Dawa, Adama, Hawassa, Jimma, and Mekelle, reaching 400 stakeholders**, including regional trade representatives, chambers of commerce, sectoral associations, women traders, media, private sector entities and the academic fraternity. TMA also conducted two rounds of Border Trade Directive training in Semera and Dire Dawa, engaging cross-border traders and regional and federal trade and customs officials, deepening the understanding of AfCFTA's potential and paving the way for a harmonised approach to regional trade.

5 AfCFTA
AWARENESS
TRAININGS,
REACHING
400
STAKEHOLDERS



Working Together for Efficient Corridor Management

The Ethio-Djibouti Corridor Management and Coordination Project fosters collaboration among stakeholders to enhance efficiency and reduce trade costs along the Corridor. To strengthen coordination, **Ethiopia's Ministry of Transport and Logistics and Djibouti's Ministry of Equipment and Infrastructure, signed an MoU to open the joint Ethio-Djibouti Corridor Management Authority (CMA)**. So far, the Joint Technical Committee agreed on the technical frameworks, including the agreement to align the forthcoming CMA with plans to extend the corridor to Juba and Kampala, thus strengthening regional connectivity. The Joint Technical Committee has finalised a draft bilateral agreement, expected to be signed in the first half of 2025.

MOU SIGNED TO
ESTABLISH & OPEN
THE JOINT ETHIO-
DJIBOUTI CORRIDOR
MANAGEMENT
AUTHORITY



Increasing Market Access for Women

TMA is transforming cross-border trade for women through secure Safe Trade Zone markets. The Moyale Safe Trade Zone market, launched in April 2024, **provides a safe and efficient trade environment for 210 women traders**. This milestone builds on similar achievements in Tog Wajaale, where TMA has developed markets on both the Ethiopian and Somaliland sides of the border, and also the Busia market in Kenya. By prioritising the needs of women traders, TMA's Safe Trade Zone markets are promoting economic inclusion across trading hubs in Africa.

210
WOMEN TRADERS
PROVIDED WITH A
SAFE & EFFICIENT
ENVIRONMENT
FOR THEIR
BUSINESS



Strengthening the Logistics Sector

Efforts to open Ethiopia's logistics sector to international players and develop incentives for local operators are advancing. A logistics service capacity gap analysis and an incentive package study were completed and validated by stakeholders, including the Ethiopia Maritime Authority and the Ministry of Transport and Logistics. **Recommendations included capacity development of private sector logistics providers, trade facilitation, and self-regulation in the logistics industry.**

CAPACITY
DEVELOPMENT
OF PRIVATE
SECTOR
LOGISTICS
PROVIDERS





Featured Project

MODERNISING AGRICULTURAL TRADE IN ETHIOPIA



PERIOD OF IMPLEMENTATION
April 2024 - March 2025

IMPLEMENTING PARTNER
Ethiopian Agricultural Authority (EAA)

FUNDING PARTNER
European Union (EU) through the Agence Française de Développement (AFD)

that can withstand global and regional challenges. The system will also offer smallholder farmers and exporters tools to engage in efficient and transparent trade processes.

Ultimately, the system will build the credibility of Ethiopia's agricultural products and international buyers will source confidently, knowing the supply chain is both reliable and transparent.

As a milestone in Ethiopia's agricultural transformation, the e-Phyto system symbolises the country's ambition to modernise trade, foster regional integration, and lead in global markets.

Ethiopia is redefining its agricultural trade landscape with the launch of the e-Phyto Certification System. This transformative initiative, introduced in April 2024, is a collaboration between the Ethiopian Agricultural Authority (EAA) and TMA, and is funded by the European Union through AFD. By replacing manual, paper-based processes with a fully digital platform, the project promises to position Ethiopia as a leader in global agricultural markets.

The e-Phyto system is expected to reduce trade transaction times from 14 days to 5 days and reduces certification costs by 30%.

By integrating seamlessly with international phytosanitary certification systems, the platform will contribute to compliance with global standards while fostering transparency across the agricultural value chain.

Beyond operational gains, the e-Phyto project contributes to Ethiopia's broader goals of sustainable development. The transition to a paperless process significantly lowers pollutants, reinforcing Ethiopia's commitment to responsible trade practices. This shift aligns with the country's aspirations to balance economic growth with sustainability, creating a resilient agricultural sector



"We have learned a lot to modernise our e-Phyto system with TMA's greatest and unlimited support."

Wondale Habtamu,

Head Ethiopian NPPO & IPDC focal point, FAO, UN and Deputy Director General of EAA





GHANA

TMA OPERATIONS IN WEST AFRICA GAIN MOMENTUM

TMA has solidified its presence in West Africa over the past year and advanced trade facilitation through partnerships and programmes. The inaugural meeting of the Ghana Country Programme Oversight Committee in March 2024 brought together stakeholders from the private and public sectors, development partners including UK International Development, Agence Française de Développement (AFD), the AfCFTA Secretariat, and TMA. The committee's endorsement of the Ghana Country Programme Strategy demonstrated a shared commitment to fostering sustainable trade in the region.

TMA signed a \$6 million, two-year financing agreement with AFD to support initiatives, such as enhancing simplified trade regimes in the ECOWAS region, improving standards

and sanitary and phyto-sanitary measures, and empowering women, youth, and persons with disabilities to participate in trade. These efforts are geared towards promoting regional integration with ECOWAS while advancing national and bilateral goals in Côte d'Ivoire, Ghana, Togo, and Benin. A notable achievement was the first AfCFTA Programme Steering Committee meeting in March 2024, which established a framework for collaborative programming between AfCFTA and TMA, aligning regional trade strategies and implementing AfCFTA's agenda. TMA facilitated bilateral engagements between the governments of Ghana and Côte d'Ivoire and advanced engagements with the ECOWAS Commission and the AfCFTA Secretariat. These efforts included operationalising the Akanu-Noepe Joint Border Post through the installation of internet connectivity, both enhancing coordination and streamlining operations at the border.

Despite challenges such as inflation, debt restructuring, and currency fluctuations, TMA sustained its

work by leveraging partnerships and adopting flexible mobilisation strategies. Future priorities include advancing customs cooperation, digitising border processes, and building the capacity of trade facilitation committees. TMA remains focused on resilient and sustainable trade, with targeted efforts along corridors such as Abidjan-Lagos to strengthen both coordinated border management and streamlined operations.



Harriet Gayi
Director,
West Africa & AfCFTA



POTENTIAL IMPACTS

Development of the AfCFTA Continental E-CO System Roadmap

TMA supported the development of the AfCFTA Electronic Certificate of Origin (AfCFTA E-CO) System, a digital platform designed to streamline the certification of product origin across African borders. The system will interface all AfCFTA State Parties, enabling the exchange of accurate origin data and creating a database of traded products to inform policy analysis and decision-making. In April 2024, a workshop in Nairobi brought together experts from customs, IT, regional bodies, and international organisations to agree on the system's architecture. **The AfCFTA E-CO System is expected to reduce the time and cost of verifying product origin, improve border efficiency, and enhance market transparency.** It will also support intra-African trade by simplifying business processes, particularly for small and medium enterprises, while fostering competitive and predictable markets aligned with Africa's trade integration goals.

AfCFTA CONTINENTAL E-CO SYSTEM ROADMAP



AfCFTA Implementation Through Strategic Trade Facilitation Initiatives

A continental workshop in Abidjan, Côte d'Ivoire, brought together AfCFTA member states and State Parties, including Ghana, to advance the implementation of the African Continental Free Trade Area. **The workshop focused on establishing National Committees on Trade Facilitation (NCTFs), developing National Strategies for Trade Facilitation, and creating Trade Information Portals to streamline trade processes and enhance access to information.** Ghana participated actively, sharing its experiences and identifying solutions to trade facilitation challenges. The outcomes have informed Ghana's strategy to operationalise its NCTF and implement measures that improve cross-border trade efficiency and reduce barriers. By implementing these initiatives, Ghana is taking tangible steps towards advancing both the AfCFTA objectives and regional trade systems efficiency.

AfCFTA IMPLEMENTATION



Provision of Internet Connectivity at Akanu-Noepe Joint Border Post

The Akanu-Noepe Joint Border Post had long experienced erratic power supply and unreliable internet access, combined with poorly coordinated customs and regulatory processes, contributing to clearance delays. **TMA, with support from UK International Development, spearheaded a project to provide internet access, a reliable renewable power energy system, and better sanitation, by specifically extending fibre optic cables, and installing water tanks and solar panels, aiming to reduce processing times for goods and persons at the border.**

INTERNET CONNECTIVITY



POTENTIAL IMPACTS

Resolving Non-Tariff Barriers at the Noe-Elubo Border

The Noe-Elubo border between Ghana and Côte d'Ivoire serves as a trade gateway on the Abidjan-Lagos corridor. Despite its strategic importance, the border faces significant challenges, such as poor infrastructure and fragmented border management processes, unreliable internet connectivity and power outages, as revealed by TMA and Côte d'Ivoire's Ministry of Commerce and the Customs Division of the Ghana Revenue Authority scoping mission in early 2024. In response, a validated Action Plan was developed under the Trade Facilitation Support Programme leading to the formation of a technical committee between Côte d'Ivoire and Ghana on deepening customs cooperation, specifically focused on resolving the NTBs at the Noe-Elubo border. This will improve inter-agency communication and collaboration between the two countries. The ongoing efforts under the Action Plan will further ensure the timely exchange of customs information and streamline border processes.



"For so long, operational challenges made it impossible for the country's first joint border post, constructed with funding support from the EU/ECOWAS Commission at Akanu-Noepe, to facilitate trade. TMA's determination to make it a model trade border along the Abidjan-Lagos corridor contributed to the expansion of internet coverage at the border."

Patrick Yaw Nimo,

Chief Director of the Ministry of Trade and Industry and Chair of TMA's Country Programme Oversight Committee



National Trade Facilitation Strategy Meeting in Côte d'Ivoire in April 2024.



KENYA



DRIVING ECONOMIC GROWTH THROUGH TRADE FACILITATION AND DIGITAL INNOVATION

During the reporting period, Kenya's economy grew by **12%¹ from a nominal GDP of \$104.2 billion in 2022 to \$116.7 billion in 2023**, driven by recoveries in agriculture and services sectors. However, this growth fell short of Vision 2030 goals, mainly due to inflationary pressures and structural issues that continue to hamper job creation and poverty reduction efforts. During this period, the Kenya Country Programme made substantial progress in trade facilitation, infrastructure development and digital innovation.

Digital interventions included the roll out of the Kenya Plant Health Inspectorate Services (KEPHIS) Integrated Export and Import

Certification System, the completion of the the Maritime Single Window and Business Intelligence tool, improvement of the Kenya Revenue Authority's Integrated Customs Management System and establishing the Trade Logistics Information Pipeline. Combined, these initiatives are expected to reduce delays in goods clearance by minimising the need for physical inspections, and to improve both transparency and efficiency.

Kenya saw important developments under the EU funded Business Environment and Export Enhancement Programme, which entered its second year with the signing of a technical and financial support agreement with the National Horticulture Taskforce in November 2023. This lays the groundwork for boosting the capacity of horticultural producers to adopt sustainable practices, including the use of renewable energy on farms, and shifting from air freight to sea freight for exporting fresh produce.

Looking ahead, the Kenya Country

Programme will continue supporting both the integration of digital solutions into trade processes and improvements to physical infrastructure. The focus will remain on promoting sustainable logistics and practices, combined with enhancing regional cooperation through initiatives like the African Continental Free Trade Area.



Hannah Ngugi
Acting Country Director

¹ Kenya National Bureau of Statistics. (2024). Economic survey report 2024

EMERGING RESULTS

Scaling up TMA's Women in Trade Programme

TMA's Women in Trade programme is reshaping Kenya's economic landscape for women, focusing on resilient growth. In six counties – Bungoma, Busia, Migori, Kajiado, Taita Taveta, and Kwale – policy dialogues identified challenges, such as inadequate market facilities for mothers, lack of licence waivers for traders over 60 years, and rigid market levies. Supported by TMA, advocacy efforts are in place to enhance local market conditions. **The programme has already increased market access for over 1,200 women producers, who, along with 30 women aggregators, have sold 110 metric tonnes of produce and generated approximately \$42,000 (KES 5.4 million).** This collaboration facilitated trade agreements for two small and medium enterprises (SMEs) with international exporters, and established supply arrangements for two aggregators with local processors. Central to the success has been capacity-building, whereby 30 women aggregators received tailored Business Development Services training on post-harvest management, quality control and customer relations. As a result, 25 women formalised their businesses, opened bank accounts and signed trade contracts. The focus on export readiness, following an assessment across 16 SMEs, enabled Global GAP certification for one Cooperative Society and five SMEs, leading to the sale of 560 metric tonnes of avocados and pineapples in local and international markets.



"Jade Fresh acquired the Hazard Analysis and Critical Control Points certification through support received from TradeMark Africa's Women in Trade programme. This has opened doors to international markets such as the United Kingdom and the Netherlands. Further, through the training received, we have been able to embed a culture of quality and regulatory precision within our operations. This transformative journey has improved our financial management and operational capacities, allowing us to work with more than 850 Global GAP-certified farmers. We are now prepared for sustained international growth, demonstrating that with the relevant support, women-owned enterprises can thrive on the global stage."

Evelyn Munyeti,

Chief Executive Officer, Jade Fresh Limited.

(Jade Fresh Ltd is a Kenyan company that grows and exports fresh vegetables, fruits, and flowers).

Mombasa West Integrated Urban Roads Network Creates Impacts All Round

In 2023/2024, TMA completed the construction of the Kipevu, Magongo, and Mbaraki-Nyerere roads – all major components of the Mombasa West Integrated Urban Roads Network and Mombasa County Roads projects. These improvements are anticipated to reduce transport costs and enhance trade efficiency, resulting in greater market access. Previously, the congested and accident-prone road network around Mombasa Port impeded freight movement, hindering port functionality and economic growth. The newly completed roads streamline the connection between the port and major transport corridors, optimising the use of off-dock facilities such as container freight stations, and cutting truck turnaround times. Endline surveys commissioned by TMA highlight the socio-economic impacts: **a total of 182 hours¹ saved in travel time per vehicle over a year based on 54% decrease in travel time from 55 minutes to 30 minutes on average for Mombasa roads (Kipevu Road, Magongo Road - A109, Mbaraki and Port Reitz/Airport Road).** Additionally, there is a 43% reduction in truck turnaround time at the port from 26 hours to 15 hours, and a 17% reduction in turnaround time from the port to Container Freight Stations, from 164 minutes to 134 minutes.

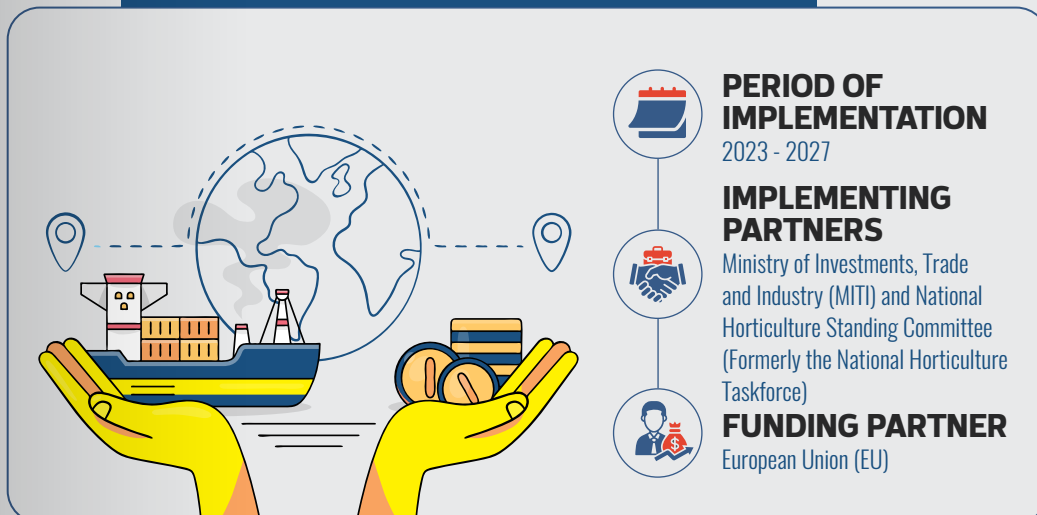


¹ Time saved by a single vehicle over a year over 365 days * 30 mins



Featured Project

BUSINESS ENVIRONMENT & EXPORTS ENHANCEMENT PROGRAMME



The Business Environment and Exports Enhancement Programme (BEEEP) seeks to spur export growth in a new paradigm and create decent jobs by boosting exports of avocados, mangoes and vegetables. Additionally, the project is collaborating with the Government of Kenya to foster a more conducive business environment. A central component of BEEEP's strategy has been partnership with the government and private sector players to develop a masterplan that transfers up to 50% of horticulture exports from air to sea freight by 2030, thereby reducing the cost of exports and making them more sustainable. The programme's objectives are threefold: increased and diversified trade, reduced trading times and costs, and an enhanced business climate.

Notable achievements last year, include:

a. Finalisation of Export Supply Hubs study

This study identified the potential for expanding Kenya's export capacity and also highlighted challenges, such as resource allocation, infrastructure, cold chain management, and processing capacity. Recommendations called for infrastructure enhancements, expanded cold storage facilities,

advanced technology adoption, and improved aggregation centres.

A needs assessment also advocated integrating road, rail and sea transport in Export Supply Hubs (ESHs) to lessen reliance on air freight and promote sustainability. Proposed strategic locations include Naivasha for flowers and Makueni for mangoes. The plan suggests employing a 'Super Hub' model to centralise operations, using renewable energy for sustainable infrastructure, with ESHs to be managed under a public-private partnership model, ensuring commodity ownership remains with exporters.

A Catalytic Trade Finance Product was launched to improve access to finance for SMEs in the horticulture sector, aiming to disburse \$30 million to 1,400 SMEs.

b. Public-Private Dialogue platform established and operationalised

Fragmented coordination among national and county governments and the private sector has been a barrier to Kenya's horticultural exports. TMA established a dialogue platform that brings together all stakeholders to develop cohesive trade and investment policies. Managed by the Horticulture

Standing Committee (formerly, The National Horticulture Taskforce) this platform focuses on practical policy reforms to create a stable policy environment, with targeted incentives aiming to boost Kenya's competitiveness and tap into various preferential trade agreements.

c. Masterplan finalised to facilitate enhancing sea freight of horticulture produce

The fresh produce sector, which contributes **3%** to Kenya's GDP and generates over \$1 billion (KES 150 billion) in exports annually, has been overly reliant on expensive and unsustainable air freight. The proposed masterplan advocates a shift to sea freight, essential for long-term growth. It also addresses logistical barriers, such as inadequate cold chain facilities at Mombasa Port, fragmented supply chains, and sector-specific regulatory hurdles. Recommendations focus on improving cold chain logistics, increasing shipping frequency, consolidating volumes, and establishing sea freight consolidation hubs. This transition will cut costs and align with Kenya's sustainable growth ambitions.



"I commend the partnership between TMA and the Ministry of Investment, Trade and Industry, which is dedicated to fostering a business environment conducive to growth and exports through targeted policy reforms. Their dedication to advancing value chains, particularly in mangoes, avocados and horticulture, is instrumental in enhancing Kenya's trade potential. We look forward to continuing joint initiatives that empower micro, small and medium enterprises to access established bilateral trade markets and capitalise on opportunities within the African Continental Free Trade Area. These efforts will expand opportunities for local producers and strengthen Kenya's export capacity, driving sustainable economic growth."

Hon. Salim Mvurya,
Former Cabinet Secretary, Ministry of Investments, Trade and Industry.



MALAWI



CREATING THE CONNECTIONS FOR EXPORT GROWTH IN MALAWI

TMA's Malawi Country Programme has achieved notable results in advancing trade and logistics. With support from UK International Development through the British High Commission, Malawi, and from the Irish Government for accreditation work with the Malawi Bureau of Standards (MBS), the programme delivered transformative trade facilitation interventions. These included the interconnectivity of the Malawi Revenue Authority and Tanzania Revenue Authority

Customs Data Exchange System, completion of the final feasibility study report for a dry port, and the convening of a Public-Private Dialogue forum. Additionally, the Single Digital Portal prototype for the Malawi Confederation of Chambers of Commerce and Industry was developed, marking a significant step towards sustainable trade growth in Malawi.

Looking ahead, TMA will drive its trade facilitation initiatives targeting mangoes, macadamia nuts, and minerals, identified as high-value export sectors. By remaining agile and forward-looking, the programme has sustained progress, leveraging flexible budgeting and strong partnerships to drive results.



Jovin Mwemezi

Country Director,
Malawi & Southern Trade Corridors

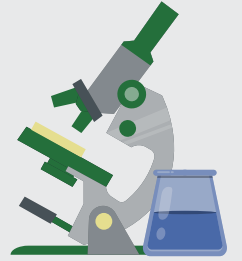
EMERGING RESULTS

Accrediting Laboratories for the Malawi Bureau of Standards

The installation of new lab equipment and updated operational procedures at the Malawi Bureau of Standards (MBS), supported by TMA, has strengthened Malawi's capacity to facilitate market access for locally produced goods. Objectives included the revision of quality manuals and standard operating procedures, targeted training for testing officials, procurement of critical reagents, proficiency testing, and upgrades to the quality management system. **This initiative has enhanced MBS's testing capabilities, reducing the time required to test, inspect, and issue certificates of conformity for macadamia nuts by 15%.** Overall, these improvements have increased confidence in the quality of Malawian products, boosting their competitiveness in regional and international markets.

15%

REDUCTION IN
TIME REQUIRED
TO TEST,
INSPECT & ISSUE
CERTIFICATES OF
CONFORMITY FOR
MACADAMIA NUTS



Tackling Transport Costs Through a Dry Port

In September 2023, with TMA's support, the government approved a **dry port project at Area 55, Lilongwe**. Pre-feasibility and feasibility studies for a dry port to be developed under a public-private partnership model have been completed.



Advancing Trade Logistics Through Public-Private Dialogue

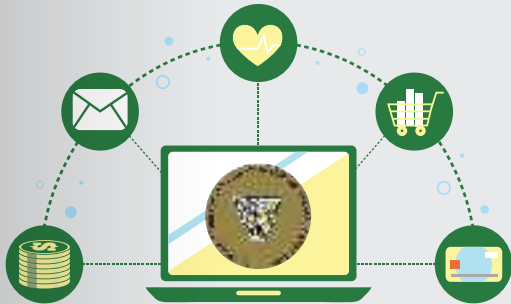
TMA, in partnership with the Malawi Confederation of Chambers of Commerce and Industry, achieved significant progress in trade facilitation through the **Enhanced Public-Private Dialogue for Trade Logistics and Investment project**. The 30th Public-Private Dialogue Forum, held in August 2023, in Lilongwe, and co-convened by the Minister of Trade and Industry and Centenary Bank, provided actionable solutions to Malawi's pressing trade logistics challenges. The forum addressed inefficiencies at Inland Examination Centres, restrictive offloading bylaws, and truck drivers' strikes. It also advanced the implementation of the National Logistics Strategy and fostered community engagement in protecting rail infrastructure - a critical component of the country's logistics network. These interventions streamlined trade operations, reduced disruptions, and strengthened Malawi's trade systems.





Featured Project

DEVELOPING A SINGLE DIGITAL PORTAL FOR THE MALAWI CONFEDERATION OF COMMERCE AND INDUSTRY



PERIOD OF IMPLEMENTATION

October 2023 - March 2025



IMPLEMENTING PARTNER

The Malawi Confederation of Chambers of Commerce and Industry (MCCCI)



FUNDING PARTNER

UK International Development

The Malawi Confederation of Chambers of Commerce and Industry (MCCCI) has partnered with TMA to develop a Single Digital Portal (SDP), that automates its processes, in order to enhance service delivery.

The SDP will automate issuance of Certificates of Origin and other trade services, integrating the National Registration Bureau and the Malawi Revenue Authority into one streamlined system. This will

allow traders to complete identity verification and tax compliance checks online, saving time and reducing travel costs. The platform will also automate application processes, identifying and correcting errors before submissions are finalised, thus minimising delays that may result from manual documentation.

Beyond processing trade documents, the SDP explores opportunities within the global trade landscape,

such as e-commerce, trusted trade documentation, and traceability. It also facilitates virtual exhibitions and enhances market linkages, providing Malawian businesses with a competitive edge.

Documentation, client, and event management processes are expected to be improved significantly once the SDP is fully operational.





RWANDA

EXPANDING MARKET ACCESS AND REGIONAL TRADE FOR RWANDA'S PATH TO ECONOMIC TRANSFORMATION

TMA strengthened its partnership with the Government of Rwanda through a renewed Memorandum of Understanding that extends from 2023 to 2030. This partnership is a testament to our shared commitment to fostering sustainable trade and achieving economic transformation, aligning with Rwanda's strategic goals and the UN Sustainable Development Goals. Our collective aim is clear: to steer Rwanda towards middle-income status by 2035 and high-income status by 2050. According to the IMF's Rwanda Review (May 2024), the country's GDP growth in 2023 was stronger than expected at 8.2% year-on-year, driven by strong performances in the services, construction and transport sectors, along with a recovery in food crop production in the latter half of the year. Despite this economic growth, the unemployment rate remained high at 16.8%, disproportionately affecting

women and young people, with their unemployment rates reaching 20.1 and 20.3%, respectively.

The Value-Added Initiative to Boost Employment (VIBE) project, funded by the Mastercard Foundation and implemented in collaboration with the International Trade Centre is a strategic response to address these challenges. VIBE is a 5-year market-access and enabling environment programme, with the goal of reducing poverty, empowering youth to access dignified and fulfilling jobs by boosting MSME export capacity, improving compliance with trading standards, digitising trade processes, and better use of eCommerce to access regional and international markets.

Between July 2023 and June 2024 VIBE facilitated trade engagements between 12 Rwandan women-led horticultural businesses and UK buyers, in addition to them accessing fairs in Germany, Ghana, Dubai and Tanzania. These efforts resulted in trial shipments from three companies and secured confirmed sales worth \$721,766. Additionally, the conclusion of the Making Trade Work for Women programme was a milestone, with nearly 30,000 informal traders, predominantly women, informed about simplified trade regimes, connected

to financial services and trained in business skills.

Infrastructure investments, including the completion of Rubavu Port and advancements on Rusizi Port and the Rusizi One-Stop Border Post are expected to contribute to improved trade logistics and regional connectivity. As TMA looks to the future, we remain committed to driving economic growth, addressing unemployment, and strengthening Rwanda's capacity to engage in global trade through strategic partnerships and innovative, results-driven solutions.



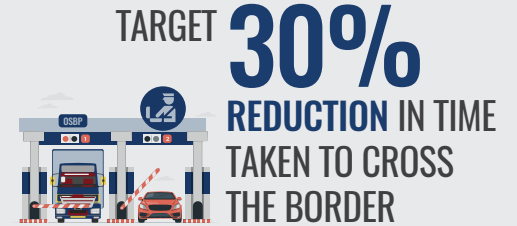
Rosine Uwamariya
Country Director



EMERGING RESULTS

Crossing the Border Easier and Faster at Rusizi II

By June 2024, the **Rusizi II One-Stop Border Post (OSBP) along the Bukavu corridor was 92% complete**, with full operational readiness expected by March 2025. This facility integrates border management systems to enable streamlined crossing times and **reduced trade costs and is expected to lower the time taken to cross the border by at least 30%.**

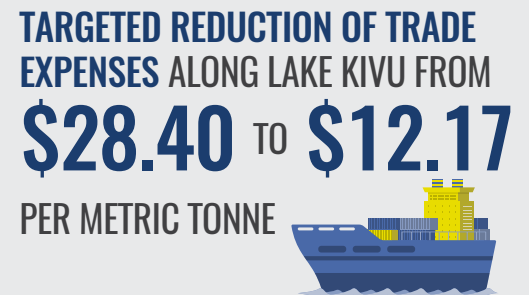


Women in Trade Formalise Businesses

Implemented with support from the EU as part of the construction of the **Rusizi II OSBP, this initiative supported 1,400 traders from the community surrounding the OSBP to formalise their businesses.** Additionally, **13 cooperatives received \$35,000 (FRW 48 million) in matching grants for value addition, which led to income increases ranging from \$130 to \$900 per participant.**

Rusizi and Rubavu Ports Set to Transform Water Transport

Rubavu Port (completed) and the developing Rusizi Port (35% complete) are the main components of TMA's Lake Kivu Harbour Transport Project, targeting better transport infrastructure efficiency by constructing harbour facilities at both ports - strategic locations that handle about 70% of Rwanda's cross-border trade with the DRC. The refurbished ports provide a cost-effective, safe and sustainable alternative to road transport. **According to TMA feasibility studies, completion of the two ports will reduce costs, with trade expenses along Lake Kivu expected to decrease from \$28.40 per metric tonne in 2017 to \$12.17 per metric tonne once all ports are operational.**



Making Trade Work for Women Shows Tangible Economic Gains

The Making Trade Work for Women (MTWW) project funded by Global Affairs Canada, ended after three years of implementation, with tangible economic gains for almost 21,000 women traders, 4,600 of whom were reached this year. The objective of the project was to improve the participation of women in trade by enabling access to information, finance and markets, facilitating the implementation of cross-border policies, business training, and tackling gender-based violence. **By project closure, operational capital for these traders rose by 89%, while cooperative revenues increased by 129%. Furthermore, the project also strengthened the trade policy environment, evidenced by 83% of traders reporting satisfaction with the cross-border trade environment.** By integrating advocacy, training, and financial access, the project demonstrated the power of targeted interventions in empowering women and transforming livelihoods. A lesson from this initiative was the beneficial impact of involving partners and spouses of women traders. Strategies such as couples' dialogues, confidence-building sessions, women traders' training, and campaigns to mobilise men, resulted in better mental well-being of the women involved, with 95% reporting stronger support from their families and a noticeable reduction in domestic violence.

Market Access for Women and MSMEs

TMA, in partnership with the Mastercard Foundation, and implemented by the International Trade Centre, has strengthened market access for women-and refugee-led medium and small businesses. This year, **86 businesses were supported through participating in four trade missions**, including events in Dubai, Ghana, Berlin, and the UK, culminating in 22 women-owned businesses securing sales deals worth over \$720,000 by June 2024.


"We spoke with everyone; everyone had a unique business profile. 30 minutes was much better, because at a trade fair, you only have 15-20 minutes with a potential buyer, where there is not enough time to show photos and discuss. By understanding what the buyers need, it is fruitful for both sides. We are ready and able to do it!"




Sakina Usengimana,
Managing Director, Afri-Foods Ltd.



Featured Project

RUBAVU PORT: A CORNERSTONE OF REGIONAL TRADE



- 
PERIOD OF IMPLEMENTATION
2018 - 2023
- 
IMPLEMENTING PARTNER
Government of Rwanda Through Rwanda Transport Development Agency (RTDA)
- 
FUNDING PARTNERS
UK International Development, Belgium Netherlands Govt through Invest International



The completion of Rubavu Port – located on Lake Kivu – in November 2023, marked a breakthrough in Rwanda’s trade infrastructure with the DRC. Although Rubavu and Rusizi districts account for 70% of Rwanda’s cross-border trade volumes, this \$9 million project, financed by UK International Development through TMA (50%), the Netherlands (45%), through Invest International, and the Government of Rwanda (5%), addressed inefficiencies in trade flows along Lake Kivu.

Spanning two hectares, Rubavu Port aligns with Rwanda’s National Strategic Transformation plan, which envisions four ports along Lake Kivu that will boost trade, tourism, and connectivity. **The port includes two cargo vessels with a combined capacity of 500 tonnes overall, including up to 1.4 million passengers annually, while facilitating the movement of trade goods.**

Emerging results highlight the impact of Rubavu Port on regional trade, economic development, and sustainability. Activities at the port

are projected to inject an economic stimulus of \$2.3 million per annum into the local economy over the next 20 years.

Trade costs along the Rubavu-Rusizi corridor are expected to decrease by 55%, translating to savings of almost \$16 per metric tonne. This is further supported by improved structured trading access for ten cooperatives, enabling safer and more efficient movement of goods. The introduction of ferry services has reduced reliance on road transport, providing a sustainable alternative. Small-scale traders, particularly women, now benefit from enhanced access to regional markets, fostering economic empowerment. Private sector interest, backed by transaction advisory services, is ensuring long-term operational efficiency.

With streamlined processes, developed in collaboration with the Rwanda Transport Development Agency, Rubavu Port is positioned as a cornerstone of regional economic integration and growth.



“The Rubavu port represents a significant step forward for Rwanda’s infrastructure and economic development. By improving connectivity, supporting cross-border trade, and promoting sustainable tourism, it highlights the strength of collaboration with our development partners. Together, we are creating opportunities to enhance livelihoods, support regional integration, and advance Rwanda’s progress towards resilience and prosperity.”

Dr. Jimmy Gasore,
Minister of Infrastructure.



The completed Rubavu port in Rwanda



SOMALILAND



STRENGTHENING SOMALILAND'S ECONOMY THROUGH INNOVATION AND PARTNERSHIPS

TMA implemented seven projects to strengthen trade, regulatory efficiency, and export competitiveness in Somaliland. Interventions included enhancing Sanitary and Phytosanitary (SPS) systems, customs processes, and transport and logistics networks. The SPS initiative, once completed, will enable Somaliland's authorities to sustain quality grain value chains, while customs digitisation will streamline border procedures, reducing trade delays.

To support logistics and exports, TMA established a logistics platform along

the Berbera and Djibouti corridors, addressing challenges such as limited handling capacity, cold chain storage, and logistics gaps in the fisheries and livestock sectors. **The completed 22.5 km. Hargeisa Bypass, handed over to Somaliland's government in March 2024, is set to enhance regional connectivity and transit efficiency along the Berbera corridor.**

Additionally, the construction of the Berbera Fish Market stands as a primary initiative for economic empowerment and gender equality, benefiting coastal communities and fostering sustainable growth. This progress was achieved against a backdrop of funding constraints and regional disruptions, such as the eastern Somaliland crisis blocking a main corridor to Somalia, and the Red Sea crisis increasing logistics costs.

Looking ahead, the Somaliland programme priorities include

fundraising for the Togwajaale One-Stop Border Post project, (feasibility study completed in June 2024), Customs automation, a modern warehousing regime, and the introduction of non-intrusive inspection technologies.



Abdi Osman
Country Representative



EMERGING RESULTS

Transforming Trade and Growth: the Impact of the Hargeisa Bypass

The Hargeisa Bypass, handed over to the local government of Hargeisa in March 2024, has transformed trade and logistics in Somaliland. Funded by UK International Development and delivered by TMA in collaboration with the Ministry of Transport and Roads Development, the 22.5 km two-lane bypass has improved **truck turnaround times from Berbera Port to Tog Wajaale by 37%, with return trips now 39% faster**. Economic activity along the bypass has flourished. Investments in petrol stations, warehouses, hotels, and retail businesses have created a vibrant commercial zone. Rising land values and new settlements along the route reflect the area's growing economic significance. These developments are connecting communities to markets and driving local and regional economic growth. Safety remains a priority. TMA has trained local drivers in traffic management and installed 11 strategically placed billboards promoting safe driving practices, ensuring the bypass supports community welfare alongside trade efficiency.

37%
IMPROVED TRUCK
TURNAROUND TIME FROM
BERBERA PORT TO TOG WAJAALE



Customs Efficiency Enhancement and Corridor Facilitation - Streamlining Trade Operations

The completion of a Customs Business Process Review, in partnership with Somaliland's Ministry of Finance Development, provided insights into customs inefficiencies that increase costs and lower productivity. **This review proposes short-term process optimisations, medium-term implementation of a modern customs system, and long-term integration of warehousing and non-intrusive technology**. These enhancements will streamline customs operations, reduce processing times, and improve Somaliland's trade environment.

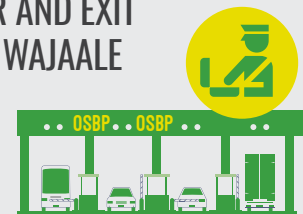
STREAMLINING CUSTOMS
OPERATIONS



Tog Wajaale One-Stop Border Post - Paving the Way for Regional Trade

In June 2024, TMA, funded by the Government of Denmark, completed a feasibility study and design for the **Tog Wajaale One-Stop Border Post (OSBP)**, a major component of the Berbera Corridor linking Somaliland and Ethiopia. This study has enabled TMA and the Government of Somaliland to seek joint funding with Ethiopian authorities, following a collaborative technical mission. Once constructed and operationalised, the **Tog Wajaale OSBP is expected to reduce the time taken to enter and exit the border by 30%, enhancing trade efficiency and strengthening bilateral cooperation between Somaliland and Ethiopia**.

TARGETED **30%**
REDUCTION IN TIME TAKEN
TO ENTER AND EXIT
THE TOG WAJAALE
BORDER





Featured Project

THE BERBERA FISH MARKET PROJECT: EMPOWERING WOMEN TRADERS AND IMPROVING MARKET ACCESS



PERIOD OF IMPLEMENTATION
2020 - 2024



IMPLEMENTING PARTNER
Berbera Municipality



FUNDING PARTNERS
UK International Development
Danida

In June 2024, Berbera opened its new fish market, creating trading opportunities for women traders. Funded by UK International Development and the Government of Denmark, and implemented by Berbera Municipality and TMA, the market provides a platform for women to conduct business efficiently and sustainably.

The facility offers free stalls, utilities and security, which have reduced operational costs and allowed traders to retain more income. Its strategic location near the bus terminal and fish landing site means women traders will reach a larger customer base, both locally and regionally. The market integrates sustainability into its operations adopting solar-powered cold storage thus reducing spoilage

and boosting profits. The solar energy system delivers reliable and affordable power, lowering operational costs while making it more energy efficient.

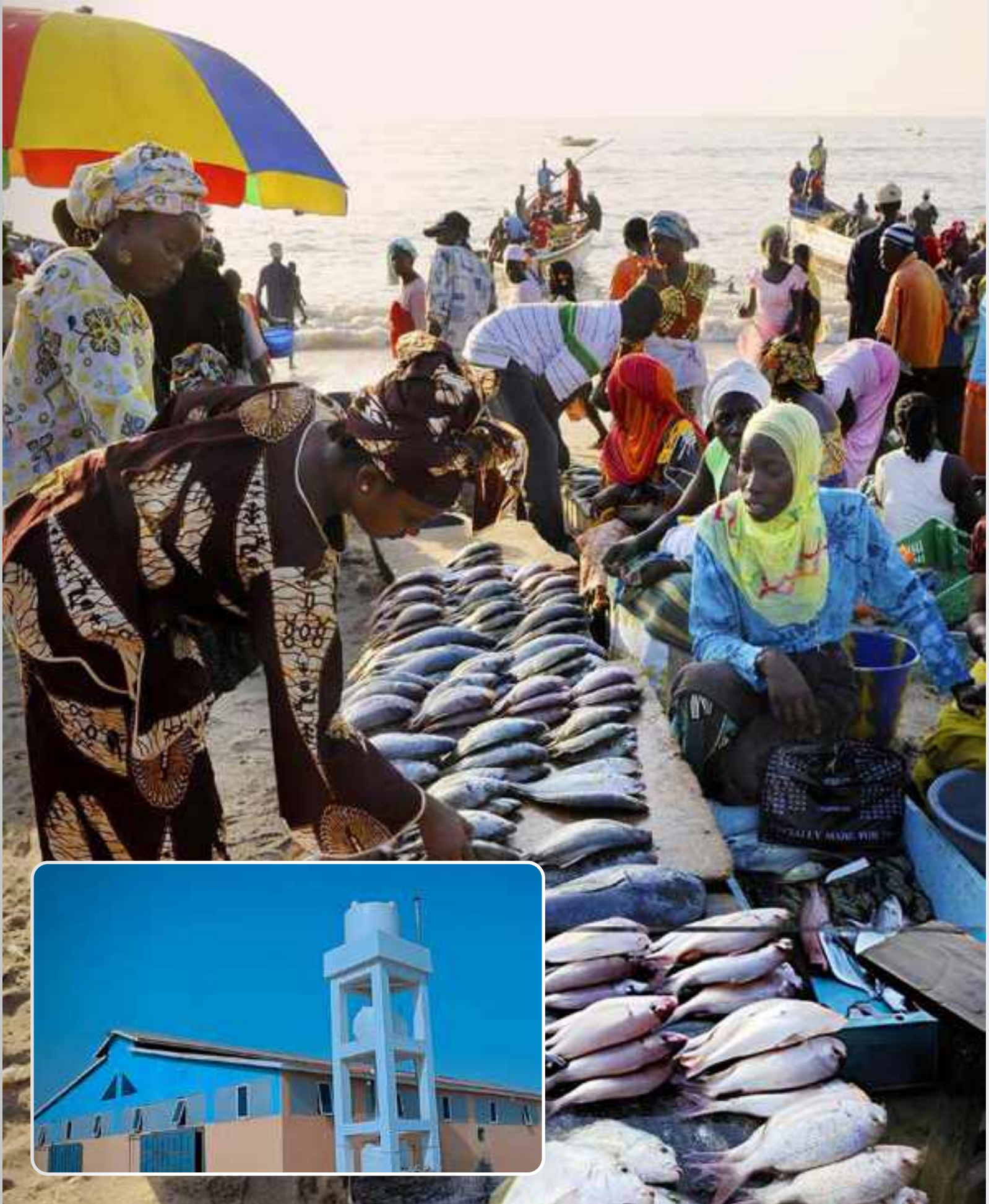
Beyond infrastructure, the market provides amenities, such as a breastfeeding room, ablution block, and prayer room. These features address the practical needs of traders, particularly women, and create an environment that encourages participation and productivity. Women traders have also received training to improve their business skills and optimise the use of market facilities. This has strengthened their economic resilience and enhanced their ability to scale operations.

The Berbera fish market forms a major part of the city's transformation strategy. It highlights the impact of targeted investments in infrastructure and skills development in empowering women and fostering economic growth. Together with investments in the port and economic zone, the market will open access to larger markets.





SOMALILAND





TANZANIA

DRIVING PROSPERITY THROUGH SUSTAINABLE TRADE IN TANZANIA

Tanzania is showing signs of a robust economy with inflation falling to **3.8%**, coupled with a **15% increase in exports of goods and services**. As Tanzania edges closer to its Vision 2025 ambitions, these positive developments highlight the country's potential as a gateway to Eastern and Southern Africa.

During the 2023/2024 financial year, TMA has been at the forefront in promoting sustainable trade. TMA introduced initiatives that have not only streamlined trade processes and strengthened the regulatory framework, but also uplifted marginalised groups, including women and youth. In partnership with the

government, private sector and civil society, TMA has shaped policies and initiatives that spur economic growth and foster community involvement. By convening a series of strategic private sector dialogues, TMA tapped into the sector's long-term ambitions, aiding government's efforts to craft its upcoming Vision 2050. This approach underscores TMA's dedication to nurturing dialogue and ensuring that the private sector plays a critical role in shaping Tanzania's economic future.

TMA's strategic efforts have catalysed policy reforms in Tanzania. Through the use of public-private dialogue platforms focusing on taxation, TMA and the Tanzania Private Sector Foundation championed major changes, including the scrapping of tax on sugar by-products and Compressed Natural Gas, halving the industrial development levy from **10% to 5%**, and speeding up VAT refunds from **90 to 30 days**.

These popular reforms are crucial in driving private sector growth and, together with ongoing reforms, are in sync with the revised 2023 Trade Policy, which seeks to enhance private sector participation in regional markets, notably within the AfCFTA.



Elibariki Shammy
Country Director

EMERGING RESULTS

Transforming Cross-Border Trade at Tunduma

TMA has played a crucial role in transforming cross-border trade at Tanzania's Tunduma border. By supporting the deployment of advanced cargo scanners and delivering data science training to Tanzania Revenue Authority officers, TMA has significantly improved customs operations. Clearance times have decreased, expediting the movement of goods and lowering costs for traders. TMA's efforts have also driven a surge in the number of Authorised Economic Operators, rising from **29** to **100**, with **36** new operators registered by May 2024. These developments align with TMA's mission to enhance trade efficiency, transparency and compliance, fostering a business-friendly environment that strengthens Tanzania's competitiveness in regional and international markets.



Transforming Livestock Trade with Digital Solutions

The Mifugo Integrated Management Information System (MIMIS), launched by Tanzania's Ministry of Livestock and Fisheries in partnership with TMA, has transformed livestock trade. By reducing the time required to issue permits from **14 days to one hour**, the innovation has significantly improved efficiency, transparency and accountability within the sector. MIMIS has not only doubled government revenue collection, but also registered over **22,900** entities and processed more than **249,000 applications**, reinforcing its central role in the sector. This initiative demonstrates TMA's strategic focus on deploying digital solutions to foster sustainable trade, enhance governance, and support economic growth across Africa.

14 DAYS TO 1 HOUR
REDUCTION IN TIME TO ISSUE PERMITS



Improving Standards and Quality Assurance

TMA has been instrumental in elevating Tanzania's export capabilities by enhancing standards compliance and facilitating market access. Through targeted training and capacity-building initiatives with both the Tanzania Bureau of Standards and Zanzibar Bureau of Standards, TMA has streamlined processes, reducing the time to test and issue certificates of conformity by **58%**. In the agricultural sector, TMA's support for nationwide pest surveillance, particularly for Irish potatoes – which account for **70-80%** of production in the Southern Highlands – has opened international markets for local farmers. This has not only improved product quality but also increased export volumes, thereby enhancing farmers' incomes and contributing to Tanzania's economic growth.

58%
REDUCTION IN TIME TAKEN TO ISSUE CERTIFICATES OF CONFORMITY

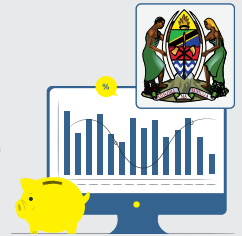


EMERGING RESULTS

Trade Policy Makes Tanzania Attractive to Investors

TMA assisted in the review of the National Trade Policy 2023, subsequently approved by the government. The policy addresses major challenges such as global trade shocks and promotes regional market integration. In addition, TMA's support in launching the **Tanzania Electronic Investment Window** has streamlined and reduced the cost of the investment process, boosting transparency and making Tanzania a more attractive place to invest.

TANZANIA ELECTRONIC
INVESTMENT
WINDOW
LOWERS COST
OF INVESTMENT
PROCESS



Empowering Women Traders

In partnership with the Tanzania Women Chamber of Commerce, TMA facilitated the training of **1,300 women traders** on AfCFTA market compliance, formalisation, and standardisation. As a result, more than **30 women-led businesses** have been formalised, paving a way for them to participate in regional and international markets.

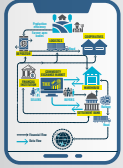
30 WOMEN-LED
BUSINESSES
FORMALISED





Featured Project

THE TANZANIA MERCANTILE EXCHANGE



PERIOD OF IMPLEMENTATION

July 2023 - June 2027



IMPLEMENTING PARTNERS

Tanzania Mercantile Exchange,
Warehouse Receipts Regulatory Board (WRRB)



FUNDING PARTNERS

UK International Development,
Norway & Ireland

Live trading sessions on platforms like YouTube, have improved transparency and allowed farmers in production areas such as Mbeya and Morogoro to monitor market trends in real time. This has encouraged their participation in online trading, strengthened their bargaining power, and ensured fairer dealings with buyers and middlemen. As a result, farmers are now securing better prices for their produce.

Buyers too, are reaping the benefits of the TMX platform, which has cut transaction times by more than half. This efficiency allows buyers to handle multiple commodities in a single day, offering them greater operational flexibility. TMX's partnership with the Warehouse Receipt Regulatory Board, which verifies the quality and reliability of commodities, has fostered trust in the system.

TMX's impact extends beyond trade facilitation to enhancing local government revenues. For instance, Kagera saw its collections rise by over **14% to \$1.3million** in 2023/2024. TMX isn't just a trading platform - it's a bold step towards a more equitable and prosperous future for Tanzania's commodity markets.

TRANSFORMING TANZANIA'S COMMODITY MARKET THROUGH DIGITAL INNOVATION

The Tanzania Mercantile Exchange (TMX), a flagship project of the Tanzania Country Programme, has transformed the nation's commodity trading sector. During the year, TMX broadened market access and embraced digital technologies, enhancing transparency and competitiveness for farmers, buyers and local authorities.

Over the past year, TMX has expanded its commodity portfolio. By introducing tea, soybeans and other products, the variety of agricultural products traded on the exchange has grown from four to eight. This diversification led to a **165% rise in trade volume**, carving out new market opportunities for farmers previously sidelined in competitive trading environments. Farmers are now engaging in a more integrated market system, benefiting from real-time market data and clear and open methods for setting prices.





Remarks from the Minister of Industry & Trade

"The 2023/24 financial year concluded on a positive note with significant advancements in trade facilitation. Tanzania saw increased participation in the African Continental Free Trade Area (AfCFTA) Guided Initiatives by exporters in key sectors such as sisal, coffee and peanuts. With the support of TMA, the Ministry identified and assessed 20 SMEs with high potential for export and identified challenges that need to be addressed for them to effectively take advantage of the market opportunities in the AfCFTA. This effort was complemented by ongoing capacity-building initiatives and market linkage support.

A major milestone achieved during the year was the Cabinet's approval of the reviewed National Trade Policy 2003 (Edition 2023), which is set to be launched early next year. TMA also facilitated meaningful dialogue between the Government and the Private Sector, resulting in notable reforms in the 2024/25 Finance Act, particularly in tax policy, aimed at fostering a more conducive business environment.

Development of the National E-commerce Strategy was finalized, positioning the country for growth in digital trade and aligning with regional strategies. TMA's support was crucial in reducing the time and cost of trade, especially along transport corridors. The rollout of the Authorized Economic Operators (AEOs) programme, which registered 36 companies, significantly reduced clearance times and costs at the Dar es Salaam Port. Efforts to eliminate Non-Tariff Barriers (NTBs) have been successful, enhancing Tanzania's performance in this area within the region.

Digital trade initiatives, such as the TMX Online Commodity Auction Platform, have continued to prove effective, streamlining the issuance of permits and export documents while making trading commodities more efficient and cost-effective. These platforms have also played a key role in price discovery, benefiting farmers and improving their livelihoods. The Ministry remains grateful for the continued support that ensures trade is resilient and sustainable, providing opportunities for special groups such as Women, Youth, and Persons with Disabilities (PWDs) to actively participate and improve their wellbeing. TMA continued to be an important Partner in championing this agenda by supporting these groups and leading the resilient trade initiative to ensure long-term sustainability. The Ministry also collaborated closely with TMA's Partners, including the Tanzania Women Chamber of Commerce, to advance this important mission.

We are committed to deepening our partnership with TMA as we embark on new initiatives to further promote trade across the country and beyond. We extend our deepest gratitude to Funding Partners and Development Partners for their ongoing support to TMA's efforts."

Dr Suleiman Jafo,

Minister of Industry and Trade.





UGANDA



TRADE COMPETITIVENESS IN UGANDA AND SOUTH SUDAN

We made significant progress in TMA's programming in Uganda and South Sudan over the past year, addressing systemic trade barriers and supporting sustainable economic growth. TMA's interventions yielded impactful results across infrastructure, digital reforms, compliance with Standards and Sanitary and Phytosanitary measures, and financial inclusion.

The Uganda Country Programme (UCP) completed the Goli One-Stop Border Post connecting Uganda to the DRC and handed it over to the government in November 2023. More government services were incorporated on the Uganda Electronic Single Window, including the Protocol Integration Information Management System. The programme also encouraged the resilience and competitiveness of cross-border

traders.

The operationalisation of the Mbarara Regional Laboratory by the Uganda National Bureau of Standards reduced testing costs by 78% and turnaround times from 40 to 15 days according to the Evaluation of the Uganda Programme on Sustainable and Inclusive Development of the Economy (UPSIDE) project report (December 2023), enhancing access to quality assurance for businesses – especially micro, small and medium enterprises.

Guided by Strategy 3, the National Oversight Committee approved the UCP Strategy 3 Annex that will support digitalisation efforts, infrastructure development and cross border traders.

Looking at the year ahead, the UCP is working towards three new projects to be supported by the EU and UK International Development in further implementation of Strategy 3.

The South Sudan programme (SSP) benefited from regional programming, especially the Standards and SPS portfolio, the EAC trade policy, and harmonisation interventions. For the

next year, immediate interventions will include a continuation of TMA's efforts to upgrade the Nimule border crossing to a one-stop border post and improve the competitiveness of cross-border traders.

TMA remains focused on strengthening partnerships and scaling initiatives to deepen Uganda and South Sudan's integration into regional and global trade systems.



Anna Nambooze

Country Director,
Uganda & South Sudan

EMERGING RESULTS

Empowering Women Traders Through the Elegu Cross-Border Market Development

A transformative resilient and women-responsive market at the Elegu border is set to redefine cross-border trade between Uganda and South Sudan, **reaching over 1,000 traders and fostering economic resilience**. With 1,028 vendor stalls planned - 310 in Phase 1 and 718 in Phase 2 - the market will enhance trade competitiveness while providing women traders with the infrastructure and support needed to navigate complex trading ecosystems. Significant progress has been made, with architectural designs under stakeholder review and a multi-sectoral operational committee meeting regularly to guide the market's development. The completion is scheduled for December 2027 allowing for incorporation of additional support from the EU under the Corridor 11 project, along with rigorous stakeholder engagements and safeguarding processes.

OVER
1000
TRADERS
EMPOWERED
FOSTERING
ECONOMIC
RESILIENCE



Training Empowers Cross-Border Traders to Adapt

Under the US-funded programme, TMA, in collaboration with the Ministry of East African and Community Affairs and other ministries, departments and agencies, such as the Uganda Revenue Authority and clearing and forwarding agents, facilitated the capacity-building sessions for **1220 cross-border traders (35% female) at the borders of: Goli, Katuna, Mutukula, Busia, Lwakhakha and Suam**. The participants were provided with information on how to scale their businesses and integrate resilient strategies into their operations.

1,220
TRAINED CROSS-
BORDER TRADERS



Strategic Intervention at Elegu-Nimule for Deeper Market Integration

The Elegu-Nimule One-Stop Border Post serves as a critical gateway for South Sudan's trade and regional integration, but remains constrained by infrastructure gaps and policy inefficiencies. In collaboration with the EU under the Global Gateway initiative, the UN Office for Project Services (UNOPS) and TMA entered into a partnership committing to improve the border efficiency. UNOPS will oversee infrastructure upgrades, including the completion of an administration block and a market for cross-border traders. TMA will focus on strengthening customs procedures, border management, and the trading capacity of women, youth, and persons with disabilities. This strategic intervention will enhance trade efficiency, supporting South Sudan's deeper integration into regional and international markets. The is expected to lead to increased and harmonised cross-border trade between EAC partner states and South Sudan.

ELEGU-NIMULE
ONE-STOP BORDER POST





Featured Project

UPSIDE PROJECT TRANSFORMS PRODUCT TESTING

PERIOD OF IMPLEMENTATION
2018 - 2027

IMPLEMENTING PARTNERS
Ministry of Works and Transport, Amuru District Local Government Council, Elegu Town Council, and Elegu Traders Cooperative Societies

FUNDING PARTNERS
DANIDA & EU

businesses now accessing affordable and reliable quality assurance services for the first time. In turn, this has unlocked growth opportunities for enterprises previously excluded from formal markets, enhancing Uganda's prospects for regional integration and global trade participation.

The UPSIDE Project represents a pragmatic step towards sustainable and resilient economic development. By addressing systemic barriers in the trade ecosystem, it has strengthened Uganda's quality infrastructure, paving the way for a more competitive and resilient economy where businesses of all sizes can thrive.

For years, Uganda's small and medium-sized enterprises (SMEs) struggled with the high costs and logistical challenges of accessing testing and certification services in Kampala. Distance, high transport costs, and the risk of sample-compromise excluded many businesses from meeting quality standards, limiting their market access and competitiveness.

The UPSIDE Project, funded by Danida with \$4.46 million and implemented by TMA, emerged as a transformative intervention. It decentralised Uganda National Bureau of Standards (UNBS) laboratory services, establishing state-of-the-art regional laboratories in Gulu, Mbale, and Mbarara, in Uganda's northern, eastern and south-western region respectively. This brought

critical quality assurance services closer to businesses, reducing the financial and logistical barriers that previously hindered MSMEs across the country from applying for testing and certification services.

According to the December 2023 Endline Evaluation of the UPSIDE Project, it showed that **testing costs dropped by 78%, from \$79.40 per sample in 2020 to \$16.97 in 2023.** Turnaround times have similarly improved, shrinking from 40.3 days in 2019 to just 15.3 days in 2023. These developments have not only eased the financial burdens of MSMEs but also ensured timely access to quality standards, enabling them to meet regulatory requirements and bolster their competitiveness in both domestic and regional markets. Moreover, the initiative has fostered economic inclusion, with rural



"This intervention enhanced the analytical testing capacity in the regions and has reduced the cost of doing business to the micro, small and medium enterprises since they don't need to incur additional costs of multiple journeys to Kampala and accommodation costs while delivering samples and following up results. In addition, the Gulu UNBS Lab played a key role in the resolution of the Uganda-South Sudan dispute on impounded food exports."

Aziz Mukota,

Manager Testing, UNBS.





ZAMBIA



NAKONDE BORDER: TRANSFORMING ZAMBIA'S TRADE INFRASTRUCTURE

The Nakonde One-Stop Border Post (OSBP), a critical trade link connecting Zambia to Tanzania and beyond, is undergoing a major upgrade to modernise operations and improve regional trade. With an initial project preparation funding of \$300,000 from Trade Catalyst Africa (TCA), the \$10.5 million initiative, implemented by TMA and funded by UK International Development, is addressing longstanding inefficiencies

and positioning Nakonde as a major logistics node for Southern, East, and Central Africa.

Between October 2023 and June 2024, contracting processes for civil works, a modern cargo scanner, and supervision consultancies were completed. Acquisition of an advanced cargo scanner with fast non-intrusive inspection and drive-through capabilities will contribute to streamlining inspections and reducing delays. The construction of access roads, gates, parking yard, truck inspection facility, and cargo scanner control room coupled with ICT/digital systems, is expected to cut truck clearance time from 64 hours to under 10 hours. It will also enable the OSBP to handle over 100 trucks/cargo scans per hour compared to the current 10.

Once completed, the enhanced border post will reduce the cost of cross-border trade and enhance revenue collection, while at the same time enabling businesses to get their goods, particularly agricultural products, to the market faster. In March 2024, a Partner Support Agreement with the Government of Zambia formalised collaboration, ensuring clear oversight and accountability. Safeguarding measures were implemented to resolve the grievances of 'project-affected persons'.

The project incorporates energy-efficient infrastructure, and is in line with the Government's objectives of sustainable trade and regional integration.



MOZAMBIQUE

DIGITALISATION OF SANITARY AND PHYTOSANITARY CERTIFICATION IN MOZAMBIQUE

TMA, in partnership with Mozambique's Ministry of Agriculture and Rural Development and the National Directorate of Agricultural Health and Biosafety, are spearheading digitalisation of sanitary and Phytosanitary certification services with funding from the Government of Ireland.

At the heart of the project is the development and operationalisation of an electronic phytosanitary (e-Phyto) certification system, replacing the existing manual, paper-based process. The system will provide end-to-end digital services – from online application submission and evaluation to inspection and certificate issuance. It will be integrated seamlessly with the national single window for information exchange, the International Plant Protection Convention (IPPC) e-Phyto hub for global certificate sharing, and online payment systems for streamlined fee collection.

The impact of this digital transformation will be significant as it is expected to reduce the processing

times for phytosanitary certificates by at least 50%. Operational costs for businesses and government are expected to go down by 20-30%, while enhanced data accuracy will ensure compliance with international phytosanitary standards.

As a strategic partner, TMA is facilitating collaboration among stakeholders, including farmers, exporters, importers, and regulatory bodies. This includes capacity-building initiatives to equip government staff and trade actors with the skills to sustainably manage the digital system.



PEOPLE, CULTURE & CONNECTIONS



**STRENGTHENING INTEGRITY
AND DRIVING STRATEGIC
GROWTH**

**GOVERNANCE, RISK
MANAGEMENT &
COMPLIANCE**

**STRATEGIC COMMUNICATION
AS A CATALYST FOR IMPACT**

**DRIVING EFFICIENCY
& IMPACT THROUGH
TECHNOLOGY**

**OPTIMISING PROCUREMENT
FOR GREATER IMPACT**

**TMA'S COMMITMENT TO
PROTECTING COMMUNITIES
THROUGH TRADE**

RESEARCH

**DRIVING EVIDENCE-BASED
IMPACT AT TMA**

**OUR PEOPLE – THE DRIVING
FORCE**

WHERE WE WORK



STRENGTHENING INTEGRITY AND DRIVING STRATEGIC GROWTH

In the past year, TMA's Audit and Assurance function has strengthened its strategic oversight, enhancing the organisation's integrity and value protection. Our collaboration with the governance, risk, and compliance teams resulted in the formation of the Combined Assurance Group, leading to improved compliance and effectiveness through joint training programmes and better engagement with funding partners and implementing partners. This integrated approach has not only improved TMA's organisational effectiveness but also enhanced compliance across multiple programming areas.

Looking ahead, we are focused on achieving the highest rating from an External Quality Assessment and updating our governance documents to align with new Global Internal Audit Standards by January 2025. We will also incorporate advanced data analytics into our audits to enhance efficiency and provide timely, actionable insights.

As TMA expands, our audit scope will include comprehensive reviews across new and existing portfolios, supporting the organisation's strategic

objectives. We will enhance our advisory capacity and address areas, such as project cycle management, compliance and contract management. To further boost our effectiveness, we are investing in staff training in data analytics tools and adopting agile auditing practices. This initiative will enhance our adaptability and responsiveness to the organisation's evolving needs.



GOVERNANCE, RISK MANAGEMENT & COMPLIANCE

The implementation of TMA's Strategy 3 shaped governance, risk management, and compliance activities for the 2023/2024 financial year. TMA secured programme funding, reflecting funding partner confidence driven by robust risk management across sustainability, people, and performance, despite global and regional economic challenges. Programme delivery risks were mitigated by accelerating activities and shifting focus to areas such as the African Continental Free Trade Area, market systems, and export value chains. Governance improvements

included the introduction of a Code of Ethics e-learning component for staff, while compliance was strengthened through real-time funding partner compliance monitoring. Looking ahead, we plan to implement a governance, risk, and compliance system, conduct comprehensive risk assessments, and apply targeted mitigation measures. Partner training will ensure consistent application of risk management practices. Compliance and legal efforts will continue to support TMA's long-term goals of securing sustainable funding and expanding into new regions, particularly West Africa.



STRATEGIC COMMUNICATION AS A CATALYST FOR IMPACT

TMA's communications function aims to leverage strategic engagement with governments, media, and the private sector, in order to reinforce the case for sustainable and resilient trade across Africa. By embedding a data-driven, digitally integrated approach, TMA has strengthened global narratives around trade facilitation and regional integration, ensuring that stakeholders remain informed, engaged, and invested.

A change in approach over the reporting period has seen **TMA register a significant rise in media visibility, with mentions increasing by over 400%, to 17,800, generating over 700 million global impressions. Concurrently, digital engagement reached 17,000 social media mentions generating a cumulative reach of 200 million**, as tracked via Meltwater analytics¹.

TMA drove trade facilitation narratives in over 80 high-profile regional and international engagements and events, including WTO's 13 Ministerial Conference in Abu Dhabi, the WTO Aid for Trade Review in Geneva, and COP28 in Dubai, thus positioning trade as a driver of economic transformation. This was

complemented by multi-channel campaigns that amplified priority themes such as: sustainability, digital trade, women's economic empowerment, gender-based violence, fisheries development, infrastructure modernisation, and policy advocacy calling for continued investments in these areas as well as trade reforms

for resilience. Looking ahead, the function is set to institutionalise a newsroom model, designed to enhance real-time content generation, optimise stakeholder engagement, and elevate Trade Facilitation narratives across Africa and global trade corridors.

OVER 400%
INCREASE IN
MEDIA MENTIONS

OVER 700 MILLION
GLOBAL IMPRESSIONS

17,000
SOCIAL MEDIA
MENTIONS



DRIVING EFFICIENCY AND IMPACT THROUGH TECHNOLOGY

TMA is leveraging technology to enhance project management, improve operational efficiency and strengthen governance. A structured digital transformation programme called Trade and Results Information Management System (TRIMS) is streamlining primary functions, optimising processes, and ensuring greater impact across trade facilitation initiatives. This process began with automating financial reporting, improving oversight, and ensuring compliance with international standards and funding partner requirements. It has since expanded to project management, human resources, procurement, and compliance. A major milestone was the

upgrade of the Enterprise Resource Planning (ERP) system, enhancing financial integrity and aligning operations with global best practices.

The next phase will be central to strengthening project execution and results measurement. By integrating real-time data analytics, automating reporting, and improving cross-functional coordination, TRIMS will drive informed decision-making and ensure timely, high-impact project delivery.

TMA's digital strategy will continue to scale automation, reinforce cybersecurity, and embrace emerging technologies, thus supporting efficiency, transparency, and

accountability, and ensuring that technology remains a key enabler in delivering sustainable trade solutions across Africa.



¹Meltwater is a media intelligence and analytics platform that provides businesses and organisations with tools to monitor, track, and analyse media coverage across online, social, and traditional media outlets.



OPTIMISING PROCUREMENT FOR GREATER IMPACT

Over the past year, procurement managed between **250 and 350 processes**, and issued contracts worth approximately **\$70 million**.

A notable achievement was managing the complex multi-stakeholder procurement process for the start of construction of the Nakonde One-Stop Border Post, where roads will be built and a cargo scanner installed, together with advisory services rendered. This was in addition to supporting the process of securing service providers for the Trade Logistics Information Pipeline (TLIP), infrastructure projects such as the Hargeisa Bypass, Rubavu and Rusizi II ports, and fleet management in Ethiopia and Somaliland, among others.

Procurement has reintroduced framework contracting, to reduce the time taken to onboard service and

goods providers whilst simplifying supplier selection.

The adoption of repeat orders has streamlined processes, eliminated redundant tendering and accelerated service delivery. We have also advanced towards full automation to further accelerate service delivery and enhance workflow efficiency. The rollout of SAP Ariba and Fieldglass (digital tools for procurement and management purposes), scheduled for full implementation in the coming year, will modernise procurement processes, improve data management, and strengthen oversight. Additionally, the appointment of a Commercial Delivery Manager reinforces procurement's integration into project design and strategic planning, ensuring a more seamless, proactive approach to procurement management.

250 – 350
PROCESSES & ISSUED
CONTRACTS WORTH
\$70 MILLION



TMA'S COMMITMENT TO PROTECTING COMMUNITIES THROUGH TRADE

The Safeguarding and Project Risk Management (SPRM) function supports the organisation's sustainable trade agenda, focusing on environmental protection and social responsibility.

SPRM ensures that each project upholds the highest standards of environmental and social governance, protecting communities while promoting economic development.

During the year, SPRM reached a major milestone with the approval of TMA's Environmental, Social and Governance policy. This embeds sustainability considerations into every project and offers overarching sustainability direction in TMA's operations, ensuring economic progress does not compromise the environment or social equity. Through targeted capacity-building initiatives, SPRM has equipped staff, suppliers

and grantees with tools to implement safeguarding measures, fostering a culture of responsibility across the organisation.

One example of **SPRM's impact is its intervention at the Ruzizi II One-Stop Border Post project in the DRC.** Early on, the SPRM and Physical Connectivity teams identified potential landslide risks and proactively proposed fund-raising to support additional works that would stabilise the hillside. Conversations with different stakeholders (particularly government agencies) are still ongoing to offer a lasting solution that is both technically sound and has considered the social dynamics of the communities around the OSBP.

As TMA moves forward, SPRM's focus remains on embedding environmental and social safeguards at every stage of the project lifecycle.



RESEARCH

Data

Last year, TMA's Research Programme integrated evidence-based insights into aligning programming with Strategy 3 objectives (2023-2030). The team focused on using research to craft targeted interventions that address regional trade barriers and unlock high-potential value chains across Africa. **The development of Regional Programme Appraisal Reports provided comprehensive analyses of local trade structures, together with standardised data input into strategic planning and decision-making processes.** For instance, insights into the structure of food trade in West African corridors – particularly the Abidjan-Lagos Corridor – led to targeted support for the **'Making Trade Work for Women' programme in West Africa.** This initiative, funded by Global Affairs Canada and implemented collaboratively by TMA and the Centre for International Studies and Cooperation (CECI), is expected to boost intra-regional food trade.

MAKING TRADE WORK FOR WOMEN PROGRAMME



Knowledge Partnerships

Partnerships underscore TMA's commitment to leveraging global expertise to enhance the impact of our trade facilitation efforts. In this regard, we revitalised knowledge partnerships with the Overseas Development Institute (ODI) and the European Centre for Development Policy Management (ECDPM), and continued collaboration with the United Nations Economic Commission for Africa (ECA). **A highlight has been the new partnership with ECDPM on the thought leadership project, 'Towards No Borders in Africa'.** Building on TMA's track record in establishing one-stop borders, this partnership will define the imperatives for Africa's movement towards no borders. Simultaneously, our work with ODI is centred on development of an innovative 'Impact Measurement Tool' focused on jobs and social involvement. This will provide a framework for measuring job creation impacts, offering our funding partners and stakeholders clear, credible insights into the effectiveness of our initiatives.

TOWARDS NO BORDERS IN AFRICA

ecdpm





DRIVING EVIDENCE-BASED IMPACT AT TMA

This year, the Results and Impact function enhanced the Monitoring, Evaluation, and Learning (MEL) architecture under Strategy 3. We finalised Theories of Change for three of six portfolios, aligning interventions with TMA's broad corporate goals.

Throughout the year, the function supported several new programming initiatives, including USAID-ERRA, Value-added Initiative to Boost Employment (VIBE), Trade Catalyst Africa, and MasterCard Foundation projects, where a fresh emphasis on job creation has complemented the traditional objectives of reducing trade time and costs.

Evaluations of Strategy 2 programmes are ongoing and will offer outcome evidence to shape and inform future

strategies. Notably, completed assessments, such as the Digital Trade Systems evaluation, offer lessons on the impact on traders of digitalising trade processes; while ongoing evaluations on infrastructure, women in trade, and regulatory reforms, are expected to provide valuable insights into politically driven programme design and implementation.

Data Quality Assessments for major themes such as market systems were developed and rolled out to enhance programme monitoring and evidence collection.

In the coming year, we will focus on completing the results architecture for Strategy 3 and establishing baselines for 80% of new programmes by mid-2025. We are committed to building

partner capacity for data management, which will strengthen monitoring frameworks and ensure reliable impact measurement.



OUR PEOPLE – THE DRIVING FORCE

Staff are the driving force behind TMA's growth. During the year, we implemented a range of staff-focused initiatives under our Human Resources (HR) Strategy, anchored on five pillars: organisational development and culture, leadership and talent management, employee experience through technology, integrated performance and rewards, and innovation and learning.

By year's end, TMA's workforce exceeded 200 spread across 14 countries, reflecting our efforts to fill critical vacancies and expand

into new markets. The rollout of the human resources transformation strategy included HR policy reviews, workforce management system upgrades, and the automation of core human resource processes. Learning and development initiatives were strengthened, complemented by the launch of a comprehensive job evaluation and rewards study, to benchmark the competitiveness of TMA's compensation framework.

Employee well-being was prioritised through the introduction of wellness programmes, fostering a healthier and

more resilient workforce. A significant milestone was the successful staff retreat, which enhanced team cohesion and reinforced alignment with TMA's strategic objectives and organisational vision.

We will continue to drive the HR transformation agenda in line with the organisation's needs. Our focus will remain on enhancing employee value proposition through attracting, developing, and retaining the talent necessary to deliver the objectives of Strategy 3.



OUR PEOPLE – THE DRIVING FORCE



Patrick Abedi

**Programme Officer,
DRC Programme**

When I joined TMA, I never imagined such a rewarding role. In my first month, I supported small-scale cross-border traders in Bukavu, South Kivu, who had lost everything to floods. Over 100 women, many of them sole breadwinners, were in despair. TMA acted swiftly, providing small grants to restart their businesses. I went on to lead the Cross-Border Trade Project, empowering women traders with knowledge on the Simplified Trade Regime and advocacy skills. During the project's closing ceremony, their heartfelt testimonials left me speechless; and when the IOM representative commended our impact, I knew we had made a real difference.

I also spearheaded stakeholder engagement for the US-funded programme, securing government buy-in across a wide area of the DRC. Navigating TMA's transition to Strategy 3 was challenging, but collaborating with colleagues was key. A defining moment was TMA's February 2024 retreat, where I felt a true sense of belonging and shared purpose. Like TMA, I value trade as a driver of prosperity. Seeing people rise from adversity and take charge of their economic future is what makes this work so fulfilling, and I am proud to be part of it.



Anthe Vrijlandt

Director, Strategy & Partnerships

If you had asked me years ago, I never would have guessed I would be leading fundraising and partnerships for an organisation so central to transforming Africa's trade scene. But here I am, fully immersed in work that is not only impactful but life changing. The most rewarding part of my role has been enhancing TMA's financial stability and deepening our connections with partners who are just as committed to our vision. Fundraising goes beyond simply drumming up financial support – it is about matching resources with projects that genuinely make a difference. I collaborate with our teams and partners to ensure every funding opportunity aligns with the goals of dismantling trade barriers, boosting regional integration, and driving sustainable economic growth.

A standout initiative for me has been our push into West Africa. Breaking new ground always comes with its hurdles, but through steady engagement with governments, the private sector, and international partners we have set the stage for impactful trade interventions. I am excited for TMA's next chapter: our continued expansion into West Africa, deeper integration with continental trade agreements, and the development of commercially sustainable strategies through Trade Catalyst Africa.



Shaffiq Kabalisa

**Programme Officer,
VIBE Programme**

For me, TMA has been a journey of purpose, growth, impact and fulfilment. Supporting youth-focused initiatives, particularly through the VIBE Programme, has been especially rewarding, knowing that our work is not just about economic empowerment, but also transforming lives. Seeing young people gain confidence, build businesses, and create better futures for themselves and their communities has been inspiring. TMA has also refined my approach to problem-solving and strategic thinking, bringing innovation to the delivery of meaningful results.

I enjoy collaboration in my work, seeing how shared knowledge, teamwork, and diverse expertise fuel innovation and drive sustainable impact. By listening to youth and women entrepreneurs, we have tailored solutions that truly meet their need, empowering them economically and equipping them with the tools to navigate trade with confidence. I am excited about TMA's investment in technology, but above all I am excited by our focus on youth empowerment, giving young people opportunities, skills, networks, and support to thrive in the world of trade.



OUR PEOPLE – THE DRIVING FORCE



Kawira Kiruja

Programme Officer,
Standards & SPS

My work within the Standards and SPS space at TMA, has afforded me the opportunity to partner with the private and public sectors on food safety interventions, with the larger goal of contributing to public health, consumer confidence, and the promotion of quality goods. I am particularly proud of supporting 50 Ugandan grain millers to raise standards and improve regulatory compliance, thus creating pathways for small businesses to thrive.

Another standout moment last year was walking through the Ethiopia Standards Body to find the reception buzzing with entrepreneurs clutching their products, such as juices and bottled water, waiting to be certified. Seeing firsthand the tangible impact of our work, even in small ways, is both humbling and inspiring.



Harriet Gayi

Director,
West Africa & AfCFTA

When I took on the task of establishing TMA in Ghana, I knew it would be a challenge, but I also saw it as an opportunity. Unlike in East Africa, where TMA had built a decade-long reputation, in West Africa we had the chance to build something new, shape perceptions, and forge partnerships that would lay the foundation for lasting impact. What has truly energised me throughout this journey is the power of engagement. The conversations, the partnerships, and the shared vision for a more connected West Africa have been driving forces behind our progress. A defining moment was the creation of the Country Programmes Oversight Committee, whose membership includes government representatives and businesses. Initially, there were questions about TMA's role and long-term commitment, but through open dialogue and shared ambition we turned those questions into a strong foundation of trust. Seeing stakeholders move from curiosity to confidence, from hesitation to advocacy, has been one of my proudest achievements.

West Africa holds immense trade potential and TMA is in a prime position to unlock it. The momentum we have built is inspiring, and I am excited at what lies ahead.



Yetmgeta Girma

Programme Officer,
Ethiopia Country Programme

Working at TMA has been incredibly rewarding, particularly in supporting initiatives that empower cross-border women traders. I am passionate about advancing resilient trade and digitalisation, and I envision my role evolving to tackle these areas. Through collaborative efforts within TMA and with partners, I've witnessed firsthand the strides we've made in addressing the challenges faced by these women traders. One of my proudest achievements was the handover of the Moyale modern market, a key milestone in advancing TMA's goals of promoting sustainable and resilient trade.

Our interventions in Moyale and Tog Wajaale have led to measurable improvements in the lives of cross-border women traders, empowering them to work in safer, more profitable environments. I also value our AfCFTA awareness-raising events across the country. Seeing stakeholders engaging enthusiastically with us reaffirms the importance of TMA's mission. As an economist, working at TMA has not only aligned with my personal values but has also provided opportunities for professional growth through programme design and evaluation. My work has solidified my belief in the transformative power of creating sustainable trade environments. Together, we're building a future where resilient trade drives prosperity for all.

OUR PEOPLE – THE DRIVING FORCE



Njoki Mungai
Senior Director,
Programme Delivery Hub

Leading TMA's Programme Delivery Department has been a transformative experience, centered on refining systems, embedding best practices, and delivering results. Over the past year, I have focused on ensuring that Programme and Project Cycle Management evolves from a framework into a way of working. By investing in global training standards for staff, in partnership with the International Training Centre of the ILO, and integrating structured, results-driven principles into project delivery, we are strengthening accountability and efficiency in delivery of TMA's mission. A strong delivery foundation at project level has allowed TMA to directly contribute to women-owned businesses such as Skai in Rwanda. Skai, a chilli-processing business supported through a TMA partnership with the International Trade Centre, has expanded its exports to Tanzania, Kenya and Ghana and is setting its sights on Morocco, Nigeria, and the Middle East.

TMA's new funding and strategic direction create an exciting opportunity to take this work even further. By embracing adaptive management and leveraging data to drive decisions, TMA continues to design and deliver projects that respond to the challenges and opportunities in trade. This is a journey of constant learning and collaboration and I'm deeply proud to be involved in it.



Esther Njau
Human Resources Assistant

As an HR Assistant, I am proud to collaborate with the team to navigate the complexities of a rapidly growing organisation. I had the privilege of welcoming over 50 new staff and supporting their seamless integration into the organisation. Watching individuals embrace their roles and thrive while at it has been both inspiring and rewarding.

TMA's mission to create meaningful change aligns deeply with my personal values, making every challenge worthwhile and every success fulfilling. I am inspired to continue enhancing our work environment, fostering collaboration, innovation, and well-being. Together, we are not just supporting an organisation - we are building a culture where people drive progress and create lasting impacts.



Geoffrey Ragui
Procurement Officer

Reflecting on my past year at TMA, the standout experience has been leading procurement initiatives for major projects like the Nakonde One-Stop Border Post in Zambia, which when complete will improve trade efficiency between Tanzania and Zambia by streamlining border operations and cutting delays. Leading such an initiative has allowed me to see firsthand the difference the procurement team makes in supporting TMA's mission of growing prosperity through trade.

The introduction of technologies like SAP Ariba will help to minimise errors and boost efficiency, aligning with our compliance and transparency objectives. TMA embraces a collaborative atmosphere between internal teams and external stakeholders, making work effective and enjoyable. As TMA advances, I am excited to take advantage of leadership opportunities and drive sophisticated procurement strategies that align with regional development goals.

OUR PEOPLE – THE DRIVING FORCE



Jane Nyawira

Manager, Impact & Organisation Performance

With the commencement of TMAs Strategy 3, I had the privilege of helping to transform ambitious ideas into actionable results through leading in developing Theories of Change, as well as corporate and country level results frameworks. A highlight was the end of Strategy 2 thematic evaluations. I was particularly impressed by the ICT evaluation of large government bodies such as the Kenya Revenue Authority, where our work on the iCMS system contributed to a 47% increase in customs tax collections over three years. Similarly, hearing from Rwanda's National Agricultural Export Development Board about the success of our young professionals programme on both sectoral and individual levels was deeply gratifying. Knowing that our initiatives are driving real change for individuals and communities is a reminder of why I do what I do. What excites me most about the future is embedding results-driven thinking into all interventions and driving innovation in results measurement.

TMA has provided me with an environment that encourages growth, embraces challenges, and celebrates success. I've found a place where my personal values align seamlessly with my work.



WHO WE ARE

TradeMark Africa (TMA) is a leading African Aid-for-Trade organisation, founded in 2010 with the mission to grow intra-African trade and increase Africa's share in global trade, while helping make trade more pro-poor and sustainable. TMA operates on a not-for-profit basis and is funded by: the Bill and Melinda Gates Foundation, the Mastercard Foundation, the European Union and the Governments of Canada, Denmark, Finland, France, Ireland, the Netherlands, Norway, the United Kingdom and the United States of America. TMA works closely with regional and continental organisations, national Governments, the private sector, and civil society.

Since its inception, TMA has delivered substantial gains for trade and regional economic integration in East Africa and the Horn of Africa, including a reduction of 16.5% in cargo transit times on the Northern Corridor from Mombasa to Bujumbura, and an average reduction of 70% in the time taken to cross selected one-stop border posts. TMA's operations cover 14 countries across East and the Horn of Africa, to Southern and West Africa.

In 2022, TMA set up a catalytic finance company - Trade Catalyst Africa - that pilots commercially viable projects for creating trade infrastructure (both physical and digital) as well as increasing access to Trade Finance for Small and Medium Enterprises.

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 resilient growth as a pathway to prosperity for all Africans.



OUR MISSION

To increase sustainable and resilient 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.



INTEGRITY

We are transparent, honest and ethical at all times.



FAIRNESS

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



PROFESSIONALISM

We are enthusiastic in delivering excellence in everything we do.



INNOVATION

We empower our employees and partners to create sustainable solutions.



RESULTS DRIVEN

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





FINANCIAL HIGHLIGHTS

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

STATEMENT OF
SURPLUS OR
DEFICIT AND 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 2024 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 2024.

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 2024, 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 31 December 2024.

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 2024

Statement of Surplus or Deficit & Other Comprehensive Income

	YEAR ENDED 30 JUNE	
	2024 US\$'000	2023 US\$'000
Income		
Grant income	72,522	72,354
Other income		
Loss on disposal of assets	(32)	-
TOTAL INCOME AND OTHER INCOME	72,490	72,354
Expenditure		
Personnel costs	12,497	12,411
Consultancy costs	16,243	12,518
Professional services	1,276	2,515
Conferences and workshops	12,742	8,741
Grants to partners	6,069	4,109
Office supplies	290	348
Project assets	10,684	17,213
Project materials and supplies	1,915	5,610
General expenses	956	984
Travel expenses	3,586	2,598
Depreciation and amortisation	1,005	758
Impairment of intangible assets	1,066	-
Foreign exchange losses	706	1,780
TOTAL EXPENDITURE	69,035	69,585
Finance Income	93	87
Surplus before taxation	3,548	2,856
Taxation	-	(1)
Surplus after taxation	3,548	2,855
Other comprehensive income	-	-
TOTAL COMPREHENSIVE SURPLUS FOR THE YEAR	3,548	2,855

CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024

Statement of Financial Position

	YEAR ENDED 30 JUNE	
	2024 US\$'000	2023 US\$'000
ASSETS		
Non-current assets		
Property and equipment	401	411
Intangible assets	333	1,393
Right of use assets	1,194	1,239
Total Non-current assets	1,928	3,043
Current assets		
Cash and bank balances	25,724	18,941
Receivables and prepayments	480	1,034
Funding partner receivables	13,543	7,684
Total current assets	39,747	27,659
TOTAL ASSETS	41,675	30,702
FUND BALANCES AND LIABILITIES		
Fund balances		
Accumulated deficit	(10,267)	(13,815)
Liabilities		
Deferred grant income	37,752	31,031
Payables and accruals	13,131	12,379
Lease liabilities	1,059	1,107
Total liabilities	51,942	44,517
TOTAL FUND BALANCES AND LIABILITIES	41,675	30,702

CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024

Statement of Fund Balance

	US\$'000
Year ended 30 June 2024	
Accumulated funds as at 1 July 2023	(13,815)
Total comprehensive surplus for the year	3,548
Accumulated funds as at 30 June 2024	(10,267)
Year ended 30 June 2023	
Accumulated funds as at 1 July 2022	(16,670)
Total comprehensive surplus for the year	2,855
Accumulated funds as at 30 June 2023	(13,815)

CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024

Statement of Cash Flows

	YEAR ENDED 30 JUNE	
	2024 US\$'000	2023 US\$'000
Cash generated from operations	7,932	9,898
Investing activities		
Acquisition of property and equipment	(330)	(264)
Acquisition of intangible assets	(174)	(389)
Disposal of property and equipment	12	-
Cash used in investing activities	(492)	(653)
Financing activities		
Principal repayment of lease liabilities	(657)	(571)
Cash used in financing activities	(657)	(571)
Increase in cash and cash equivalents	6,783	8,674
Movement in cash and cash equivalents		
At start of year	18,941	10,267
Increase in cash and cash equivalents	6,783	8,674
Cash and cash equivalents at end of year	25,724	18,941

Note 1 Basis of preparation

These summarised 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 2024, 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 summarised financial statements agree with the figures presented in the complete audited consolidated financial statements. Directors believe that the summarised financial statements contain the necessary information and are at an appropriate level of aggregation so as not to be misleading to the users.



ANNUAL REPORT 2023/2024



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