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Victor Mutali

ANNUAL REPORT 2018-19





UNDERSTANDING TRADEMARK EAST AFRICA

WHO WE ARE

Donors

Partners

Where we work

OUR MISSION

OUR VISION

OUR CORE VALUES

ROADMAP TO CHANGE

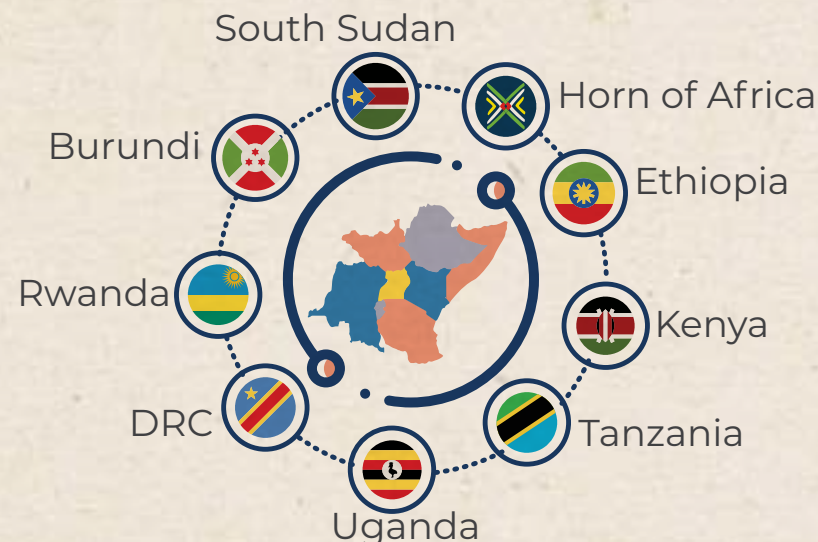
KEEPING PACE WITH THE SUSTAINABLE DEVELOP- MENT GOALS

GOVERNANCE

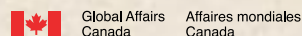
a

WHO WE ARE

TradeMark East Africa was established in 2010 as a not-for-profit organisation focusing on Aid for Trade (Aft) delivery in East Africa. Out of an initial budget of less than US\$42 million in 2010, TMEA had become by June 2017, one of the leading Aft instruments in the world with a cumulative budget of more than US\$ 900 million in 2019 and programmes across 8 Eastern African countries. Our goal is greater prosperity in Eastern Africa by increasing trade within the region and with the rest of the world. Our interventions are clustered into two broad outcomes: Reducing barriers to trade; and Improving business competitiveness.



Donors: The following development agencies:



We partner with:

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

b

OUR VISION

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

OUR MISSION

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

c

OUR CORE VALUES

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



COLLABORATION

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



INCLUSIVENESS

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



INNOVATION

We empower our employees and partners to create sustainable solutions.



INTEGRITY

We are transparent, honest and ethical at all times.



PROFESSIONALISM

We are enthusiastic in delivering excellence in everything we do.



RESULTS DRIVEN

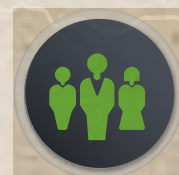
We focus on improving the livelihoods of Eastern Africans by implementing effective efficient interventions.

d

ROADMAP TO CHANGE

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

IMPACT



**SUSTAINABLE,
INCLUSIVE
PROSPERITY**

INTERMEDIATE IMPACT



**INCREASED
TRADE**

INCREASED TRADE COMPETITIVENESS

OUTCOME 1 REDUCED BARRIERS TO TRADE

INTERMEDIATE OUTCOME 1.1
IMPROVED, SUSTAINABLE
EFFICIENCY & CAPACITY OF
TRANSPORT INFRASTRUCTURE

INTERMEDIATE OUTCOME 1.2
IMPROVED TRADING
STANDARDS AND
REDUCED NTBs

INTERMEDIATE OUTCOME 1.3
EFFECTIVE TRADE
SYSTEMS AND
PROCEDURES

INTERMEDIATE OUTCOME 1.4
IMPROVED TRADE
REGULATORY
ENVIRONMENT

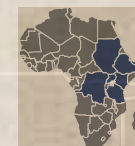
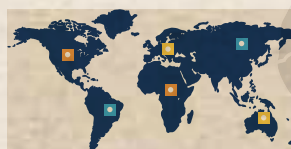
OUTCOME 2 IMPROVED BUSINESS COMPETITIVENESS

INTERMEDIATE OUTCOME 2.1
IMPROVED TRADE CAPACITY
OF EAST AFRICA
BUSINESSES

INTERMEDIATE OUTCOME 2.2
MORE
INCLUSIVE
TRADE

TRADE LOGISTICS
CLUSTERS

PUBLIC PRIVATE
DIALOGUE



TARGET RESULTS 2017 TO 2024

10% reduction in trade costs on key routes in Eastern Africa.

15% reduction in trade time on key routes in Eastern Africa.

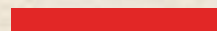
Increase in total trade in goods in selected value chains in Eastern Africa.

US\$170m additional investment leveraged by TMEA activities in Eastern Africa.



US\$170M

ADDITIONAL INVESTMENT
LEVERAGED BY TMEA
ACTIVITIES IN EASTERN
AFRICA



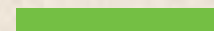
15%

REDUCTION IN TRADE
TIME ON KEY ROUTES
IN EASTERN AFRICA



10%

REDUCTION IN TRADE
COSTS ON KEY ROUTES
IN EASTERN AFRICA





KEEPING PACE WITH THE SUSTAINABLE DEVELOPMENT GOALS

There are 17 United Nations (UN) Sustainable Development Goals (SDG's), agreed at the United Nations (UN) in 2015, and every one of them has a social or economic impact on the world's population.

While TMEA's Mission, to promote rapid advances in East Africa's integration, trade and global competitiveness for all East Africans indirectly connects to every SDG, there are some that TMEA directly responds to.

TMEA's objectives are to increase access to markets, enhance the trade environment and improve business competitiveness in Eastern Africa. It thus addresses barriers to economic growth.



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.



Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.

TMEA has embraced a cross-cutting gender strategy to ensure equal opportunities for women and men in trade and through the complete cycle of every TMEA project.



Gender Equality, which aims to end all forms of discrimination against all women and girls everywhere and eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.

TMEA's environmental policy includes a climate change strategy that guides the integration of climate change mitigation into every TMEA project.



Take urgent action to combat climate change and its impacts.

TradeMark East Africa programmes directly contribute to reduced poverty and sustainable development.



TradeMark East Africa has formed strategic partnerships across East Africa with governments, private sector and civil society.







GOVERNANCE

CHAIR OF THE COUNCIL



TMEA's progressive nature, transformative partnerships, and success in coordinating different funding instruments, positions it as an influential contributor in delivering an inclusive and sustainable trade environment in Africa

Partnerships promote sustainable and inclusive trade

This annual report marks the end of one decade for TradeMark East Africa (TMEA), and the beginning of another with great anticipation of things to come. Ten years ago, TMEA committed to the possibility of open borders in East Africa. It moved on to upgrade physical and soft trade infrastructure on the Northern and Central Transport Corridors; and threw its weight behind the power of advocacy. I am pleased to note that TMEA not only delivered on its Strategy 1 goals to reduce trade barriers, enhance business competitiveness and significantly advance economic integration in East Africa, but also continues to unlock the potential of trade for marginalised people like women traders, and to work with partners to measure and mitigate climate change effects emanating from trade.

In those ten years, TMEA has demonstrated that success draws on the different strengths of its many investors and partners. As confirmed by the Department for International Development (DFID) commissioned Independent Evaluation, TMEA has an innovative, multi-donor trade facilitation model, that works well at both country and regional levels to achieve increased scale. The report estimates TMEA's aggregate contributions at ports and along trade corridors reduced cost to trade by US\$115.8 million in 2017 alone – a figure that can be expected to accrue over time. TMEA has enhanced trade in the region by reducing time spent on trade and transport processes and reducing the associated uncertainty for businesses.

TMEA continues to integrate climate change and environment into its trade-related infrastructure from border posts, roads, trade logistics information systems; to Trade Logistics Clusters (TLC's), ports at sea and lakes. These infrastructure have a central role in reducing emissions and pollution. Part of TMEAs interventions supports the private sector to adopt climate resilient practices to

sustainably increase exports. The Mombasa Port Resilient Infrastructure Programme (MRIP) funded by DFID and implemented by Kenya Ports Authority (KPA) is an example of such a project. It is creating efficient and environmentally friendly facilities for modern port operations and its ripple impacts are felt not only by the port workers but also the community living around the port.

Looking ahead, we are happy to note that TMEA is consolidating lessons from programmes such as MRIP and using them to develop a Green Transport and Logistics Corridor programme that will consolidate all TMEA's climate-relevant interventions for a harmonised and coordinated regional approach. We continue supporting TMEA's push to integrate Environmental and Climate Change principles in all projects that we fund. Future infrastructure works along the main transport corridors will consider how to reduce green house emissions.

TMEA's 10 donors - Belgium, Canada, Denmark, the European Union, Finland, Ireland, Netherlands, Norway, the United Kingdom and United States of America - share its commission and passion that has led to significant results thus far, and we continue to provide funding for promotion of a competitive trade environment that unlocks trading opportunities. This spurs creativity and entrepreneurship, increases a demand for goods and services, and will create decent work and economic growth in Africa.

TMEA's progressive nature, transformative partnerships, and success in coordinating different funding instruments, positions it as an influential contributor in delivering an inclusive and sustainable trade environment in Africa.

Beth Arthy
Chair of the Council

CHAIR OF THE BOARD



Our commitment as a board is to guide the organisation to remain agile and highly adaptive in the face of highly dynamic global events. We remain confident in TMEA management and we are sure it will not only continue to deliver strong results, but will also scale the organisation to even greater heights.

A bold vision for Africa

These are exciting times for the African continent in matters trade. In a few months' time, the Africa Continental Free Trade Area (AfCFTA) will be operationalised, effectively creating a market of 1.2 billion people and trade worth an estimated US\$2.5 trillion. 2019 also saw some of the region's economies recognised as the world fastest growing economies, among them Ethiopia, Rwanda, Kenya and Uganda. The operationalisation of the AfCFTA is good news to TMEA as it is strongly aligned to our vision of growing prosperity through trade. Part of what AfCFTA seeks to achieve on a continental scale is what TMEA has been doing in East Africa over the last decade.

Given this experience, TMEA should and will play a supportive role in sharing its technical expertise towards a smoother operationalisation of the AfCFTA. TMEA has over the last ten years fine-tuned its approach in key trade facilitation areas identified under the AfCFTA framework namely, Trade Policy, Trade Facilitation, Production Capacity, Trade Infrastructure and Trade Information. This creates exciting possibilities for TMEA's deeper collaboration with development multi-lateral partners such as the African Union (AU), East Africa Community (EAC) Secretariat and the Common Market for East and Southern Africa (COMESA).

TMEA is also currently expanding its footprint to new horizons in the Horn Region as well as towards the South in Malawi, Mozambique and Zambia. This implies that TMEA will soon be operating in more than a dozen countries that have also ratified the AfCFTA creating great synergies for trade facilitation. TMEA's large and expanding geographical presence coupled with staff who are politically savvy and professional ensures TMEA forms durable relationships with country counterparts and this gives its delivery a strong boost. The board is committed to ensuring that we continue attracting and retaining the best talent in the region by, among other ways, promoting gender parity and inclusivity.

As a board, we thank our investors, without whom TMEA would not have achieved what it has: the governments of United Kingdom, Belgium, Canada, Denmark, European Union, Finland, Ireland, Netherlands, Norway, and United States. We acknowledge our partner governments with whom we've worked hand in hand over the years to make it easier for our people to trade more, the governments of Burundi, DRC, Ethiopia, Kenya, Rwanda, Tanzania, Uganda and South Sudan.

We continue to monitor closely the geo-political happenings in both the markets we operate in and those of our donors. We continue to encourage peaceful settlement of national differences in the greater lakes and the horn of Africa regions.

Our commitment as a board is to guide the organisation to remain agile and highly adaptive in the face of highly dynamic global events. We remain confident in TMEA management and we are sure it will not only continue to deliver strong results but will also scale the organisation to even greater heights.

Ambassador Erastus Mwencha

Chair of the Board

CHIEF EXECUTIVE OFFICER



In the Financial Year 2018/19, we supported 169 projects across Eastern Africa that are contributing to the reduction of time and costs of trade. We signed 19 partnerships at the national, regional and international level. These partnerships are critical for the sustainability of TMEA's investments.

Reflecting on a year and a decade

TradeMark East Africa has reached a milestone – ten years of Growing Prosperity through Trade. Without much fanfare, the TMEA team continued to implement our second strategy, building on previous years, and envisioning deeper and wider programmes for the future. We also took some time to reflect on past achievements and lessons.

The independent evaluation, commissioned by DFID on TMEA's Strategy 1 period (2010-2017), concludes that TMEA delivered on its goals to reduce trade barriers, enhance business competitiveness and significantly advance economic integration in East Africa.

It highlights that we achieved breakthroughs in areas such as the Single Customs Territory (SCT) and reducing non-tariff barriers, contributed to greater market access, helped harmonise regional and national trading standards, and supported business competitiveness by strengthening civil society and professional service organisations.

While we clearly achieved what we set out to do, the evaluation also helped us pinpoint areas for improvement. We must enhance our results measurement and data collection in Strategy 2, not only for continually improving programmes, but also to utilise TMEA's experience and influence to advance advocacy on Aid for Trade across the Continent and the world.

Going forward, we are also focusing internally to ensure the TMEA machinery is fit-for-purpose as we grow. TMEA has upgraded systems and processes, introducing an internal single window approach to monitoring, risk management, finance and programme cycle planning. We have also upgraded our safeguards policy and practice for environmental and social protection. We also created a Diversity Team to ensure a strong gender and nationality balance.

In the Financial Year 2018/19, we supported 169 projects across Eastern Africa that are contributing to the reduction of time and costs of trade. We signed 19 partnerships at the national, regional and international level. These partnerships are critical for the sustainability of TMEA's investments.

In Kenya, Magongo and Kipevu Roads in Mombasa progressed to

25% and 40% completion, respectively. The two roads are critical for reducing congestion at Mombasa Port. In Tanzania, staff housing projects in Kabanga and Mutukula One Stop Border Posts (OSBPs) were completed. In Rwanda, we started the development of Rusizi 2 OSBP between Rwanda and the Democratic Republic of Congo (DRC). In Uganda, construction of the access road at Malaba OSBP is 90% complete. The road will contribute to reducing traffic congestion and delays between Kenya and Uganda. In Burundi, preparations to support local value chain development commenced. This will inform the potential clustering of interventions to improve trade and logistics in the target supply chains. In DRC, we completed dredging works at the Port of Kalundu in a record six months and undertook sediment reduction to protect the port from the Ruzizi and Kamongola Rivers. In South Sudan, construction at Nimule OSBP, including a parking yard, drainage system, access roads and examination sheds are 70% complete. Finally, in the Horn of Africa, we signed agreements with the Governments of Ethiopia and Somaliland paving the way for implementation of new interventions. Following on expansion, we expect to set up operations in Malawi, Zambia and Mozambique in 2020. TMEA's expansion will link Regional Economic Communities including the East African Community (EAC), the Intergovernmental Authority on Development (IGAD) and the Common Market for East and Southern Africa (COMESA).

Though we can reflect on past success, economic challenges in the region remain. The Africa Continental Free Trade Area (AfCFTA) has brought new impetus for increased intra-African trade, and TMEA, through our partnership with the African Union and Regional Economic Communities, aims to be a significant player in implementation of the AfCFTA.

As always, on behalf of the team at TMEA, I wish to convey our sincere thanks to our Board, donors and partners for their strong support. We look forward to continuing our commitment to increasing the prosperity of millions of Africans through trade.

Frank Matsaert
Chief Executive Officer

COUNCIL MEMBERS



BETH ARTHY
Chair of the Council

Head of Office

UK's Department for International
Development, Tanzania



HELLEN ORIARO
Council Member

International Development
Officer

Global Affairs Canada, Nairobi.



HENRIK LARSEN
Council Member

Deputy Head of Mission

Danish Embassy, Nairobi



JAAP SMIT
Council Member

Sr. Policy Officer

Ministry of Foreign Affairs,
Netherlands.



RAMSES MALATY
Council Member

Counsellor and Deputy Head
of Mission

Finnish Embassy, Nairobi.



LISA WALKER
Council Member

Deputy Office Director

Energy, Trade, Investment USAID.

BOARD MEMBERS



1

ERASTUS MWENCHA
Board Chairman



2

PATRICK OBATH
Board Vice Chairman



3

PASCAL LAMY
Board Adviser



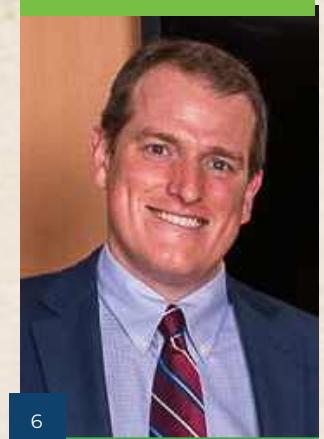
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**ROSETTE CHANTAL
RUGAMBA**
Board Member



5

EMILIAN BUSARA
Board Member



6

SCOTT CAMERON
Board Member



7

DUNCAN ONYANGO
Board Member



8

PATRICIA ITHAU
Board Member



9

ANTHONY MASOZERA
Board Member



10

ROB RUDY
Board Member



11

PROFESSOR MAGGIE KIGOZI
Board Member



12

EARL GAST
Board Member

SENIOR LEADERSHIP TEAM



FRANK MATSAERT
Chief Executive Officer



KEN JONES
Chief Corporate Services
Officer



**JENNIFER COLLIER
WILSON**
Chief Impact Officer



ALLEN ASIIMWE
Chief Technical Officer



DAVID STANTON
Senior Lead, New Frontiers



RICHARD KAMAJUGO
Chief Operating Officer

Key TMEA Highlights 2018 - 2019

AUGUST 2018

TMEA signs host country agreement with Ethiopia in Addis Ababa.

TMEA signs a financing agreement with The Anti-Counterfeit Agency (ACA) towards supporting digitalisation of its operations and services.

SEPTEMBER 2018

TMEA CEO, Frank Matsaert participates in a panel session at the Africa Green Revolution Forum in Kigali, Rwanda.

OCTOBER 2018

TMEA Rwanda and RRA sign financing agreement to upgrade the Electronic Single Window and Authorised Economic Operator Programme.

► OCTOBER 2018

TMEA CEO, Frank Matsaert highlights the potential for trade and investment in Africa at the Ireland Economic Forum in Dublin, Ireland.

TMEA CEO, Frank Matsaert advocates at the Doing Business in Kenya and East Africa seminar in Helsinki, Finland.

NOVEMBER 2018

Rwanda Development Board (RDB) and TMEA partner to build local business capacity and support access to export markets.

TMEA CEO Frank Matsaert attends the 22ND meeting of the Intergovernmental Committee of Experts, ICE in Kigali, Rwanda.

DECEMBER 2018

TradeMark East Africa receives Presidential Award Visionary Award in Uganda.

► DECEMBER 2018

Ireland launches new partnership with TMEA to facilitate increased trade for Tanzania.

Key TMEA Highlights 2018 - 2019

JANUARY 2019

TMEA and Afrochampions Initiative sign an MOU to support fast tracking of Africa Continental Free Trade Area (AfCFTA).

► APRIL 2019

TMEA and Rwanda Standards Board (RSB) sign financial agreement in support of projects that will enhance food safety and trade.

TMEA Acting Director of Standards Beth Murugi participates in a panel session at WTO's International Food Safety and Trade event.

MARCH 2019

URA and TMEA sign deal to support women traders.

MAY 2019

TMEA Rwanda and Ministry of Commerce (MINICOM) roll out programmes to improve Rwanda's business environment and help local businesses compete internationally.

JUNE 2019

TMEA participates in the annual European Development Days 2019.

TMEA and United Nations Economic Commission for Africa (UNECA) sign an MOU aimed at supporting efforts to realise African Continental Free Trade Area (AfCFTA).

TMEA and Tanzania Private Sector Foundation (TPSF) sign a grant agreement to support public private dialogue in Tanzania.

60 companies attended second edition of the 'Salon du Industriel' manufacturers fair in Bujumbura organised by Association of Manufacturers of Burundi and the Burundi Federal Chamber of Commerce.

MINISTER FOR FINANCE - DRC



To intensify trade, the DRC also prioritises the development of physical and technological infrastructure, which is one of the priorities in Africa. To this end the DRC has prioritised modernisation of its infrastructure having launched a major emergency investment programme

DRC aspires to steer African growth

The President of the Democratic Republic of Congo (DRC), His Excellency Félix Antoine Tshisekedi Tshilombo, envisions the DRC as becoming one of the richest countries on the continent, and an engine of African growth. This is owing to our significant natural resources, which include 80 million hectares of arable land. Consequently, the DRC Government is determined to develop its trade internally and across Africa, and submitted a request for membership to the East African Community (EAC).

The DRC shares the north and central corridors with the EAC. The corridors constitute one of the main areas of intervention by TradeMark East Africa (TMEA) in the region. Since 2017 TMEA has partnered with our country in trade, regional integration and inclusive growth. Improving the performance of the two corridors is essential for our Government as it will increase our revenue, while the collaboration between states will strengthen our fight against smuggling. It will also help reduce the costs of transporting goods and benefit private operators.

To intensify trade, the DRC also prioritises the development of physical and technological infrastructure, which is one of the priorities in Africa. To this end the DRC has prioritised modernisation of its infrastructure having launched a major emergency investment programme. The DRC benefits from TMEA's support for the improvement of certain physical and technological infrastructure, that have a direct impact on trade with neighbouring EAC member countries.

The following achievements are worth mentioning for the 2018-2019 period:

1. Dredging of the Port of Kalundu in Uvira, South Kivu, which has increased the Port's capacity to receive ships from 800 tonnes to 1,500 tonnes, and reduced offloading time from 7 to 3 days.
2. Installation and launching of a command center for electronic cargo monitoring in Kampala has helped in tracking about 20% of freight destined for the DRC via the EAC. Other centers are planned for to increase this coverage.
3. Commencing construction of a one-stop border post at the border between the DRC and Uganda, in Mahagi territory, will no doubt ease cross-border trading

These achievements continue to affirm and strengthen our partnership. We note with satisfaction TMEA's predisposition to strengthen collaboration with institutions of the DRC, in order to have more impact, for the benefit of our populations. We look forward to deepening our partnership with TMEA and increasing its interventions in DRC, commensurate with the size of the country. The DRC's population is nearly 80 million people, on an expansive 2,345,409 square kilometres of land. It shares borders with nine countries, five of them members of the EAC.

H.E. Sele Yalaghuli

The Minister for Finance, Democratic Republic of Congo

EAC SECRETARY GENERAL



Our partnership with TMEA has delivered the Single Customs Territory (SCT), which has contributed to reducing the turnaround time and cost of transporting cargo from the ports to the hinterland.

EAC-TMEA Partnership is spurring creativity in resolving trade challenges

The East African Community (EAC) remains one of the most dynamic regional blocs on the African continent. Regional integration is making great strides in East Africa judging by current economic indicators and positive developments in the trade environment.

The biggest beneficiaries of the East African integration process are the people. To deliver the benefits of open markets and free movement of people, governments, must show political will and facilitate progress by ensuring the environment supports investments, innovation and entrepreneurship that will boost trade and grow prosperity for East Africans. To achieve this, partnership is critical. TradeMark East Africa (TMEA) has partnered with us since 2010, providing support to the EAC on its integration journey. I have closely followed TMEA's work in East Africa, both at regional and national levels, and I have seen first-hand the positive impact of its work.

Our partnership with TMEA has delivered the Single Customs Territory (SCT), which has contributed to reducing the turnaround time and cost of transporting cargo from the ports to the hinterland. The Authorised Economic Operator (AEO) programme has promoted regulatory compliance, enhanced trade facilitation and improved border security. By 2018, 82 companies had enrolled in the AEO programme, representing US\$3 billion per year revenue, a substantive contribution to intra- EAC trade. The 15 One Stop Border Posts (OSBPs) supported by TMEA across EAC partner states border crossing points, have reduced time taken to cross borders by an average of 70%, saving business costs and ensuring goods arrive at their destination on time. The EAC will continuously assess OSBP performance through the OSBP Performance Measurement Tool, which was supported by TMEA, in order to enhance efficiency and effectiveness of operations. I am happy to

note that TMEA contributed to the EAC Partner State Resolution of 22 non-tariff barriers (NTBs).

Harmonisation of standards among Partner States is imperative in that it not only reduces the costs of doing business for producers, as it eliminates duplicate processes of testing and quality assurance but also enhances market access and ensures competitive prices for consumers. 1428 standards have been harmonised since 2000.

Africa Continental Free Trade Area (AfCFTA) will cover a market of 1.2 billion people and has potential to boost intra-African trade by 52.3% by eliminating tariff duties and non-tariff barriers. AfCFTA offers opportunity for EAC Partner States, and therefore, we must, tackle our challenges such as non-tariff barriers, trade disputes, unharmonised standards and low industrialisation with greater urgency and creativity. We need to enhance our efforts towards this and bring together the public and private sectors and the development world to find solutions to these major hinderances to trade across the EAC. Only by accelerating this can we capture the opportunities from an integrated region and continent and tap into innovations and entrepreneurial spirit of our people to realise the promise ahead.

Our continued partnership with TMEA will further build the capacity of local industries, reduce trade costs and barriers along key transport corridors, improve the standards of East African goods, and lead to job creation and improved livelihoods, thus promoting prosperity in East Africa. An integrated East Africa is within sight.

Amb. Libérat Mfumukeko
Secretary General, East African Community





STRATEGIC APPROACH

BETTER TRANSPORT
INFRASTRUCTURE FOR
EASIER TRADE

ENHANCING TRADE
ENVIRONMENT

A STRONGER PRIVATE
SECTOR FOR MORE
TRADE

Better transport infrastructure for easier trade

LEVEL STRATEGIC OUTCOME 1 A

EXPECTED RESULT

Improved
efficiency and
capacity of
transport
infrastructure

INTERVENTIONS

Roads, rail, ports
and border projects

Multimodal
transport
corridors

Improvement of
infrastructure
for specific
value chains

- **Multimodal Lakes** supporting transport projects.
- **Multimodal Rail** critically supports the movement of cargo along Eastern Africa's main transport corridors.
- **Garments value chain** aims to contribute to reduced cost of logistics in the sector.
- **Agro-logistics:** Improving logistics and developing infrastructure along agriculture value chains with high export potential.

15
OSBPs

SUPPORTED
OVER 10 YEARS



Eastern Africa's physical and soft infrastructure at ports and roads can cause excessive delays in trading resulting in high costs. TMEA supports the development of critical physical trade infrastructure to help reduce trading time and cost, increase exports, and make transport greener.

In Strategy 2 (2018 – 2023), we will continue our focus on roads, ports and border projects in addition to supporting the expansion of multimodal transport corridors and improving infrastructure related to specific value chains.



Multimodal transport corridors can significantly reduce not only costs associated with trade, but also reduce the carbon footprint of transport. Lake and rail transport produce much less emission per tonne of cargo moved as compared to road transport.

Prioritised interventions include:

1. **Multimodal Lakes:** Supporting transport projects at Lake Kivu (Rwanda) and Kalundu Port (DRC), with plans to implement programmes on Lake Tanganyika and Lake Victoria.
2. **Multimodal Rail:** Rail provides critical support to the movement of cargo along East Africa's main transport corridors. For example, when the Standard Gauge Railway extends to Naivasha, Kenya, transit containers from Mombasa port will be transferred by road to inland destinations. This requires the construction of transit-oriented logistics hubs. On the Central Corridor we have started plans to support the Dar es Salaam to Isaka link, and are carrying out a rail study in Uganda to better connect it to the Northern and Central rail corridors.

Improvement of infrastructure for specific value chains will focus on the following:

1. **Garments value chain:** The support aims to contribute to reduced cost of logistics in the sector.
2. **Agro-logistics:** Since Eastern Africa countries are primarily agricultural, we will focus on improving logistics and developing infrastructure along agriculture value chains with high export potential. Our target infrastructure:
 - a. *First mile challenges, to ease traders' transportation from the point of production to collection centres or the market;*
 - b. *Consolidation of final produce and deconsolidation of inputs; and*
 - c. *Market distribution for the domestic market and exports.*
3. **Food aid:** Food aid movement in the region is significant, hence this component aims at exploiting opportunities arising from partnerships signed with the World Food Programme, to identify specific facilities that will improve the movement of food aid.

Commercialisation will be central in infrastructure development and innovative Public Private Partnership mechanisms will be deployed to finance the infrastructure development highlighted above.

Summary of 2018/19 transport infrastructure interventions

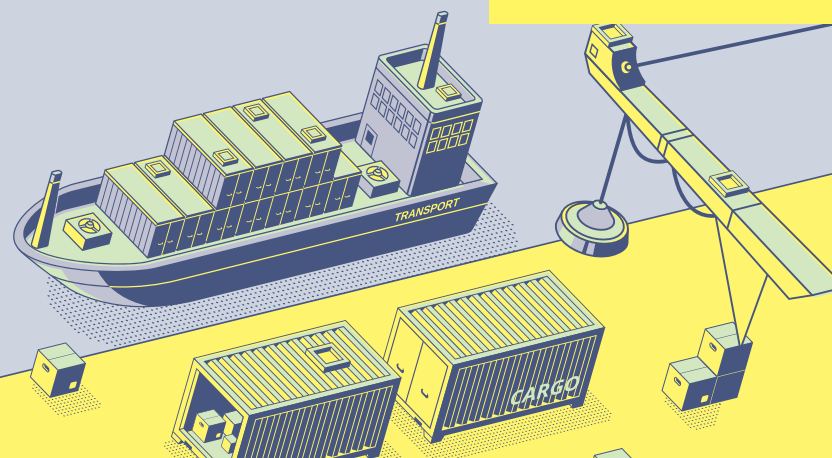
Ports

90% of Africa's trade is conducted via sea; therefore efficient ports are critical in unlocking the full potential of trade on the continent. In line with our focus to improve physical and soft infrastructure at ports, we:

1. Partnered with Kenya Ports Authority (KPA) to upgrade Magongo and Kipevu Roads, and construct a G-section yard for the berth at Mombasa Port, to reduce port entry and exit time. Magongo and Kipevu road progressed to 25% and 40% completion, respectively
2. We continued with green port work and installed solar panels at the Port of Mombasa. We also purchased four eco-hoppers and two mobile harbour cranes which emit less pollutants and are more efficient in offloading large ships. As a result of the new equipment, ships that would take 10 days to offload now take half that time.
3. Across the hinterland, we deepened the berths at Kalundu Port in the DRC, thus allowing larger vessels to dock. The results of this are detailed in the country section. We started developing Lake Kivu and Rubavu-Rusizi Ports in Rwanda; and mobilised resources for upgrading of Kasenyi (DRC) / Ntoroko (Uganda) Port.

Beneficiary Quote

"Adoption of new technology such as Eco-Hoppers and the Mobile Harbour Cranes, have made the port greener, increased port efficiency, and changed the lives and health of port workers. The turnaround time of ships carrying clinker has improved by approximately 50% as we can handle 10,000 tons of clinker per day compared to 5000 to 7000, we handled previously." **Paul Bor, the Head of Conventional Cargo Operations at Kenya Ports Authority (KPA)**

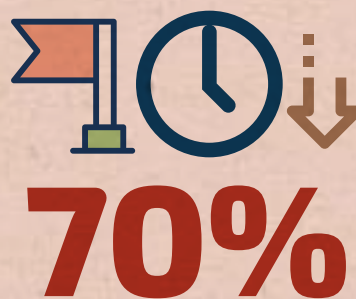


One Stop Border Posts

1. Completed upgrading physical infrastructure at Tunduma One Stop Border Post (OSBP), the crossing point between Tanzania and Zambia and handed over to governments of Tanzania and Zambia in March 2019. Tunduma OSBP is expected to reduce the time taken to cross the border by at least 30%.
2. Completed Phase 1 of Elegu, the border crossing point between Uganda and South Sudan, and some agencies relocated to the facility. Over 80% of trade into South Sudan comes through the Elegu/Nimule crossing, and most of it is humanitarian. Thus, the operationalisation of one-stop controls at Elegu, will benefit humanitarian aid.
3. By June 2018, the construction of Nimule OSBP in South Sudan was at 60%, and Malaba (Uganda) OSBP access road was at 90% completion.

IMPACT

By close of the financial year, TMEA had overseen construction and functioning of 15 OSBPs over a period of ten years, reducing time to cross the border by an average of 70% for both goods and people.



TIME REDUCTION TO CROSS SELECT
OSBPs FOR GOODS & PEOPLE



Enhancing trade environment



Eastern Africa's trade environment urgently needs robust structures and systems that build and enable trust between the trading countries and actors. Trust – *the firm belief in the reliability, truth, or ability of someone or something* – is critical for sustainable and inclusive trade. Even where transactions can be verified, trust backs decision-making. TMEA has designed interventions to facilitate increased trust, and easy mechanisms of verifying trade transactions. As we establish a *Trust Infrastructure for Trade* at policy and grassroot levels across the region, we envision the following major components: i) *Digital trade corridors*; ii) *Safe sanitary and phytosanitary trade corridors*; iii) *Bolstered trade remedies structures at national and regional/continental levels*; iv) *Standards quality infrastructure centres of excellence*, and v) *Regional authorised economic operator and authorised supply chains frameworks*. This infrastructure will be critical in reducing barriers to trade and supporting smooth implementation of AfCFTA.

1. INFORMATION COMMUNICATION TECHNOLOGY FOR TRADE

In a single trade transaction, an African entrepreneur is likely to fill in 96 documents, and spend up to 90% of their time having them processed. This raises the need for technology to automate the processes and ease review of the documents. TMEAs Information Communication Technology for Trade (ICT4T) programme is helping address the information and bureaucratic barriers that create imbalances in trade.

ICT for Trade Programme is establishing the building blocks of a digital trade and transport corridor in Eastern Africa. We are supporting key government trade agencies to adopt and/or upgrade digital infrastructures that contribute to the successful implementation of National Single Window schemes, as well as providing most value to the trading community. Our projects contributed to the overall reduction in cargo delays, elimination of dumping and cargo disappearance along transit routes. They also improved border efficiency and hastened regulatory support for SMEs. Ongoing efforts to modernise customs administration in the East Africa Community and frontier countries will lead to regionally and continentally networked customs that is key to the achievement of the African Continental Free Trade Area (AfCFTA).

Some of the projects supported over the period include: Phase 2 of Uganda Electronic Single Window (UeSW); automation of trade services for Kenya's Agriculture and Foods Authority (AFA), and the Mombasa Tea Auction. A two year agreement with United Nations Conference on Trade and Development (UNCTAD) and the Democratic Republic of Congo (DRC) Directorate of Customs and Excise (DGDA) will see us financing the Asycuda World Project, a customs management software which will improve customs services and boost revenue collection in the DRC.

Results

- 19 government agencies, whose processes have been automated, have reported a reduction in average clearance time from 79 hours to two hours.
- Development of e-portals and single windows have simplified the work of 86% of the interviewed traders within the EAC business community.
- Traders saved approximately US\$6.6 million as a result of automation of key trade processes.
- The net present value of 19 e-portals is US\$24 million; return per US\$ invested is US\$13; and internal rate of return stands at 145% with a four-year payback.

Featured Project



Trade Logistics Information Pipeline



Period of implementation
2018 - 2023



Budget
Initial investment US\$4M



Purpose
Improve export capability



Planned Reach
Kenya, Uganda, Rwanda

Real time information exchange to stimulate EA export

It takes a network of individuals, logistics companies, government agencies and loads of information exchange, to grow and eventually deliver flowers from the farms in Naivasha, Kenya, to a destination like Swindon in the United Kingdom. Delays resulting from manual and fragmented international trade information system make exchange of information among these players arduous, unreliable and heavily dependent on third parties. Furthermore, information tends to multiply as goods move across borders and actors capture sets of data that are inconsistent with the original information. This leads to disparities between what is documented and actual shipments, and slows down the speed with which goods are cleared at source or destination markets. Ultimately, it elongates verification and inspection time, leading to high transaction costs for the authorities, increased risks for shipping companies, and lengthy trading cycle, which affects profitability.

In response, TMEA working closely with regulatory authorities in East Africa has initiated Trade Logistics Information Pipeline (TLIP) project, which will involve creation of a digital platform that will eliminate inefficiencies and losses that currently characterise export of fresh produce, by allowing real time exchange of information between trade actors in the source countries and the international markets.

The Intervention

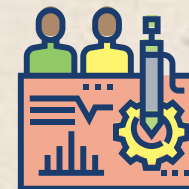
TLIP will connect multiple systems to share trade documents and create supply chain visibility, as well as standardising data requirements. It will improve process efficiency especially for perishable goods. Most importantly, TLIP will build and increase information sharing trust among trade actors, and since trade documents are susceptible to fraud, it will secure information from being altered.

TLIP design integrates three key pillars:



People

A MESH OF GEARS – many organisations join forces thus facilitating communication and fostering collaboration among various trade actors.



Process

AN EXPRESS TRACK – increased efficiency by aligning local and global standards, sharing trade approvals for real-time transactions, and improving visibility of goods moving across borders.



Technology

An end-to-end customer centric portal that empowers traders and simplifies exporting and importing by availing in advance trade information, connecting a global trading community and unlocking new trade destinations.

Expected Results

Increased supply chain visibility of goods traded across borders.

Improved availability of reliable advance information especially for regulatory agencies mandated to clear goods.

Increased government-to-government and business-to-government collaboration.

Reduced time and cost of moving goods from East Africa to destination markets and vice versa, thus increasing competitiveness in the international market of goods produced in the EAC.



2. TRADE POLICY

The Trade Policy Unit oversees overall technical aspects of TMEA's trade facilitation work and partners with EAC Partner States (PS) to harmonise trade policies. The unit achieves this by supporting the PS to implement the World Trade Organisation Trade Facilitation Agreement (WTO TFA); providing strategic and operational support to the EAC Secretariat; streamlining border procedures through implementation of Integrated Border Management (IBM), in addition to initiatives that ensure their continued efficient performance; and the elimination of Non-Tariff Barriers (NTB).



Milestones

Updating the EAC time bound matrix on the elimination of NTBs led to resolution of 22 NTBs.

All exports out of the EAC region are now processed within the EAC Single Customs Territory. This has eliminated manual processes and fragmented systems increasing efficiency and transparency.

We launched the OSBP performance measurement tool, which now guides partner states in the measurement of the performance of an OSBP.

EAC video-conference (VC) online signature system was operationalised, following which the Secretariat resolved it will hold 20% of its meetings via VC thus reducing logistical costs.

We partnered with EAC to finalise feasibility studies and detailed designs for Tanzania/Burundi and Tanzania/Rwanda multinational roads. Once implemented, these roads will boost efficiency in the transportation of goods across the East African Road Networks, while lowering the cost of trade.

Two strategies for cotton, textiles & apparels and leather industries were completed and will enable the region to retain more than 50 percent of the potential value of those industries by 2028.

The EAC regional agriculture investment plan, a key instrument in rallying financial and technical support to spur agricultural transformation in the region, was adopted.

Featured Project



One Stop Border Post Performance Measurement Tool



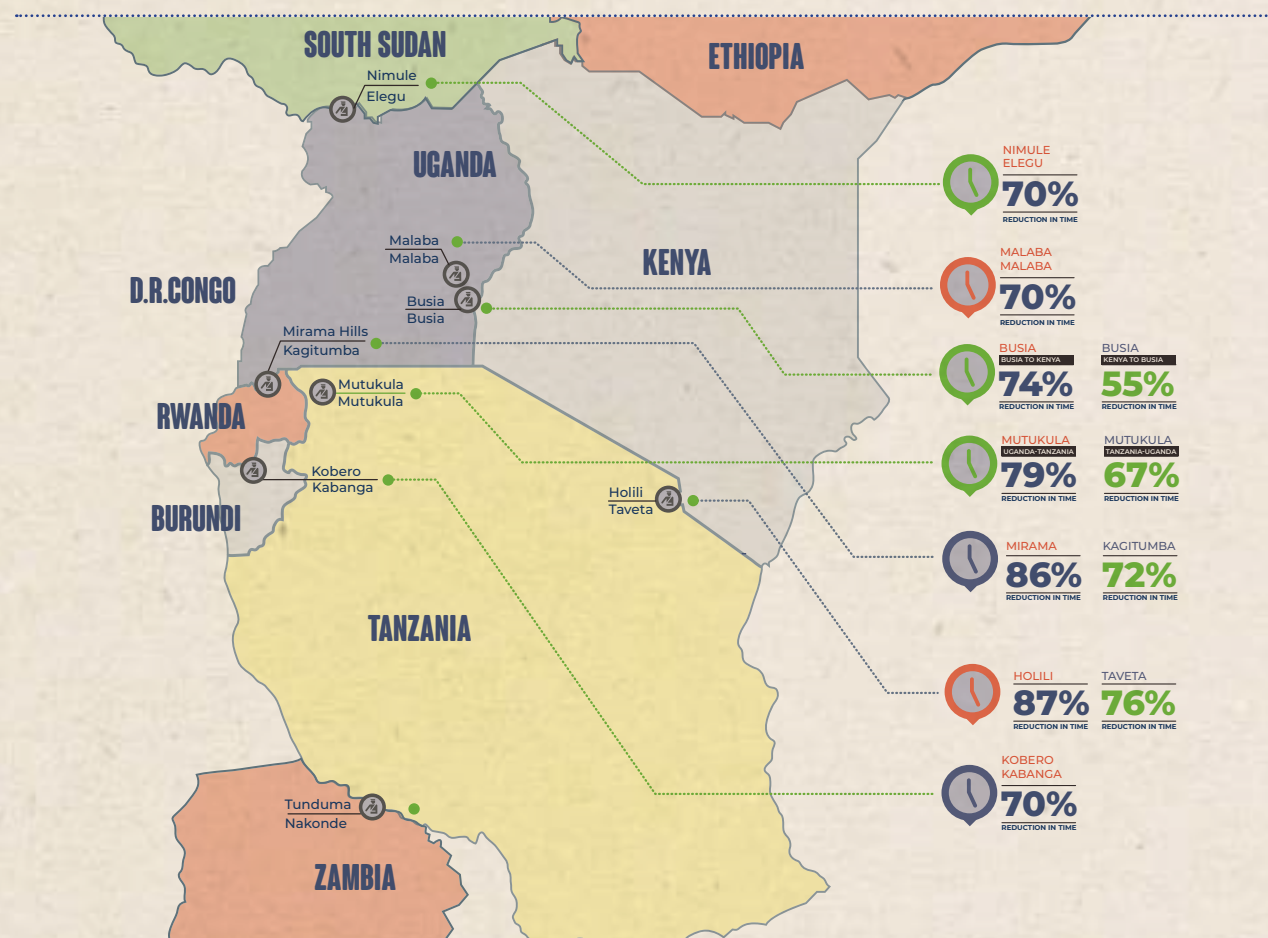
Period of implementation
2017 - 2023



Purpose
Effective monitoring of One Stop Border Post operations

OSBP performance tool for sustained efficiency

The establishment of OSBPs across the region offers enormous benefits to EAC citizens. A single stop for exit and entry clearance controls for users has contributed to reduced border crossing time by about 70% as per time and traffic survey 2017. There is also improved physical infrastructure and cooperation between border agencies.



1. Map shows borders TMEA supported in construction and operationalisation from 2010 to June 2019.

2. Time reduction is based on time and traffic survey of 2017.

To ensure continuous efficiency of the OSBPs the EAC Secretariat, with support from TMEA, coordinated the partner states and the regional corridor authorities to develop the OSBP performance measurement tool. The tool involves a range of measurements for expected economic benefits of the OSBPs including reduction of time on administrative procedures, reduction of transport costs, reduction of inventory cost, and increase in revenue collection and trade. The tool will enable the EAC and partner states to monitor performance, respond to arising challenges in a timely manner, and sustain gains from OSBPs. The tool variables include:

1. **Cost** – Measuring costs, other than taxes, customs duties and fees incurred as a result of border clearance procedure delays.
2. **Time** – Time taken to complete border procedures for each category cleared such as cargo, small-scale traders and passengers.
3. **Volume** – Measurement of the volume of cargo, vehicles and passenger cleared through the OSBP.
4. **Infrastructure** – Availability and adequacy of hard and soft infrastructure, administrative arrangements, security and safety.
5. **Interagency cooperation** – Progress towards implementation of Coordinated Border Management
6. **User Satisfaction** – Ensuring the OSBP users are satisfied with services.

In addition to being a region with the most OSBPs that are operational, the EAC is also one of the few regions in the world to develop instruments for OSBP operations including an Act, regulation manual and legal framework and training curriculum.

Results

195 border officials were trained on OSBP concept, OSBP legal and regulatory framework, and crosscutting issues of Gender, Environment and Social Safeguards.

Rwanda Revenue Authority and Uganda Revenue Authority have mainstreamed the EAC OSBP training curriculum into their respective curricula.

The Sectorial Council on Trade Industry and Investment adopted the EAC OSBP performance measurement tool.

Draft OSBP sustainability strategy which will provide modalities for maintenance, management, knowledge transfer, monitoring and evaluation of facilities and operations, was developed.

EAC OSBP training Curriculum now include Climate Change, Environmental and Social safeguards.



Beneficiary Quote

"This tool will provide the necessary mechanism to measure the performance of OSBPs on six fronts: time, cost, volume/throughput, infrastructure, inter- agency coordination and user satisfaction. This will enable partner states and the EAC Secretariat obtain a 360 perspective of the performance of any OSBP subjected to the tool thus guiding in instituting improvement strategies and guaranteeing sustainability."

Kenneth Bagamuhunda, Director General, Customs and Trade, EAC Secretariat.

Featured Project



WTO Trade Policy Review Mechanism



Period of implementation
2017 - 2023



Budget
US\$638,000



Purpose
Reduce barriers to trade



Third joint EAC trade policy review endorses trade environment

One of the key roles of the World Trade Organisation (WTO) is to monitor national trade policies of members through a trade policy review process. Central to this process is the WTO Trade Policy Review Mechanism (TPRM), which enables a joint assessment of the adherence of WTO members to the rules, disciplines and commitments made under the WTO Agreements. This also contributes to increasing the transparency and understanding of members' trade policies and practices, which is vital to maintaining trust between member states for the predictability and stability of trade.

The EAC Partner States through the TMEA Partnership Programme (TEPP) facilitated the third joint trade policy review of the regional trade policies, practices and annexes containing reviews of each state's trade policy framework and submitted a common report.

EAC Partner States (except South Sudan) are mandated to review their national trade policies every six years. The review promotes credibility of domestic policies and policy reforms, which boost investor confidence and supports the regional trade environment. On the other hand, active engagement of the EAC in the WTO TPR process provides a platform to interrogate trade policies of other countries. It helps reinforce the rationality of home policies as regards domestic and international economies, affords members a better understanding of the trade regimes of other EAC partner states, and current challenges in implementation of various policy measures that facilitate or restrict trade flow.

Results

Improved intra and extra EAC Trade engagements by the EAC Partner States.

Improved transparency of EAC Partner States' policy versus WTO guidelines.

Beneficiary Quote

"The Trade Policy Review enabled a comprehensive examination of the processes that characterise the policy environments of EAC Partner States. The review was also an affirmation by the EAC Partner States of their commitment to their obligations under the WTO. Various WTO members submitted to the EAC over 400 questions in advance, while additional ones were raised by some of the 33 delegations representing different WTO members that took the floor during the review. The WTO members commended the EAC countries on their strong overall economic performance and concurrent improvement in their key socio-economic indicators during the period under review."

Ms. Maria Angelique Umulisa, Principal Trade Officer, International Trade, EAC.

3. STANDARDS, SANITARY AND PHYTOSANITARY

TMEA continued to support regional harmonisation of standards underpinned by the recognition that the private sector needs support to improve its understanding of standards and non-tariff measures; and that public institutions need to harmonise and build their capacity to test and apply standards. A knowledgeable private sector can promote better and harmonised standards and removal of unnecessary barriers, leading to increased compliance, thus improved productivity and an increase in goods exported within the region and globally.

This year we mobilised implementation of the EAC Technical Regulations Framework to address constraints caused by other technical regulations such as multiple testing processes and labeling requirements.



Featured Project



EAC Technical Regulations Framework



Period of implementation
2018 - 2023



Budget
US\$400,000



Purpose
Reduce barriers to trade



Reach
EAC Partner States

Harmonised EA food, cosmetics standards to lessen trade barriers

According to East Africa Business Council (EABC), the East African countries have varying frameworks for developing and implementing technical regulations. This means that partner states apply national regulations that lack a common administrative approach process or list of mandatory standards. The situation is exacerbated by a frequent misunderstanding amongst stakeholders on the different roles of regulatory authorities and national bureaus of standards, and the lack of coordination amongst those institutions. For traders, this results to undertaking similar processes like testing of goods, multiple times.

Foods and cosmetics face some of the highest barriers to regional trade in EAC. TMEA will therefore work with member states to build a Technical Regulations Framework for foods and cosmetics to reduce the barriers they face, and ease the compliance cost of doing business, reduce time to comply to standards and technical regulations in the EAC. To achieve this, all standards, safety and quality-related regulators will come together to map out processes and remove duplication.

Some of the expected benefits result from elimination of multiplicity of regulatory processes include a reduction in time it takes to get products to the market and reduction in costs associated with re-testing or re-inspection of products and production systems.

Beneficiary Quote

"The EAC technical regulations framework will facilitate free movement of goods from one partner state to another, lower the cost of compliance, save on time of retesting of products and eventually increase intra EAC trade."

Lamech Wesonga, Manager Policy & Standards, East African Business Council (EABC)



A stronger private sector for more trade

LEVEL STRATEGIC OUTCOME 2

EXPECTED RESULT
Improved
business
competitiveness

INTERVENTIONS

Indicator
Build Export
capability

Market access for targeted firms in horticulture and tourism. Support selected e-commerce ecosystems.

Women and trade

150,000 women traders across EAC partner states and DRC

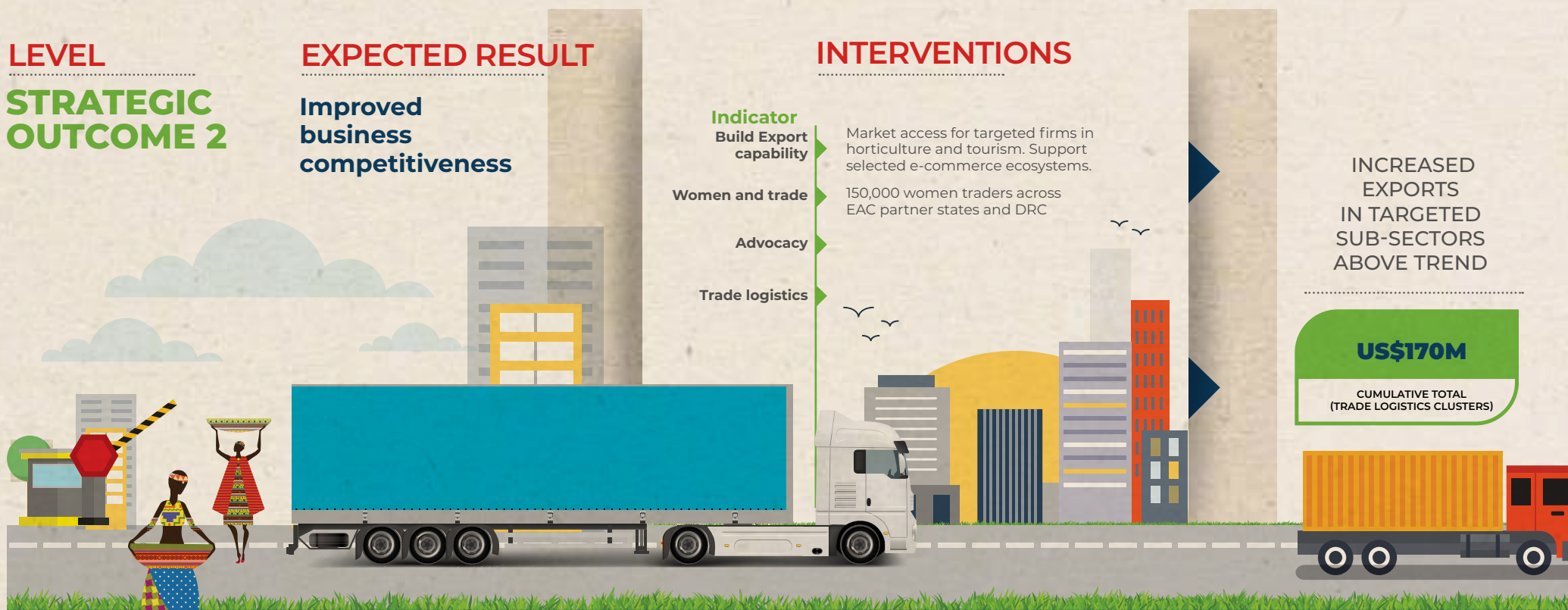
Advocacy

Trade logistics

INCREASED
EXPORTS
IN TARGETED
SUB-SECTORS
ABOVE TREND

US\$170M

CUMULATIVE TOTAL
(TRADE LOGISTICS CLUSTERS)



The business competitiveness directorate focuses on enabling an inclusive and competitive private sector to contribute to sustainable export and domestic trade through sector-focused capacity strengthening in partnerships, networks, technology, research, policy advocacy, trade support infrastructure, and market linkages.

We believe that removing constraints to export growth and facilitating market access increases exports to existing destinations and creates opportunities in new and/or emerging markets.

We empower women run businesses across East Africa and The DRC to seize opportunities in trade by helping the owners overcome gender specific challenges like inaccessibility to information, finance and linkages to markets; and harassment at border points.

Our success stems from working with the Sanitary and Phytosanitary (SPS) programme as well as the trade and logistics programme within TMEA and partnerships with regional and national apex bodies with broad membership and reach.

During the year the business competitiveness directorate helped to build **export capacity** of

small and medium enterprises, supported the **private sector's advocacy**, and contributed to efficient **provision of logistics** to small businesses.

New funding from Canada worth US\$11 million will expand **Women and Trade programme** to all the EAC member states, and the Democratic Republic of Congo (DRC).

Following a regional baseline study, two grants worth US\$1.7 million in support of women cross-border traders and women-owned SMEs were issued.

US\$11M



Funding for a new women in trade programme to reach all EAC member states and Democratic Republic of Congo.

US\$1.7M



grants issued in support of women cross-border traders and women-owned SMEs.

Key Milestones

150,000
WOMEN
BENEFICIARIES
IN TRADE



TMEA expanded the women in trade programme to reach at least 150,000 direct beneficiaries in the EAC and DRC.

5000
WOMEN
TRADERS



Together with Rwanda Development Board (RDB), we conducted a comprehensive mapping of 5,000 women traders to establish locations, sectors and scale of their trade. This will ensure targeted interventions respond to the needs of women with an aim of increasing incomes.

60
INFORMAL
CROSS-
BORDER
WOMEN
TRADERS



In South Sudan, we trained 60 informal cross-border women traders on cross-border procedures and the simplified trading regime, resulting in an increased use of formal cross-border routes.



We enhanced the capacities of the private sector to proactively and positively influence decision-making, to accelerate dispute resolution and sustain political buy-in. Key focus is on advocacy on Non-Tariff Barriers (NTBs), Sanitary and Phytosanitary (SPS) measures, standards harmonisation, conformity assessment, customs and taxation.

FEAFFA
MANDATORY
TRAINING OF
LOGISTICS
OPERATORS



We supported the Federation of East Africa Freight Forwarders Association (FEAFFA) to successfully lobby for mandatory training of freight forwarders and bonded warehouse operators, before they are licensed to practice as clearing agents or customs bonded warehouse operators in East Africa. This is a key achievement as stakeholders had failed to agree on this proposal in Strategy 1.



Featured Project



Coffee Export Capability Project (ECP)



Period of implementation
2016 - 2018



Budget
US\$1.7M



Purpose
Business Competitiveness



Reach
Rwanda and Burundi

More Rwanda, Burundi coffee farmers go international

The coffee project helped farmers to increase sales and fetch better prices in international markets and was inspired by the following facts: Coffee is a leading foreign exchange earner in East Africa. It contributes 20-36% of Rwanda's, and 60% of Burundi's foreign exchange. Nearly nine million of the 11.6 million Burundi population depend on coffee. Women constitute 60-80% of the coffee labour force in East Africa yet receive minimal direct economic benefits from the crop. Production challenges such as unpredictable international commodity prices, and neglected local and regional market systems have forced many Rwanda and Burundi coffee farmers to clear large tracts of coffee plantations, leading to reduced household incomes and government revenue.

Specialty markets accessed

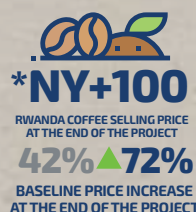
Until 2018, we supported international Non-Governmental Organization (NGO) TWIN to work with 20 cooperatives equally drawn from Rwanda and Burundi, impacting 19,296 farmers. Part of TWIN's mandate was to promote inclusiveness, production of quality coffee, and create market linkages and especially access to speciality markets. This was achieved through the promotion of good coffee washing practices, and training of technical staff and improving buyers' access to the speciality markets, streamlining coffee export processes to reduce delays and transaction costs; and, increasing the number of certified coffee auditors to improve the services needed in trading certified coffee.

As a result, Rwanda and Burundi farmers increased their access to speciality markets leading to increased incomes at the household level. The cooperatives must now acquire globally recognised certification and improve post-harvest handling techniques to optimise export capability.



Results

Total coffee export volumes from the 20 cooperatives increased by 1 percent to 1,485,016 tonnes; which is a 14% increase in earnings at US\$5,977,683. This was a comparatively better earning than the domestic market.



Coffee from Burundi producer organisations fetched a price of NY+35 increasing from 2.5% at baseline to 22% at end of project. Rwanda coffee sold at NY+100 increasing from 42% at baseline to 72% at the end of the project.

80% of the supported cooperatives, eight of them new, connected to international markets and gained higher premium prices compared with baselines. Similarly, the upgrade in the cooperatives' infrastructure facilities for coffee washing and cupping laboratories resulted in increased cupping scores of between 85 and 87, an indicator of high quality coffee. Women farmers networked and received training in business skills and coffee entrepreneurship; and ultimately, household income and livelihoods of members of the cooperatives increased.



*The success of the project was measured against the New York coffee market reference price where +35 NY and +NY 100 are premium prices above 35 and 100 cents per pound of coffee respectively. The success of the project was measured against the New York coffee market reference price where +35 NY and +NY 100 are premium prices above 35 and 100 cents per pound of coffee respectively.

Beneficiary Quotes

"With support from the project we signed new long-term export contracts in Asia and Finland. Coffee exports could not have been possible without the financial support to pay certification fees for the two years. We have dealt with only three clients for years, but through the project support we got three new clients within a short time." **Japhet Habimana, Co-operative des Cafecultuerurs de Gishoma (COCAGI) Manager, Rwanda.**

"The project provided us with a high capacity pulping machine, which increased the volume of quality parchment. We were also trained on environmental protection to comply with quality standards." **Jeremie Mpawenimana, Manager of Dusangirijambo, Burundi.**

"We have clients who only buy coffee collected from women associations. Thus, one of our suppliers is HINGIKAWA, an association of 380 women members. The coffee quantity and volume we collect has increased over time. In 2015 we collected 411,301kg and in 2018 we collected 684,701kg." **Antoine Kagenza, Manager of Abakundakawa Cooperative, Rwanda**

"The project helped us set up infrastructural facilities to improve the quality of coffee. These included waste water management pits, cherry pulp collection pits, health and safety materials, fire extinguishers, warehouse and drying tables. As a result, we attained two additional certifications for coffee export, bringing the total to three." **Chantal Nimbona, Accountant at Dusangire Ijambo Cooperative, Burundi.**



COUNTRY PROGRAMMES



Private sector key for
Rwanda's progress



TMEA affirms support
for Burundi



Stronger border, transport
control profits DRC trade



Uganda evolving from
importer to exporter



Tanzania repositions as
regional trade and
transport hub



South Sudan determined
to switch from aid to trade



Kenya positions for more
export



19 TMEA
SUPPORTED
PROJECTS

2018-19 BUDGET
US\$5.977M

DONORS

- BELGIUM
- EU • USAID • UK Aid
- Global Affairs Canada

Private sector key for Rwanda's progress

The Government of Rwanda recognises that Rwanda can only make developmental strides through private sector-led economic transformation, thus focusing on improving the country's business environment to attract investments for export growth and job creation. Furthermore, Rwanda aims to become a middle-income country by 2035 and a high-income country by 2050. Consequently, the Rwanda Government has developed a seven-year National Strategy for Transformation (NST).

TMEA interventions in Rwanda are aligned with the government's priorities to create a conducive investment environment, reduce the time and cost to import and export by making Rwanda a logistics hub, and support the country's manufacturing capacity in order to create jobs. In March 2018, TMEA renewed its MoU with Rwanda's Ministry of Finance and Economic Planning (MINECOFIN) and started implementation of programmes that will lead to job creation, increased investments and increased exports.

Patience Mutesi, Country Director

Reflecting on 2018 - 2019

1. A partnership with the Rwanda Standards Board (RSB) and Ministry of Agriculture and Animal Resources enabled 40 firms comply with Sanitary and Phytosanitary (SPS) measures, build linkages and access export markets.
2. Supported the National Women Chamber of Commerce to advocate and lobby for inclusion of women in business, in addition to building platforms for women entrepreneurs to access finance and market information and training.
3. Supported Rwanda Commodity Exchange to help 15,000 farmers increase production volume, improve quality, access finance through collateralised warehousing and access markets.
4. Upgrading of Rwanda Revenue Authority Customs Management System, ASYCUDA World, and Authorized Economic Operator Scheme (AEO).
5. Started implementation of phase 2 of Rwanda Electronic Single Window (ReSW) that will link two additional agencies – Rwanda Utility Regulatory Authority and Rwanda Agricultural Board- bringing the total of linked agencies to seven. It will include implementation of the Single Transaction Point and Single Sign On features; digitisation of the Advance Ruling process of Customs and digitalization of Advance Passenger Information System.

Innovation within ReSW

Phase 2 of ReSW will enhance linkage and connectivity of those involved in trade related transactions, including clearing and forwarding, warehouse and airlines. Adding these agencies to ReSW will increase information exchange through a single transaction point and consolidated application form. It will also introduce the advanced ruling programme where traders and customs officials will agree on the commodities to be imported or exported, based on the origin, classification, and valuation of goods. This will increase certainty and predictability, and help traders make informed business plans as well as accurate revenue forecasts.



Featured Project



Rwanda Staples Export Capability



Period of implementation
2018 - 2019



Budget
US\$650,000



Purpose
Increase export of grains from Rwanda

Refined approach boosts Rwanda grain export

Rwanda Staples Project assists 15,000 smallholder grain farmers to improve quality, reduce post-harvest losses, and fetch better prices for their produce. The project that is implemented by the East Africa Exchange (EAX), a Rwanda commodity exchange company, seeks to resolve challenges that farmers face including: poor-quality warehousing that leads to losses; poor post-harvest handling techniques leading to contaminated grains that are rejected in the market, indirect access to buyers, low market information, opaque prices and exorbitant transport costs.

Grain for capital

To enhance productivity, the project trained farmers on better farming practices and built a Collateralised Warehousing Management Services (CWMS) system through which farmers can access financing based on their warehouse grain deposits. Adoption of better post-harvest management such as drying, bagging and longer-term storage reduced contamination. Combined, these interventions have led to a reduction of grain rejection from 70 percent to near zero. Four cooperatives participating in the programme have secured US\$21,000 against their warehouse grain deposits.

15,000

**SMALLHOLDER GRAIN FARMERS
IMPROVE QUALITY OF GRAIN
& FETCH BETTER PRICES**





US\$21,000

AMOUNT SECURED
AGAINST WAREHOUSE
GRAIN DEPOSITS BY
FOUR COOPERATIVES



Milestones

63 cooperatives trained on grain standards.

40
COOPERATIVES
ACCESS
CWMS



40 cooperatives have access to Collateral Warehousing Management Services (CWMS)

Farmers were taken through 12 modules some of which include, business planning, financial education, cooperative governance and management and aflatoxin prevention.

49%
WOMEN
TRAINED



3917 (49%) of about 8,000 farmers trained were women.



Featured Project



Standards, Sanitary and Phytosanitary (SPS)



Period of implementation
2018 - 2019



Budget
US\$2.6M



Purpose
Increase exports of horticulture from Rwanda

Quality and standards equals greater export

The Standards, Sanitary and PhytoSanitary (SPS) Programme targets multiple regulatory agencies involved in SPS standards in Rwanda to help Rwanda producers, traders and exporters to comply with international SPS standards.

Diego Twahirwa, 31, is the founder and owner of Gashora Farms, in Bugesera District, and best captures the relevance of the project to the export industry. In 2019, Diego signed a five-year agreement with a Chinese firm, GK International Enterprises, to supply 50,000 metric tonnes (MT) of dry chili annually. He embarked on his entrepreneurial journey and recalls the quality related challenges he faced.

"During my first export, I incurred a loss of US\$30,000 because the buyer rejected the products as a sample showed that the chilli had residues of pesticides used for coffee. Since I collected chilli from individual farmers and cooperatives, it was difficult to control the quality of the product, as most cooperatives are mere collection centres. Then, few farmers were trained in pesticide control, proper harvest and storage practice, hence they had little to no quality assurance processes in place".

Conformity assessment brought home

Working with Rwanda Agriculture and Livestock Inspection and Certification Services (RALIS), and the National Agricultural Export Board (NAEB), via the Ministry of Agriculture and Animal Husbandry, we plan to support the training of farmers, pack houses, millers and transporters to attain and adhere to international SPS measures.

This will be complemented by building the capacity of Rwanda's regulatory agencies to conduct conformity

assessment; so that traders can have local support as opposed to shipping samples to foreign regulatory bodies for testing which is expensive and time consuming. The project will improve coordination between certifying bodies such as RSB, NAEB and RALIS and other agencies and in addition to assisting them acquire modern laboratory equipment, train standards personnel, create awareness to Small and Medium-sized Enterprise (SMEs), and automate trade processes.

Ultimately, exporters such as Diego, will have better options when it comes to exporting products.



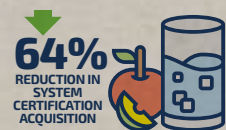
Diego Twahirwa

Milestones



RSB now provides product and system certification, including Quality, Environment and Food Management Systems (HACCP), as well as quality marks.

At least 100 enterprises are expected to comply with International Organization for Standardization (ISO) 22000 by 2023.



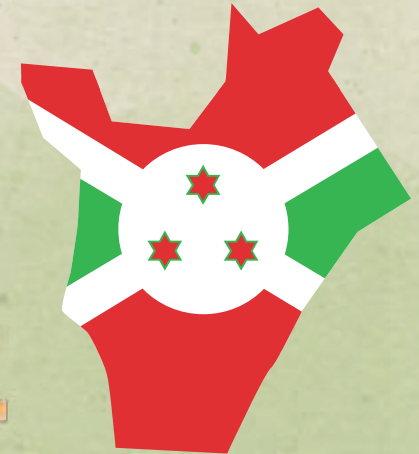
Inyange Industries, a manufacturer in Rwanda states that their costs for acquiring management systems certification have reduced by 64% now that RSB offers the service. The cost reduction excludes air tickets and hotel accommodation.

In 2018/19 RSB developed 153 new Standards



101 standards harmonised, including East African Standards and African Organisation for Standardisation.





2 TMEA
SUPPORTED
PROJECTS

2018-19 BUDGET
US\$738,000

DONORS
• BELGIUM
• Global Affairs Canada

TMEA affirms support for Burundi

Having worked mainly with the private sector in Burundi for several years, in June 2019, TMEA's Board approved the extension of technical support to selected semi-autonomous public sector organisations that provide crucial specialised services to the private sector. US\$1 Million was provided to support Burundi Revenue Authority (OBR) with acquisition of modern Information Technology (IT) infrastructure, and to revive the Electronic Single Window Project. We undertook other initiatives focused on strengthening local entrepreneurs, such as rolling out the Women in Cross-border Trade Programme, which will build the skills and link 2,000 women traders to new markets. This programme is funded by government of Belgium. With our support, local businesses showcased at regional and international trade exhibitions where they built linkages and partnerships for export. The exhibitions served various objectives including advocacy, knowledge sharing, marketing and capacity building. The general election this year is a key foundation towards framing a medium-term cooperation framework between the Government of Burundi and the international donor community.

Christian Nibasumba, Country Representative

US\$1M
**SUPPORT FOR BURUNDI
REVENUE AUTHORITY ICT
INFRASTRUCTURE**



2000
**TARGETED WOMEN
CROSS-BORDER
TRADERS**



Featured Project



Building Export Capability



Period of implementation
2018 - 2020



Budget
US\$957,000



Purpose
Improve business competitiveness

Beneficial exposure for Burundi traders

During 2018/19, Burundi manufacturers, artisans and traders participated and benefitted from two major events: the Jua Kali/Kazi Nguvu Trade Fair in Kenya, and the second Bujumbura Industrial Fair.

Jua Kali/Kazi Nguvu Trade Fair

30 members of the sectoral Chamber of Artisans and Artists (CHASAA) were supported to attend Jua Kali/Kazi Nguvu trade fair held in Eldoret, Kenya in December 2018. The cost of their participation was about US\$35,000 and they made sales of about US\$65,000 at the venue. The craftsmen of CHASAA now understand the importance of attending events to raise awareness about products. In July 2019, 13 out of the 30 artisans who attended the Eldoret Trade Fair sponsored themselves to a five-day SabaSaba Trade Fair in Dar es Salaam, Tanzania; and made total sales of about US\$28,000.

US\$65,000

SALES MADE IN JUA KALI/KAZI
NGUVU TRADE FAIR, KENYA



Second Bujumbura Industrial Fair

TMEA supported the Association of Manufacturers of Burundi and the Burundi Federal Chamber of Commerce to organise the second Bujumbura Industrial Fair held in June 2019. The fair showcased Burundi's processed products, regional products, prices, competition, technological advances and product branding.

Through an impact study, participants were categorised according to sectors and useful numerical values identified to measure the results expected from the fair. The data will inform interventions in the coming year. Burundi's agribusiness sector is the most competitive in the country, at 48% agro-food, followed by textiles and clothing both at 14%.

MOST COMPETITIVE SECTORS



48%
AGROFOOD



14%
TEXTILES AND
CLOTHING

Increased market access

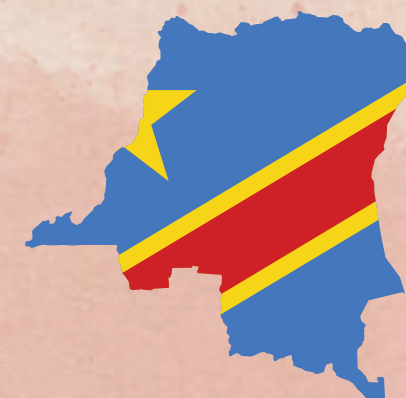
On market flow, 60 companies were found to have a local market, 11 were selling in the EAC, 10 in the DRC, and 8 were selling elsewhere. In addition, they wanted to reinforce their investments locally, with 12 wanting to invest in the EAC countries, 7 in the DRC and 4 elsewhere. Of the 63 organisations surveyed, 31 said they already had partnerships with other local entrepreneurs, 5 had partnerships in the East African region, 2 in the DRC and 8 in Asia, Europe and elsewhere. On forging new partnerships, 42 organisations wanted to establish business relations in the EAC, 10 in the DRC and 8 elsewhere.



Beneficiary Quote

"Benefits of regional integration, financial education, contract negotiation, advertising of services are some of the areas in which I received training that was facilitated by TMEA. These improved my understanding of business and changed my perspective; as before, I wanted to do everything and manage everything. But with these trainings, I hired staff to support me. I have pharmacists, accountants, all experts in their fields. It helps me focus on other activities of growing the business. Based on my calculations, I would say that I tripled or even quadrupled my earnings."

Jacqueline Ndayizeye who owns a veterinary pharmacy and is a beneficiary of financial training.



8 TMEA
SUPPORTED
PROJECTS

2018-19 BUDGET
US\$2.84M

DONORS
• UK Aid
• Netherlands • EU

Stronger border, transport control profits DRC trade

The Democratic Republic of Congo (DRC) is a large and resource rich country that has had a consistent positive Gross Domestic Product (GDP) growth rate since 2016, at 2.4%, 3.7% in 2017, and 4.1% in 2018. The progress reflects the determination of the DRC Government to improve its socio-political and economic environment and become one of the drivers of Africa's growth.

DRC shares a border with five East African Community (EAC) countries of Rwanda, Burundi, Tanzania, Uganda and South Sudan. Approximately 130,000 twenty foot containers of imported goods enter the country through these borders per year yet complex, opaque and unpredictable border procedures increase costs by up to 10 times for EAC countries. DRC is committed to adopt efficient trade and logistics infrastructure at ports, roads and border to stimulate domestic and cross-border movement of goods in addition to supporting SMEs to adopt quality export standards to enable regional market access. TMEA supports this vision by working with the

government to simplify administrative procedures in key sectors, promoting free movement of goods and people, and supporting youth and women. We are improving soft and physical infrastructure at Port of Kalundu on Lake Tanganyika, the Port of Kasenyi on Lake Albert, and at Ruzizi 2 border post between the DRC and Rwanda, and Mahagi Border Post between DRC and Uganda. Other

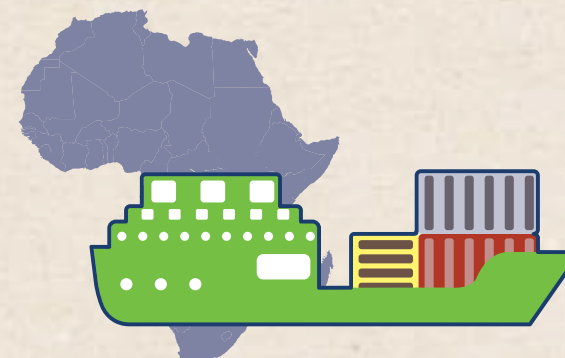
projects implemented include working with the government to adopt modern customs management systems to rolling out an electronic cargo tracking system for DRC and funding projects that increase inclusion of women in trade.

Aimé Nzoyihera, Country Director



130,000

**20 FT. CONTAINERS OF IMPORTED
GOODS ENTER THE COUNTRY
THROUGH EAC BORDERS**



Featured Project



Kalundu Port Modernisation



Period of implementation
2017 - 2022



Budget
US\$3.053M



Purpose
Reduce barriers to trade

Modernised Kalundu port jolts Eastern Congo economy

Kalundu Port on Lake Tanganyika is the main entry point for trade into the DRC to Kivus, Ituri and the hinterland right upto Kisangani. Sedimentation at its entrance and outdated infrastructure has over the last few years hindered docking of cargo ships.

Last year, TMEA undertook dredging of the port entry and upgrading of the port infrastructure to enable bigger cargo ships to dock and facilitate faster clearance and exit of vessels. The interventions will also enhance health and safety on site for the port personnel.

Deeper harbour halves offloading time

Dredging and deepening of the port entry has contributed to a 53.3% reduction in offloading time from 15 days to 7 days, thus saving costs, as ships now dock closer to the offloading area. Additionally, ships carrying up to 2000 tonnes of load can now enter the port. Prior to the dredging only ships carrying up to 800 tonnes could dock. To prevent and slow down sedimentation, TMEA supported the Congolese agency for environment to plant trees on Uvira Hill and Rivers Ruzizi and Kamongola to reduce erosion into the port.



53.3%

REDUCTION IN OFFLOADING
TIME FROM 15 TO 7 DAYS



Beneficiary Quote

"Kalundu port was once the second most important port for the DRC and the region. In recent years, the activities at the port drastically declined, due to insecurity and many years of neglect. I find that the enhanced accessibility has improved security and I anticipate an increase in traffic on the lake for both passengers and cargo ships. More economic activities on the lake will contribute to reduced poverty in Uvira province."

Mr. Henry Nzila Zuka, DRC's Deputy Director General for Customs and Excise

Featured Project



Regional Electronic Cargo Tracking System for DRC



Period of implementation
2018 - 2021



Budget
US\$642,000



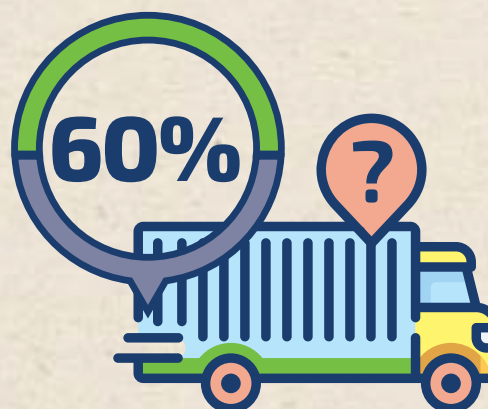
Purpose
Reduce barriers to trade

Tracking system ends cargo loss

Each year, up to 60% of the 80,000 truckloads recorded in the East African Community (EAC) and at Mombasa as destined to Eastern DRC, cannot be traced to a specific Eastern Congo entry point.

The extension of the Regional Electronic Cargo Tracking System (RECTS) -currently operational in Kenya, Uganda and Rwanda - into DRC will help the country improve traceability of cargo destined to it therefore curbing delays, theft, diversion and consequent loss in revenue.

Additionally, RECTS will reduce transit time and related costs, and by extension the cost of imported goods, as physical inspection by customs authorities will be eliminated.



**OF 80,000 TRUCKLOADS
DESTINED TO DRC
CANNOT BE TRACED**

Key Milestone



A pilot regional cargo monitoring command centre was set up at the DRC liaison customs office in Kampala, improving the visibility of cargo destined to DRC from the port of Mombasa up to the DRC border with Uganda. Phase two will extend cargo monitoring centres into DRC and will ensure cargo tracking within its borders. Further, additional seals were provided.

Beneficiary Quote

"Customs will now protect revenues destined for the treasury and economic operators are reassured that their goods will arrive at their destination. We currently only track 20 per cent of goods transiting to DRC through the Northern Corridor. We plan to increase this number by opening tracking centres in at least 3 other locations."

Mr. Adellard Kazingufu, RECTS focal point at the DRC's General Directorate for Customs and Excises liaison office in Kampala.



36 TMEA
SUPPORTED
PROJECTS

2018-19 BUDGET

US\$8.06M

DONORS

- Global Affairs Canada
- DANIDA • EU • UK Aid

Uganda evolving from importer to exporter

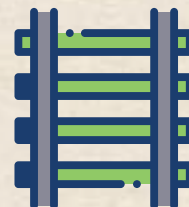
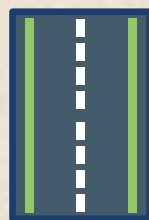
Uganda's vision 2040 is a long-term government plan that aims to transform the country from a low-income country with a Gross Domestic Product (GDP) of US\$28.1 billion in 2018, to a competitive upper middle-income country with a GDP of US\$580 billion by 2040. Uganda is undertaking reforms in agriculture; energy and minerals; tourism; oil and gas; and transport, as well as implementing trade facilitation measures to turn it from a net importer, to an exporter.

TMEA interventions in Uganda align to these national objectives to include: Reducing time and costs of trade; Enhancing the trade environment through adoption of Information Communication Technology for Trade (ICT4T) infrastructure; Removal of non-tariff barriers; and Improving standards. We rolled out the second phase of Uganda Electronic Single Window that is funded by Denmark and supported Uganda's participation in the negotiation and ratification of the African Continental Free Trade Area Agreement (AfCFTA). During this period, we supported 16 projects under strategy 1 and 20 projects under strategy 2.

Moses Sabiiti, Country Director



UGANDA ELECTRONIC
SINGLE WINDOW



ROAD
RAIL
ICT

UGANDA AIMS TO TRANSFORM (GDP) OF

US\$28.1B
IN 2018, TO
US\$580B
BY 2040



Featured Project



Trade Information Portal



Period of implementation
2017 - 2020



Budget
US\$500,000



Purpose
Reduce barriers to trade

Trade info @ a click of a button

TMEA supported Uganda's Ministry of Trade, Industry and Cooperatives (MTIC) to establish the online national trade information portal that enable traders to access trade information cheaply and easily. This fulfils Uganda's obligations under the World Trade Organisation (WTO), Trade Facilitation Agreement, which Uganda ratified in 2017.

The portal hosts information on products such as coffee, tea, flowers, fruits and vegetables, maize, poultry and poultry products, cement, general goods, pharmaceutical products.

Benefits of the portal

1. Easy and quick access to consolidated trade information on international trade processes, trade related laws and regulations, and answers to frequently asked questions;
2. Better compliance to trade processes, hence reduced costs/penalties levied;
3. Increased compliance to regulatory requirements for importation and exportation of goods;
4. Reduced costs of doing business;
5. Reduced time to import and export goods; and,
6. Increased transparency and efficiency in the export and import process, and elimination of hidden costs incurred from misinformation.

The Uganda Trade Information Portal won the Digital Innovation Award for trade digitisation during the 6th Digital Impact Awards Africa 2019 organised by local digital agency HiPipo. The portal also won the Monitor Award for innovation that will change business.



Beneficiary Quote

"This portal helps us to improve transparency, efficiency and simplification of procedures, documentation, charges and fees relating to exportation, importation and transit of goods between Uganda and the rest of the world."

Hon. Amelia Kyambadde, Minister of Trade, Industry and Cooperative, Uganda.

Featured Project



National Logistics Platform



Period of implementation
2016 - Present



Budget
US\$880,000



Purpose
Improve business competitiveness

United, logistics players strategise for greater prospects

In partnership with the Uganda Private Sector Foundation (UPSF), we created the National Logistics Platform (NLP). The platform brings together logistics players including freight forwarders, shippers, transporters to lobby and advocate for the improvement of the sector.

In the last year, TMEA provided financial and technical support to the NLP to develop a private sector strategy on logistics. The strategy among other things, will guide the sector to tap benefits from the upcoming oil and gas economy.

Additionally, TMEA signed a three-year Partner Support Agreement with the Private Sector Foundation Uganda which hosts the NLP to help establish Uganda as the region's distribution hub, with focus on:

1. Optimising the competitiveness and cost effectiveness of the logistics providers;
2. Promoting a conducive legal and regulatory environment for the logistics industry; and,
3. Promoting skills, standards and capacity upgrading of the logistics sector.



Milestones

Signed MOU with the Makerere University Business School, faculty for logistics. The University will develop a logistics data bank and a research base.

NLP organised and held a self-funded Regional Logistics Expo 2019 attended by over 300 participants from across the world.

NLP signed an MOU with the Ministry of Works and Transport, making it a key stakeholder in modernising rail logistics in Uganda. A rail logistics study is being undertaken.

Beneficiary Quote

"The National Logistics Platform has transformed Uganda's logistics industry through the power of collaboration. With TMEA's support, NLP developed and presented a position paper on how to revive the Central Transport Corridor (linking Uganda and Rwanda to Tanzanian ports). In the period that the Central Corridor was closed, shippers in Uganda were compelled to use the Mombasa Port in Kenya. We presented our recommendations to the two governments, they dialogued and Tanzania invested over US\$600 million to improve its railways. Now we can trade through that route again. It felt great to be listened to as the private sector."

Alex Manzi, Uganda Shippers Council.



20 TMEA
SUPPORTED
PROJECTS

2018-19 BUDGET

US\$9.3M

DONORS

- Global Affairs Canada
- IRELAND • NORWAY
- UK Aid

Tanzania repositions as regional trade and transport hub

Tanzania aspires to become a middle-income economy by 2025. One of its major advantages is its position as a regional trade and transport hub, being the gateway to more than six landlocked countries in Africa. To achieve its 2025 goal, the Tanzania government has put concerted efforts to improve its competitiveness by adopting policies that create a predictable business environment. It is also embracing soft and hard infrastructure that addresses relatively high trade costs, while at the same time diversifying its goods to increase the competitiveness of its exports. TMEA is helping in this agenda by providing support to streamline and enhance trade and transport operations through targeted upgrades of transport and trade infrastructure, review of policies and supporting local businesses to increase value of their products and access export markets.

We are addressing some of these challenges by streamlining and enhancing trade and transport operations through upgrading transport and trade infrastructure and supporting local businesses

to access export markets. Our interventions are aligned to Tanzania's goal of becoming a middle income economy by 2025.

John Ulanga, Country Director



Reflecting on 2018 - 2019

In the last year, TMEA focused on some of the following interventions:

1. Physical infrastructure that will contribute to reducing time and costs of trade, including: Tunduma OSBP, Kabanga and Mutukula staff houses; and access road to gate five and parking area at the Dar es Salaam Port.
2. The Single Window Information For Trade (SWIFT) portals implemented in the following agencies: Ministry of Agriculture, Export Processing Zone Authority, Tanzania Mercantile Exchange, Tanzania

Chamber of Commerce, Industry and Agriculture, Confederation of Tanzania Industries, and National Freight and Logistics Information Portal.

3. Worked with Ministry of Industry and Trade to review the trade policy; with Tanzania Bureau of Standards (TBS) to develop and implement a Quality Policy, and with the Prime Minister's Office to review the investment policy.
4. Partnered with Tanzania Private Sector Foundation to influence the adoption of business-friendly policies and support Tanzania Women Chamber of Commerce to increase participation of women in cross-border trade.



Featured Project



Tunduma OSBP



Period of implementation
2014 - 2019



Budget
US\$7.8M



Purpose
Reduce barriers to trade

Tunduma OSBP revamped, supports more trade

Border users at Tunduma, Tanzania's busiest transit and entry point which borders Zambia, are benefiting from faster clearance times now taking less than a day. This follows partnerships between the governments of Tanzania and Zambia to upgrade the physical border infrastructure and train border agency staff in import and export procedures.

Tunduma links Tanzania to neighbouring countries of Zambia, Malawi, DRC, and Zimbabwe.

The redesign and construction of the border facilities, converted it into a OSBP. Infrastructure works included installation of integrated border management system which ensures that border representatives from both countries easily share information for exit and clearance processes. President of Tanzania, His Excellency Dr. John P. Magufuli, and President of Zambia, His Excellency Edgar Lungu, launched the new facilities in June 2019.

Stakeholders hail the reduction in time as a game changer that has transformed how business is conducted. To ensure maximum gains, TMEA plans to support similar interventions on the Zambian side, known as the Nakonde border, as this will ensure the seamless flow of cargo on both sides of the border.

WHAT THE PRESIDENTS SAID

"Bilateral trade between Tanzania and Zambia stood at TZS 265 Billion in the past year with Tanzania exporting goods worth TZS 149 Billion and importing goods worth TZS 116 Billion from Zambia. This facility will eradicate barriers to trade and will further promote not only trade between our two countries but also intra-Africa trade."

Tanzania President, Dr. John P. Magufuli

"Ultimately this infrastructure will promote border coordination making our shared border smart and efficient. This will significantly reduce the time spent at the border from the current average of 4 days to 1 day hence helping our truck drivers and traders increase on their profit and save time."

Zambia President, Mr. Edgar Lungu

US\$115M

BILATERAL TRADE BETWEEN
TANZANIA & ZAMBIA



EXPORTS WORTH
US\$64M



IMPORTS WORTH
US\$50M



Featured Project



Online Logistics Portal



Period of implementation
2018 - 2019



Budget
US\$62,700



Purpose
Reduce barriers to trade

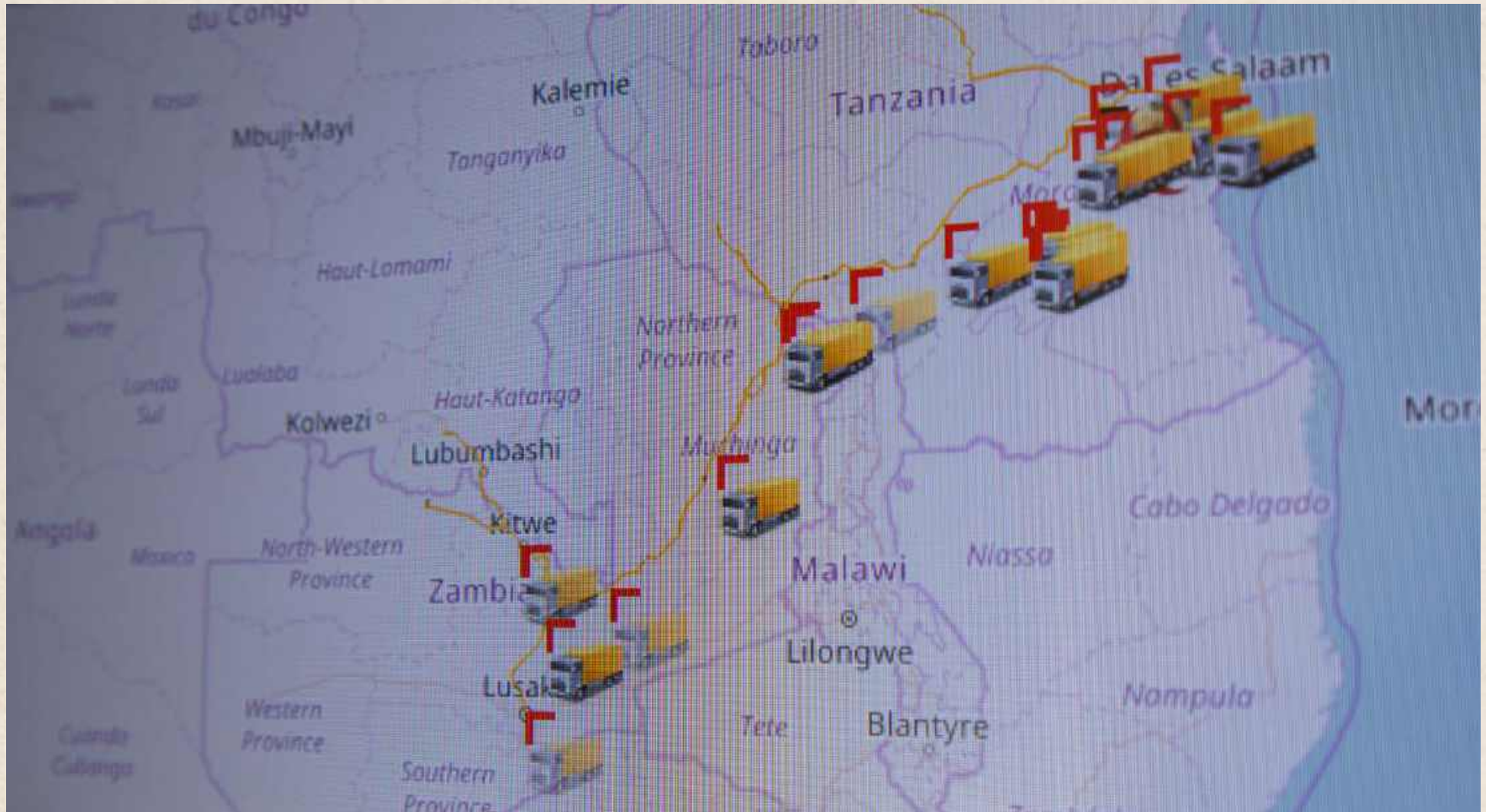
Dar truck-hire services go online

The growing importance of the Dar es Salaam Port as a gateway to six neighbouring land locked countries has resulted in increased demand for domestic transport. However, high costs resulting from lack of information on cargo location and linkages between transporters and cargo owners continues to plague the industry. Typically, businesses needing a truck have to look for middle men. This is time consuming and expensive.

In 2018/2019, TMEA supported Tanzania Private Sector Foundation (TPSF) to develop an Online Logistics Portal where cargo owners can contact transporters for services through online bidding; thus speeding up the hiring of trucks. Related service providers such as insurance companies, warehouses, clearing and forwarding agents, container consolidators, importing and exporting agents, inland container depots, trucking and hauling services and contractual miners, also access the portal. Returning transit trucks can access and connect with cargo owners along the corridor, hence reducing empty wasteful trips.

The project's unique feature is its close linkage with other projects including the Dar es Salaam Port, Holili, Mutukula, Kabanga and Tunduma OSBPs, reduction and elimination of non-tariff barriers related to unnecessary transport delays along the route, and improving transport logistics for women traders.





Featured Project



Ministry of Agriculture Single Window information for Trade (SWIFT)



Period of implementation
2015 - 2019



Budget
US\$600,000



Purpose
**Reduce barriers
to trade**

Information portal boosts trade in agriculture

With TMEA's support, the Ministry of Agriculture (MoA) developed a Single Window Information for Trade (SWIFT) portal to enable traders of agricultural products submit regulatory documents at a single location and/or entity point, to help reduce trading costs and time. The platform simplified the administration and management of various trade regulatory documents required for the export and import of agricultural goods. The system has since increased the efficiency of various boards in processing permits and certificates, hence enhancing revenue collection for the government. Transaction costs and time have been significantly reduced. The system enables government authorities to serve more traders at a given hour while making revenue collection more transparent.

However, the impact of the system has not been fully felt as some crop boards are yet to adopt it, thus requiring awareness creation and advocacy at higher levels of government.

Results

13,633
CERTIFICATES
AND LICENSES
HAVE BEEN
ISSUED



Since May 2019, 13,633 certificates and licenses have been issued through the system, compared to 8,580 that were issued six months prior to the system.

US\$616,740
IN 4 MONTHS
COMPARED TO
US\$881,057 IN
12 MONTHS



Government revenue generated through the Plant Health Services (PHS) totalled US\$616,740 within **four** months, compared to US\$881,057 collected in **12 months** before the system.



Crop boards that had adopted the system by September 2019 and their gains:

ORGANISATION

CERTIFICATION

REDUCTION IN TIME

REDUCTION IN COST



**PYRETHRUM
BOARD**



**PYRETHRUM
EXPORT
PERMIT**



**7 DAYS TO
2 DAYS**



**US\$4.00 TO
US\$0.5**
(for printing, storage
and postage)



**TEA
BOARD**



**TEA
EXPORT
PERMIT**



**1 DAY TO
30 MINUTES**



**US\$9.00 TO
US\$3.00**



**PLANT
HEALTH
SERVICES**



**PHYTOSANITARY
CERTIFICATE**



**7 DAYS TO
1 DAY**
(2 hours if only inspection
and certification required)



**US\$3.50 TO
US\$0.00**
(traders no longer
need to travel)



**SISAL
BOARD**



**SISAL
EXPORT
PERMIT**



**1 DAY TO
1 HOUR**



**US\$223 TO
US\$217**
(for travel by the officer
to premises for inspection)



**TOBACCO
BOARD**



**TOBACCO
PROCESSING
LICENSE**



**5 DAYS TO
3 DAYS**



**US\$11.5 TO
US\$0.5**



**TROPICAL
PESTICIDES
RESEARCH
INSTITUTE
(TPRI)**

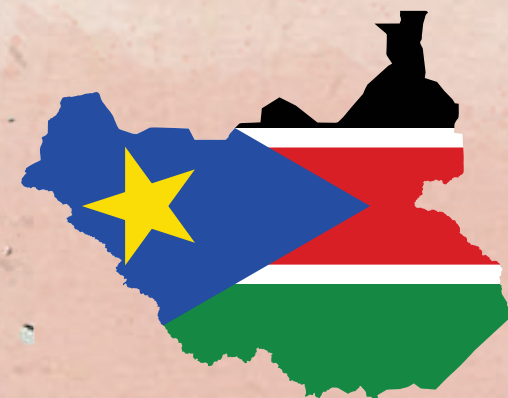


**IMPORT
PESTICIDE
PERMIT**



**7 DAYS TO
1 DAY**





2 TMEA
SUPPORTED
PROJECTS

2018-19 BUDGET

US\$2.93M

DONORS

- Global Affairs Canada
- FINLAND • UK Aid

South Sudan determined to switch from aid to trade

The resilience of South Sudan to sustain its social and economic development and meet the growing needs of its people has seen it continue to emerge as a trade-based economy. In fact, a recent report by UNMISS states that more of the 4 million internally displaced persons are expressing willingness to return home, a clear sign of confidence in the Country's future. Even though the government is still bolstered by humanitarian aid and grapples with unstable global oil prices which affects its revenues, it strives to deliver critical services. The last year of peace has kickstarted a transformative process that is laying the foundation for sustained peace.

South Sudan aspires to develop its private sector to increase investment and form other sources of government revenue. This will reverse its dependence on imported goods and oil revenue. TMEA is supporting the government and the private sector to adopt regulations and policies and implement projects that will stimulate economic



and social development. Our selected high impact interventions are focused at the Nimule/Elegu border, which is a critical entry point for goods and aid into South Sudan. We constructed and operationalised the Nimule/Elegu One Stop Border Post, trained women traders on simplified trade regimes, trained border officials on One Stop controls and worked with South Sudan's Bureau of Standards to build expertise of its personnel to meet global expectations. These projects are in line with our broader agenda to reduce time and cost to cross borders and develop efficient transport corridors.

John Kalisa, Country Representative



Featured Project



Nimule OSBP



Period of implementation
2018 - 2020



Budget
US\$4M



Purpose
Reduce barriers to trade

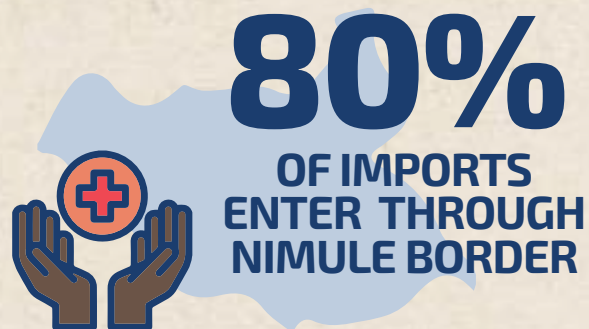
Nimule border to ease movement of goods

Nimule Border is the main entry point into South Sudan, accounting for 80 percent of imports -most of which is humanitarian aid. Years of poor physical and soft infrastructure at the border post continued to cause significant delays in clearance of goods, resulting in perennial shortage of basic commodities, and delays in the delivery of humanitarian assistance items like food and medicine.

TMEA is supporting the construction of border infrastructure, including roads, buildings, cargo sheds and parking yards; and training key personnel of border agencies to operate an integrated border management system. These interventions aim to speed up clearance of both trade and humanitarian cargo.

Inclusion is key

The needs of women, men and people living with disability were considered during design and construction. 30 local women were hired as border workers, and though the number may seem low, it is an accomplishment within the local context where it is uncommon for women to do heavy manual labour.



Key Milestones

Construction works of a parking yard, drainage system, access roads and examination sheds were 70% complete against a 50% target.

An environmental and social safeguard assessment was completed, and 15 border agency personnel and women cross border traders trained.

27 staff from the border agencies participated in a benchmarking visit to Malaba and Busia OSBPs between Uganda and Kenya. The South Sudan Director for Customs appreciated the role played by customs as the lead agency at an OSBP in line with the East African Community (EAC) OSBP Act and requested further training to better understand the function and role of agencies at OSBPs.

40 informal cross-border women traders at Nimule and Elegu trained on the simplified trade regime.

An eight-member Community Grievance Redress Committee representing the contractor, government and the community was established for community support, and quick resolution of compensation, labour and employment issues.

Beneficiary Quote

"In addition to fast tracking humanitarian consignments and reducing the congestion this OSBP will also enhance informal cross border trading mostly carried out by women, therefore providing women with sources of income."

Hon. Dr. Moses Hassan Tiel, the South Sudan Minister of Trade, Industry and EAC Affairs

Featured Project



Sanitary and Phytosanitary and Standards (SPS)



Period of implementation
2018 - 2020



Budget
US\$300,000



Purpose
Reduce barriers to trade

Saying no to sub-standard goods

Standards are a key part of the harmonisation of goods traded within the EAC and a vital part of TMEA backed programmes to streamline trade, cut the cost of doing business and bringing down costs for consumers.

We are building the capacities of South Sudan's government and private sector institutions to improve compliance. For example, we worked with South Sudan National Bureau of Standards (SSNBS) to build its capacity to test, measure and ensure safety of imported products, including medicines. With TMEA support, SSNBS has detected and rejected substandard products in the past.



Key Milestones

25 staff from customs, immigration, clearing and forwarding agencies, and the SSNBS trained on standards and SPS measures in order to speed up clearance of humanitarian consignments.

60 private sector and agency representatives trained on Hazard Analysis and Critical Control Point (HACCP).

Ten staff from the bureau of standards trained on Conformity Assessment in Nimule South Sudan National Bureau of Standards (SSNBS) Laboratory.

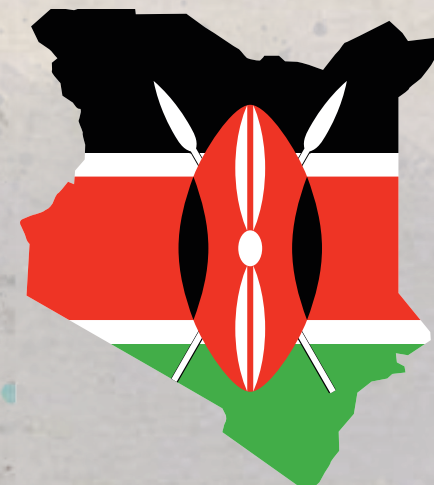
43 bureau of standards staff trained on various technical areas such as Conformity Assessment, utilisation of basic laboratory equipment, and testing services of quality procedures.

Manuals for Laboratory Quality and Risk Management for testing services developed.

Beneficiary Quote

We appreciate TMEA's support to SSNBS, which enabled us to sign MoUs with Kenya, Sudan and Uganda. TMEA also procured for us highly sophisticated laboratory testing equipment and also provided technical assistance,"

Majak Deng Kuol, Ag Executive Director, SSNBS.



36 TMEA
SUPPORTED
PROJECTS

2018-19 BUDGET
US\$22.7M

DONORS

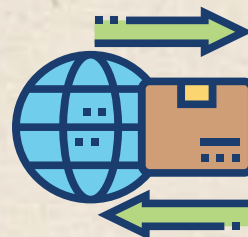
- DANIDA • FINLAND
- NETHERLANDS
- UK Aid • USAID

Kenya positions for more export

The Kenya government has put measures in place to fast track industrialisation in order to convert Kenya into a middle-income country as outlined in the government's Vision 2030. This will counter high youth unemployment and persistent poverty. Consequently, it rolled out the Big 4 Agenda to stimulate economic development through investment in manufacturing, food security, universal health care and affordable housing. TMEA committed to support some of the Big 4 Agenda focus areas while remaining committed to ensure population wide economic growth. Our key input will be in supporting export growth as this drives the manufacturing sector. The government expects partnerships with institutions like TMEA to deliver at least 25% annual export growth by 2023. We supported Kenya's State Department of Trade to develop the Integrated National Export Development and Promotion Strategy (INEDPS), which provides the road map to unlock the export potential of 23 sectors. Similarly, TMEA will help to fast-track four value chains including, the blue economy, agro-processing, light manufacturing, and tourism.

Ahmed Farah, Country Director

25%
ANNUAL EXPORT
GROWTH TMEA IS
EXPECTED TO
DELIVER BY 2023



Reflecting on 2018 - 2019

1. Supported the State Department for Gender to train 300 women entrepreneurs on simplified trade regime, negotiation skills while accessing new markets, and entrepreneurship.
2. Facilitated a Kenya - Ethiopia bilateral agreement to operationalise the Moyale Border Post by 2020. Located at the tail end of the Nairobi-Addis corridor, the post will reduce by 30% the time trucks take to cross the border.
3. TMEA partnered with the Kenya Revenue Authority (KRA), the Kenya Ports Authority (KPA) and Kenya Railways (KR) to roll out an electronic rail cargo tracking system, and two joint monitoring centres at the Mombasa Port, and the Internal Container Depot in Nairobi, to speed up cargo offloading and clearance time.
4. Kenya Revenue Authority's Integrated Customs Management System (ICMS) Automation of Air Cargo Customs Clearance process continued with 65 out of 102 Customs Procedure Codes (CPCs) successfully automated, tested and passed as ready for deployment by KRA's User Acceptance Testing. 1,100 customs officers, 890 clearing agents (309 women), 233 shopping agents, and 544 government officers, were trained and sensitised. Training the people involved in the re-engineered clearance procedures ensures the gains expected from reducing cargo clearing and release time, are achieved.

Featured Project



Mombasa West Integrated Urban Roads Network



Period of implementation
2018 - 2023



Budget
US\$19.4M



Purpose
Reduce barriers to trade

Kipevu, Magongo Roads ease Mombasa port traffic

TMEA continues to support road projects in Mombasa to speed up movement of cargo from and into the Port, and the Northern Corridor. This support is structured in three phases of the Mombasa West Integrated Urban Roads Network Project, which involves upgrading and constructing six major roads.

Completed in November 2017, Phase 1 of the project involved construction of a 6.4kilometre (km) stretch of Port Reitz Road. It included widening the road to a four-lane dual carriageway; pedestrian foot bridges with ramps for differently abled people; drainage facilities; and two-metre sidewalks. Port Reitz Road has reduced traffic congestion from the Port and Moi International Airport.

Phase 2 involves upgrading and making Kipevu and Magongo Roads dual. It started during the financial year and progressed to 40% and 35% completion, respectively.

Kipevu Road which is 1.2km will be expanded from a four lane to a six lane dual carriageway while Magongo Road which is 4.5km will be expanded from a two lane to a four lane dual carriageway with an access road. Both roads will include drainage works, construction of footpaths and foot bridges, street lighting and road marking facilities. Where necessary, oil pipelines, powerlines, water and sewer lines are being relocated and protected. Upon completion, these roads will increase the productivity of workers and local traders because they will have easier access to economic centres.

25%
MAGONGO



40%
KIPEVU



**CONSTRUCTION
PROGRESS**

Beneficiary Quote

"Once the Mombasa West Integrated Urban Roads Network Project is complete, it will decongest the port, therefore reduce the cost of doing business and boost trade volumes. The region stands to gain from an efficient port of Mombasa."

Eng. Kevin Nyabuto, Kenya National Highways Authority.

Featured Project



Kenya Trade Remedies Agency



Period of implementation
2018 - 2023



Budget
US\$600,000



Purpose
**Support fair trade
practices**

Kenya sets up agency to resolve trade disputes

Kenya is the third country in Africa, after Egypt and South Africa, to set up an agency to address unfair trade practices and adjudicate arising trade disputes.

The Kenya Trade Remedies Agency (KETRA), established through the Trade Remedies Act 2017, has legal powers to impose anti-dumping, countervailing and safeguard measures, and investigate, evaluate and adjudicate trade procedures. It responds to protests by Kenyan businesses about an influx in some imported goods traded on unlevelled ground, thus violating trade rules and regulations set out under regional and international trade commitments.

TMEA is providing technical assistance to the State Department of Trade to set up administrative and operations procedures, including KETRA's five-year strategic plan. This will enable the organisation that is just shaping up, to execute its mandate. Once operational, KETRA will investigate alleged unfair trade practices and recommend, where applicable, actions to restore trade discipline.



Beneficiary Quote

"Since the Kenya Government has identified manufacturing as one of its primary areas of focus, a legal and institutional framework for the application of trade remedies will significantly contribute to this national objective. KETRA will help us take steps to resolve dumping of goods. This being an important trade defence measure, our team will work with the industries to develop a priority list."

Dr. Chris Kiptoo, Former Permanent Secretary State Department for Trade, Kenya.





CULTURE PEOPLE PRACTICE

KNOWLEDGE AND IMPACT

Communication

Research & Learning

Results and Organisational
Performance

Sustainable Inclusive
Aid for Trade

CORPORATE SERVICES

Managing fiduciary risk

Information &
Communication Technology

Procurement

Financial Management

Human Resources

Knowledge and Impact

The *Knowledge and Impact Department has four units, which collectively generate and disseminate knowledge and data on TMEA's Aid for Trade (Aft) work. They are:

- ◆ **Research and Learning.**
- ◆ **Results and Organisational Performance.**
- ◆ **Sustainable Inclusive Trade (SIT).**
- ◆ **Communication.**

The department has promoted a better understanding of TMEA's Model and the results and long-term impacts of its work. It is also helping TMEA to integrate climate change, gender and social safeguards into Aft interventions and linking it with international dialogue and actions.

*Knowledge and Impact was formerly known as Strategy and Results (START)



I. COMMUNICATION

This is TMEA's hub for information collection, management and dissemination; media management; stakeholder engagement and thought leadership.

In 2018/19, the unit positioned TMEA in 784 media articles published in international and regional media channels.

TMEA regional and national events held with partners were managed and publicised generating 92 **direct editorial** mentions in the media with an estimated value of US\$ 2 million.

92 

DIRECT EDITORIAL MENTIONS IN THE MEDIA
WORTH AN ESTIMATED VALUE OF

US\$2M

Supported positioning and visibility during TMEA's participation in global conferences including European Union Development Days, 2019; and WTO-Aid for Trade Review.

TMEAs engagement across Twitter, Facebook, Instagram, YouTube and LinkedIn increased by 74.7 percent reaching an estimated 2.5 million people. Engagement is the number of people who interacted with the posts i.e by clicking on it and reach is the number of people who saw the content.

II. RESEARCH AND LEARNING

This unit promotes research on AfT in Eastern Africa and beyond. It conducts policy relevant research that provides policy makers and practitioners, knowledge and data to harness AfT initiatives for better development outcomes. We support training, leadership development and project related capacity building, to strengthen research capacity and knowledge management.

This is anchored on three pillars:



Collecting and managing data from all TMEA interventions.



Creating a sharing and learning culture by revitalising the knowledge management strategy to improve internal and external knowledge sharing.



Developing an evidence-based applied research programme that informs and speaks to TMEA's corporate and project level interventions and its evaluation strategy.

Research year in review

1. Developing the George Wolf Results Forecasting (GWRf) Model (formerly known as the IMPACT model), and training staff, which positioned TMEA to capture and analyse micro and macro level data.
2. Data from a rapid needs' assessment conducted amongst Tanzania and Rwanda women to establish information needs of East Africa women traders was published.
3. The research directorate supported baseline data collection for Magongo and Kipevu Road construction projects in Mombasa, Kenya. It included a comprehensive socio-economic survey of households and businesses in Mombasa, and will inform infrastructure development decisions.
4. Towards the end of the year, we initiated work on a comprehensive research report with partner UNECA on implementing the African Continental Free Trade Area in Eastern Africa.



III. RESULTS AND ORGANISATIONAL PERFORMANCE

This unit oversees results or monitoring and evaluation; organisational performance; and internal knowledge management. Some of its achievements include:

Monitoring and Evaluation

We developed a draft comprehensive Monitoring, Evaluation and Learning (MEL) Strategy, which connects all components of TMEA's MEL system to provide evidence on the theory of change underpinning TMEA's Strategy 2 programming.

Further, the United Kingdom Department for International Development (DFID) commissioned an independent evaluation of TMEA's Strategy 1 programmes and collected and analysed data which highlighted the ways in which TMEA's Strategy 1 interventions delivered impact over the period 2010 to 2017. The independent evaluation also identified areas in which TMEA can improve its performance and maximise its potential to deliver significant development results in Strategy 2. It included the following in-depth studies: A Performance Evaluation; a Trade Growth and Impact Study (TGIS); a Poverty and Gender Impact Study; and Value for Money (VfM) Study. Reports from this evaluation are accessible to the public via the TMEA website.

Knowledge Management (KM)

The relatively new sub-unit hired an additional team member to support implementation of the Knowledge Management Strategy.

Our Knowledge Management approach uses several tools including: After Action Reviews (AAR) and Lessons Learnt sessions. The KM team conducted a series of AARs to identify areas for improvement based on learning from the 2019 annual review. The team also produced 8 lessons learnt reports derived from learning sessions facilitated with programme teams in TMEA. The strategy is anchored on the following four pillars:



Sharing of good practices for reuse



Promoting innovative approaches



Recycling learning and innovation to promote efficiency



Fostering collaborative approaches

Organisational Performance

TMEA continued work towards designing and utilising an Organisational Performance Framework (OPF) that is anticipated to enhance accountability and encourage improved performance by staff, while helping to clarify, monitor and assess their contribution to TMEA's development results. This is a work in progress with substantive results from this workstream expected in 2020.



IV. SUSTAINABLE INCLUSIVE AID FOR TRADE

With the aid of Environmental Social Safeguards, Gender, and Climate Change Strategies, this unit improves TMEA's quality of programming to strengthen environmental resilience, expand economic opportunity, and strengthen gender mainstreaming.

Do no harm: Environmental and social safeguards for sustainable trade

In undertaking development projects, environmental and social risks are likely to arise, hence the need to identify and manage the risks for sustainable economic development. In line with TMEA's sustainability principles of **Do No Harm** and promote positive and sustainable impact, the following activities were undertaken:

With TMEA's sustainability principles of **Do No Harm** and promote positive and sustainable impact, the following activities were undertaken:

Screened 30 programmes and interventions for potential environmental risks and identified mitigation measures.

Training all staff and 107 partners on Environment and Social Safeguards.

We consistently monitored programmes and especially infrastructure sites to review mitigation measures outlined in previously developed Environment and Social Management Plans.

Inclusive trade for men and women

Although gender equality has improved around the world, many regulations still prevent men and women from equal access to opportunities to improve their wellbeing, as data by TMEA's Gender Unit reveal. The data has guided TMEA to mainstream gender issues in policies, programmes and projects.

We continued building awareness to staff and partners on gender in trade, and rolled out guidelines that inform the design of gender enabling projects.

We developed a gender mainstreaming strategy that will ensure:

- Comprehensive gender analyses of all policies.
- Capacity of staff to mainstream gender, and enhance internal and external delivery of gender responsive policies and programmes, is built.
- Partners are accountable to TMEA's and their own gender policy/mainstreaming principles, and demonstrate good practice.
- TMEA and its partners enhance gender sensitive organisational culture.

We started a US\$250, 000 year-long gender mainstreaming flagship project at KPA to promote a gender-sensitive internal environment, by reviewing the KPA Gender Policy, training staff on gender, and establishing gender reporting, monitoring and evaluation systems.



Mitigating impact of trade on climate

TMEA continues to integrate climate change and environment aspects into its trade-related infrastructure from border posts, roads, trade logistics information systems; to Trade Logistics Clusters (TLC's), ports at sea and lakes. Part of our interventions support the private sector to adopt climate resilient practices to sustainably increase exports. We have focused on reduction of GHG emissions and building resilience of Eastern African communities to face potential shocks arising from negative effects of climate change.

Innovation remains central to climate work as we continuously develop new tools and methodologies while enhancing existing ones to increase the technical preparedness of TMEA and its stakeholders for assessing and monitoring emissions and pollution and strengthening adaptation to climate change. This is complemented by continuous capacity building and on-the-job training for staff and partners. Other units within TMEA complement climate efforts by providing technical support on integrating green and climate resilient approach to design of infrastructure (border posts, roads, ports), environmental and social studies, such as environmental and social impact assessments (ESIA) in various projects.

As part of its social and moral responsibility, TMEA continues to monitor its organisational carbon footprint across all three-scope boundaries. This is currently estimated at 1,635 tCO₂e, equal to carbon

sequestration capacity of around 200 hectares of forests in one year. Air travel remained top contributor of emissions, accounting for 89% of total emissions and increased by 2% in 2018/19 compared to the previous year. The paper consumption for the same period was estimated at 1,5 tonnes, equivalent to 36 trees, staff are continuously encouraged to work on soft documents as much as possible.

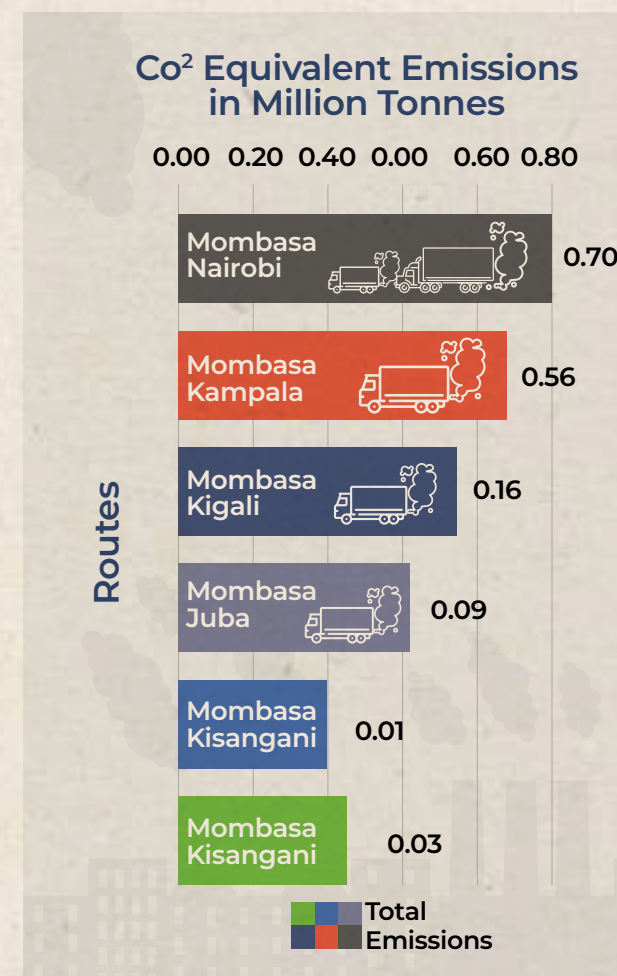
Increased use of road transport increases pollution

EAC's developing freight transport sector is one of the fastest-growing sources of Green House Gases (GHG) emissions and pollution in the region, with the potential to double in the next 15 to 20 years. The increased GHG emissions and pollution threaten the safety, health and life of people. In fact, a recent study done in Kenya by the German Corporation for International Cooperation (GIZ) indicates that freight traffic accounts for 40% of the transport sector's GHG emissions. Long-distance buses account for 5% while Light Commercial Vehicles' account for 11% of the total transport sector emissions.

Holistic approach to reduced pollution and GHG emissions

Around one third of TMEA's projects are relevant to climate change with the potential of either increasing greenhouse gasses (GHG) emissions or providing opportunities to strengthen climate resilience.

Total GHC emissions of the Corridor - Breakup Route



¹Greenhouse Gases (GHG) refer to gaseous compounds in the atmosphere, both natural and anthropogenic, that absorb infrared radiation, thereby trapping and holding heat in the earth's atmosphere. This is responsible for the greenhouse effect, which ultimately leads to global warming. GHGs as identified in the Kyoto Protocol include CO₂, CH₄, N₂O, SF₆, HFCs, PFCs and NF₃. ²CO₂e stands for tonnes of carbon dioxide equivalent emissions. CO₂e is a standard unit used to measure the global warming potential (GWP) for all greenhouse gases. GWP is a term used to describe how much heat is trapped over 100 years by one unit of a greenhouse gas relative to an equivalent unit of carbon dioxide.

TMEA's GHG emission study also identified that a vast majority of GHG emissions in the Northern Corridor is concentrated on the Mombasa – Nairobi – Kampala sections. It was observed that the onward journey constituted 64% (1,000,000 tCO₂e) of total GHG emissions and the return journey constituted 36% (560,000 tCO₂e) of the total GHG emissions.

To mitigate this, TMEA has developed a Green Transport and Logistics Corridor programme which will cover the Northern and Central corridors, Lamu Port-South Sudan-Ethiopia-Transport (LAPSSET) and Dar es Salaam corridors leading to Zambia and Malawi. TMEA's methodologies for GHG emissions inventories in truck transport and other sectors follow UNFCCC/IPCC guidelines. This will facilitate the establishment of a monitoring, reporting and verification methodology at all levels: from projects to corridors and national levels.

Envisioned future interventions include action programmes to reduce GHG emissions and strengthen climate resilience along the corridors. Such a programme will cover road, water, air and rail transport modes related to trade. We are supporting stakeholders in Eastern Africa to develop regional and national policies, strategies and action programmes on climate change. We are keen on developing green logistics hubs and value chains that will diversify the livelihood and incomes of local communities and the private sector.

Key activities in the period

1. The DFID funded Mombasa Port Resilient Infrastructure Programme (MRIP) entered its last phases with the development of Environmental Monitoring System (EMS) based on ISO 14001 and OHAS (Occupational Health and Safety), to improve systematic collection and management of environmental, social and occupational health data. This provides the KPA management with better information to improve environmental management at the port.
2. The environment and climate change team contributed to the development of Eco-Industrial Parks at the Trade Logistics Clusters sites. This included mainstreaming climate into environmental impact assessments and other related studies, plans and documents, which ensures that TMEA complies with its policies and standards, as well as international environmental and social standards for infrastructure projects, while implementing its programme activities. This is a precondition for obtaining funding from international institutions.
3. On June 6, 2019, the World Environment Day, TMEA built an awareness campaign under the theme **"#Beat Air Pollution."** The messages reflected on the impacts that trade within East Africa has on air pollution, and its linkages with TMEA's programme interventions.



Corporate Services

Continuous improvement in systems and governance

I. MANAGING FIDUCIARY RISK

TMEA's efforts to strengthen management of fiduciary risk continued in 2018/19, with operationalisation of the Risk and Compliance Unit. We now update programme-level risk matrices quarterly and feed them into the overall corporate risk register. We are also reinforcing internal policies and procedures to ensure effective controls, as we deliver our ambitious programme.

II. INFORMATION AND COMMUNICATIONS TECHNOLOGY

We made great progress in implementing TMEA Resource Integrated Management System (TRIMS), a comprehensive system that will facilitate the effective management of projects, finance, procurement, and human resources, with an emphasis on simplicity and process efficiency. TRIMS will streamline processes to effectively respond to institutional demands and changing needs. Training and data migration are planned for early 2020 with the system going live from April 2020.



**WE ARE GOING
PAPERLESS!**

REDUCING INFORMATION
ASYMMETRY, WHILE AT IT.

DECISION MAKING WILL BE MORE
FACT-BASED, FASTER AND YOU CAN
TRAIL IT TO KNOW WHY, AT THE
CLICK OF A BUTTON

III. PROCUREMENT

In 2018/ 2019 TMEA attained the revised target budget with nearly 140 contracts for goods, works, and services valued at US\$31.9. We are working to improve efficiency, with the average value of contracts increasing from US\$140k to \$US231k. Supplier sensitisation was held in Uganda, and regional partner trainings held in Rwanda, Kenya, DRC and Burundi, the objective being capacity building and relaying new procurement information to stakeholders.

Policies were updated including strengthening of the Anti-Organised Crime and Anti-Terrorism policy, improvement in the Use of Brand requirements, evaluation panel composition, and approval thresholds for partner procurement processes. These changes are aimed at speeding up procurement processes while at the same time ensuring effective controls are in place.

We embarked on the Chartered Institute of Procurement and Supply (CIPS) re-certification process which upon completion, shall reaffirm TMEA's commitment and compliance to international standards and best practice.



**UPON COMPLETION, SHALL REAFFIRM TMEA'S
COMMITMENT & COMPLIANCE TO INTERNATIONAL
STANDARDS & BEST PRACTICE**



IV. FINANCIAL MANAGEMENT

Expenditure at the end of the year was US\$66.8 million, representing 99.6 percent of the annual budget. Due to increased mobilisation for Strategy 2 Projects expenditure in FY2019/20 and beyond is anticipated to increase.

The external audit of the FY2018/19 was undertaken with no major issues arising. TMEA welcomed two new donors, the European Union and Ireland, during the year. Total committed funding at the end of FY2018/19 was US\$450 million.

The impact of the devaluation of the Sterling Pound following the United Kingdom referendum on European Union membership persisted, while TMEA maintained the forecasted exchange rate of US\$1.30 to the Pound, to facilitate budgeting. The risk of foreign exchange fluctuations is likely to continue into 2019/20. Exchange rates will be tracked closely and discussed at each quarterly meeting of the Board. However, there are prospects of more opportunities as the UK looks to sign new trade agreements with countries, and more so those in Africa.



V. HUMAN RESOURCES

Fostering an organisational culture and working environment that enables every employee to thrive.

TMEA's commitment to diversity and inclusion in the workplace, coupled with proactive efforts to enhance human resource policies, outreach, selection, and accountability, have accelerated progress towards achieving gender equity and diversity. Women now hold 47 percent of senior management positions, up from 44 percent the previous financial year. Their representation in Senior Management went up from 17 percent to 43 percent. TMEA has also sustained its grade based equal pay and benefits practice. There is also increased effort to attract and employ qualified people with varying characteristics, such as differently abled people.

TMEA broadened its policy on **Bullying and Harassment** to include duty of care, safety, security and occupational health, thus strengthening internal safeguards. The updated policy, named **Employee Safeguarding**, emphasises zero-tolerance to bullying, harassment, and sexual exploitation and abuse. These issues are also raised during interviews and in background/reference checks. Additional independent mechanisms for reporting safeguarding concerns, such as donor hotlines, were also included in the policy. Counselling services for employees and their dependants, offered through the Employee Assistance Programme, are enhanced to include highly trained and experienced counsellors that specialise in responding to matters related to sexual harassment, abuse or exploitation.

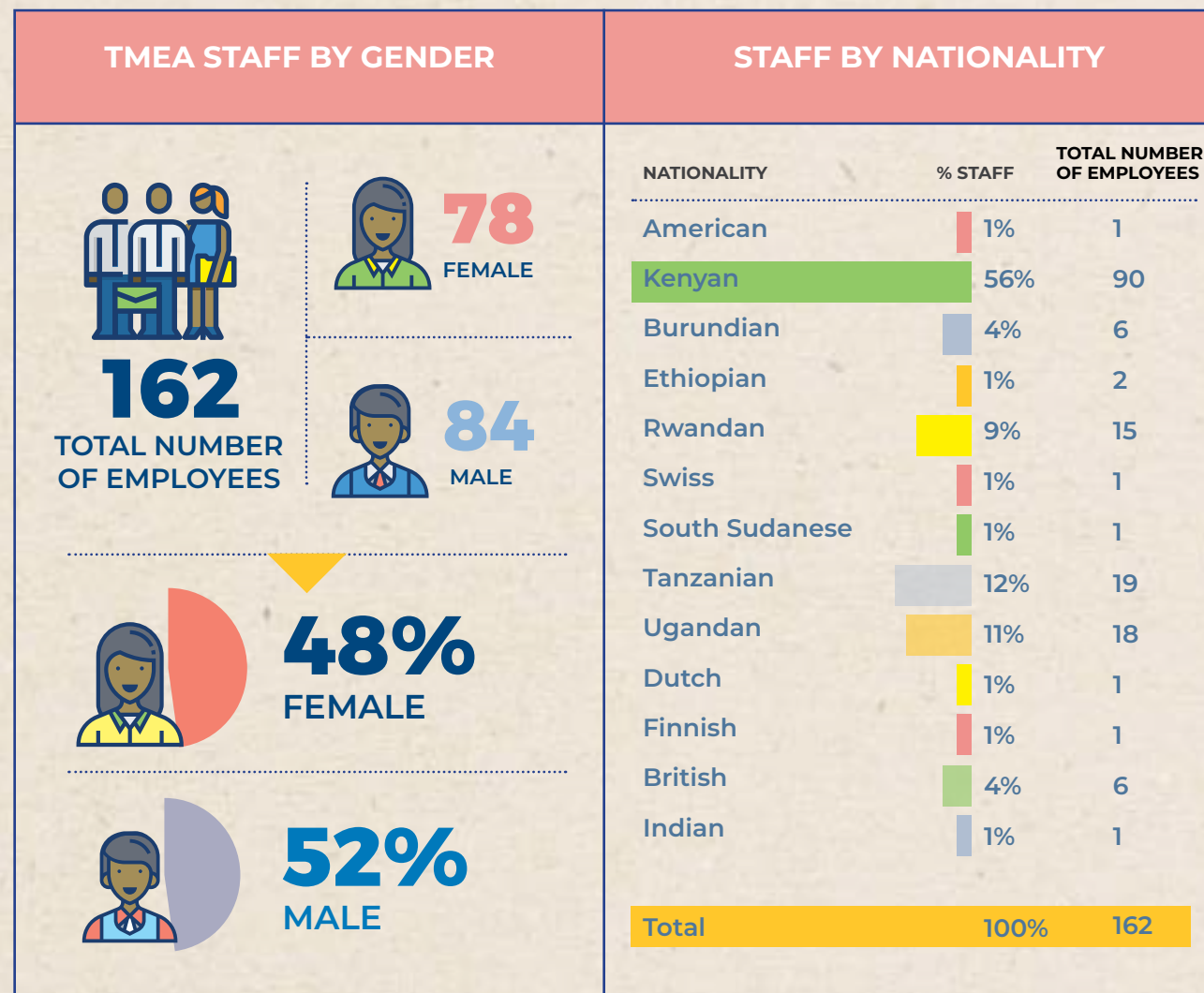
Following the Organisational Review of 2017/18, 46 new staff joined TMEA by the end of this financial year, including a Chief Impact Officer, Chief Operating Officer and Chief Technical Officer who joined the newly established Senior Leadership Team.

Three new Directors, including a new Chair, Ambassador Erastus Mwencha, joined the Board of Directors, broadening the skills mix and bringing the total number to the full complement of 11. A new Chair of the Council, Beth Arthy, was also appointed. The Board and Council Chairs work together, complementing and supporting each other in their respective functions.





Human Resource stats at a glance/ TMEA - Gender and Nationality Statistics as at 30 June 2019





Our People



Mary Wainaina
ADMINISTRATIVE ASSISTANT,
REGIONAL OFFICE, NAIROBI

“With a background in Tours and Travels, my role in TMEA entails driving programme teams and management staff to various meetings and field visits in Kenya and Tanzania. I am passionate about my job greatly admire TMEA's work across East Africa, and feel proud when I hear people narrate how TMEA interventions have changed their lives. The TMEA culture challenges me to explore beyond my job description, hence I have participated in project meetings that have enlightened me on the EAC integration and how it impacts my life.”



Christian Nibasumba
COUNTRY REPRESENTATIVE,
BURUNDI

“Leading a programme in a country that is emerging from socio-political instability has put me at the forefront of adaptive programming, a unique selling point for TMEA. I enjoy engaging with donors, and the support of colleagues and TMEA leadership, which drives me to achieve results and impact. TMEA's support for the EAC integration agenda is undoubtedly substantial and tangible; no wonder EAC citizens often label TMEA as the main supporter of Jumuiya. Obviously, our investments have transformed how East Africa trades with itself. Supporting construction of One Stop Border Posts, facilitating women cross-border traders, and investing in automation of trade processes and systems, among others, has helped reduce cost and time to trade for SMEs and exporters, and is contributing to an attractive investment environment.”



Racheal Kemigisha
PROGRAMME OFFICER,
UGANDA

“The TMEA family is vast and the scope of work is broad, hence a rich and dynamic environment. I enjoy the support of country project and regional office colleagues, added to our enthusiastic and responsive partners who have embraced TMEA's dream to transform Uganda. In the two years that I've worked at TMEA, I can attest to the contribution of the trade facilitation interventions to the EAC integration agenda. TMEA's support for physical infrastructure like One-Stop Border Posts, policy development, and ICT for trade solutions, have greatly boosted the EAC. It's a great joy seeing SMEs enabled to trade across borders with consequent increase in economic activity which translates to more jobs for our people.”



Yetmgeta Girma
PROGRAMME OFFICER,
ETHIOPIA

“The Ethiopia Country Programme is relatively new, and I recently joined to support in programme delivery. I am excited to be part of a team that is supporting interventions that will create jobs in Ethiopia. I feel that my contributions are valued and appreciated, and this motivates me every day. TMEA is supporting the EAC integration Agenda, and I believe that it is a prosperity catalyst in the region and beyond. I feel that our work will help countries diversify, to move away from exporting only a few raw agricultural products to investments in manufacturing. This will generate jobs for the increasing number of young people especially women.”





FINANCIAL HIGHLIGHTS

SUMMARY FINANCIAL STATEMENTS

STATEMENT OF COMPREHENSIVE INCOME
YEAR ENDED 30 JUNE 2019

STATEMENT OF FINANCIAL POSITION AS AT
30 JUNE 2019

STATEMENT OF FUND BALANCE AS AT
30 JUNE 2019

STATEMENT OF CASH FLOWS FOR THE
YEAR ENDED 30 JUNE 2019

NOTE 1 BASIS OF PREPARATION

Summary Financial Statements



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

Opinion

The summary financial statements, which comprise the summary statement of financial position as at 30 June 2019, the summary consolidated statement of comprehensive income, fund balance and cash flows for the year then ended which are derived from the audited financial statements of TradeMark East Africa for the year ended 30 June 2019.

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

Summary financial statements

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

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

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

The audited financial statements and our report thereon

We expressed an unmodified audit opinion on the audited financial statements in our report dated 13 December 2019.

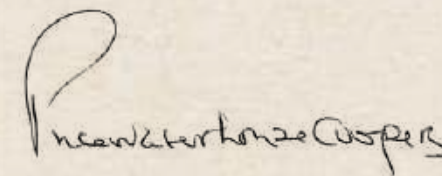
Directors' responsibility for the summary financial statements

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

Auditor's responsibility

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

based on our procedures, which were conducted in accordance with International Standard on Auditing (ISA) 810 (Revised), *Engagements to report on summary financial statements*.



Certified Public Accountants
Nairobi

17 December 2019

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

STATEMENT OF COMPREHENSIVE INCOME YEAR ENDED 30 JUNE 2019

	Year ended 30 June 2019 US\$'000	Year ended 30 June 2018 US\$'000
Income		
Grant income	75,118	44,225
Other income		
Gain on disposal of assets	75	15
Total income and other income	75,193	44,240
Expenditure		
Personnel costs	14,228	12,383
Consultancy costs	12,071	12,326
Professional services	1,926	2,088
Conferences and workshops	5,725	2,316
Grants to partners	2,349	2,598
Office supplies	162	255
Project assets	25,310	27,720
General expenses	2,289	1,804
Travel expenses	2,806	3,256
Depreciation	187	262
Amortisation	8	8
Exchange losses	299	513
Total expenditure	67,360	65,529
Finance income	102	50
Finance cost	-	(41)
Surplus / (deficit) for the year	7,935	(21,280)
Other comprehensive income, net of tax	-	-
Total comprehensive surplus / (deficit) for the year	7,935	(21,280)

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2019

	As at 30 June 2019 US\$'000	As at 30 June 2018 US\$'000
ASSETS		
Non-current assets		
Property and equipment	317	497
Intangible assets	232	15
	549	512
Current assets		
Cash and bank balances	5,748	3,109
Receivables and prepayments	1,548	1,067
	7,296	4,176
TOTAL ASSETS	7,845	4,688
FUND BALANCES AND LIABILITIES		
Fund balances		
Unexpended funds	(457)	(8,392)
Liabilities		
Bank overdraft	-	3,364
Payables and accruals	8,302	9,716
	8,302	13,080
Total fund balances and liabilities	7,845	4,688

STATEMENT OF FUND BALANCE AS AT 30 JUNE 2019

	US\$'000
Year ended 30 June 2018	
At start of year	12,888
Total comprehensive income for the year	(21,280)
At end of year	(8,392)
Year ended 30 June 2019	
At start of year	(8,392)
Total comprehensive surplus for the year	7,935
At end of year	(457)

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2019

	Year ended 30 June 2019 US\$'000	Year ended 30 June 2018 US\$'000
Operating activities		
Grant receipts from donors	75,118	44,225
Reported total expenditure	67,360	65,529
Adjusted for:		
Exchange losses	(299)	(513)
Depreciation	(187)	(262)
Amortisation	(8)	(8)
Advances made	481	(3,917)
Movement in payable and accruals	1,414	2,201
Cash paid to suppliers, employees and partners	68,761	63,030
Proceeds from disposal	(75)	(16)
Cash generated from / (used in) operations	68,686	63,014
	6,432	(18,789)
Investing activities		
Interest received on bank balances	102	50
Acquisition of property and equipment	(19)	(384)
Property and equipment adjustment	12	-
Acquisition of intangible assets	(225)	(23)
Cash used in investing activities	(130)	(357)
Financing activities		
Finance costs	-	(41)
Cash used in financing activities:	-	(41)
Net increase / (decrease) in cash and cash equivalents	6,302	(19,187)
Effect of changes in exchange rates on cash and cash equivalents	(299)	(513)
Increase / (decrease) in cash and cash equivalents	6,003	(19,700)
Movement in cash and cash equivalents		
At start of year	(255)	19,445
Increase / (decrease) in cash and cash equivalents	6,003	(19,700)
Cash and cash equivalents at the end of the year	5,748	(255)

Note 1 Basis of preparation

These summarized financial statements are derived from the complete annual audited financial statements of TradeMark East Africa for the year ended 30 June, 2019, which were prepared in accordance with International Financial Reporting Standards and Kenyan Companies Act, 2015.

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

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

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



Landmark moments in the decade: 2010-2019

2009

MILESTONE

- 23RD June
TMEA formally becomes a Company



Growing Prosperity Through Trade

2010

MILESTONE

- March 2010
Regional office relocation to Eden Square

PEOPLE

- 1ST May 2010
TMEA hired its first 2 staff.
Number grew to 17 members by end of year

DONORS

- 20TH July
Contribution agreement with DFID for 6 million pounds

MOUs WITH EAC PARTNER STATES

- MOU with Kenya Government

2011

MILESTONE

- February
TMEA official launch in Nairobi

PEOPLE

- February
Members of staff: 50

DONORS

- Belgium
- DFID
- Denmark
- Sweden

Total Funding: US\$245.1M

MOUs WITH EAC PARTNER STATES

- 18TH February ► MOU with Rwanda
- 22ND February ► MOU with EAC



- 31ST May ► MOU with Burundi
- June ► MOU with Uganda
- September ► MOU with Tanzania

PARTNERSHIPS

- MOU with:
 - Federation of East African Freight Forwarders Associations (FEAFFA)
 - Kenya Bureau of Standards (KEBS)
 - Kenya Ports Authority (KPA), Ministry of East Africa Community
 - Kenya (MEAC), Ministry of East African Affairs (MINEAC) Rwanda
 - Uganda Revenue Authority (URA)
 - Rwanda Revenue Authority (RRA)

2012

MILESTONES

- TMEA 1ST Stakeholder forum held in Nairobi

PEOPLE

- Members of staff: 108



DONORS

- Belgium
- DFID
- Denmark
- Netherlands
- Sweden

Funding Amount: US\$ 90.1M

MOUs WITH PARTNER STATES

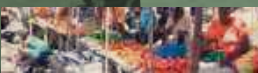
- 14TH December
MOU with South Sudan

PARTNERSHIPS

- MOU with
 - Kenya Tourism Federation (KTF)
 - Kenya National Highways Authority (KeNHA)
 - Ministry of Trade industry and Cooperatives, Uganda (MTIC)

2013

MILESTONES



PEOPLE

- Members of staff : 120

DONORS

- Belgium
- Canada
- DFID
- Denmark
- Finland
- Netherlands
- Sweden
- USA

Funding Amount: US\$450.1M

PARTNERSHIPS

- MOU with National Drug Authority (NDA) Uganda

2014

MILESTONES

- Signing of Mombasa Port Community Charter with H.E President Uhuru Kenyatta
- TMEA 2ND Stakeholder Forum and Symposium on Regional Integration, Trade, Growth and Poverty

PEOPLE

- Members of staff: 139

DONORS

- Belgium
- Canada
- DFID
- Denmark
- Finland
- Netherlands
- Sweden
- USA
- Canada

Total Funding: US\$500.1M

PARTNERSHIPS

- MOU with Ministry of East African Community (MINEAC) Rwanda



2015

MILESTONES

- Grant agreement signing with UKAID

PEOPLE

- Members of staff: 147

OFFICES

October

- TMEA Mombasa office set up



DONORS

- Belgium
- Canada
- DFID
- Denmark
- Finland
- Netherlands
- Sweden
- USA

Total Funding: US\$575.8M

PARTNERSHIPS

MOUs with:

- Kenya Trade Network Agency (KENTRADE)
- Chamber of Women Entrepreneurs (CoWE) South Sudan
- Uganda Tourism Association (UTA)
- Uganda Tourism Board (UTB)
- South Sudan Women Entrepreneurs Association (SSWEA)

AWARDS

- Trade Facilitation Partner of the Year 2015 from the Kenya Revenue Authority
- CIPS Corporate Certification Standard Award from Chartered Institute of Procurement and Supply
- Certificate of appreciation for supporting the implementation of the 4th EAC Development Strategy from the East African Community.
- Distinguished Taxpayer of the Year from KRA

2016

MILESTONES

- First TMEA OSBP launched - Holili/Taveta OSBP
- TMEA signs onto the UNWOMEN He4She campaign



PEOPLE

- Members of staff: 140

DONORS

- Belgium
- Canada
- DFID
- Denmark
- Finland
- Netherlands
- USA

► Total Funding: US\$597.2M

2017

MILESTONES

- Completion of Strategy 1
- Launch of Mutukula OSBP
- Launched Regional Women and Trade Programme funded by the Netherlands

PEOPLE

- Members of staff: 131

DONORS

- Belgium
- Canada
- DFID
- Denmark
- European Union
- Finland
- Netherlands
- Norway
- USA

Total Funding: US\$867.2M

PARTNERSHIPS

- MOU with World Customs Organisation

AWARDS

- Recognition from the East Africa Business Council for improving EAC business environment
- Certificate of appreciation in recognition of TMEA's contribution towards revenue generation in 2016/17 from the URA

OUTCOME

- Independent evaluation of TMEA projects

► OUTCOME

- Time and traffic survey findings = 74%-time reduction at Busia OSBP from 14 hours 20 minutes in 2011 to 3 hours 40 minutes in 2017.
- 19 SWIFTS supported across East Africa contributed to reducing time taken to process trade document from 3.3 days to 2 hours and reduced transaction costs from US\$72 to US\$10.

2018

MILESTONES

- Trade Development Forum held in Uganda
- Launch of Busia OSBP with H.E Yoweri Museveni and H.E Uhuru Kenyatta

PEOPLE

- Members of staff: 136

DONORS

- Belgium
- Canada
- DFID
- Denmark
- EU
- Finland
- Ireland
- Netherlands
- Norway
- USA

Total funding : US\$937.8M

PARTNERSHIPS

- Host Country Agreement with Rwanda
- Host Country Agreement with Uganda



AWARDS

- Recognition for support and participation in the East African Manufacturing Business Summit from the EAC Secretariat



2019

MILESTONE

- Launch of Tunduma OSBP with H.E J.P. Magufuli and H.E Edgar Lungu
- Sustainable Inclusive Aid for Trade (SIAT) Conference

PEOPLE

- Members of staff: 173

OFFICES

- March 2019
- Opened the TMEA Ethiopia office in Addis Ababa
- August 2019
- Opened the TMEA Somaliland Office in Hargeisa

DONORS

- Belgium
- Canada
- DFID
- Denmark
- European Union
- Finland
- Ireland
- Netherlands
- Norway
- USA

Total funding: US\$948.3M



PARTNERSHIPS

- Host Country Agreement with Ethiopia
- MOUs with:
- UNCTAD
- International Trade Centre (ITC)
- African Union
- World Food Programme
- Common Markets for East and Southern Africa (COMESA)
- Msingi East Africa Limited
- European Centre for Policy Management (EDCPM)
- IOTA
- Afro-champions
- United Nations Economic Commission for Africa (UNECA)
- South Sudan National Revenue Authority
- National Agricultural Export Development Board (NAEB) Rwanda

AWARDS

- 2019 Prime Partner Award from the Rwanda Private Sector Federation
- 2019 Partner of the year from the Tanzania Private Sector Federation.

OUTCOME

- Independent Evaluation of 2011-2017 finds that TMEA is well regarded as an influential trade actor in the region and has reached many of its key goals.

Abbreviations & Acronyms

AfT	Aid for Trade	MTIC	Ministry of Trade, Industry and Cooperatives
COMESA	Common Market for Eastern and Southern Africa	NAEB	National Agricultural Inspection Board
CoWE	Chamber of Women Entrepreneurs	NTB	Non-Tariff Barrier
DANIDA	Danish International Development Agency / Denmark Development Cooperation	OSBP	One Stop Border Post
DFID	Department for International Development	RALIS	Livestock Inspection Services Department (Rwanda)
DRC	Democratic Republic of Congo	RRA	Rwanda Revenue Authority
EAC	East Africa Community	RSB	Rwanda Standards Board
EEA	East African Legislative Assembly	SCT	Single Customs Territory
ECTS	Electronic Cargo Tracking Systems	SDG	Sustainable Development Goal
EU	European Union	SGR	Standard Gauge Railway
ESW	Electronic Single Window	SME	Small and Medium Enterprise
FEAFA	Federation of East Africa Freight Forwarders Association	SPS	Sanitary and Phytosanitary
GDP	Gross Domestic Product	SSNBS	South Sudan National Bureau of Standards
GoU	Government of Uganda	SWIFT	Single Window Information for Trade
ICMS	Integrated Customs Management Systems	TEPP	TMEA–EAC Partnership Programme
ICT	Information and Communications Technology	TMEA	TradeMark East Africa
IBM	Integrated Border Management	UGX	Uganda Shillings
KM	Knowledge Management	UKAID	United Kingdom Agency for International Development
KPA	Kenya Ports Authority	UNBS	Uganda National Bureau of Standards
KRA	Kenya Revenue Authority	UNMISS	United Nations Mission in South Sudan
MEAC	Ministry of the EAC	URA	Uganda Revenue Authority
MOU	Memorandum of Understanding	USAID	United States Agency for International Development
MT	Metric Tonne	USSD	Unstructured Supplementary Service Data
		WTO	World Trade Organisation

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