

**International Lawyers and Economists
Against Poverty (ILEAP)**

ILEAP Preliminary Review
Final Draft Report
21 January 2005

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1 Executive Summary

This report describes the findings of a preliminary review of *International Lawyers and Economists Against Poverty* (ILEAP), undertaken between November 1, 2004 and January 14, 2005, with support from the U.K. Department for International Development (DFID). ILEAP is a new organization (incorporated only in December 2003) and is viewed very positively by beneficiaries and other stakeholders. This is significant considering that it has been in operation for about 2 years.

Three key questions dominated the review:

- Firstly, as one of a number of international and regional organizations concerned with trade policy capacity in developing and transition countries, do ILEAP's services duplicate those obtainable from others?
- Secondly and closely connected with the above, what is ILEAP's "niche" in the trade policy field?
- Lastly, have the assumptions about beneficiaries' needs and associated services made during ILEAP's design and inception, been borne out by the experience of implementation to date?

On the first question, although in some areas ILEAP undertakes activities similar to those available through other bodies, it is not seen as users as a duplication of resources. The need for trade policy analysis and research, training, information sharing and collaboration is acute and the supply of quality services is seen by many as outstripped by the demand. ILEAP attempts to work as much as possible in partnership with organizations in Africa and the Caribbean, which potentially leverages resources, supports capacity building of regional bodies and reduces scope for duplication and overlap. ILEAP devotes considerable resources and time to networking at the regional and sub-regional levels.

On the second question, ILEAP is seen to have a particular niche associated with its effort to bring trade law and trade economics into a multidisciplinary focus on capacity building. Secondly, it is seen as willing and able to stimulate open and frank consideration of policy issues and support work that freely recognizes differences in national or sub-regional interests. In this regard it operates somewhat like a strategic policy consulting resource -- educating and advising on the implications associated with different issues and possible approaches, pointing out the strengths and weaknesses of negotiating procedures and facilitating access to information that can help inform a party's negotiating strategy.

However, the legal dimensions are considerably less developed at this point in ILEAP's life than its trade economics dimension. However, it would be premature to conclude that there is a greater need for support in trade economics

than in trade law in any of the regions that ILEAP is active in. Several suggestions are offered regarding development of a strategy to strengthen this aspect of ILEAP's mandate, possibly engaging outside experts as volunteers or consultants.

In addition to the multidisciplinary issue noted above, ILEAP was also founded on the view that it should serve needs in both the Caribbean and Africa. So far, ILEAP's engagement across Eastern, Central and West Africa has been substantial, while its engagement in the Caribbean minimal. Although in part the result of circumstance, this has led to questions about its focus of activities and its geographic space. Three broad alternatives are identified: maintain the current Caribbean/African focus and continue to develop institutional partnerships at the regional and/or national levels; focus primarily on Africa as above and engage only selectively in the Caribbean; and, allow trade policy issues to determine the countries or subjects of focus rather than limit the scope of ILEAP activities to Africa and the Caribbean.

Related to the above is a question about the appropriate location of ILEAP's Secretariat and assumption made by some that it will or should relocate to Africa. The findings note among other things that many of the challenges in distance service delivery are going to be faced regardless of where the Secretariat is located. In addition, regardless of whether the ILEAP Secretariat remains in Canada or relocates elsewhere, it will not necessarily obviate the need for or value of a regional presence in the major areas it serves. To some extent the precise future location is less of an issue than laying the subject to rest, even if only for next three to five years, as continued uncertainty may have an effect on fundraising, hiring and staff retention.

It is also suggested that ILEAP develop a clearer planning and reporting framework for discussion by the Board. Several minor programming and administrative recommendations are offered, principally addressed to the Executive Director and staff.

On the whole, ILEAP has accomplished much in a short time dealing with a wide range of geographically diverse beneficiaries and stakeholders. It is still a very new organization and like most such bodies, is still working to get its internal administrative processes in place and to develop long term sustainable financing. Gaps and weaknesses related to administration and management are recognized and being acted upon. These are not atypical among organizations of similar size and age.

It is very capably led both in terms of visionary leadership at the board level and inspired dedication and leadership at the Executive Director level. The Secretariat is very small and will quickly reach a point of under capacity. However, it is a collegial and mutually supportive environment, clearly driven by serving client needs effectively. ILEAP's topical expertise is extremely well regarded, in part

because of the regional and trade-specific expertise of its Executive Director and network of advisors. Like many small highly active organizations, there is a serious risk of over-extension and over reliance on one or two key people. Careful planning, stable funding and incremental growth in staff can mitigate this risk.

2 Background and Introduction

This report describes the findings of a preliminary review of *International Lawyers and Economists Against Poverty* (ILEAP), undertaken between November 1, 2004 and January 14, 2005.

The report is divided into four sections as follows:

- Section 1 provides some background on ILEAP for the benefit of readers who may not be familiar with the organization. It also describes the context of the preliminary review as well as an overview of ILEAP.
- Section 2 provides a brief factual review of ILEAP's achievements to date drawing on several sources including activity reports, its 2004-05 Programme of Work and Budget (PWB) and first formal Annual Plan (2004).
- Section 3 provides findings based on ILEAP's achievements and activities, including a brief look at some administrative and operational management issues relevant to the objectives of the preliminary review. Comments are based on the reviewer's own views, as well as views heard from a variety of sources including but not limited to beneficiaries, donor representatives, academics, officials from government and NGO trade policy organizations, ILEAP board members and staff.
- Finally, Section 4 provides Appendices including the terms of reference and list of persons interviewed and sample workshop evaluation and survey results.

The concepts underpinning ILEAP were first proposed by Gerry Helleiner, Professor Emeritus, Department of Economics, Distinguished Research Fellow, Munk Centre for International Studies, University of Toronto (U of T). Initial steps in development of ILEAP were led by Gerry Helleiner and Ron Daniels, Dean of the Faculty of Law at U of T. The Faculty received support for development of the ILEAP model from Canada's International Development Research Centre (IDRC).

ILEAP is led by Dominique Njinkeu, Executive Director, with its small Secretariat (four full-time and 2 part-time staff, including one from Latin America) located in Toronto. The Faculty of Law continues to "host" ILEAP and has supported its transition from essentially a Faculty project to fully independent entity, incorporated federally in Canada as a not-for-profit corporation in December 2002. ILEAP's Board is composed of distinguished, trade, economics and legal experts drawn from Canada, the United States, European Union, Africa and the Caribbean.

ILEAP's stated goal is to draw on expertise from the legal, economics and related professions experienced in international trade and trade-related issues (primarily but not exclusively located in developed countries) and direct this towards organizations and individuals in developing countries that are in need of trade policy assistance.

Since its inception, the focus of ILEAP – its “geographic space” – has been the Caribbean and Sub-Saharan Africa, further divided into five sub-regions: Caribbean, Southern, Eastern, Central and West Africa respectively. Central, West and East Africa are specifically identified by ILEAP as the “least prepared” regions in respect of countries' ability to effectively participate in trade processes.

Assistance offered by ILEAP was envisioned to take several forms, such as advisory services with respect to interpretation and implementation of trade rights and obligations; support in preparation and participation in current or future international negotiations; strengthening links among trade officials, international NGOs and trade advocacy networks; and policy capacity-building at the country level.

ILEAP's primary intended targets or “beneficiaries” are negotiators and advisors in developing countries who will use ILEAP's programmes to increase their respective country's ability to effectively participate in international trade negotiations. The potential beneficiaries are themselves a diverse group and include individuals and organizations such as government bodies, NGOs, policy/research organizations, private sector bodies, universities and regional organizations. Beneficiaries also include junior professionals in both developed and developing countries, and indirectly colleagues of negotiators and advisors trained by ILEAP and ultimately poor people in developing countries.

ILEAP is designed to be a responsive mechanism, in that it “supplies” access to skilled professionals based on the expressed needs and requests of beneficiaries. ILEAP is also set up to be independent and act without any specific trade agenda to promote other than the broad goal of an equitable international trading system that supports poverty reduction. In these respects, it views itself as addressing a major “gap” in the international trading system.

To date, ILEAP's major contributors include a mix of multilateral donors (World Bank Institute, UNDP), bilateral donors (DFID, IDRC and USAID) as well as Foundations (Ford, Comart). Other contributors have committed relatively small amounts of funding (e.g. less than \$50,000). In addition, other donors have expressed interest in ILEAP's activities or have indirectly supported its programme activities by financing other organizations that work as partners with ILEAP on specific activities like a workshop.

There are both advantages and disadvantages associated with ILEAP's current income stream. It is diverse, which suggests that: a) the need for ILEAP's services is broadly recognized; and, b) the risks associated with over-reliance on a

single funding source can be avoided. However, long term sustainability is still an issue as the absence of multi-year financing makes it difficult to plan and undertake long term initiatives and recruit staff. Different sources of financing also bring with them particular interests or constraints, such as limitations on the use of funds for certain purposes, differences in reporting requirements and so on. The key challenge facing ILEAP at this stage (and one for which this preliminary review will hopefully be useful) is to continue to move from being a start-up organization towards being a fully mature organization seen to have a clear and compelling vision, an achievable and accountable programme and ability to attract and manage resources effectively.

It is important to reiterate that this is a *preliminary* review of a relatively new organization. ILEAP's Secretariat is very small and has been in operation for roughly two years. Accordingly, the type of comprehensive organizational evaluation that is frequently undertaken by donors is premature. However, based on discussions between ILEAP and several of its contributors (principally IDRC and DFID), a decision was reached that an independent preliminary review could be helpful in essentially determining if ILEAP was "on the right track". DFID approved the use of some of its funding contribution to support the preliminary review. In this context, the review is somewhat atypical in that, following consultation with DFID, the reviewer was contracted directly by ILEAP rather than by DFID itself. However, even though technically the reviewer's "client" is ILEAP, the review itself was conducted with full independence from ILEAP's Board and staff and is formally submitted to DFID and IDRC.

The terms of reference for the review (Appendix 4.1) describe a number of the benefits of a preliminary review for the Board, staff and donors. It also identifies five specific review objectives:

1. Assess the extent to which ILEAP is meeting its mission as set out in the "Mission Statement";
2. Document and discuss results so far with specific reference to outputs, beneficiaries served and, to the extent possible, comment on outcomes to date;
3. Offer suggestions on strengths and weaknesses of overall approach and strategies in relation to current demand for and supply of the building of capacity for international economic negotiations in Africa and in the Caribbean;
4. Assess overall current administrative and operational arrangements and performance and provide suggestions regarding administrative capacity in relation to future programme plans; and,

5. Provide advice on performance indicators and monitoring activities that would assist in measuring longer term outcomes and the effectiveness of ILEAP as part of a more substantive future evaluation.

Notwithstanding these objectives, from the commencement of the review it became apparent that answers to three questions were commonly sought by donors, staff and Board members.

- Firstly, as one of a number of international and regional organizations concerned with trade policy capacity in developing and transition countries, do ILEAP's services duplicate those obtainable from others?
- Secondly and closely connected with the above, what is ILEAP's "niche" in the trade policy field?
- Lastly, have the assumptions about beneficiaries' needs and associated services made during ILEAP's design and inception, been borne out by the experience of implementation to date?

The preliminary review involved a variety of methodologies: sample interviews with ILEAP beneficiaries, staff and Board Members; interviews with other selected stakeholders and experts; review of sample documents, research, publications, literature, training materials; and, observation of a national/sub-regional level workshop.¹ The activities of other organizations active in the area were considered. In addition, a survey tool was developed to facilitate feedback on perceptions of ILEAP from a sample group of participants in recent ILEAP events.

2.1 *Overview of ILEAP Activities*

As described in the terms of reference, ILEAP activities fall into two broad categories: support for negotiations and trade policy making; and, capacity building. The distinction between these is somewhat arbitrary as both involve use of similar activities, inputs and outputs. The specific activities in each are described further below.

To best understand ILEAP's programme and range of activities, the current PWB was used as the primary guide. It groups activities into three core programmes summarized below. In addition, the PWB describes activities in the areas of dissemination/outreach, programme development, institutional partnership and administration. The grouping of activities is important because the budget is organized around these activities. However, a slightly different grouping of activities is used in some activity reports and in the newly approved 2004 Annual Report. In part this reflects the process of organizational evolution as accrual of

¹ ILEAP Workshop on Post-July 2004 African Strategies for Bilateral and Multilateral Trade Negotiations; Nairobi, Kenya; November 10-12, 2004

operational experience suggests new ways of looking at activities and client needs.

2.1.1 Core Programme I – Technical Support to Negotiations

Essentially this programme is concerned with the timely provision of information on specific trade issues and the supply of advisors to support preparation of trade negotiating positions on specific issues, countries or regional communities. The PWB indicates that outputs include policy briefs and direct advisory support to negotiations. It also specifies the provision of workshops designed to present and disseminate the results of research on specific issues, identify common negotiating priorities or positions and coordinate research activities among partner research institutions and other stakeholders. Currently support is targeted to the Africa Group, the African Ministerial, EAC, ECOWAS, CEMAC, and beneficiaries in the Caribbean. Expenses for the programme include collection and coordination of relevant information, as well as the travel associated with researchers and resource persons providing on-site support.

2.1.2 Core Programme II – Background Support to Negotiations

This programme essentially involves background research for the purposes of creating new knowledge in the field of international trade as requested by ILEAP beneficiaries.

Priority is given to formal negotiation frameworks that bring together groups of countries that, through collaboration, may work toward achieving better trade deals for developing countries generally. For the Africa Group, East Africa, West Africa, and Central Africa, ILEAP is pursuing research on: mapping and trading arrangements and implications; institutional and legal aspects of trade negotiations; agriculture; non-agricultural market access; rules of origin; non-tariff barriers; General Agreement on Trade in Services; WTO Rules; and other trade-related issues. The PWB indicates that a similar research programme is being designed for the Caribbean, Southern Africa and individual countries.

On a pilot basis, ILEAP has retained three individuals under this programme area to help oversee and coordinate activities in Central, East and West Africa, with responsibilities specified in the PWB and in individual contracts. It also engages research assistants (junior professionals) from both developing and developed countries to build expertise in trade law and economics research by working under the supervision of a senior trade professional and by contributing to the negotiation process through their research. Like Core Programme I, Programme II also involves use of workshops and events to both build consensus on issues and research needs, as well as to disseminate findings and advice.

Research activities are designed collaboratively with beneficiaries, although some research is undertaken in response to unsolicited requests from beneficiaries.

2.1.3 *Core Programme III – Capacity Building*

The current PWB describes ILEAP's capacity building programme as having two main goals: assisting beneficiaries in formulating negotiation options as well as requests for assistance based on a sound understanding of their development implications; and, increasing the supply of Southern trade professionals. The principle activities or inputs for achieving these goals are training workshops, internships and fellowships, and curriculum advice.

Training workshops are the major input used in this programme area. These events bring together advisors and negotiators to finalize work programmes, strengthen African and Caribbean advisors' understanding of issues and share available analytical tools, software, and databases. The intention is for beneficiaries to gain a better understanding of issues that impact trade policy and equip them to identify areas of future policy work as well as technical assistance needs. Workshops are also used in this programme area to strengthen skills and knowledge relevant to current negotiations, such as technical understanding of trade agreements and decision-making procedures. The current PWB also identifies one workshop focused on mainstreaming development in trade negotiations, although this has been deferred to the 2005-06 period.

ILEAP's capacity building programme also features different forms of mentoring. Internships and fellowships are used to enable Southern scholars and practitioners to acquire professional and practical experience through access to senior advisors. ILEAP is also developing a mentoring programme to pair Northern scholars with academics who have significant expertise in international trade law, economics, and development.

Much of ILEAP's capacity building efforts are directed towards government officials involved directly or indirectly in trade policy. In addition to providing or facilitating access to new training courses, ILEAP also participates in courses organized by the WTO and other bodies. ILEAP is also involved in improving programmes and curricula of some universities of developing countries or works in partnership with bodies like ECDPM on trade-related training.

2.1.4 *Other Elements of the Current Programme of Work and Budget*

As noted above, ILEAP's PWB also outlines specific plans and activities related to administration, dissemination and outreach, programme development and institutional partnerships.

- Under administration, major activities such as office relocation (within Toronto), staffing and board activities are covered.
- The section on dissemination and outreach is essentially about ongoing development and maintenance of ILEAP's website and marketing

materials. It notes that most dissemination activities fall under the three core programmes and are financially accounted for accordingly.

- Programme development is new area in the 2004-05 PWB and is intended to guide resource allocation for pilot projects, new areas of research or studies, programme evaluations and consultation meetings.
- Lastly, institutional partnerships are concerned with the formalization of relationships with selected organizations in Africa and the Caribbean section. This involves partnership on specific activities such as workshops or research as well as the disbursement of funding to national and regional bodies for various types of services.

3 Review of Achievements

At this juncture it is timely to emphasize that ILEAP has both the strengths and weaknesses common to many relatively new and small international organizations.

On the one hand ILEAP is clearly an energetic and dynamic organization constantly seeking opportunities and ways to fulfil its mission. Its staff and volunteers are highly motivated as well as dedicated. These attributes make it relatively easy for ILEAP to respond quickly and flexibly to current and prospective beneficiaries and partner organizations. The organization clearly has an entrepreneurial feel.

However, like any small organization it must also manage risks associated with overextending its own limited capacity for example by pursuing too many activities concurrently. Its size and budget limitations have made it highly dependent on its Executive Director. He must not only provide intellectual and technical leadership but also attend to administrative needs as well as fund-raising, networking/outreach and other tasks. Unlike many development organizations, to a great extent ILEAP must respond to a timetable driven by trade processes and agreements. In this regard, it either provides support and assistance in a timely manner or misses an opportunity entirely.

ILEAP must also deal with the fact that although Toronto-based, most of its activities are implemented in Africa and, to a lesser extent, the Caribbean. The issue of the location of ILEAP's Secretariat frequently arose in the course of discussions and interviews during the review. Regardless of how ILEAP deals with this question (which is covered in Section 3), it will continue to face the challenges and costs associated with distance implementation.

Like all organizations, ILEAP must deal successfully with day-to-day programme and administrative details, including the setting up appropriate systems for financial management and accountability. At the same time, it must also address critical strategic issues such as those related to fund-raising or addressing gaps in programme development like the provision of trade related legal support, which is less well-developed than ILEAP's trade related economic research activities.

ILEAP's 2003 Operational Plan notes that "*the overall result [of ILEAP] should be more effective participation of developing countries in international negotiations characterized by greater attention being paid to their interests and concerns both in the design and implementation conditions of agreements*".

The Operational Plan acknowledges the difficulty of establishing a causal relationship between ILEAP activities and broad outcomes such as trade expansion or poverty reduction. In fact, ILEAP operates in a domain where it is very difficult to evaluate outcomes. Sound policy analysis is not always reflected in the decision-making of governments and establishing the thread between the

quality of policy development at the national level and the outcome of intergovernmental negotiations is even more tenuous.

The 2003 Operational Plan does suggest some measures of success that are generally based on the extent to which various stakeholders' expectations are met, and proposes the use of some quantitative indicators. It further identifies three target groups from the point of view of results measurement: beneficiaries, ILEAP's advisors and its sponsors. It is probably accurate to say that ILEAP is very effective in obtaining informal feedback and comment on its current and prospective activities from each group, primarily through ongoing dialogue and networking. Formal mechanisms for obtaining information on the perceived performance of the organization in each of its core programmes are still fairly undeveloped. This is not surprising and is relatively common in organizations at the same stage of administrative development and operational experience.

Some general performance or "results" indicators are suggested in the 2003 Operational Plan and include quantitative measures such as the number of requests for assistance received and supported; the number of policy briefs, papers, workshops, as well as participation numbers by total or by region, country, gender and language. However, these indicators were very preliminary and ILEAP is now considering how to systematically track results and incorporate them into the annual review and reporting system.

This does not necessarily reflect poorly on ILEAP's Secretariat as few organizations of its size are adept at systematically assessing performance achievements, especially in the initial years of operation. ILEAP is still in the process of getting its planning and reporting mechanisms properly set up. The 2004-05 PWB (the only one produced so far) is quite different from the 2003 Operational Plan posted on the website.² The "annual report" for 2001-02 essentially describes progress towards the legal and practical establishment of the organization, primarily for the benefit of donors. Technically, ILEAP only came into existence in early 2003.

No annual report was produced for the 2002-03 period as ILEAP only became a legal entity late in that period and had not yet recruited its Executive Director. A 2004 Annual Report approved in January 2005 is technically ILEAP's inaugural report. It is noteworthy that the 2004 Annual Report substantially improves on previous "report" in both presentation and content. It compares very favourably with similar reports from comparable organizations.

Obviously, ILEAP is a very new organization and cannot truly be described as having operational during the period between inception and engagement of its first executive director in early 2003. Indeed, its financial director (the formal title is Projects Coordinator, a title which does not at all reflect the important financial

² A 2005-06 Programme of Work and Budget is in the final stages of preparation.

controllership role performed) was only recruited in September 2004. It reflects well that some consideration has already been given to development of results indicators. However, it is important that attention to tracking results continue and that results be integrated into the annual planning and reporting system.

It is important to reiterate that the preliminary review is not intended to be a formal evaluation of the effectiveness of ILEAP's programme or a performance assessment of specific activities. Rather, the goal in reviewing ILEAP's achievements to date is to obtain indicative information useful in determining if ILEAP's is operating in line with its stated goals and mission. As well, a review of achievements can help ILEAP refine its own approach to tracking performance results – one that meets the needs of its Board, donors and beneficiaries while remaining consistent with its administrative capacity and resources.

The following sections summarize the main achievements of ILEAP to date in respect of each area of its 2004-05 PWB. Information is provided in Table format, followed by explanatory notes or comments.

3.1 *Indicative ILEAP Activities*

ILEAP's 2004 Annual Report groups its activities around three categories: analytical support; outreach and consensus building; and, training and mentoring. In order to reflect a more complete illustration of accomplishments, examples of activities are also included from other sources, principally activity reports, which reflect numerous research and other efforts not itemized in the 2004 Annual Report. The information is described by category in Tables 1, 2 and 3 below.³

Table 1 - Analytical Support

Advisory Brief No. 1: The Framework for Market Access Negotiations Provided by the Derbez Draft, April 2004
Advisory Brief No. 2: The Future of 'The Boxes' under the WTO Agreement on Agriculture – Suggestions from an African Perspective, April 2004
Background paper for the 2004 African Trade Ministerial meeting: Prospects for Establishing the African Common Market, April 2004
Background paper for the 2004 African Trade Ministerial meeting: Negotiating Economic Partnership Agreements between African Sub-regions and the European Union, April 2004
Negotiation Brief No. 3: Legal Issues in Relation to Financial Compensation under the Cotton Initiative, February 2004
Contribution to the Post-Cancún African experts meeting, assessing the implications for Africa of the Cancún Ministerial, Accra, November 2003
Country-specific analytical support in agriculture and non-agricultural products (Cameroon, Jamaica, Kenya, Nigeria, Senegal, Tanzania, Uganda), April – September 2003
Contribution to the African Trade Ministerial meeting in Mauritius, formulating Africa's common position for the Cancún Ministerial, June 2003
Assessment of WTO Agriculture Negotiations Chair's Proposals, May 2003 (revised September 2003)
Assessment of WTO Non-Agricultural Market Access (NAMA) Negotiations Chair's Proposals, May 2003 (revised September 2003 and December 2003)
Négociations Multilatérales et Agriculture de la Zone CEMAC
Cartographie Des Accords Commerciaux Régionaux D'Afrique Centrale

³ The assignment of some activities to categories (Tables) may not be accurate as the reviewer used sources which may have utilized slightly different activity groupings or categories.

Enjeux d'Accès aux Marchés des Produits
Non-Agricoles et Défis de Développement Industriel en Zone CEMAC
CEMAC textiles products: Rules of origin in the international trading agreements (ACP, EBA, AGOA)
Mesures Non-Tarifaires Et Exportations : L'Experience De La CEMAC
Transportation And Trade In Sub-Saharan Africa: What Direction Should Countries Take In Doha?*

Transportation Corridors: Bangui to Douala
African Financial Services Trade and Negotiations
Regionalisme Et Commerce Des Services
Le Cycle des négociations du Millénaire : L'Afrique et le commerce international des services de télécommunications
Negociations Africaines Sur Le Commerce Electronique Dans Le Cycle De Doha Et Dans Les Accords De Partenariat Economique (APE)
Mode 4
The Special Products Modality: An Evaluation*
Study on the development of African countries' opportunities in international trade, and their gradual capacity to take fully advantage of their rights under WTO Law*
Key Issues In The Doha Round Negotiations On Non-Agricultural Market Access: An African Perspective*
Trade Facilitation Negotiations In The Wto: Implications For Africa

The lead researchers on many papers were Africans based in Africa. Papers with an asterisk (*), indicate those prepared by non-African researchers. All ILEAP papers are given a quality review involving comments and recommendations by at least two trade experts. Researchers are asked to integrate the quality review feedback into papers before they are considered final.

Table 2 - Outreach and Consensus Building

Advisors – Negotiators Programme Development meeting: Workshop on African Strategies for Bilateral and Multilateral Trade Negotiations, Nairobi, March 2004, Kenya, March 18-20, 2004
Post-Cancún country-specific assessment meetings: ILE/ILEAP Conference on Singapore Issues, Kingston, Jamaica, December 8, 2003; and, ILEAP, TPRTF and the Federal Ministry of Commerce
Post- Cancún Conference, Abuja, Nigeria, December 1, 2003
Various analytical papers presented to trade negotiators and government officials at Meeting of Post-Cancún Expert Group, Accra, Ghana, November 28–29, 2003; and at the Conference of Trade Ministers, Grand Baie, Mauritius, June 11–15, 2003
New website launched, www.ileapinitiative.com, November 2003
Pre-Cancún country-specific stakeholders' meetings: Cameroon, Ghana, Kenya, Nigeria, Tanzania, Senegal and Uganda, August 2003
The TDCA: Impacts, Lessons And Perspectives For EU - South And Southern Africa Relations, November 4-5, 2004; Johannesburg, South Africa.
Ad-hoc Expert Group Meeting on International Market Access, November 22-23, 2004, and High-Level Brainstorming Meeting for African Trade Negotiators, November 25-26, 2004; Tunis, Tunisia
Ad hoc meeting of the Expert Group on Issues of Trade and the WTO in Central Africa, Pointe Noire, Congo; December 2-3, 2004
AU Conference of Ministers of Trade, Customs and Immigration convened at Experts level from May 24-26, 2004 in Kigali, Republic of Rwanda.
Workshop on African Strategies for Bilateral and Multilateral Trade in Service Negotiations" in Washington, D.C. on April 28, 2004.

The Tables include examples of activities in these areas. In total, they indicate a high level of activity for a relatively new body, especially considering that most involve extensive collaboration with partners and beneficiaries distant from ILEAP's Secretariat. Some activities are also drawn from various ILEAP activity reports.

Table 3 - Training and Mentoring

African scholars skills enhancement workshop: Workshop on African Strategies for Bilateral and Multilateral
ILEAP-University of the West Indies workshop on Capacity Building in Negotiation Skills, July 5-9, 2004, St. Kitts; August 9-13, 2004, St. Lucia; September 13-17, 2004, Antigua.
ILEAP Workshop on Post-July 2004 African Strategies for Bilateral and Multilateral Trade Negotiations; Nairobi, Kenya; November 10-12, 2004.
AU Conference of Ministers of Trade, Customs and Immigration convened at Experts level from May 24-26, 2004 in Kigali, Republic of Rwanda.
Workshop on African Strategies for Bilateral and Multilateral Trade in Service Negotiations” in Washington, D.C. on April 28, 2004.

4 Findings and Observations

As noted earlier in the report, notwithstanding the specific objectives described in the terms of reference, three recurrent themes or questions arose early during the review.

1. Do ILEAP’s services duplicate those obtainable elsewhere?
2. What is ILEAP’s “niche” in the trade policy field?
3. Have the initial assumptions about the needs of beneficiaries and associated services been borne out during implementation?

4.1 *Key Questions Raised*

Because of the prevalence of these questions, they are given early attention although most of the points raised are also reflected in Section 3.2. Both 3.1 and 3.2 synthesize comments received through interviews, discussions and surveys with the reviewer’s own observations.

4.1.1 *Duplication and Gaps*

On one level, it is difficult to say that duplication by ILEAP of services provided by others is a significant problem. This is a common and legitimate question in relationship to any development programme or service delivered. Although most survey respondents indicated that some of ILEAP’s services were available from other organizations, based on the discussions and interviews, few beneficiaries familiar with ILEAP characterize this as a duplication of resources.

Even where ILEAP may undertake an activity, such as a workshop, similar to one provided by another body in the same region or country, the need for trade policy analysis and research, training, information sharing and collaboration is acute and the supply of such services is seen by many as outstripped by the demand. Moreover, ILEAP attempts to work as much as possible in partnership with organizations in Africa and the Caribbean, which potentially leverages resources, supports capacity building of regional bodies and reduces scope for duplication

and overlap. ILEAP devotes considerable resources and time to networking at the regional and sub-regional levels.

Reaction from participants to the materials and sessions at the event observed was uniformly positive. That said, there may be value in re-examining the “geographic space” or span of ILEAP activities. Although ILEAP tries to be demand driven, demand is often most frequently expressed by those most able and equipped to express it. For example, Kenyan beneficiaries (and to a lesser extent, their colleagues in neighbouring countries) are probably more likely to have trade policy needs met by a variety of sources than may be the case with potential beneficiaries in Central African countries. Similarly, trade policy networks and research bodies are in place in some sub-regions such as Southern Africa (SATRN, TRALAC and TIPS for example) and a number of informants did not see it necessary for ILEAP to be as heavily engaged in that region. It is not so much a question of ILEAP excluding itself from certain regions or countries as it about being selective about the nature and depth of its engagement. Other issues related to “geographic space” are raised below.

4.1.2 *ILEAP's Niche*

The question of niche was raised fairly consistently by donor representatives as well as some of ILEAP's Board members. In the course of discussions with various beneficiaries and resource people, three points frequently arose regarding ILEAP's perceived niche.

Although there are other international or regional organizations that provide trade capacity building of one form or another, many are compelled to be neutral on specific policy issues or on trade negotiation processes. ILEAP is seen as willing and able to stimulate open and frank consideration of policy issues and support work that freely recognizes differences in national or sub-regional interests. In this regard it operates somewhat like a strategic policy consulting resource -- educating and advising on the implications associated with different issues and possible approaches, pointing out the strengths and weaknesses of negotiating procedures and facilitating access to information that can help inform a party's negotiating strategy.

The second aspect frequently raised about ILEAP's niche is its combined focus on the *legal* dimensions of trade policy along with the *economics* dimension. ILEAP is seen to be very responsive to the need to place trade policy in a broader development context, promoting understanding of trade policy implications for poverty reduction generally as well as on issues such as health, gender, etc. Although other bodies -- TRALAC for example -- expressly include the legal dimension, the scope of activity is almost exclusively in Southern Africa and it does not mobilize multi-disciplinary experts across regions and networks in quite the same way that ILEAP seeks to do. As one informant put it, there is a critical need for lawyers to understand the economic and development implications of

trade and for economists to understand the legal implications of trade. However, as is noted below, ILEAP's legal orientation has not developed in unison with its attention to trade related economics, raising some doubt about whether this can be described as a niche that is fully developed at this time.

African beneficiaries have also noted that part of ILEAP's niche is the fact that it has a strong formal and informal network with African researchers and regional organizations such as AERC, universities and national policy research centres. It is noteworthy that in a short amount of time, ILEAP has achieved a relatively high level of recognition and professional regard. While important, it would be difficult to characterize this as an institutional niche as it flows largely from the reputations of its conceivers and on the Executive Director's own networks, which have been very effectively utilized in ILEAP's programme development in the region.

4.1.3 *Revisiting Initial Assumptions*

ILEAP's genesis is noteworthy. It grew from an innovative vision – that of mobilizing specialized trade expertise in developed countries and directing this to poor countries significantly disadvantaged in participating in international trade negotiations. Although some aspects of the initial vision – for example, the early notion of a Médecins Sans Frontières model – proved to be impractical, a process of structured dialogue with regional stakeholders and experts led to consensus around the design of a non-government organization that would have several important features:

- An interdisciplinary focus, marrying the legal and economics professions in support of trade policy capacity building;
- A span of activity -- geographic space -- that focuses on both the Caribbean and Sub-Saharan Africa (which while notionally attractive, does present some operational challenges);
- A fundamental *policy* orientation rather than a *research* orientation, to address the major perceived barrier to effective engagement in trade negotiations – that of lack of trade policy capacity in poor countries. Not only is negotiating capacity weak, but so is ability to assess the ensuing policy and legal implications of trade agreements for specific parts of the public and private sectors including civil society.

Like many organizations, as implementation occurs some of the initial assumptions and vision for the organization prove to be more feasible in reality than others. Moreover, especially in small organizations, operational experience is heavily influenced by factors other than the initial vision or plan. The experience and skills set of staff, the composition and style of Board operation, the mix and degree of influence of financial contributors as well as the actual

demands of beneficiaries can each exert significant influence on an organization, sometimes pulling it in different directions from those originally envisioned.

As noted already, ILEAP has developed a much greater economics orientation than a legal orientation. This may reflect differences in the nature of the two professions as well as the fact that those involved in development and trade in the regions appear to be predominately from the former. In addition, being as small as it is, ILEAP naturally tends to follow the strengths of its professional staff – at this juncture exclusively its Executive Director – whose considerable expertise and well-established networks lay primarily in trade and regional economics in Africa. ILEAP is still effectively “hosted” by the Faculty of Law at the University of Toronto and is seen by many within the university and development community in Canada as part of the extended faculty. This relationship has enabled it to co-sponsor activities such as internships and panels to strengthen Northern scholars’ understanding of trade policy issues facing Africa and the Caribbean. Linkages have also been initiated with the International Legal Studies Program, Washington College of Law-American University, in Washington D.C. ILEAP has not yet developed comparable initiatives with law schools in Africa and the Caribbean.

Some efforts have been made to strengthen ILEAP’s activities in the legal area. A study on legal issues facing African countries was recently completed in December 2004 and trade lawyers were actively sought as participants in the November 2004 Nairobi workshop, but considerably more attention will be needed. It would be incorrect to conclude that the initial assumptions regarding the value of and need for trade law expertise were unfounded. During discussions with beneficiaries attending the Nairobi workshop and in virtually all interviews, everyone indicated that assistance with the legal dimensions of trade policy was needed in Africa and the Caribbean. ILEAP’s future conference on mainstreaming development in trade is seen as another opportunity to bring the legal dimension forward.

Legal issues also tend to be more evident in some trade areas than others, trade in services is one area seen to be rich in legal issues. In part, the problem is that people know there is a need to consider legal issues but are not quite sure what the need is.

Some respondents had trouble explaining precisely what they saw as trade law needs – the most common response among beneficiaries being legal drafting or interpretation of trade agreement language. While these are important, the downstream effects of trade agreements on legislative and regulatory frameworks in specific sectors as well as on the private and public sector generally are not always apparent to negotiators or to officials in sector ministries and their respective stakeholders. The tendency to call in the lawyers at the end of the process is found even among well-resourced developed country governments. Part of ILEAP’s future efforts should be directed towards helping make the

breadth and depth of trade related legal issues clearer to beneficiaries so that they are better equipped to articulate their support needs. This may mean having to reach a new audience in target countries. It is important to bear in mind that ILEAP is designed to respond to identified needs and is understandably reluctant to be seen as intervening by creating work programmes in an area if beneficiaries have not expressly indicated a need.

To date, the majority of ILEAP programme activities have been directed towards African sub-regions and countries. While arguably the need for trade related support is similar in the Caribbean and in Africa, there are substantial differences in the environments with implications for how ILEAP can or should work in each region. Even within Africa, there are questions regarding whether ILEAP should seek to be active in all sub-regions in the same way.

ILEAP's Caribbean involvement poses different operational challenges than those faced in Africa. Many countries are too small to realistically work with individually. As well, regional mechanisms in the form of institutes as well as a common negotiating body are present and well-developed. Consequently, one or two institutional partnerships may be a sufficient modality through which ILEAP can operate in that region – an approach which would be too limited to be feasible in Africa.

To date, ILEAP's role in the Caribbean has been seen as having the characteristics of grant disbursement in support of capacity building than active engagement through all core programmes. ILEAP's presence in the region is marginal. The four workshops supported through payment for services so far, have had a broad focus on international relations, of which trade policy is only one of a number of elements covered. This is not meant to be a criticism of the events or organizers. Nor does it mean understating the value of looking at trade issues and processes in a wider context of international finance, debt, etc. However, ILEAP does not want to be seen as a grant making body and recognizes that broadening the scope and nature of its Caribbean engagement needs to be carefully considered.

Further complicating the question of geographic space are questions about the appropriateness of maintaining ILEAP's Secretariat in Toronto, which is more a feature of history than a deliberate operational choice. For an organization with its genesis in a Canadian university (and initially supported by IDRC), a mandate to mobilize resources in developed countries and established with a dual Caribbean/African focus, Toronto makes sense under the circumstances. Based on comments heard, it is hard to envision that a Caribbean-based non-governmental organization would be seen as able to serve Africa effectively. The reverse scenario is also problematic. Nonetheless, a fair degree of consideration has been given to shifting ILEAP's Secretariat to Africa in the next several years. This would likely have significant implications for ILEAP's role in the Caribbean. "Geographic space" is one of the strategic issues addressed in Section 3.2.

Based on the literature produced by ILEAP (briefs, studies and research papers) it is apparent that a considerable amount of attention is given to trade related economic research. Although the need for research is acute in many areas, ILEAP was envisioned as being primarily concerned with policy capacity rather than serving as a research network. The boundary between policy and research is somewhat fluid and ILEAP's reports and studies are fairly effective in framing policy implications. However, some informants raised questions about the degree to which ILEAP should be engaged in undertaking or sponsoring economic research when other regional organizations are present with this capacity. ILEAP frequently and actively seeks to use such capacity. The solution, if a solution is needed, is probably not for ILEAP to eschew an economic research role, but ensure that this is balanced by a stronger focus on trade policy skills and on the legal dimensions as noted above. ILEAP was designed to mobilize multidisciplinary resources and it is useful to keep this in mind so that neither legal nor economic issues are considered in isolation.

4.2 *Review Survey and ILEAP Activities*

As part of this review a survey tool was developed and sent to individuals who participated in one or more events provided or supported by ILEAP. For the most part survey recipients were ILEAP "beneficiaries" although some were also resource persons or researchers.⁴

The primary purpose of the survey was to compare responses from those surveyed with the review findings based on interviews and the reviewers own observations. In this respect the survey was essentially used as a tool to validate finding or at least see whether survey results resonated with review findings in any significant way.

As is the case in many user surveys, written comments are particularly interesting and the majority of comments were offered in response to questions about the respondent's views on ILEAP's strengths and weaknesses. These are summarized below in Tables 4 and 5.

⁴ Approximately 150 surveys were sent out by email. Of these, roughly half "bounced back" (some as "undeliverable" because of full mail boxes, inactive accounts, server spam filters and many because of transcription errors in the original address lists). Of the 70 – 75 that were presumably delivered, 25 responses have been received or 30%.

Table 4 - What Would You Describe As ILEAP's Strength?

- Flexibility, responsiveness, dynamism and credibility of leadership
- Familiarity with trade policy makers and negotiators
- Flexibility and the use of pools of nationals
- Ability to provide information and organise events
- Flexibility and responsiveness
- Links trade with poverty and being tailored to address trade issues at sub-regional levels
- The multidisciplinary approach it has used to trade issues. this is a "blended formula" and it certainly should work well since trade issues are about economics/policy and law
- Networking
- Efficient administrative personnel
- Commissioning and dissemination of useful research on trade policy and trade capacity building.
- Growing sense of local ownership and credibility in terms of quality.
- Potential to be responsive to needs of locally based policy communities and associated policy research organisations.
- Ability to follow up on their concerns cf. quick and dirty training sessions mounted by bilateral and multilateral organisations.
- Its mission statement. There are too few of these organisations and the work is immense!
- Flexibility.

Table 5 -- What Would You Describe As ILEAP's Weakness?

- Small size, lack of focus, still searching for its strategy.
- Relation of the administration with researchers.
- Needs to strengthen administration of the organisation for better effectiveness.
- Effectively reaching out to relevant stakeholders.
- Insufficient staff members.
- Not working directly with the Ministry of Trade which is the chief negotiator.
- There should be a network with domestic economists and lawyers to collaborate with in research.
- The dissemination of its research findings, especially through electronic means is not yet fully developed - perhaps because ILEAP is young. This is an area that could be improved e.g. by posting the (some of) research findings on the web, having a periodical (electronic) newsletter sent to subscribers, or a database like the one used to send this questionnaire could be used to disseminate some of the research or policy papers of ILEAP.
- Working procedures.
- Low presence in West Africa.
- Crowded table of activities.
- Has not yet really tackled challenge of synthesising law and economics in terms of both methodology e.g. industrial organisation theory AND policy/negotiating process.
- Need to develop real feel and understanding of private sector in the respective countries and region to be credible in informing negotiators.
- Should be drawing on business school expertise, e.g. in negotiating skills, synthesising law and economics.
- Must secure longer term funding to implement coherent strategy, including above suggestions.
- The current lack of a clear work plan.
- Inadequate staffing

There are a few points worth noting from the survey results:

- The number and national distribution of respondents makes it difficult to draw any conclusions with confidence. Although the split between East and West Africa was fairly even (only if one lumps Central Africa with West Africa), francophone countries are poorly represented as is the Caribbean.
- Over 90% refer to ILEAP activities as “good” or “high” quality (48% “high”), which is a very respectable number for a new organization.
- Question 10 about usage of ILEAP materials suggests that there is much more to learn from users about what they want and how to reach them. Perceptions about quality of materials are clearly favourable but the ability of ILEAP to bring its materials to the attention of people is only seen as “somewhat effective”.
- Considering that all respondents participated in an event in which ILEAP had either a lead or supporting role, close to 80% of respondents agreeing that ILEAP activities were “helpful” or “very helpful” in their own work is a promising signal.
- Seminars, conferences and workshops are seen as more effective modalities than mentoring or facilitating access to trade policy information.
- Very few respondents were familiar with ILEAP’s mentoring activities and clearly saw this as least important in ranking.
- Most saw the emphasis on “trade related economic research” (57%) and “development policy” (43%) as “about right”. However, trade related legal capacity building was described by 44% as “too little”, with 39% saying “don’t know”.
- All areas of ILEAP activity are seen to be available from others. However, none are seen as “widely available” elsewhere and 65 % described training workshops as “somewhat available elsewhere”.
- ILEAP’s administration and management is characterized by a quarter of respondents as “better than most organizations” in reference to other regional or international active in the area. It also scores highly for event organization.

4.3 **Key Findings**

In this section the key findings on issues outlined in the terms of reference will be addressed. Fairly quickly during the course of discussions it became clear that review findings would fall into three groups:

1. **Broad strategic directional issues facing ILEAP.** These are matters that would require Board consideration as they could profoundly effect the future direction of the organization and have long term implications for donor support, programme/service delivery as well as administration and management;
2. **Programme/service delivery issues,** which are more immediate and could enhance ILEAP's operations regardless of its long term strategic direction; and,
3. **Administrative/management issues,** which are also mostly immediate and should be considered primarily by the Executive Director and staff.

It is important to emphasize that the issues and findings raised are not the result of a failure or an indicator of problems in leadership or management of ILEAP.

They do, however, represent matters that would be timely and appropriate to address in order for ILEAP to build on its achievements to date. Nothing in the preliminary review suggests that ILEAP is on the wrong track or that it is not moving in broad accordance with its stated mission and mandate.

4.3.1 *Broad Strategic Directional Issues*

Largely for circumstantial reasons, several broad strategic directional issues face ILEAP at a relatively early stage in the organization's development. To a degree the issues are interconnected in that how one is addressed will likely have bearing on the other issues.

Balancing ILEAP's Legal/Economics Focus - The issue of ILEAP's underdeveloped legal orientation has been already mentioned. It would be premature to conclude that there is a greater need for support in trade economics than in trade law in any of the regions that ILEAP is active in. Consequently, it is strongly suggested that ILEAP's Board and Executive Director develop a strategy to strengthen this aspect of ILEAP's mandate, possibly engaging outside experts as volunteers or consultants. Two sets of questions seem appropriate for examination:

- How can or should ILEAP interact with the legal profession in developing countries to most effectively mobilize expertise and support from firms, law schools and governments (national or state/provincial departments

with trade law expertise)? What are the possible forms that assistance might take given the constraints of cost, distance and the limitations on volunteer or pro-bono contributions from working professionals and graduate students?

- Who are the most appropriate beneficiaries of trade law support in ILEAP's target countries and regions? Are these in fact the same people and/or organizations as currently reached by ILEAP? How can ILEAP more effectively identify trade law services or modalities such as institutional partnerships in order to reach its target audience?

In addition to the above, what steps can ILEAP take to bring trade law expertise into the Secretariat on a professional basis? ILEAP has already recognized the need to broaden its professional staff and has been recruiting for a trade negotiation expert. It would be advantageous if the position were used for someone with trade law experience. This possibility is clearly contemplated in the job description, but it is broad enough that the post could be as easily be filled by a person who brings knowledge and experience already present in the organization. That said, it is recognized that any recruitment effort will be influenced by the resources available and the ability of the organization to make long-term hiring commitments. Single year contracts are not likely to work unless it is part of some form of secondment or leave-of-absence arrangement for the candidate. Only long-term sustainable funding can really help address this problem.

Focus of Activity or Geographic Space – Quite a wide range of views were heard during the course of the review on the issue of ILEAP's optimal approach to the focus of activities and its geographic space. Three broad alternatives emerged:

- Maintain the current Caribbean/African focus and continue to develop institutional partnerships at the regional and/or national levels. The focus of policy work could continue to be a mix of regional, country specific, sector specific or issue driven. This would involve ILEAP broadening its Caribbean activities beyond grant disbursement. This is not meant to imply that ILEAP's resources would be evenly divided between the two regions.
- Focus primarily on Africa as above and focus engagement in the Caribbean by selecting projects where benefits of such engagement flow both ways – i.e. where research, policy briefs, workshops support Caribbean beneficiaries but also contribute in a practical sense to the broader body of knowledge and resources used by ILEAP in Africa.
- Let trade policy issues determine the countries or subjects of focus rather than limit the scope of ILEAP activities to Africa and the Caribbean. In effect, ILEAP could engage in institutional partnerships and other core

programme activities across any developing or transition country relevant to the identified sectoral or trade negotiation issues.

No recommendation is offered in this area as it would be well beyond the scope of the reviewer's mandate. However, two views were heard during the review relevant to discussion in this area. First, unless ILEAP's engagement in the Caribbean can be to include activities in other core programmes, it is difficult to see what value-added ILEAP can offer. ILEAP does not wish to be seen solely as a source of financial support and at the same time is clearly interested in responding to the needs of the region. It recognizes the need to engage in a different way than it currently does.

Secondly, a trade issue or sectoral focus such as agriculture or intellectual property is attractive to many respondents and could enable ILEAP to facilitate interaction among beneficiaries in Africa and the Caribbean with counterparts in other developing, transitional or emerging economies such as India, South East Asia or Latin America. A number of beneficiaries and stakeholders suggested that ILEAP should focus in this way.

From the reviewer's perspective, these are not mutually exclusive.

Locational Decisions – Clearly the question of ILEAP's scope of activities and geographic space has implications for how the issue of the ILEAP Secretariat's future location is dealt with. Before addressing the implications of various choices, it is useful to consider factors that drive locational decisions in organizations like ILEAP -- funding, optics and the ability to provide service.

The most discernable pressure to relocate ILEAP's Secretariat from among ILEAP's donors seems to be from IDRC, although "pressure" is probably too strong a word. IDRC and other donors clearly support the notion that an organization like ILEAP should be located in one of the countries in the regions served unless there are compelling reasons for it not to be. Based on the views heard at the November Nairobi workshop, relocation in Africa is clearly desirable from the point of view of African beneficiaries. IDRC was approached by ILEAP as part of consideration of possible establishment of an African presence to facilitate administration of regional activities. This seems to have contributed to the perception of some that relocation to East Africa will ultimately occur. At the same time, IDRC and other donors have expressed an interest in seeing ILEAP expand its engagement in the Caribbean, which would clearly be more challenging if the Secretariat were located in Africa.

In addition, relocation is a complex undertaking. Based on AERC's experience (which is also incorporated in North America)⁵, obtaining the necessary Kenyan

⁵ Specifically, in the State of Delaware as a not-for-profit foundation. Delaware was apparently selected because the process was fast. It does require that AERC comply with annual SEC reporting and audit requirements.

recognition as an international NGO (to establish suitable tax exemption, duty free and employment status), took roughly four years.

It is apparent from many of the comments made during interviews that there is an assumption that ILEAP will eventually relocate. Six aspects should be taken into in further consideration of this issue by the Board and staff.

- The current location, while historic rather than compelling, does position ILEAP satisfactorily to service the Caribbean and Africa as well as other part of the globe if its span of activities was to be broadened. ILEAP's credibility does not appear to be at risk because of its current location. However, depending on ILEAP's targeted geographic space, other locations could serve equally well. Cost and optics would be primary considerations.
- ILEAP's relationship with the U of T Faculty of Law does provide a base from which it can develop its activities in support of trade law. Developing the relationship with the legal profession in North America could be more difficult if the Secretariat were relocated.
- Only discussion with current and prospective donors can ascertain the extent to which the location of ILEAP's Secretariat is a major factor in funding decisions. If attainment of stable multi-year funding would be jeopardized by remaining in Toronto, the argument for relocation sooner rather than later would be compelling. Conversely, undertaking relocation or establishing a satellite office in the absence of multi-year funding commitments would not be very prudent.
- Many of the challenges in distance service delivery are going to be faced regardless of where the Secretariat is located. Indeed, some locations, while attractive to regional beneficiaries, could make communications, movement of financial resources, transportation and hiring as or more difficult than would be the case if the Secretariat remained in Toronto.
- Regardless of whether the ILEAP Secretariat remains in Canada or relocates elsewhere, it will not necessarily obviate the need for or value of a regional presence in the future. Further growth of the organization and its future span of activities and geographic space may make a centre-satellite organizational model desirable.
- To some extent the precise future location is less of an issue than laying the subject to rest, even if only for next three to five years, as continued uncertainty may have an effect on fundraising, hiring and staff retention.

Long-term Funding – The review was not expressly concerned with considering the adequacy of current ILEAP's funding or level of support from various donors. However some observations regarding funding are offered.

Although ILEAP's current funding is fairly diversified there is value in approaching additional donors who have an active interest in trade policy capacity building. ILEAP is at that critical stage where it has donors who have invested in its success, but who have not yet addressed the question of multiyear financing. Consequently, ILEAP risks being caught at a stage where its resource base is too small and too short-term for it to have anything more than a very small staff with an extremely heavy workload, especially for the Executive Director.

Multi-year funding may take some time to resolve with current donors, so further expansion of ILEAP's donor base is appropriate to explore. The EU, GTZ and Sweden are examples where investment in trade policy capacity building has either been a feature of project financing and/or is an issue under current consideration. ILEAP's approach to institutional partnerships and its programme thrust would likely have appeal to donors wishing to support innovative activities in this area but anxious to avoid replicating resources already available.

4.3.2 *Programme and Service Delivery Issues*

Planning – As mentioned earlier, ILEAP is still at the stage of refining its approach to planning and reporting. One of the challenges from a reviewer's perspective is that programs and activities are not always consistently described in various key documents such as the mission statement, operational plan, current Programme of Work and Budget (2004-2005) and various activity reports.

It is not that there are significant contradictions between these documents as they broadly describe the same goals programmes and activities. However, they do not take the same approach to grouping or itemizing specific programme areas and activities, time frames or other information.

The current PWB is essentially a narrative and should be supplemented with an explicit list of activities, noting time frames, partners and associated deliverables. In many organizations, the PWB is followed by a more detailed operational plan that is often in Table format to facilitate planning discussions, calendarization and governance review. ILEAP appears to have taken a different approach, where the operational plan (based on 2003, the only available year) is more for the purpose of external use. It is narrative form and indicative of intentions rather than explicit in the timing and nature of service commitments.

Activity reports are produced, although it is not clear what the reporting cycle is. One report spans April, 2003 through May, 2004, while the subsequent activity report covers June through November, 2004. The Activity Reports are in narrative form and are very effective in placing ILEAP activities in the context of

relevant events and issues. Looking at them from a user perspective, they are very good if one is interested in a fairly comprehensive view of what ILEAP has been concerned with, the reasons why and general idea of its various responses to beneficiaries' needs. They are less helpful if one is looking to see precisely what programmes or activities ILEAP has completed in relation to commitments made in specific core programmes and other elements of the PWB.

It is suggested that ILEAP develop a clearer planning and reporting framework for discussion by the Board, which identifies:

- Each quarterly, annual or other planning and reporting event and associated materials (PWB, activity reports, annual reports, donor reports, etc) and their relationship to each other;
- The purpose and content for each as well as intended audience (internal and external) proposal of proposed templates could also be useful;
- The timeframe within which each is prepared and place in the annual cycle.

The goal is to ensure that there is a clear understanding by both the Board and staff of what planning and reporting activities are needed and when. It would also ensure that there are no gaps or unnecessary steps or requirements given the limited resources of the organization.

To some extent the form of reporting is based on donor requirements and among other things this has implications for the time involved in staff addressing various reporting requirements. It might be useful to see if ILEAP can develop a common framework for quarterly, bi-annual and/or annual reporting than would be acceptable to all donors.

Performance – Several comments are offered on the issue of performance and results measurement.

Actual achievements are best measured against specific pre-determined targets or benchmarked against an exogenous standard (which is likely less applicable in the case of ILEAP). To date, ILEAP's PWB provides a fairly good description of each respective programme area as well as some indicative planned activities. Its corresponding budget closely follows the PWB and provides some itemization of useful performance information in the form of deliverables and in some cases unit costs.

A logical next step would be to develop more explicit performance information based on the PWB. This could initially describe targets such as timing, cost, and volume indicators for activities planned in each respective programme. Later, more explicit qualitative achievements can be added to provide information on the

outcomes associated with selected activities, such as utilization rates and satisfaction indices obtained from users or participants through surveys and evaluations. While monitoring achievements and performance is important, it is also appropriate to take into account the workload and feasibility of data collection. The key issue is to set up a system that can be easily used to routinely collect information (including through the website or evaluation forms) and consolidate the information on a quarterly, annual or other basis.

ILEAP could do more to routinely gather feedback from beneficiaries through the following mechanisms:

- As suggested by one survey respondent, ILEAP could improve its communication and user feedback through development of mailing lists and newsletters using secure web-based sign up or through introduction of a “members” area of the site, which could include news groups, chat rooms or other user for a. Dissemination and information sharing can involve a wide range of activities and production of materials and the development of information resources has major implications for staffing and other ILEAP resources. Handling dissemination in a growing organization with a diverse range of users can easily occupy 50% of a staff member’s time at the current level of activity;
- Refinement of standardized evaluation form(s) for publications and events. All publications could include a “tear off and fax back” page soliciting user feedback or directing the reader to a user survey web page.
- Events such as workshops should use a common template for participant evaluation. Evaluations are used, such as the one employed in Nairobi (see Appendix 4.3), but are hastily put together and distributed more or less at the last minute. Because some events are co-sponsored, a partner organization may conduct its own evaluation. In such cases ILEAP should ensure it is satisfied with approach to evaluation as well as access to data and participant lists.
- Although the feedback obtained is on average very positive, it is difficult for anyone to provide detailed feedback on a technical session that occurred two or three days prior. Use of evaluation forms immediately following each session or at the close of each day or half-day is more likely to be accurate and would avoid missing participants who attend only part of the proceedings.
- A general survey tool was developed during the review (Appendix 4.4) with some reservations regarding its immediate utility. The survey illustrates the kind of user feedback that can be systematically obtained through ILEAP’s website on a general or programme specific basis.

ILEAP Workshops and Events -- Only one ILEAP event was observed as part of the review so it is difficult to generalize from it. Because of ILEAP's approach of using partnerships, its role in event management as well as content presentation may vary substantially from event to event. For example, ILEAP had relatively little role, if any, in the design or content of the four workshops it funded in the Caribbean and no presence in delivery. In contrast, ILEAP played the central role in development of the Nairobi workshop content as well as the leadership of the event. It relied heavily on local partners the Kenyan Ministry of Trade and especially the Kenya Institute for Policy Research and Analysis for the administrative and logistical role.

It might be appropriate for ILEAP to establish some standards for event management and delivery – possibly a “model” plan for events over which it has full or substantial control and a set of guidelines or core requirements for events where it agrees to play a supporting role.

Some observations based on the Nairobi workshop are offered below.

- Clearly the responses from participants were overwhelmingly favourable based on the formal evaluations as well as informal feedback obtained at the event. Reaction to the selection of subject matter was very positive. The quality of supporting materials (policy briefs, research papers and slide presentations) was also rated highly.
- In terms of general organization, the event was well run although more often than not, hard copies of session materials were not available prior to or during the sessions. However, virtually all materials were made available in hard copy before the end of the event, although they do not yet appear to be downloadable on ILEAP website as promised.
- Some concerns were expressed about the overall structure, which ILEAP may in fact be unable to satisfactorily address. Some participants wished that more time had been devoted to each session in order to facilitate greater understanding of the various issues and implications. Others wished that more subjects had been covered. In effect, this is the classic depth vs. breadth dilemma faced in planning most such events. ILEAP is attempting to respond to some of these needs by planning events with a narrower focus, but there are significant resource implications attached to the size, scope, depth and number of events that ILEAP may deliver or support in partnership with others.
- Some of the concerns above could be addressed by modifications to the design of sessions. To some extent the subject matter made it challenging to cover all the material in each session adequately. By the time respondents had finished speaking there was relatively little time for participant questions or feedback. It would be useful to vary the format

somewhat so that at least one session per day would include facilitated group discussions following a presentation, using breakout rooms.

4.3.3 *Administrative/management Issues*

Staffing – The most serious administrative concern arising from the review is the overdependence of ILEAP on the Executive Director as essentially the organization’s sole professional staff member.

Like many small organizations, the leader sets the tone almost entirely and in this instance, the Executive Director is not only personally involved in many of programme activities but deals with administrative leadership, fund raising, development of relationships and partnerships with a very wide range of organizations. In addition, the nature of the activities requires considerable international travel and in effect the Secretariat must run itself or be remotely managed much of time. Fortunately, the Executive Director is highly regarded in the field and has been able to lead with a great deal of energy, commitment and creativity. It would be unfortunate to see the progress made jeopardized by burn out or health problems arising from overwork.

Broadening ILEAP’s professional staff would potentially go a long way to addressing this situation, especially if the individual recruited could also assume some of the leadership demands presently resting on the Executive Director. It could also reduce the need for Board members to be relied upon for some administrative activities (e.g. cheque signing) due to absence of senior staff, although it is not clear to what extent this is currently a difficulty. To a great extent this is dependent on the ability of ILEAP to secure more stable multi-year financing which, among other things, would enable it to recruit more fully and effectively. The size of ILEAP in the foreseeable future likely precludes use of a “deputy” solely for delegation of management functions, so any professional recruited – a negotiations expert, trade lawyer etc. – will have to perform some double duty.

ILEAP’s other permanent and part-time staff appear able to support the Secretariat very effectively despite the workload. There is a tangible sense of camaraderie within the organization. There is some risk, inherent in such a small organization, that despite the presence of job descriptions, job overlap routinely occurs. From a professional development viewpoint, it would be helpful to ensure that each staff member is encouraged to take responsibility and leadership for their respective area. Circumstances where one person is asked to deal with another’s area should be avoided as much as possible to maximize the sense of job ownership and professionalism of staff.

Strengthening administration – ILEAP has struggled with getting some of its financial and management systems in place and last year’s audit revealed several weaknesses. The Executive Director and staff have moved to address these and

other administrative issues through development of a financial policies and procedures manual.

The review did not include an in-depth examination of ILEAP records or files. However, the policies and procedures in place or under review appear consistent with practices in comparable organizations and are likely sufficient to address any weaknesses. The recruitment of an accountant to assume responsibilities for financial management has also been completed and is a useful step in placing ILEAP's administrative systems on a solid footing.

It appears that staff can effectively deal with the current volume of ILEAP activities. However, any increase in programme activity, which is very likely as ILEAP operations mature, will need to be paced by additional resources for management and administration. This will need to be taken into account in the context of donor financing.

5 Appendices

5.1 *Persons Met*

Basil Jones, IDRC, Nairobi
William Lyakura, AERC
Lingston Cumberbatch, IBF International Consultants
Danny Bradlow, American University
Noah Novogrodsky, Director, International Human Rights Programme, U of T, Faculty of Law
Al Berry, U of T, Dpt. Of Economics
Sylvia Ostry, U of T, Munk Centre for International Studies
(416) 946-8927
Manuel (Butch) Montes, The Ford Foundation
Martha Melesse, IDRC
Susan Joeke, IDRC Paris
Kamal Malhotra, UNDP
Ann Weston, North South Institute
Achim Blume, GTZ, Nairobi
Laura Kelly, DFID
Gerry Helleiner,
Kathleen Van Hove, ECDPM
Philip English, World Bank Institute
Jeffrey Fine, Consultant
Dominique Njinkeu, ILEAP
Ivana Kradic, ILEAP
Terry Campbell, ILEAP
Angie Chan, ILEAP

In addition to the above, the review engaged in informal discussions as well as a focus group discussion with many of the participants at the November 2004 Nairobi Workshop. Workshop participants included:

Kibre Moges, Ethiopian Economic Policy Research Institute
Philip English, World Bank
Mdemu Zavery, David, Ministry of Trade & Industry –TZ
Rose Onamu, Kenya Plant Health Inspectorate Service (Kephis)
Beldine A. Omolo, Ministry of Finance
Yusuf Atiko Abdalla, Bank of Uganda
Dr. M. Mbithi, UON
Joshua K. Mutunga, EPC
Erastus N. Kimuri, Ministry of Trade & Industry
James M. Kiiru, Ministry of Trade & Ind.
Atingi-Ego, Bank of Uganda
Charles Kahumburu, EPC
Mugenyi Onesmus, ACODE
Dr Wariara Kariuki, JKUAT
E. M. Sabwa, KIFWA

Alex Werth, ILEAP
Mueni Kiio, Oxfam GB
Agnes Nyaga, Tea Board of Kenya
Joseph K. Macharia, Ministry of Trade & Industry
Joseph Karugia, AERC
Fred A Miencha, KIPPRA
John P. Kinuthia, Consumer Information Network
Jasper A. Okelo, UON
Michael Moses Otieno, Ministry of Trade & Industry
Frederick Amiani, Dept. of External Trade
Joshua Mwiranga, Ministry of Transport
Kamanu J. M., Ministry of Trade & Industry
Stan Musyoka Manthi, Kenya Revenue Authority
Mboi E. Misati, Kenya Industrial Property Institute
Steve Ndele, USAID
Naftali Ndugire, NEMA
Edward Owangos, Ministry of Agriculture
Sospeter Ngoya, Kenya Institute of Business Training
Camille R. Baudot, CIDA/Canadian High Commission
Rita Aggarwal, USAID
F. Von Der Assesn, Royal Netherlands Embassy
John Matheka, KNCCI
Kuster, Margriet Netherlands-Ministry of Foreign Affairs
A. Allan Smith, USAID/Kenya
Dr Basil Jones, IDRC
Edward M. Sungula, Ministry of Industry and Trade
Lucy Ikonya, Kenya Bureau of Standards
Nathan Irumba, Ministry of Foreign Affairs
Mutahunga Emmanuel, Ministry of Tourism, Trade & Industry
Lynette Gitonga, Kenya Mission To The UN, Geneva
Alice N. Mwololo, Ministry of Finance
Solomon K. Kuria, Ministry of Trade & Industry
Francois JeanNoel, African union Commission
Peter Elimu, Ministry of Tourism, Trade & Industry
Loretta Feris, Univ. of Pretoria
Jane S. Nalunga, Southern & Eastern African Trade, Information & Negotiations Institute
Lydia Ochieng- Obbo, SCOPE/USAID
Addreano Ubisse, Ministry of Planning and Finance
Francis Mangeni, Lex Uganda
Nathan Ndoboli, Mission of Uganda, Geneva
Walter Odero, DFID
Walter N. Kamau, Kenya Association of Manufacturers
Mr Roeland Kollen, Netherlands Embassy
Ngugi Mwangi, Ngugi Mwangi & Co. Advocates
Don Butler, P. O. Box 1013, 00621, Nairobi
Angela Wauye, Action Aid International Kenya
Nelson Ndirangu, Kenya Mission to the UN, Geneva

Appendix 5.2

ILEAP Preliminary Review -- Terms of Reference (Revised)

BACKGROUND AND CONTEXT

ILEAP has been in operation for less than two years and as such is not ripe for a full blown evaluation. However, the ILEAP Board is contemplating the development of a multiyear work plans that would require multiyear funding commitments. With the support and encouragement of donors, a focused, preliminary review of ILEAP is timely. A review could provide several benefits to the Board, staff and donors, including but not limited to: objectively reporting on progress to date and the perceived value of products and services; contributing to refinement of work plans and associated budgets; providing assurance and/or advice on administration and operational management issues; and, guide performance monitoring to make it easier to formally assess outcomes and effectiveness in the future.

ILEAP hopes to assist African and Caribbean countries in international negotiations and trade policymaking, through a non-governmental, multidisciplinary, capacity-building and backstopping support service. To this end, ILEAP has identified 8 main objectives that address the capacity problem in African and Caribbean countries:

1. Provide analytical support for negotiations in the form of practical research
2. Assist in the formulation of negotiation positions
3. Provide timely advice primarily through its network of Southern partners
4. Facilitate access to information and analytical tools for researchers, negotiators and policymakers (such as databases and literature)
5. Foster the development of the next generation of trade/development experts
6. Build networks of trade experts for general support and issue-specific support
7. Facilitate the interface between trade stakeholders within and outside government ministries
8. Train existing civil servants and others involved in trade-related work

ILEAP is predicated on the following operating guidelines for its activities:

- Developmental focus in a multidisciplinary approach;
- Network and capacity building involving Southern and Northern professionals;
- Timeliness of the backstopping support;
- Independence of analysts;
- Simultaneous attention to the process in the country, and at regional and international levels; and,
- Partnership and Cooperation.

The overall goal of this review exercise is to provide objective information and commentary on ILEAP's activities to date and its perceived value-added or "niche" among organizations and activities supporting effective trade negotiation activities in developing countries.

REVIEW OBJECTIVES AND APPROACH

The specific objectives of the review are:

- Assess the extent to which ILEAP is meeting its missions as set out in the "Mission Statement";
- Document and discuss results so far with specific reference to outputs, beneficiaries served and, to the extent possible, comment on outcomes to date;
- Offer suggestions on strengths and weaknesses of overall approach and strategies in

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relation to current demand for and supply of the building of capacity for international economic negotiations in Africa and in the Caribbean;

- Assess overall current administrative and operational arrangements and performance and provide suggestions regarding administrative capacity in relation to future programme plans;
- Provide advice on performance indicators and monitoring activities that would assist in measuring longer term outcomes and the effectiveness of ILEAP as part of a more substantive future evaluation.

The consultant will take the following approach to work, which will also be reflected in the structure of the review report.

1. Overview Description of ILEAP activities

This part of the review will provide a summary of ILEAP activities since inception, noting those that are examined in more depth as part of the review. It will also comment on the degree to which ILEAP has undertaken activities in accordance with plans and commitments set out in its current programme of work and budget and note areas (if any) where divergence from the programme of work and budget has occurred and the reasons for this.

2. Review of achievements

The part of the review will assess a sample of ILEAP products (research reports, publications, websites, electronic lists, conferences, workshops) as well as the processes followed. It will identify factors that impede expected outcomes and make suggestions on how to address them. This will include an assessment of the perceived value and appropriateness of products by a sample of beneficiaries. The review will summarize comments on product quality (relevance and appropriateness to intended audience(s), user(s), context(s), and programme purposes and objectives) based on information from various informants as well as the consultant's perspective. The review will be organized around the two main programme components:

I. Support for negotiations and trade policymaking

This will include a description of outputs, reach, strategies, and constraints associated with the following:

- Outputs as defined in the operational plan and annual programs of work;
- Perceptions of a sample group of beneficiaries towards ILEAP activities and their interaction with the organization;
- Activities taken in development of partnerships and strategic relations (e.g. with African and Caribbean institutions, donors)
- Activities undertaken to promote dissemination and utilization of research results
- Activities undertaken to influence policies (intermediate and direct policy influence):
 - Expanding capacities for influence
 - Broadening public debate, getting ideas on agenda
 - Changing existing programs or policies
 - Changes in relationships, actions or behaviours of ILEAP beneficiaries, partners, and other stakeholders.

A summary of constraints (facilitating and inhibiting factors) relevant to the above will be provided that identifies factors internal to ILEAP as well as external.

II. Capacity building:

This will include a description of activities to strengthen capacities of researchers, policymakers, negotiators and institutions, including training workshops, mentoring of young scholars, access to information and databases, training of trade officials and other stakeholders and internships. It

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would also include an “audit” of ILEAP’s November workshop on *Post-July 2004 African Strategies for Bilateral and Multilateral Trade Negotiations*. A survey tool and/or focus group will be used to obtain workshop participant’s feedback. Interviews (in person or by telephone) with selected beneficiaries, partners and other informants will also be utilized.

3. Advice on long-term assessment of achievements

Review the current approach to the identification of expected programme outcomes and performance indicators and provide suggestions to strengthen ongoing performance measurement and monitoring efforts in ways that would enable future assessments of ILEAP’s outcomes and effectiveness in relation to its development goals and objectives.

4. Administrative and operational management

This would include a brief review the organization’s administrative practices to address the following questions: i) do the administrative, management and/or human resource practices in place appear suitable based on the current range of functions and activities; ii) are the appropriate financial accountability mechanisms in place for an organization of ILEAP’s size and legal status; iii) are there any constraints or challenges that might be faced in administrative or operational management based on possible future expansion of ILEAP programme activities, and if so, what steps might be considered to address these?

5. Summary of comments on future actions

Based on the above, provide suggestions or comments related to ILEAP in the future, including:

- Approach and overall philosophy of the programme comment on niche of the programme;
- Management and coordination at central and field levels;
- Communication between ILEAP’s Secretariat and field levels;
- Definition of target groups;
- Positioning vis-à-vis existing networks and trade capacity building programs;
- Links to or gaps between ILEAP and other related institutions and approach to partnership;

METHODOLOGY

The consultant will develop the review methodology, which should include, at a minimum, the following: review of project documents; use of qualitative tools to assess impact e.g. key informant interviews and focus-group discussions; and use of questionnaires or surveys to obtain information on perceptions of activities. Data sources will include :

- Interviews with ILEAP staff and Board Members (sample);
- Interviews with ILEAP beneficiaries (sample);
- Observation of at least one consensus building workshop at national/sub-regional level
- Review of documents, research, publications, literature, training materials (samples of each);
- Interviews with other stakeholders and experts as needed/available in timeframe.

TIMETABLE

Start date: 1 November 2004

Deadline for submission of draft report: 10 December 2004

Deadline for submission of final report: 31 December 2004

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OUTPUTS

Two outputs are required:

1. A report of between 20 and 30 pages, plus annexes that include an executive summary (of no more than 3-4 pages). It is anticipated that the report will broadly follow the outline above.
2. A short PowerPoint presentation on the findings of the review to be presented to the Board and/or to donor representatives as determined.

LEVEL OF EFFORT

<i>Activity</i>	<i>Number of days</i>
<i>Orientation and preparation of questionnaires, survey, etc</i>	3
<i>Documentation review</i>	4
<i>Workshop observation and regional interviews (exclusive of travel)</i>	4
<i>Other interviews (personal or telephone) including office staff</i>	4
<i>Preparation of draft and final report</i>	5
<i>Total</i>	20

The Consultant(s) should have a relevant experience/background in evaluation of international development research programmes. The consultant will be responsible for ensuring that the review adheres to relevant international and national standards.

The consultant(s) will have adequate understanding of trade capacity building issues for Africa and the Caribbean. They will maintain the highest possible professional and personal standards. In particular, they will ensure the honesty and integrity of the review process, and respect the security and dignity of the stakeholders with whom they interact. Information and documentation gathered may not be used for any other purpose without the prior permission of ILEAP.

Appendix 5.3

ILEAP Workshop: Post-July 2004 African Strategies for Bilateral and Multilateral Trade Negotiations

November 10-12, 2004
Nairobi, Kenya

Please complete this questionnaire to help us improve our activities in the future. Please be honest and open. **Your responses – no matter how positive or negative, are valuable to us.** To keep them anonymous, please do not write your name on the form. *If needed, please refer to workshop agenda when responding to questions on each session.*

If you make a mistake in marking an answer (that cannot be erased), please do the following to correct it: 1) fill the circle indicating your preferred answer, 2) draw an arrow to it, and 3) write the word "correct" next to the arrow.

To answer the closed-ended questions, please completely fill the circles corresponding to your answers, like this: and not like this: .

1 Which of the following best describes your current job? (Please fill only one circle.)

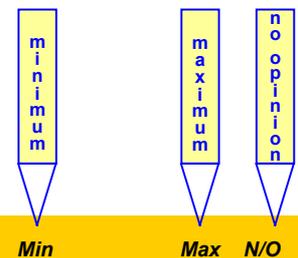
- a Government Official (Trade policy) b International Agency (Trade policy) c Private Sector, please specify sector _____
 d Researcher, specify type of body _____

2 How much of the activity were you able to attend? (Please refer to the agenda and fill in only one circle.)

- a All of it (that is, every day, all sessions) b Most of it (every day, but not all sessions, or not every day) c Half or less of it ((half or fewer of days/ sessions)

3 Is this your first iLeap Workshop or Event? a yes b no

Please rate each aspect of the activity listed below on a progressive scale of 1 to 5, where 1 is the minimum and 5 is the maximum. If you feel that a question does not apply to you, or that you do not have enough information to express an opinion, please fill the "no opinion" option. Please fill only one circle per question.



General Feedback

	Min	Max	N/O			
3 Relevance of this workshop to your current work or functions	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/>
4 Extent to which you have acquired information that is new to you	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/>
5 Usefulness for you of the information that you have obtained	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4	<input type="radio"/> 5	<input type="radio"/>

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- | | | |
|----|---|---|
| 6 | Focus of this workshop on what you specifically needed to learn | <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> |
| 7 | Extent to which the workshop content matched the announced objectives | <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> |
| 8 | Effectiveness of the workshop format (presentations followed by discussions) | <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> |
| 9 | Value of this workshop as a an opportunity to create and develop useful networks | <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> |
| 10 | Overall usefulness of this workshop in your professional work | <input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5 <input type="radio"/> |

Session Feedback

	<i>Min</i>	<i>Max</i>	<i>N/O</i>
11 State of Play -- Part I: The WTO Framework package: Main opportunities and challenges for Africa (“An African Negotiator’s Assessment...”)			
Quality of presentation and supporting materials (slides, research papers)	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5		<input type="radio"/>
Quality of discussion	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5		<input type="radio"/>
12 Part II: Trade in other Policy Framework (“Mainstreaming Trade in National Development” and “Doha and/or EPAs”)			
Quality of presentation and supporting materials (slides, research papers)	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5		<input type="radio"/>
Quality of discussion	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5		<input type="radio"/>
13 Agricultural negotiations -- Part I: The July Framework: Challenge and Opportunities for Africa (“Domestic Support and Export Competition”)			
Quality of presentation and supporting materials (slides, research papers)	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5		<input type="radio"/>
Quality of discussion	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5		<input type="radio"/>
14 Part II Eastern African options in tariff and non-tariff barriers (“Market Access”)			
Quality of presentation and supporting materials (slides, research papers)	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5		<input type="radio"/>
Quality of discussion	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5		<input type="radio"/>
15 Industrial tariffs -- Part I: Understanding the August 1 text (“Key Issues in the Doha Round: Negotiations on NAMA”)			
Quality of presentation and supporting materials (slides, research papers)	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5		<input type="radio"/>
Quality of discussion	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5		<input type="radio"/>
16 Part II: Manufacturing in other trade arrangements (“Rules of Origin” and “Trade Standards”)			
Quality of presentation and supporting materials (slides, research papers)	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5		<input type="radio"/>
Quality of discussion	<input type="radio"/> 1 <input type="radio"/> 2 <input type="radio"/> 3 <input type="radio"/> 4 <input type="radio"/> 5		<input type="radio"/>

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	<i>Min</i>	<i>Max</i>	<i>N/O</i>
17 Trade facilitation (“Selected Legal and Institutional Reforms for TF Negotiations” and “African Financial Services Trade & Negotiations”)			
Quality of presentation and supporting materials (slides, research papers)	① ② ③ ④ ⑤		<input type="radio"/>
Quality of discussion	① ② ③ ④ ⑤		<input type="radio"/>
18 Trade in services (“Mode 4”, “Special Products Modality: An Evaluation”, “Request and Offers Process, Kenya’s Offers”, “Transportation Services”)			
Quality of presentation and supporting materials (slides, research papers)	① ② ③ ④ ⑤		<input type="radio"/>
Quality of discussion	① ② ③ ④ ⑤		<input type="radio"/>
19 Effective Participation in International Negotiations (“African Strategies for Bilateral and Multilateral Trade Negotiations”)			
Quality of presentation and supporting materials (slides, research papers)	① ② ③ ④ ⑤		<input type="radio"/>
Quality of discussion	① ② ③ ④ ⑤		<input type="radio"/>
20 Adjusting from Trade liberalization: policy coherence, preference erosion and adjustment cost			
Quality of presentation and supporting materials (slides, research papers)	① ② ③ ④ ⑤		<input type="radio"/>
Quality of discussion	① ② ③ ④ ⑤		<input type="radio"/>
21 The road to Hong-Kong (Roundtable Discussion)	① ② ③ ④ ⑤		<input type="radio"/>

Other Comments:

**Thank you for completing this questionnaire.
Please return this form to an ILEAP staff member or at the workshop reception desk before leaving.**

Appendix 5.4

ILEAP Preliminary Review

You are invited to provide information as part of a preliminary review of *International Lawyers and Economists Against Poverty (ILEAP)*. Please note that the review is not a comprehensive evaluation of performance or research quality. Rather, it is an opportunity to look at the organization's early activities with a view to obtaining feedback that would help "fine-tune" *ILEAP*'s future focus and operations.

The specific objectives of the review are:

- Assess the extent to which *ILEAP* is meeting its missions as set out in the "Mission Statement";
 - Document and discuss results so far with specific reference to outputs, beneficiaries served and, to the extent possible, comment on outcomes to date;
 - Offer suggestions on strengths and weaknesses of overall approach and strategies in relation to current demand for and supply of the building of capacity for international trade negotiations in Africa and in the Caribbean;
 - Assess overall current administrative and operational arrangements and performance and provide suggestions regarding administrative capacity in relation to future programme plans;
 - Provide advice on performance indicators and monitoring activities that would assist in measuring longer term outcomes and the effectiveness of *ILEAP* as part of a more substantive future evaluation.
-

Purpose of the Survey:

As someone familiar with *ILEAP* and the challenges and issues associated with effective development of trade policy and engagement in trade negotiations, your views on three areas of *ILEAP*'s activities are sought:

- supporting effective participation in trade negotiations and development of trade policy;
- building capacity of organizations and individuals in trade policy; and,
- general comment on quality of administration and organizational management practices.

**Please leave blank any areas that you feel unable to comment on.
Responses may be added directly to the survey form, which can be re-saved and sent by email to**

ileapsurvey@rogers.com

**Alternatively, the survey may be printed, completed by hand and faxed to
FAX: 1-416-533-0781**

Please return this survey no later than Wednesday January 12, 2004

Questions:

ID	Question	Selection	Response and/or Comments
1	Please indicate in what capacity you have interacted with ILEAP	1 – As a government official 2 – As an official of an international agency 3 – As a member of a private sector body 4 – As a researcher 5 – Other <i>Please specify the # and indicate type of organization (e.g. national trade ministry, research institute, etc.) in box to right</i>	6 6 3 8 4 1 each NGO, university, consultant, research institute
2	How long have you been interacting with ILEAP?	1 – Less than 6 months 2 – 6 months to 1 year 3 – More than 1 year	26% 39% 35%
3	Please indicate your country?	<i>Please specify country in box to right.</i>	See below
4	Please indicate if you wish your survey response to be kept anonymous	1 – Yes 2 – No (<i>provide name and contact details in box to right if you wish</i>)	Can 2; Trin 1; Cam 2; Ken 4; Ug3; Gh2; Nig4; Gin1; Tan1; US1, Bel1 3 unknown
5	What is your overall impression of ILEAP's effectiveness in supporting trade policy development in <u>Africa</u> ?	1. Poor 2. Average 3. Good 4. Excellent 5. Don't know <i>For all questions please indicate your selection in right box (e.g. # 2) and add any additional comments</i>	0 4% 61% 26% 9%
6	What is your overall impression of ILEAP's effectiveness in supporting trade policy development in <u>the Caribbean</u> ?	1. Poor 2. Average 3. Good 4. Excellent 5. Don't know <i>For all questions please indicate your selection in right box (e.g. # 2) and add any additional comments</i>	4% 0 4% 17% 74%
7	Generally, do you think that ILEAP's services and products are?	1 – Low quality 2 – Average quality 3 – Good quality 4 – High quality 5 – Don't know	0 4% 48% 48% 0

Preliminary Review of ILEAP

ID	Question	Selection	Response and/or Comments
8	How successful has <i>ILEAP</i> generally been in developing effective partnerships and strategic relations with you or your organization (government bodies, private sector research organizations, donors, etc)?	1 – Not successful 2 – Somewhat successful 3 – Successful 4 – Very successful 5 – Not applicable	4% 30% 26% 30% 9%
9	How familiar are you with <i>ILEAP</i> -sponsored trade research, briefing papers and/or other publications?	1 – Not familiar at all <i>(skip to question 12)</i> 2 – Somewhat familiar 3 – Familiar 4 – Very familiar	4% 48% 35% 13%
10	In the past 6 months how often have you used <i>ILEAP</i> -sponsored trade research, briefing papers and/or other publications in your work?	1 – Have not used 2 – Used occasionally (1-5 times) 3 – Used regularly (5-10 times) 4 – Used very often (10+ times)	22% 35% 35% 9%
11	How would you rate the general quality of <i>ILEAP</i> research and briefing papers?	1 – Low quality 2 – Average quality 3 – Good quality 4 – High quality 1 – Don't know	4% 13% 35% 35% 13%
12	How effective do you think <i>ILEAP</i> has been in bringing to your attention its research and/or other materials?	2 – Not effective 3 – Somewhat effective 4 – Effective 5 – Very effective	17% 29% 51% 4%
13	How helpful has <i>ILEAP</i> been (through research, other materials or workshops, etc) on <i>your own work</i> on trade policy?	1 – Not helpful 2 – Somewhat helpful 3 – Helpful 4 – Very helpful 5 – N/A (have not used)	0 4% 35% 43% 17%

ID	Question	Selection	Response and/or Comments
14	How effective do you think <i>ILEAP</i> has been in strengthening capacities of researchers, policymakers, negotiators and institutions through <u>seminars and conferences</u> for trade officials and other stakeholders (e.g. on status of negotiations, trade issues and research presentations, etc)?	1 – Not effective 2 – Somewhat effective 3 – Effective 4 – Very effective 5 – Don't know (not familiar with these activities)	0 17% 39% 39% 4%
15	How effective do you think <i>ILEAP</i> has been in strengthening capacities of researchers, policymakers, negotiators and institutions through its <u>training workshops</u> (e.g. negotiating skills)?	1 – Not effective 2 – Somewhat effective 3 – Effective 4 – Very effective 5 – Don't know (not familiar with these activities)	0 26% 35% 30% 9%
16	How effective do you think <i>ILEAP</i> has been in strengthening capacities of researchers, policymakers, negotiators and institutions through its <u>mentoring of junior scholars through research opportunities, internships and fellowships</u> ?	1 – Not effective 2 – Somewhat effective 3 – Effective 4 – Very effective 5 – Don't know (not familiar with these activities)	4% 12% 16% 12% 56%
17	How effective do you think <i>ILEAP</i> has been in strengthening capacities of researchers, policymakers, negotiators and institutions through <u>facilitating access to trade policy information, research and databases</u> ?	1 – Not effective 2 – Somewhat effective 3 – Effective 4 – Very effective 5 – Don't know (not familiar with these activities)	9% 17% 30% 17% 26%

ID	Question	Selection	Response and/or Comments
18	<p>Which of the following activities do you think it is important that ILEAP provide? (Please rank by importance):</p> <p>A – training workshops (e.g. negotiating skills) B – mentoring of junior scholars through research opportunities, internships and fellowships C – facilitating access to trade policy information, research and databases D – seminars and conferences for trade officials and other stakeholders (e.g. on status of negotiations, trade issues and research presentations, etc</p>	<p><i>Please indicate activities by letter in order of importance (e.g. D, A, B,C) in box to right</i></p>	<p>Ranking</p> <p>A (12) D (11) C (8) B (17)</p>
19	<p>Do you think ILEAP's emphasis on trade related <i>economic research</i> is:</p>	<p>1 – To little (i.e. more emphasis is needed) 2 – About right 3 – Too much (i.e. less emphasis is needed relative to other areas or other organizations that are active in this area) 4 – Don't know (not familiar with these activities)</p>	<p>13% 57% 13% 17%</p>
20	<p>Do you think ILEAP's emphasis on trade related <i>development policy</i> is:</p>	<p>1 – To little (i.e. more emphasis is needed) 2 – About right 3 – Too much (i.e. less emphasis is needed relative to other areas or other organizations that are active in this area) 4 – Don't know (not familiar with these activities)</p>	<p>39% 43% 4% 13%</p>

ID	Question	Selection	Response and/or Comments
21	Do you think ILEAP's involvement in trade related <i>legal capacity building</i> is:	1 – To little (i.e. more emphasis is needed) 2 – About right 3 – Too much (i.e. less emphasis is need relative to other areas or other organizations that are active in this area) 4 – Don't know (not familiar with these activities)	44% 13% 4% 39%
22	Do you think that <u>training workshops</u> similar to those provided by ILEAP (e.g. negotiating skills) are also available from other organizations? (If so, please indicate which organizations.)	1 – Not available elsewhere 2 – Somewhat available elsewhere 3 – Available elsewhere 4 – Widely available elsewhere 5 – Don't know	4% 65% 21% 0 9%
23	Do you think that <u>mentoring of junior scholars through research opportunities, internships and fellowships</u> similar to ILEAP's activities are also available from other organizations? (If so, please indicate which organizations.)	1 – Not available elsewhere 2 – Somewhat available elsewhere 3 – Available elsewhere 4 – Widely available elsewhere 5 – Don't know	4% 35% 17% 0 44%

ID	Question	Selection	Response and/or Comments
24	Do you think that <u>access to trade policy information, research and databases</u> similar to that provided by <i>ILEAP</i> is also available from other organizations? (If so, please indicate which organizations.)	1 – Not available elsewhere 2 – Somewhat available elsewhere 3 – Available elsewhere 4 – Widely available elsewhere 5 – Don't know	4% 35% 13% 13% 35%
25	Do you think that <u>seminars and conferences for trade officials and other stakeholders</u> (e.g. on status of negotiations, trade issues and research presentations), similar to those offered by <i>ILEAP</i> , are also available from other organizations? (If so, please indicate which organizations.)	1 – Not available elsewhere 2 – Somewhat available elsewhere 3 – Available elsewhere 4 – Widely available elsewhere 5 – Don't know	9% 52% 17% 0 22%
26	How effectively has <i>ILEAP</i> organized events such as seminars and training workshops?	1 – Not effectively 2 – Somewhat effectively 3 – Effectively 4 – Very effectively 5 – Don't know	0 13% 57% 26% 4%
27	Thinking about other international or regional organizations involved in supporting policy development and capacity building, do you think <i>ILEAP's</i> administration and management are:	1 – Worse than most organizations 2 – Average 3 – Better than most organizations 4 – Don't know	4% 65% 26% 4%

ID	Question	Selection	Response and/or Comments
28	At what level do you think ILEAP should be most active?	1 – Regional level (e.g. Pan African and/or Caribbean) 2 – Sub-regional level (e.g. East, Central Africa or parts of Caribbean) 3 – National level (focus only on specific countries) 4 – Sectoral level (focus only on specific sectors) 5 – Global (all regions) <i>Please specify region, country or sector (more than one may be selected)</i>	24% 44% 8% 16% 8%
29	What would you describe as ILEAP's strengths?		
30	What would you describe as ILEAP's weaknesses?		