



ANNUAL REPORT

2021-2022



CONNECTING AFRICA FOR TRADE

ANNUAL REPORT 2021-2022

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TradeMark Africa

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USAID
FROM THE AMERICAN PEOPLE

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ABBREVIATIONS AND ACRONYMS

ASYCUDA	Automated System for Customs Data
AfCFTA	African Continental Free Trade Area
AfT	Aid for Trade
COVID-19	Coronavirus Disease - 19
DANIDA	Danish International Development Agency / Denmark Development Cooperation
EACFPFC	East Africa Customs Freight Forwarding Practicing Certificate
EIA	Environmental Impact Assessment
EASSI	Eastern African Sub-regional Support Initiative for the Advancement of Women
ESW	Electronic Single Window
EU	European Union
MOU	Memorandum of Understanding
MT	Metric Tonnes
NTBs	Non-Tariff Barriers
OBR	Burundi Revenue Authority
OSBP	One Stop Border Post
PPE	Personal Protective Equipment
RECTS	Regional Electronic Cargo Tracking System
RECDTS	Regional Electronic Cargo and Driver Tracking System
SME	Small and Medium-Sized Enterprise
SPS	Sanitary and Phytosanitary
TCA	Trade Catalyst Africa
TEU	Twenty-foot Equivalent Unit
TMA	TradeMark Africa
TMEA	TradeMark East Africa
UKaid	United Kingdom aid
UNCTAD	United Nations Conference on Trade and Development
USAID	United States Agency for International Development

UNDERSTANDING TMA

WHO WE ARE

VISION, MISSION AND CORE VALUES

ROADMAP TO CHANGE

MESSAGE FROM THE LEADERSHIP

COUNCIL CHAIR

BOARD CHAIR

CHIEF EXECUTIVE OFFICER

01

WHO WE ARE

TradeMark Africa (formerly TradeMark East Africa) is a donor-funded Aid for Trade organisation founded in 2010, with the mission to promote rapid advances in Africa's economic integration, trade and global competitiveness. Starting with a budget of less than US\$42 million, TMA had by April 2022 become one of the leading Aid for Trade facilities in the world, with annual investments of approximately US\$80 million.



TradeMark Africa embarked on changing its brand from TradeMark East Africa to TradeMark Africa in 2022. This was inspired by its work in East Africa and the Horn of Africa; its ongoing expansion into West and Southern Africa; and our support to the African Continental Free Trade Area, with its potential to drive a significant increase both in intra-African trade, and in African exports to the rest of the world.

Facilitative Role

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

- 1 REDUCING THE TIME AND COST OF TRADING ALONG TRANSPORT CORRIDORS, AND ACROSS BORDERS, THROUGH IMPROVED TRADE INFRASTRUCTURE.**



Long-Term Achievement

FCDO-commissioned independent evaluation found that TMA's interventions in Eastern Africa between 2010 and 2017 led to annual cost saving of US\$110 million, and increased exports by US\$549 million and imports by US\$145 million, while time savings had led to an additional US\$102 million in exports.

2010 to 2017



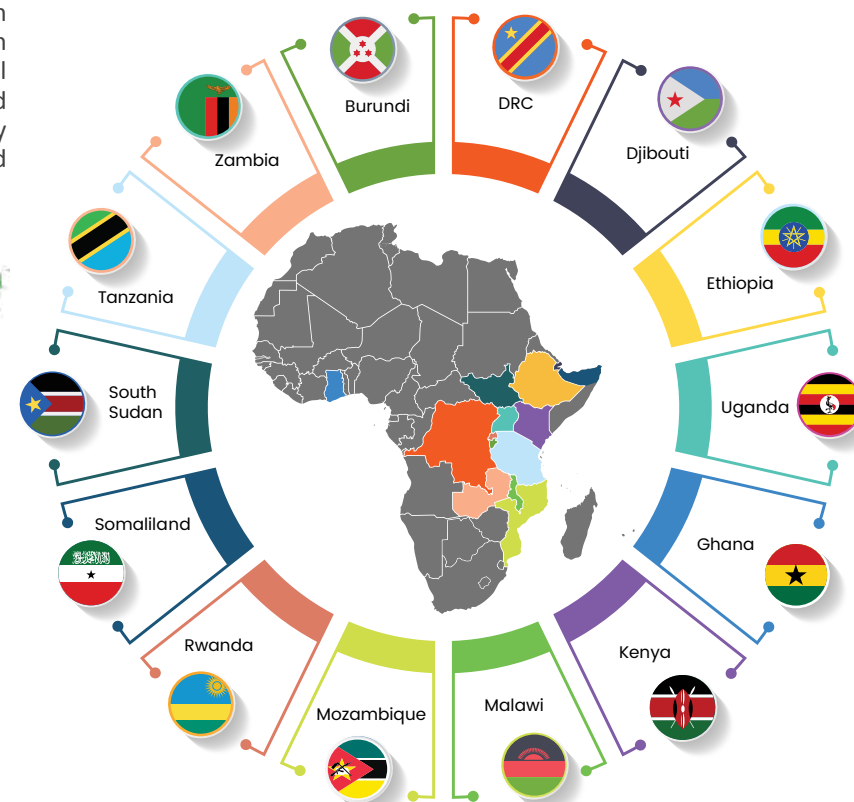
LED TO ANNUAL COST SAVINGS OF US\$110 MILLION

INCREASED EXPORTS BY US\$549 MILLION AND IMPORTS BY US\$145 MILLION



- 2 IMPROVING BUSINESS COMPETITIVENESS.**

WHERE WE WORK



MISSION AND VISION STATEMENTS



OUR VISION

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



OUR MISSION

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



OUR VALUES

COLLABORATION

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

INNOVATION

We empower our employees and partners to create sustainable solutions.

INTEGRITY

We are transparent, honest and ethical at all times.

INCLUSIVENESS

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

PROFESSIONALISM

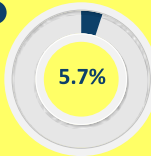
We are enthusiastic in delivering excellence in everything we do.

RESULTS DRIVEN

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

IMPACT IN NUMBERS

Over 12 years, we have cultivated a unique multi-donor trade facilitation model that provides a singular development intermediary for governments and donors. Our structure and positioning has given a platform for effective and efficient facilitation of aid for trade programmes, resulting in significant influence and impact on trade in the Eastern African region. TMA had by April 2022 become one of the leading Aid for Trade facilities in the world, with annual investments of approximately US\$80 million.



CARGO ANNUAL COMPOUND GROWTH OF 5.7%, FROM 27 MILLION MT IN 2016 TO 34 MILLION MT IN 2020

Improved efficiency at the Port of Mombasa has contributed to higher volumes of trade. Cargo throughput registered a steady annual compound growth of 5.7%, from 27 million MT in 2016 to 34 million MT in 2020; and container traffic had a compound growth of 5.6%, from 1,091,371 TEUs in 2016 to 1,359,579 TEUs in 2020. (Source: Northern Corridor Annual Report, 2021).



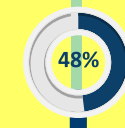
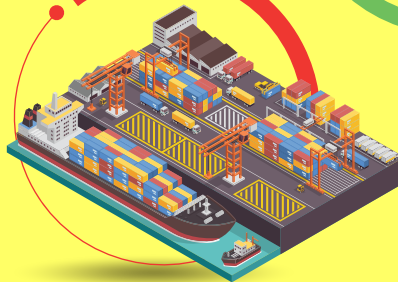
REDUCED CLEARANCE TIME FROM 4 HOURS AT NIMULE IN 2013 TO 1.7 HOURS IN 2021, AND FROM 60 HOURS AT ELEGU IN 2013 TO 1.5 HOURS IN 2021

Building the capacity of border officials, and enhancing border facilities at the Nimule/Elegu border (between South Sudan and Uganda) reduced clearance time at Nimule from four hours in 2013 to 1.7 hours in 2021, and from 60 hours at Elegu in 2013 to 1.5 hours in 2021. That's a 50% reduction in crossing time for Nimule, and 97% for Elegu. (Source: Independent Evaluation of the Nimule/Elegu One Stop Border Post, 2021).



REDUCED CLEARANCE TIME FROM 11.2 DAYS IN 2010 TO 3.5 DAYS IN 2020 AT MOMBASA PORT

In 2010, it took 11.2 days for cargo to clear at Mombasa Port. TMA has contributed over US\$88 million to support improvement of infrastructure, systems and processes at the Port. As a result, Kenya Ports Authority reports that cargo clearance time reduced to 3.5 days in 2022. (Source: Kenya Ports Authority Statistics).



MOMBASA TO KAMPALA COSTS DECLINED BY 48% FROM US\$4.06/KM IN 2010 TO US\$2.62/KM IN 2021

The cost per kilometre of transporting a 20-foot container from Mombasa to Kampala declined from US\$2.90/KM in 2010 to US\$1.70/KM in 2021. (Source: TMA's Regional Trade and Transport Baseline Study, November 2021).



REDUCED TRANSIT TIME FROM 5.5 DAYS IN 2017 TO 3.1 DAYS IN 2021

Reduced NTBs on the Northern Corridor, and new One Stop Border Posts at the Busia and Malaba Border reduced the time to transport a 20-foot container from Mombasa to Kampala, from 5.5 days in 2017 to 3.1 days in 2021. (Source: Northern Corridor Secretariat dashboard).



BUILDING THE CAPACITY OF BORDER OFFICIALS, AND ENHANCING BORDER FACILITIES EQUALS REDUCED TRANSIT TIME



IMPACT IN NUMBERS

TMA facilitated the development of the Uganda Electronic Single Window to improve Uganda's trade competitiveness through reduced export and import barriers. The Uganda Revenue Authority now reports that traders recorded US\$26.4 million in cost savings due to reduced clearance time and paperless transactions. Automation has reduced average document processing costs from US\$68 to US\$37.1 in 2022 (a 45% reduction, against a target of 30%).

**TRADERS
RECORDED
US\$26.4
MILLION
COST SAVINGS**



Automating key processes and acquiring modern equipment at the Tanzania Bureau of Standards, with TMA's support, reduced certification time by 58%, from 50 days in 2017, to 21 days in 2022. The time taken for sample analysis decreased from approximately 5.5 hours to ten minutes. The number of samples tested in a month increased from an average of 250 to over 400.

58%

**CERTIFICATION TIME DOWN
BY 58% FROM 50 DAYS IN
2017, TO 21 DAYS IN 2022**



**RICE EXPORTS ROSE BY
3.2 MILLION KGS IN 2018, TO
59 MILLION KGS VALUED US\$35
MILLION IN 2020**

Resolving non-preferential treatment for rice originating from Tanzania increased rice exports from Tanzania to Rwanda by 3.2 million kgs in 2018, reaching 59 million kgs in 2020, valued at US\$35 million in 2020.
(Source: Impact of NTBs in EAC Study, 2022)



Resolving NTBs between Kenya and Uganda on bar soap trade in 2016 gradually increased the quantity traded to 147,955 kgs in 2017, and 2.3 million kgs in 2021, translating to 2.2 million kgs growth, valued at US\$1.5 million.
(Source: Impact of NTBs in EAC Study).

**US\$1.5 MILLION:
VALUE OF TRADE AFTER
NTBs RESOLUTION**



The time to cross select One Stop Border Posts (OSBPs) reduced by an average of 70%, leading to annual savings of US\$62.8 million. TMA has overseen the construction, completion and opening of 15 OSBPs to date. From 2022, TMA is supporting ten additional OSBPs.

70%

**OSBP
TRANSIT
TIMES
REDUCED
BY AN
AVERAGE
OF 70%**

SAFE TRADE EMERGENCY FACILITY

The COVID-19 pandemic affected the movement of goods and people across Eastern and Southern Africa, greatly disrupting trade and leading to the loss of livelihoods, especially, for cross-border traders. In response, TMA

designed and implemented the US\$32 million Safe Trade Emergency Programme (Safe Trade) to support governments to mitigate the effects of the pandemic. Some of the achievements are indicated below:



01

Safe Trade was recognised for its innovation (it won the Paris Peace Award). Its approach ranged from distribution of personal protective equipment and testing services at key ports and border points to protect frontline trade workers, to developing technology that assisted in the issuance of COVID-19 certificates to long-distance truck drivers.



02

More than 130,000 truck drivers are on the Regional Electronic Cargo and Driver Tracking System (RECDTS), and about 70% have received at least one COVID-19 certificate.



03

Safe Trade supported development and implementation of proactive policies that ensured that borders across the regions remained open for business. TMA continues to champion lessons learnt, and especially implementation of proposed policies that equip governments to effectively respond to future pandemics.



04

TMA programme facilitated the trading of 10,900 metric tonnes of diverse grains valued at US\$4.2 million, translating to 180% and 168% increase in trade volume and value respectively, in partnership with the East African Grain Council (70% of the farmers benefitting from this initiative are women).



05

Transit times at targeted OSBPs increased by 32% during the pandemic. By December 2021, the time increase had gone down to 6%.

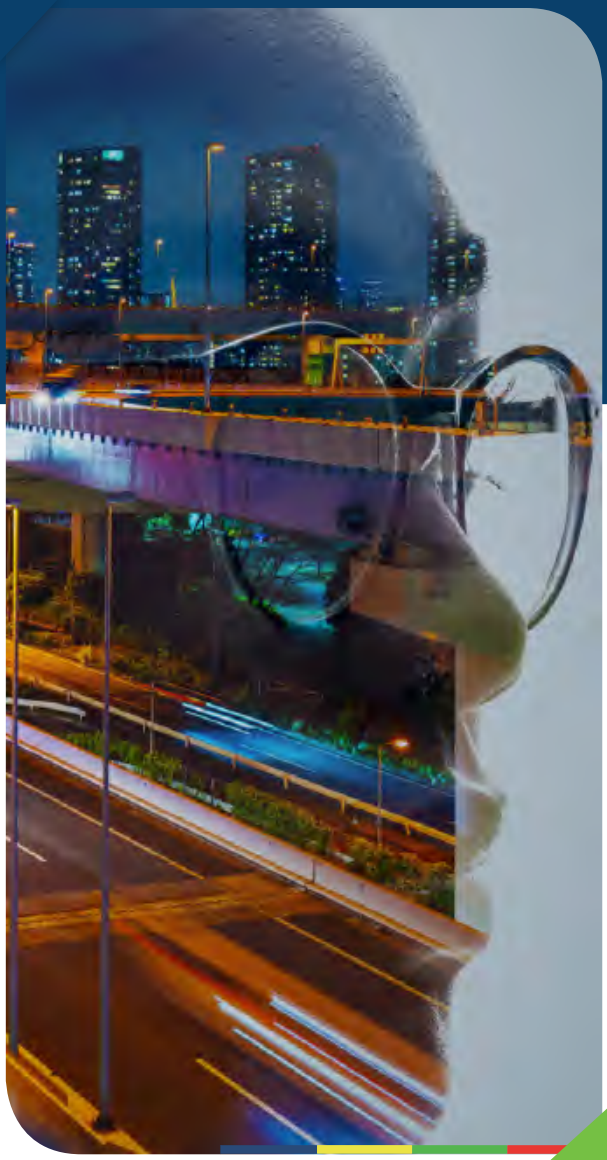
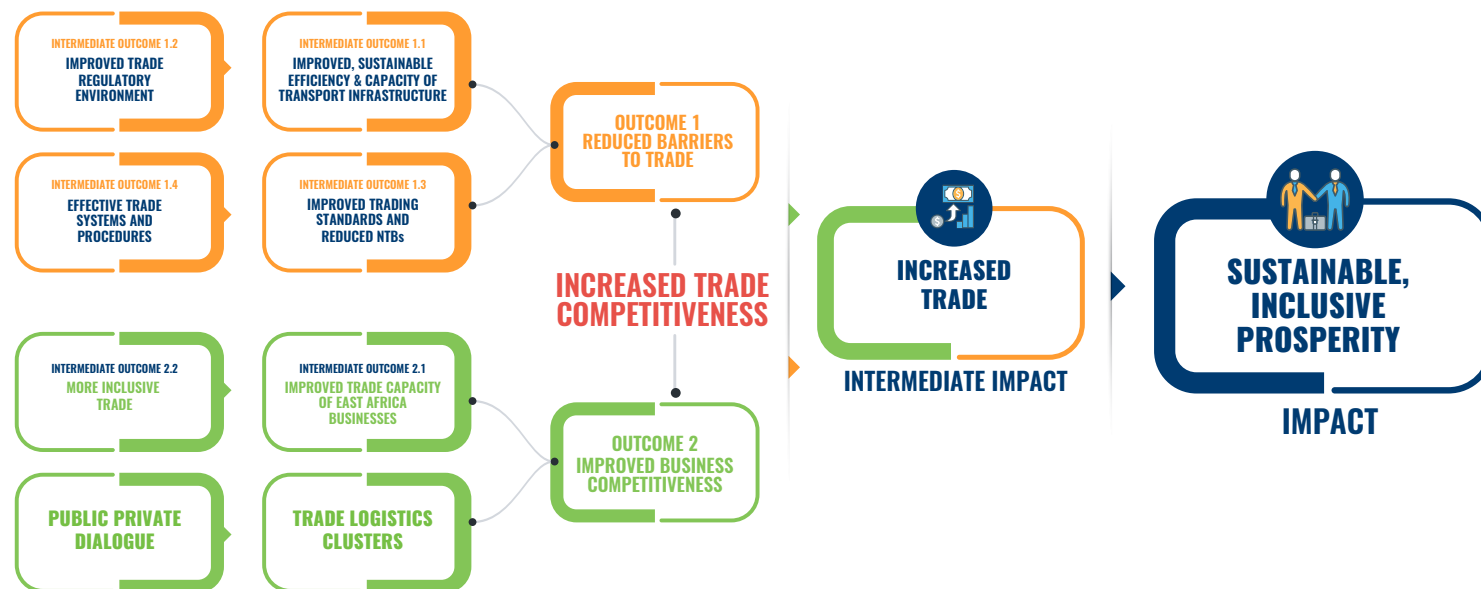


06

The Malawi Blue Lane intervention reduced clearance time of COVID-19 relief items from three days to three hours.

A ROADMAP TO CHANGE

TMA's theory of change recognises that barriers to trade raise the cost of doing business, thus decreasing demand for imports and exports both within Africa, and between the continent and the world. Targeted interventions in select areas in the trade environment can reduce these costs.



TRADE KEY TO UNLOCKING AFRICA'S POTENTIAL

We are glad that the global economic landscape continued to recover in 2022, touching highs of US\$32 trillion, according to United Nations Conference on Trade and Development (UNCTAD), with goods accounting for 78%. Performance in the second half of the year however, suffered more pressure, with high energy prices, strong inflation and high interest rates observed in many parts of the globe.

Here in Africa, we experienced similar trends, exacerbated by drought and a devastating locust invasion, coupled with raging regional geo-political tensions. These affected economic activity, and lowered government revenue in some of the countries we operate in, thereby making people's lives even tougher.

The importance of TradeMark Africa's work must be seen against this light. A tough global economy underlines the importance of enhanced intra-Africa trade, and trade with the rest of the world.

For this to happen, the continent must address key infrastructure gaps, improve the regulatory environment, and dismantle multiple perennial non-tariff barriers. TradeMark Africa's model remains a bright beacon marked with success in addressing some of these challenges in its countries of operation.

An improved trade landscape ultimately makes goods more competitive, and markets more accessible, which is collectively beneficial for all actors. This further safeguards the livelihoods of traders, creates employment, and ultimately improves the standards of living for the trading communities.

The impact of TradeMark Africa's work correlates with the strong support from her donors. In an environment where the financial knack of the donor community is shrinking, we must strive to maintain this crucial support. In fact, this is perhaps the time to expand our support for the organisation, as it facilitates trade in more regions of the continent, like the ongoing expansion in West Africa.

Fortunately, TradeMark Africa's mandate is well aligned with the priorities of most donor nations.

Climate induced calamities such as drought, floods and locust invasion in countries where TradeMark Africa operates continue to make a strong case for green and sustainable projects. It is highly commendable that TMA has mainstreamed green aspects to improve the sustainability of her programming, with features like solar lighting, proper drainage systems, wide pavements facilitating non-motorised transport on refurbished and constructed roads.

I must also say how gratifying it is to see how TradeMark Africa's work is catalysing inclusive trade. The use of ICT tools to formalise women's trade in the region, and improve their access to key market information is empowering and increasing the scope of their businesses.

Let me close by reminding fellow donors that the advent of the AfCFTA increases the demand for TMA's expertise in trade facilitation, and consequently, the need for our support to the organisation. With that said, I sincerely thank you for consistently standing with TradeMark Africa.

MESSAGE FROM COUNCIL CHAIR



Mogens Strunge Larsen
TMA Council Chair

TRADEMARK AFRICA RE-INVENTS ITSELF FOR GREATER TRADE FACILITATION ACROSS AFRICA

There is a Swahili saying, “*You can never cross the ocean until you dare to lose sight of the shore (Hauwezi kuvuka ziwa hadi uwe na ujasiri wa kutouona urefu wa pwani)*”. This proverb resonates with the decisions we made in 2022: brave, resolute, and futuristic. TradeMark Africa (TMA) took the bold opportunity to dare to lose sight of the shore, and undertake multiple transitions, including leadership, geographic expansion into new frontiers, and rebranding.

We embarked on changing our brand from TradeMark East Africa to TradeMark Africa. This meant designing and articulating a fresh and modern mission, vision, strategies, and the road map of action that will position us to provide technical support to the African Continental Free Trade Area Secretariat, Regional Economic Communities and national governments.

As the Board, we maintained focus on TradeMark Africa’s economy by growing and sustaining a strong institution that is guided by a clear sense of purpose. We are committed to not only secure TMA’s future, but also increase its viability without disrupting the continuity of our business.

Leadership Transition

Leadership transitions are arguably the most challenging phases of any organisation. I am happy to state that although the transitions tested our individual and corporate mettle, we had smooth transitions of our executive during the year. Our first and founding Chief Executive Officer (CEO), Frank Matsaert, handed over the baton of leadership to David Beer in September 2022. Frank was the executive leader of TradeMark Africa for 16 years (four during pre-conceptualisation and establishment, and 12 as CEO). TradeMark Africa is ready to vault forward under the new executive leadership.

New Frontiers

For three years, TMA has continued to steadily expand its reach beyond Eastern Africa, into the Horn of Africa, and stretching on towards Southern and Western Africa. This brings our countries of operation to 14, as you will read elsewhere in this report.

Our rebranding to TradeMark Africa seals our preparedness to support the African Continental Free Trade Area and its potential to invigorate intra-Africa trade and the continent’s exports to the rest of the world. We also believe our Strategy 3, which will guide our interventions for the next six years will stamp our position as the convenor of trade in Africa. We will do this through our role facilitating the two pillars of improving business competitiveness and reducing the time and cost of trading along transport corridors and across-borders – through improved trade infrastructure, and an enhanced business environment.

Trade Catalyst Africa

We are proud to have recently launched Trade Catalyst Africa (TCA) with initial funding of US\$25 million provided by USAID. TCA will pilot commercially viable projects for creating trade infrastructure (both physical and digital) as well as increasing access to trade finance for small and medium enterprises. TCA will identify, develop, derisk, invest in, mobilise financing for, and manage such projects, alleviating the financing gap in the current environment of constrained donor and government financing.

These changes have left us with a renewed, ambitious, and agile organisation, which will deploy her time-tested and innovative trade facilitation models to more regions on the continent. The Board wishes to thank all our donors, government implementing agencies, the private sector and our dedicated staff, who continue working tirelessly to ensure we contribute to growing prosperity through trade.

MESSAGE FROM THE BOARD CHAIR



Amb. Erastus Mwencha
TMA Board Chairman

MESSAGE FROM THE CEO



David Beer
TMA Chief Executive Officer

THE FUTURE OF TRADE IS GREEN, DIGITAL, AND INCLUSIVE

I am thrilled to have joined TradeMark Africa (TMA) a few months ago. Although I've known and partnered with TMA since 2010, it is another thing to play a role in TMA's impactful and innovative work from within.

I have joined an organisation that has a very strong value proposition – being able to show real results in trade facilitation that have delivered substantive and substantial change for governments, businesses and consumers – through our proven approaches, strong relationships, highly experienced staff, and committed development partners.

New Horizons

Coming on board at a time when the organisation is expanding to more trade corridors across the continent, is particularly exciting. This growth was recently exemplified by our rebrand to TradeMark Africa, in line with our ambition to support the growth of trade across the whole of Africa, harnessing the real momentum created by the beginning of implementation of the African Free Continental Trade Area (AfCFTA), which is opening up the whole US\$3.4 trillion African market for the first time. We chose Ghana as the base for the launch, not only because the AfCFTA Secretariat is based in Accra, but also because of the enormous potential and serious political commitment that we see in West African states, and from regional economic communities such as ECOWAS, to tackle trade barriers and enhance trade volumes.

We hope to be able to apply some of the lessons learned in this context, as well as the successful approaches that we have developed in our work so far. And these are built on serious results – for example, a suite of interventions on the Northern Corridor have contributed to a reduced cargo dwell time at Mombasa Port by more than half – to three and a half days; and the time to transport a container from Mombasa to Kampala by almost half – to just over three days. We are delighted that the bypass around Hargeisa in Somaliland has now been completed, which will significantly

reduce transit times from Berbera Port to Ethiopia. And our work on One Stop Border Posts (OSBPs) has cut the time to transit these borders by 70% on average.

Digital Solutions

We firmly believe that the future of trade facilitation will be rooted in technological innovation. Already, we have seen major advances through systems we have helped to put in place. Automation of the Single Customs Territory in the East African Community (EAC) is enabling a single declaration of transit documents and transshipment documentation, which we estimate will cut the time for cargo to navigate the region by 15%.

Electronic Single Window Information for Trade systems (SWIFTs) installed in the region have greatly reduced the cost and time of trade. For example, the eight directorates linked to the Agriculture and Food Authority in Kenya have recorded a 79% and 91% respective reduction in the time and cost of issuing documentation. The SWIFT at the Kenya Plant Health Inspectorate has seen the time taken by seed inspectors to issue a certificate reduce from 29 days to just one. The enhancement and addition of ten government agencies to the Uganda SWIFT has seen the steps required to complete trade processes drop by a third, transactions increase by two thirds, and the number of users shoot up by 141%. Equally, an upgrade of the Burundi SWIFT has seen the time to process trade permits drop by 80%. And there are many more gains to be made both within East Africa, and more widely.

Green Revolutions

We are also aware that trade and climate change are increasingly deeply intertwined. As much as 25% of all green house gas (GHG) emissions result from international trade, through its effects on production, consumption decisions and emissions from the transportation and logistics of goods and services.

Seen positively however, adapting international trade can be a force multiplier for the global response to the climate crisis in helping to fulfil the Glasgow Climate Pact's goal of net-zero GHG emissions by mid-century.

There is an economic dimension here too. Successful exporters will be those that shape the supply of their goods and services to evolving consumer preferences, and new international and national rules and regulations, whether that is for production or transport, or both. African countries have a right and an imperative to grow economically and industrialise, and will want to decide on the most effective and future-proof ways in which to do so. The opportunity here is for the continent to pioneer low carbon exports, leveraging these to increase its global market share. New technology is making this possible – putting, for instance, the desired predictability and duration of seafreight for exports to Europe within reach for horticulture, even for cut flowers. Now is the time to capitalise on beneficial market conditions, as high energy prices in export markets also make it cost effective to add more value at source.

Trade for inclusion and resilience

We have seen clearly from the events of the last couple of years both the fragility of economic livelihoods and the power of trade to drive solutions to challenges. The food security pressures caused by the multi-year drought in East Africa and the Horn of Africa highlight the critical importance of enabling adaptation through trade facilitation, both to support vulnerable groups during crises, but also critically to address the underlying causes of such crises in the future.

TradeMark Africa is focusing on tackling the challenges to food trade and the movement of humanitarian commodities across borders, thereby not only improving the quality, availability and price of such goods, but also realising an economic benefit to producers in food surplus countries, as they become better linked into regional supply chains.

In parallel, we believe that it is important to directly address the fragility of engagement with trade systems by vulnerable groups. The development and deployment of the digital platform iSOKO in Kenya, Rwanda, Tanzania and Uganda in the last year aims to enhance earnings from women traders in the region: in Rwanda, women cross-border traders from 69 Co-operatives recorded a 79% increase on their monthly income.

In Kenya, we have enabled 2,500 women to integrate Sauti, a market information platform, into their business activities. TMA supported the trading of 10,900 metric tons of diverse grains valued at US\$4.2million, translating to 180% and 168% increase in trade volume and value respectively in partnership with the East African Grain Council (70% of the farmers benefitting from this initiative are women).

As we look to the future, we are committed to being creative and ambitious in using trade facilitation to make ordinary people's lives better, accelerate economic growth, and address the major challenges of today and tomorrow. TradeMark Africa's work only succeeds through collaboration though – and I am truly grateful to our development partners who have supported our common objectives and made this work possible; and to governments and their agencies, our continental and regional economic community partners, and the private sector and civil society for their commitment to working together for a flourishing trade environment in Africa. And of course, what we achieve is thanks in a very large part to our committed staff. I wish you happy reading.



Hargeisa Bypass in Somaliland which is nearing completion

TMA BOARD MEMBERS



TMA Council

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

www.trademarkafrica.com/council-members/

LEADERSHIP TEAM

TMA Management

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

www.trademarkafrica.com/management/



September 2022

Mr. David Beer was appointed TMA CEO, succeeding Mr. Frank Matsaert the founding CEO. Mr. Beer has over 20 years senior international development experience in aid for trade, governments and diplomacy and multilateral. He recently completed his tour as High Commissioner for the United Kingdom (UK) in Malawi.

March 2022

The Democratic Republic of Congo was admitted to the East African Community. This will promote TMA's lasting efforts to improve trade infrastructure processes and support efforts to eliminate bottlenecks that hinder economic development in the region.



November 2021

TMA facilitated a customs modernisation benchmark visit to the East African Community region for customs and trade officials from Ethiopia and Djibouti. The visit was aimed at sharing progress on various trade facilitation projects and how these can be replicated on the Djibouti Corridor.



March 2022

TMA handed over equipment worth US\$1.9 million to the Uganda National Bureau of Standards (UNBS) to boost its testing capacity and support decentralisation.



September 2021

TMA signed an MOU with the AfCFTA Secretariat committing to collaborate in achieving the goals of intra-African trade.



February 2022

TMA signed a financing agreement with the Zanzibar Bureau of Standards (ZBS) worth TZS 1 billion aimed at increasing the efficiency and effectiveness of the ZBS in the development and implementation of standards in Zanzibar.



February 2022

The AfCFTA Secretariat together with TMA, led by Chief of Programmes Allen Asimwe, conducted a mission along the Abidjan-Lagos trade corridor in West Africa. They engaged stakeholders on bottlenecks and issues to address better trade flow along the key trade route.



HIGHLIGHTS OF THE YEAR

June 2022

TMA and Kenya's Ministry of Health initiated a vaccination drive targeting long-distance truck drivers. The initiative helped keep trade flowing within Eastern Africa and protecting lives and livelihoods amidst the COVID-19 pandemic.



June 2022

TMA participated in the European Development Days 2022, where the Chief of Programmes, Allen Asimwe moderated a panel on opportunities and challenges for a greener and resilient global connectivity. Senior Director for Trade Environment, Alban Odhiambo, participated in a high-level panel on Sustainable Cities as a Vehicle of Green, Productive, Just and Smart Development. The Trade Logistics Information Platform Programme was also showcased as a digital transform trade facilitation project.



September 2021

TMA supported the East Africa Tourism Platform in the launch of a three-month campaign dubbed 'TembeaNyumbani', in the East African Community Partner States to promote domestic and regional tourism business in Burundi, Kenya, Rwanda, Tanzania and Uganda.

April 2022

TMA hosted a team from the AfCFTA Secretariat who visited Lake Kivu Rubavu Port site, Poids Lourd and La Corniche border posts and shared their cross-border trade facilitation experiences.



March 2022

TMA supported the Central Corridor Transit Transport Facilitation Agency (CCTTFA), during the launch of the Central Corridor Transport Observatory (CCTO), a system that provides reliable and timely information to policy makers in the region. The system also enables formulation of policies that lead to better transit, trade facilitation and cooperation between CCTTFA Member States.



March 2022

TMA joined the AfCFTA Secretariat and the Government of Great Britain and Northern Ireland during the signing of a new AfCFTA support programme for the 2021-2026 period. The announcement was made by H.E. Mene Wamkele and International Trade Secretary, Anne-Marie Trevelyan.

HIGHLIGHTS OF THE YEAR

FOCUS AREAS

PHYSICAL INFRASTRUCTURE

ENHANCED TRADE ENVIRONMENT

IMPROVED BUSINESS COMPETITIVENESS

02



STRATEGIC AREA 1A

PHYSICAL INFRASTRUCTURE



IMPROVING INFRASTRUCTURE FOR SEAMLESS TRADE



Abhishek Sharma
Senior Director Infrastructure

As the world becomes more competitive, TMA continues to support modernisation of physical infrastructure in East, Southern, the Horn, and soon, West Africa, as a key way to make transport and trade costs lower on the continent. Lower trade times and costs positively impact the returns businesses make, especially the micro, small and medium-sized enterprises that we have worked with for many years. Good infrastructure further increases revenue to governments and ultimately welfare benefits for entire populations.

TMA's physical infrastructure programmes at ports, roads and border posts have successfully tackled trade costs over the years. This informs our sustained focus on regional corridors and other trade facilitation infrastructure.



In the year under review, we continued to work with partners to improve trade and transport corridors in East and the Horn of Africa.

For instance we deployed interventions to speed up cargo evacuation at the Port of Mombasa, import container dwell time reduced from 99.8 hours in January 2021 to 87.9 hours in June 2022.

This was as a result of the development and improvement of operational manuals, standard operating procedures for various tasks, and service level agreements. We also sustained our work to improve the Berbera Corridor and open up trading avenues in the Horn of Africa. The 22.5km Hargeisa Bypass in Somaliland progressed to 85% during the year. The road is a critical part of the Berbera Corridor that starts at Berbera Port and connects to Ethiopia via Tog Wajaale Border.

Our investments in OSBPs also continue to produce good results in reducing border crossing time for cargo and human traffic. I welcome you to read in the subsequent sections, about our ongoing support to improve trade infrastructure in an effort to continue opening up the region for business.



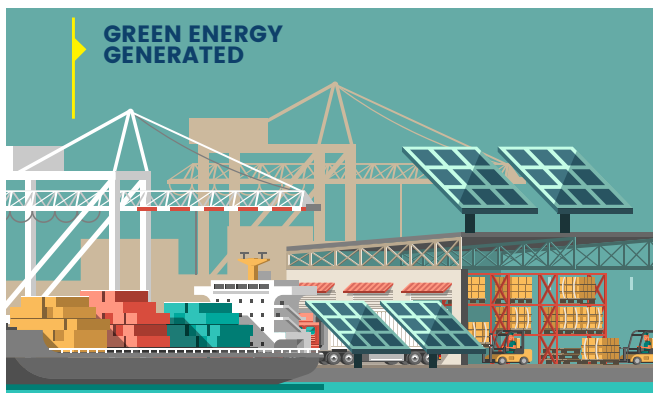


PORTS

PORT OF MOMBASA

Enhanced Greening

Clinker offloading time reduced from 11 to 5.5 days coupled with decreased dust emission during offloading. An additional 250 M³ rainwater was harvested and 11 biodigesters constructed to pre-treat waste from the port to protect marine life. 9,470 trees were planted in six coastal counties. Tree survival rate for four out of the six counties assessed was over 95%.



KALUNDU PORT

Rehabilitation of buildings, including warehouses and other essential facilities started at DRC's Kalundu Port, along Lake Tanganyika, with 20% completed during the year. The Port is a vital transit point for goods and traffic from Eastern and Southern Africa, including Burundi, Tanzania and Zambia.



ONE STOP BORDER POST

Moyale OSBP

Operations at Moyale OSBP started during the year. A time and traffic survey conducted in the year revealed that the time taken to cross the border had reduced from around five days to one and a half days.

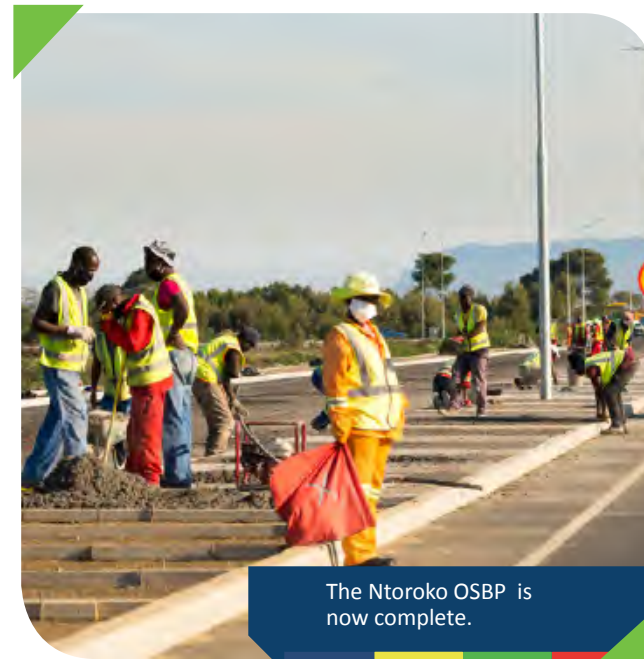


Tunduma OSBP

Installation of x-ray cargo scanners at Tunduma OSBP saw a 40% improvement in the time taken to process cargo across the border, into Zambia. Overall clearance time for all trucks decreased from 5.5 days to about a day, representing a 79% time saving. This improvement is despite cargo traffic growth of 375% from 2018 to 2022.

Other OSBPs

Other supported OSBPs include the border between Uganda and DRC, Mahagi and Goli, where expansion and upgrading of border facilities progressed to 87% and 82% completion, respectively. At the same time Ntoroko OSBP construction was completed during the year. Ntoroko will enhance lake transport between Uganda and DRC.



The Ntoroko OSBP is now complete.



ROADS

Mbaraki Road

Mombasa's Mbaraki-Nyerere Road is 90% complete. The road has often suffered traffic snarl ups resulting from cargo trucks offloading oil and clinker from ships. The project has factored in numerous green components, among them provision for non-motorised transport, drainage and solar street lighting, and is expected to decongest the Mombasa Port catchment and enhance transport efficiency along the Northern Corridor.



Magongo Road

The dualling of Magongo Road in Mombasa is 85% complete. It provides an important link to transit cargo leaving the Port of Mombasa, notably from the second container terminal via the Northern Corridor, and includes an interchange to enhance cargo flow.



Hargeisa Bypass

Construction of the 22.5km climate resilient Hargeisa Bypass (HBP) in Somaliland progressed to 85% during the year. Once complete, this key road in the Berbera Corridor that links the Port of Berbera and Ethiopia through the Tog Wajaale border, will minimise congestion in the city and reduce travel time and costs on this key trade route.

FEATURED PROJECT

SPEEDING UP CARGO EXIT FROM MOMBASA PORT



PROJECT NAME
Mbaraki-Nyerere Road



PROJECT BUDGET
US\$ 4.3 million



PERIOD OF IMPLEMENTATION
2020 - 2023



DONORS
UKaid, DANIDA



The Likoni Ferry area, near the Port of Mombasa, is often heavily congested with heavy commercial trucks that collect clinker and oil shipments from the Port. This area has long been served by an earth road which slowed down trucks and caused congestion. The construction of the 1.2km Mbaraki-Nyerere Road, which is fully concrete and now at 90% completion, is expected to change this.

The road will not only make evacuation of cargo faster and cheaper, but will also reduce pollution, decongest the city of Mombasa, and benefit the county's anchor tourism sector. The concrete road pavement is able to withstand heavy truck loading. The scope includes parking bays for trucks waiting to collect cargo at the oil terminal, and from clinker ships. The project has also provided paths for non-motorised transport, proper road drainage systems and has a solar road lighting component.

In Their Words



"As a Government, we are committed to improving lives and business competitiveness in Mombasa. This project is going to tackle congestion in a short yet extremely critical and busy section of Mombasa. We are grateful for the support of TradeMark Africa and its partners."

*Former Mombasa Governor,
Hon. Hassan Joho*

"Being a Container Freight Station, we depend on good road networks to meet our timelines and client demands. The expansion and improvement of our roads have ensured better flow and safety with less accidents, overall improving our logistics and enhancing business growth."

Boss Freight Terminal Ltd CEO, Twalib Mbarak Hatayan

"The revamped road has eliminated potholes and flooding of the CFS from storm water in this area. We can now focus on our core business and tapping into business opportunities while building deeper relationships with our stakeholders. Kencont CFS customers now enjoy the benefit of having their cars driven on a good road with minimal risk of damage arising from the previous potholed road. Pedestrians in the area also now have designated walkways, which safeguards their safety and reduces their exposure to road traffic accidents."

Kencont CFS Ag. General Manager, Alex Kipng'etich

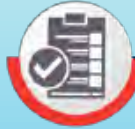


STRATEGIC AREA 1B

ENHANCED TRADE ENVIRONMENT



ICT FOR TRADE



QUALITY STANDARDS AND SPS



TMA-EAC PARTNERSHIP PROGRAMME



TRADE POLICY AND NTBs



BUILDING DIGITAL CORRIDORS, QUALITY STANDARDS AND CONDUCTIVE ENVIRONMENT FOR AFRICA-WIDE TRADE



The mandate of TradeMark Africa is centred on an overarching goal to grow prosperity for the continent through trade. We do this by helping dismantle age-old barriers to trade. Information and Communication Technology (ICT) particularly offers good tools and innovations to greatly reduce the time and cost it takes to manoeuvre business processes at a national and regional level.

We continued facilitating implementation of the Trade Logistics Information Pipeline (TLIP) in Kenya and Uganda. TLIP enables exchange of information between agencies across borders and eliminates tedious manual processes typically associated with international trade. Our vision of a fully implemented TLIP is to link East Africa's trading community to the global supply chains in a way that gives all players access to critical information required to make informed decisions ahead of the physical arrival of goods.

In support of even deeper integration in the EAC, TradeMark Africa supported the establishment of a Single Customs Territory Information Sharing Platform, that provides for single entry of customs declaration and transit documents - transshipment documentation which is now recognisable along the transit route by all Revenue and Port Authorities in the region. The platform is helping reduce the time and cost of trade. Our ongoing work to link Bureaux of Standards in the region will enable quick information sharing on licensed and banned goods across borders hence faster processing.

On the trade policy front we facilitated a study on the impact of non-tariff barriers across the EAC. The study revealed that NTBs slowed trade down by 30-80%, with rules of origin, costly road user charges, lengthy custom procedures, additional taxes, and sanitary and phyto-sanitary (SPS) measures identified as leading trade bottlenecks. According to the study, the EAC's strong commitment to address NTBs was evident, with a 90% resolution rate of NTBs reported.



Alban Odhiambo
Senior Director,
Enhanced Trade Environment.

The other studies TMA supported, such as the COVID-19 impact will help the region to be better prepared for future shocks, while the Democratic Republic of Congo trade facilitation study will enable development actors to gain sharper focus in their trade facilitation work.

Modernising and enhancing access to SPS measures in trade is another key plank of our work, as standards are the language of trade. TMA interventions in linking up regional Bureaux of Standards, equipping them with modern equipment, giving them capacity support, and automating and harmonising standards, are showing results in lowering the cost of trade. In Kenya for instance, the time it takes to issue a certificate of conformity has tumbled by over 90%, while in neighbouring Tanzania it has fallen by 58%.

Please read on to see more exciting results from our work during the year.

ICT FOR TRADE

Trade Logistics Information Pipeline (TLIP)

An information business process mapping tea and fish value chains for Kenya and Uganda was developed, complete with a Business Requirements Document (BRD). The framework for the UK-Kenya Institutional Framework for TLIP was also established, converging 26 Kenyan and Ugandan public and private sector institutions involved in regulation, administration and trade. When fully implemented, TLIP will reduce transaction times and costs by 15%, by eliminating the manual exchange of mandatory import and export trade documents. It will also increase transparency.

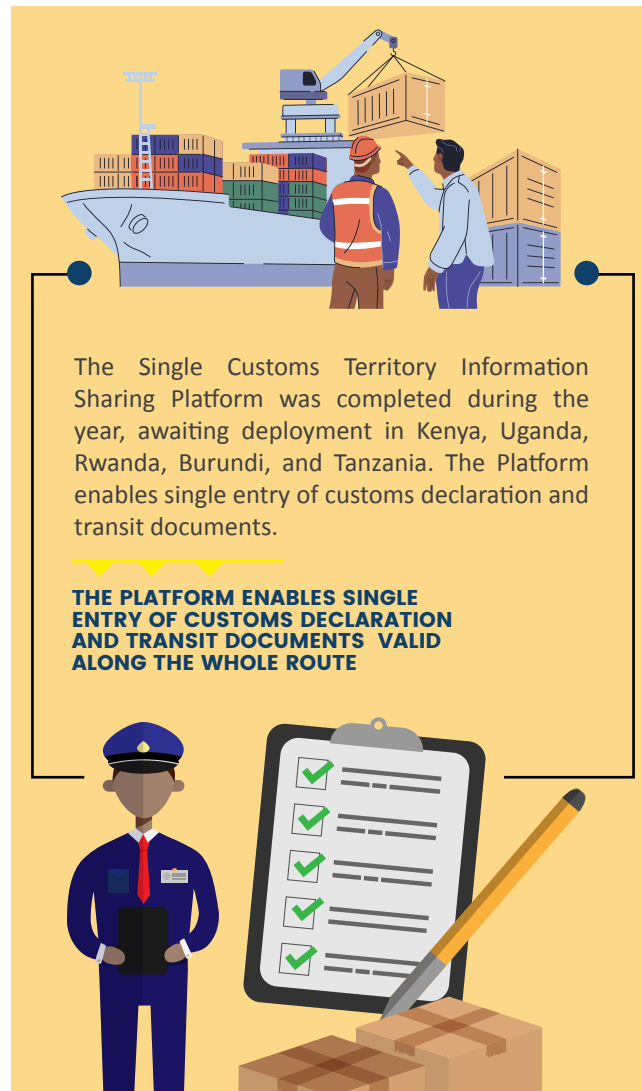


Maritime Single Window



The Maritime Single Window (MSW) and Business Intelligence (BI) tool progressed by 75%, and was handed over to KENTRADE, as user acceptance tests for the BI tool prototype progressed.

Single Customs Territory Information Sharing Platform



Bureaux of Standards Information Pipeline

Integration of the Tanzania, Burundi and Kenya Bureaux of Standards into the centralised EAC Bureaux of Standard Regional Information Sharing Platform is nearing completion. The integration will eliminate multiple verifications, and enable quick information sharing on certified and banned products, hence facilitating quick cross-border movement and clearance of certified products. Meanwhile, prototyping and piloting SPS for fish and livestock for Kenya and Uganda is nearing completion.

Food and Drug Authority Information Pipeline

All EAC Member States, except Tanzania and DRC, are almost fully integrated into the Food and Drug Authorities Information Sharing Platform. The Platform will ensure improved access to regulatory services by the drug manufacturers; improved availability of reliable information to manufacturers and regulatory agencies across the Region; and enhanced ability by regulators to ensure availability of critical information on drugs and food.



Rail Freight Logistics Services (RFLS) Platform

Operationalisation of the Rail Freight Logistics Services (RFLS) platform which involves evacuation of cargo from the port of Mombasa to the Inland Container Depot in Nairobi via the standard gauge railway decreased cargo dwell time at the port by 80%. This is 35% above target. RFLS also increased cargo throughput by 53%.

FEATURED PROJECT

EFFICIENCY GAINS FOR TRADERS IN AUTOMATED CUSTOMS SYSTEM



PROJECT NAME
Integrated Customs
Management System (iCMS)



PROJECT BUDGET
US\$ 15 million



PERIOD OF IMPLEMENTATION
2014 - 2022



DONORS
UKaid, Denmark, Finland

The Integrated Customs Management System (iCMS) has eased the pain that import and export traders and agents have long experienced in obtaining, filling out, and submitting declaration forms to the customs authority.

With the advent of the Kenya Revenue Authority (KRA)'s online based customs system, dealers simply submit export or import documents into a single or centralised portal accessible to importers, exporters, and customs agents. This not only enhances customs and border operational efficiency, but also significantly reduces the clearing cycle. The iCMS replaced the Simba System, which ran on multiple platforms and required several points of user authentication, a time-consuming process.

Benefits of the iCMS, include:

- Elimination of Document Processing Centre (DPC) in iCMS has cut out delays in the passage of customs entries, which previously took 6-48 hours, adversely affecting exports. Now, the process is automatic and instant. The elimination of a verification officer's intervention in the system and replacement with automatic removal process has brought transparency and increased efficiency in export processes.
- Reduced truck turnaround times has resulted in more trips and more container deliveries to the port.
- Integration of the system to allow it to partner with government agencies enables the automatic application of permits on the declarations. This eliminates paperwork, time and costs associated with the logistics of application, such as follow-up, collection, and submission of permits to customs.
- Online issuance of licenses now takes 3-5 days in iCMS. This process used to take up to 90 days.
- Customs Security Bond applications, cancellations and retirements are now done online in iCMS. Before, one had to send officers to Nairobi to cancel the bonds. It now takes minutes to apply for the bonds, and for cancellation,

the moment goods are received in a bonded facility, bond cancellation is automatic.

- Confirmation of exports has been simplified in iCMS as it is now done online and exporters simply print the Certificate of Export – a vital requirement in VAT refunds claims.



In Their Words

"With the implementation of the Integrated Customs Management System (iCMS), all processes have been automated. Importers are experiencing improved customer experience through simplified cargo clearance processes, reduced import declaration form (IDF) submission and a drop in approval lead time from 24 hours to automatic, instant approval."

Isaac Kalua (PhD), Chairman, Honda Motorcycle Kenya Limited



TRADE POLICY AND FACILITATION

Trade Studies Aid Decision Making

Three strategic studies were completed and disseminated to stakeholders as outlined below. The EAC Non-Tariff Barriers Study giving rise to the NTBs Factbook and Toolkit, and EAC-wide online App. The NTBs dialogue platform was also established and operationalised, while Regional Monitoring Committees updated the EAC time-bound programme matrix on the elimination of NTBs.

THE EAC NON-TARIFF BARRIERS IMPACT STUDY WAS COMPLETED, GIVING RISE TO NTBs FACTBOOK AND TOOLKIT, AND EAC-WIDE ONLINE APP.



The study on COVID-19 will inform the recovery and management of similar interruptions in future, while a study on trade facilitation work for DRC will provide a firm basis for trade facilitation work in the country. Access all the studies on our website, www.trademarkafrica.com.



AfCFTA Implementation Support Programme

The signing of the MOU with AfCFTA in the second quarter of the year, marked the start of the AfCFTA implementation Support Programme (AiSP) which aims to provide technical and funding support to AfCFTA Secretariat, Regional Economic Communities and AfCFTA Partner States, to implement the continental agreement in an efficient and effective way. AiSP will drive engagement with the continent's private sector on trade and economic development issues; digitising key trade processes at a national level, followed by linking these at a regional level and supporting policies to promote e-commerce across the continent; developing regional value chains and investment; and developing Africa's cross-border trade with a focus on women traders, youth and MSMEs.

Keen to cover ground and secure sustainability and maintain political will and momentum to AfCFTA implementation, AiSP has adopted a corridor approach model which will focus on design and implementation at four levels: continental, regional (RECs), corridor, and at the national level. The first phase kicked off with scoping missions on the Abidjan-Lagos trade and transport corridor where high level programme design consultations were undertaken in Nigeria, Benin, Cote d'Ivoire and work planning started at the Akano-Noepe, the border between Ghana and Togo. Benchmarking missions to Central and northern trade and transport corridors, as well as North-South (Zimbabwe, Botswana and Zambia) were also conducted. The initial activities lay strong foundation for the design of solutions that respond to stakeholder needs and government priorities.



One Stop Border Posts (OSBPs) Strategy Developed

The EAC OSBP sustainability strategy was developed and EAC OSBP regulations, procedures, and training materials reviewed and aligned with the WTO-TFA provisions on border management and cooperation. Ten regional subcommittees were trained on the coordination and implementation of the WTO-TFA. Meanwhile, the OSBP Performance Measurement Tool (OSBP PMT) – which defines common and standardised criteria for monitoring and measuring the performance of OSBPs in the region – was developed, and awaits piloting in selected border posts. We also supported implementation of the Integrated Border Management System in Mahagi OSBP in DRC, and Goli OSBP on the Uganda side, to reduce time and costs associated with trade at the border.



Steps Taken to Automate Authorised Economic Operator Scheme

User requirements for the automation of the regional Authorised Economic Operators (AEO) Programme were developed and adopted by the EAC, awaiting implementation in the coming financial year. Other trade policy interventions in the region included: the AfCFTA scoping mission along the Abidjan/Lagos Corridor; the Mozambique Country Programme scoping mission; and the scoping mission for the North-South Corridor.

FEATURED PROJECT

A NEW STUDY REVEALS IMPACT OF NTBs IN EAC



PROJECT NAME
NTBs Impact Study



PROJECT BUDGET
US\$ 500,855



PERIOD OF IMPLEMENTATION
2019 – 2022



DONORS
Netherlands

**EAC Benefitting from Resolved NTBs**

The East African Community has made tremendous progress in integration and trade over the last decade, attested to by the rising trade volumes. However, non-tariff barriers (laws, regulations, administrative and technical requirements other than tariffs imposed by a Partner State, that impede trade) continue to challenge the realisation of the EAC Common Market.

We partnered with the EAC Secretariat to study the impact of the most reported NTBs under the Time Bound Programme (TBM) – a mechanism within the Secretariat that allows for NTBs to be monitored and reported by partner states. The most reported NTBs were issues relating to rules of origin (22%), costly road user charges (7%), lengthy customs procedures (7%), additional taxes and other charges (6%) and SPS at (4%).

The study explored seven case studies on the identified NTBs together with discrimination and import bans, and found that all but one case study returned a 30% reduction in trade resulting from NTBs.

In three case studies, trade decreased by over 80%. The impact in trade value terms ranged between US\$374,000 and US\$52 million, the latter in the case of the long-running discriminatory excise duty NTB on tobacco.

Further, the study showed that the impact of NTBs varies from sector to sector, with some, such as road user charges and additional taxes, being cross-cutting, while others, such as SPS, being sector or product specific. Some sectors, such as confectionary, had a clear rebound upon eliminating the NTB, while some value chains like poultry were more prone to NTBs.

Encouragingly, the study demonstrated a strong commitment by the EAC to resolve NTBs at a 90% resolution rate. Even more significant was the reduction in time taken to resolve NTBs from 535 days in 2015 to 76.6 days in 2021. Given the positive impact of NTB resolution on regional trade, the study recommended sustained institutional support and capacity enhancement to remove NTBs, and harmonisation of indirect taxes.

STANDARDS AND SPS

The Standards and Sanitary and Phyto-sanitary (SPS) programme implemented regional interventions through the EAC Secretariat, national bodies, SPS authorities and business member organisations. This was to reduce costs and enhance access to standards services. It enhanced the capacity of regional and national quality infrastructure institutions for standards, metrology, accreditation, and provision of equipment.

Standards and Quality Infrastructure

TMA PARTNERED WITH THE INTERNATIONAL ORGANISATION FOR STANDARDISATION TO TRAIN 34 MEMBERS OF THE NATIONAL STANDARDS BODIES ON CONFORMITY ASSESSMENT PROCESSES.



To improve standards and the application of SPS measures, TMA partnered with the International Organisation for Standardisation to train 34 members of the National Standards Bodies on Conformity Assessment Processes.

SPS Regional Programme

- The draft Animal Health (mammals, birds and bees, and aquatic animals) Measures, and the administrative procedures for Food Safety and Plant Health Controls for cereals, pulses, dairy and horticulture were developed.
- 30 (ten Food Safety; ten Plant Health; ten Animal Health) SPS Competent Authority inspectors/analysts were trained on control and inspection procedures.
- The application of Hazard Analysis and Critical Control Points (HACCP), Global GAP and product certification trainings continued in businesses in Burundi, Kenya, Tanzania, Uganda, and Rwanda.
- Five producer groups have been trained on KS1758 in Kenya. As a result, eight companies have been certified in Rwanda and four firms certified in Tanzania.
- TMA contracted the Centre for Agriculture and Biosciences International (CABI) to develop a database of priority SPS measures in the EAC to expand the information sharing platform to include information on food safety, animal health and plant health.
- TMA supported training of food business operators in Burundi, Kenya, and Uganda. In all three countries, third party certification audits are planned for the next financial year.



FEATURED PROJECT

PROGRESS TOWARDS HARMONISED ANIMAL HEALTH MEASURES IN THE EAC



PROJECT NAME
Harmonised Animal Health Measures



PROJECT BUDGET
US\$ 250,000



PERIOD OF IMPLEMENTATION
2021 – 2022



DONORS
Netherlands, USAID



Harmonised Standards Ease Transit of Animals in EAC

For many years, the East African Community did not have harmonised standards and measures on trade and handling of animal and animal products, which increased the cost, and prolonged the process of compliance. The project to harmonise the Regional Animal Health Measures developed in March 2022, with drafts for aquatic animals, mammals, birds, and bees, which will be validated by all EAC Partner States except DRC.

The harmonised measures will ease the movement of animals and animal products across the region and allow enactment of policies for the safe production and management of foods

and animal commodities. It will also reduce multiple costs associated with compliance to produce and trade animal commodities for human and animal feed. The harmonised measures will, in the long term, allow prioritisation of animal health services in all Partner States through funding (with the possibility of ring-fencing fees to support these functions) and execution of policies to enhance production quality and the capacity building of private and public sectors.

TMA-EAC PARTNERSHIP PROGRAMME (TEPP)

AfCFTA

As implementation of the African Continental Free Trade Area (AfCFTA) draws closer, the EAC enhanced its readiness by:

- Increasing awareness and building capacities of the AfCFTA Rules of Origin, and its potential benefits, opportunities, and challenges.
- Developing the AfCFTA Rules of Origin Negotiation Framework.
- Developing the AfCFTA Rules of Origin Guide and translating it into Swahili and French.
- Training 35 public and private sector experts from the EAC as trainers.
- Training 510 stakeholders, including traders, border and customs officials, revenue training institutes, and respective ministries, agencies and departments.

Single Customs Territory (SCT)

Two regimes under the SCT Centralised Platform (Transit Regime and Indirect Export Regime) were rolled out, thus enabling the exchange of customs and trade data. 14 select borders were sensitised on the system rollout. TMA has supported SCT since 2011 to develop tools to simplify, standardise and harmonise cross-border regulations and procedures that guide clearance and movement of goods within EAC and to the rest of the world.

Common External Tariff (CET)

The CET was revised, ushering in a four-band tariff regime that features 0%, 10%, 25% and 35% rates, applicable on goods imported into the EAC. This is expected to spur intra-regional trade and promote regional value chains and industrialisation.

**FOUR-BAND
TARIFF REGIME
THAT FEATURES
THE 0%, 10%, 25%
AND 35% RATES**



Simplified Trade Regime (STR)

The EAC STR was reviewed and recommendations made on how to facilitate small cross-border traders in the region. The STR awaits evaluation and validation by Partner States.

Trade and Investment Report

The EAC Trade and Investment Report (2020) was completed, and 90 copies distributed to the six EAC Partner States. A digital version was uploaded on the EAC Secretariat website.

The report acts as a monitoring tool for trade and investment flows within and out of the Region and informs decision making on aspects like effects of NTBs on intra-regional trade.

Transport Infrastructure Digital Database

The EAC Transport Infrastructure Digital Database was developed and launched. It enables monitoring of the coordination and implementation of key regional infrastructure works such as OSBPs, and efforts by multinationals to facilitate trade across the region. Stakeholders can update project information and statistics, access real-time information on projects, and seek clarifications from project managers and sponsors.



FEATURED PROJECT

SINGLE CUSTOMS TERRITORY AUTOMATED



PROJECT NAME
EAC SINGLE CUSTOMS TERRITORY



PROJECT BUDGET
US\$ 4.136 million



PERIOD OF IMPLEMENTATION
2017 – 2023



DONORS
UKaid, Netherlands

Sustained Efforts to Enhance East Africa's Trade and Investment Environment

TradeMark Africa and the East African Community (EAC) Secretariat have been implementing a host of projects to improve the trading environment and lower the cost of doing business for cross-border traders in the region.

The introduction of the EAC Single Customs Territory (SCT) is particularly credited for simplifying, standardising and harmonising cross-border regulations, processes and procedures that continue to guide the movement and clearance of goods across the EAC and to the rest of the world.

To make the most of the benefits arising from the SCT, a centralised technology platform encompassing both the transit and direct export regimes was developed and rolled out. This centralised system will allow customs documentation to be easily shared by member state authorities. It will seamlessly facilitate digital trade document flows within the EAC for all intra-regional trade, transit trade, along with import and export procedures. Other benefits will include timely intra-regional flow of goods and services at lower transaction costs, enhanced border compliance, reduced documentation costs and increased trade flow.

All the technical work for developing and testing the transit regime component of the platform is underway, while the customs and trade data exchange is already happening through SCT. The sensitisation for the system rollout was undertaken at fourteen select borders. All technical aspects on the indirect export regime component were finalised, but the actual roll out will happen later.

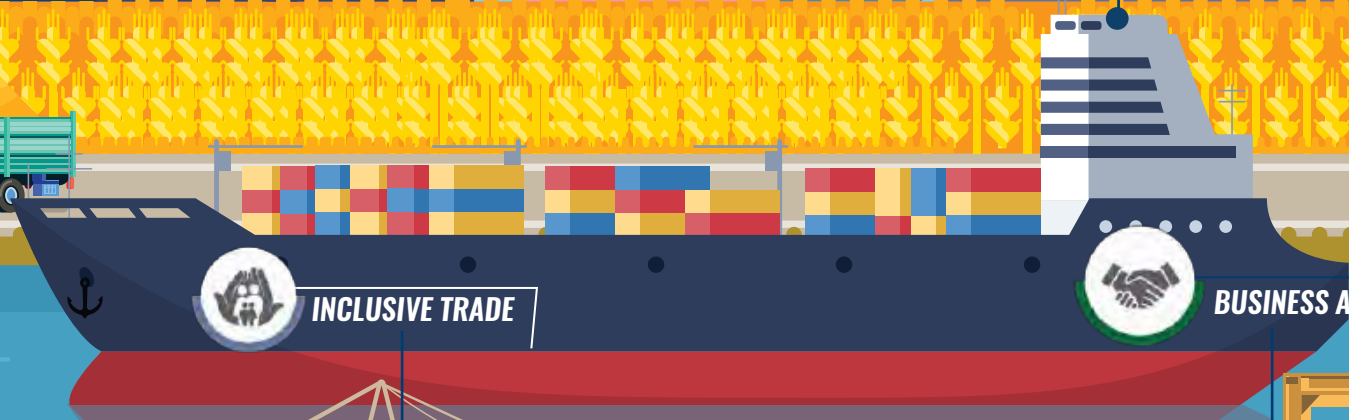
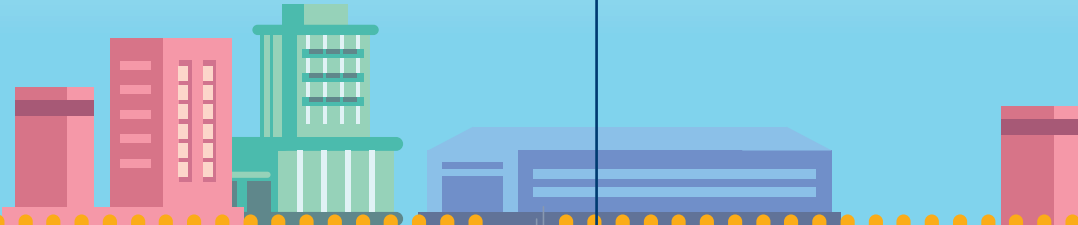


STRATEGIC AREA 2

IMPROVED BUSINESS COMPETITIVENESS



EXPORT CAPABILITY



INCLUSIVE TRADE

BUSINESS ADVOCACY



ENABLING LOCAL BUSINESSES TO ACCESS MORE MARKETS



As countries across the continent start trading under the African Continental Free Trade Area (AfCFTA), efforts to enhance the competitiveness of SMEs assumes even greater importance and urgency.

For more intra-regional trade, and to tap into the opportunity AfCFTA offers, it's important that the region builds a trade architecture that benefits all demographics, improves public-private dialogue to quickly resolve emerging NTBs, and expands the region's export capacity. These areas remain the focus of the TMA Business Competitiveness Programme.

The Women in Trade Programme continued to perform well with a key result being mentoring 92 cooperatives to design business plans and adopt governance structures, financial and business management and application of quality and standards in goods. As a result, 14 Co-operatives received cost sharing grants worth almost US\$65,000.

Public Private Dialogue platforms enable partners such as the East Africa Business Council (EABC) and East Africa Freight Forwarders Association (FEAFFA) to tackle emerging NTBs in the region. The EABC took a leading role towards re-opening Gatuna Border (between Rwanda and Uganda) in March 2022, following over three years of closure. This has enhanced trade flow between the two countries.

We supported the Federation of East Africa Freight Forwarders (FEAFFA) to enhance the skills of freight forwarders and improve the quality of logistics services in the Region, thus lowering the cost and time of trade. 194 professionals graduated with certificates and a further 300 from Kenya and Uganda are currently taking the course.

Support to the East Africa Tourism Platform (EATP) to help the tourism sector recover from COVID-19 disruptions generated in excess of US\$102,891 in business arising from five B2B events attended by 425 companies in the region. Almost 400 tour service providers were trained on how to reopen and market their businesses after the pandemic.



Anataria Uwamariya
Programme Director

It was noteworthy that the EATP was invited to participate in a high-level thematic debate on inclusive and resilient tourism at the UN General Assembly in New York. The event provided a platform for renewed commitment towards tourism recovery. Please read on for more results emerging from the programme.

EXPORT CAPABILITY

Enhancing Market Linkages in DRC

To bolster exports from the Democratic Republic of Congo to the Region, we trained and certified 20 export advisors who mentored 20 SMEs selected to bolster export readiness to neighbouring markets. One SME managed to export 14MT of Soya beans to Kenya, worth US\$10,200.

ONE SME MANAGED TO EXPORT 14MT OF SOYA BEANS TO KENYA, WORTH US\$10,200.



Regional Tourism Project – East Africa Tourism Platform (EATP)

As part of the engagements towards promoting East Africa as a single destination, the Tembea Nyumbani campaign was launched as an EAC-wide campaign in December 2021. An average of US\$1,419 per tourism packages were sold, with an estimated value of US\$102,891 generated. Further, 392 tour service providers were trained on re-opening business after the pandemic and marketing multi-country tourism packages.

In addition, EATP and EABC signed an MOU that will seek to conduct joint advocacy on key regional issues while EATP continues to lobby for an EAC Single Tourist Visa to use in all partner states.

On building networks, a partnership agreement was signed with Global Tourism Resilience and Crisis Management Centre.



BUSINESS ADVOCACY

Following advocacy efforts by EABC and other partners in the region:

1. Tanzania signed the ratification of the EAC SPS protocol in September 2021. This paves the way for the dissemination of several SPS measures and finalisation of the SPS Bill, SPS Standards procedures and SPS regulations. This will ensure fewer border rejections for plant and animal products and increase their trade volumes once the private sector complies.
2. TMA support through EABC contributed to re-opening of the Gatuna border between Rwanda and Uganda between January and March 2022, ending a three-year impasse on the Northern Trade Corridor, one of East Africa's key transport arteries.

INCLUSIVE TRADE



IN RWANDA 82.7% OF 72 Co-operatives RECORDED AN INCREASE IN OPERATING CAPITAL.



Empowering Women Co-operatives

In Rwanda 82.7% of 72 Co-operatives recorded an increase in operating capital. Women Cross-border Traders from 69 Co-operatives recorded a 79.3% increase in monthly income from an average of US\$161.9 to US\$290.26. Three Co-operatives registered 38-70% in capital from US\$223 to US\$275.2 from an average of US\$161.80%. Two Co-operatives recorded a 19% increase in the range of US\$193 to \$223.

6731 TRADERS, NEARLY TWICE THE TARGET OF 3750, ACCESSED INFORMATION FROM RESOURCE CENTRES ACROSS THE REGION



Enhancing Market Information Access

Access to trading and market information remains critical for women traders to trade formally, diversify their products and explore new markets. This year 6731 traders against a target of 3750 accessed information from resource centres



established at the borders: Goma (DRC/Rwanda), Uvira (DRC/Burundi), Kamanyola (DRC/Rwanda), Bukavu (DRC/Rwanda), Busia (Kenya/Uganda), Malaba (Kenya/Uganda), Goli (DRC/Uganda), Elegu (Uganda/South Sudan).

Peer Learning Enhances Business Strategy

Benchmarking and exchange visits for Co-operatives are key to building efficiency and competitiveness. Malaba Co-operative visited Green Aro Community Co-operative in western Kenya to learn more on their sacco's management and market access, resulting in Malaba Co-operative reorganising its management operations. Busiga Co-operative toured Busigu Co-operative from where they learnt the idea of acquiring a bank facility to purchase a lorry to transport their wares.

Advocacy Fosters Business Reform

Four dialogue forums were held in Kenya (one), Tanzania (two), and Uganda (one) to advocate for favourable policy and trade environment reforms supporting women in trade. Two papers were issued: One on challenges facing WCBTs across the EAC was tabled before the EALA Trade Committee in Arusha, Tanzania and the other on challenges facing WCBTs in Tanzania tabled before Tanzanian MPs sitting on the Gender and Trade Committee and Ministries of Trade, Gender, and EAC Affairs.

INCLUSIVE TRADE

Business Reforms Lower Cost of Trade

10 additional reforms concerning Uganda women traders were implemented, among them removal of US\$50 visa fees by South Sudan, and re-introduction of simplified certificates of origin by the Uganda Revenue Authority at trade and information desks at the borders.

10 ADDITIONAL REFORMS WERE IMPLEMENTED WHICH CONCERNED UGANDA WOMEN TRADERS, AMONG THEM REMOVAL OF US\$50 VISA FEES BY SOUTH SUDAN



Dialogue Eases COVID-19 Related Costs

In Tanzania, after Eastern African Sub-regional Support Initiative for the Advancement of Women (EASSI)'s quarterly dialogue with the authorities, free COVID-19 rapid tests were allowed, charges for PCR tests halved to US\$50, and rapid tests reduced from US\$25 to US\$10. In Kenya, EASSI advocacy led to the Fisheries Department reducing charges on a sack of silver fish by 71%, from US\$0.7 to US\$0.2, to make it more affordable for women cross-border traders from Kenya and Uganda.

IN TANZANIA FREE COVID RAPID TESTS WERE ALLOWED

US\$100



US\$50



71%

IN KENYA THE FISHERIES DEPARTMENT REDUCED CHARGE ON EACH SACK OF SILVER FISH BY 71%



FEATURED PROJECT

KEEPING EAST AFRICA FOOD SECURE IN THE AFTERMATH OF THE PANDEMIC

**PROJECT NAME**

Supply Chain Support for
Resilience Relief and Recovery for
Cross-border Food Security

**PROJECT BUDGET**

US\$ 500,000

**PERIOD OF IMPLEMENTATION**

2021 – 2022

**DONORS**

Canada



In a bid to curb the spread of COVID-19 pandemic that ravaged the East African region from early 2020, Governments effected diverse restrictions, among them controlled movement of people within the countries and at borders, closure of markets, night curfews and mandatory testing at borders.

These measures had a drastic effect on local and cross-border trade, characterised by low demand for commodities, loss of customers, reduced income and livelihoods. Food supply chains in the region were also disrupted, threatening regional food security. To address the looming starvation, TMA partnered with the East Africa Grain Council (EAGC) to support women cross-border traders in Kenya, Uganda and Tanzania to bolster cross-border food chains.

To sustain trade flows and enhance the quality and safety of commodities traded in the region, the project, dubbed Supply Chain Support for Resilience, Relief and Recovery

for Cross-Border Food Security-Grains and Horticulture, also enhanced COVID-19 mitigation measures. Under this initiative, 117 traders at the borders of Busia, Mutukula, Namanga and Lunga-Lunga were trained.

As a result, in 2021, 10,880 MT of grain worth US\$4.1 million was traded in the region, 65 G-Hubs for farmers were formed, and 6,577 farmers were sensitised on climate change. Similarly, 9981 farmers were trained on post-harvest management, including aflatoxin management, quality control tools, and food standards management. Further, smallholder horticulture farmers were trained on good practices in horticulture production and marketing.



GENDER INCLUSION



Access to Information Boosts Women Traders

- Women's participation in trade is gradually improving with better and timelier access to trade information and markets, through TMA's support for software development. Over 20,000 new women users have accessed the Sauti platform since April 2021, with 2,549 of them integrating it in their business activities, and 10,962 others accessing newly developed features on the platform.
- After training to enhance the capacity of women-owned and women-led SMEs and MSMEs, four MSMEs were certified on the Global GAP, while five others have made 85% progress on implementation support for HACCP, ISO 9001 and ISO 45001. 21 MSMEs have reported improved capacity on financial management, customer relationship management, organisational development, strategic management, and marketing; and 15 others strengthened their existing (five export and ten local) markets, with ten accessing new markets and signing five supply contracts.



- Six county level meetings to improve the policy and regulatory environment for women in trade in Busia, Migori, Bungoma, Kajiado, Taita Taveta and Kwale counties yielded three technical policy briefs, and a national delegates roundtable.



GENDER INCLUSION

Unleashing the Potential of Women Traders in the Region

- A study to identify barriers to women's participation in public procurement established that despite a 30% special allocation, less than 5% of the 54 government agencies aware of the scheme adhered to it.



- An SMS-operated gender-based business constraints reporting system run by Tanzania Women Chamber of Commerce (TWCC) was upgraded with a new server and women trained on its use, resulting in the resolution of 94 cases.
- 110 leaders of women trading groups were trained on lobbying and advocacy to engage different local and international government entities on pertinent trade issues like allocation of trading spaces and markets suitable for women traders.



- TWCC mapped women traders and developed a database for outreach, tracking of women-specific barriers to trade, and assessing the chamber's impact.
- 96 young women traders and entrepreneurs from across the country participated in a TMA supported Female Founders Marketplace event to share experiences on challenges and opportunities for young women traders in Tanzania.
- Two women traders were supported to participate in an AfCFTA forum in South Africa to explore business opportunities that have been created by the CFTA, while 67 others were supported to participate in exhibitions and trade fairs to showcase their products and open new markets.

- Products of 134 members of TWCC are now certified by the TBS, opening new local and international markets. Lack of proper processing facilities remains a challenge for women traders who wish to attain the required product standards for certification.
- 410 women traders from four regions of Njombe, Iringa, Tabora, and Singida were trained on business formalisation, certification and trading rules and procedures.
- In efforts to support the Zanzibar Women Chamber of Commerce, TMA did a needs assessment of Zanzibar women traders and an AfCFTA symposium graced by Zanzibar President, Hussein Mwinyi, was conducted.



COUNTRY PROGRAMMES

EAST AFRICA



KENYA GOVERNMENT
HONOURS TMA WORK



DRC'S ECONOMIC
DETERMINATION PAYING OFF



AT 60, BURUNDI
RENEWES ITS TRADING
ENVIRONMENT



RWANDA'S GDP REBOUNDS
BY OVER 10% SPURRED BY
TRADE



TANZANIA'S BLUEPRINT STIMULATES
PRIVATE SECTOR TRADE



DIGITAL AND PHYSICAL
CORRIDORS TO REINVIGORATE
UGANDA'S TRADE

HORN OF AFRICA



TRADE INTERVENTIONS
TO REV ETHIOPIA'S 15-
YEAR GROWTH SPURT



BUILDING PILLARS FOR
TRADE AND ECONOMIC
GROWTH IN SOMALILAND



TURNING
STRATEGIC
LOCATION
TO TRADE
POWERHOUSE

SOUTHERN FRONTIERS



EXPLORING TRADE
POTENTIAL IN
THE SOUTHERN FRONTIERS

03





KENYA GOVERNMENT HONOURS TMA WORK

The transformative work that TradeMark Africa (TMA) has sustained in Kenya for 12 years continues to draw accolades from the government. As the country that hosts TMA's Head Office, the Kenya Country Programme has been honoured to witness first hand, communities in Africa prosper through trade. Constant interactions with our regional directors of programmes has enhanced our own interventions towards reducing barriers to trade; and improving business competitiveness.

TMA's efforts to ease turnaround time at the Port of Mombasa was hailed by the Mombasa County Government for making evacuation of cargo faster and cheaper, but also reducing pollution, decongesting the city of Mombasa, and benefitting the county's anchor tourism sector. At the national level, our interventions boosted the Kenya Government's efforts to re-integrate rail freight services on the new Standard Gauge Railway into the Northern Corridor Transport System to decongest the Port of Mombasa and facilitate faster and affordable evacuation of cargo at the Inland Container Depot in Nairobi (ICDN). The project involved among others, rehabilitating crucial roads to and from the Port, establishing Service Level Agreements between Port Agencies, and improving environmental, health and safety management systems, among others.

It is noteworthy that the services of key trade agencies, among them Mombasa Tea Auction, Kenya Plant Health Inspectorate Service (KEPHIS), Agriculture Food Authority (AFA), Kenya National Chamber of Commerce (KNCCI), Pharmacy and Poisons Board (PPB), Anti-Counterfeit Authority (ACA), Maritime Single Window and Kenya Revenue Authority, are currently automated and interlinked. The automation via KRA's integrated Customs Management System (iCMS) is mostly attributable to our support, and has increased efficiency, and where applicable, efficacy in customs and border control operations. This has resulted in reduced business costs, and a boost to the country's revenue.

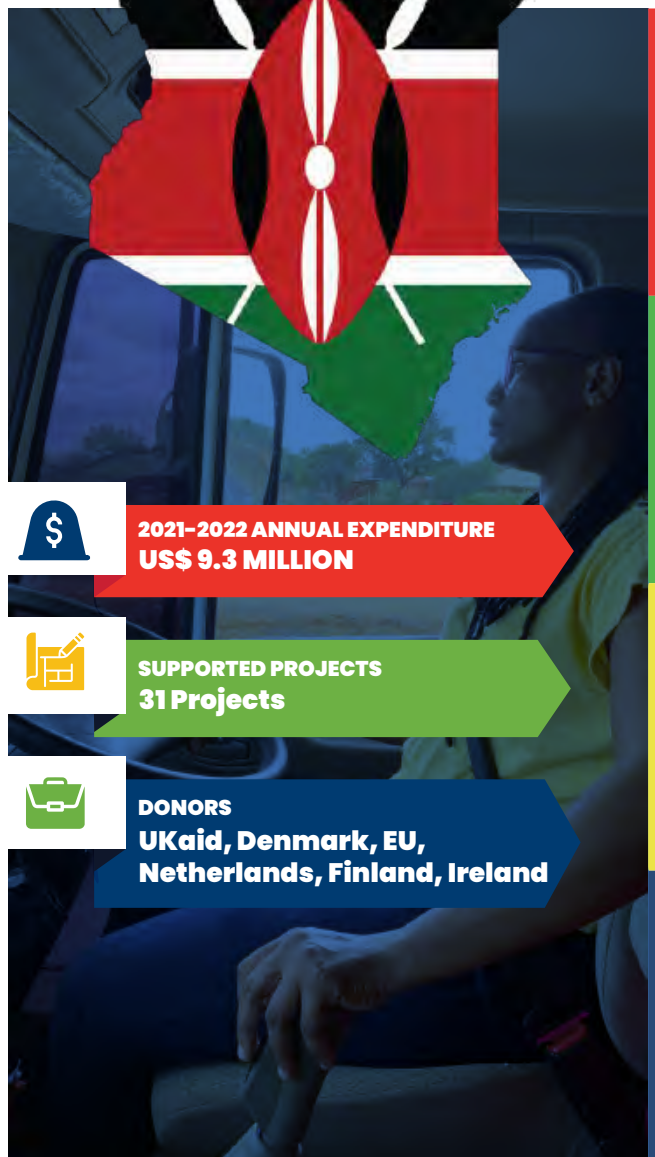
Our support during the COVID-19 pandemic through the Safe



Ahmed Farah
Country Director

Trade Emergency Facility helped the government sustain internal and regional trade. And as Africa grows its intra-continental trade, TMA has been instrumental in supporting Kenya develop its African Continental Free Trade Area (AfCFTA) Strategy.

These are functions that TMA supports, among many others, in its day to day work. We therefore look forward to continue supporting the government and the trading community to improve the trading environment in the country.



2021-2022 ANNUAL EXPENDITURE
US\$ 9.3 MILLION



SUPPORTED PROJECTS
31 Projects



DONORS
UKaid, Denmark, EU,
Netherlands, Finland, Ireland



EMERGING RESULTS

Single Window Information Systems for Trade (SWIFTs)

An evaluation of TMA's support for trade regulatory agencies to automate their systems and procedures through the SWIFT system, indicates reduced time and cost of trading due to improved governance and administration processes, increased transparency and predictability of processes. Emerging impacts of some of the fully deployed electronic portals are as below.

Integrated Tea Trading System (iTTS)

The iTTS, which has facilitated the online tea trade at the Mombasa Tea Auction since May 2020, has helped reduce the pre-auction period to 18 days, down from 20; the auction to eight hours, down from ten; and post-auction to ten days down from 17. Producers, brokers and buyers report a 58% fall in costs, from an average US\$326, \$2,913 and \$1,294 to US\$233, \$1,214 and \$442, respectively, as transportation, printing and courier services costs are eliminated.



Agriculture and Food Authority (AFA)

The eight Directorates linked to the Agriculture and Food Authority (AFA) system have recorded a significant reduction in the time in the year (by 79%) and cost (by 91%) of issuing licences/permits/certificates. Traders now take two days, down from 9, to acquire the documents, and spend about US\$8, from a whopping US\$83.

Kenya Plant Health Inspectorate Service (KEPHIS)

Through KEPHIS SWIFT, the time taken to acquire a seed certificate for seed inspectors in year one, fell to one day from 29 (97% reduction); seed merchants take seven days down from 36 (81% reduction) and seed sellers one day down from 10 (90% reduction). The costs incurred reduced from US\$39 to US\$3, a 92% reduction against the targeted 15%.

Integrated Customs Management System (iCMS)

The Kenya Revenue Authority iCMS was operationalised at all Kenya's entry and exits points, reducing the time to process key customs documents to two hours from three days.



Other SWIFTs

Development of other portals progressed as follows: The Pharmacy and Poisons Board (PPB) SWIFT was 90% implemented and integrated with regional Food and Drug Authorities' platforms. Kenya Plant Health Inspectorate (KEPHIS) IEICS SWIFT was 82% implemented, with recommendations from user acceptance tests initiated, and mobile payment; e-Phyto Hub; Trade Logistics Information Pipeline, and the KEPHIS Seed Certification System interphases were completed. ACA Information Management System (AIMS) was 90% complete, with the system integrated to Safaricom M-PESA.

Kenya Trade Observatory Platform

The Kenya Trade Observatory Platform portal was upgraded to improve data analytics, data visualisation and information dissemination. Over 50 reports were prepared, validated and disseminated via the platform.

Trade Policy Framework

TMA supported preparation of Kenya's positions in the EAC High Level Summit to be held within the 2022/23 financial year, and for the twelfth WTO Ministerial Conference (MC12), held in Geneva in June 2022. Key groups have pledged to continue working with Kenya in climate considerations in trade, among other areas.



National Tax Policy

Efforts to strengthen institutional capacity to deliver on the trade policy mandate yielded the development of the National Tax Policy towards a predictable tax regime that encourages investment; and the abolition of the burdensome minimum tax to the private sector. Kenya Bureau Standards (KEBS) also allowed destination inspections, and reduced inspection fees from 15% to 5% where a Certificate of Conformity (CoC) is unavailable, and to 0.6% charge for consolidated goods.

Trade Dialogues

On the legislative agenda, KEPSA held various public-private dialogues, and as a result: The Ministry of Lands cleared over 2,000 pending transactions worth US\$0.9 billion within 14 days; while the policy and legal measures to address the high cost of power were adopted, resulting in a 15% reduction in December 2021.

Kenya Bureau of Standards Satellite Labs

The KEBS satellite laboratories set up in Garissa and Meru have reduced grain test time from 12 days to one day maximum. In addition to moisture, the scope of testing has increased to 66 tests, including aflatoxin B1, total aflatoxin, grading of cereals, among others. The 156 ISO trained KEBS staff now have increased capacity to carry out market surveillance.

Horticulture Market Information System

The Horticulture Market Information System portal (horticulturekenya.com) was developed and launched. It enables sector players to access real time data on areas



of production, harvested volumes, exported volumes, and the value of trade in different value chains of horticultural produce.

Further, 10 advocacy meetings to lobby for improved infrastructure for handling fresh produce in various airports, and ports across the country, realised the following:



With counties in the North Rift, and Lake Region Economic Blocs committing to increase horticultural production, KAA and Kenya Airways Cargo installed facilities to handle increased fresh produce in Eldoret, and Kisumu International Airports. 5 tonnes of chili was shipped in the maiden flight, with the possibility of increasing to between 6 and 16 tonnes daily, subject to the availability of produce. 60 tonnes of produce had been handled between 2021 and 2022.



Kenya Airways cargo flew 20 tons of fresh produce and 23 tonnes of seafood from Mombasa to Sharjah International Airport in the UAE in October 2021, and has since shipped 150 tonnes of fresh produce through the airport to various destinations across the world.



FEATURED PROJECT

DIGITISATION ENHANCES TRANSPARENCY
AND EFFICIENCY AT TEA AUCTION

PROJECT NAME
Integrated Tea Trading
System (iTTS)



PROJECT BUDGET
US\$ 2.17 million



PERIOD OF IMPLEMENTATION
2017 – 2022



DONORS
Denmark



The automation of the world's largest black tea auction in Mombasa through the Integrated Tea Trading System (iTTS) has enhanced efficiencies, price transparency and reduced costs involved in trading the commodity globally. The manual auction once encompassed a host of intermediaries ranging from producers, warehouses, brokers, buyers, among others, leading to lost time, productivity, and higher operational costs. This also meant that farmers had very little say on the pricing of their tea deliveries and were often disappointed.

The automation, which cost US\$2.17 million, eliminates the laborious process along the tea value chain from dispatch of the tea from the factory, through receipt at the warehouse, cataloguing and offering for sale by the broker, followed by purchase and payment. Buyers can bid for the teas from the comfort of anywhere in the world. The digital process also tracks the collection of the batch that has been sold, from the warehouse to the purchaser.

The digital process allows all stakeholders to access real-time information on the happenings on the auction floor. This is

a big boost to transparency. It is estimated that teas worth over US\$20 million from Burundi, DR Congo, Ethiopia, Kenya, Madagascar, Malawi, Mozambique, Rwanda, Tanzania, and Uganda are traded on a weekly basis. Since its rollout in May 2020 and launch in April 2022, the system has helped reduce pre-auction period to 18 days down from 20; and auction hours to eight from ten. The post-auction time has reduced to ten days from 17. Producers, brokers, and buyers have reported a 58% slump in costs.

In Their Words

"Automation has enhanced efficiency of the tea auction. Members are now proceeding to purchase teas from the comfort of their offices. They can track where their teas are and even to the point of purchase. Every key player can configure the kind of reports they require for ease of decision-making. This is a win-win for all members."

Edward Mudibo, East African Tea Trade Association (EATTA)

"Brokers will be more efficient, doing less clerical work and becoming more analytical focusing more on statistics, analysing trends and informing buyers, and producers on market needs. They will be like brokers who sell stocks, in a stock exchange."

Caesar Muraguri Thairu, General Manager, Union Tea Brokers Limited, Mombasa



FEATURED PROJECT

CROSS-BORDER WOMEN TRADERS BREAK INTO EXPORT MARKETS WITH VALUE-ADDED PRODUCE



PROJECT NAME
Women in Trade



PROJECT BUDGET
US\$ 804,000



PERIOD OF IMPLEMENTATION
2017 – 2022



DONORS
Ireland, Denmark



In Africa, women are key drivers in economic growth. However, most of the small and medium sized women enterprises operate informally. They are also not adequately supported to take full advantage of opportunities of formal and cross-border trade in high value products. Empowering such traders through targeted interventions can generate substantial gains in job creation, improved incomes and poverty alleviation.

TradeMark Africa is supporting the Women in Trade programme implemented by Partner Africa Consortium (Partner Africa, TruTrade and Sauti East Africa) to build the capacity of 7,000 women producers, aggregators and traders and at least 35 women MSMEs in Kenya's agricultural sector.

The partnership delivered the following results over its lifetime. At least 1,000 female producers actively traded 725 MT of mixed produce. This earned the producers roughly US\$159,645

and US\$3,521 in commissions for women aggregators. About 15 MSMEs benefitted US\$1.52 Million in debt and grant financing to expand their businesses. Additionally, over 725 new jobs were created across different MSMEs.

The project also achieved a substantial improvement in quality standards as evidenced by nine SMEs trained, and supported in implementation and accreditation on HACCP, ISO 45001, ISO 9001 and Global GAP, opening a wider export market.

In Their Words

"The project established an ongoing engagement with the project stakeholders and analysis of results indicates that over 50% of the 36 SMEs reported increased revenues, improved operational efficiencies, and increased market linkages since joining the project. The project also achieved substantial improvement in quality standards as evidenced by nine SMEs trained, supported implement and get accreditation on HACCP, ISO 45001, ISO 9001 and Global GAP opening a wider export market."

*Peter Okoth Aluoch, Project Manager,
Partner Africa*





TANZANIA'S BLUEPRINT STIMULATES PRIVATE SECTOR TRADE



2021-2022 ANNUAL EXPENDITURE
US\$ 7.998 MILLION



SUPPORTED PROJECTS
13 Projects



DONORS
UKaid, Norway, Ireland, Netherlands

The political economy in Tanzania continued to improve during the year, with the government focusing on addressing regulatory challenges faced by business communities and the private sector. Efforts by Her Excellency, the President of the United Republic of Tanzania, Dr. Samia Suluhu Hassan, to stimulate participation of Tanzania's Private Sector in business transformation were registered when she chaired the 13th Tanzania National Business Council meeting in June 2022.

During the meeting, it was agreed that implementation of the Blueprint, the policy guideline for undertaking the required business reforms, be fast-tracked. More than 200 charges and fees have so far been removed, and institutions with overlapping roles merged.

TradeMark Africa (TMA) support for infrastructure investment at one-stop border posts (OSBPs), and automation of key government processes continued to improve efficiency and ease access to key trade facilitation documents. Notably, the economy recorded growth in exports to US\$10.2 billion, from US\$8.5 billion the previous year. Part of this growth is attribution to the horticulture sector, which has benefited from TMA's partnership with Tanzania Horticulture Association (TAHA).

In 2021, horticultural export (vegetables and fruits) grew by 36.1% from US\$274.1 million to US\$373 million. It is for this reason that we engaged with and built the capacities of key private sector players in Zanzibar, to identify advocacy issues in preparation for future business reforms.

The programme in Tanzania focused on implementing 12 projects during the year. Economic risks from the on-going Russia-Ukraine conflict, and the aftermath of COVID-19 have resulted in reduced project funding. However, the programme delivered remarkable results with substantial impact for the country and the region.



Monica Hangi
Country Director

TMA's Safe Trade Emergency Facility birthed a successful COVID-19 business recovery strategy. One of its lasting outcomes is the mobile phone supported Regional Electronic Cargo and Driver Tracking System (RECDTS) App, through which more than 18,000 Tanzania drivers have been registered, with most receiving regionally recognised COVID-19 Health Certificates. Migration of the services to the EAC Pass enables country health ministries to generate relevant day to day COVID-19 reports for their surveillance work.

Evaluation of our interventions in infrastructure, standards, and automation through Digital Platform solutions for Trade continued to demonstrate great achievements throughout the year. Findings of the evaluation are integrated as part of content in this annual report.



EMERGING RESULTS

Dar Port and One Stop Border Post Improvements

- Traders reported increased trade volumes, and the Tanzania Revenue Authority (TRA) posted a 31% revenue increase, resulting from improvements at Tanzania's Dar Port and one stop border posts (OSBPs) in Tunduma, Holili, Kabanga, and Mutukula since 2018. The traders reported reduced time and cost of business, easy coordination of border agencies, improved safety and security of goods, and of problem-solving amongst traders.
- Cargo traffic at the OSBPs has also increased, with Tunduma leading with a 375% increase, against reduced border crossing time of 79%, and the others posting a 40% reduced crossing time.



Trade Standards

It now takes 58% less time, from 50 to 21 days, to get a certificate of conformity from the Tanzania Bureau of Standards (TBS).

Single Window Information for Trade

Government automations via the Single Window Information for Trade (SWIFT) systems indicate doubled revenue, and reduced time and cost of trading. For example, the time and cost of issuing permits has reduced by 90% at the Ministry of Agriculture, and to one hour from 14 days at the Ministry of Livestock (MLF), which also increased system generated



revenue by more than 100%. The TMX SWIFT has reduced the time of trade by more than 50%, while increasing farmgate prices by 40%.

Tanzania Private Sector Foundation

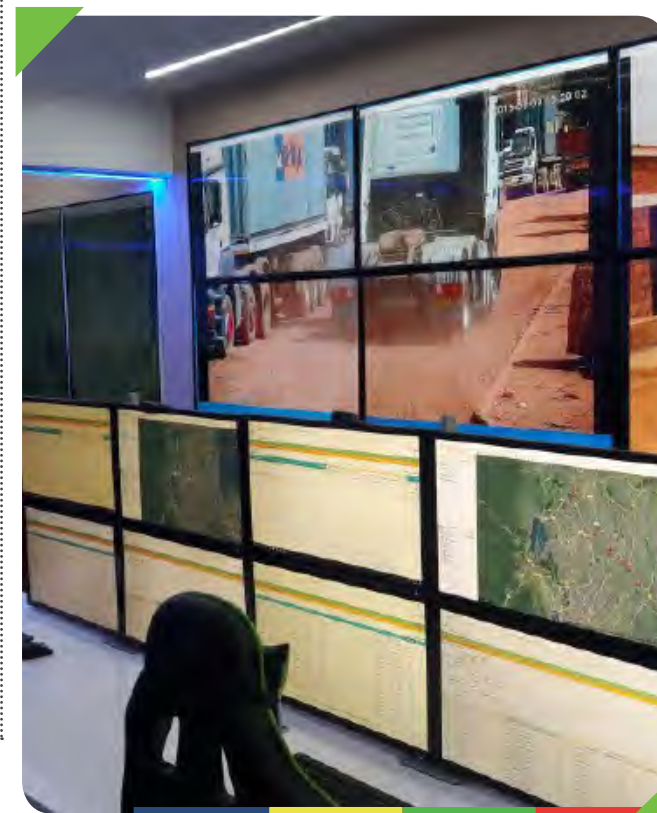
Through the Tanzania Private Sector Foundation (TPSF), we've helped to increase businesses' local and international trading capacity. In 2020/21, the Tanzania Horticulture Association (TAHA) increased its export capacity by 122.4% from US\$784,840 to US\$1,745,300. A total of 2,405 farmers (1,111 male, 688 female, 606 youth) were linked to exporters and supplied



4,702.6 tonnes of avocado, French beans, snow peas, ginger, spices, and bitter gourd, etc., worth US\$2.4 million. Through this support, the British Retail Consortium certified three out of five targeted packhouses, in Arusha, and five trained farmer groups traded produce worth US\$490 million.

National Logistics Strategy

Truck operators now pay user fees of US\$10, down from US\$500 per 100km. This is among the 66 of 100 action points in the 10-year National Logistics Strategy (2019) implemented during the year, to improve business transport and logistics.



The Central Corridor Trade Observatory

The Central Corridor Trade Observatory (CCTO) portal was upgraded to measure up to 38 performance indicators along the Central Corridor, and more than 100 stakeholders participating in data collection and validation exercises. The upgrade includes a mobile application, data warehousing, business intelligence tool and GIS platform, which allows improved data collection, processing, and reporting to policy makers in the region.



Authorised Economic Operator Programme

The biggest result of an AEO programme by Tanzania Revenue Authority is reduction in time and costs of doing business for the AEO businesses.

Bilateral Trade Meetings

To improve Tanzania's trade environment, three bilateral meetings were held between Tanzania - Kenya, and Tanzania - Uganda. 12 of 30 non-tariff barriers were resolved with Kenya including: ratifying the EAC SPS Protocol, removal of 1% charges by Tanzania's Coffee Board on coffee from Kenya, restrictions on entry for crop protection products in Tanzania, arbitrary uplifting of the value of soft drinks exported to Kenya, and reduction of inspection fees for all trucks from Tanzania.

National Trade Policy

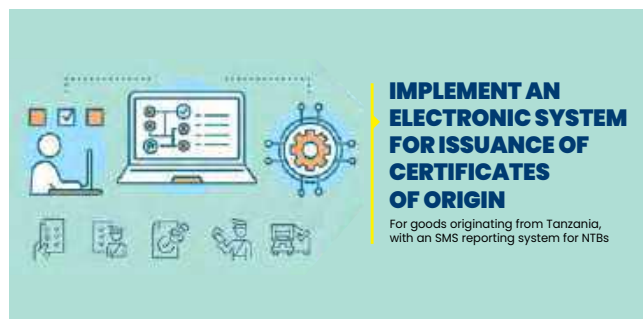
Tanzania's National Trade Policy and Strategy, the National Investment Policy, the National Local Content Policy, and National Export Strategy were completed and are at various stages of approval and validation.

Investment Dialogue

To improve trade regulations, six dialogue sessions were conducted on various investment-related issues, mainly on tax administration, resulting in removal of 15% import duty on industrial sugar, VAT exemption on cold rooms for horticulture traders, and reduced workers' compensation fund rate to 0.6% from 1% for private and public sector equity.

Certificate of Origin System by Tanzania and Zanzibar Chambers of Commerce

We supported the Tanzania and Zanzibar Chambers of Commerce to implement an electronic system to issue certificates of origin for goods originating from Tanzania, with an SMS reporting system for NTBs. Time taken to process a certificate has reduced from 4 days to 24 hours, with 62,762 certificates issued, and 31 NTBs reported in the region, with 13 resolved.



FEATURED PROJECT

TRADERS CROSS TUNDUMA OSBP WITH EASE



PROJECT NAME

Installation of Scanners at
Tunduma Border



PROJECT BUDGET

US\$ 2.7 million



PERIOD OF IMPLEMENTATION

2020 – 2022



DONORS

UKaid, Ireland, Norway



Inspection and scanning of personnel and cargo at the Tunduma One Stop Border Post (OSBP), the border crossing between Tanzania and Zambia, would take hours slowing down trade and increasing transactional costs for traders. TMA's time and traffic survey in April 2021 registered traffic passing through the OSBP per day at 209 vehicles, with an average of 30.15 hours to cross the border for inbound cargo, 3-4 hours of this time was attributed to physical verification of goods.

In Their Words



“Tanzania Revenue Authority (TRA) has partnered with TradeMark Africa for over 10 years, with great positive outcomes. The installation of the non-intrusive inspection system, which includes body, baggage and cargo scanners at Tunduma OSBP will further reduce border-crossing time by up to 30%. It sets a standard that TRA will adopt in developing other OSBPs in the country.”

Alphayo Kidata, Commissioner General, TRA

The purchase and installation of X-Ray scanners at a cost of US\$2.69 million has lowered the time for verifying cargo and people by a third. This along other interventions including operationalisation of the One Stop Border Post and installation of an Integrated Border Management System (IBM) .

Cumulatively the interventions at the Tunduma OSBP have contributed to reducing the time to process cargo across the border by 79%. In addition to improving efficiency at the border, the interventions are projected to boost customs revenue collection and enhance links between the East African Community and the Southern African Development Community Regional Economic Communities.

FEATURED PROJECT

INVESTING IN TANZANIA MADE EASY



PROJECT NAME
Tanzania Electronic
Investment Window



PROJECT BUDGET
US\$ 350,000



PERIOD OF IMPLEMENTATION
2021 - 2022



DONORS
UKaid, Norway, Ireland



In the past, investors in Tanzania have had to visit 12 government institutions and complete at least 54 forms, to obtain an investment clearance. There was also no way to track how far an investor's application had progressed in the process.

The Government of Tanzania has been determined to change this state of affairs by improving the country's investment credentials through strategic business reforms, including leveraging ICT tools to develop systems to facilitate investment approvals and permits.

The Tanzania Electronic Investment Window automates and combines under one platform, government institutions involved in providing investment clearance services. The project comprises upgrading and deployment of modules for the following agencies; National Identification Authority (NIDA), Tanzania Revenue Authority (TRA), Business

Registration and Licensing Agency (BRELA), Tanzania Investment Centre (TIC), Prime Minister's Office - Labour, Youth, Employment and Persons with Disability (PMO-LYED), Immigration Services Department, Ministry of Lands, Housing and Human Settlement, Tanzania Energy Supply Company (TANESCO), National Environment Management Council (NEMC). Integration of the modules with the core TIC system had just begun at the end of the financial year.

Once the integration phase is complete, the Investment Window will enable online receipt of investment applications, and online real time feedback to investors while serving as a secure centralised electronic repository for investment statistics. With the fully functional single window expected to be in place early next year it is anticipated that the time it takes to process investors applications will be reduced from the current 31 days to five days.



EXPLORING TRADE POTENTIAL IN THE SOUTHERN FRONTIERS

The Southern Frontiers encompasses TMA programming in Malawi, Mozambique and Zambia. The region holds great intra-regional and continent-wide trade potential in light of the African Continental Free Trade Area (AfCFTA), and various regional economic communities to which countries are affiliated.

During the past year in Malawi, the economy was negatively affected by internal and external shocks, among them a long dry spell that disrupted the planting season, and multiple storms that damaged farmland and key infrastructure. Whereas the economy had recovered modestly to a 2.8% growth in 2021, its growth in 2022 is expected to decelerate to 2.1%. Headline inflation remained high at 24.6% as an aftermath of high food and fuel prices occasioned by the war in Ukraine.

TMA's Malawi Programme set in place pillars of future intervention in physical and digital trade infrastructure, standards and logistics, as well as enhanced public private dialogue to effectively tackle non-tariff barriers. The programme supported a baseline survey of Malawi's main trade corridors (Beira, Nacala, Dar-es-Salaam, Mbilima and Durban) and the six borders (Mwanza, Dedza, Mchinji, Songwe, Muloza and Mbilima), with focus on time, traffic cost and non-tariff measures.

Mozambique enjoyed steady economic growth that COVID-19 disrupted. Recovery in global demand and Liquefied Natural Gas (LNG) production is expected to boost the country's exports, estimated at 5.7% of GDP in the medium term. With its deep seaports, and bordering many landlocked countries, Mozambique has potential to become the southern region trade gateway through maritime trade. This however requires significant trade reforms and infrastructure investments.

We launched a US\$2 million programme, and held a national oversight committee meeting to strengthen our partnership with the Mozambique Government, and the private sector.



Jovin Mwemezi
Southern Frontiers and Malawi
Country Director

We signed a US\$400,000 contract with UNCTAD to commence a Women in Trade Programme that will support inclusive trade in the country.

Catapulted by high copper prices and recovery in the agricultural sector, the Zambian economy recovered from COVID-19 recession of 2.8% in 2020 to a 4.6% growth in 2021. The economy is expected to grow by 3.8% in the medium term, supported by macro-stability, mineral prices, and improved electricity supply.

Our nascent programme in Zambia got underway with a US\$250,000 detailed design of Nakonde One-Stop Border Post (OSBP) (with Tanzania) that is anticipated to bring down border crossing cost and time. Tunduma, on the Tanzanian side, is already an operational OSBP, showing a significant reduction in transactional costs.

Our Southern Frontier Programme is still new, but the foundations of TMA signature trade facilitation work are successfully being laid, and the future looks promising. Read more about our work in this region in subsequent sections.



2021-2022 ANNUAL EXPENDITURE
US\$ 3.3 MILLION



SUPPORTED PROJECTS
11 Projects



DONORS
UKaid, Netherlands, Ireland



EMERGING RESULTS

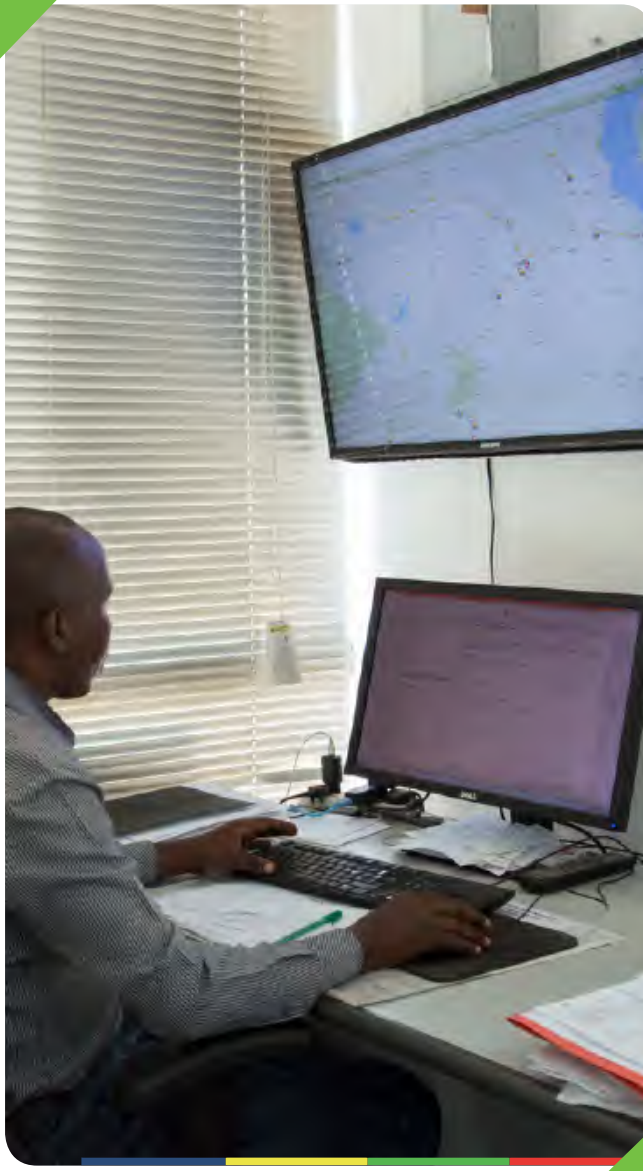
Standards and Phyto-Sanitary

In Malawi, TMA supported the development of a standards, sanitary and phyto-sanitary (SPS) Code of Practice for macadamia nuts. We trained 45 members of the standards development committees on nuts, legumes, and aquaculture, assessed the capacity of laboratory equipment, and procured lab equipment for chemical, microbiology, and pest diagnostic tests. Malawi produces export grade nuts, which with strengthened standards, will be able to access global markets.



Mchinji-Mwami OSBP

In preparation for the launch of Mchinji-Mwami OSBP, we supported the Ministry of Trade and Industry to develop an OSBP procedures manual, and training materials. When implemented, the procedures will improve inter-border coordination between Malawi and Zambia, and Tanzania and Mozambique.



PRIVATE PARTNERSHIPS IN MALAWI, PRE-FEASIBILITY STUDIES WERE CONDUCTED FOR DRY PORTS



Dry Ports in Malawi

As preparation for public private partnerships in Malawi, pre-feasibility studies were conducted for dry ports at Blantyre, Lilongwe, Nsanje, Bangula and Salima.

NTB Policy Paper

An NTB Policy Paper was successfully developed, while the Tax Policy Paper is under development to strengthen and make the existing Public Private Dialogue Forum (PPDF) issues-based, and equip it with more advocacy tools.

In Their Words

"We value efforts towards diversifying Malawi's export basket to sustainably improve trade balance for Malawi. With macadamia identified to replace tobacco as Malawi's high value export, we project exponential growth in production of the crop, and consequently more exports, forex earning, jobs, and indeed economic vibrancy and a progressive trade balance. We commend TradeMark Africa for supporting institutional capacity development of Malawi Macadamia Association."

Charity Musonzo, Director of Trade, Ministry of Trade, Malawi.

FEATURED PROJECT

MALAWI KEY TRADE CORRIDORS ASSESSED

**PROJECT NAME**

Malawi Key Trade Corridors Assessed

**PROJECT BUDGET**

US\$ 250,000

**PERIOD OF IMPLEMENTATION**

2021 – 2022

**DONORS**

UKaid



In a move to improve various trade corridors in Malawi and lower the cost and time of trade, we undertook a baseline survey of time, traffic, cost and non-tariff measures at Malawi's four main trade corridors, Beira, Nacala, Dar es Salaam, Mbilima and Durban, and six borders, Mwanza, Dedza, Mchinji, Songwe, Muloza and Mbilima. The outcome will help to determine the measures to reduce trade and logistics costs, and improve the competitiveness of Malawi's value chains in regional and international markets.

In Their Words

"I sincerely thank TradeMark Africa and the UK Government through the Foreign, Commonwealth and Development Office for continued support for Malawi's trade sector, despite global challenges. We cherish the successes we have registered so far, and hope to build on the milestones in the coming financial year, as they form the basis for further work."

Ms Christina Zakeyo, Principal Secretary for Trade, Malawi.



RWANDA'S GDP REBOUNDS BY OVER 10% SPURRED BY TRADE



Rwanda's economy made a major rebound in 2021, registering a 7.4% GDP growth up from -3.4% the previous year, when it was under the weight of COVID-19 related economic disruptions. The strong performance was attributed to, among other factors, sustained fiscal stimulus, eased COVID-19 restrictions, and renewed global demand. Recovery and expansion of the services sector at 12%, industry at 13% and agriculture at 6%, were key to this recovery, coupled with easing of inflation to 0.8%, on the back of lower food prices.

TMA Rwanda invested heavily in export development and promotion, digitalising trade services while bolstering inclusive trade. Under the export development programme, we supported 40 firms to access foreign markets, resulting in US\$617,708 worth of exports with an additional US\$0.5 million in the pipeline. Firms accessed financial interventions worth US\$820,500 in equity, debt, and grants.

To improve trading standards, and sanitary and phytosanitary measures as a means to promote exports, we supported the Rwanda Standards Board (RSB) to upgrade its service with the Laboratory Information Management System (LIMS), that both interfaces RSB's laboratory instruments and integrates with existing MIS certification and quality assurance units. The US\$140,000 project is enabling traders to electronically receive sample and other results, and make payments, thus reducing the sample turnaround time by 14%, and saving traders travel time and costs. The system has also cut down paperwork at RSB. The superior service was enabled by the RSB Single Window Information for Trade (SWIFT) whose establishment we supported a few years back.

To sustain inclusive trade, we trained 1,515 women on Simplified Trading Regime (STR) and Cross-border Trade (CBT), and built the capacities of 558 traders on governance of Co-operatives, including finance, business development, quality, and standards.



Patience Mutesi
Country Director

The Rwanda Country Programme participated in the Commonwealth Heads of Government meeting which discussed advancing trade within the Commonwealth and globally. The year round achievements were made possible by our strong collaboration with the Government of Rwanda, the private sector, our donors, and our committed staff, to whom I am grateful.



EMERGING RESULTS

Converged Licensing Management System in Rwanda Utility Regulatory Authority (RURA)

With a budget of US\$512,000 the RCP supported RURA to automate trade services. This has resulted in 80% reduction in time taken to make an application and the cost of acquiring services from RURA.



Rwanda Revenue Authority's Digital Transition

To enhance customs efficiency, we supported Rwanda Revenue Authority's digital transition, with an advanced passenger information module and authorised economic operator modules operationalised.



Construction of Rusizi Harbour Facilities

Export Challenges Resolved

Four high level and 12 technical level Public Private Dialogue meetings, including a forum on environmental issues and regulation awareness, resolved 50% of the export issues raised by the private sector.

Lasting Outcomes of the Safe Trade Emergency Facility

- The Electronic Cargo and Driver Tracking System (RECDTS) was developed and is operational, enhancing the smooth flow of trade along the Northern and Central Corridors, and safeguarding the health of supply chain actors and government officials through ports, borders, and markets.
- Metrology equipment and laptops were distributed to RSB, and staff trained on calibration and verification to ensure food security and access to critically required medicines.



Construction of Rubavu Harbour Facilities

Rubavu and Rusizi Harbour

Construction of Rubavu and Rusizi Harbour Facilities, important trade route for trade between Rwanda and neighbouring Democratic Republic of Congo, progressed to 25% and 8.9% respectively. When complete, the two facilities will ease cargo travel on Lake Kivu, reducing time and cost of trade.

Sanitary and Phyto-Sanitary Work

For Rwandan goods to meet the sanitary and phyto-sanitary requirements of major markets, we trained 269 government

and private sector actors, resulting in better quality Rwandan exports with interceptions in destination markets drastically dropping by 70%. Of the 68 traders trained on priority standards (ISO 22000), three attained certification. Following training of agricultural and livestock commodities enterprises on Global GAP certification, 57 attained high priority standards and four received third party certification, with 14 others in the process.

Coffee Sorting and Grading Equipment

32 Co-operative societies used the modern coffee sorting equipment installed at the National Agricultural Export Board (NAEB) to increase their capacity to sort high quality coffee for export. 572,000 MT of coffee was sorted between July and December 2021, thereby packing a 40-foot container of coffee in a day. This was against a target of 350,000 MT.

RURA SWIFT

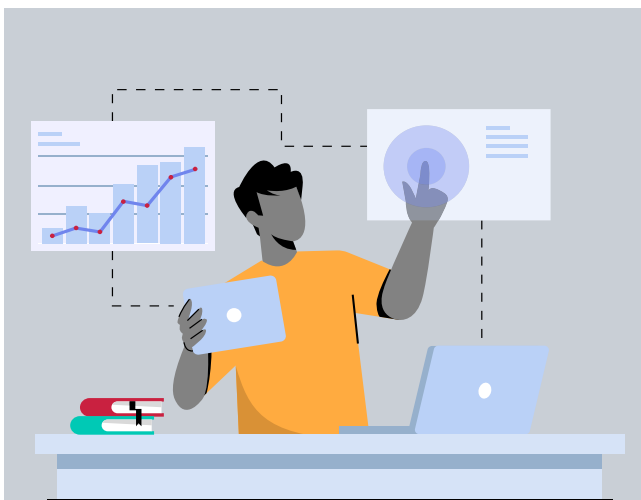
Working with Rwanda Utilities Regulatory Authority (RURA) to upgrade the Rwanda Electronic Window (Phase II), new modules, including electronic payment, reporting and customs entry/exit cards, were developed and rolled out during the year. By operationalising SWIFT at RURA, the time taken to buy a standard decreased by 66%, time to apply for a lab designation decreased by 89% while time to acquire metrology license decreased by 87%. Implementing SWIFT for NAEB helped to reduce the time to process certificates by over 50%.

Central Corridor Challenges Resolved

25 challenges along the Central Corridor were resolved following a collaborative upgrade of the Corridor's Transport Observatory Portal and Transit Transport Facilitation Agency, to address challenges and generate quarterly and weekly reports.

FEATURED PROJECT

GETTING TRADE SAMPLE RESULTS AT A CLICK



PROJECT NAME
Upgrade of RSB Lab Information Management System



PROJECT BUDGET
US\$ 140,000



PERIOD OF IMPLEMENTATION
2018 – 2021



DONORS
UKaid, USAID, Finland



In the past, traders seeking certification of trade samples delivered to the Rwanda Standards Board (RSB) made countless trips to follow up on the results, but the Laboratory Information Management System (LIMS) has automated the process, substantially reducing the paperwork and physical interfaces.

Complemented by SWIFT, the LIMS supports movement of samples within the lab, allowing service purchases and progress monitoring. Thus, at the click of a button, a trader can use the RSB process, to approve and disseminate certificates.

Our Standards and Sanitary and Phyto-Sanitary Programme implemented regional interventions through the EAC Secretariat, national bodies and SPS authorities and business member organisations to reduce cost and enhance access and quality of standards. This was through enhancing capacity of regional and national quality infrastructure institutions for standards.



In Their Words

“The scope of Rwanda Standards Board (RSB) certification services has expanded to include catering, animal feed production, transport and storage for perishable products, thanks to TradeMark Africa’s support to train our staff and sector stakeholders. The trainings have enhanced management of high-end technology applications, and competence for ISO certification in food safety management, among others.”

Jane Nyamvumba, Director, Systems Certification Unit, RSB.



FEATURED PROJECT

CERTIFICATION TO HIGHER MARKETS


PROJECT NAME

Technical Support for Agriculture, Livestock and Support Systems to Comply with SPS Measures


PROJECT BUDGET

US\$ 776,996


PERIOD OF IMPLEMENTATION

2018 – 2021


DONORS

USAID



For years, agricultural produce firms in Rwanda strove to enter the lucrative, more sustainable regional and international markets to fetch better prices for their produce, but lack of internationally recognised certification locked them out. Six firms have now attained the requisite certification, with many more in the pipeline. Four of the firms attained HACCP:RS 184:2017 Certification, and the other two obtained SPS Certification for export. In total, 20 companies were guided towards complying with relevant standards (12 SPS, three dairy processing, and two honey production), and applying for certification. Through the project, Technical Support for Agriculture, Livestock and Support Systems to Comply with SPS Measures, 269 agricultural traders representing various public and private sector firms, were trained and coached on Global GAP, HACCP, and Rain Forest Certification. The topics covered included horticulture applicable standards such as SPS and Global GAP, food safety in processing units and management of veterinary medicines.

In Their Words

“TradeMark Africa through RSB, trained us on ISO 22000 and HACCP on food safety management. The knowledge has helped our organisation (dealing in agricultural produce) to handle food in a proper manner, to our clients’ happiness. We’re already working with high end hotels and restaurants, and now aspire for the export market, specifically Belgium, and the Chinese market with our dry chilli.”

Esther Kabera, Chairperson of Green Leaf Cooperative.



“TradeMark Africa has supported Rwanda Inspectorate, Competition and Consumer Protection Authority (RICA). This long journey of building the capacity of RICA and regulated business operators has helped us achieve a certain level of competitiveness both locally and internationally through trainings on compliance with standards and regulatory requirements. RICA has seen an increased level of compliance with standards and regulations, which have led to compliance with national, regional and international market requirements.”

Uwumukiza Beatrice, acting Director General, Rwanda Inspectorate, Competition and Consumer Protection Authority (RICA)







**2021-2022 ANNUAL EXPENDITURE
US\$8.7 MILLION**



**SUPPORTED PROJECTS
10 Projects**



**DONORS
Denmark, UKaid, Finland,
Netherlands**

DIGITAL AND PHYSICAL CORRIDORS TO REINVIGORATE UGANDA'S TRADE

The Ugandan economy grew by 4.6% of GDP in 2022, and 6% in 2021, and is expected to continue over the medium term, buoyed by household consumption and investments in the services sector, resuming to pre-COVID-19 pandemic levels. Strong recovery in wholesale and retail trade, real estate, education, and industry rebounding through construction and manufacturing, also played a key part. The current account deficit however, deteriorated to 9% of GDP, reflecting declining terms of trade, and widening trade deficits that require improvement interventions.

To catalyse trade in Uganda, it is important to address key non-tariff barriers that increase the cost of business, and hamper competitiveness of Ugandan goods, especially in the international market. In the year under review, we made key strides in tackling this through the Uganda Electronic Single Window (UESW) Phase II. The UESW is a web-based electronic facility that helps to reduce the time and transactional costs of processing import and export documents domiciled in various public and private organisations.

Under the project, ten new ministries, departments and agencies (MDAs) were interfaced/integrated into the system, while ten others are in the pipeline. Fourteen new trade facilitation modules were interfaced in the system and another sixteen are under development. Already, the average number of paper documentation steps required to complete transactions has dropped by 32% from 85 steps to 58. The number of users of the system has jumped by 141%, while the number of transactions processed through the UESW has risen by 64%.

We also tackled another perennial bottleneck: access to standards for traders seeking trade certification. Our project to decentralise and supplement standards testing services at the Uganda National Bureau of Standards (UNBS) registered good traction with the launch of the Gulu Regional Laboratory. Equipping two other regional laboratories in Mbale in the east, and Mbarara in the southwest, is advanced and scheduled for commissioning in the next financial year.



Anna Nambooze
Country Director

To enhance cross-border trade between Uganda and the Democratic Republic of Congo, construction of Goli One Stop Border Post (OSBP) progressed to 85%, with completion of the main OSBP building and the staff quarters.

All this could not have been achieved without the donors, namely, Canada, Denmark, European Union, Finland, Netherlands and UKaid, who supported the Uganda Country Programme during the year.



EMERGING RESULTS

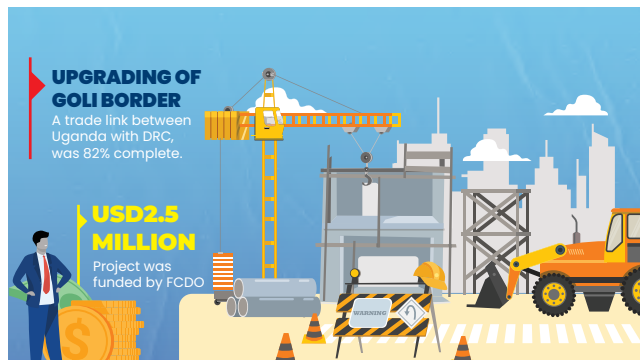
Malaba OSBP Access Road

In a bid to enhance the efficiency of the Malaba One Stop Border, we constructed a new access road and connected it to the new bridge at the border. We also constructed the entry gate-house, staff accommodation block, street lighting and boundary wall. With the resulting smooth and free-flowing traffic, dwell time and crossing fare expected to improve.



Goli OSBP

Goli border links Uganda with DRC. The facility was for years characterised by dilapidated infrastructure, despite a significant amount of trade flowing through the border. Rehabilitation of the facility progressed to 82% completion. The work includes the administration building, staff quarters, warehouse, parking yard, verification sheds, gate-houses with canopy, sanitation facilities, electromechanical works, paving of access roads, drainage works and fencing.



Trade Policy Framework Project

To efficiently implement, harmonise and enforce the East African Community trade related laws and policies, Uganda completed notification for Category BandC of the World Trade Organisation Trade Facilitation Agreement (TFA) and a matrix uploaded in the WTO website. Meanwhile, the developed WTO Bill, SPS Policy, and National Accreditation Bill await enactment into law, while the External Trade Regulations (ETR) Bill progressed from review to writing stage. These achievements will increase business responsiveness through efficient trade procedures, thereby reducing intra-regional trade times and costs.

National Logistics Project

The National Logistics Platform (NLP), which spearheads logistics policy reforms, proposed to the Presidential Investors Round Table (PIRT), policy amendments requiring all freight forwarders with or without businesses in Uganda, to pay income tax in the country. Meanwhile, amendments to the Traffic Road and Safety Act established a Logistics Department to effectively handle logistics issues. The NLP also successfully engaged the Government of Tanzania to harmonise Central Corridor charges, (Tanzania charged Uganda trucks USD500 while Uganda charged Tanzania trucks USD150).

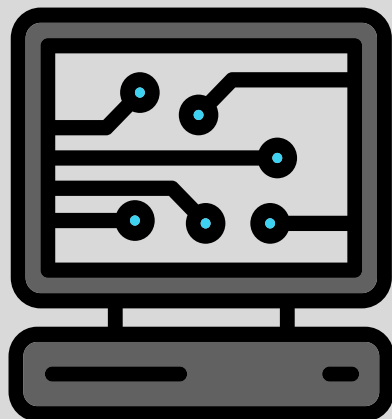
Gulu Logistics Hub

The US\$8.4 million UKaid and EU funded construction of the main building of Gulu Logistics Hub was completed, while construction of the access road progressed to 18%. The Hub, the modern distribution and logistics point for Northern Uganda, South Sudan and Eastern DRC cargo, is to be privately operated and maintained through a public private partnership. The preferred bidder is proceeding to the financial evaluation stage.



FEATURED PROJECT

26 TRADE AGENCIES NOW ABOARD THE UESW



PROJECT NAME
Uganda Electronic Single Window
Project Phase II



PROJECT BUDGET
US\$ 9.468 million (Phase I and II)



PERIOD OF IMPLEMENTATION
2014 - 2022



DONORS
Denmark



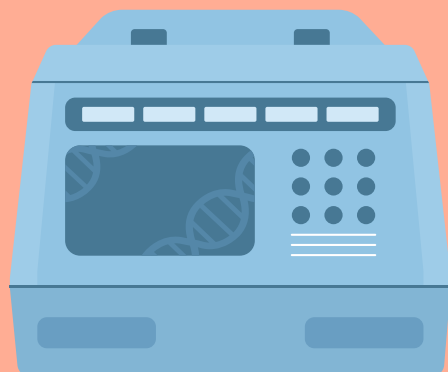
The Uganda Electronic Single Window (UESW) Project (Phase II) has integrated ten more MDAs (bringing the total to 26), with ten others in the pipeline. Fourteen new trade facilitation modules have been developed and interfaced with the system, while 16 others are under development.

The web-based facility helps in processing import and export documents by streamlining processes for trade related agencies, reducing time and transactional costs. Transaction costs for international traders decreased by a cumulative US\$26.4 million in 2021 alone. Transaction costs for linked government agencies fell by 45% from US\$68 to US\$37.1, with a 79% trade time reduction. In Phase I, the system

onboarded 16 MDAs, among them the Revenue Authority, Bureaux of Standards and Ministry of Trade, Industry and Co-operatives, and the Ministry of Agriculture, Animal Husbandry and Fisheries.

FEATURED PROJECT

UNBS LAB DECENTRALISATION BRINGS SERVICES CLOSER



PROJECT NAME
UNBS Lab Decentralisation



PROJECT BUDGET
US\$4.455 million



PERIOD OF IMPLEMENTATION
2021 – 2022



DONORS
Denmark



For years, traders from across Uganda, seeking to certify their product samples, had to make the arduous journey to Kampala, to access the Uganda National Bureau of Standards laboratories. Traders incurred huge costs from travel and waiting for test results, coupled with lost business opportunities due to delays. With the launch of the Gulu Regional Laboratory in the north, made possible by the US\$4.5 million Laboratory Decentralisation Project funded by the Danish Government, those extra costs are no more.

Two other laboratories will be constructed at Mbale to the East, and Mbarara to the Southwest. All completed laboratories are furnished with equipment to undertake chemical and microbial analysis of priority commodities for export. Among these include edible fats and oils, milk and milk products, fruits and vegetables, cereals and cereal products and animal products including fish, meat, honey and horticultural products.

In Their Words

“Through her development partners, TradeMark Africa supported the Government of Uganda on regional and national cross-border trade initiatives by: constructing OSPBs, establishing the Gulu Logistics Hub, digitalising government agencies (16 of them on board the Uganda Electronic Single Window), developing 23 modules and equipping the national testing body, UNBS, with lab equipment to increase trade competitiveness. This enabled trade to continue during tough times, despite budget cuts.”

Mrs. Edith Mwanje, Permanent Secretary, Ministry of East African Community Affairs



“Decentralising Uganda National Bureau of Standards (UNBS) laboratory testing services to other parts of the country has incentivised MSMEs to seek product certification, thus increasing production of quality and safe products in the country. 4,246 new MSMEs have since been certified with the UNBS Quality Mark, making their products accessible in the domestic, regional and international markets. Turnaround time for analysis of samples has improved from 21 to 15 days.”

David Livingstone Ebiru, Executive Director, UNBS.





DEMOCRATIC REPUBLIC
OF CONGO

DRC'S ECONOMIC DETERMINATION PAYING OFF



The economy of the Democratic Republic of Congo (DRC) has maintained its post-COVID-19 momentum, with an expected GDP growth of 6.2% in 2022, up from 6.1% in 2021. This performance is underpinned by investments in the mining sector, with exports shored up by improved mineral prices. DRC's main economic driver is mining, accounting for up to 90% of its total exports.

Meanwhile, the country is working hard to lower inflation rates currently at 9.5%, up from 9.1% in 2021, and exacerbated by the ongoing war in Ukraine. DRC adopted monetary and exchange rate policies aimed at moderating inflation by stabilising local prices and building external sustainability. It has also enhanced efforts to reinforce the independence of the Central Bank of Congo, and reform the banking sector.

The ascension of DRC to East African Community membership in March 2022, was mutually beneficial. It not only bolstered the Community's GDP by 22%, and geographical areas by 79%, but also added impetus to DRC's quest to tap regional markets. It is anticipated to herald growth in trade and deeper integration in the trading bloc. Other benefits include enhanced security and increased prospects for investment, e.g., in agriculture and mining, and infrastructure development.

In spite of upheavals such as: continued insecurity and instability arising from armed activities in Eastern DRC; periodic tension with key trade partner, Rwanda, which led to the closure of Rusizi Border; and the volcanic eruption of Mt. Nyarugongo, TradeMark Africa continued in its efforts to ease age-old trade bottlenecks, by improving trade infrastructure, enhancing inclusion of women and youth in trade, and automating trade processes, among others. Specifically, construction of Mahagi OSBP, a busy border post with Uganda progressed to 85%.



Aime Nzoyihera,
Country Director

Similarly, infrastructure construction of Kalundu Port, the second most important in the country, after Matadi Port, reached 15%. The following pages outline some of the programme progress.



EMERGING RESULTS

DGDA Customs Management System

The upgrade from ASYCUDA++ to web based ASYCUDA World Customs Management System progressed to reach 93%. The US\$2 million upgrade will enhance customs administration by streamlining procedures for faster and less costly clearance, reducing paperwork, boosting customs – thus government revenue – improving compliance and enhancing a risk-based approach to managing borders.



MARKET LINKAGE PROJECT

To bolster exports from the Democratic Republic of Congo to the region, the project trained and certified 20 export advisors, who in turn mentored the 20 SMEs, selected to build their export readiness to neighbouring markets. One SME exported to Kenya 14 MTs of Soya beans worth US\$10,200. The other firms are in more nascent stages of venturing into export markets in the coming year.



Women Traders at a market in Eastern DRC

In Their Words

“The Directorate General of Customs and Excise (DGCA) is DRC’s primary trade facilitation agency, critical for the development of international trade. TradeMark Africa is supporting the installation of various digital solutions, including a Regional Electronic Cargo Tracking System. This will optimise tracking the movement of goods from the Port of Mombasa in Kenya to their final destination in various towns in DRC.”

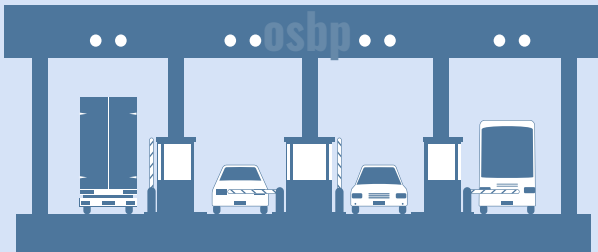
Jeanne Blandine Kawanda Walwom, Managing Director, DGCA

“I was trained and sensitised on how to fight against gender-based violence at the border. Now, I defend myself when I encounter abuses. In the past, as smuggling was common, many small-scale cross-border traders did not know that they needed to utilise migration services and would instead use illegal routes. This contributed to acts of harassment at the illegal routes. Equally, having been trained on cross-border trade regulations, I know what fees I need to pay at the border, what products are taxable, thereby doing my work without constraints.”

Furaha Mazambi, cross-border trader

FEATURED PROJECT

MAHAGI A GATEWAY TO CENTRAL AFRICA


PROJECT NAME

Mahagi OSBP


PROJECT BUDGET

US\$ 2.3 million


PERIOD OF IMPLEMENTATION

2020 - 2022


DONORS

Netherlands

Mahagi Border is a busy border post neighbouring Uganda's Goli OSBP. Linking the two key trading partners, it is among the busiest borders in DRC. Located on the axis between Bunia in DRC and Arua in Uganda, the border is part of the Northern Corridor, connecting Mombasa Port and Kisangani Region. It handles import traffic from Kenya, through Uganda, to the Eastern DRC towns of Bunia, Beni, Butembo and sometimes Kisangani.

For years, the border crossing was characterised by dilapidated infrastructure, leading to inefficient cross-border trade - costly processing of human and cargo traffic across the border. TMA initiated transformation works at the border post in 2021.

Turning Mahagi into a modern OSBP includes installing a verification shed, sanitation facilities, entry gate and exit gate building, together with an expansive parking lot for up to thirty trucks. Construction at the OSBP progressed to 85%, with only the road, parking lot, warehouses, gates, and ongoing rehabilitation of Goli, still pending. When complete, the OSBP will cut export time from Mombasa Port, and Uganda to DRC, and border crossing time by at least 30%. It will hasten the clearance of main imports from Uganda, such as rice, sugar



and hardware materials, and exports from DRC such as timber and rubber latex. With key roads serving the border crossing, among them Mahagi-Bunia-Komanda – which leads deeper into DRC – and the RN4 to Kisangani and DRC's border with Central African Republic, the upgrade is expected to impact the wider East and Central African Regions.

In Their Words

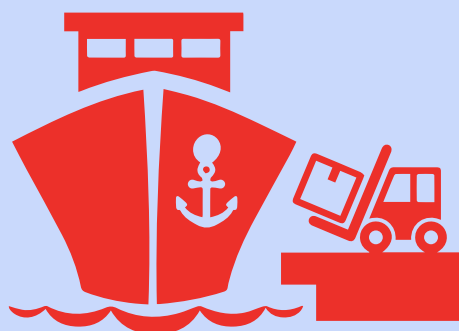
"As the construction of Mahagi One Stop Border Post (OSBP) comes to an end, improvements can already be seen. Truck lines by the roadside have vanished with the construction of a concrete parking lot. There is also an influx of activities and human traffic in Anzida, as the village hosting the OSBP gets transformed into a new economic pool. The post is an absolute masterpiece and booster for cross-border trade in Mahagi. We thank all donors who funded this project, and TradeMark Africa. Long live TradeMark Africa!"

Ngadjole Lonema Amoti, *Executive Secretary, Government of Ituri Province*



FEATURED PROJECT

KALUNDU PORT OFFERS ALTERNATIVE TRADE CLEARANCE



PROJECT NAME
Kalundu Port



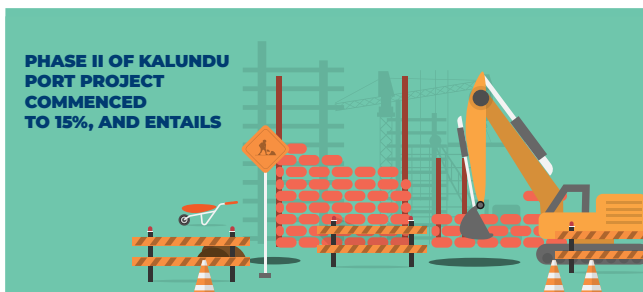
PROJECT BUDGET
US\$2.9 million



PERIOD OF IMPLEMENTATION
2017 – 2022

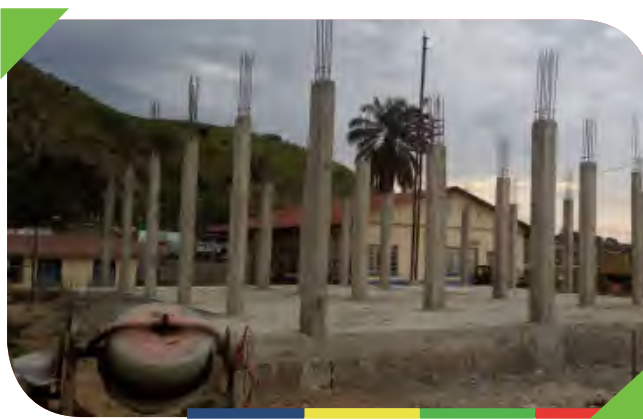


DONORS
Netherlands



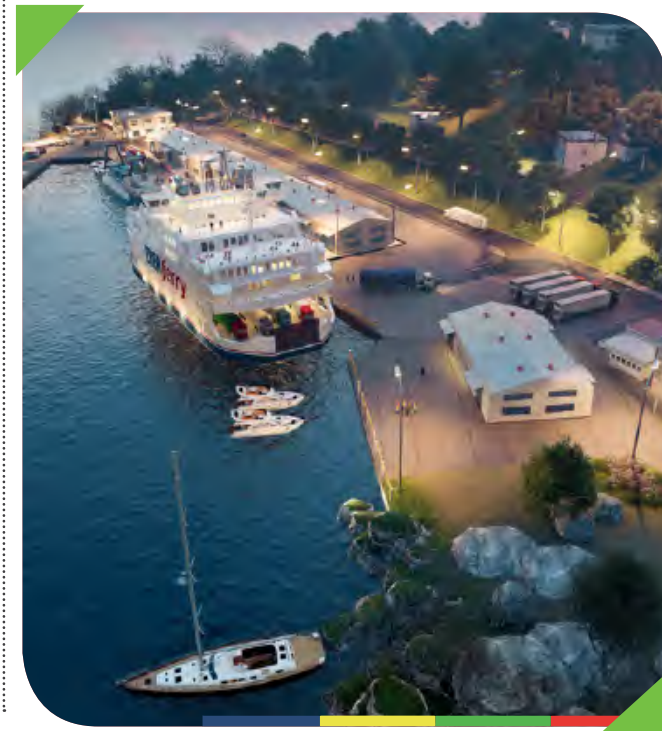
The East African Region hosts the world's largest lakes, mostly on the floor of the Great Rift Valley - from Ethiopia, in the north to Mozambique, in the south. The enormous transport potential of these lakes is not yet fully exploited. For instance, Lake Tanganyika is the world's second largest fresh-water lake by volume and depth, and is shared by DRC, Tanzania, Burundi and Zambia.

Port Kalundu, the second most important port in DRC after the Port of Matadi, is located on the northern part of Lake Tanganyika, and is linked to other important ports along the lake such as the Ports of Bujumbura, Kalemie in DRC, and Mpulungu in Zambia. Most importantly, Kalundu Port is linked to the Central Corridor via Kigoma, to the Port of Dar es Salam.



The port constitutes an alternative lifeline for populations around Goma, Bukavu and surrounding small cities. For instance, during the COVID-19 pandemic, Eastern DRC used this alternative route to import/export critical supplies and necessities.

Phase II of Kalundu Port Project has now reached 15%. Earlier works included dredging the Port to clear siltation and allow larger vessels to call. When complete, the project is anticipated to hasten port clearance by providing adequate and appropriate facilities, better coordination by border agencies, and enhancing security and revenue collection for the government. Ultimately it will provide sustainable and efficient lake transport.





BURUNDI



2021-2022 ANNUAL EXPENDITURE
US\$ 1.2 MILLION



SUPPORTED PROJECTS
4 Projects



DONORS
Belgium, Netherlands

AT 60, BURUNDI RENEWS ITS TRADING ENVIRONMENT

Like most countries in East Africa, Burundi's resilience in the tough global economic times saw it recover from a 1% GDP contraction in 2020, which was COVID19 inflicted, to a 2.2% growth in 2021. The country's budget deficit also narrowed to 4.5% of GDP in 2021, from 7.8% the previous year. The IMF notes that before the war in Ukraine, Burundi's agriculture and mining projects, together with financial reforms, saw a forecast economic growth of 4.7% in the medium term. The mechanisms instituted include lower current spending, tougher revenue collection measures, accelerated investment, and subsidies to sustain reasonable local commodity prices.

Furthermore, Burundi has for over seven years, maintained relative political calm, and was set to mark 60 years of independence in July 2022. It is within the context of ongoing economic recovery that TradeMark Africa supported the Burundi Government's initiative to protect and enhance the trade environment.

Underpinned by an inclusive trade strategy that ensures the inclusion of small enterprises and under-represented groups such as women and youth, we accelerated the Women in Trade Programme. Specifically, we supported formalisation of many informal businesses, and upgrade of trade environments at critical nodes such as borders. We trained 667 women cross-border traders on relevant procedures and modern trade practices and built the capacities of 637 women informal traders on key trade aspects, resulting in the registration of 16 Co-operatives, complete with bank accounts, with eight others in the pipeline. The 24 Co-operatives raised capital of US\$8,200 making 11% profit worth US\$1,042.

Operationalising the health module in the Burundi Electronic Single Window (BeSW), and upgrading the customs system ASYCUDA, reduced the time to process permits by 80%, from over a week, to under 24 hours.



Christian Nibasumba
Country Representative

The agriculture module was also completed with expectations that when fully operational, the Ministry of Agriculture will process 50% of export and import permits through the system.



EMERGING RESULTS

667 Women Traders Trained

To boost participation of women in trade, we facilitated training of 667 women traders in the districts of Makamba, Citiboke, Bujumbura Rural and Rumonge, on cross-border procedures and modern trade practices. We also built the capacities of 637 women informal traders on key export trade aspects of procedures, packaging, and authorised export/import products.

Trade Information Desks Set Up

Trade Information Desks (TIDs) at all the four Burundi borders (Kobelo, Gatumba, Rumonge, Lake Tanganyika) were operationalised, used as meeting points by women cross-border traders, and facilitating business coaching for 400 female traders.

16 Co-operatives Registered

Meanwhile, 16 Co-operatives were registered and opened bank accounts, with eight others in the pipeline. Between April and June 2022, the 24 Co-operatives reported an 11% growth in profit due to enhanced access to capital for business growth.

Digital Seed Platform Launched

The establishment of a digital platform for hygienic and efficient online trade in improved seeds (online-seed.com), benefitted 2,000 smallholder farmer groups (almost 100,000 farming households).

Trade Dialogue Proposes Solutions

TMA supports dialogue between governments and the private sector to address emerging business issues. Out of the six forums facilitated in the year, 143 recommendations were submitted to policy makers, of which four law reforms aimed at improving the business environment were submitted to the government for approval. We also backed 108 small and medium enterprises to access new or existing markets in the region.



FEATURED PROJECT

BeSW MAKES IT EASIER TO TRADE IN BURUNDI



PROJECT NAME
Burundi Electronic Single Window



PROJECT BUDGET
US\$ 1.4 MILLION



PERIOD OF IMPLEMENTATION
2019 – 2023



DONORS
Netherlands

The successful operationalisation of the Burundi Electronic Single Window (BeSW) allows traders to access standardised information and documents from a single-entry point, thus reducing the time and costs involved. Already integrated in the system are Burundi Revenue Authority (OBR), Burundi Investment Promotion Authority, the Health Ministry and the Agriculture Ministry. The BeSW is undergoing an upgrade to enable a broader service offering on the platform.



Burundi Revenue Authority, and the Ministries of Agriculture and of Health have installed new modules. The agriculture system fully automates issuance of export permits, while the health system automates issuance of permits and certificates for trade in medicaments. Meanwhile, the OBR automates issuance of eligibility certificates for tax exemption. We expect the project to reduce transaction costs by between 7.5% and 15%, and transaction time by 25% to 40%.

In Their Words

“The Single Window technology is a great solution to the challenges pharmaceutical importers face. Today, we obtain import authorisation in less than 48 hours at a cheaper cost compared to the old permit application system which cost us a lot in time and other expenses.”

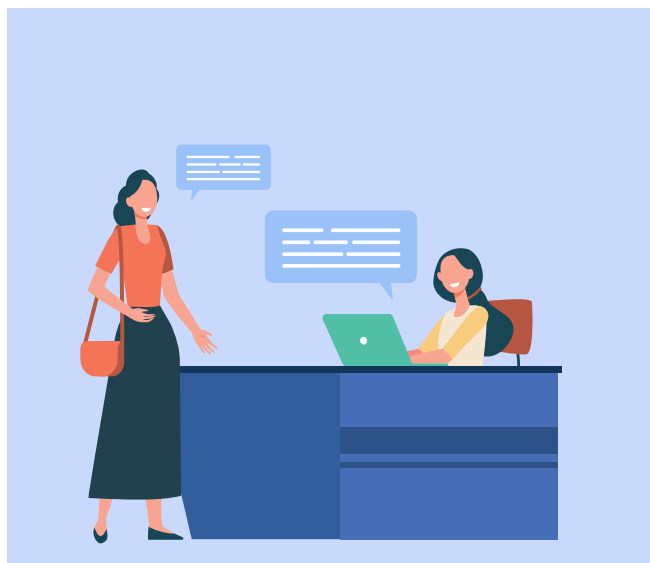
Solene Ntihogora, Pharmaceutical Importer, ALCHEM.

“Now, the new automated system has significantly reduced processing time for import permit applications, customs clearance, and inspection of drugs and other health products, in addition to having reliable data available in time on imports.”

Dedith Mbonyingiro, Chief Executive Officer at ABREMA

FEATURED PROJECT

NEW SKILLS EMPOWER BURUNDI WOMEN CROSS-BORDER TRADERS



PROJECT NAME
Support to Burundi Women
Cross-border Traders



PROJECT BUDGET
US\$ 800,000



PERIOD OF IMPLEMENTATION
2020 – 2022



DONORS
Belgium

At the Kazoza Incubation Centre, women cross-border traders registered US\$10,537 revenue in the year, which is expected to grow over the years this Co-operative is among the many that the BCP trained on modern trade practices and co-operative management. BCP's support has included 1,049 traders trained on cross-border trade policies and processes; and 667 women cross-border traders trained on business and entrepreneurship. Further, 400 women were trained as trainers on co-operative management and supported to establish co-operatives. This resulted in the registration of 16 co-operatives, complete with bank accounts, with eight others in the pipeline. Of the newly established cooperatives, 93% have been paying taxes.

The co-operatives raised capital of US\$8,037, making 11% profit worth US\$1,042.

BCP also successfully established four fully equipped, solar powered Trade Information Centres at four border points, now operational. Additionally, some strides were made towards improving information sharing and stakeholder coordination on cross-border trade and promoting a more conducive business environment for women cross-border traders. The National Strategy on Cross-Border Trade was validated for the first time in Burundi.





TRADE INTERVENTIONS TO REV ETHIOPIA'S 15-YEAR GROWTH SPURT



**2021-2022 ANNUAL EXPENDITURE
US\$ 1.6 MILLION**



**SUPPORTED PROJECTS
13 Projects**



**DONORS
UKaid, EU/IGAD, Ireland**

Ethiopia has been among the fastest growing economies in the world for the last 15 years. The World Bank estimates a 9.5% GDP growth in the period. In the financial year 2020/2021 growth slowed to 6.3% owing to slower global demand, drought in the east and south of Ethiopia, and instability in parts of the country which is now resolved.

At the heart of Ethiopia's economic performance has been its private sector. TradeMark Africa has focused on catalysing the performance by the private sector through interventions that facilitate trade.

Operationalising Moyale One Stop Border Post greatly reduced the cost and time of cargo and movement of people between Ethiopia and Kenya. The modern border post has resulted in a 66% reduction in dwell time for transshipping traffic, from 115 hours in 2017 to 39:13 hours in 2021. Daily cargo traffic from Ethiopia has grown by 81% from 73 trucks in 2017 to 132 in 2021.

Completion of a feasibility study on the proposed Jijiga Internal Container Depot has moved Ethiopia a step closer to reorganising and modernising its logistics infrastructure. Fundraising for the project will commence as soon as the government and key stakeholders adopt findings of the report. The depot is anticipated to provide sustainable, efficient logistics infrastructure.

On quality and standards aimed at enhancing trade between Ethiopia and Somaliland, we supported the training of Somaliland Quality Control Commission staff. The three rounds of training for 35 officials revolved around micro biology, animal feeds, ISO-ISE 17025, ISO-ISE 17020. Consequently, we supported the development of standards for 19 products traded most between the two countries, including civil works and construction material, cereals and cereal products, oil, fish, and confectionary.



Abenet Bekele
Deputy Country Director

These interventions, alongside ongoing modernisation of the Berbera and Djibouti Corridors, and other achievements reported within this report, will enable Ethiopia to fully exploit existing trade potential.



EMERGING RESULTS



Tog Wajaale Border Market

Tog Wajaale Market, which was built with modern sanitation facilities, improved security and lighting is fully operational, allowing traders to operate for longer hours. Ninety stalls are occupied by women traders, boosting the inclusive trade agenda.

Trade Standards Harmonisation

Standards for the 19 most traded commodities between Ethiopia and Somaliland were harmonised. In addition, 21 standards and 4 guidelines on best practices in manufacturing, hygiene, and pharmaceuticals were developed.

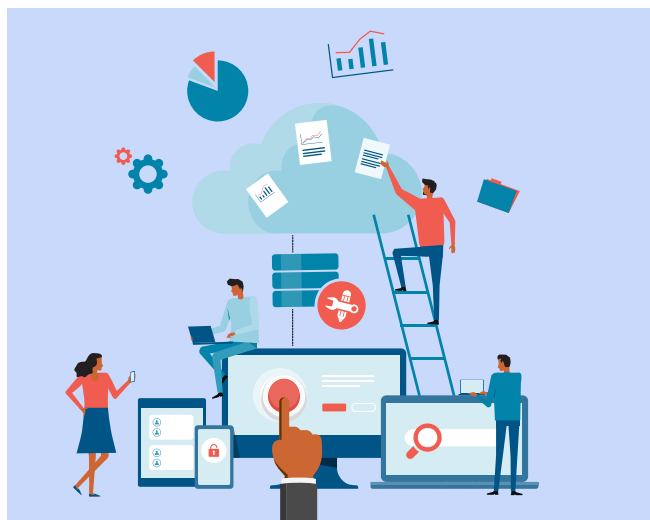


Fair Trade and Transit System Between Ethiopia and Somaliland

Progress was made towards developing a fair trade and transit system between Ethiopia and Somaliland following the completion of a diagnostic study that provides a robust analysis and practical recommendations for future trade and transit arrangements. The report awaits validation in the two countries.

FEATURED PROJECT

ETHIOPIAN TRADERS ACCESS CHAMBER OF COMMERCE SERVICES AT THE CLICK OF A BUTTON



PROJECT NAME
Ethiopian Chamber Digitalisation



PROJECT BUDGET
US\$ 250,000



PERIOD OF IMPLEMENTATION
2021 – 2022



DONORS
Ireland



The Ethiopian Chamber of Commerce and Sectoral Associations (ECCSA) has improved its efficiency after the launch of the Ethiopian Chamber Digital Service (ECDS). The digital system enables the Chamber to provide online services to its members, the business community, and the public.

Digitising ECCSA's manual services allows electronic membership registration and renewal, and online payment of fees. This ultimately eases business processes in Ethiopia by enabling traders to easily fulfil requirements and reduce transaction costs.

ECDS also improves access to information such as trade and investment promotion services, online Chamber academy trainings, quick identification of non-tariff barriers, and legal counselling and arbitration. ECDS is integrated to the Ethiopia Electronic Single Window System (EeSWS), and Telebirr, the country's foremost mobile money, to enhance issuance of Certificates of Origin and other trade facilitation services. It

also capacitates SMEs, especially women-owned enterprises, thus contributing to the overall increase in employment and export. The Chamber's revenue collection is expected to grow by 25% in the coming year.

In Their Words

"We highly appreciate ECCSA for switching its services from manual to digital, thus reducing paperwork for traders. My Ministry will continue to support the private sector in its bid to ease business processes. We thank TMA and IrishAid for their tremendous contribution."

Ato Endalew Mekonen, Minister of Trade and Regional Integration

"Partnering with TradeMark Africa, ECCSA has done its best to modernise its services through the Chamber Management Information System Project, to enable traders to digitally get trade facilitation services at their convenient time and place."

Ato Wubie Mengistu, Ethiopian Chamber of Commerce and Sectoral Associations Secretary General

"Prior to this system, majority of trade facilitation operations at the chamber were manual and traders would physically visit the ECCSA offices and purchase the forms, fill them using a typewriter and bring them back for approval. Now, this is a thing of the past; you can make your applications from anywhere in the world."

Eng. Melaku Ezezew, ECCSA's President



BUILDING PILLARS FOR TRADE AND ECONOMIC GROWTH IN SOMALILAND



Abdi Osman
Country Representative

The Somaliland Programme maintained its focus on building pillars for sustainable regional trade and economic development. Working in collaboration with the Somaliland Government, we pushed various trade facilitative interventions in hard infrastructure, and trade policy aspects such as enhancing institutional coordination for faster evacuation of cargo along the Berbera Corridor, and growing the capacity of the private sector.

The 22.5km climate resilient Hargeisa Bypass was 85% complete and open for traffic. The bypass that connects the Red Sea Port of Berbera to Ethiopia via Tog-Wajaale Border will decongest traffic in Hargeisa, and enable seamless movement of especially humanitarian cargo. In addition to

being a major economic catalyst in Somaliland, the Hargeisa Bypass will position the Berbera Corridor as a competitive alternative to the Djibouti Corridor which currently accounts for the passage of over 90% of cargo destined for the 110 million people in the Ethiopia market. The bypass will further enhance cargo transport efficiencies realised from the recently completed 140km Berbera Port Hargeisa Highway.

During the year, design for this flagship project was improved to integrate recommendations of a climate resilience assessment. Among these is the addition of box culverts from three to 14, and pipe culverts from six to nine, to enhance drainage and withstand harsher climate. There were also structural design enhancements and a slight relocation of the 210-metre long Wadi Bridge to better address weather extremes.

Finally, the Hargeisa Bypass Project supported a Heritage Impact Assessment recommending the gazettelement of the sacred Naaso-Hablood Cultural Site. The site has great tourism potential given its picturesque features, rich wildlife and lagoons. Please read on for more results of the work we did in Somaliland in the year.



EMERGING RESULTS

Berbera Food Laboratory Launched

The Somaliland Quality Control Commission (SQCC) Food Laboratory in Berbera was equipped and commenced testing, thereby enhancing compliance, reducing costs, and enabling product access to regional markets. Further, 35 technical SQCC staff were trained in Ethiopia on various functions and operations of the laboratory, and 16 standards developed and launched.

THE SOMALILAND QUALITY CONTROL COMMISSION (SQCC) FOOD LABORATORY IN BERBERA ENHANCING COMPLIANCE, REDUCING COSTS, AND ENABLING PRODUCT ACCESS TO REGIONAL MARKETS.



Berbera Fish Market Nears Completion

Construction of Berbera Fish Market progressed to 99%, with completion of the foundation and walls, and commencement of service rooms and roofing. Other future works, including installation of solar and cold chain rooms will create more trading opportunities, especially for women, by ensuring food safety and hygiene, and maintenance of standards, and reduced losses.

CONSTRUCTION OF BERBERA FISH MARKET PROGRESSED TO 99%



Berbera fish market construction

In Their Words

"The new laboratories are aligned with the organisation's five-year action plan that aims to significantly enhance access to quality foods and other products in local and foreign markets. TMA, a reliable partner that works closely with SQCC, is the only organisation that has committed to improve the SQCC. This new facility will improve the standards of goods in our country, goods for neighbouring Ethiopia, and the whole Horn Region."

Mukhtar Mohamed, Chairman, Somaliland Quality Control Commission

Tog Wajaale Market Complete

Completion of Tog Wajaale Border Market in Somaliland boosted trade, with 196 women operating from the improved, hygienic and secure business environment. A solar system was installed at the market with cold storage and grinding machines, reducing the cost of electricity. 50% of the women traders were trained and equipped with market information and access to finance. The traders have diversified their product mix due to more space and are able to trade for longer hours due to improved lighting and roofed shelter.

Somaliland-Ethiopia Trade Improved

The prospects of more trade between Somaliland and her key trading partner Ethiopia are brightening as building blocks of enhanced trade are laid. The programme through ODI developed recommendations to improve trade between Somaliland and Ethiopia and indeed the Region, under the AfCFTA. The Berbera Corridor diagnostic study was completed and will aid in addressing remaining challenges. There was progress on political dialogue towards a transit agreement between Somaliland and Ethiopia, which will further enhance trade and cargo flow between the countries.

FEATURED PROJECT

HARGEISA BYPASS SETS TRENDS IN THE HORN



PROJECT NAME
Hargeisa Bypass Road



PROJECT BUDGET
US\$ 20 million



PERIOD OF IMPLEMENTATION
2020 – 2022



DONORS
UKaid



Hargeisa Bypass Road with Naaso-Hablood Cultural Site in the background

Economic activities commenced along the US\$23 million 22.5km Hargeisa Bypass that is nearing completion. Petrol stations, settlements and other businesses emerged to take advantage of the anticipated traffic. The bypass will not only drastically decongest the capital city of Hargeisa and enhance cargo flow through the Berbera Trade Corridor, but is also a benchmark for future infrastructure development in the Horn of Africa. This will offer the much-needed alternative to the Djibouti Corridor that handles over 90% cargo to Ethiopia.

The bypass will enhance corridor capacity that has recently benefited from other major interventions, among them the

upgrade of the Berbera Port along the Red Sea, to handle 450,000 TEUs per annum and the upgrade of the 140km Berbera Port-Hargeisa Road by Dubai Ports World (DPW) and Abu Dhabi Fund for Development (ABFD), respectively. The bypass will offer an alternate route for cargo trucks originating from the Port of Berbera along the Red Sea.

The new road that features Wadi Bridge, the longest bridge in the country at 210 metres, has been climate proofed for sustainability by among others, increasing box culverts from three to 14, and pipe culverts from six to nine. The bridge foundation was improved from pads to piles to withstand harsher climatic conditions.

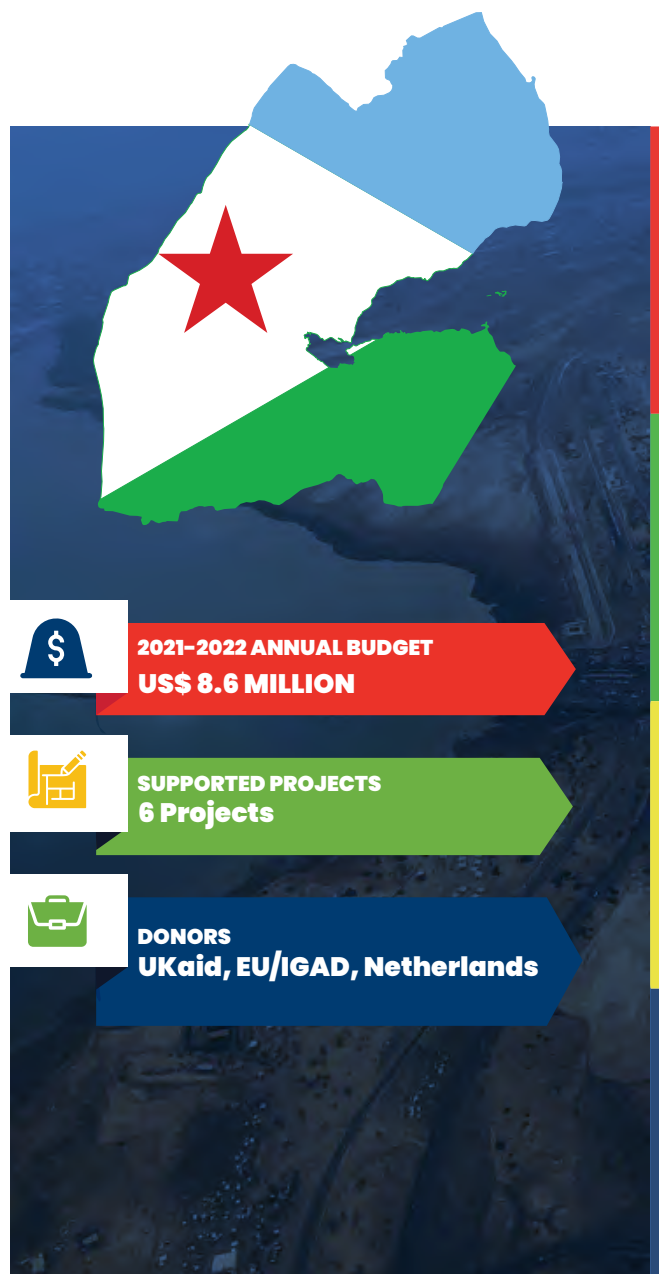
The Hargeisa Bypass also features the culturally significant and sacred Naaso-Hablood Cultural Site, which a Heritage Impact Assessment recommended for gazettement and preservation for strategic use.



Commercial ventures such as petrol stations emerging along the bypass



TURNING STRATEGIC LOCATION INTO TRADE POWERHOUSE



Djibouti is strategically positioned at the Southern entrance of the Red Sea, which connects Africa with the Middle East and is amongst the busiest shipping routes globally. The modern Djibouti Port connects not only the country's hinterland but also the 110 million people in Ethiopia to global maritime trade, providing an opportunity for great trade potential along the Djibouti-Addis Corridor.

This has informed TradeMark Africa's nascent programme in the country, prioritising the Djibouti-Addis Corridor with a number of interventions under development among them:

- Infrastructure upgrade at Galafi Border which entails expansion of the road leading to the border, administration building, provision of water and sanitation facilities.
- Automation of trade facilitation systems, among them a Regional Electronic Cargo Tracking system, a Fleet

Management System, Sanitary and Phyto-Sanitary (SPS) e-phyto system and electronic certificate of origin with Chamber of Commerce.

- The Standards and SPS programme aiming at institutional capacity enhancement and equipping of two laboratories in Djibouti and two in Ethiopia.

In the year under review our work focused on supporting the private sector to recover from COVID-19 related interruptions among them:

- Distributed personal protective equipment to three port terminals, two borders and two regional hospitals and 12 health centres along the Djibouti corridor.
- Vaccinated 4500 – following an MoU between the governments of Ethiopia and Djibouti and truck drivers.
- Facilitated development of Port protocols and SOPs for trade facilitation during the pandemic.

The following projects are also planned for execution in the coming financial year.

- An inclusive trade project that provides supportive infrastructure for women and youth as well as training in key trade processes and trade formalisation.
- Greening the logistics services in Djibouti with interventions targeting reduced emissions, green energy at the Port of Djibouti and waste and dust management.
- Trade policy and facilitation work supporting implementation of WTO trade facilitation agreement and AfCFTA.
- Private sector development targeting capacity building logistics and advocacy and NTBs resolution.

PEOPLE AND CONNECTIONS

CORPORATE RESOURCES

COMMUNICATION

RESULTS AND ORGANISATIONAL PERFORMANCE

OUR PEOPLE

04



CORPORATE RESOURCES



TMA's corporate resource function supports the internal control activities and environment of the organisation by ensuring that shared services are well governed and optimally distributed across the organisation.

Human Resources

The human resources team ensured staff and their families were well supported during the Covid19 pandemic to continue performing despite the challenges posed by the season. During the year, the senior leadership commissioned a staff engagement survey to check the pulse of the organisation following a restructuring exercise the previous year. The Human resources function analysed the staff feedback and developed an action plan to support the welfare and morale of staff. To support business continuity, a transition team was constituted to provide institutional knowledge support to staff. Equity, Diversity and Inclusion (EDI) continues to be a key aspect of TMA, and the HR team continued to champion the EDI agenda by organizing unconscious bias training for all employees.

Finance

- A new organisational structure saw the transfer of the budgeting team from Corporate Finance to the programme delivery unit, to strengthen the budgeting and financial management by taking the services closer to the users. This means that budgeting and reporting will be executed as part of routine programme and project management, rather than a separate function within Corporate Resources.
- TMA signed the Cooperative Agreement East Africa Economic Recovery and Reform Activity Award in June 2022, after a USAID-commissioned Non-US Organisation Pre-Award Survey determined its competence to implement the Award.

Information Communication Technology

The HR Module that enables staff self-service functionality was operationalised in the phased implementation of TMA Resources Integrated Management System (TRIMS). User Acceptance Testing (UAT) for various modules in TRIMS was also conducted during the year.

Administration

With a recommendation from the COVID-19 taskforce, TMA reopened its offices across the region in October 2021 with staff reporting to the physical offices initially on a voluntary basis then transitioning to two days a week.

Risk and Compliance

Macro-economic risks

Waves of COVID-19, an escalation in the Russia – Ukraine conflict in early 2022 and subsequent commodity shortages, and forex volatility were key drivers of risk, particularly in the second half of the financial year.

Funding

The macro-economic risks in partner and donor countries impacted counterpart funding and other available funding, even as TMA continued to grapple with resultant risks from the pandemic. TMA faces longer-term funding shortfalls, such as cuts from UKaid, that may affect programming in 2022 and beyond.

Operating environment

Despite the turbulent operating environment, TMA focused on strengthening its internal systems to increase organisational agility and resilience to external shocks. We did this through astute programming and project prioritisation, increased fundraising, and robust organisational review.

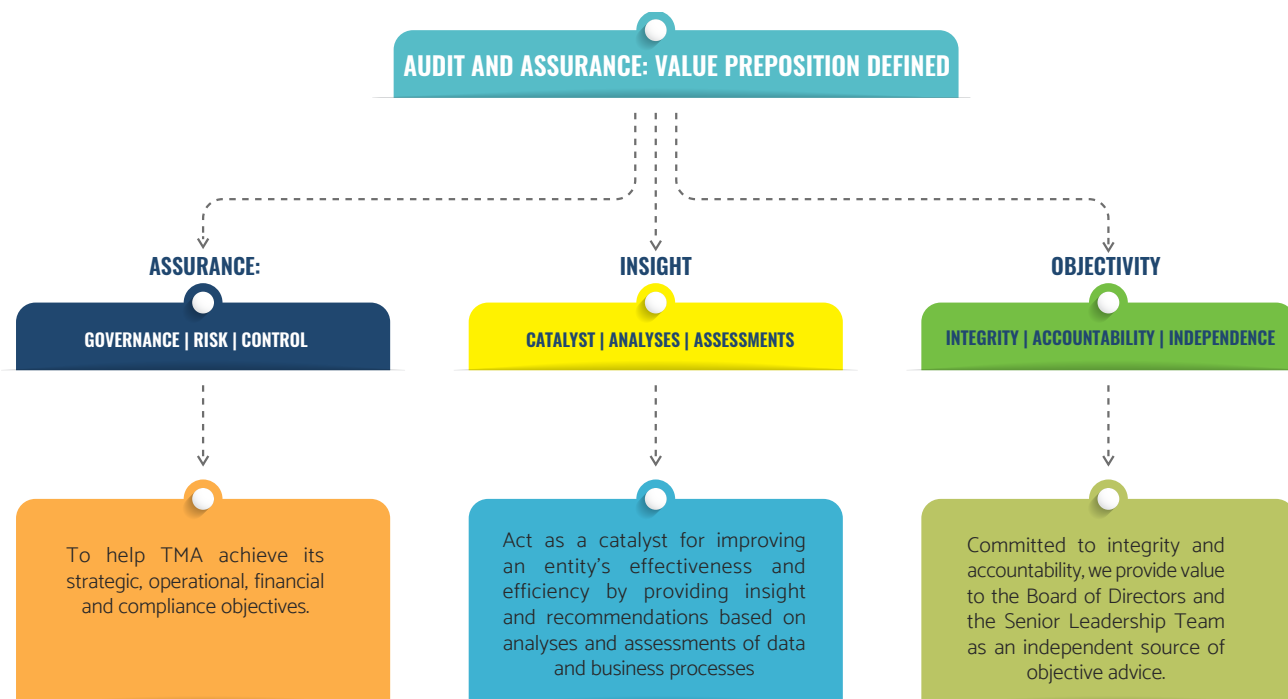
Strengthening compliance systems

TMA rolled-out additional due diligence screening, scaled-up procurement compliance, enhanced the grants compliance process (completion of manual, renewal of framework for delivery capacity assessments/expenditure verifications), and enhanced compliance reviews.

- A risk appetite review was undertaken to incorporate changes such as the prevailing COVID-19 pandemic and its inherent sustained risks.
- TMA's ability to meet compliance requirements improved, hence continued embedding of risk and compliance, including dedicating more resources towards strategic and project risk management and compliance.

Procurement

- Despite budget cuts that affected TMA during the year, the Procurement unit delivered significantly on notable projects amounting to approximately 70% of the total annual spend in financial year 2021/2022.
- The Procurement Procedures Manual was reviewed internally and positive improvements to increase efficient procurement processes made.
- Procurement worked collaboratively with the planning and budgeting teams, jointly with project teams to follow up on mobilisation, budgeting, reporting and resolving contract implementation challenges.



Audit and Assurance

- TMA operates in an evolving world, full of uncertainty and complexity. With increased demand for accountability and agility to manage risks, the Audit and Assurance function provides the Board with independent assurance on the depth and breadth of the organisation's evolving risk landscape.
- In the financial year we advised on implementation of various change initiatives aligned with the increasing demand for internal auditors to remain agile and respond to the most important demands of organisations.
- We built the awareness of TMA's downstream partners on fraud risk.
- The Combined Assurance Group which brings together Audit and Assurance, Risk and Compliance, Programme Delivery Hub and Corporate Resources was operationalised - to build efficiency by reducing assurance fatigue, and ultimately having a comprehensive and holistic view of the effectiveness of governance, risks, and controls for effective decision making.

COMMUNICATIONS

The Communication Unit

The Communication Unit continued to make strides in internal, external and corporate communication, undertaking planning, content development and distribution, outreach and events, programme and staff communications. Specifically, the Intranet (TMA Connect) continued to afford staff a collaborative space for project management and information sharing, while internal newsletters and campaigns contributed to building a unified brand.

Media Events and Outreaches

Continuous engagement with the media raised the visibility of 30 high-profile events, strongly publicising and raising awareness of TMA's brand and its thematic areas. Some of the events included participation in the WTO Aid for Trade Review, the Paris Peace Forum where TMA received an award for the innovativeness of the Safe Trade Programme.

Other events were the UK-Africa Investment Summit, the European Development Days, and the launches of the joint TMEA/UNECA AERC COVID-19 Report, the single window information for trade systems in Kenya, Rwanda, and Tanzania, the Hargeisa bypass, and TMA programmes in Malawi, Mozambique, and Zambia.

Signing of the grant agreement with the Governments of Denmark for new funding, and four financing agreements with the Government of Kenya also accorded TMA great media publicity.

The international media that featured TMA editorial content were: CNN, BBC, The Telegraph, Deutsche Welle TV, and China Global Television Network (CTGN); while regional coverage included The New Times in Rwanda, The Monitor in Uganda, The Nation in Kenya and the regional The East African.

Notable tours included the visit by the UK Trade Envoy to Kenya where a virtual visit highlighted some of the tech solutions that are powering customs and digitisation of trade corridors. These included KRA's integrated Customs Management System and the Regional Electronic Driver and Cargo Tracking System (RECDTS). We also conducted a tour of Mombasa Port projects for the AfCFTA Secretariat's Secretary General H.E. Wamkele Mene. (see adjacent picture)



Social media impressions

1,616,260



Direct social media mentions

21,038



Direct editorial mentions

680



RESEARCH AND LEARNING

Research Hub

Research and Learning (RL) unit has developed an innovative data and information sharing platform, a microsite (with data dashboard and visualisation) dubbed “Research Hub” to be linked with the TMA website. It provides access to research outputs, data generated by TMA’s interventions, and research analytics to position TMA as the go to entity for data and information on aid for trade, as well as contribute to internal learning and sharing among programme departments and externally with TMA donors, trade policy experts and researchers.



Programme Support

TMA’s RL has supported baseline and data collection efforts of programme teams as follows: i) Value Chain Diagnostics study for ECP ii) Supporting Women in Trade (WiT) unit in various studies, namely-(a) Mozambique WiT Value chain baseline study, (b) Baseline assessments on “Impacts of COVID-19 on Women Cross-border traders in Kenya and Tanzania”.



Research Pieces

i) “Rapid Assessment of Single Customs Territory Regime (SCT) in the EAC region” to explore the benefits of SCT to traders, transport firms and government entities; ii) “Applied MSME Research (Women Cross-border traders, Horticulture and Manufacturing firms) in Kenya” to explore the implications of COVID-19 on women owned MSMEs and potential of AfCFTA to provide intra-regional trade opportunities for their recovery.



Partnerships

The research unit is working with partners: (i) Overseas Development Institute (ODI), has developed (a) Paper from “Impacts of OSBP” study, and (b) “Toolkits on SCT and OSBP implementation.” (ii) European Centre for Development Policy Management (ECDPM), is undertaking (a) Green Economy research and (b) Political economy analysis work for Burundi and Tanzania Country Programmes.

GENDER



Capacity Building

• Our focus for the year revolved around building the internal technical capacity of the TradeMark Africa team to mainstream gender in programme implementation. As a start, a needs assessment survey, aimed at establishing the ability to mainstream gender and inform the training curriculum, was circulated to all staff and selected partners, attracting 105 respondents. Approximately 70% of the respondents acknowledged having a knowledge gap on gender mainstreaming. Following the survey, the training toolkit was designed.

Knowledge Sharing

• Gender focused work is showcased in quarterly gender roundtable meetings, a learning platform attended by TMA staff, donors and partners, to discuss crucial strategic gender issues, gain insights on donor priorities, and discuss technical support for greater impact. Two meetings were held during the quarter, where, as part of COVID-19 recovery interventions, the impact of cash transfer to women traders in Kenya was showcased.

Forward Looking

• Going forward, we will undertake TMA programme portfolio assessment to gauge the extent of gender integration. The mainstreaming tool will be piloted, refined and simplified for easy use.



I support programme cycle management, my key role being procurement of services or goods, and contract management. I appreciate and enjoy the participatory nature of TMA's programme design, which ensures demand-driven interventions. Since barriers to trade affect everyone, dismantling them brings a positive impact for everyone, that is why TradeMark Africa's work is important. Our human resource policies and work culture, such as open-door policy and the flexi office/remote working setting, have a direct correlation with productivity and job satisfaction. Nocturnal people, for instance, have the freedom to bring their "A-game" at the highest point of their productivity, regardless of the time.

Memory Kanga
Programme Officer, Malawi



I have what I would describe as an all-round role: from finance, procurement, risk management, communication, stakeholder engagement to covering a wide range of sectors, including trade, ports, standards and infrastructure. The wide scope requires dynamism, multitasking, flexibility and continuous learning. This makes my work quite exciting and interesting. From an organisational point of view, the ability to deliver tangible and impactful results in various trade facilitation areas makes TradeMark Africa's work very satisfying. Projects, such as borders, ports along trade corridors, supporting automation within government agencies and in trade ecosystem, both large and small, create real positive impact for the citizens for the countries we work in. The culture at TradeMark Africa also makes it a great place to work in.

Josephat Magita-Fredy
Programme Manager, Djibouti



I support the design and implementation of infrastructure projects, ensuring we achieve value for money and targeted results. The impact of infrastructure projects is clear, especially in reducing transit time. What I love most about TradeMark Africa is its project delivery approach, partnership focus, innovations and integrity.

Eng. Hannah Ngugi, PhD
Programme Manager for Infrastructure, Kenya



I lead TradeMark Africa's infrastructure projects across the region. They range from roads, ports, inland water ports and One Stop Border Posts (OSBPs), all focused on delivering time and cost reduction. The impact and legacy of infrastructure projects are noticeable. We supported implementation of the Safe Trade markets and cross-border markets throughout the COVID-19 period. TradeMark Africa's programming intervenes where there is real need. This makes my work fulfilling. For example, when TradeMark Africa was building a border post between Rwanda and Uganda, we were requested to tarmac a 40km road leading to the border post, along the Northern Corridor. The upgraded road has generated a lot of economic impact for users on the route.

Eng. Vincent Rudahunga
Director, Infrastructure



I support the development of TradeMark Africa's new internal system, TradeMark Africa Resources Information Management System (TRIMS), which will automate most core processes such as Human Resources, Finance, Risk Management, Results, etc. My role involves engaging with various facets of the organisation, and it has helped that my colleagues are collaborative and helpful. The high level of transparency and openness has enabled me to quickly learn and appreciate regional and country programmes and how they will interface with TRIMS. TradeMark Africa is more than doing work; it is about learning, encouragement, personal and professional development.

Fiona Wachira
ICT Officer Software Engineer



I support the implementation of WTO TFA, Coordinated Border Management (CBM) component and Authorised Economic Operator (AEO) Programme. What TradeMark Africa does makes me proud and aligns with my passion for Trade Facilitation. I am happy to contribute towards reducing the cost and time it takes to cross borders to ensure goods reach consumers at an affordable price. I value my growth and experience over the years, resulting from the learning culture at the organisation. TradeMark Africa has made great strides in Trade Facilitation in the EAC, whilst implementing an adaptive programming approach that utilizes a regional lens to ensure benefits of Trade Facilitation reach the people across the region. Our partners and stakeholders often commend the nimbleness of our response. The strong collaboration with partners remains a key ingredient of our success. I am also grateful to work with committed, knowledgeable, highly diverse and effective teams.

Jackline Murakatete
OSBP Manager

FINANCIAL HIGHLIGHTS

OPINION

SUMMARY FINANCIAL STATEMENTS

THE AUDITED FINANCIAL STATEMENTS
AND OUR REPORT THEREON

DIRECTORS' RESPONSIBILITY FOR
THE SUMMARY FINANCIAL STATEMENTS

AUDITOR'S RESPONSIBILITY

05



SUMMARISED FINANCIAL STATEMENTS

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

- Opinion
 - Summary Financial Statements
 - The Audited Financial Statements and Our Report Thereon
 - Directors' Responsibility for the Summary Financial Statements
 - Auditor's Responsibility
-

Independent Auditor's Report on the Summary Financial Statements to the Members

Statement of Comprehensive Income for the Year Ended 30 June 2022.

Statement of Financial Position as at 30 June 2022

Statement of Fund Balance for the Year Ended 30 June 2022

Statement of Cash Flows for the Year Ended 30 June 2022

Note 1 Basis of preparation

SUMMARISED FINANCIAL STATEMENTS

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

Opinion

The summary financial statements comprise the Statement of Financial Position as at 30 June 2022 and the Statement of Comprehensive Income, Statement of Changes in Fund balance and Statement of Cash Flows for the year then ended and which are derived from the audited financial statements of TRADEMARK AFRICA LIMITED (formerly TradeMark East Africa) for the year ended 30 June 2022.

In our opinion, the Financial Statements present fairly, in all material respects, the financial position of TRADEMARK AFRICA LIMITED as at 30 June 2022, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards and the requirements of the Kenyan Companies Act 2015.

Summary financial statements

The summary financial statements do not contain all the disclosures required by the International Financial Reporting Standards and in the manner required by the Kenyan Companies Act, 2015. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited financial statements and the auditor's report thereon. The summary financial statements and the audited financial statements do not reflect the effects of events that occurred subsequent to the date of our report on the audited financial statements.

The audited financial statements and our report thereon

We expressed an unmodified audit opinion on the audited financial statements in our report dated 15 December 2022.

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.



BDO East Africa Kenya

Signed on behalf of BDO East Africa Kenya by Clifford Ah Chip

Engagement partner responsible for the independent audit

Practicing certificate number: P/1964

Membership number: 9578



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TRADEMARK AFRICA LIMITED (FORMERLY TRADEMARK EAST AFRICA)
STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2022

	Year ended 30 June 2022 US\$'000	Year ended 30 June 2021 US\$'000
Income		
Grant income	70,389	74,492
Other income		
Gain on disposal of assets	8	-
Total income and other income	70,397	74,492
Expenditure		
Personnel costs	13,708	18,059
Consultancy costs	16,619	21,772
Professional services	2,201	4,367
Conferences and workshops	7,888	3,446
Grants to partners	6,375	8,104
Office supplies	251	322
Project assets	19,706	17,320
Project materials and supplies	1,363	271
General expenses	936	1,212
Travel expenses	1,849	499
Depreciation and amortisation	819	914
Exchange gains	(2,031)	(987)
Total expenditure	69,684	75,299
Finance income	93	77
Surplus / (deficit) for the year	806	(730)
Other comprehensive income, net of tax	-	-
Total comprehensive surplus / (deficit) for the year	806	(730)

TRADEMARK AFRICA LIMITED (FORMERLY TRADEMARK EAST AFRICA) STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2022

	As at 30 June 2022 US\$'000	As at 30 June 2021 US\$'000
ASSETS		
Non-current assets		
Property and equipment	463	748
Intangible assets	1,004	894
Right of use assets	1,305	1,786
	2,772	3,428
Current assets		
Cash and bank balances	10,267	15,947
Receivables and prepayments	1,081	928
Donor receivables	3,177	9,224
	14,525	26,099
TOTAL ASSETS	17,297	29,527
FUND BALANCES AND LIABILITIES		
Fund balances		
Accumulated Deficit	(16,670)	(17,476)
Liabilities		
Deferred grant income	26,978	33,350
Payables and accruals	5,686	11,691
Lease liabilities	1,303	1,962
	33,967	47,003
TOTAL FUND BALANCES AND LIABILITIES	17,297	29,527

TRADEMARK AFRICA LIMITED (FORMERLY TRADEMARK EAST AFRICA)
STATEMENT OF FUND BALANCE FOR THE YEAR ENDED 30 JUNE 2022

	US\$'000
Year ended 30 June 2021	
Accumulated funds as at 1 July 2020	(16,746)
Total comprehensive deficit for the year	(730)
Accumulated funds as at 30 June 2021	(17,476)
Year ended 30 June 2022	
Accumulated funds as at 1st July 2021	(17,476)
Total comprehensive surplus for the year	806
Accumulated funds as at 30 June 2022	(16,670)

TRADEMARK AFRICA LIMITED (FORMERLY TRADEMARK EAST AFRICA) STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2022

	Year ended 30 June 2022 US\$'000	Year ended 30 June 2021 US\$'000
Operating activities		
Grants received from donors	72,157	73,282
Reported total expenditure	69,684	75,299
Adjusted for:		
Depreciation and amortisation	(819)	(914)
Interest expense on lease liabilities	(86)	(170)
Advances made	153	(386)
Movement in payable and accruals	6,005	(3,540)
Cash paid to suppliers, employees and partners	74,937	70,289
Translation differences on donor balances	2,093	293
Translation differences on lease liabilities	128	27
Proceeds from disposal	(10)	-
	77,148	70,609
Cash (used in) / generated from operations	(4,991)	2,673
Investing activities		
Interest received on bank balances	93	77
Acquisition of property and equipment	(83)	(446)
Acquisition of intangible assets	(110)	(412)
Cash used in investing activities	(100)	(781)
Financing activities		
Lease payments	(589)	(547)
Cash used in financing activities	(589)	(547)
(Decrease) / Increase in cash and cash equivalents	(5,680)	1,345
Movement in cash and cash equivalents		
At start of year	15,947	14,602
(Decrease) / Increase in cash and cash equivalents	(5,680)	1,345
Cash and cash equivalents at the end of the year	10,267	15,947

NOTE I:**BASIS OF PREPARATION**

These summarized financial statements are derived from the complete annual audited financial statements of TradeMark Africa Limited for the year ended 30 June, 2022, which were prepared in accordance with International Financial Reporting Standards and Kenyan Companies Act, 2015.

A copy of the complete audited financial statements is kept on file at TradeMark Africa Limited 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.





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