

ILEAP

INTERNATIONAL LAWYERS AND
ECONOMISTS AGAINST POVERTY

JEICP

JURISTES ET ÉCONOMISTES
INTERNATIONAUX CONTRE LA PAUVRETÉ



EXTERNAL EVALUATION 2007

November 28, 2007

Dear Reader

We recently commissioned an external evaluation of ILEAP that aimed to assess the relevance and quality of the services we have provided since our inception in 2002. This booklet consists of the completed evaluation report, together with our letter of response.

We are encouraged that the evaluation confirmed the high level of satisfaction for our services and the relevance of ILEAP in an increasingly crowded field.

As we look to the New Year, in preparation for strategic planning, I look forward to reviewing comment which will ultimately enable ILEAP to maintain focused in it's commitment to enhancing the participation of developing countries in international negotiations, particularly those in Africa and the Caribbean.

On behalf of the entire ILEAP constituency, I wish you a happy and healthy holiday season,

Best,



Dominique Njinkeu
Executive Director

Evaluation of International Lawyers and Economists against Poverty (ILEAP)

FINAL REPORT

12 November 2007

**Evaluation Team: Tom Pengelly, Bernard Wood, Sisule Musungu &
Tamara Asamoah**

SAANA CONSULTING

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1. EXECUTIVE SUMMARY

The primary goal set for the evaluation, with its audiences being the organization's Board, supporters and other stakeholders, is to:

"...Provide an objective assessment and feedback from stakeholders on ILEAP's activities and approach, with the view to identifying what has and has not worked and positioning ILEAP's work in the context of other similar initiatives and programs."

Methodology and limitations

The evaluation covers the period from ILEAP's inception to mid-2007. The evaluation methodology, finalized and agreed with ILEAP on 26 June 2007, has been based on the Terms of Reference given (see Annex 1) and internationally recognized evaluation standards. **It has been a light and economical standard evaluation approach, attuned to ILEAP's scale and challenges.** Both the "objective assessment" and "stakeholder feedback" elements specified in the Terms of Reference were pursued to the maximum – and key findings were consistent and corroborative between these two elements.

The team worked to help bring together, test and crystallize the results of a number of previous strategic efforts undertaken by and for ILEAP. In its methodology, the work of the evaluation was guided by an evaluation framework designed to keep the central issues to the forefront – clustered under the standard evaluation criteria of the **Relevance, Effectiveness and Results, Governance and Management, and Sustainability** of ILEAP's work. In its expectations, analyses, and suggestions, **the evaluation was guided by the recognition that ILEAP is a relatively small, non-profit organization with a busy volunteer Board**, working on complex issues and operating in a complicated environment with many diverse relationships.

A key limitation on the evaluation study was that, without expecting too much for an organization of ILEAP's size and experience, a performance measurement system – including a clear framework of objectives, intended results and accumulated, organized information on the contributions of various activities, components and projects to overall performance achieved – was not yet in place and operational at ILEAP. Two other limitations on the evaluation were that many informants were able to give only partial responses since they were familiar with only some components of ILEAP's work; and that the breadth and depth of coverage within the sample among ILEAP's clients in Francophone West and Central Africa was more limited than desired.

Understanding ILEAP and its work

ILEAP was established in 2002 with the goal of assisting a wide range of beneficiaries in African and Caribbean countries in international negotiations and trade policymaking, through provision of a non-governmental, multidisciplinary, capacity building and backstopping support services. ILEAP's medium-term strategy was driven by concerns associated with effective participation by African and Caribbean countries in the work program of the WTO Doha Development Round and regional integration and bilateral negotiations, especially within the framework of EU-ACP Economic Partnership Agreements (EPAs).

ILEAP's activities can be broadly categorized in three major clusters, although they are obviously inter-related and overlapping:

- Background research, analytical support, and assistance in articulating positions for WTO and regional trade negotiations, particularly on trade in agriculture, services, trade facilitation and Aid-For-Trade;
- Skill enhancement through training workshops, mentoring and fellowships; and
- Outreach and dissemination through publication and distribution of research and analysis results, and organization of consensus-building workshops.

At present, ILEAP has a six-member staff at its headquarters in Toronto, headed by its Executive Director. The organization's work is overseen by a volunteer international Board of Directors, comprised of twelve prominent expert scholars and practitioners from a wide range of countries. ILEAP's business model is predicated on program funding from development agencies, of which five are currently providing support amounting at present to approximately US \$2.6 million annually.

Relevance

Over the past five years, ILEAP has evolved considerably from its original conception, in response to emerging needs, opportunities and constraints. Its activities have been exploratory and quite dispersed over this initial period, but **the themes and most individual activities selected for ILEAP's work have remained demonstrably relevant to the trade and development needs and priorities of its target countries** – particularly resource-constrained countries in Central, West, and East Africa, while less prominently in Southern Africa and the Caribbean.

"ILEAP has done some very relevant work."

ILEAP Donor

Its work on trade in services, trade facilitation and agricultural trade have all attracted clients and attention and in more recent years **ILEAP is widely credited with leadership in helping African countries understand and engage with the Aid for Trade agenda.**

Prognoses differ on the most important needs for future support. But it is likely that relatively more assistance will be needed by African and Caribbean countries to work on implementation of agreements and helping build supply-side capacity rather than supporting participation in further trade negotiations themselves. Some evidence also suggests that there is a real need and potential for ILEAP to build out from its shorter past involvements into more sustained roles and programs of support, particularly at national levels, where over-riding institutional constraints need to be tackled in order to increase capacity for trade policy making and implementation. This is likely to be of particular importance with the weakest and most resource constrained countries, such as Least Developed Countries (LDCs) in East, Central, Southern and West Africa.

"ILEAP played a crucial role in mobilizing African countries to participate in the Aid for Trade agenda."

ILEAP Partner

ILEAP's main operating strengths are in its reputation and networks for providing and/or securing solid, objective expertise and support geared to the emerging needs and capacities of African countries, particularly French-speaking countries. Mutually-beneficial

complementarity and collaboration has been most evident in ILEAP's work with a number of the larger international organizations (e.g. the World Bank) and regional groupings in countries and sub-regions where ILEAP is strongest (e.g. ECOWAS, UEMOA, CEMAC and the CRNM).

Effectiveness and results

Although ILEAP has not yet equipped itself with sufficiently clear and precise objectives, indicators, or performance information to allow for rigorous assessment of its effectiveness and results achieved, **the evaluation team found sufficient evidence to state that ILEAP's activities have not only been relevant, but generally have also been of "satisfactory" to "very satisfactory" quality.**

While most respondents were understandably cautious because of the difficulties of attribution of results in this kind of work, **we found some plausible support for crediting ILEAP with some results ranging from "significant" to "very significant" to the benefit of resource-constrained countries in the WTO and ACP, particularly in West, Central and East Africa.** Although the field now includes a wide range of actors, some disposing of very substantial resources, **ILEAP's value-added is robust on some issues and in these sub-regions.**

"ILEAP is not the only or major source of training, advice and information but it does a good job and its work is of good quality."

ILEAP Donor

In a collection of 9 participants' evaluation summaries from different types of ILEAP workshops and other events held between August, 2004 and May, 2007, a total of 266 **responding participants' ratings on most criteria were highly positive – mainly in the top two categories (4 or 5 on a five-point scale).** ILEAP should analyze and draw systematically on the client responses received as a source of learning, improvement and performance reporting. Comparable client satisfaction evaluation systems should also be designed and implemented for other ILEAP activities.

ILEAP has produced a respectable portfolio of research products and papers, particularly on Aid for Trade, and to its credit, has often drawn on Southern experts and authors rather than the more established names from Northern universities and think tanks. But overall this portfolio remains relatively small compared to those of established research sponsors such as the World Bank, UNCTAD, UNECA and even new-comers such as ICTSD. The demands for training and mentoring, while changing, will not diminish in ILEAP's sub-regions of concentration, although the best mechanisms and potential supply for mentoring (beyond training events) are not entirely clear. One small (and little-known) part of the overall program with indications of useful tangible results to date, and considerable further potential, is the ILEAP Fellows program.

ILEAP has performed generally well against its own "operating guidelines", established at the founding meeting of the organization. The strongest evidence of application and success to date is found in:

- Work with resource-constrained institutions and countries in East, West and Central Africa, and some of pan-African relevance.
- A strong developmental focus around trade negotiations and policy.

- Networking among selected Southern and Northern professionals.
- Independence (and objectivity) of analysts.
- Timeliness of backstopping support.
- Selective partnership and cooperation (particularly with regional, sub-regional and selected national institutions in some countries, and major international organizations).

Weaker to date, and/or calling for a fresh assessment of feasibility would be:

- Clear specification of the intended results of ILEAP work, accompanied by manageable systems for tracking, reporting, analyzing and learning.
- Work in the Caribbean region.
- A full-fledged multi-disciplinary approach between economic, legal, and negotiation skills (although the demand has not been balanced among them, and ILEAP has done at least as well as most others in meeting all these needs).
- Forging wider networks of Northern and Southern professionals.
- Wider partnerships and cooperation (i.e. with NGOs, other networks).
- Attention to the process in-country and at regional and international levels (ILEAP has not only kept all in view, as it must, but invested considerable work at all levels. Given ILEAP's limited capacities, and the other sources of assistance now available, greater focus at one or other level might be called for.)

Most difficult to measure and assess is the level of success ILEAP has achieved in the area of capacity building of African and Caribbean policymakers, negotiators, researchers and the institutions they work in. As for others working in capacity-building, tracking these results is highly elusive, but more can be done to do so in concert with other actors, including through better use of baseline surveys and collaborative monitoring approaches, using common indicators and datasets. As well as putting into place mechanisms for this, **ILEAP may well want to focus its future capacity-building efforts more** e.g., between institutions and individuals; negotiators, policy planners, decision-makers, researchers, or young professionals; and at national, sub-regional or international levels.

“Capacity of developing countries has increased, but it’s difficult to attribute ILEAP’s contribution.”

ILEAP Beneficiary

Governance and management

ILEAP’s formal governance arrangements are clear and transparent, supported by planning, budgeting and reporting arrangements that have met standards of acceptable governance. In practice, the line is not sharply drawn between the responsibilities of management and those of the Board and Executive Committee and the Executive Director and some Board members indicate that they see advantages in this flexibility.

At the same time, the entire management structure and functioning of ILEAP is almost totally centralized and dependent to date on the Executive Director and the position is

consequently overloaded and over-stretched. Many strategic needs, as well as some basic ongoing management tasks, in the organization have not been fully covered. Resources for the communications strategy and function are inadequate. We found that internal communications were inadequate and that the available staff capacities had not yet been fully recognized, empowered or mobilized to the extent possible. ILEAP has always been intended to rely substantially on external substantive expertise, but the actual degree of reliance poses considerable risks for the organization.

“ILEAP is just too small. Dominique has to do everything himself.”

ILEAP Beneficiary

Sustainability – risks, resources and partnerships

The **strengths of ILEAP’s business model in relation to the current and future demand and supply** are found in:

- A good substantive reputation, bilingual capacity and network of contacts for trade and development work with resource-constrained institutions and countries in East, West and Central Africa, and some of pan-African relevance.
- A multi-disciplinary approach between economic, legal, and negotiation skills that has been adequate for demand to date.
- Credibility for good publications and expert contacts, independence (and objectivity) of analysts, timeliness of backstopping support, and sufficient ability to organize on the ground and in partnership with others.
- Flexible program funding from a good variety of respected donor organizations.

The **weaknesses in relation to current and future demand and supply** would include (in our assessment of order of priority):

- A management style and tempo of ILEAP events and activities that extends over a wide range of issues, levels and intended beneficiaries and stretches the organization’s capacities to the breaking point, but is not being tested for strategic lessons or enduring impacts.
- The need to pay more attention to building on successful initiatives which may carry opportunities for longer-term capacity building, and – taking account of the other sources of assistance now available and/or committed to Aid for Trade over the next 3-5 years – to focusing and tracking its future capacity-building efforts more (e.g. between institutions and individuals; negotiators, policy planners, decision-makers, researchers, or young professionals; and at national, sub-regional or international levels).
- The need to be able to integrate, deploy and harness on a continuing basis relevant senior expertise and training capacity in trade law, adjustment, implementation and regulation, to respond to the emerging priorities in these areas.
- The need either to reduce ILEAP’s early expectations for a substantial program of work in the Caribbean region and for an extensive network of engaged Northern economists

and lawyers prepared to work as advisors and mentors as volunteers or quasi-volunteers, or to gear up or re-tool in major ways to deliver on these expectations.

- The need to settle on a clear and manageable strategy for partnership and cooperation (i.e. confirming expectations for working with NGOs and other networks, and perhaps bilateral programs, as well as regional and international organizations).
- The need to secure a sufficiently large and stable future funding base to pursue the most promising avenues of the first five years and solidify a focused and sustainable program for the coming years.

This five-year point is a key milestone for intensive discussion and decision on the scope and requirements for institutionalization of ILEAP's work after its initial running-in years.

Its "resource expansion" and partnership strategies will depend very much on the strategic directions that are taken on institutionalization.

On the prospects for resource expansion, those of ILEAP's financial supporters to date that we have consulted remain favorably disposed toward the organization's work and its further potential, while they are also unanimous in looking for more explicit, clear and concise objective-setting and performance reporting by ILEAP, wider in-house substantive expertise, and a more sustainable management approach (i.e. not so hinged on one key person). ILEAP could respond to this opportunity by proposing to its clients, partners and financial supporters a 3-5 year results-oriented forward program, based on the future needs and demands for its services identified in our stakeholder survey, and backed by a blueprint for an appropriate performance measurement system, together with earmarked resources for implementing the suggestions made in this evaluation report.

Our main assessment of ILEAP's attempts to date to formulate a partnership strategy is that these efforts have been greatly complicated by the number of important issues not yet resolved around ILEAP's own arenas of action and specialization – geographic, topical and functional – as well as the continuing questions about the best location/s for its headquarters and staff. At the same time, it is worth noting that **ILEAP has evolved a de facto pattern of partnerships, based on workable and mutually beneficial collaborations.** If ILEAP

"ILEAP could do more to develop and collaborate through strategic, long-term intensive partnerships with other actors."

ILEAP Donor

decides to make some clear choices to specialize around its demonstrated strengths, its established partnerships are likely to persist and there will also be a clearer basis for working with other partners in future to complement each others' strengths as necessary.

Some suggestions for the future

First, we suggest that this evaluation's work in trying to assess ILEAP's effectiveness and results should be used to help **advance the organization's efforts to flesh out a workable framework for its future objectives and results, together with realistic indicators and manageable performance information** to support such a framework. We cannot over-emphasize the importance and urgency of our findings on this requirement as an indispensable,

"ILEAP's reach could be much greater if they had a bigger staff and more resources – it's presently a drop in the ocean compared to the impact they could have."

ILEAP Beneficiary

practical tool for ILEAP's management, information systems, learning and accountability, and for the organization's very sustainability, even in the short to medium term.

Second, in order to preserve the value of its reputational and other assets so hard-earned in its first five years, and position itself to sustain a useful contribution in the medium-term future, we would suggest that **the organization needs to make a radical shift in its management and staffing approach**. The model of substantive and management leadership and decision-making almost entirely centered on the Executive Director is already unsustainable, and certainly allows no potential for future development. In our assessment, **ILEAP requires a layer of empowered senior professionals – in overall management, substantive program leadership and communication roles – to survive and thrive**.

Even with a more explicit and focused set of operational objectives and programs, **ILEAP should aim to maintain more regular contact and mutually-useful communication with relatively diffuse groups of clients**, “alumni” and other stakeholders, including its financial supporters.

Finally, **in organizing its workshops and meetings with clients in Africa and the Caribbean, ILEAP could also consider working to a more regular, basic schedule** (e.g. semi-annually) to encourage more advance preparation and committed participation by resource persons, partners and beneficiaries. Of course, additional *ad hoc* meetings could be organized as the need arises.

“The workshops I attended could have been better organized and more effective with better preparation - for example if papers had been sent in advance.”

ILEAP Partner

As in any institutional evaluation, it is to be expected that a number of changes will be underway in the organization while the assessment is going on. This is the case for ILEAP, and the team has been informed of several initiatives that have been advanced since our inception mission in mid-June 2007 and the “cut-off date” of our own coverage at the end of June. Several of these in ILEAP initiatives, for example in relation to elaborating a “results framework” and performance measurement system for the organization, improving its filing and program information systems, and further efforts at recruiting senior staff all have a bearing on some of the major findings and suggestions in this report.

The team is not in a position to assess these subsequent steps, but would expect that ILEAP may wish to outline its progress and further plans in a response to this evaluation.

2. PURPOSE AND MANDATE OF THE EVALUATION

At the end of May 2007, Saana Consulting was commissioned by the Board of ILEAP to undertake an independent evaluation study of the organization and its programs from its establishment in 2002 up to mid-2007. The evaluation team from Saana Consulting comprised Tom Pengelly (Project Director); Bernard Wood (Evaluation Team Leader & Organizational Expert); Sisule Musungu (Evaluator and ACP Trade & Development Expert) and Tamara Asamoah (Research Assistant).

The primary goal for the evaluation, with its audiences being the organization's Board, supporters and other stakeholders, is to:

"...[P]rovide an objective assessment and feedback from stakeholders on ILEAP's activities and approach, with the view to identifying what has and has not worked and positioning ILEAP's work in the context of other similar initiatives and programs."

To that end, the specific objectives of the 2007 evaluation are to:

- Assess the evolution of ILEAP against its objectives, relevance and future demands.
- Position ILEAP in the context of other initiatives and programs, with emphasis on strengths/value added and complementarities.
- Review achievements and assess effectiveness of activities, documenting evidence of quality of service and other outputs linked, to the extent possible, to programme outcomes.
- Assess ILEAP's approach, methods, and successes in assisting the weakest countries and regions in international trade and the future scope for this.
- Examine ILEAP's operational structure, and modus operandi in terms of effectiveness, and comment on issues of sustainability.
- Offer suggestions on strengths and weaknesses of the ILEAP business model in relation to current demand for and supply of capacity building for ILEAP-related work in Africa and the Caribbean.
- Assess ILEAP's "resource expansion" and partnership strategy, and the scope for expansion and institutionalization of its work, and resource requirements.

In addition, it was agreed to take into consideration during the evaluation study a number of related issues and questions such as:

- The rapid increase in the size and funding of ILEAP's programs in the last 2-3 years and the challenges this poses for the organization's governance, management systems, infrastructure, and staff.

- The range and depth of professional resources at a small organization like ILEAP available to sustain quality of service across a broad and demanding intellectual agenda involving a large number of countries with diverse levels of development in Africa and the Caribbean.

The evaluation covers the period from ILEAP's inception to mid-2007. Given ILEAP's means and requirements, the emphasis in the evaluation was to be placed on lessons and forward looking strategies, rather than an exhaustive performance audit, although the performance assessment and indicators of effectiveness and results were to be pursued to the extent feasible.

The evaluation has ILEAP's Board as its primary audience, although it is expected that the evaluation results may also be of interest to ILEAP's actual and potential donors, as well as to its clients, partners and advisors and associates. It is understood that all respondents from all these groups providing cooperation and input to the evaluation will be informed by ILEAP of the completion of this work, and that copies of the completed evaluation report will be provided to them.

In its expectations, analyses, and possible recommendations, the evaluation has kept to the forefront the recognition that ILEAP is a relatively small, non-profit organization with a busy volunteer Board, working on complex issues and operating in a complicated environment with many diverse relationships. One central implication is that maximizing clarity and simplicity in ILEAP's policy, operations and management, monitoring and evaluation is of the essence.

The full Terms of Reference for the evaluation as prepared by ILEAP in April 2007 are attached at Annex 1.

3. EVALUATION METHODOLOGY AND LIMITATIONS

The evaluation methodology, finalized and agreed with ILEAP on 26 June 2007, has been based on the Terms of Reference given (see Annex 1) and internationally recognized evaluation standards. It has been a light and economical standard evaluation approach, attuned to ILEAP's scale and challenges. Both the "objective assessment" and "stakeholder feedback" elements specified in the Terms of Reference were pursued to the maximum – and key findings were consistent and corroborative between these two elements.

In this evaluation, the team has also worked to help bring together, test and crystallize the results of several earlier strategic initiatives undertaken by and for ILEAP. Thus the Evaluation Framework drew upon the 2004 work on "ILEAP Performance Indicators," the 2005 "ILEAP Preliminary Review," the 2006 "Final Report on the ILEAP Partnership Strategy" and the March 2007 paper on "ILEAP Capacity-Building Programs" as well as the full range of available program documents, reports, etc.

The work specifically took into account and built upon some useful early findings and baselines from the 2005 Preliminary Review of ILEAP, particularly on: perceptions of ILEAP's performance against its mission; interim results at the level of outputs and where possible, outcomes; strengths and weaknesses; administrative and operational arrangements and capacity; and planning of performance indicators and monitoring that would assist in measuring longer-term outcomes and effectiveness of ILEAP.¹

A detailed methodology and workplan for the evaluation was prepared by the evaluation team and discussed and finalised with ILEAP during an intensive two-day Inception Mission to Toronto in mid June 2007, undertaken by the Project Director and the Evaluation Team Leader.²

As in any institutional evaluation, it is to be expected that a number of changes will be underway in the organization while the assessment is going on. This is the case for ILEAP, and the team has been informed of several initiatives that have been advanced since our inception mission in mid-June 2007 and the "cut-off date" of our own coverage at the end of June. Several of these in ILEAP initiatives, for example in relation to elaborating a "results framework" and performance measurement system for the organization, improving its filing and program information systems, and further efforts at recruiting senior staff all have a bearing on some of the major findings and suggestions in this report.

The team is not in a position to assess these subsequent steps, but would expect that ILEAP may wish to outline its progress and further plans in a response to this evaluation.

3.1 Evaluation Framework

¹ A useful initial interview was carried out by the team with Joseph Hoffman, the author of the 2005 Preliminary Review and ILEAP's Partnership Strategy Paper.

² "Evaluation of ILEAP 2007: Final Workplan & Methodology", Saana Consulting, 26 June 2007

The work of the evaluation has been rigorously guided by an evaluation framework or matrix which was built specifically to cover all the points specified in the Terms of Reference. This was refined in light of the further understanding gained in the Inception Mission, which included discussion of the approach and information required and available with the Chair of the Board's task force for the evaluation, the founding Chair, the Executive Director and staff members of the organization.

The evaluation framework was intended to keep the central issues to the forefront – clustered under the headings of the Relevance, Effectiveness and Results, Governance and Management, and Sustainability of ILEAP's work, and leading to findings, conclusions and suggestions. The framework specified the particular evaluation questions to be asked around each issue, the sources to be drawn upon, and the specific methods or tools for pursuing answers.

3.2 Literature and documentation review

The team invested considerable time and effort, particularly in the early phases of the work, in extensive review, organization and analysis of all relevant ILEAP documentation and data bases, as well as similar relevant material from other organizations and experts, to provide the documentary sources for answering the evaluation questions. Some of this search took place during the inception mission and was then pursued by the evaluation team on the specific documentation requirements for the further work.

ILEAP's staff was open and forthcoming in providing access to the information readily available – including through providing direct access to the relevant computer data-bases – and made considerable efforts to help locate further information requested by the team.

***Suggestion:** In the light of the experience of this documentation review, ILEAP's staff has already reported making improvements in its information systems since the evaluation got underway, and may want to consider some simple, standardized record-keeping categories for all its activities, which would also greatly assist in performance reporting and audit requirements.*

3.3 Project sample assessment

A key challenge for the inception mission was establishing the appropriate universe of ILEAP projects or activities for evaluation purposes, and then arriving at an appropriate sample for more in-depth examination, alongside the organization-wide coverage on some issues. This task was complicated by the nature of ILEAP's diverse activities and the different forms of clustering used by the organization over the evaluation period, as well as the narrative style of reporting on activities and performance.

For a small organization, ILEAP's work to date has comprised a wide range of different types of activities and engagements, many of them intended to reinforce each other. While broadly surveying the full scope of this work, the evaluation team selected a manageable sample of some fourteen activities/engagements for somewhat more intensive examination, as listed in Annex 5.

While recognizing that no such sample could be totally representative, it was selected on a randomized basis within blocks of different types, years, levels and locations of ILEAP work. This sample was then used to review the various types of information available and required to assess ILEAP's overall systems and processes, and shed more light on the relevance, effectiveness, results, management and sustainability of its programs – always bearing in mind the intended linkages and mutual reinforcements among different activities.

3.4 Key informant interviews

Carefully structured interviews and three focus group meetings³ in Geneva with different groups of ILEAP stakeholders were a good source of data for this evaluation, in line with the evaluation framework. All the relevant documents were made available in English or French and these contacts and interviews were carried out in the preferred language of each informant.

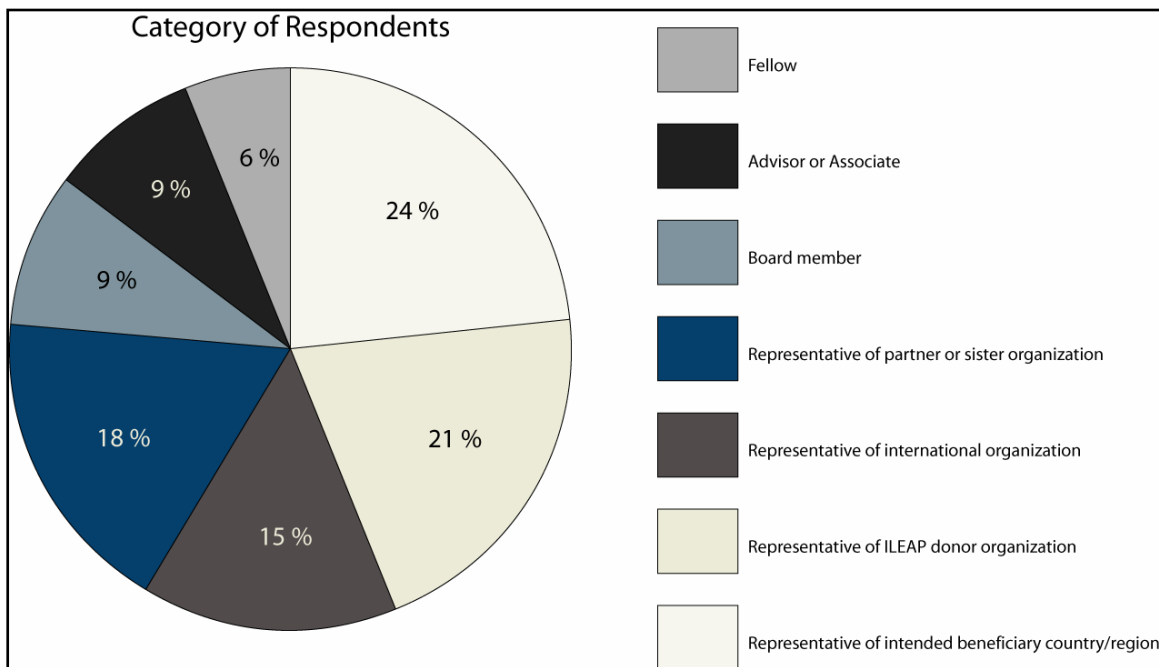
A preliminary questionnaire was used to guide focus groups and early, pilot interviews, and then a single standard interview guide/questionnaire was used with all respondent groups, with short supplementary sections tailored for different groups (board members, representatives of financial supporters, fellows, and staff members).

The evaluation team and ILEAP agreed at the outset of the study on a preliminary estimate of 30-50 interviews, in order to have a reasonably representative sampling of ILEAP Board and staff members, clients, trainees, advisors and associates, donors, partners and other institutional representatives, and independent experts – working within the limited resources available (see Chart 1 below). A reasonably representative geographic spread was also sought.

In line with good evaluation ethics and practice, each respondent was assured of the confidentiality of their own responses and of having access to the final evaluation report. The objective in the interviews was to get beyond the impressionistic level of responses and to produce a basis for useful quantified findings wherever possible, while remaining realistic about the very different levels and types of awareness and experience of ILEAP among the many potential respondents.

³A report of two of the Geneva focus groups is at Annex 3.

Chart 1: Profile of respondents in main evaluation survey

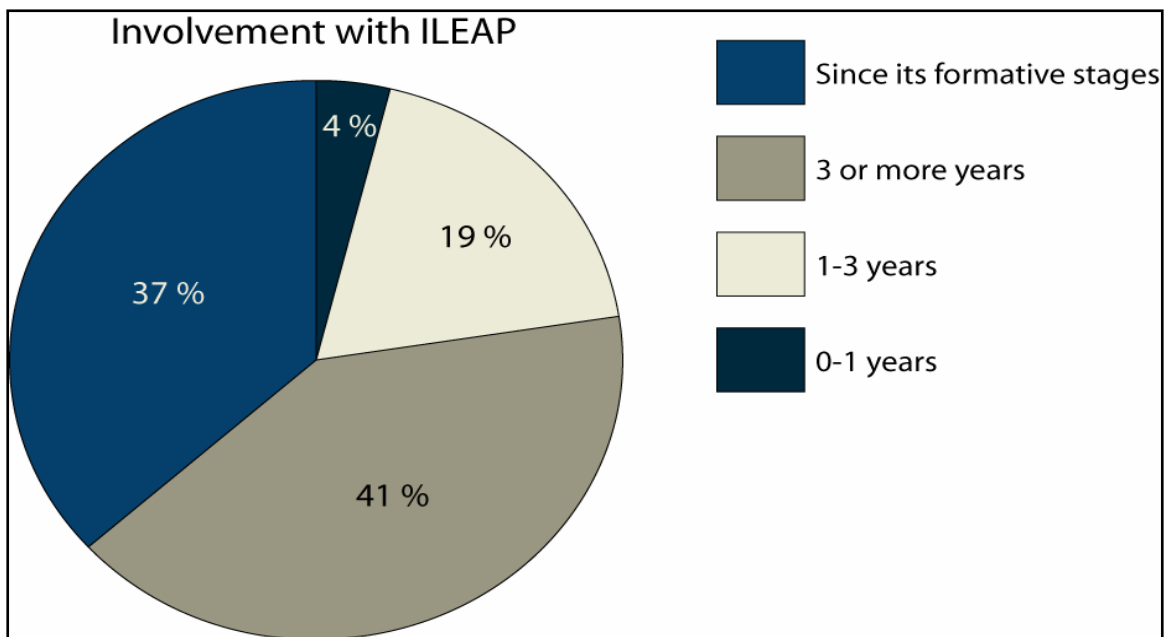


The total number of respondents (70) approached for interview via face-to-face, telephone and email exceeded the range of the original estimate, but nearly two dozen of the interviewees sought did not respond and a good many respondents were not able or willing to provide responses on the full range of questions posed in the evaluation questionnaire. However, at least some form of partial response, preliminary interview or focus group participation or full interview was obtained from 49 respondents.

The quantitative analysis presented with the report is based only on the full interview questionnaire responses obtained from 27 respondents. This sample included representatives of all of the main categories of ILEAP's stakeholders (clients and beneficiaries; partners; international organisations; donors; fellows; advisors and authors; staff; and board members). Annex 2 provides information on persons consulted or approached for interview by the evaluation team during the study.

The results of the full-scale completed interviews in line with the evaluation questionnaire are reproduced for reference in Annex 4 of this report. In combination with other sources of information and assessment, they were helpful in shaping our findings and suggestions. Representative comments from these interviews have also been interspersed at relevant points in the text of this report, and because of the range of rich insights offered by interviewees and carefully considered by the team, an extended collection of selected comments has also been provided (see Annex 7).

Chart 2: Length of involvement with ILEAP of respondents in main evaluation survey



3.5 Analysis of findings and report writing

As soon as the bulk of key informant interviews were completed, the results were compiled and fed into the analysis together with all the information assembled from document reviews and other sources as per the evaluation framework methodology. Drafting, cross-checking and “peer review” among team members produced a draft report, submitted to ILEAP according to a revised schedule of 21 September 2007 in time for circulation to the organization’s Executive Committee for consideration at its meeting of 19-20 October 2007.

3.6 Presentation and finalizing of the report

The Project Director and Evaluation Team Leader traveled to Toronto to present the draft report to ILEAP’s Executive Committee on 20 October 2007. They provided background to the findings, conclusions and suggestions and responded to other questions and comments. Following this discussion, some additional information has been provided to the team, the draft report has been clarified and revised as necessary, and this final evaluation report is presented to ILEAP’s Board.

Suggestion: *In addition to making use of the report for its internal purposes, ILEAP has also made a commitment to provide this report to all those who provided input to this exercise, listed in Annex 2. The organization may wish to consider either accompanying or following up the circulation of the evaluation report with a set of its responses to the findings, conclusions and suggestions made (perhaps through posting the documents on the ILEAP website).*

3.7 Limitations

Given the limited size and means of ILEAP, this evaluation was explicitly designed to be as “light” and economical as possible while still achieving its basic objectives, and this constraint was reflected in its methodology. The success of any periodic institutional or major program evaluation hinges on the availability and quality of the underlying performance framework and the accumulated information on the contributions of various activities, components and projects to overall performance achieved – preferably linked explicitly to that framework. These foundations of continuing performance management - also the vital “building-blocks” of a major evaluation - are all the more crucial when the means are limited for extensive original or gap-filling work through the evaluation process itself.

In the case of this evaluation of ILEAP these building-blocks were largely absent. A serious limitation then was in the evaluation team’s ability to try to compensate with original research.

In respect of limitations on documentation available for examination in the course of the evaluation, ILEAP staff provided the team with extensive direct access to the organization’s internal documentation and added whatever additional guidance they could. While the most essential factual information, especially that on financial expenditures, could usually be retrieved, the ILEAP project files on several of the projects examined in more depth were incomplete and most were insufficiently structured, as well as missing key components that would be expected, such as progress reports, projects completion reports, participants’ assessments of workshops, assessments of Fellowship assignments by Fellows and hosts, etc. The evaluation findings necessarily reflect that information base and its own limitations.

As for the sample of key informants available for consultation and interview by the evaluation team, the planned range and total numbers of key informant interviews were met – but with the important limitation that many informants were able to give only partial responses since they were familiar with only some components of ILEAP’s work. The team must, however, caution that the breadth and depth of coverage within the sample among ILEAP’s clients in Francophone West and Central Africa was more limited than desired. With the limited budget available, the wide geographic dispersion of ILEAP’s intended clientele and activities, and the limited involvement of most potential informants, the option of extensive dedicated travel for the evaluation had been explicitly excluded from the outset.

At the same time, team members did meet directly with a good number of key informants (at the “negotiation centers”) in three focus group meetings in Geneva and other meetings with stakeholders in Brussels, and were able to meet with some others in the course of travel for other purposes to selected East and West African capitals. Beyond this, the team was dependent on telephone, e-mail and other means to solicit and secure the required input, particularly from clients and intended beneficiaries.

The list of those invited to respond was a combination of ILEAP recommendations and independent choices by the evaluation team, according to criteria that would help ensure objectivity. In the event, the team had great difficulty in securing responses, or in many cases even acknowledgement, from ILEAP clients and intended beneficiaries, even after enlisting ILEAP’s office to encourage their response, and renewing requests after possible vacation absences among some.

The evaluation team judges that this limitation on input from ILEAP clients lessens, but does not fundamentally undermine, the basis for our findings, conclusions and suggestions – we are confident that our overall reading of client perceptions goes beyond the impressionistic and reputational. This limitation, however, also re-doubles the importance of the need suggested for ILEAP to collect, maintain and use systematically credible client survey data on a continuing basis, particularly linked to individual activities as they take place.

To sum up, the basic prerequisites for a thorough institutional evaluation of ILEAP over its first five years were not in place in mid-2007. First and foremost, ILEAP has not had a framework of objectives and expected results over the evaluation period that was clear, consistent, and specific enough to provide an accepted basis for “top-down” assessment of the performance of ILEAP’s programs.

Second, the option of trying to assemble a broad picture of ILEAP’s performance “from the bottom-up” was frustrated by the dearth of systematically-organized performance information on individual projects or activities carried out. For example, only at the stage of presenting the draft report to the Board was it possible for ILEAP to retrieve useable summary “meeting evaluation forms” for 9 of some 20 ILEAP meetings, workshops and other events listed on the website as having been organized over the period – making this type of work one of ILEAP’s principal activities. Performance information on other activities is mainly available only in broad narrative form, although the necessary financial information has evidently been available to the auditors’ satisfaction.

These gaps have important implications for many other requirements of the organization than periodic institutional evaluation, and they will be discussed at various other points in this report where relevant.

4. UNDERSTANDING ILEAP AND ITS PROGRAMS

4.1 A brief factual summary

ILEAP was established in 2002 with the goal of assisting African and Caribbean countries in international negotiations and trade policymaking, through provision of a non-governmental, multidisciplinary, capacity building and backstopping support services. ILEAP's medium-term strategy was driven by concerns associated with effective participation by African and Caribbean countries in the work program of the WTO Doha Development Round and regional integration and bilateral negotiations, especially within the framework of EU-ACP Economic Partnership Agreements (EPAs).

ILEAP's activities can be broadly categorized in three major clusters, although they are obviously inter-related and overlapping:

- Background research, analytical support, and assistance in articulating positions for WTO and regional trade negotiations, particularly on trade in services, trade facilitation and Aid-For-Trade;
- Skill enhancement through training workshops, mentoring and fellowships; and
- Outreach and dissemination through publication and distribution of research and analysis results, and organization of consensus-building workshops.

ILEAP aims to serve a wide cross-section of beneficiaries. As identified on its website, its direct beneficiaries are government departments dealing with various aspects of external trade and foreign relations; trade negotiators; export sub-sectors; secretariats of African regional and sub-regional economic communities; and researchers and experts in African countries, especially in the areas of law and economics.

Secondly, ILEAP's intention is to provide “sustainable and lasting benefits to junior advisors in developed and developing countries. Those in developed countries gain international experience, while those in developing countries increase their capacity to analyze international trade issues and coordinate the efforts of negotiators more effectively”.⁴

Finally, ILEAP anticipates that through its efforts “developing country negotiators will be better able to participate effectively in international trade negotiations. It is expected that their stronger participation in those negotiations will have continuous beneficial spill-over effects, with the ultimate realization of poverty reduction.”⁵

In the short term, ILEAP is targeting its activities toward five sub-regions: West Africa, Central Africa, East Africa, Southern Africa, and the Caribbean. In particular, ILEAP hopes to create synergies among ILEAP beneficiaries that will enable it to use the lessons from the more developed regions to help the less developed regions.

⁴ ILEAP website

⁵ ILEAP website

At present, ILEAP has a six-member staff at its headquarters in Toronto, headed by its Executive Director. The organization's work is overseen by a volunteer international Board of Directors, comprised of twelve prominent experts, scholars and practitioners from a wide range of countries. The Board meets annually and has a small Executive Committee charged with oversight tasks in the interim.

ILEAP's business model is predicated on program funding from development agencies. Its current sources of finance include: the Ford Foundation, the United Kingdom's Department for International Development, the International Development Research Centre, the Netherlands Ministry of Foreign Affairs, and the United States' Agency for International Development with AERC. Support has also been provided in different periods over the past five years by the Canadian International Development Agency, COMART, the Swedish International Development Cooperation Agency, UNDP and the World Bank.

ILEAP's overall revenues and expenditures over the evaluation period are outlined in Table 1 below. As shown in Table 1, ILEAP's programme size has grown substantially since 2002, essentially doubling each year before stabilizing at around US 2.6 million from Fiscal Year 2005/6 onwards.

Table 1: ILEAP's revenues and expenses 2002-2007

ILEAP Fiscal Year	Total Reported Revenues C\$	Total Reported Expenses C\$
2006-2007	\$ 2,598,054	\$2,573,067
2005-2006	\$ 2,679,733	\$ 2,668,385
2004-2005	\$ 1,545,335	\$ 1,560,102
2003-2004	\$ 722,378	\$ 730,796
2002-2003	\$ 150,000	\$ 16,938

Source: ILEAP Annual Reports and Financial Statements

ILEAP presents the following "operating guidelines" as an underlying framework of principle for its business model (summarized from its 2002 Statement of Mission and Principles):

- Developmental focus in a multidisciplinary approach (primarily economics and law)
- Network and capacity building involving Southern and Northern professionals
- Timeliness of backstopping support
- Independence of analysts
- Attention to the process in-country, and at regional, international levels
- Partnership and cooperation

With respect to the final operating guideline above, it is worth noting that ILEAP's website stresses that "...[A]n important element of ILEAP's activities is to work in partnership with other organizations that can assist in the execution of ILEAP's mandate. ILEAP focuses on partnerships that develop into a dynamic, interactive network of institutes, policy-makers, practitioners and experts who are willing and able to address concrete demands and provide specific services related to trade negotiations and institutional development. This approach is

taken at several levels. Partners include teaching and research institutions with programs in areas related to ILEAP programs; national and sub-regional networks; institutions whose analysts have a strong connection with the policymaking process; international networks that are involved in the enhancement of developing countries' participation in international negotiations; and Sub-Saharan African and the Caribbean regional negotiating groups.

Partnerships are forged in order for ILEAP to tap into worldwide trade expertise, to connect with researchers who can bring local and international perspectives to our work, to ensure that our research is integrated into the work of policymakers, and to assist us with service delivery and coordination at the local level. Collaboration and partnership with such institutions ensures ongoing access to researchers and analysts who can tie into ILEAP projects. Complementing these networks are strong national (or sub-regional) networks and institutions made up of policy analysts with a strong connection to the policymaking process. ILEAP facilitates coordination between the regional members of the network.”

At present, ILEAP identifies nearly thirty current partnerships embodying these approaches. They are listed in Annex 6 of this evaluation report for reference. Representatives of eight of these institutions were interviewed for this evaluation.

4.2 Understanding ILEAP in action

In pursuing its broad mission outlined above, ILEAP operates mainly as a service delivery organization and partly as a more fluid network. Its original conception may have embodied stronger two-way links and flows of knowledge and resources, but in practice ILEAP has come to be more a source of expertise and capacity-building support, while calling on certain kinds of networks both to identify needs and mobilize and leverage that support.

For the team conducting this evaluation, as for others who wish to gain an understanding of ILEAP – including its supporters, staff members, and potential clients – the three-fold clustering of activities and operating guidelines given above are starting-points, but they do not provide a readily-understandable picture of the organization, its programs, and their intended and actual results. Nor do ILEAP's planning or reporting documents do this, as they tend to be hinged on a (usually sound) analysis of some key trends and needs in the field, broadly linked to clusters and lists of planned or completed activities.

On its website, ILEAP presents its “Programs” with the following hierarchy, which helps to situate individual activities and to see linkages among them:

1. Analytical Support

1.1. Support to Developing Countries in the WTO Negotiations

- a. Related negotiation advisory briefs ⁶
- b. Related background briefs ⁷

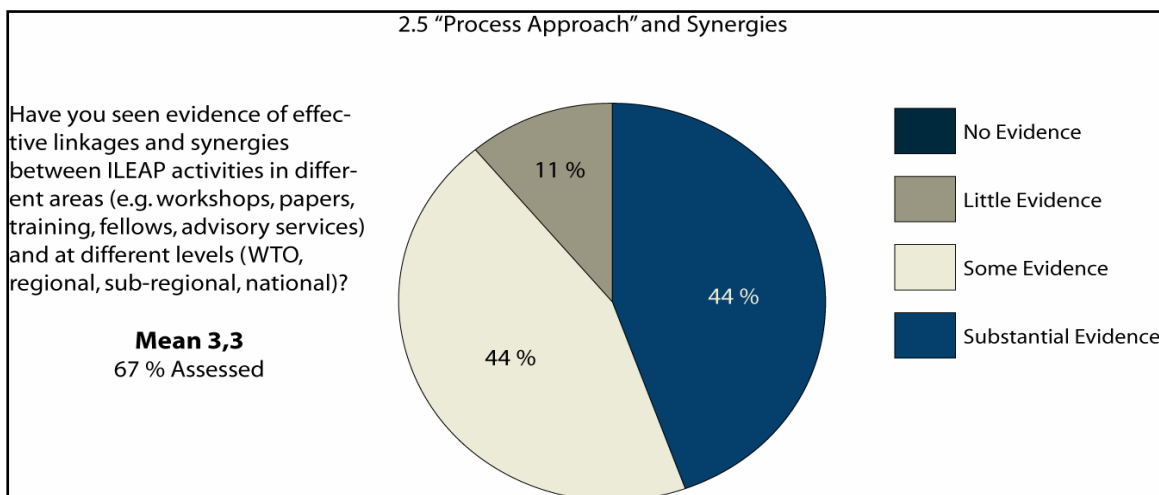
⁶ “These are analytical papers which aim to assist negotiators, researchers, and policymakers in their preparation of policies and negotiation positions. These papers provide recommendations and / or policy options to negotiation stakeholders.” ILEAP website

⁷ “These are descriptive background papers which aim to inform/educate negotiators, researchers, and policymakers.” ILEAP website

- c. Related meetings and workshops
- 1.2. Support to Developing Countries in Regional Negotiations
 - a. Related negotiation advisory briefs
 - b. Related background briefs
 - c. Related meetings and workshops
- 2. Capacity-Building
 - 2.1 Meetings and workshops

After 5 years, ILEAP's individual activities would now number well over a hundred, notably in some 37 publications (23 Negotiation Advisory Briefs, 14 Background Briefs and many more contributory studies); 20 major meetings and workshops; 9 fellowships, and a number of advisory assignments, some of which have been quite informal and confidential (see Annex 8 for more details). A good number of these different types of activity are intended to, and do, build upon and support each other (see Chart 3 below and Annex 8). In addition, in an effort to meet real needs of clients and promote complementarity, ILEAP has also sponsored delegates or provided co-financing with partners for approximately 40 joint workshops and meetings over the evaluation period.

Chart 3: Respondents' views on synergies between ILEAP's activities⁸



In ILEAP's 2006 Annual Report, its "Core Activities" were presented as:

- Analytical Support
- Trade in Services Programme
- Trade Facilitation Programme
- Consensus-Building, Outreach and Dissemination
- Training and Mentoring

⁸ Main evaluation survey respondents only.

- Capacity-building for stakeholders
- Fellowships

For purposes of the analysis in the evaluation, it was necessary to break down the clusters further, linking them to particular levels and types of trade-related negotiations, regions and sub-regions, types of clients and partners, etc. In aggregating our findings, we face the challenge of finding a clear framework of ILEAP objectives into which to fit them and thus derive a coherent overall picture.

5. RELEVANCE

Evaluation Question

“How has ILEAP evolved in relation to its objectives, relevance and future demands?”

Key Finding 1

Over the past five years, ILEAP has evolved considerably from its original conception, in response to emerging needs, opportunities and constraints. Its activities have been exploratory and quite dispersed (geographically, thematically, and functionally) over this initial period, but the themes and most individual activities selected for ILEAP’s work have remained demonstrably relevant to the trade and development needs and priorities of its target countries. They have been particularly relevant to resource-constrained countries in Central, West, and East Africa, while less prominently in Southern Africa and the Caribbean.

Its work on trade in services, trade facilitation and agricultural trade have all attracted clients and attention and in more recent years it is widely credited with leadership in helping African countries understand and engage with the Aid for Trade agenda.

As to future demands, prognoses differ on the most important needs for future support. But it is likely that relatively more assistance will be needed to work on implementation of agreements and helping build supply-side capacity rather than supporting participation in further trade negotiations themselves.

The above findings are based on the tracking of the focus, timeliness, and client response to ILEAP activities in relation to the emergence and evolution of key international trade issues affecting these countries, informed in part by the testimony of informed respondents. Charts 4 and 5 below capture the views of survey respondents around this question.

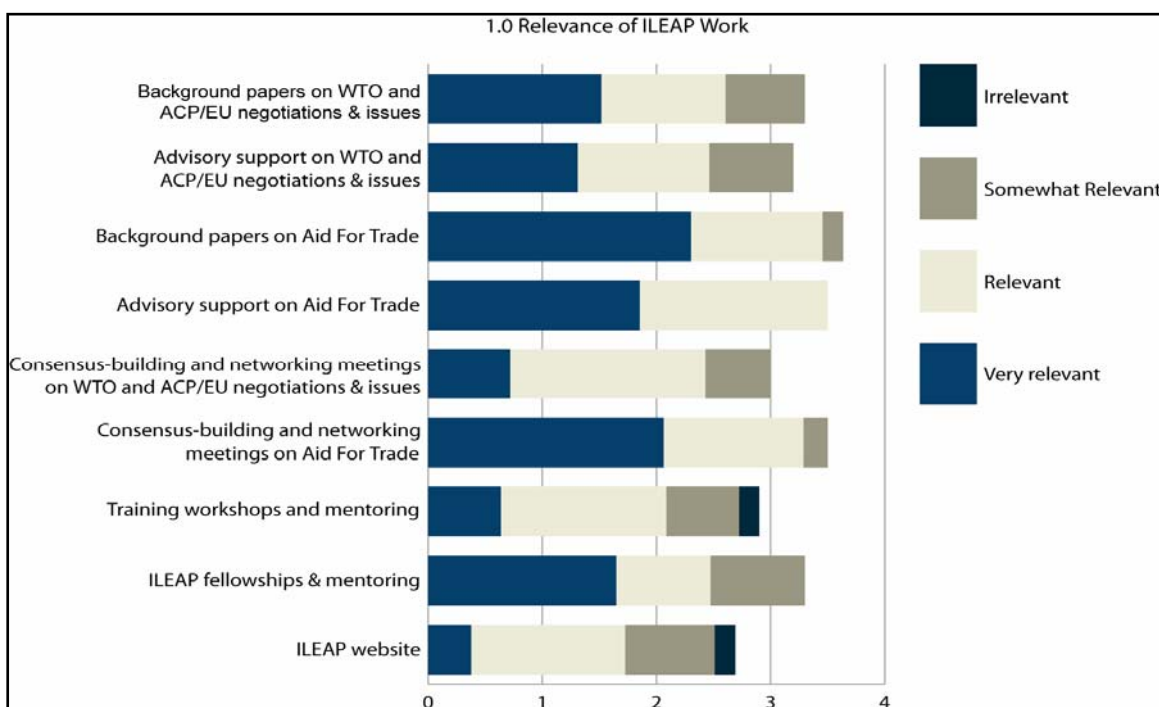
In its first five years, ILEAP’s evolving approach has at times borrowed from established practices of others, but has also been genuinely innovative and helped blaze a trail for larger institutions keen to establish ongoing partnerships (e.g. ICTSD in Geneva). Its analytical, advisory and consensus-building activities on trade in services, trade facilitation and agricultural trade have all attracted clients and attention. Perhaps most significant of all, ILEAP is widely credited with taking a leadership role in helping African countries understand and engage with the Aid for Trade agenda, as this took centre stage at the international level at the WTO Hong Kong Ministerial Meeting in 2005 and beyond.

“ILEAP commands a strong niche on aid for trade due to a combination of good quality work, persistent output and first-mover advantage in the area.”

ILEAP Donor

True to its original objectives and approach, ILEAP has also made efforts, despite the enormity of the task and its limited resources, to engage with beneficiaries in East, Central and West Africa and the Caribbean at the international level (e.g. in Geneva at the WTO), the regional level (with the EU-ACP EPAs and with regional organisations like ECOWAS, EAC, CEMAC, UEMOA and the CRNM) and at the national level (activities in Kenya and Nigeria for example).

Chart 4: Respondents' views on relevance of ILEAP's work⁹



Staying relevant - future needs and demands for ILEAP's services

We found a fairly wide range of opinions from ILEAP stakeholders on what are likely to be the most important needs for future support from ILEAP over the next 5 years (see Chart 5 below).

A key factor influencing respondent's views was their assessment of the likely progress of the WTO Doha Development Round negotiations. Some respondents saw continuing need for ILEAP's WTO negotiations support to African and Caribbean countries, others took a completely opposite view. A third group of respondents took a nuanced view that a slow down in the pace of the WTO Doha Round gave the ideal window to focus on capacity building work in Africa.

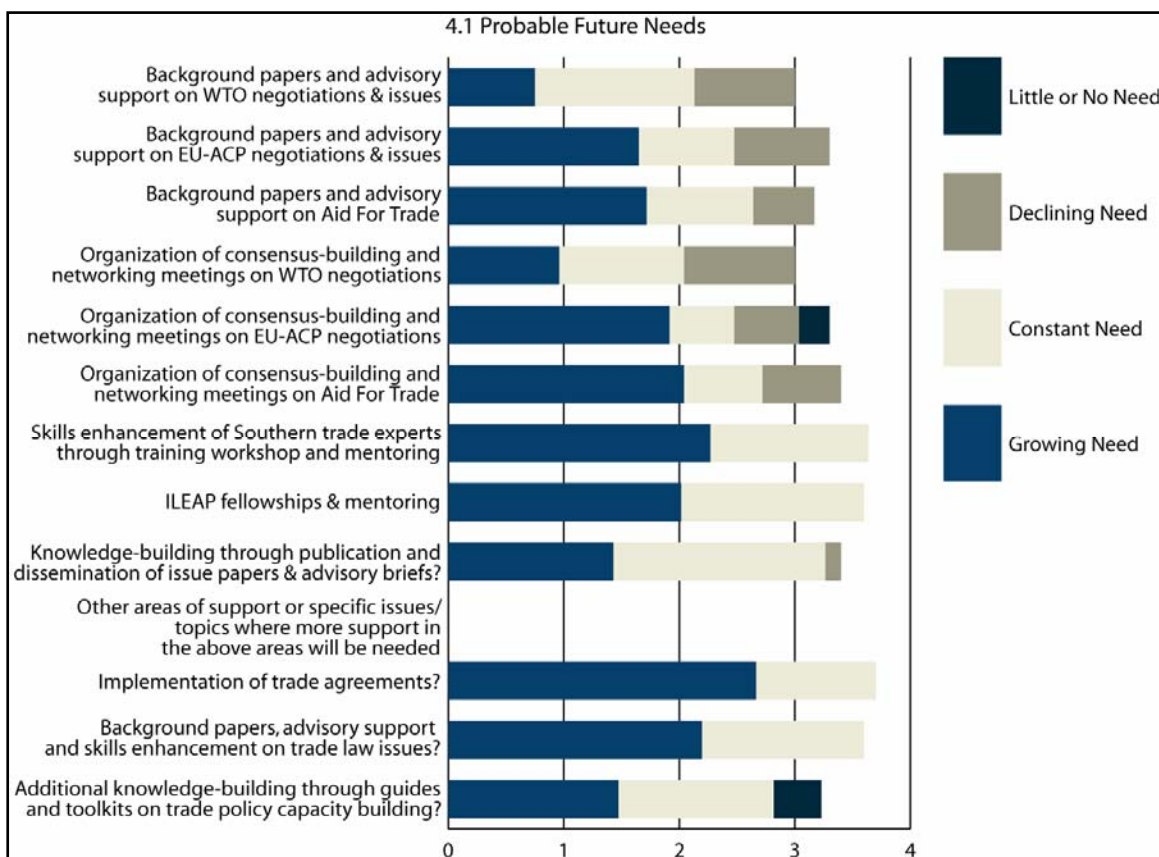
The second major theme in the feedback we received on future needs for ILEAP's services in African and Caribbean countries was a greater emphasis on support for implementation and benefiting from trade agreements under the WTO and EPAs, including legal assistance. A final theme that emerged from our consultations with stakeholders was that the ground-breaking work at international levels on Aid for Trade had been largely accomplished; raising the question as to what role and capacity does ILEAP have for follow-up at national and sub-regional levels?

"If we could call on ILEAP for additional legal expertise it would be very important for negotiations and follow-up."

ILEAP Beneficiary

⁹ Main evaluation survey respondents only, see Annex 4.

Chart 5: Respondent's views on probable future needs for support from ILEAP's clients¹⁰



On balance, it is likely that relatively more assistance will be needed to help African and Caribbean countries work through economic adjustments resulting from trade liberalization (particularly under EPAs); on implementation of trade agreements, on building skills and capacities for national and regional trade policy development, and on helping build supply-side capacity rather than supporting participation in further trade negotiations themselves.

Some evidence also suggests that there is a real need and potential for ILEAP to build out from its shorter past involvements into more sustained roles and programs of support, particularly at national levels, where over-riding institutional constraints need to be tackled in order to increase capacity for trade policy making and implementation. This is likely to be of particular importance with the weakest and most resource constrained countries, such as Least Developed Countries (LDCs) in East, Central, Southern and West Africa.

Evaluation Question

"How is ILEAP positioned in the context of other initiatives and programs, with emphasis on strengths, value-added and complementarities?"

¹⁰ Main evaluation survey respondents only, see Annex 4.

Key Finding 2

Almost every aspect of ILEAP's work is also an arena for others as well, in parallel, in collaboration and/or competition, but we found no evidence of direct duplication of the same activities for the same beneficiaries by ILEAP. Although the field now includes a wide range of actors, some disposing of very substantial resources, ILEAP's value-added is at present most robust on Aid for Trade and trade in services in Central, West and to some extent East Africa - where others are less directly present, active or equipped to respond with their own programs.

ILEAP's main operating strengths are in its reputation and networks for providing and/or securing solid, objective expertise and support geared to the emerging needs and capacities of African countries, particularly French-speaking countries. Mutually-beneficial complementarity and collaboration has been most evident in ILEAP's work with a number of the larger international organizations and regional groupings in countries and sub-regions where ILEAP is strongest.

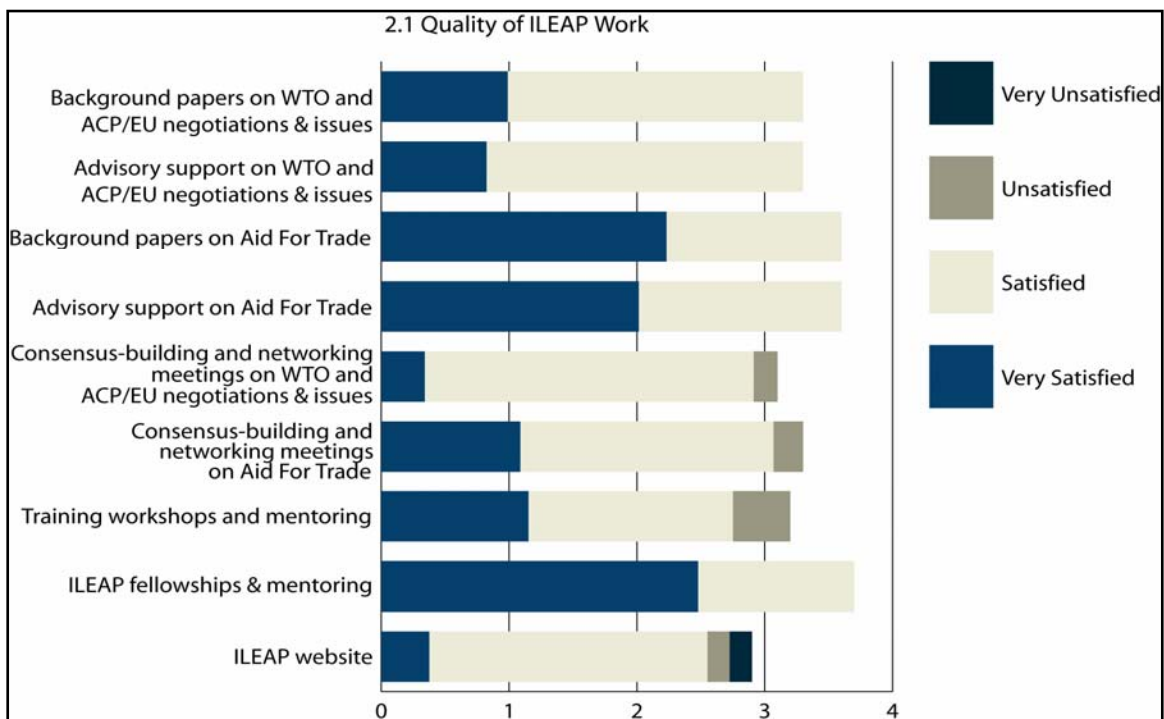
While ILEAP was one of the pioneers in recognizing and responding to important needs in its fields of work, it is by no means alone. Almost every aspect of its work (with the exception of the ILEAP Fellowship scheme) has been in the past (or has now become) also an arena for others as well, in collaboration and/or competition. Although the field now includes a wide range of actors, some disposing of very substantial resources, ILEAP's value-added is robust on some issues and in some sub-regions.

"ILEAP has yet to acquire a distinctive voice and place - the smaller you are the more important this becomes."
ILEAP Participant

At present ILEAP's greatest geographical strengths and value-added are in Central, West and to some extent East Africa - where others are less directly present, active or equipped to respond with their own programs. Its value-added has been least clear in Southern Africa and the Caribbean – which, ILEAP suggests, reflects choices based on levels of need and geographical focus and. ILEAP's main operating strengths and value-added are in its reputation and networks for providing and/or securing solid, objective expertise and support geared to the emerging needs and capacities of these countries (see Chart 6 below). Mutually-beneficial complementarity and collaboration has been most evident in ILEAP's work with a number of the larger international organizations (such as the World Bank and to a lesser extent the WTO Secretariat) and regional organisations in countries and sub-regions where ILEAP is strongest (e.g. ECOWAS, UEMOA, CEMAC).

Even within sub-regions where ILEAP has been most active and the needs are least-well served, it has to be noted that ILEAP's resources are very small in comparison with total trade-related assistance provided by other organisations (for example, USAID's three sub-regional trade and global competitiveness hubs in Africa; the EC's support for regional integration via regional organisations like ECOWAS, SADC and COMESA or DFID's Southern Africa Regional Trade Facilitation Programme). From this perspective, even with its dramatic funding increases in recent years, ILEAP is likely to remain a niche provider.

"ILEAP has mapped out the problems very well, but has no capacity to follow-up."
ILEAP Donor

Chart 6: Respondents' views on quality of ILEAP's work¹¹

In terms of types of its activities and issues covered ILEAP is not seen predominantly as a research institution or network, but its research, often collaborative, is respected as helping to reconnoiter, map and analyze key issues, and then provide a foundation for analytical support, assistance in articulating positions, training and consensus-building. ILEAP has produced a respectable portfolio of research products and papers, particularly on Aid for Trade, and to its credit, has often (though not always) drawn on Southern experts and authors rather than the more established names from Northern universities and think tanks. But overall this portfolio remains relatively small compared to those of established research sponsors such as the World Bank, UNCTAD, UNECA and even new-comers such as ICTSD.

"Some ILEAP publications have been very useful for trade policy negotiations."

ILEAP Beneficiary

The demands for training and mentoring, while changing, will not diminish any time soon in ILEAP's sub-regions of concentration, although the best mechanisms and potential supply for mentoring (beyond training events) are not entirely clear – nor is ILEAP itself perhaps best-placed to meet some of these needs compared to established specialist providers such as national universities. The same applies to needs for targeted technical assistance and advisory support to national institutions such as ministries of agriculture, trade and finance, or customs services.

Such support requires more than information dissemination and often seeks, after extensive local needs assessment, to address wider institutional factors (e.g. organizational re-

¹¹ Main evaluation survey respondents only, see Annex 4.

structuring, use of information technologies) over the medium term to improve results and sustainability. To date, ILEAP's advisory activities have been limited, narrowly focused (e.g. on offers for services liberalization in the WTO GATS negotiations), small-scale and of short duration.

In its outreach and dissemination of results of research and analysis, ILEAP shares the challenges of other policy-oriented research organizations in competing with many other sources for limited attention-spans of intended users. The approach of targeted, event-based dissemination to "need-to-know" audiences has had some focused impact, although awareness and use of products remains low, as for others in this work.

One source of direct client feedback over time on the relevance and quality of ILEAP's work that was made available at the final stage of this evaluation was a collection of 9 useable participants' evaluation summaries from different types of ILEAP workshops and other events held between August 2004 and May 2007. It will be recalled that the total number of ILEAP sponsored events over the evaluation period was given as twenty.

"In the seminars in which I was involved, ILEAP was up with the best of the World Bank and the WTO."

ILEAP Beneficiary

Of the ten reports retrieved, eight were in a fairly detailed, standard format, allowing for participant ratings on eight generic aspects of the event, supplemented in most cases by ratings on different presentations or sessions specific to the individual meeting. Although four of the eight had significant gaps in the generic coverage, we found seven of them sufficiently full to analyze. We have not attempted to analyze the meeting-specific ratings or participants' selected comments, while noting that both contain useful information for ILEAP learning.

It was possible to find the rate of response among total participants for six of the ten evaluation summaries. These rates of response ranged from a high of 72% to a low of 30%, with a mean of 50.5%. A total number of 266 responding participants is included in the nine reports covered here. Overall, the participants' ratings reported in both types of meeting evaluations were highly positive, as summarized in Tables 2 and 3 below.

Table 2: Summary of participants' ratings from meeting evaluation reports (full format)

Element rated	Number of events rated	Mean share of ratings in the top two categories (4 or 5 on a scale of 5)
Relevance of this workshop to your current work or functions	5	78%
Extent to which you have acquired information that is new to you	7	61%
Usefulness for you of the information that you have obtained	5	76%
Focus of this activity on what you specifically needed to learn	5	66%
Extent to which the content of this activity matched the announced objectives	5	69%
Effectiveness of the workshop format	5	77%
Value of this workshop as an opportunity	6	79%

to create and develop useful networks		
Overall usefulness of this activity	7	80%

Two other events, both held in the Caribbean in 2004, were covered by much shorter summary workshop evaluation sheets (see Table 3 below).

Table 3: Summary of participants' ratings from meeting evaluation reports (short format)

Element rated	Number of events rated	Mean share of ratings in the top two categories (4 or 5 on a scale of 5)
Developed an enhanced understanding	2	77%
Improved my ability to perform those aspects of my job related to the areas discussed	2	74%
The content met my expectations	2	91%
The facilitators were interesting	2	89%
I would like to have the opportunity to participate in follow-up training experiences of this kind	2	96%
I will recommend this workshop to those colleagues who have yet to have such an experience	2	96%

Taking into account the coverage and response rates, this sample of participants' meeting evaluations provides evidence of a high level of satisfaction with the ILEAP events concerned over the latter half of the evaluation period. The meeting evaluation questionnaires, particularly the more detailed format, are relatively well designed to elicit relevant information without over-taxing participants.

Suggestion: ILEAP should continue and intensify the practice of carrying out participants' evaluations of different sponsored workshops and other events, and analyze and draw systematically on the client responses received as a source of learning, improvement and performance reporting. Comparable client satisfaction evaluation systems should also be designed and implemented for other ILEAP activities.

6. EFFECTIVENESS AND RESULTS

Evaluation Question

“What is the assessment of ILEAP’s approach, methods, and successes in assisting the weakest countries and regions in international trade and the future scope for this?”

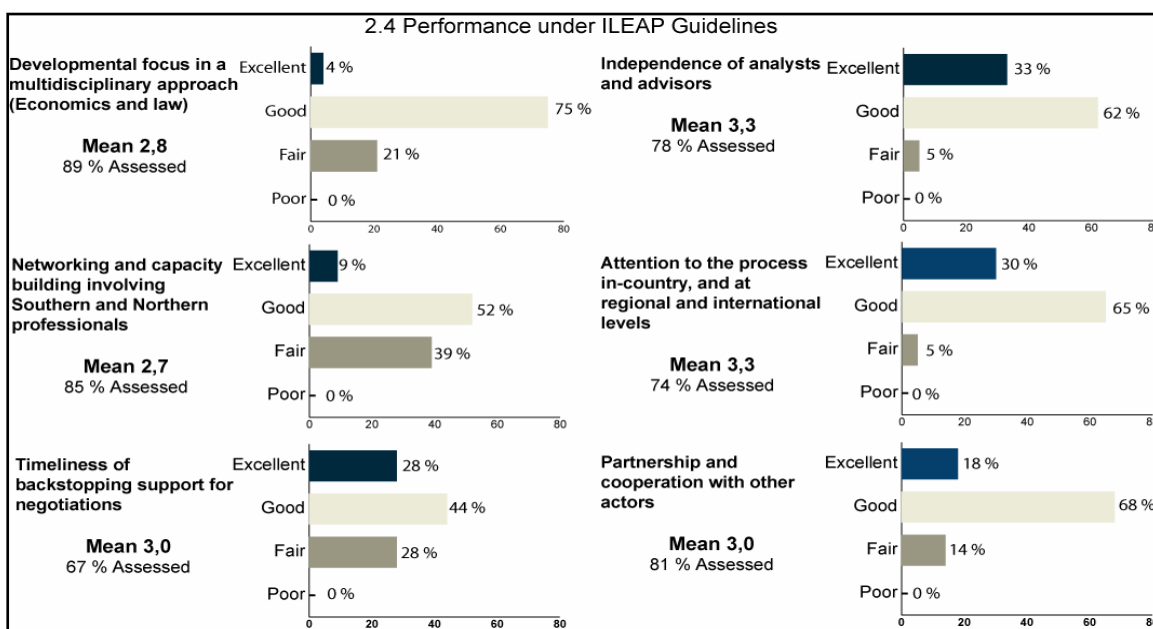
From our review of documentation and interviews with informed respondents, we have found differing levels of application, past success and future promise in different parts of ILEAP’s approach and methods, suggesting a need for re-calibration.

From the perspective of performance against ILEAP’s “operating guidelines” the strongest evidence of application and success to date is found in its work with resource-constrained institutions and countries in East, West and Central Africa, and some of pan-African relevance; a strong developmental focus around trade negotiations and policy; networking among selected Southern and Northern professionals; independence (and objectivity) of analysts; timeliness of backstopping support; and selective partnerships and cooperation (particularly with regional, sub-regional and selected national institutions in some countries, and major international organizations).

“ILEAP is an effective NGO which helps African WTO negotiators.”

ILEAP Beneficiary

Chart 7: Respondents’ views on performance against ILEAP’s operating guidelines¹²



Weaker to date, and/or calling for a fresh assessment of feasibility would be ILEAP’s work in the Caribbean region; a full-fledged multi-disciplinary approach between economic, legal, and negotiation skills (although the demand has not been balanced among them, and ILEAP has done at least as well as most others in meeting all these needs); forging wider networks of Northern and Southern professionals; wider partnerships and cooperation (i.e. with NGOs,

¹² Main evaluation survey respondents only.

other networks); and attention to the process in-country and at regional and international levels (ILEAP has not only kept all in view, as it must, but invested considerable work at all levels.

Suggestion: *Given ILEAP's limited capacities and the other sources of assistance now available and/or committed to Aid for Trade over the next 3-5 years, greater focus at the in-country, regional and/or international levels might be called for, without losing sight of the key linkages among these levels.*

Most difficult to assess is the level of success ILEAP has achieved in the area of capacity building of African and Caribbean policymakers, negotiators, researchers and the institutions they work in. At present, ILEAP lists its capacity-building activities as including workshops that gather intermediate and senior negotiators and analysts for negotiation skills training; workshops for stakeholders to contribute to the negotiation process; country or region specific policy dialogues; wide dissemination of ILEAP policy papers; fellowships and exchanges; and maintenance of a comprehensive website providing access to ILEAP's activities and outputs.

"There are several players on the ground, so whilst there have certainly been results, it is very hard to attribute these just to ILEAP and even to pick out what has been ILEAP's discrete contribution."

ILEAP Partner

As with others engaged in this type of work, tracking and attributing achievements in the area of capacity building is highly elusive, but much more can be done to do so by ILEAP, including through better use of baseline surveys and collaborative monitoring approaches with other actors (e.g. using common indicators and sharing the costs of building and maintaining quality datasets).

Suggestion: *As well as putting into place mechanisms for tracking and assessing its capacity-building work, ILEAP may well want to focus its future efforts in these areas to a greater extent – e.g. between institutions and individuals; negotiators, policy planners, decision-makers, researchers, or young professionals; and at national, sub-regional or international levels.*

Evaluation Question

"What are ILEAP's achievements and how effective have its activities been? (Documenting evidence of quality of service and other outputs linked, to the extent possible, to program outcomes.)"

Key Finding 3

Keeping in mind that ILEAP has not yet equipped itself with sufficiently clear and precise objectives, indicators, or performance information to allow for rigorous assessment of its effectiveness and results achieved, the evaluation team found sufficient evidence to conclude that ILEAP's activities have not only been relevant, but generally have also been of "satisfactory" to "very satisfactory" quality.

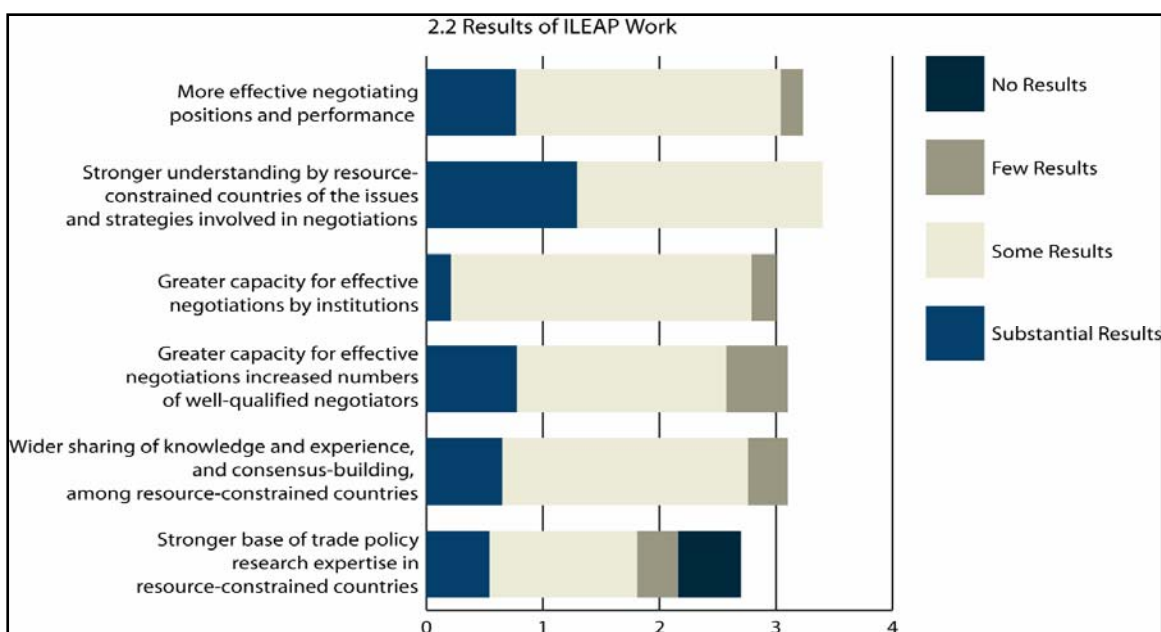
Although respondents were understandably cautious because of the difficulties of attribution, we found some plausible support for crediting ILEAP with results in a number of areas ranging from "significant" to "very significant" to the benefit of countries in the WTO and ACP, particularly in West, Central and East Africa.

In the absence of a specified performance framework, the evaluation team took ILEAP's broad objectives together with some earlier ILEAP efforts to define expected results as the basic points of reference. These are:

- a. Promoting pro-development outcomes in international trade negotiations as the "overriding goal";¹³
- b. Assisting African and Caribbean countries in international negotiations and trade policymaking;
- c. Supporting clients in developing their capacities to negotiate, to define and assess options, to identify experts, and to evaluate their own performance.¹⁴

Obviously, assessing the contribution to the highest-order objective (a) above is extremely difficult, except insofar as it can safely be assumed to be served by success in objective (b) and the instrumental objectives in (c). A general difficulty is that of attributing the contribution of discrete programs supported by different actors, but around the same themes and geographic areas. This evaluation's research and questions to informants found some substantiation of results in certain areas and at particular levels. These are shown in Charts 8 and 9 below.

Chart 8: Respondent's views on results on ILEAP's work¹⁵



Beyond this, the opinion of the evaluation team is that the current datasets available do not make it possible to be conclusive about the relative benefits to institutions, to the capacities or

¹³ ILEAP Website

¹⁴ ILEAP, Illustrative Strategic Framework, 2004.

¹⁵ Main evaluation survey respondents only, see Annex 4.

to the overall supply of well-qualified negotiators or informed trade policy decision-makers in the countries concerned of ILEAP's investments and programs as a whole.

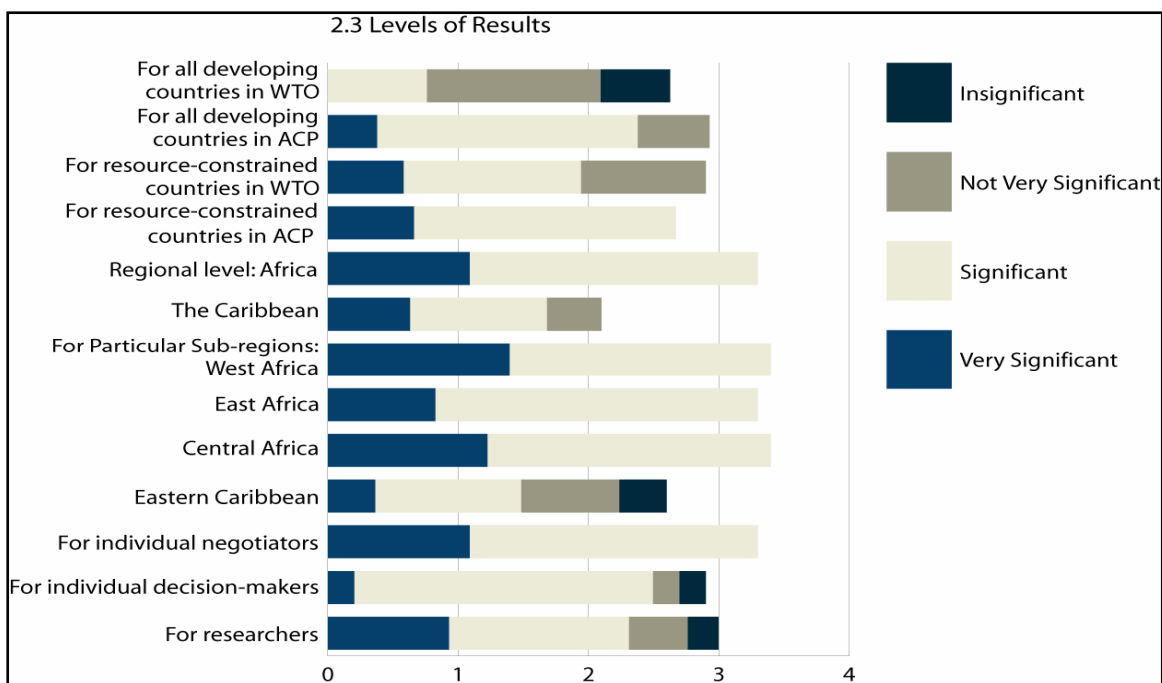
It is worth noting, however, that one small (and little-known) part of the overall program with indications of useful tangible results to date, and considerable further potential, is the ILEAP Fellows program.¹⁶ We found that the majority of the nine Fellows to date have been well-selected and strategically placed to provide much-needed practical support to augment the capacities of client countries and organizations.

Even without very explicit mentoring arrangements and mutual evaluation of their assignments with ILEAP and/or their host organizations, we received solid evidence that several of these Fellows have clearly strengthened their own capacities and placed themselves to make significant future contributions, in addition to those made during their assignments.

"The Fellowship scheme has good potential but could deliver stronger results if it was better structured."

ILEAP Beneficiary

Chart 9: Respondent's views on levels of results on ILEAP's work¹⁷



¹⁶ The current description covers a great deal of ground: "Fellows assist the Executive Director in coordinating ILEAP's research projects and write research papers themselves. Fellows are current students in advanced degrees, or recent graduates of advanced degrees in law, economics, or other related programs. The responsibilities of these Fellows are to monitor negotiations and identify issues needing ILEAP's services; write quick analysis and reviews, including drafting of submissions; update capital-based researchers and advisors about current negotiations; and update Geneva-based negotiators about negotiations activities in the capitals. The Fellows work mainly with the WTO Focal Points related to their issue specialization. The structure of these Geneva Fellowships is a system where the quality of the Fellow's research is vetted through processes of quality review by experts in the field and guidance from senior researchers and advisors. The Fellows also gain valuable exposure to the negotiation processes in Geneva and develop connections with the capitals." Source: ILEAP website

¹⁷ Main evaluation survey respondents only, see Annex 4.

7. GOVERNANCE AND MANAGEMENT

Evaluation Question

“How effective is ILEAP’s operational structure, and modus operandi? Does it face issues of sustainability?”

Key Finding 4

ILEAP’s formal governance arrangements are clear and transparent, supported by planning, budgeting and reporting arrangements that have met standards of acceptable governance. In practice, the line is not sharply drawn between the responsibilities of management and those of the Board and Executive Committee and the Executive Director and some Board members indicate that they see advantages in this flexibility.

At the same time, the entire management structure and functioning of ILEAP is almost totally centralized and dependent to date on the Executive Director and the position is consequently overloaded and over-stretched. Many strategic needs, as well as some basic ongoing management tasks, in the organization have not been fully covered. The communications strategy and function is inadequate. We found that internal communications were inadequate and that the available staff capacities have not yet been fully recognized, empowered or mobilized to the extent possible. ILEAP has always been intended to rely substantially on external substantive expertise, but the actual degree of reliance poses considerable risks for the organization.

ILEAP’s formal governance arrangements are clear and transparent, supported by planning, budgeting and reporting arrangements that have met standards of acceptable governance. The relationship between management (to date, the Executive Director alone) and the Board and Executive Committee members is a somewhat unusual one. In addition to formal reporting and approval requirements, it involves a range of substantive and managerial consultations, both at and between meetings, and there are not always clear lines demarcating management and Board responsibilities.

The most striking feature of the entire management structure and functioning of ILEAP – also remarked upon spontaneously by many respondents – is its near-total centralization and dependence to date on the Executive Director for substantive and managerial initiative, input, decision-making and implementation, with other staff members restricted to providing logistical, organizational and limited substantive support under his direction. Combined with the complexity, diversity, dispersion and need for flexibility in ILEAP’s activities, and a modus operandi that has called upon him to travel extensively (reportedly as much as half his time), the Executive Director’s position is completely overloaded and over-stretched.

“What is insufficient is in-house, senior professional expertise on substance.”

ILEAP Partner

Thus, many strategic needs (including strategic planning and performance management, further senior recruitment, leadership and development of existing staff) as well as some basic ongoing management tasks (e.g. cash flow management) have not been properly met. The organization’s communications function and strategy is inadequately resourced and staffed.

We found that internal communications were inadequate and that the available staff capacities had not yet been fully recognized, empowered or mobilized to the extent possible. At the substantive level ILEAP has remained so heavily dependent on external substantive expertise, that its limited strategic, management and delivery capacity poses considerable risks for the organization. In Table 2 below, we set out our summary assessment of the indicators identified for this question in the Evaluation Framework.

“ILEAP’s capacity for communications and dissemination of knowledge is patchy – very good at times and then nothing at all for long periods.”

ILEAP Donor

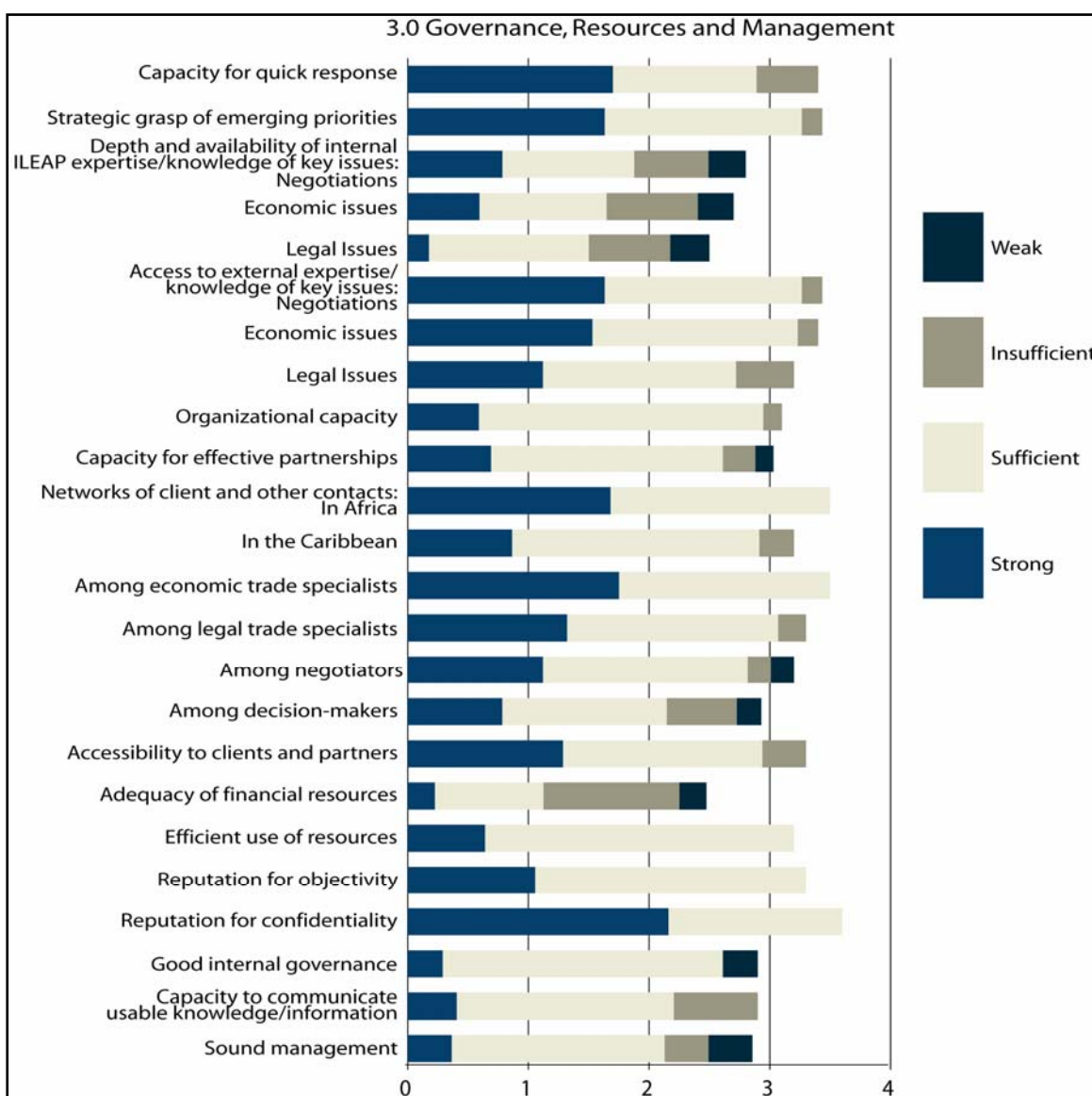
Table 4: Governance and management of ILEAP

INDICATOR	ASSESSMENT OF AVAILABLE EVIDENCE
Clear and transparent governance arrangements?	Up to acceptable standards.
Access to intellectual resources, staff time, contacts and budgets adequate to the planning, supervision, quality control and learning feedback of ILEAP programs and activities?	Overstretched on all fronts, except possibly contacts, although even there good “alumni” links are not maintained.
Lean, efficient and competent administration?	There is evidence of lean and competent administration at present levels of activity, in spite of the inefficiencies of over-centralization and the over-loaded single decision-maker.
Equitable, accountable and merit-based human-resources management?	Staff turnover, abrupt changes, and unclear expectations, performance assessment, and staff development testify to serious weakness.
Thorough and transparent budgeting which aids accountability?	Audit results were satisfactory in 2006. Budgeting and reporting in line with a strengthened objectives framework could aid strategic planning and accountability.
Monitoring, evaluation, reporting and learning feedback systems adequate and appropriate to ILEAP?	There is little evidence of systematic investment in these areas and no useable results for learning beyond narrative annual reporting. There was a preliminary paper prepared in 2004, and participants’ meeting evaluations have been collected and tabulated for most ILEAP events in recent years.
Any evidence of growth-related strain on the above or other fronts in recent years? If so, remedial measures taken?	We do not have sufficient direct evidence of the situation prior to 2005, although the preliminary review of ILEAP in that year already identified most of the strains noted above. Remedial efforts have included hiring in 2007 an experienced senior manager to be responsible for more of the administration (results not yet fully clear) and attempts (unsuccessful to date) to hire senior program staff.
A “balance sheet” of the factors involved in the issue of the location of ILEAP HQ, bearing in mind the 2005 Interim Review’s recommendation that the issue be allowed to rest for some years.	Reputationally, this is not now a burning issue and the compromise location of Toronto has allowed for the possibility of serving both Africa and the Caribbean, and avoiding making choices between other possible locations. Practically, the need to be in close touch with the main client countries and sub-regions in Africa and the major additional

INDICATOR	ASSESSMENT OF AVAILABLE EVIDENCE
	“wear and tear” on all concerned of serving them from across the Atlantic are quite compelling. Other considerations would include the possibilities for attracting and retaining the required staff, cost, etc. The possibility of locating in a negotiating centre, such as Geneva or Brussels might carry some advantages, although benefits were also seen in some distance from those “hot-houses.”

In Chart 10 below, we set out the views of respondents in the main evaluation survey on ILEAP’s governance, resources and management, as far as they felt able to assess.

Chart 10: Respondents’ views on ILEAP’s governance, resources & management¹⁸



8. CONCLUSIONS: ILEAP'S SUSTAINABILITY

This evaluation has identified a number of clear and important concerns about ILEAP's sustainability on its present trajectory, but also suggested a number of possible responses that could draw useful lessons, building on the strongest features of the organization's original vision and its proven strengths in its early years.

The most important overall challenge might be characterized as one of moving from a wide-open exploratory phase to one of a more focused and organized mission and program, supported by a stronger substantive and management team. This should not be to weaken the best aspects of ILEAP's responsiveness or flexibility, but to put them in a clearer, more manageable and accountable framework.

"ILEAP needs to figure out its core products."

ILEAP Partner

Evaluation Question

"What are the strengths and weaknesses of ILEAP's business model in relation to the current demand for and supply of capacity building for ILEAP-related work in Africa and the Caribbean?"

The strengths of ILEAP's business model in relation to the current and future demand and supply are found in:

- A good substantive reputation, bilingual capacity and network of contacts for trade and development work with resource-constrained institutions and countries in East, West and Central Africa, and some of pan-African relevance.
- A multi-disciplinary approach between economic, legal, and negotiation skills that has been adequate for demand to date.
- Credibility for good publications and expert contacts, independence (and objectivity) of analysts, timeliness of backstopping support, and sufficient ability to organize on the ground and in partnership with others.
- Flexible program funding from a good variety of respected donor organizations.

"At this point, ILEAP has built up a good brand, network and visibility that should not be wasted."

ILEAP Partner

The weaknesses in relation to current and future demand and supply would include (in our assessment of their order of priority):

- A management style and tempo of ILEAP events and activities that extends over a wide range of issues, levels and intended beneficiaries and stretches the organization's capacities to the breaking point, but has not yet been tested for strategic lessons or enduring impacts.
- Possibly, the need to pay more attention to building on successful initiatives which may carry opportunities for longer-term capacity building, and to focusing its future

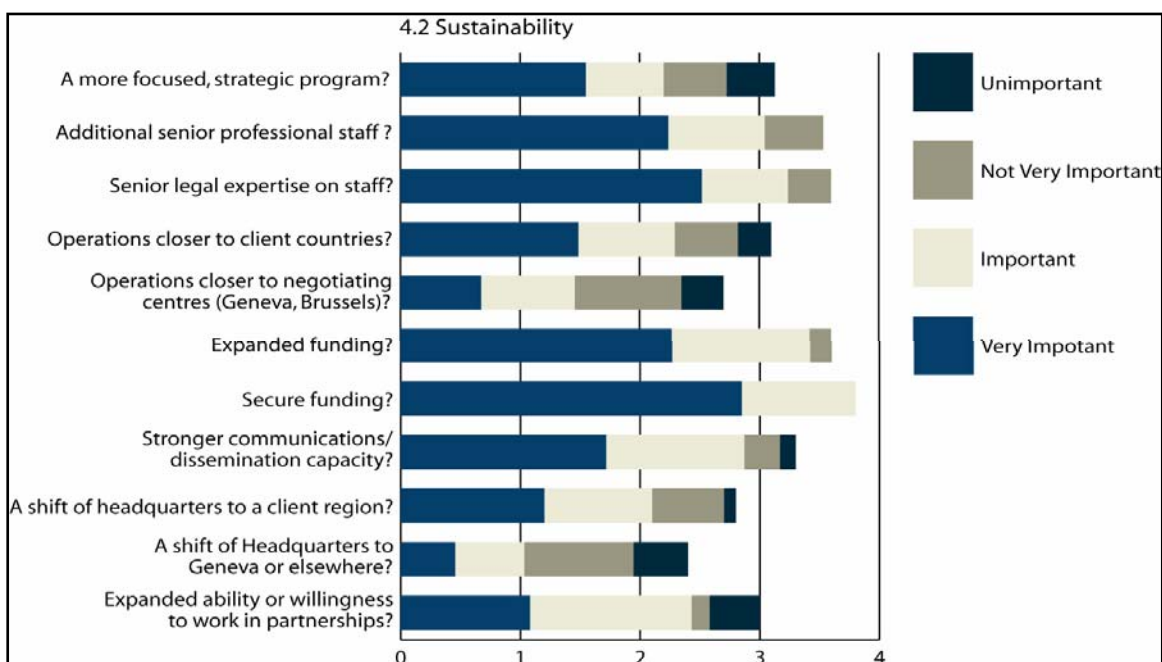
¹⁸ Main evaluation survey respondents only, see Annex 4.

capacity-building efforts more e.g., between institutions and individuals; negotiators, policy planners, decision-makers, researchers, or young professionals; and at national, sub-regional or international levels, taking account of the other sources of assistance now available and/or committed to Aid for Trade over the next 3-5 years.

- The need to be able to integrate, deploy and harness on a continuing basis relevant senior expertise and training capacity in trade law, adjustment, implementation and regulation, to respond to the emerging priorities in these areas.
- The need either to reduce ILEAP's early expectations for a substantial program of work in the Caribbean region and for an extensive network of engaged Northern economists and lawyers prepared to work as advisors and mentors as volunteers or quasi-volunteers, or to gear up or re-tool in major ways to deliver on these expectations.
- The need to settle on a clear and manageable strategy for partnership and cooperation (i.e. confirming expectations for working with NGOs and other networks, and perhaps bilateral programs, as well as regional and international organizations).
- The need to secure a sufficiently large and secure future funding base to pursue the most promising avenues of the first five years and solidify a focused and sustainable program for the coming years.

"There is a very important need to bring legal expertise onto the ILEAP staff."
ILEAP Beneficiary

Chart 11: Respondents' views on key factors affecting ILEAP's sustainability¹⁹



¹⁹ Main evaluation survey respondents only, see Annex 4.

Evaluation Question

“Assess ILEAP’s “resource expansion” and partnership strategy, and the scope for expansion and institutionalization of its work, and resource requirements.”

Our evidence shows that this evaluation is being approached by ILEAP’s Board and staff – and most of its financial supporters – as a key milestone for intensive discussion and decision on the scope and requirements for institutionalization of ILEAP’s work after its initial five years. Its “resource expansion” and partnership strategies will depend very much on the strategic directions that are taken on institutionalization.

On the prospects for resource expansion, those of ILEAP’s initial financial supporters that we have consulted remain favorably disposed toward the organization’s work and its further potential, while they are also unanimous in looking for more explicit, clear and concise objective-setting and performance reporting by ILEAP, wider substantive expertise, and a more sustainable management approach (i.e. not so hinged on one key person). The favorable disposition of existing donors cannot be taken to imply an automatic willingness by all to provide future funding, even if the conditions noted are met – some of them do have new directions and priorities in their emerging programs in related areas, and ILEAP may or may not offer a good fit.

“I have 10 minutes to present ILEAP’s case for funding and a half-hour for questions. I need much clearer, more accessible proposals, and then clear, concise and analytical reports that correspond to those proposals.”

ILEAP Donor

Suggestion: *One interesting question around future resources is whether ILEAP should consider a more formal and visible system of “user fees” to its clients to cover some part of activity costs. At present, most clients undoubtedly contribute in various ways, beginning with the time of participants in ILEAP activities and in many cases through other significant expenditures in cash and/or kind. Implementing some more formal and visible system would not only bring the resource benefit, but would also help serve as a tangible guarantor of client “ownership,” and provide some measure of ongoing market testing of the value of different activities.*

ILEAP’s policy, and relative success to date, in seeking institutional and program support has not only been important in its early phases, but will probably remain essential to maintaining the degree of freedom required to remain flexible and independent enough to respond to emerging needs in client countries. In terms of aggregate resource requirements to underpin the institutional strengthening, sustainability and focused impact envisaged in this report, our general estimate would be that ILEAP will require significant increases over its overall budgets of recent years.

Our main assessment of ILEAP’s attempts to date to formulate a partnership strategy is that these efforts have been greatly complicated by the number of important issues not yet resolved around ILEAP’s own arenas of action and specialization - geographic, topical and functional - as well as the continuing questions about the best location/s for its headquarters and staff. At the same time, it is worth noting that ILEAP has evolved a *de facto* pattern of partnerships, based on workable and mutually beneficial collaborations.

This pattern includes close working links with a number of African regional and sub-regional institutions; involvement of key experts from international organizations like the World Bank and WTO as resource persons and sometimes co-sponsors as well; and close collaboration with research groups in preparing key analyses and informational materials, as with ODI around Aid for Trade topics.

We would expect that, if ILEAP decides to make some clear choices to specialize around its demonstrated strengths, its established partnerships are likely to persist and there will also be a clearer basis for working with other partners in future to complement each others' strengths as necessary.

"The more partners that ILEAP has, the better it will be. This is of key importance as they can't do everything. Of course they should select partners according to their comparative advantage, to maximize the synergies across the different partnerships".

ILEAP Partner

9. SOME SUGGESTIONS FOR THE FUTURE

In addition to a number of more specific suggestions raised at appropriate points in the text, we end this report by offering several major suggestions for ILEAP's Board and management to consider in consolidating the most useful work that has been done so far, learning from what has worked well and less well, and leading the organization forward into its next five years.

There is a good opportunity for ILEAP to respond to these suggestions in a comprehensive and pragmatic manner by proposing to its clients, partners and financial supporters a 3-5 year results-oriented forward program, based on the future needs and demands for its services identified in this report, and backed by a blueprint for an appropriate performance measurement system and earmarked funds for consolidating ILEAP's own substantive staffing and management resources.

Principal Suggestion 1

We suggest that this evaluation's work in trying to assess ILEAP's effectiveness and results should be used to help advance as a matter of urgency the organization's efforts to flesh out a workable framework for its future objectives and results, together with realistic indicators and manageable performance information to support such a framework.

We cannot over-emphasize the importance and urgency of our findings on this requirement as an indispensable, practical tool for ILEAP's management, information systems, learning and accountability, and for the organization's very sustainability, even in the short to medium term.

As noted at several points in this report, we have found that the lack of an adequate "results framework" for ILEAP is a critical problem not only for our own most direct concern – the organization's "evaluability" – but even more importantly for:

- a. the strategic organization, planning and periodic re-orientation of its work;
- b. its presentation and reporting to its Board, actual and potential financial supporters, partners, clients and broader publics;
- c. the guidance and motivation of existing and potential staff members; and
- d. the organization's essential learning and continuous improvement, particularly as one that is itself dedicated to promoting learning and capacity-building.

At various points during its early, exploratory years, the organization has made some efforts to develop a more precise performance framework, but given the real difficulties in doing so and the limits of ILEAP's management resources, this work has apparently taken a back-seat to the other challenges of pushing ahead with new activities, responding to emerging trends and

demands, and keeping the basic management and administration of the organization on the rails.

The evidence collected in this evaluation shows that this requirement was stressed in the preliminary review of ILEAP in 2005 and that it has been raised at several points and with increasing frequency and insistence by some financial supporters as the organization's early exploratory period has passed. We understand that the Board has also requested the development and implementation of a performance measurement system in order to collect data systematically on the progress towards the realization of ILEAP's mission.

At the same time, ILEAP's Board and management have clearly had reservations and concerns about the difficulty of properly reflecting ILEAP's objectives in such a results-oriented framework, its importance to the organization's own functioning as distinct from satisfying the reporting requirements of donors, and a perceived conflict with the organization's vital precept of responsiveness to client needs and priorities. Possibly one further hurdle is that clearly setting a framework for ILEAP results at this point, after five years of activity and testing, will require some basic choices to be made and probably some important modifications to the original vision and design.

We do not have sufficient evidence to assess whether the need for a clearer strategic framework has been manifested in ILEAP's dealings with actual or potential clients, although several thoughtful observers have pointed to a growing need, in a more crowded market-place, to differentiate ILEAP's products in appropriate ways, to learn, and to follow-up and develop promising initiatives in more sustained ways.

We have found substantial indications that the lack of clarity and specificity in operational objectives and expected results has been one factor in difficulties encountered by ILEAP staff members (and possibly potential recruits) in gaining a sufficient understanding of the organization's work and of their potential role and contributions within it. Similarly, this has clearly been one factor in management's difficulty in setting and supporting clear expectations for staff.

In making and supporting this suggestion so forcefully for ILEAP at this stage, we would underline our conviction that there are no fundamental obstacles and that it now urgently merits being a top priority for the Board and senior management.

We would add the note as well that all complex institutions in development-related work today struggle with this challenge, so that one cannot expect any perfect framework, for example resolving all the difficulties in attributing one's contributions to broad development results or development "impacts".

Nonetheless, explicit corporate frameworks of operational objectives and expected results, backed by systems that discipline and track the contributions at the "output" and "outcome" levels of the organization's activities, projects and programs, are both fully realizable and overdue for ILEAP today. It should be stressed that periodic independent evaluation is not a substitute for continuing performance management, but a supplement to it and dependent upon it.

In response to Board members' requests to us to clarify the meaning, feasibility, costs and benefits of such a results framework for a small organization like ILEAP, we would refer to a now well-established literature and practice in development co-operation, one of the most useful and accessible examples of which would be a 2005 AUSAID Guideline document which stresses that:

"A Results Framework is a tool to assist with achieving and measuring specific objectives ... usually laid out in diagrammatic form. It uses the objective tree approach to link high-level objectives through a hierarchy to program-level outcomes (and ultimately individual activities) and then sets out a means by which achievement at all levels of the hierarchy can be measured. ...

The Results Framework approach is not complicated and it does not require specialist skills. What sets it apart is its systematic approach to documenting the logic of a strategy and its subsequent management, monitoring and measurement to ensure that the intended results have the greatest opportunity of being achieved."²⁰

Principal Suggestion 2

In order to preserve the value of its reputational and other assets so hard-earned in its first five years, and position itself to sustain a useful contribution in the medium-term future, we would suggest that the organization urgently needs to make a radical shift in its management and staffing approach.

The model of substantive and management leadership and decision-making almost entirely centered on the Executive Director is already unsustainable, and certainly allows no potential for future development. In our assessment, to survive and thrive the organization requires a management layer of empowered senior professionals – in overall management, substantive program leadership and communication roles.

While this need has been recognized by the Board for some time, the necessary pre-conditions have not yet been achieved while the organization's budgets and scope of work have expanded substantially.

ILEAP has benefited enormously in its first five arduous years of building and experimentation from its Executive Director's energy and commitment (in the face of a punishing travel schedule) entrepreneurial drive, substantive grasp of trade and development issues, extensive networking and persuasive skills, and concern for quality control. For the organization to now be sustained and develop further, our conclusion is that these assets will need to be shared and contributed to a much greater extent by other staff members in a much more transparent and collegial culture of management and operations.

We are aware that some related staffing measures have been taken, and others attempted (e.g. recruitment of additional senior program staff), to respond to some of these needs, but we would reiterate our conclusion that some firm changes and solid guarantees of a different management culture and practice are now likely to be pre-requisites for attracting and/or retaining the senior supporting managers the organization requires. Adopting and actually

²⁰ AUSAID, Guideline. "Using the Results Framework Approach." Program Strategies 2.2, Canberra, 2005. p.1

using the basic kind of results framework and performance management system envisaged in our Principal Suggestion 1 as a continuing guide for transparent management and priority setting in the organization would be one significant step in this direction.

Principal Suggestion 3

Even with a more explicit and focused set of operational objectives and programs, ILEAP should aim to maintain more regular contact and mutually-useful communication with relatively diffuse groups of clients, “alumni” and other stakeholders, including its financial supporters. A feasible and sustainable vehicle for this might be a regular (probably quarterly) brief e-newsletter, cross-referring as necessary to ILEAP’s web-site and other links. In addition to keeping its networks in touch with news, programs, issues and useful substantive materials and resources (ILEAP’s or others) such a vehicle would almost certainly help to solidify the identity and “constituency” of the organization itself.

Principal Suggestion 4

In organizing its workshops and meetings with clients in Africa and the Caribbean, ILEAP could also consider working to a more regular, basic schedule (e.g. semi-annually) to encourage more advance preparation and committed participation by resource persons, partners and beneficiaries. Of course, additional ad hoc meetings could be organized as the need arises.

ANNEX 1 TERMS OF REFERENCE FOR THE EVALUATION

CONTEXT

ILEAP was established in 2002 with the goal of assisting African and Caribbean countries in international negotiations and trade policymaking, through provision of a non-governmental, multidisciplinary, capacity-building and backstopping support service. The medium-term strategy was driven by concerns associated with effective participation in the work program of the Doha Development Round and regional integration and bilateral negotiations, especially within the framework of EU-ACP Economic Partnership Agreements. A necessary complement to these two sets of negotiations was an effective outreach and dissemination strategy. These three areas help address the short-term concerns associated with effective participation. They are complemented by training and mentoring programs. Activities are in four clusters:

1. WTO negotiations through background research and analytical support, and assistance in articulating negotiating positions.
2. Regional integration and bilateral negotiations through background research and analytical support, and assistance in articulating negotiating positions.
3. Skill enhancement accomplished through training workshops, mentoring and fellowships.
4. Outreach and dissemination accomplished through publication and distribution of research and analysis results, website, and organization of consensus-building workshops.

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.

A preliminary review of ILEAP's was undertaken in late 2004. That review was not undertaken as a formal operational evaluation. Rather it was geared toward assisting ILEAP in the development of plans and efforts to attract multi-year funding by identifying key strategic, programmatic and administrative issues.

The primary goal of the 2007 evaluation is to provide an objective assessment and feedback from stakeholders on ILEAP's activities and approach, with the view to identifying what has and has not worked and positioning ILEAP's work in the context of other similar initiatives and programs. The emphasis of this evaluation is to be on lessons and forward-looking strategies rather than an "audit" of performance.

REVIEW OBJECTIVES AND APPROACH

The specific evaluation objectives will be:

- Assess the evolution of ILEAP against its objectives, relevance, and future demands.
- Position ILEAP in the context of other initiatives and programs, with emphasis on strength/value added, and complementarities.
- Review achievements and assess effectiveness of activities, documenting (preferably as testimonial) evidence of quality of service and other outputs linked, to the extent possible, to program outcomes.
- Assess ILEAP approach, methods, and successes in assisting the weakest countries and regions in international trade and or the scope for this.
- Examine its operational structure, and modus operandi in terms of effectiveness, and comment on issues of sustainability.
- Offer suggestions on strengths and weaknesses of the ILEAP business model in relation to current demand for and supply of capacity building for ILEAP-related work in Africa and the Caribbean.
- Assess ILEAP's "resource expansion" and partnership strategy, and the scope for expansion and institutionalization of its work, and resource requirements.

INTENDED USERS OF THE EVALUATION

The Evaluation is primarily aimed at providing feedback to ILEAP Board and will guide future programming and institutional building. It is designed to accommodate the concern of actual and potential donors and as such it is hoped the evaluation will assist in securing longer-term funding.

CONSULTANTS/ TEAM PROFILE

It is proposed that the evaluation be conducted by a team of consultants who will divide activities as described below and synthesize findings for the purposes of producing a draft report and associated presentation materials as well as the final evaluation report.

Profile of consultants – Consultant(s) should have a relevant experience/background in evaluation of international development and technical assistance. The consultant(s) 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 evaluation 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.

METHODOLOGY

The consultant(s) will develop the 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, stakeholders and experts;
- Interviews with donors and regional partner institutions as well as selected international trade bodies

TIMETABLE

Start date: No later than 1 June, 2007

Deadline for submission of draft report: 30 September 2007

Deadline for submission of final report: 1 December 2007

OUTPUTS

Four outputs are required:

1. Within 10 days of contracting, the consultants will submit a proposed outline of methodology such that it be approved before the evaluations report starts for the evaluation.
2. A draft report of between 25 and 35 pages, plus annexes, that includes an executive summary (of no more than 3-4 pages).
3. A short PowerPoint presentation outlining the findings of the evaluation to be presented to the Board.
4. A final report incorporating Board and Management comments and addressing questions raised.

ILEAP April 2007

ANNEX 2 LIST OF PEOPLE CONSULTED

NAMES	PRELIMINARY INTERVIEW AND/OR FOCUS GROUPS	FULL INTERVIEW
ILEAP Board of Directors		
Gerald K. Helleiner	X	X
Carlos Correa	X	X
Lingston Cumberbatch	X	-
Kathleen Van Hove	X	-
Ali Mchumo (Chair)	-	X
ILEAP Staff		
Dominique Njinkeu	X	-
Clare Bonnell	X	-
Hugo Cameron	X	-
Francine Chanel	X	-
Clients & Beneficiaries		
Beatrice Dove Edwin, Ministry of Trade & Industry, Sierra Leone	-	X
Elly Kamahungye, Uganda WTO Mission	X	
Lucas Saronga, Tanzania WTO Mission	X	X
Nelson Ndirangu, Kenya WTO Mission & Ministry of Trade, Kenya	X	X
Maigari Gurama Buba, Nigeria WTO Mission	-	X
Matthew Wilson, Barbados WTO Mission	X	-
Elliot Paige, OECS WTO Mission	X	-
Alicia Morris, Jamaica WTO Mission	X	-
Abdoulaye Sanoko, Mali WTO Mission	X	
Eloi Lahourou, Bénin WTO Mission	-	Partial response
Paul Batibonak Cameroon WTO Mission	-	Partial response
Ambroise Balima, Burkina Faso WTO Mission	-	Partial response
E. Mutahanga, Ministry of Trade & Tourism, Uganda	-	X
Ermias Biadgleng, ex Ethiopia WTO Mission	-	X
Fellows		
Benjamin Mukabire	X	
Alejandro Gomez	X	X
Rose Tiemoko	-	X
Partners		
Henry Gill, CRNM	-	X
Esperanza Duran, AITIC	X	-
Johannes Bernabe, ICTSD	X	-
Samuel Asfaha, South Centre	X	X
El Hadji Diouf, ICTSD	-	X
Morgan Githinji, ACP Secretariat	X	-
Lisa Tuerk, UNCTAD	-	X
Mark Pearson, DFID Southern/Eastern Africa Regional Trade Facilitation Programme	-	X

NAMES	PRELIMINARY INTERVIEW AND/OR FOCUS GROUPS	FULL INTERVIEW
Stephen Karingi, UNECA	-	X
Donors		
Prof William Lyakurwa, AERC (USAID)	-	X
Martha Melesse, IDRC	-	X
Elizabeth Lofvander, SIDA	-	Partial response
Roli Asthana, DFID	X	X
Laura Kelly, DFID	X	X
Susan Prowse, DFID	X	X
Bernard Hoeckmann, World Bank	-	X
Ron Goldberg, Dutch Ministry of Foreign Affairs	-	X
Lisa Yarmoshuk, ex-USAID Southern Hub	-	Partial response
Rob Kirk, ex SADC Secretariat & USAID Southern Africa Hub	-	Partial response
Andy Cook, USAID West Africa Hub	-	Partial response
Ron Black, USAID East & Central Africa Hub	-	Partial response
Philip English, World Bank	-	X
Advisors and Authors		
Sheila Page, ODI London	-	X
Pierre Sauvé	-	X
Joseph Hoffman	X	-

ANNEX 3 REPORT OF GENEVA FOCUS GROUPS

This report contains a summary of the discussions in two Geneva Focus Groups held on 6 July 2007, namely the Focus Group meeting held at Nashrex Hotel from 10h00 to 13h00 with a group of delegates from African countries and ILEAP partner organizations (Part I) and the Focus Group meeting with delegates from Caribbean countries from 14h30 to 15h30 at the WTO (Part II).

SUMMARY OF THE FOCUS GROUP MEETING WITH DELEGATES FROM AFRICAN COUNTRIES AND REPRESENTATIVES OF GENEVA-BASED PARTNER ORGANIZATIONS

The Focus Group meeting was attended by delegates from Kenya (Nelson Ndirangu), Tanzania (Lucas Saronga), Uganda (Elly Kamahungye and Benjamin Mukabire Wako, an ILEAP fellow) as well as representatives of ILEAP partner organizations ICTSD (Johannes Bernabe) and the South Centre (Samuel Asfaha). The entire evaluation team was present in this Focus Group Meeting. Elizabeth Tuerk of UNCTAD and El Hadji Diouf of ICTSD sent apologies but agreed to be available at a later date for interviews. John Hancock of WTO who had confirmed participation could not make it. A representative of the African Union (AU) Permanent Mission in Geneva (Siva Palayathan) was also invited but could not attend due to prior commitments.

The discussion at this Focus Group was very rich and insightful covering a wide range of issues, from the familiarity of the participants with ILEAP and its work to future needs and how ILEAP can contribute. In summary the key points on the various issues are as follows:

Familiarity with, and value-added of, ILEAP's work

All the participants in the Focus Group were familiar with ILEAP and its work. Some had in-depth knowledge of ILEAP's work and founding while others were familiar with specific work in technical areas such as Aid for Trade. The different participants came to know ILEAP in different ways. One participant was familiar with ILEAP since the conception of the idea of the organization and has been involved with ILEAP since, including an assignment undertaking research work for the organization as a consultant.

Some of the delegates who are now in Geneva came to know of ILEAP when still in their capitals and have continued to follow its activities and participate in different ways. In the East African region, some of the delegates got to know of ILEAP when it was recommended as the organization to undertake a study on the East African Community (EAC) countries conducting WTO negotiations as a bloc. This spurred their interest in ILEAP leading to visits to the website.

Representatives of partner organizations such as ICTSD became familiar with ILEAP's work in efforts to identify partners for their network. At least one participant became familiar with ILEAP's work "through Google" while doing research.

In terms of specific ILEAP work, participants were familiar with ILEAP's workshops, background and technical papers, the internship programme, their regional training and their

contributions to negotiations. ILEAP's value-added was recognized in a range of areas, in particular, it was noted that:

- Though ILEAP is small, overall it was considered to deliver high value for Sub-Saharan Africa countries in the context of trade negotiations.
- ILEAP can be credited for critical work and robust research on Aid for Trade with clear contributions on issues such as the architecture of Aid for Trade, bringing in missing stakeholders such as regional development banks and focusing on the relevance of Aid for Trade in Africa. In this regard, ILEAP was recognized as having catalysed the interest of regional development banks in Aid for Trade for Africa and contributed to the ideas leading to the formation of the WTO Task Force on Aid for Trade. Though dispute settlement was not mentioned in the paper work for evaluation, ILEAP important work relating to dispute settlement was also recognised.
- The fellowship/internship programme is very much appreciated. This fellowship is quite different from the internships offered by the WTO in terms of building real capacity. By having the fellows stationed in the missions and essentially being part of the negotiating team, the programme has a lot of benefits. For example, this approach is helpful *"in getting those butterflies from the fellows' systems"* since they get the opportunity to directly participate in negotiations and make interventions.
- Though ILEAP was not Geneva-based and therefore might not be able to respond to some negotiating requests immediately, it provided more systemic support through regional meetings and follow-up. ILEAP's work is therefore of longer-term importance. The fact that ILEAP is not focused on day to day Geneva issues is an advantage in this regard.
- ILEAP has been pro-active.
- ILEAP's value addition is well recognised with one participant remarking that as someone from Asia *"I wish there could be a similar organisation focusing on ASEAN or Asia"* to help especially the smaller countries.
- ILEAP was recognised by partner organisations as resource for those organisations and as an important link to Africa.
- ILEAP was also recognised by donors and there had been instances of donors asking for its involvement in important initiatives.
- The organisation and its work are seen as neutral compared to, for example, the WTO Secretariat.

ILEAP's principles, business model, strengths and weaknesses

ILEAP's model of taking the sub-regional level as the entry point is one of the key niches of the organisation. Its link into the movements towards common regional trade policies is crucial for understanding the impacts of trade policy and negotiations and is important in formulating

common policies. This model allows ILEAP to go to a level of detail that is not reached by most other organisations providing support and assistance to African countries on trade.

A number of weaknesses were identified by participants who also provided constructive criticisms of various aspects of ILEAP's such as organizational structure, staffing and location etc. Key observations in this regard included the following:

- Though ILEAP did a lot of valuable work in different areas, there appeared to be weak programmatic links between the various parts and hence it was difficult to place something like Aid for Trade in the overall structure and strategy. If one did not go to the website it was difficult to understand the organisational structure and other issues that ILEAP covers or plans to cover.
- There were some cases, especially in the area of Aid for Trade, where ILEAP over-relied on one partner's work, in this case ODI. In this context, there was little evidence of linkage with African organisations on this work. There also appeared to be repetition of the same analysis in different papers by ILEAP on Aid for Trade over time.
- ILEAP's organising concept does not clearly reflect in the balance of activities and focus areas. A clear long-term strategy is needed in this regard.
- A former delegate observed that, as non-African delegate in WTO, though coming from a developing country he had never heard of ILEAP during his negotiating stint raising questions on how much ILEAP was networked with other key organisations assisting African and other developing countries in the WTO.
- *"Dominique is everything, and Dominique does everything. He is essentially ILEAP as far as I am concerned"*. It was also noted that establishing partnerships with ILEAP was sometimes challenging probably because of the failure to field ILEAP expertise beyond Dominique. Attention might have to be paid to transition from total reliance on Dominique as an important sustainability issue.
- If ILEAP was to continue to have its core constituency as Sub-Saharan Africa it was not feasible to maintain its location in Toronto. There is a clear need for this to change. The issue of location also has important implications for transparency in the organisation. Proximity to recipients is an important transparency question. Location might also be an issue in terms of receiving inputs from stakeholders. The location only in Toronto might also raise the perception that ILEAP is a Northern organisation. Does ILEAP qualify as an African or Caribbean organisation?
- *"The flying in and taking-off approach"* is problematic in terms of ensuring a longer-term focus on the region.

There was one case where ILEAP could not be an effective partner in a dispute settlement regional meeting notwithstanding its international lawyers' reputation. There is a clear weakness on the legal side in ILEAP.

Likely trends & assistance needs in trade negotiations, policy and law and ILEAP's possible contribution and niche

During the discussions, the participants identified a number of likely trends and the resultant assistance needs in the coming years. It was noted that ILEAP's resources and presence is likely to become even more important than before. In other words, as the Doha Round negotiations come to an end, ILEAP's relevance is likely to increase. In summary, some of the key trends and assistance needs identified include:

- Interpretation of the outcomes of the Doha Round as well as the resulting Agreements will be an immediate need at the conclusion of the negotiations.
- Implementation of the results of the Doha Round will be a key area of work in the future. There will be a need for focussed studies on the implications and the involvement of the private sector. Workshops to discuss such studies will be important but these will have to be more practical.
- The practical use of flexibilities for development purposes in various WTO agreement and other trade agreements at the country and regional level.
- The WTO is set-up as a forum for continuous negotiations. In this regard, it is important to look beyond the negotiations and see possible new issues that will come up. In this regard, ILEAP will have to think ahead though some of the issues might not be in fashion or sexy at the time.
- There might be practical support needed in the context of the national implementation units in the enhanced integrated framework.
- Dispute settlement will become an increasingly important issue going-forward.

In terms of niche and areas where ILEAP should focus, the following suggestions and observations were made:

- The fellowship programme will remain important going forward and should remain central to ILEAP's mission. The benefits of the programme are already visible. For example, one of the interns is now an adviser to the government of Swaziland. The fellow at the Focus Group meeting (Benjamin Mukabire) testified to the immense professional benefit of the programme.
- In the context of the increased importance of interpretation and implementation issues as well as the increasing importance of dispute settlement, ILEAP will have to leverage much better its economists/lawyers mix. The legal side will have to be beefed up as it will become more important and ILEAP has a niche here. In this regard, ILEAP's fellowships could also be in some way focused in dispute settlement issues. For example, some developing countries such as Mexico and Brazil have had interns stationed in their missions just to track dispute settlement.

- Building from the experience in the EAC and CEMAC, ILEAP could have a niche focus on work related to the WTO and regional economic communities.
- ILEAP could focus on regional trade policy including regional trade policy-making itself and how regional policy feeds into the multilateral framework and processes.
- ILEAP should not seek to be involved in day to day Geneva discussions but instead should continue to focus on medium and long-term issues where very few organisations are focusing.
- In terms of audience, consideration should be given to targeting Ministers, parliamentarians and other policy-makers to improve the impact of ILEAP's work.

The question of location and other issues

There was a suggestion that with regard to the issue of the location of ILEAP, consideration could be given to initially, setting up antennae offices in the regions instead of seeking to uproot the whole operation from Toronto at once. Overtime, a review could be made of how this arrangement works before a longer-term decision is taken.

Another issue that participants suggested should be considered is organisational growth either through internal growth or through a better partnership framework. A choice has to be made to ensure sustainability. The present set-up though it has served well and put the organisation on the map, it may not be sustainable. The partnership strategy overall will have to include diversification of partners so that there are not situations such as the case of ODI and Aid for Trade. It was also observed that donors might be pushing towards consolidation among the organisations providing assistance on trade. How will ILEAP position itself in this context?

SUMMARY OF THE FOCUS GROUP MEETING WITH DELEGATES FROM CARIBBEAN COUNTRIES

This Focus Group meeting which took place at the WTO was attended by three delegates from the Caribbean (Alicia Morris, Jamaica; Mathew Wilson, Barbados and Elliot Page, Organisation of Eastern Caribbean States-OECS) and the ILEAP fellow at the Caribbean Regional Negotiating Machinery (CRNM) offices in Geneva (Alejandro Gomez). Two Members of the evaluation team, Tom Pengelly and Sisule Musungu facilitated this session.

Though all the participants had heard of ILEAP, the general sense was that little is known of ILEAP among Caribbean delegates in Geneva. There was knowledge of ILEAP's work on Aid for Trade, work that was appreciated and papers thought to be amenable to negotiators. There was also knowledge of the ILEAP Fellowship programme. One delegate got to know about ILEAP when investigating the "real people" behind the CRNM following inquiries by Ambassadors.

At least one delegate had also taken a look at ILEAP website but it was not a place he often went to look for material on trade negotiations. Other than these specific instances, the delegates had otherwise not been involved with the work of ILEAP, with none of them having been invited to any workshop or other event by the organisation. They were not aware of

events in capitals either. None had made any requests for assistance to ILEAP nor were their aware of other Caribbean colleagues who had made requests to ILEAP.

In light of the limited knowledge about ILEAP, the participants could not speak to issues such as ILEAP's business model or principles etc. Nevertheless, they offered a range of comments and suggestions on what could be a niche for ILEAP, how to improve its reach among Caribbean countries and improvements to the internship, among other suggestions. In summary, the following observations were made by the participants:

- It was difficult to explain the limited exposure or limited activities in the Caribbean especially if the organisation is specifically meant to support Caribbean countries. Why does ILEAP keep such a low profile? How can this be reconciled with donors who want to be seen to support initiatives in this area? One can try to fly below the radar but *"If they fly so low that negotiators do not know about them, then there is a problem"*. This shows that their advocacy needs to be ramped-up. Whatever the strategy, usually delegates will know about organisations even if they are not based in Geneva, for example, through receiving papers or other documents. The delegates at the Focus Group meeting never receive papers or notifications' of papers released by ILEAP. It would be easy to have at least a mailing list.
- There is no clarity regarding what ILEAP's overall strategy and philosophy is and hence it is difficult for the negotiators to place their work in context and know what level of legitimacy to give it. To be able to accept ILEAP's assistance there is a need to understand its official philosophy, its limitations, its strengths, what it can or cannot do. Even after research, it was reported that it is difficult to place the organisation. The *"trust factor is important"*. There are cases of suspicious and dubious organisations talking in the same language as ILEAP in terms of help they can offer to developing countries.
- The most visible contribution has been the ILEAP Fellowship at CRNM. The internship programme will remain important and useful. The programme could be broadened beyond the CRNM to help country missions as well. The important thing about the ILEAP Fellowships going forward is that the interns should be seen as independent and focused on helping the countries. *"The interns should not be used as advocates of ILEAP"*. Questions around confidentiality also need to be addressed. *In this regard, there is a need for clear guidelines to be published by ILEAP and transparency on what Fellows are expected to do, what they share or not share with ILEAP and how they are selected.*
- What is ILEAP's communication strategy? They need to clearly improve their communications to improve their reach and impact. With today's communication technologies they could do much better than they are doing. There is no excuse for not having even an electronic mailing list.
- In terms of how ILEAP contributes, they could help to establish better linkages between the regions and Geneva including liaisons with the private sectors in the regions. There is a disconnect between the results and findings in the regions and what is advocated in Geneva and this gap needs filling. In this context, there could be

more partnerships between ILEAP and CRNM, the CARICOM Secretariat, other regional organisations and country missions. ILEAP could also consider non-traditional areas where other organisations may miss out, those non-sexy areas like rules, subsidies, technical standards, intellectual property and others.

- ILEAP's support will clearly still be needed. *"There is no such thing as too much in terms of support for negotiations"*. There is scope to enhance and complement Geneva-based assistance. Work is needed on issues such as cost and benefits and impact of various agreements. Other areas that will be important include dispute settlement and legal assistance in the implementation of the outcomes of the Doha Round.
- To be able to fully assist Caribbean countries, on-the-ground presence is crucial. There might be need for a Geneva presence in some form. Toronto can focus on international and overall coordination. In terms of presence in the regions and even in Geneva, it might also be that presence is not necessary if there is better use of communication technologies and networks in the regions and in Geneva.
- Distance from Geneva cuts both ways. It could mean more objective research or it could also mean research divorced from realities of negotiations.

Overall, the participants believed that ILEAP has a role in the future and could help Caribbean countries in a range of areas, but its presence needed to be better felt, its advocacy ramped-up and its communication strategy needs polishing.

The evaluation study background documents and focus group discussions had helped the Caribbean negotiators get a better sense of what ILEAP is all about but they need also to understand more about its philosophy and overall orientation. ILEAP seemed to be funded by trustworthy donors.

ANNEX 4 RESULTS OF MAIN EVALUATION SURVEY

RELEVANCE OF ILEAP'S WORK

Activity Cluster	Mean		Very relevant	Relevant	Somewhat Relevant	Irrelevant		Can't Assess
Background papers on WTO and ACP/EU negotiations & issues	3.3		46%	33%	21%	0%		11%
Advisory support on WTO and ACP/EU negotiations & issues	3.2		41%	36%	23%	0%		19%
Background papers on Aid For Trade	3.6		64%	32%	5%	0%		19%
Advisory support on Aid For Trade	3.5		53%	47%	0%	0%		30%
Consensus-building and networking meetings on WTO and ACP/EU negotiations & issues	3.0		24%	57%	19%	0%		22%
Consensus-building and networking meetings on Aid For Trade	3.5		59%	35%	6%	0%		37%
Training workshops and mentoring	2.9		22%	50%	22%	6%		33%
ILEAP fellowships & mentoring	3.3		50%	25%	25%	0%		56%
ILEAP website	2.7		14%	50%	29%	7%		48%

QUALITY OF ILEAP'S WORK

Activity Cluster	Mean		Very Satisfied	Satisfied	Unsatisfied	Very Unsatisfied		Can't Assess
Background papers on WTO and ACP/EU negotiations & issues	3.3		30%	70%	0%	0%		15%
Advisory support on WTO and ACP/EU negotiations & issues	3.3		25%	75%	0%	0%		26%
Background papers on Aid For Trade	3.6		62%	38%	0%	0%		22%
Advisory support on Aid For Trade	3.6		56%	44%	0%	0%		41%
Consensus-building and networking meetings on WTO and ACP/EU negotiations & issues	3.1		11%	83%	6%	0%		33%
Consensus-building and networking meetings on Aid For Trade	3.3		33%	60%	7%	0%		44%
Training workshops and mentoring	3.2		36%	50%	14%	0%		48%
ILEAP fellowships & mentoring	3.7		67%	33%	0%	0%		78%
ILEAP website	2.9		13%	75%	6%	6%		41%

RESULTS OF ILEAP WORK

Objective	Mean		Substantial Results	Some Results	Few Results	No Results		Can't Assess
More effective negotiating positions and performance	3.2		24%	71%	6%	0%		37%
Stronger understanding by resource-constrained countries of the issues and strategies involved in negotiations	3.4		38%	62%	0%	0%		22%
Greater capacity for effective negotiations by institutions?	3.0		7%	86%	7%	0%		48%
Increased numbers of well-qualified negotiators?	3.1		25%	58%	17%	0%		56%
Wider sharing of knowledge and experience, and consensus-building, among resource-constrained countries	3.1		21%	68%	11%	0%		30%
Stronger base of trade policy research expertise in resource-constrained countries	2.7		20%	47%	13%	20%		44%

LEVEL'S OF RESULTS OF ILEAP'S WORK

Level of Results	Mean		Substantial Results	Some Results	Few Results	No Results		Can't Assess
For all developing countries in WTO	2.3		0%	33%	58%	8%		56%
For all developing countries in ACP	2.9		13%	69%	19%	0%		41%
For resource-constrained countries in WTO	2.9		20%	47%	33%	0%		44%
For resource-constrained countries in ACP	3.0		22%	56%	22%	0%		33%
Regional level								
Africa	3.3		33%	67%	0%	0%		22%
The Caribbean	2.1		0%	30%	50%	20%		63%
For particular Sub-regions								
West Africa	3.4		41%	59%	0%	0%		37%
East Africa	3.3		25%	75%	0%	0%		26%
Central Africa	3.4		36%	64%	0%	0%		48%
Eastern Caribbean	2.6		14%	43%	29%	14%		74%
For individual negotiators	3.3		33%	67%	0%	0%		44%
For individual decision-makers	2.9		7%	79%	7%	7%		48%
For researchers	3.0		31%	46%	15%	8%		52%

GOVERNANCE, RESOURCES AND MANAGEMENT

Rating of ILEAP's capacity	Mean		Strong	Sufficient	Insufficient	Weak		Can't Assess
Capacity for quick response	3.4		50%	35%	15%	0%		26%
Strategic grasp of emerging priorities	3.4		48%	48%	5%	0%		22%
Depth and availability of internal ILEAP expertise								
Negotiations	2.8		28%	39%	22%	11%		33%
Economic issues	2.7		22%	39%	28%	11%		33%
Legal Issues	2.5		7%	53%	27%	13%		44%
Access to external expertise/knowledge								
Negotiations	3.4		48%	48%	5%	0%		22%
Economic issues	3.4		45%	50%	5%	0%		26%
Legal Issues	3.2		35%	50%	15%	0%		26%
Organizational capacity	3.1		19%	76%	5%	0%		22%
Capacity for effective partnerships	3.0		23%	64%	9%	5%		19%
Networks of client and other contacts								
In Africa	3.5		48%	52%	0%	0%		22%
In the Caribbean	3.2		27%	64%	9%	0%		59%
Among economic trade specialists	3.5		50%	50%	0%	0%		33%
Among legal trade specialists	3.3		40%	53%	7%	0%		44%
Among negotiators	3.2		35%	53%	6%	6%		37%
Among decision-makers	2.9		27%	47%	20%	7%		44%
Accessibility to clients and partners	3.3		39%	50%	11%	0%		33%
Adequacy of financial resources	2.5		9%	36%	45%	9%		59%
Efficient use of resources	3.2		20%	80%	0%	0%		63%
Reputation for objectivity	3.3		32%	68%	0%	0%		30%
Reputation for confidentiality	3.6		60%	40%	0%	0%		63%
Good internal governance	2.9		10%	80%	0%	10%		63%
Capacity to communicate usable knowledge/information	2.9		14%	62%	24%	0%		22%
Sound management	2.8		13%	63%	13%	13%		70%

PROBABLE FUTURE NEEDS

Area of Need	Mean		Growing Need	Constant Need	Declining Need	Little or No Need		Can't Assess
Background papers and advisory support on WTO negotiations & issues	3.0		25%	46%	29%	0%		11%
Background papers and advisory support on EU-ACP negotiations & issues	3.3		50%	25%	25%	0%		11%
Background papers and advisory support on Aid For Trade	3.3		52%	28%	16%	4%		7%
Organization of consensus-building and networking meetings on WTO negotiations	3.0		32%	36%	32%	0%		7%
Organization of consensus-building and networking meetings on EU-ACP negotiations	3.3		58%	17%	17%	8%		11%
Organization of consensus-building and networking meetings on Aid For Trade	3.4		60%	20%	20%	0%		7%
Skills enhancement of Southern trade experts through training workshop and mentoring	3.6		63%	38%	0%	0%		11%
ILEAP fellowships & mentoring	3.6		56%	44%	0%	0%		33%
Knowledge-building through publication and dissemination of issue papers & advisory briefs?	3.4		42%	54%	4%	0%		11%
Other areas of support or specific issues/topics								
Implementation of trade agreements?	3.7		72%	28%	0%	0%		7%
Background papers, advisory support and skills enhancement on trade law issues?	3.6		61%	39%	0%	0%		15%
Additional knowledge-building through guides and toolkits on trade policy capacity building?	3.2		46%	42%	0%	13%		11%

SUSTAINABILITY

Risk Factor	Mean		Very Important	Important	Not Very Important	Unimportant		Can't Assess
A more focused, strategic program?	3.1		50%	21%	17%	13%		11%
Additional senior professional staff ?	3.5		64%	23%	14%	0%		19%
Senior legal expertise on staff?	3.6		70%	20%	10%	0%		26%
Operations closer to client countries?	3.1		48%	26%	17%	9%		15%
Operations closer to negotiating centers (Geneva, Brussels)?	2.7		25%	29%	33%	13%		11%
Expanded funding?	3.6		63%	32%	5%	0%		30%
Secure funding?	3.8		75%	25%	0%	0%		26%
Stronger communications/ dissemination capacity?	3.3		52%	35%	9%	4%		15%
A shift of HQ to a client region?	3.0		40%	30%	20%	10%		26%
A shift of HQ to Geneva or elsewhere?	2.4		19%	24%	38%	19%		22%
Expanded ability or willingness to work in partnerships?	3.0		36%	45%	5%	14%		19%

ANNEX 5 SAMPLE OF ILEAP ACTIVITIES EXAMINED

Introduction

For a small organization, ILEAP's work to date has comprised a wide range of different types of activities and engagements, many of them intended to reinforce each other. While broadly surveying the full scope of this work, the evaluation team selected a manageable sample of some fourteen activities/engagements for somewhat more intensive examination, as listed below. This sample was selected on a randomized basis within blocs of different types, years, levels and locations of ILEAP work.

Sample of ILEAP activities examined

The following activities comprised the sample which was selected and examined in more detail by the evaluation:

- i. Advisory Support: Kenya National WTO Committee, 2004
- ii. Enhancing Negotiation Skills: Caribbean, 2004
- iii. African Strategies for Negotiation Nairobi, 2004
- iv. National GATS Workshop, Abuja Nigeria, September 2005
- v. Regional Advisors: UEMOA & ECOWAS, 2006
- vi. African Experts: Aid for Trade Douala, February 2006
- vii. Services and Trade Facilitation CEMAC Douala, April 2006
- viii. Mainstreaming Development, Arusha, Sept. 2006
- ix. Three ILEAP Fellowships
- x. Three ILEAP Publications

This sample was then used to review in somewhat greater depth the various types of information available and required to assess ILEAP's overall systems and processes, and shed more specific light on the relevance, effectiveness, results, management and sustainability of its programs – always bearing in mind the intended linkages and mutual reinforcements among different activities.

For the sample of ILEAP meetings and workshop, the information specifically sought by the evaluation team included early messages about the conception, design, co-sponsorship and partnering arrangements, where applicable; contracts and invitations; agenda; lists of participants; budgets, planned and actual. The evaluation team also sought to review

summaries or compilations of participants' evaluations after the meetings and to conduct interviews with some key actors involved

For the sample of ILEAP's advisory and training activities (Regional advisors for UEMOA & ECOWAS; Enhancing negotiation skills in the Caribbean; and Advisory Support to the Kenya WTO Committee), the evaluation team sought specific information such as early messages and MOUs about the conception, design, co-sponsorship and partnering arrangements, as applicable; TORs and contracts for advisors involved; names, titles and coordinates of the key client contacts; budgets, planned and actual; and activity reports and evaluations that may have been provided by the clients and/or advisors. The evaluation team also sought interviews with some key actors involved in these activities.

For the sample of ILEAP Fellowships, the information specifically sought by the evaluation team included MOUs, contracts, and TORs for the assignments; co-ordinates of present and past fellows; activity reports; and evaluations that may have been provided by the Fellows and/or advisors, supervisors or mentors. The evaluation team also sought interviews with a number of Fellows and supervisors.

On our sample of ILEAP publications, in addition to soliciting peer and user comments, to the extent that the records supported it, we examined the content, coverage, authorship, consultation and peer review arrangements, costs, and any available information on demand, readership and circulation for: (i) *"An African Perspective on Aid for Trade"*, (ii) *"Aid for Trade Facility: Lessons from The Tanzanian Experience on Trade Related Assistance"*, and (iii) *"Negotiating Economic Partnership Agreements Between African Sub-Regions and the European Union"*.

ANNEX 6 CURRENT PARTNERS LISTED BY ILEAP

Teaching and research institutions with programs in areas related to ILEAP's work

- African Economic Research Consortium (Kenya)
- University of Toronto (Canada)
- University of the West Indies' Institute of international Relations (Trinidad and Tobago)
- American University's Washington College of Law (USA)
- Gestion et Politique Economiques (GPE, University of Yaoundé II, Cameroon)
- South African Institute of International Affairs (South Africa)
- European Centre for Development Policy Management (ECDPM, The Netherlands/Belgium)
- Overseas Development Institute (UK)
- Trade Law Center for Southern Africa (South Africa)
- Laboratoire d'Economie Appliquee (LEA) in Libreville (Gabon)
- Centre for Policy Analysis (CEPA) in Accra (Ghana)
- Kenya Institute of Policy Research and Analysis (KIPPRA, Kenya)

International networks and institutions that share the same goal of enhancing developing countries' participation in international negotiations:

- The World Bank
- European Centre for Development Policy Management (ECDPM)
- International Centre for Sustainable Development (ICTSD)
- United Nations Conference on Trade and Development (UNCTAD)

Regional negotiating groups and other supporting organizations:

- African, Caribbean & Pacific (ACP) Secretariat (Brussels)
- African Union (AU)
- United Nations Economic Commission for Africa (UNECA)
- Association of Caribbean States
- Caribbean Regional Negotiating Machinery (CRNM)

- Caribbean Community Secretariat
- Communauté Économique et Monétaire de l'Afrique Centrale (CEMAC)
- Common Market for Southern and Eastern Africa (COMESA)
- East African Community (EAC)
- Economic Community of West African States (ECOWAS)
- South African Development Community (SADC)

ANNEX 7 COMMENTS FROM INTERVIEWEES

(Note: Some comments were translated from French)

Relevance of ILEAP's work

- "ILEAP has done some very relevant work. But there is an outstanding question, does it really complement or does it duplicate what others are doing? ILEAP links Southern and Northern academics in a capacity building function – but this is more about the process of their work rather than the substantive policy work."
- "ILEAP is very valuable because of its independence – others either have an axe to grind or are players (e.g. US or EU)."
- "I do not like the ILEAP website. It is not well presented, not dynamic and generally "could have been done very differently".
- "I like the ILEAP website and found it interesting to read."
- "ILEAP commands a strong niche on aid for trade due to a combination of good quality work, persistent output and first-mover advantage in the area. However it's over dependence on the Overseas Development Institute (ODI) for most of its output on this area. It thus needs to phase out its dependence on ODI, develop its own internal capacity and forge new partnership and alliances with other organizations and individual experts including from developing countries, as the intended beneficiaries of the aid for trade initiative."
- "The relevance of ILEAP's activities could be enhanced in non-traditional issues such as intellectual property, SPS or anti-subsidies. ILEAP seems to produce pertinent and timely information. Sometimes it even seems ahead of the game. Good focus on ACP countries."

Quality of ILEAP's work

- "Compared with what else is available and out there, ILEAP work is of a pretty high standard. ILEAP is able to do this by drawing on inputs from a broad range of stakeholders. ILEAP's work comes across as very objective and avoids the potential pitfalls of donor bias."
- "The ILEAP papers I have read were balanced, clearly argued and not ideology-driven and of good quality of analysis and writing. At ILEAP meetings I attended, some of the delegates appeared only superficially engaged, just re-stating official positions and rhetoric."
- "On Aid for Trade, they have been very effective. Firstly in explaining what it is all about; second in terms of working with policymakers to figure out what they need to do to respond. But ILEAP needs more professional depth in-house. We have had some very good feedback on ILEAP's A4T meetings, but then you need to be able to follow up. ILEAP

is not really present in the follow up – they don't have the bodies or resources to do this at national level."

- "ILEAP does a lot of good quality work. ILEAP has thorough systems of sending its draft papers round to experts working on the subject areas in the network for comment and sometimes peer review. The Caribbean should be better taken into account as well as some non-traditional subjects where assistance might be required. "
- "In the seminars in which I was involved, ILEAP was up with the best of the World Bank and WTO."
- "The country work in Kenya was well done."
- "ILEAP is one of the few organizations I know in the field that is there on the ground in Central and West Africa."
- "ILEAP represents well the interests of African countries and especially those of francophone African countries, although French language documentation seems to be less than in English."
- "ILEAP should reinforce the services given to the group of countries where they have been working, instead of pursuing the goal of expanding to other countries".

Results of ILEAP Work

- "Some publications have been useful for trade policy negotiations."
- "During the workshop, software and data were made available for the participants. Access to the data was further provided by follow up e-mail, that I found very interesting. All the materials presented were useful. Overall the logistical planning and conduct of the meeting was very good. The substantive debate and the participation was also very interesting."
- "ILEAP's Fellowship scheme has good potential but could deliver stronger results if it was more actively managed and better structured focus on building capacity of fellows as researchers."
- "The African Union and African regional organizations have been some of the most important targets for support. Getting ACP countries, particularly in Africa, to talk to each other was a significant need that others had not met."
- "ILEAP is an effective NGO which helps WTO negotiators".
- "Through ILEAP assistance the EAC partner states have been able to harmonise their positions on issues under negotiations in the WTO."
- "ILEAP is not the only or major source of training, advice and information, but it does a useful job and its work is of good quality."

- “Capacity of developing countries has increased but difficult to attribute ILEAP’s contribution – may be easier to identify the contribution for ILEAP’s work on the Aid for Trade agenda.”
- “There are several players on the ground, so whilst there have certainly been results, it is very hard to attribute these just to ILEAP and even to pick out what has been ILEAP’s discrete contribution.”
- “ILEAP played a crucial role in mobilizing African countries to participate more effectively in the Aid for Trade agenda, and in shaping the recommendations of the WTO Aid for Trade Task Force as a follow up to the WTO Ministerial Meeting in Hong Kong in 2005. At the same time, there are also some smaller, but discernable results from ILEAP’s work on the EU-ACP EPA negotiations.”
- “In the African region, it has been evident that ILEAP has been able to influence discussions that eventually lead to recommendations presented to African ministers through the AU and the UN Economic Commission for Africa (eg through Senior Officials meetings). ILEAP staff and consultants have often participated actively in these processes. The proposals and suggestions made by ILEAP staff and consultants have been sensible and have not met opposition.”
- “It is problematic to talk of “ILEAP’s impact” as such because ILEAP is a very small organization and it basically uses associates and consultants rather than having direct organizational links with negotiators and researchers.”

Levels of results where impacts of ILEAP’s work are most significant

- “ILEAP seems to be doing more South-South consensus building than North-South interaction. Very much economic focus but less on legal side. ILEAP does seem able to respond more quickly than others when they receive a request from countries – but for the WTO agenda, ILEAP does not have the same internal professional strength and proximity of Geneva-based NGOs.”
- “I think ILEAP is good at giving attention to the process at regional and international levels, but less good at giving attention in its activities to the processes in-country (i.e. at national level).”

ILEAP’s performance under its operating guidelines

- “I have reservations about ILEAP’s performance against the criteria of multidisciplinary approach because of little evidence of integration of legal perspectives into ILEAP’s activities and products.”

”Process Approach” and synergies in ILEAP’s activities

- “Linkages [between different ILEAP activities] are strong because ILEAP has kept closely to some quite specific topics and everything has fed into the work in those particular areas.

This is an inevitable result of working in this manner and with a limited number of countries.”

Governance, resources and management

- “On organizational capacity, this is strengthened by working with others on logistics. Workshops are tightly managed financially – ILEAP doesn’t pay extra, unnecessary costs. ILEAP needs to be stronger in communicating work from some of the workshops they have done.”
- “The representativeness of the Board is very good – in terms of both geography and disciplines”.
- “They have had to ask us twice for early grant payments. The second time we declined as it depended on reporting. They do not seem to have enough funding from others.” (Donor 1)
- “We would like to know more beforehand about activities that will be undertaken, and see a focus on concrete results.” (Donor 2)
- “I have never gone on the website until this evaluation came up.” (Several)
- “I am a research-oriented person. The website is not pulling me there”.
- “The workshops I attended could have been better organized and more effective with better preparation – e.g. if papers had been sent in advance.”
- “ILEAP’s capacity on communications and disseminations is an area to be improved, if increased resources are available to ILEAP. “
- “ILEAP’s capacity for communications and dissemination of knowledge is very patchy – very good at times and then nothing at all for long periods.”
- “I am satisfied with the professional knowledge, ability to grasp emerging issues and accessibility of Dominique but I have concerns and questions regarding the very limited and narrow capacity of ILEAP as a whole organization in terms of depth of professional knowledge, grasp of emerging issues, capacity for quick response and accessibility for clients and partners. “

Probable future needs for support from ILEAP beneficiaries

- “ILEAP does have a strong network and convening power in West and Central Africa. This is one of their principal strengths and is valuable as these sub-regions are very under-served for trade related technical assistance.”
- “ILEAP is a good vehicle for supporting independent, objective work on trade policy capacity building, as it draws on a much broader base of stakeholders than other Northern institutions. For advisory work and background papers, future issue areas will evolve and change over time (e.g. on the rise of China, regionalism and bilateralism, services trade,

need to modernize regulatory frameworks related to investment, competition and intellectual property environments in Africa to cope with rapidly expanding trade and investment flows from emerging powers like China.”

- “Lulls in WTO negotiations should be taken advantage of to build institutional capacity in weaker countries, including building up the capacity of Southern academic networks and universities to train and educate national stakeholders (eg as TRALAC does).”
- “This is the ideal time to do the background work so as to be ready for when the [WTO] negotiations come back on line again (which they surely will). Also, such exercises help to build the technical capacity of negotiators and policymakers in very practical, work-oriented ways.”
- “ILEAP’s focus in the future should be on identifying national priorities for how to benefit from trade agreements.”
- “If we could quickly call on ILEAP for additional legal expertise it would be very important for negotiations and for follow-up.”
- “We would expect the focus of our concern to shift more to in-country work and operationalization of trade diagnostics through budget support and projects, with emphasis on export development.”
- “Monitoring and transparency of trade agreements could also be a niche area for ILEAP – work which helps to hold international organizations and countries to account for what they have and have not done (e.g. on A4T). This could be a focus for new legal work in ILEAP (i.e. enforcement).”
- “On Aid for Trade, most of the heavy lifting work has now been done.”
- “The most important area for trade policy related assistance to African countries in the future is implementation [of trade agreements] and how to benefit from them. This is the area where ILEAP should focus its future activities and contributions. Implementation also included assistance for African countries in monitoring the impacts of trade agreements. A related area of implementation is “operationalising” the proposals and commitments being made by industrialized countries on Aid for Trade for African countries (e.g. calculating assistance needed to meet trade adjustment costs).”
- “There is likely to be a constant need for technical assistance for trade legal reforms for African countries. But to meet this need, ILEAP could go into closer partnership with the Geneva-based Advisory Centre on WTO Law (ACWL) and the Trade Law Advisory Centre in Southern Africa (TRALAC).”
- “There has been a recent surge in interest from African countries in the area of how to make regional trade integration compatible with multilateral liberalization and WTO agreements. This is a new area for ILEAP where they could offer some support in the future.”
- “Consensus building workshops should also focus on helping national participants

prepare their national positions in trade negotiations. Over medium term, ILEAP will need to find one or two other areas of concentration as EPA negotiations and Aid for Trade move into implementation - but not for next 1-2 years.”

- “Growing needs will likely be felt in issues related to the implementation of EPAs agreements.”

Sustainability

- “ILEAP’s reach could be much greater if they had a bigger staff and had more resources – presently just a drop in the ocean compared to the impact they could have. Need to avoid being known as a one person organization – ICTSD and FIELD suffered from this for a long time. Need to make sure they build the institution.”
- “What is insufficient is in-house, senior professional expertise on substance.”
- “A visionary was needed to start this organization, but it needs more than him. We need assurance of a sustainable way of working in future.” (Donor 3)
- “ILEAP is just too small, Dominique has to do everything himself.”
- “ILEAP has to figure out its core products.”
- “ILEAP is now very focused - maybe too focused - on Aid for Trade. It needs more than one strong area.”
- “At this point it has built up a good brand, network and visibility that should not be wasted. It will need to continue relying on outside experts, but still needs more internal capacity to intermediate, coordinate and follow-through. It should have 2 or 3 people capable of constructing, leading and delivering on more sustained projects built on the needs it uncovers.”
- “We urged ILEAP to learn from the Cotton Initiative in terms of building support and achieving impact. ILEAP has not been able to do this.” (Donor 4)
- “We would prefer to give longer-term core support, but we need more clear and concise reporting than what we now get, with analysis of what has worked, what hasn’t, and why.” (Donor 3)
- “ILEAP should promote synergy between WTO African delegates and Brussels ACP delegations.”
- “ILEAP should be more focused on country level not just WTO negotiations. Not just EU-ACP but also US-Africa FTAs and regional integration. Need more work on explaining how trade agreements meet national priorities – this is really where the demand is. “
- “A lot more could be done by ILEAP to improve its communications, dissemination and knowledge management/institutional memory.”

- “ILEAP could do more to develop and collaborate through more strategic, long-term and intensive partnerships with other actors.”
- “Increasing professional staff at ILEAP is of low importance because the business model of ILEAP [drawing on a large external network of associate experts] seems to be working well.”
- “There is a very important need to bring legal expertise onto the ILEAP staff. This would be an important area of value added compared to others.”
- “It is ridiculous that Dominique works out of Canada”.
- “ILEAP should consider having its presence in Africa.”
- “The location in Toronto is an important issue, but not a major obstacle. It can work.”
- “It could be important for optics to have the HQ in a client region – it would have to be in Africa, but then which sub-region?”
- “I am convinced of the need for a shift of ILEAP operations and HQ to Africa”.

ANNEX 8 MATRIX OF ILEAP ACTIVITIES 2002-2007

I. WORKSHOPS AND MEETINGS AS OF SPRING 2007 (Source: ILEAP staff)

Date	Activity	Location	Beneficiaries	No	Notes
30-31 Mar 2007	Atelier de renforcement des capacités sur la Facilitation des Echanges	Yaoundé, Cameroon	National trade policy-makers	17	See annual report 07 for participant breakdown
28-29 Mar 2007	Regional Workshop on "Aid for Trade - Towards Regional Implementation"	Nairobi, Kenya	African trade Policy-makers and private sector	59	See annual report 07 for participant breakdown
26-27 Mar 2007	National Workshop on Trade in Services	Nairobi, Kenya	National trade policy-makers	31	See annual report 07 for participant breakdown
13-16 Nov 2006	Réunion de Concertation des Experts et des Ministres Chargés du Commerce des Etats membres de l'UEMOA	Dakar, Sénégal	West African trade policy-makers	40	See annual report 07 for participant breakdown
30-31 Oct 2006	Third ACP Chief Negotiators Meeting	Berlin	ACP secretariat and government officials		ILEAP co-sponsored the meeting with the ACP PMU
28-29 Sep 2006	Mainstreaming Trade in Development	Arusha Tanzania	African and Caribbean trade policy-makers and academics	53	See annual report 07 for participant breakdown
30 Aug-1 Sep 06	«Politiques et le Commerce Agricole en Afrique de l'Ouest et du Centre »	Saly Portudal, Sénégal		59	See annual report 07 for participant breakdown
21-24 Aug 2006	Regional Workshop for East African countries	Arusha, Tanzania	East African trade policy-makers		At the request of the Ministry of Trade of Kenya (Chair of the East African Community Ministers of Trade). ILEAP sponsored the attendance of twenty participants. at the meeting organized by UNDP. Objective was to take stock of the state-of-play of WTO negotiations and discuss preparations for the joint WTO Trade Policy Review for the Partner States of the EAC

Date	Activity	Location	Beneficiaries	No	Notes
2-4 Aug 2006	Legal Drafting Workshop for ACP governments and institutions on 2-4 August in Nairobi, Kenya.	Nairobi	ACP government officials	21	ILEAP was responsible for providing technical and financial assistance for the workshop organized by the AU. ILEAP hired five consultants from the Central and Western African regions. The workshop aimed to improve the drafting capacity of negotiators from ACP countries for the EPAs currently being negotiated with the European Union.
19-22 Jun 2006	Forum sur la Promotion des Investissements dans le Contexte de l'integration regionale en Afrique Centrale	Brazzaville, Congo	Central African trade policy-makers		ILEAP partnered for this workshop with Central African Bureau of the UN Economic Commission for Africa and the Agence Internationale de la Francophonie
15-16 Jun 2006	Caribbean RNM meeting of the Caribbean Trade Working Group on development issues in EPA negotiations	Barbados, West Indies			ILEAP provided financial support to bring delegates to the meeting.
22-23 May 2006	Second ACP Chief Negotiators Meeting - Held with a view to arriving at a plan for EPA implementation and adjustment.	Helsinki, Finland	ACP secretariat and government officials		ILEAP provided financial support to bring delegates to the meeting organized by the ACP PMU.
Apr-06	Trade in Services and Trade Facilitation in the CEMAC region	Douala, Cameroon	Central African trade policy-makers		
Feb-06	Consultation with African experts on Aid for Trade	Douala	Pan-African trade policy-makers and those involved in coordinating trade-related assistance	12	
16-Dec-05	Post-Hong Kong Research and Analytical Priorities for Low-income Countries	Hong Kong	African and Caribbean trade policy-makers, civil society	60	Organized as part of the Hong Kong Trade and Development Symposium, convened by ICTSD and Hong Kong University.
14-Dec-05	Aid for Trade - Building Productive Capacities	Hong Kong	African and Caribbean trade policy-makers, civil society	70	Organized as part of the Hong Kong Trade and Development Symposium, convened by ICTSD and Hong Kong University.

Date	Activity	Location	Beneficiaries	No	Notes
23-25 Nov	National GATS Workshop	Conakry, Guinea	National trade policy-makers		See note below under Congo-Brazzaville services. Negotiators/experts of neighbouring countries - namely Senegal - were used as resource persons for Guinea.
12-13 Mar 2006	Workshop for East African countries to review the experiences and lessons from Hong Kong	Zanzibar, Tanzania	East African trade policy-makers		The Zanzibar consultations further covered the nexus between WTO and Economic Partnership Agreement (EPA) negotiations and the related challenges arising from these. ILEAP partnered for this workshop with the South Institute for Trade and development (SITRADE) Foundation and the Trade and Integration Studies Programme (TRISP) of the University of Dar es Salaam
1-2 Nov 2005	Central Africa pre-Hong Kong Regional Workshop	Yaoundé, Cameroun	Central African trade policy-makers	106	See annual report o6 for participant breakdown
28-29 Oct 2005	East Africa pre-Hong Kong Regional Workshop	Arusha, Tanzania	East African trade policy-makers	60	See annual report o6 for participant breakdown
16-17 Oct 2005	West Africa pre-Hong Kong Regional Workshop	Cotonou, Benin	West African trade policy-makers	67	See annual report o6 for participant breakdown
4-5 Oct 2005	Meeting of ACP Principal Negotiators	London, UK	African and Caribbean trade policy-makers		This meeting was co-organized by the ACP PMU particularly useful in helping establish synergies between the various EPA regions
3-5 Oct 2005	Regional Strategy Seminar on Trade - Finance Linkages: Latin America and the Caribbean.	Lima, Peru	Caribbean trade policy-makers and academics		Undertaken together with the Centre of Concern (Washington) to maintain linkages with relevant institutions in the Western hemisphere around trade and finance issues and ensure reflection of Caribbean and African interests in this area. ILEAP sponsored the representation of two Caribbean participants.
7-9 Sep 2005	National GATS Workshop	Abuja, Nigeria	National trade policy-makers	76	Undertaken jointly with the Nigeria Federal Ministry of Commerce, Trade Policy Research And Training Programme (TPRTP), and UNCTAD. See note below under Congo-Brazzaville services
Sep-05	National GATS Workshop	Nairobi, Kenya	National trade policy-makers		See note below under Congo-Brazzaville services. Co-funded with the International Trade Centre (ITC) in the case of Conakry and Congo-Brazzaville.

Date	Activity	Location	Beneficiaries	No	Notes
25-26 Augt 2005	National GATS Workshops – Congo-Brazzaville, Guinea	Congo-Brazzaville	National trade policy-makers		In the course of consultations with African trade officials and negotiators after July 2004, a call for comprehensive assistance programmes in trade in services was made. Several governments also indicated their desire to explore requests and offers that could be tabled. Negotiators/experts of neighbouring countries - namely Gabon - were used as resource persons for the Congo workshop.
5-9 Jun 2005	3rd Ordinary Session of the AU Conference of Ministers of Trade.	Cairo, Egypt	African trade policy-makers		ILEAP provided a background paper and analytical summary on trade facilitation in English and French.
31-May-05	National Workshop on National Priorities in Trade Facilitation	Nairobi, Kenya	National trade policy-makers		The meeting reviewed an audit on the implementation of trade facilitation measures in Kenya commissioned by ILEAP.
30 May - 3 Jun 2005	UEMOA Ministers of Commerce, preceded by an Expert Group meeting. ILEAP's UEMOA regional paper was presented at this meeting.	Ouagadougou, Burkina Faso	UEMOA trade policy-makers		The purpose of the meeting was to discuss the state of play in the WTO services negotiations and to formulate a common negotiation position for the UEMOA member states on cotton, agriculture, NAMA, and services. These meetings helped the member states prepare for the AU Ministerial meeting in Cairo (June 5-9) and the WTO Ministerial meeting in Hong Kong (December 13-18, 2005). Co-organized with UEMOA Commission. ILEAP also sponsored the participation of two of its advisors.
9-12 May 2005	Réunion ad hoc du groupe d'experts sur les Négociations Bilatérales et Multilatérales du Commerce en Afrique Centrale	Yaoundé, Cameroun	Central African trade policy-makers		The meeting reviewed the stakes, challenges and opportunities for the CEMAC region and made recommendations for the member countries' effective participation with respect to trade in services negotiations. Co-organized with Programme de Gestion des Politiques Economiques (GPE) of the University of Yaoundé II
9-12 Mar 2005	African Strategies for Bilateral and Multilateral Trade in Services Negotiations	Accra, Ghana	African services trade policy-makers	70	Ghana, Côte d'Ivoire, Nigeria, Senegal, Guinea, Cameroon, Gabon, Benin, Congo, Canada, the Netherlands, Switzerland, France, and the US. Co-organized with the Center for Policy Analysis (CEPA)
2-3 Dec 2004	Ad hoc meeting of the Expert Group on Issues of Trade and the WTO in Central Africa	Pointe Noire, Congo	Central African trade policy-makers	77	Angola, Cameroon, Congo, Gabon, Equatorial Guinea, Central African Republic, the Democratic Republic of Congo, Chad, CEMAC, and ECCAS

Date	Activity	Location	Beneficiaries	No	Notes
25-26 Nov 2004	High-Level Brainstorming Meeting for African Trade Negotiators Co-organized with UNECA, ADB, UNDP, and the AU	Tunis, Tunisia	African trade policy-makers	152	Participants at the represented Lesotho, Rwanda, Democratic Republic of Congo, Gambia, Djibouti, Nigeria, Seychelles, Zambia, Ghana, Botswana, Cameroon, Egypt, Cote D'Ivoire, Congo-Brazzaville, Libya, Gabon, Senegal, Tunisia, Madagascar, Central African Republic, Zimbabwe, Burkina Faso, Morocco, Algeria, Togo, Guinea, Chad, Benin, Ethiopia, Kenya, Mozambique, South Africa, Tanzania, Mali, Mauritius, Mauritania, Namibia, and Uganda and Canada, the Netherlands, the United Kingdom, Sweden, France, Belgium, and the United States.
22-23 Nov 2004	Ad hoc Expert Group Meeting on International Market Access	Tunis, Tunisia	African trade policy-makers	121	
10-12 Nov 2004	Post-July 2004 African Strategies for Bilateral and Multilateral Trade Negotiations. ILEAP brought a number of experts to the workshop, including current negotiators in the capitals and in Geneva, WTO, World Bank, and the AU, to make presentations.	Nairobi, Kenya	African trade policy-makers	66	Participating countries: Ethiopia, Kenya, Mozambique, South Africa, Tanzania, Uganda, Canada, the Netherlands, the UK, and the US. The workshop was overseen by a steering committee comprised of : 1) Mr. Elijah Manyara, Chair (Kenya); 2) Mr. P. Elimu Elyetu (Uganda); 3) Mr. Modest Mero (Tanzania); 4) Dr. Flora Musonda (Tanzania); 5) Dr. Francis Mangeni (Uganda); 6) Dr. Hezron Nyangito (Kenya); and 7) Dr. Dominique Njinkeu, Secretary (ILEAP, Canada). Co-organized with Kenyan Ministry of Trade and the Kenya Institute for Public Policy Research and Analysis (KIPPRA)
4-5 Nov 2004	The TDCA: Impacts, Lessons and Perspectives for EU - South and Southern Africa Relations. As a co-organizer, ILEAP sponsored the attendance of multiple participants.	Johannesburg, South Africa	Southern African trade policy-makers		ILEAP involvement in this meeting was meant to provide a way of identifying issues that could be undertaken in Southern Africa, in isolation or in partnership with other players. Co-organized with South African Institute of International Affairs. Other co-organizers included the ECDPM and UNDP
23-25 Sep 2004	ECOWAS Regional Negotiating Forum Review of previously commissioned background studies.	Abuja, Nigeria			Co-organized with the Secretariat of ECOWAS ILEAP's assistance to ECOWAS came as part of a workshop organized by the Project Management Unit (PMU) on "Negotiation Skills Training" in Abuja, Nigeria, on 27-29 September 2004. ILEAP was invited to help with the peer review of these studies, to moderate the RNF meeting, and to help identify future activities. ILEAP's contribution was two resource persons.

Date	Activity	Location	Beneficiaries	No	Notes
12-15 Jul 2004	2nd Regional Negotiating Forum (RNF) of Eastern and Southern African Economic Partnership Agreement.	Entebbe, Uganda	ESA trade policy-makers		ILEAP contributed one resource person who made a presentation on "Selected poverty reducing channels in EPA negotiations: Preliminary Lessons from ILEAP research".
24-28 May 2004	African Union Second Ordinary Session of the Ministerial Sub-committee on Trade and Customs (May 24–26, 2004) and the African Union Conference of Ministers of Trade, Customs and Immigration (May 27–28, 2004).	Kigali, Rwanda	African trade policy-makers		These meetings aimed at identifying elements of African positions in the framework phase of the WTO negotiations as well as the regional phase of Economic Partnership Agreements. ILEAP assisted with resource persons and papers on two topics: "Streamlining the Process of Economic Integration in Africa" and "Negotiating Economic Partnership Agreements between African Sub-Regions and the European Union".
Apr-04	ILEAP teleconference discussion with the Africa Group representatives of countries based in Geneva to determine the Group's needs and potential support by ILEAP.		Africa group at WTO		ILEAP is partnering in the support to the Africa Group with the World Bank Institute, which will contribute to this project by providing some funding and advisors for some studies. The Africa Group has requested that ILEAP to assist them in a number of areas in the WTO negotiations that they identified as a priority for the Group. ILEAP will provide support to the Group focusing on their positions in the discussions on framework and modalities in the areas of agricultural products, non-agricultural products and some relevant cross-cutting issues.
Apr-04	Workshop on African Strategies for Bilateral and Multilateral Trade in Services Negotiations.	Washington, D.C.	Researchers working on papers for ILEAP, as well as academics, representatives from the World Bank, USAID, representatives of various NGOs, and LLM and SJD students from the Washington College of Law		ILEAP partnered with the American University, Washington College of Law and the World Bank Institute. The workshop aimed at helping ILEAP researchers more fully to address the objectives and to identify specific questions that should be addressed by sectoral and horizontal papers.

Date	Activity	Location	Beneficiaries	No	Notes
15-20 Mar 2004	African Strategies for Bilateral and Multilateral Trade Negotiations Workshop ILEAP's main partners in this workshop were the Kenya Institute of Public Policy Research and Analysis (KIPPRA), World Bank Institute, International Food Policy Research Institute (IFPRI), the Food and Agriculture Organization (FAO), and UNCTAD	Nairobi, Kenya	African trade policy-makers		A key milestone in ILEAP's work in Africa was its one-week workshop held in March 2004 in Nairobi. The workshop brought together researchers and selected trade negotiators and government advisors from Central, East and West Africa. Focusing on trade negotiations in the WTO and under the Cotonou Agreement, the workshop presented a unique opportunity for ILEAP to meet with trade officials from Sub-Saharan Africa, and to prepare a programme of work for its assistance to African countries in trade negotiations.
08-Dec-03	Workshop on Singapore Issues.		Jamaica and CSME trade policy-makers		As part of the joint project with the Institute of Law and Economics (ILE) The workshop presented the findings of a month-long preliminary analysis of the current proposals on the Singapore issues. The workshop provided an opportunity for discussion and analysis of the findings, including their implications for Jamaica and the CARICOM Single Market & Economy (CSME).
01-Dec-03	Workshop for Nigerian trade officials. ILEAP co-organized this Trade Policy Research and Training Centre (TPRT), University of Ibadan.	Abuja, Nigeria			The workshop brought together Nigerian government officials, civil society and private-sector representatives to discuss key issues for Nigeria in the ongoing multilateral negotiations – including agriculture, non agricultural market access, and Singapore issues – as well as ways forward
28-29 Nov 2003	Post-Cancún Expert Group Meeting for African Trade Negotiators and Officials.	Accra, Ghana	African trade policy-makers		ILEAP co-organized this meeting with The United Nations Economic Commission for Africa in partnership with the African Union and the Government of Ghana, as well as UNCTAD, UNDP, WTO, World Bank . The purpose of the meeting was to: conduct a comprehensive evaluation of the implications of the Cancún WTO meeting for African countries; assist countries in the region to develop and refine their strategies for further negotiations; and identify immediate research needs of African countries in the context of these negotiations.

Date	Activity	Location	Beneficiaries	No	Notes
24-Nov-2003	Workshop: How to Strengthen ACP Capacities for EPA Negotiations?	Brussels, Belgium	Trade negotiators from the ACP group of countries.		At the workshop, ECDPM presented three case studies that they conducted on South Africa, MERCOSUR and the Caribbean region. The main objectives were to exchange practical lessons regarding organization and capacity building for trade negotiations, to identify concrete short- and long-term actions for effective trade negotiations relevant to ACP countries, and to identify effective methods of donor support to capacity building for trade negotiations.
21-Nov 2003	The Price of Life: A Legal Challenge to the Cost of Antiretroviral Therapies in South Africa.	Faculty of Law, University of Toronto	Trade policy community in Canada		The lecture was presented by Jonathan Michael Berger, lawyer with the Law & Treatment Access Unit of the South African AIDS Law Project. An open lecture about a recent South African case against two pharmaceutical companies alleging excessive pricing of antiretroviral medicines.
24-Oct-2003	Symposium: Implications of the Cancun Ministerial Conference for Developing Countries.	University of Toronto Faculty of Law	Trade policy community in Canada		This symposium was intended to introduce and promote ILEAP activities through a discussion on the failure and consequences of the Fifth WTO Ministerial Conference in Cancun. The symposium brought together lawyers, trade professionals, academics, and students.
Aug 2003	Stakeholder workshops in Cameroon, Ghana, Kenya, Nigeria, Senegal, Tanzania and Uganda.	Various	Governments of Cameroon, Ghana, Kenya, Nigeria, Senegal, Tanzania and Uganda		These workshops were part of a project run by the African Economic Research Consortium (AERC). ILEAP provided support to seven country-specific stakeholders' workshops in the preparation of the Fifth WTO Ministerial Conference in Cancun in September 2003.
Jul 2003	Pre-Cancun Conference. ILEAP co-organized with AERC and TPRTF.	Maputo			Included drafting of African positions based on the outcome of workshops at country and regional levels. Workshops brought together relevant stakeholders and country inter-ministerial committees to the WTO. The negotiation positions were also based on the African trade ministerial meeting held in Mauritius, June 2003 and from the African Union Countries' Summit in Maputo, 10 July 2003. The purpose of these meeting was to review the overall trade negotiations process and the current state of African countries in international trade negotiations.
Jun 2003	Pre-Cancun Conference. See above.	Mauritius			

Date	Activity	Location	Beneficiaries	No	Notes
04-May-2002	The ILEAP Launch Conference.	Nairobi, Kenya			Participants of the ILEAP Launch Conference were charged with the responsibility of producing a framework that will address the economic and legal challenges in international trade negotiations faced by developing countries in Africa and the Caribbean. Stakeholders from these two regions were brought together in a workshop to discuss issues including trade, law and development, mechanisms for meeting technical assistance and capacity building needs in trade and trade related law and policy.

II. PUBLICATIONS AS OF SPRING 2007 (Source: ILEAP staff)

Date	Publication	Authors / Partners	Notes
Spring 2007	National GATS studies for Cote d'Ivoire, Togo, and Guinea Bissau.	Cote d' Ivoire (Rose Tiemoko); Togo (Joao B. Vieira); Guinea Bissau (Kodjo Evlo)	These are intended to fill the gap in an existing project by ITC which covers only 5 of the 8 UEMOA countries. Produced under the guidance of a regional advisor for GATS in West Africa, Abdoulaye Ndiaye, reviewed by senior international advisor, Pierre Sauve.
Spring 2007	Aid for Trade: National Study for Rwanda	John Bosco Kanyangoga	
Spring 2007	National GATS for Central African Republic, Congo, Chad, and Gabon.	Central African Republic (Dieudonne Oueffio); Congo (Claude Amona); Chad (Oumar Abderamane); Gabon (Aristide Ebang Essono)	Being undertaken under the guidance of a regional advisor, Valerie Ongolo Zogo, reviewed by senior international advisor, Pierre Sauve.
Jan-07	Evaluation des concessions tarifaires des Etats membres de l'UEMOA auprès de l'UEMOA	Sekou Falil Doumbouya	
Jan-07	"NAMA Negotiations: What is at stake for Africa	Nelson Ndirangu	
Jan-07	Regional Aid for Trade	Dirk Willem te Velde	
Jul-06	Trade Facilitation audit Rwanda	Clare Akamanzi	
May-06	Trade Facilitation audit for Kenya	Centre for Trade Facilitation Kenya (CETFPRO)	
Apr-06	African Perspectives on Aid for Trade		Aimed to provide African and Caribbean scholars, policymakers and negotiators with the information required to develop their positions on AFT. It was one of the first inputs from Africa on Aid for Trade.
2006	Regional Strategy Papers from East, Central and West Africa.	ILEAP advisors on Trade in Agriculture Commodities	
2006	Kenya's Banking Sector Structure and Regulatory Framework: Implications for Additional WTO Commitments	Moses Kiputi.	
2006	"The Regulatory Framework of the Energy Sector in Kenya under the Framework of the WTO Trade in Services Agreement	Makori Bikundo and Henry Otundo	

Date	Publication	Authors / Partners	Notes
2006	"Private Sector Providers of higher Education in Kenya	George C. Njine.	
2006	"Study on Services Sector Regulatory Framework,"	S. C. M. Wafula.	
2006	"Negotiations of Distribution services in the WTO: An analysis of US and EU requests to Kenya	C.H. Oyango	
2006	Understanding the perspectives of Policy and Regulatory Framework or the Tourism Industry in Kenya	Kennedy Manyalla	
2006	Implications of WTO Multilateral Liberalisation of Non-Agricultural Products and European Union's Economic Partnership Agreement for EAC	Eviovs Zgovu and Chris Milner.	
2006	Commitments of Eastern Africa	TRALAC	
2006	GATS- Institutional infrastructure study on Central African countries	Laboratoire d'Analyse Economiques	
2006	Review of GATS commitments - Cote d'Ivoire	Nouhoun Coulibaly	
2006	Etat de la réglementation et négociations sur le commerce des services au République Centre Africaine	Dieudonne Ouefio.	
2006	Etat de la réglementation négociations sur le commerce et des services au Guinée	Joao Bernado Vieira.	
2006	(as above) re Togo	Kodjo Evlo.	
2006	(as above) re Gabon	Aristide Ebang Essono.	
2006	(as above) re Congo	Claude Arsene Amona.	
2006	(as above) au Tchad	Oumar Abderamane.	
Sep-06	Regional Strategy Paper on Trade in Agriculture Commodities for Central Africa	Benjamin Nami and Emmanuel Douya.	

Date	Publication	Authors / Partners	Notes
Sep-06	"Regional Strategy Paper on Trade in Agriculture Commodities for West Africa	Ibrahima Diagne	
Jul-06	A Positive Agenda for Africa in Trade Facilitation Negotiations: Case Study on Rwanda	Claire Akamanzi	
Jun-06	Trade Facilitation Measures in Kenya	CEFTPRO Kenya.	
2006	Trade Facilitation: Funding Priorities in ECOWAS	Ibrahima Diagne	
2006	Services-related Projects in Aid for Trade	Pierre Sauvé	
2006	Practical Aid for Trade in Services in Small Economies: Some Considerations from the Caribbean	Ramesh Chaitoo	
2006	Local Capacity Building: The Experience of AERC	E. Olawale Ogunkola	
2006	Lessons from the Cambodian Experience in Trade Capacity Building	Sok Siphana	
2006	A Central African Perspective on Aid for Trade	Thomas Dakayi Kamga	
2006	Aid for Trade Facility: Lessons for the Tanzanian Experience on Trade Related Assistance	Bede Lyimo and Edward Sungula	
2006	An African Perspective on Aid for Trade	ILEAP	
2005	Aid for Trade: Why and How	Dominique Njinkeu and Hugo Cameron	
2006	Aid for Trade After the Hong Kong Ministerial – An Introductory Text"	ILEAP Claire Healey, Dominique Njinkeu and Hugo Cameron	
2006	Aid for Trade: How We Got Here, Where We Might Go	Michael J. Finger	
2006	The Financial Architecture of Aid for Trade	Massimiliano Calì, Sven Grimm, Sheila Page, Lauren Phillips and Dirk Willem te Velde	

Date	Publication	Authors / Partners	Notes
2006	Operational Modalities for the Aid for Trade Initiative	ILEAP Ademola Oyejide	
2006	Aid Financing of International Public Goods: A Framework to address Aid for Trade	Dirk Willem te Velde	
2006	Scale and types of funds for Aid for Trade	Massimiliano Calì	
2006	Economic Partnership Agreements and the role of Funding for Development	Morgan Githinji	
2005	National GATS study: Cameroon	Valerie Ongolo	Drafts of these papers were used as background for regional preparation to the negotiations such as the CEMAC regional service meeting in May, 2005 and the pre-Hong Kong preparatory meetings in October – November 2005
2005	National GATS study: Gabon	Aristide Ebang Essono	
2005	National GATS study: Congo	Amona Claude-Arsene	
2005	National GATS study: Nigeria	Abiodun Bankole	
2005	National GATS study: Cote d'Ivoire	Nouhoun Coulibaly	
2005	National GATS study: Ghana	Charles Jebuni	
2005	National GATS study: Senegal	Abdoulaye Ndiaye	
2005	National GATS study: Guinea	Sekou Doumbouya	
Oct-05	Aid for Trade for Tanzania - country case study	Amanda Sunasse	These papers are background papers that aim to take stock of where individual countries stand in GATS negotiations. The countries were selected based on their expressed interest for such analytical support, on ILEAP's assessment of needs in these countries, and on ILEAP's pool of expertise.
Oct-05	Trade Facilitation country case study for Rwanda	Clare Akamanzi	
Oct-05	Trade Facilitation country case study for Kenya		
Oct-05	Trade Facilitation country case study for Tanzania	H.H.H.Semboja	
Oct-05	Trade Facilitation country case study for Cameroon	Valerie Ongolo	
Oct-05	Trade Facilitation country case study for Central African Republic	Sabine Beret	
Oct-05	Regional Negotiation Strategies for the EAC within the WTO	Francis Mangeni	Presented to the EAC Secretariat and member countries in Arusha in October 2005.

Date	Publication	Authors / Partners	Notes
May-05	National Case Study- Burkina Faso	Biheouan Teby	
May-05	National Case Study-Cote D'Ivoire	Kalilou Sylla	
May-05	National Case Study- Senegal	Cheik S. Seck	
2004	A Comparative Reading of the Groser Draft Text on Agriculture from a Development Perspective	Nicola Loffler and Tomer Broude	
2004	Sub-Saharan African Interests in Current Negotiations on Agriculture	Nicola Loffler, Sarah Rogers and Lisa Cavion	
2004	The Special Safeguard Mechanism in the Doha Agriculture Negotiations - An African View	Hilton Zunckel	
2004	Series of studies on economic partnership and free trade agreements in ACP-EU negotiations. ILEAP has co-sponsored the preparation of the EPA and FTA briefs on: WTO compatibility, Trade in services, dispute settlement, trade facilitation, competition policy and investment.		ILEAP is continuing its collaboration with ECDPM and Commonwealth Secretariat, initiated in September 2003, on a joint project which aims at building the capacity of trade negotiators at the regional level in ACP--EU negotiations, with a particular focus on economic partnership agreements (EPA) and free trade agreements (FTA). The briefs examine (i) the structure and major provisions of existing agreements the EU has negotiated with other developing countries and regions in recent years; and (ii) what potentially could be negotiated with the various ACP regions involved in EPA negotiations, reviewing a range of policy options for the ACP negotiators. The series of Briefs will serve as background documents for technical meetings (in Brussels and in the six ACP regions) for ACP negotiators and policy makers / advisors.
Jul-03	Negotiation briefs for Ghana, Kenya, Nigeria, Senegal, Tanzania, Uganda and Cameroon		In July 2003, ILEAP engaged a team of advisors from African countries to prepare negotiation briefs for Ghana, Kenya, Nigeria, Senegal, Tanzania, Uganda and Cameroon. These briefs served as background material in the preparation of the negotiating positions in advance of the WTO Ministerial Conference in Cancun, in September 2003. Several of these papers served as background for the stakeholders' workshops organized in August 2003 in several African countries (Senegal, Ghana, Nigeria, Cameroon, Kenya, Uganda, and Tanzania).

III. ADVISORY SUPPORT & CAPACITY BUILDING ACTIVITIES AS OF SPRING 2007 (Source: ILEAP staff)

Date	Activity	Beneficiaries	ILEAP Advisors	Notes
Jan-07	Trade Policy Research and Training Programme (TPRTP) contracted to offer technical assistance and support to Nigeria, enabling consideration of the country's negotiation options in the Doha round.	Nigeria	TPRTP	Through these advisory services, under which two comprehensive studies on agriculture and NAMA will be produced, the expectation is that Nigeria will be in a better position to articulate its offensive and defensive interests.
2006	ILEAP provided support to the ACP Secretariat to enable it to carry out its coordinating role for the EPA negotiations and the programming of European Development Fund (EDF) resources.	ACP Secretariat	main contact Lingston Cumberbatch	
2006	ILEAP engaged regional advisors for trade in services (Abdoulaye Ndiaye) and trade in goods (Sekou Doumbouya) in order to assist the economic communities in the West African region (UEMOA and ECOWAS) with their negotiations in these areas.	UEMOA and ECOWAS	Abdoulaye Ndiaye and Sekou Doumbouya	The advisors were assisted from abroad by one senior advisor (Pierre Sauv��) and by Canada-based researchers, including Bruno Powo Fosso.
2005	ILEAP contracted the Trade Policy and Research Training Programme (TPRTP) at the University of Ibadan, Nigeria, to provide advisory services including simulations of the implications for West and Central Africa of competing formulae being considered at the WTO on agricultural trade liberalization. TPRTP further assisted Nigeria in the finalization of its offers in GATS negotiations.		main contact Abiodun Bankole	Another ILEAP Legal Advisor was engaged to assist West African countries and the regional economic bodies with the preparation of their legal commitments in the WTO and EPA negotiations.
2004	Caribbean: Negotiation skills enhancement for civil servants in trade and related topics. This entailed one-week workshops organized on behalf of ILEAP by the University of the West Indies' Institute of International Relations (St. Augustine Campus in Trinidad and Tobago).	These workshops were organized for the governments of St. Lucia, Antigua and Barbuda, St. Kitts, and Jamaica.	Dennis Gayle	The UWI has shown a high level of interest in developing its relationship with ILEAP further and in partnering with ILEAP in creating some kind of capacity-building programme for the Caribbean.
2004	Caribbean: Capacity building for trade officials		UWI	

Date	Activity	Beneficiaries	ILEAP Advisors	Notes
2004	ILEAP is continuing its work with a group of advisors advising the Government of Kenya. The project focuses on analysis of the implications for Kenya of sections of the Derbez text pertaining to agriculture and non-agricultural market access. A one-year ILEAP programme for Kenya includes the following: identification of areas of interest, presentations of analysis on priority areas for the negotiations to the National Committee on WTO (NCWTO) at each of the six sessions of the NCWTO for the year 2004; identification of analytical capacity-building activities for the NCWTO for the year 2004; identification of databases and software; and possibly organization of two workshops in 2004.	Government of Kenya	Hezron Nyangito	This project was initiated in December 2003, when ILEAP hired a lead advisor who formed an advisory group of African trade professionals to provide advice to the Government of Kenya in its multilateral negotiations.
Nov-03	Advisory support for Jamaican government and workshop in Kingston, Jamaica – joint project with the Institute of Law and Economics (ILE). In November 2003, ILEAP started a joint project with the Institute of Law and Economics (ILE), based in Kingston, Jamaica, to provide the government of Jamaica with advisory services on Singapore issues, including investment, competition policy, transparency in government procurement and trade facilitation.		Rosalea Hamilton	
Jun-03	ILEAP teams of advisors completed two negotiation policy briefs in June 2003, namely: NAMA and Agriculture in preparation for the WTO Ministerial Conference in Cancun. The two briefs served as background information and were distributed to participants of the High-Level Brainstorming Meeting of African Trade Negotiators held in Mauritius on 16-20 June 2003, as a preparatory meeting to the Fifth WTO Ministerial Conference in Cancun			

ILEAP's response to the 2007 Evaluation

The ILEAP Board welcomes this independent professional evaluation of ILEAP's first five years, and the recommendations and suggestions it contains. The Board commissioned this work in the firm conviction that such an evaluation could be crucially important to the future strengthening of the organization. It has not been disappointed.

In the Board's view, such an independent and professional evaluation is particularly important for a small and relatively new institution such as ILEAP, deliberately created to be different from others in its unique capacity to respond nimbly to the expressed needs of poor and/or small developing countries. The Board's recognition that it was difficult for a small, new and different organization to build much of an in-house evaluative capacity in its initial years led it to commission two such independent and professional evaluations during the short life of the organization.

Although the first was necessarily somewhat preliminary in nature, it proved extremely useful to the ILEAP Board and management, and has been drawn upon in the current evaluation. Despite the expressed limitations of the current report, its evaluation, recommendations and suggestions are also bound to be very useful. The Board will use this evaluation as an important input to its deliberations and decisions as to ILEAP's future, and to its oversight and support of the management and staff of the organization.

It would be inappropriate for the Board to respond at this time to all of the assessments, recommendations and suggestions in this report. Its comments are confined to elements of ILEAP's strength, its challenges and the Board's own commitment.

1. ILEAP's Strengths

The evaluators report important and significant successes which ILEAP has achieved in this first period of activity. Among those they identify, the Board sees the following as particularly important:

- ILEAP's work is widely regarded as highly relevant to the needs of beneficiary countries.
- Whilst delivering relevant work, ILEAP has not duplicated the activities of any other agencies.
- ILEAP's services are well regarded by its stakeholders.
- The quality of ILEAP's work (including its workshops, papers, and advisory work) has been rated as of high quality.

- ILEAP has developed an impressive network of supportive experts, consultants and participants.
- The transparency, budgeting and reporting arrangements within ILEAP are all clear.

2. Challenges facing ILEAP

The evaluators elaborate several challenges now facing ILEAP, many of which reflect the fact that the initiative is now entering a new phase, in which the organization must seek to consolidate the achievements of its promising initial five years. Among these the Board recognizes as particularly important:

- **The overly-centralized management which the evaluators describe as "overloaded and overstretched".**

This has been a central concern of the Board for some time now. Following initially unsuccessful management attempts to recruit appropriate additional senior personnel, the Board created a special Board committee to help with recruitment and drew upon the assistance of an experienced and well-networked advisor. The Board believes that with the appointment in mid-2007 of a senior administrative manager, with the title of Head of Administration and Finance, and the more recent identification of a well qualified Senior Programme Officer (to begin work early in 2008) these problems will be eased. With these appointments, the empowerment of these new officers and improvements in the functioning of the Secretariat, it is the Board's intention to achieve the "radical shift" in ILEAP's approach to management and staffing that the evaluators recommend. It is also the Board's view that, as soon as funding permits, the strengthening of the staff complement with further Senior Programme Officers and a Senior Communications Officer would be desirable.

It also recognizes the need to build up the capacities and expertise of administrative and other staff at ILEAP headquarters and to empower them appropriately.

- **The need to accelerate moves towards building an ongoing monitoring and evaluation system for tracking its performance.**

The Board recognizes that ILEAP is now moving beyond its startup period, and better performance monitoring would assist in strategic decision-making, ongoing operations, and ensuring accountability to both beneficiaries and donors. It shares the evaluators' concerns for learning, the drawing of strategic lessons, and achievement of enduring impacts. It is cognisant, however, of the risks of creating overly costly or elaborate mechanisms which fail to deliver gains in efficiency, relevance or accountability. (In this the Board draws on members' experiences of performance monitoring initiatives being developed in a number of other nongovernmental organizations.) The Board strongly supports ILEAP management initiatives, already under way, to strengthen existing filing, reporting and evaluation systems. It is confident that in the hiring of future administrative

staff, monitoring and evaluation skills will be an important consideration. ILEAP will seek to develop a lean, efficient and results-oriented monitoring and evaluation system.

- **The need to bring the formally expressed goals of ILEAP and its planned future programmes into better alignment with its demonstrated comparative advantage and with the activities ILEAP is actually successfully undertaking.**

While it wishes ILEAP to retain its characteristic responsiveness to expressed demand, the Board recognizes the need for greater clarity and focus in its programmes. In particular, it will revisit its capacities and possible instruments for its support of the Caribbean region.

It will also reconsider the prospect of future Northern pro bono inputs to its programmes. It shares the evaluators' desire for more precise statements of future ILEAP objectives and the use of performance indicators where efficient and feasible.

- **The desirability of a three-to five-year results-oriented forward program buttressed by an appropriate, and budgeted, information and monitoring system.**

ILEAP has already been working on the basis of a broad three-year rolling plan. As noted above, the Board recognizes the desirability of greater clarity, better focus, and a greatly improved monitoring and evaluation system. ILEAP will work toward an improved and results-oriented medium-term plan.

- **The need for assured and adequate programme funding**

The evaluators note that in order to retain the flexibility and independence necessary for ILEAP to retain its flexible and responsive character it will continue to require institutional (programme) support. Further, they estimate that the institutional strengthening and increased impact that they recommend for ILEAP will require "significant increases over its overall budgets of recent years". The Board fully concurs. It would add that without multi-year programme funding it will be extremely difficult to plan an effective medium-term programme and deliver on it. It is grateful to its donors for the support they have provided and the evaluators' finding that they remain broadly supportive. But funding uncertainties have already unfavourably impacted ILEAP's planned programmes in the current financial year, necessitating unfortunate cutbacks in expected activities and hiring. Without adequate and assured funding it will not be possible for ILEAP to consolidate its considerable successes and continue to deliver sound and predictable programmes to the identified beneficiaries.

- **Location**

The evaluators and some of their interviewees have called attention, in passing, to the issue of the location of ILEAP headquarters. The Board will, as planned, be re-visiting this issue, in conjunction with broader considerations as to ILEAP's future, at its meeting

in April 2008. The question of location is obviously closely linked to planned programmes. In the meantime, the Board has approved an initial experiment in decentralisation in which the new Senior Programme Officer is to be located in Africa.

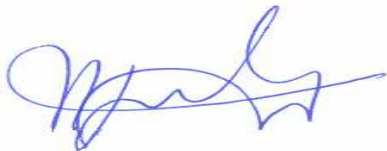
3. Board Commitment

For a small NGO, the Board of ILEAP is unusual in the seniority and expertise of its members, the majority of whom are former senior officials or advisors from Africa and the Caribbean. Board members have contributed enormous amounts of time and expertise to ILEAP, assisting it to lever its own limited resources with voluntary contributions of high motivation and quality. The Board continues to believe firmly in the vision and purposes of ILEAP. It believes that, while much remains to be done, ILEAP has made an excellent start in the provision of trade-related advisory, informational and capacity building services to the hard-pressed poor countries of Africa and the Caribbean. ILEAP Board members will continue to support these activities and efforts both within ILEAP and in their many other capacities.

Board members believe in ILEAP's unique role in its chosen sphere of anti-poverty activity. They are confident that, with adequate support, ILEAP can make much greater contributions to the global struggle against poverty, and they are able and willing to assist it to do so.

On behalf of the Board of ILEAP,

Sincerely,



Mr. Dominique Njinkeu
Executive Director