

# ILEAP JEICP

INTERNATIONAL LAWYERS AND  
ECONOMISTS AGAINST POVERTY

JURISTES ET ÉCONOMISTES  
INTERNATIONAUX CONTRE LA PAUVRETÉ



2008

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## Vision

To promote pro-development outcomes in international negotiations.

## Mission

To increase the effective participation of developing countries in trade negotiations.

## Strategic Objectives

- To promote effective representation of the interests of developing countries such that their engagement in WTO negotiations can be translated into poverty alleviation and the enhancement of their overall welfare;
- To promote effective representation of the interests of developing countries such that their engagement in regional integration and bilateral negotiations (e.g. EPAs) can be translated into poverty alleviation and the enhancement of their overall welfare;
- To facilitate effective generation of knowledge to support policy formulation and promote evidence-based policy-making
- To contribute to the emergence of the next generation of trade policy experts in Africa & the Caribbean with the interdisciplinary background necessary to evaluate trade issues in a broad societal framework
- To make current and high quality trade knowledge widely available

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# Chairman's Foreword



Ambassador Ali Mchumo

As ILEAP completes its fifth full year of operations, it remains clear that low-income developing countries in Africa and the Caribbean continue to need on-going support to address combined analytical, institutional and advisory deficits on trade policy and negotiations. Left unattended, these deficits will impede these countries from truly benefiting from the international trading system and from translating enhanced trade into poverty alleviation.

Perhaps nowhere has this been more clear over the past 12 months than the arduous negotiations on Economic Partnership Agreements (EPAs) with Europe, which were to be founded on the principles of sustainable development and poverty eradication. The intensive push to prepare and negotiate developmentally-supportive EPAs has been fraught with challenges, not only on trade in goods – racing against the clock to conclude ‘WTO-compatible’ agreements – but as well as on services and a host of other trade-related topics. These issues have been at the core of ILEAP’s support activities in 2007-08, assisting with ana-

lytical support to better inform stakeholders. Consultations to ensure a diversity of perspectives are represented in the various processes and consensus-building workshops to help promote convergence around evidence-based positions that best meet the trade-related development aspirations of ILEAP’s beneficiaries.

Our work on the WTO has also continued to support African and Caribbean stakeholders in pursuing their needs as re-invigorated efforts to complete the Doha Round take hold. In the same vein, 2007-08 has been a turning point in Aid for Trade (AFT) discussions, starting with the regional and Global reviews, and now the momentum is picking up as stakeholders endeavour to advance beyond abstract principles and find ways to implement and operationalise AFT in a meaningful and poverty-focussed manner.

While we share a sense of modest satisfaction for doing our best to address our beneficiaries’ concerns, the resulting increase in demand for ILEAP’s services has weighed heavily on the institution. In this regard, I must commend the Executive Director, Dominique Njinkeu, whose tireless dedication and ability has helped to steer ILEAP towards a more stable and sustainable situation institutionally and solidify ILEAP’s position as a unique provider of support services on trade issues. In doing so, he has been supported by an equally dedicated and talented staff, as well as a capable roster of advisors and consultants to whom I express my sincere appreciation and commendation.

ILEAP is also fortunate for the participation of its voluntary Board of Directors, who has contributed much time and expertise towards ILEAP’s activities during 2007-08. The Board convened twice this past year, with the Executive Committee meeting four times. I must also extend my deep personal appreciation for the efforts and dedication they have brought to bear on ILEAP’s activities this year. Sadly, the Board saw the departure of two Directors during this period. Both Havelock Brewster and Ron Daniels, instrumental to ILEAP’s growth to-date, will be sorely missed. In their stead, I welcome Paulina Mbara Elago, Deputy Director of Trade Facilitation & Capacity Building at the Southern Africa Global Competitiveness Hub, who joined the Board this year and brings a wealth of experience and knowledge on trade policy formulation and negotiations, as well as trade development and capacity building.

On behalf of the Board, I extend my profound gratitude both to our original supporters and to all current sources of finance: US Agency for International Development (USAID)/African Economic Research Consortium (AERC); Canadian International Development Agency (CIDA); UK Department for International Development (DFID); Ford Foundation; Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ); International Development Research Centre (IDRC); Ministry of Foreign Affairs of the Netherlands; and the World Bank. Their continued support and trust are greatly appreciated, and we do hope to build even stronger ties with them in future in the pursuit of promoting an international trading system that benefits the poorest members of the global community.

# Executive Director's Message

2007-2008 was a fast moving and challenging year for ILEAP yet overall we continued to respond on a timely basis to the needs of our beneficiaries. At the WTO, Members were hoping to conclude the Doha Round in 2008. ILEAP was active in assisting its beneficiaries to secure pro-poor trading rules. A particular concern was to monitor the implication of negotiations modalities considered in the DDA on specific countries and regional economic communities in Central, East and West Africa. An important message arising from this work was the need for coherence between the various trade policymaking arenas - otherwise key negotiations objectives could be ultimately undermined.

At the bilateral level, intensive negotiations throughout 2007 between the European Commission (EC) and the African Caribbean Pacific (ACP) culminated in a number of goods-only EPAs driven in-part by the January 1st 2008 expiry of the WTO waiver of the Cotonou preferences. With such a politically charged agenda, targeted research and analysis as well as coordination across different regional groupings and a comprehensive capacity building was essential and ILEAP managed to remain relevant and a credible broker to all stakeholders.

This period was also a seminal year in designing an effective mechanism for addressing core trade and development challenges. The development dimension of EPA and Aid for Trade (AFT) discussions advanced beyond abstract principles with ILEAP acting as an active facilitator in building evidence generated by our research over the previous years.

The process towards building a strong institutional base for ILEAP achieved important milestones. ILEAP undertook its first full blown external evaluation, which confirmed that ILEAP is filling a particular niche in trade capacity building and is highly regarded by the trade capacity building community in Africa, in the Caribbean and beyond.

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A key recommendation of the evaluation was the need to consolidate the institutional base, including exploring mechanisms for ensuring greater geographical presence to be able to satisfy the increasing demand for our services. The Board at its seating of April 2008 took the bold decision to relocate the ILEAP Secretariat to an African location. The following year will put a premium towards the identification and preparation for moving the Secretariat to a permanent African headquarter. In the interim ILEAP staffing has given priority to field-based programme officers and continued placement of ILEAP at the sub-regional level.

We have been able to achieve so much with a thin base. We have been particularly fortunate to benefit from a core group of dedicated individuals serving on our Board of Directors, staff, institutional partners and advisors. Their commitment and high sense of service is highly appreciated. The donor community has been very supportive and I hope we can continue to merit their confidence.

The demand for ILEAP services will increase further, particularly with the near completion of EPAs and the beginning of their implementation. The enthusiasm noted in the donor community for trade capacity building will also increase the pressure on ILEAP to assist with the development of Aid for Trade programs. I am convinced we can capitalize on these opportunities to promote growth and poverty reduction in the developing world and particularly in Africa and in the Caribbean. Together all challenges will become opportunities.



Dominique Njinkeu

# Highlights from 2007–08

ILEAP's 2008 Annual Report presents the annual highlights of ILEAP's Programme of Work and represents a move to results-oriented reporting.

ILEAP provides technical and background support to African and Caribbean countries to assist them in securing pro-development outcomes from trade negotiations. During 2007-08, the following priority areas were identified for guiding that work: the World Trade Organisation (WTO) Doha Work Programme; ACP-EU Economic Partnership Agreements (EPAs); and regional integration schemes. In fiscal year 2007–08 ILEAP has responded directly to the needs of its beneficiaries in these negotiating forums. A key component of the work has entailed focusing attention on policy coherence between these three forums and on the relationship between the WTO and EPA negotiations.

The landscape of multilateral and bilateral trade negotiations underwent significant changes in 2007–08. At the WTO, members continued to wrestle with major obstacles, such as the reduction of domestic farm subsidies, and farm and industrial tariffs, as well as special products, a special safeguard mechanism in agriculture, and the nature of flexibilities for developing countries in non-agricultural goods (NAMA). With members still hoping to conclude the Doha Round of global trade talks in 2008 (despite many uncertainties), ILEAP was particularly active in strengthening the capacities of African countries to secure pro-poor trading

rules and to implement commitments undertaken as part of domestic trade reforms or international trade negotiations in the areas of agriculture, NAMA, services, and Aid for Trade (AFT).

At the bilateral level, intensive negotiations throughout 2007 between the European Commission (EC) and the African, Caribbean, and Pacific (ACP) culminated in a number of ACP regions/sub-groups and a few individual countries signing goods-only EPAs (Interim EPAs). Negotiations with Africa (and the Pacific) toward comprehensive EPAs are set to continue through 2008 (and possibly into 2009). ILEAP's support to its beneficiaries in this context included capacity building and the provision of targeted research and analysis, as well as facilitating the coordination of information across different regional groupings.

The 12-month period spanning 2007–08 was also a seminal year for Aid for Trade (AFT) as discussions advanced beyond abstract principles and moved onto more detailed and operational levels of consideration. This included the first set of AFT annual reviews and the approval of a WTO AFT Roadmap. ILEAP was an active participant in facilitating ongoing reflection under this initiative, notably with the publication of *Aid for Trade and Development* (Cambridge University Press, 2007), and with the contribution of ILEAP advisors to the development of regional AFT strategies.

Within each sub-region in which ILEAP was active (Sub-Saharan Africa and the Caribbean), work consisted of a combination of technical and background support in the form of analysis of negotiating options, background research, and capacity building on issues critical to development outcomes on trade. The broad thematic areas in which this work took place included trade in services, trade in goods, trade facilitation, and aid for trade (covering regional, EPA, and WTO negotiations).



Supporting Nigeria's consideration of options in the Doha round (Agriculture & NAMA)

The priorities for ILEAP's 2007–08 Programme of Work included:

- Consolidating the programmes in accordance with ILEAP's mission statement and the needs of the beneficiaries. The focus was on nurturing the framework for consistently mainstreaming poverty reduction in trade policy-making in Africa and the Caribbean. This included incorporating the recommendations of the Enhanced Integrated Framework and Aid for Trade task forces, as well as considerations for policy coherence for development (PCD).
- Building on the outcome of the September 2006 Mainstreaming Development Conference and enhancing the long-term capacity-building dimension of ILEAP activities
- Continued development of the institutional infrastructure of ILEAP for efficient programme delivery, including staffing the Secretariat and developing a solid network of institutional and individual partners.

In this fiscal year ILEAP's objectives were pursued in building the capacities of over 350 persons involved in trade in Africa and the Caribbean through various training workshops, alongside the commissioning and dissemination of analytical research (refer to Appendix 3 – Papers & Publications) and the provision of advice and support, including through the Fellowship programme and the publication of a comprehensive book on AFT.

Measuring the effectiveness of ILEAP's work has also been an ongoing endeavour. ILEAP's second external evaluation was concluded this year, with substantial work carried out on developing performance-measurement systems. Matters of sustainability at the programme level were also addressed through a Performance Measurement Framework (PMF) in order to provide effective and efficient programme delivery. The evaluation, whilst highlighting some important challenges for ILEAP as it continues to evolve into an institution, has indicated positive overall performance against objectives. The evaluation concluded that "in its five years of existence, ILEAP has evolved into a multi-donor and multi-regional initiative, successfully promoting pro-development outcomes in international negotiations... ILEAP is highly regarded in the trade capacity building community, partic-



Promoting pro-poor services reforms in Africa

ularly by the beneficiaries." A key recommendation was the need to consolidate the institutional base, including exploring mechanisms for ensuring greater geographical presence. This process is currently being taken into consideration with increased levels of activity foreseen in the next Programme of Work (2008–2012), currently under preparation.

In 2007–08 ILEAP appointed a Head of Administration and Finance to help delegate some of the operational responsibilities of the Executive Director. Two Programme Officers were also hired (one based at the Secretariat and one remotely in Francophone West Africa) to bolster in-house technical expertise and help underpin expanded advisory support. A third Programme Officer in Anglophone West Africa is slated to join at the start of our upcoming fiscal year. Lastly, a Programme Coordinator was recruited to help bridge the gap between operations and programmes, including the advancement and implementation of the results-based framework.

# Programme Highlights by Strategic Objectives

## Beneficiaries

ILEAP's work is centred on meeting the needs of its African and Caribbean beneficiaries, responding to their requests for assistance and implementing programmes in close consultation with beneficiary countries and regions. Through both direct and indirect channels, ILEAP has effectively supported stakeholders in 26 African countries and 15 Caribbean countries throughout 2007-2008.

The first category of beneficiaries consists of government departments and officials involved with external trade policies and negotiations, including sectoral officials and regulators. Other national-level beneficiaries include civil society, the private sector, policy and research institutions, and universities in both developing and developed countries. Given the importance of regionalism in economic life, and the increasing formulation of trade policy at the regional level, ILEAP's second category of beneficiaries focuses on regional economic communities (RECs). The third category of beneficiaries consists of country coalitions. In this re-

spect, ILEAP accords a priority to the Least Developed Countries (LDC) group; the African, Caribbean, and Pacific (ACP) Group of States; the African Group at the WTO; and the African Union.

ILEAP's work targets sub-Saharan Africa and the Caribbean because the need for support and capacity in negotiations in these regions is the greatest. Within Africa, ILEAP's programmes in 2007-08 targeted the Africa-wide level, RECs, and individual countries. This included a focus on the Economic and Monetary Community of Central Africa (CEMAC), the East African Community (EAC), the Economic and Monetary Union of West Africa (UEMOA), as well as individual members within these three regions and the Economic Community of West African States (ECOWAS). In addition, ILEAP's programming extended to the WTO African Group, African and Caribbean diplomatic missions in Geneva, the African Union, and the ACP Secretariat. For the Caribbean, ILEAP's activities in 2007-08 focused on supporting the Caribbean Regional Negotiating Machinery (CRNM) and its interaction with the multilateral negotiations in Geneva.



## Beneficiary Testimonial

"My experience under the ILEAP Fellowship programme started in February 2006 as an intern with the UEMOA Commission for 1 year. This was subsequently

extended for another year with a contract with ILEAP as a Trade Consultant within the same services. ILEAP Fellowship programme was a "great adventure", a wonderful experience for me a young graduate specialized in international trade law at the University of Paris V. Tremendous knowledge and experience was gained through the process. Since February 1st 2008, I have been hired by the UEMOA Commission as a trade officer. I hope that ILEAP will continue through its Fellowship programme to build the capacities of young graduates who do not have practical experience yet but who have a strong will to contribute to the development of their country, region or continent."

*- Rose Tiemoko, Trade Officer UEMOA Commission (former ILEAP Fellow)*

## Core Programmes I-IV

ILEAP's Core Programmes are structured around four areas that reflect the diverse needs of our various beneficiary groups: (I) Support for WTO Negotiations at both the national level and Africa-Caribbean-wide levels; (II) Support for Regional Integration and Bilateral Negotiations; (III) Capacity Building, Mentoring and Training; and (IV) Dissemination, Outreach, and Networking. ILEAP's Strategic Objectives build on these Core Programmes and target specific areas of need.

Core Programmes I and II include elements of technical support (i.e. direct stakeholder interaction through meetings with advisors or via workshops) and background support in the form of research and analytical studies, and capacity building. These elements are mutually supportive in the sense that research papers and analysis are designed to underpin ILEAP's various technical support activities, such as direct advice to beneficiaries and stakeholders workshops. ILEAP's background support consists of promoting evidence-based policymaking through effective generation of knowledge (Strategic Objective III).

### **Core Programme I: Support for WTO Negotiations**

The main goal of Core Programme I is to promote effective representation of the interests of developing countries through research and analysis (background support) coupled with consensus-building stakeholder workshops and capacity building (technical support), such that their engagement in WTO negotiations can be translated into poverty alleviation and the enhancement of their overall welfare (Strategic Objective I). The specific purposes are:

- to foster the empowerment of policy-makers and influencers to identify and effectively advance their needs in trade policy-making and WTO negotiations;
- to facilitate capacities in the regions and countries to anticipate future developments and formulate pre-emptive positions (or appropriate policy alternatives);
- to help ensure that multilateral trade agreements promote development objectives; and
- to assist in the creation of an environment for improved business climate.

The targeted beneficiaries under Core Programme I are, firstly, trade policy-makers at the national level, where fundamental capacity is required for effective negotiating support. The programme also serves African and Caribbean countries meeting through coordination mechanisms such as the Africa Group at the WTO, the African Union, and African and Caribbean-wide ministerial sessions.

### **Core Programme II: Regional Integration and Bilateral Negotiations**

Core Programme II focuses on non-WTO outcomes, specifically in regional and bilateral integration, including the ongoing ACP-EU EPA negotiations. The goal of Core Programme II is to provide background and technical support to promote effective representation of the interests of developing countries such that their engagement in regional integration and bilateral negotiations can be translated into poverty alleviation and the enhancement of their overall welfare (Strategic Objective II). This year, our support was delivered at the Africa and Caribbean-wide level and within the regions of West, Central, and Eastern Africa and the Caribbean.

Levels of trade policy capacity and preparedness differ among these groupings; as a result our regional work focused on those that required the most assistance, namely Central, Eastern, and West Africa.

### **Core Programme III: Capacity Building, Mentoring, and Training**

Capacity building under Core Programme III aims to: (i) foster a development-oriented focus of trade policy and trade negotiations; (ii) enhance the analytical and practical skills of junior professionals; and (iii) increase the supply of African and Caribbean trade scholars and professionals—primarily through mentoring and training. Over time, ILEAP support is intended to facilitate the emergence of a multidisciplinary network of African and Caribbean trade experts who can address, in a holistic manner, various dimensions of the deficit in professional advice (Strategic Objective IV).

### **Core Programme IV: Dissemination, Outreach, and Networking**

ILEAP's primary goal for dissemination is to help ensure that the analysis it produces and the policy dialogues in which it engages are integrated into the overall policy-making and web of negotiations in which its beneficiaries are involved. ILEAP's goal for Core Programme IV is to make the main policy messages arising from its work programme available to the relevant audience, in an accessible format and on a timely basis (Strategic Objective V).



Putting forward voices and Aid for Trade experiences from the South - Aid for Trade and Development book launch, Oxford University (UK)

# Objective I: Effective Representation in WTO Negotiations

## Objective I: Effective Representation in WTO Negotiations

**Promote effective representation of the interests of developing countries such that their engagement in WTO negotiations can be translated into poverty alleviation and the enhancement of their overall welfare.**

### National Programme

*Strengthening the capacity of government officials to analyze and negotiate pro-development policies in trade in services*

ILEAP has been working with the Central African Republic (CAR) since 2005, during which time it has supported the Ministry of Trade to strengthen the capacity of government department executives to analyze and negotiate pro-development policies for trade in services within the WTO and the proposed Economic Partnership Agreement (EPA). This includes supports delivered to CAR via ILEAP's work with the CEMAC region (see below). At the same time, ILEAP has facilitated consultations with the private sector and civil society organizations to increase their involvement in deliberations on key policy and negotiating decisions. The long-term goal has been to ensure relative autonomy in the formulation of CAR's negotiating positions, both at the international and regional levels. Furthermore, with CAR set to undergo a Trade Policy Review at the WTO, an unfamiliar process for national authorities, additional ILEAP assistance was sought.

In a workshop convened by ILEAP in Bangui from 21-23 May 2007 participants discussed the implications of the 2006 ILEAP-commissioned study *Services in CAR: Sectoral Study, External Trade and Constraints*. They made a number of recommendations, which largely concerned the support and coordinating role that the CEMAC Secretariat should play at the WTO level for its member states. Follow-up sector-specific meetings in the context of the EPA negotiations at the national and regional levels were also proposed.

As a result of ILEAP's support, CAR stakeholders were exposed to a range of analysis needed to inform their deliberations on services reforms and negotiations. Key gaps in both the policy and regulatory landscape were also identified, helping stakeholders to better grasp where future analysis would be required. Furthermore, initial discussions helped sensitize partici-

pants about areas where complementary measures could assist in achieving broader government policy objectives. By bringing together some of these key decision-makers and their advisors, alongside the private sector and civil society, the support from ILEAP also helped to connect some of the key professionals who would need to remain engaged with one another to assist the government determine their offensive and defensive interests on services (at the WTO and elsewhere).

### Africa and Caribbean-wide Programme

*Supporting West, Central and Eastern Africa to take advantage of the Aid for Trade initiative*

The inclusion of Aid for Trade (AFT) in the WTO Hong Kong Ministerial Declaration at the end of 2005, thanks in part to ILEAP's efforts at bringing the issue forward, reflected a growing realisation that most developing countries lack the financial resources to make adjustments to rapidly evolving global markets and changing international trade rules. Indeed, many developing countries face supply-side constraints that severely limit their ability to benefit from the multilateral trading system.

In that the founding philosophy behind ILEAP's creation was to address these very issues – linking trade negotiations to poverty alleviation – AFT has remained one of our main priority areas in 2007–08. Activities were based on three pillars: (i) the elaboration of the architecture of AFT; (ii) African and Caribbean perspectives on AFT; and (iii) specific AFT projects.

ILEAP's Programme of Work on Aid for Trade has been instrumental in informing the work of the WTO's Aid for Trade task force. Emanating from the task force's recommendations, it was agreed that three high-level regional AFT reviews would be held during the second half of 2007, culminating in a global review in November. Significant energy, by members, the WTO Secretariat and the donor community, was thus dedicated to AFT through 2007 and into the start of 2008.

Following the Aid for Trade (AFT) annual reviews and the approval of the 2008 WTO's AFT Roadmap, ILEAP responded to the needs of beneficiary countries, bringing their priorities forward in the AFT agenda and supporting sub-regions and, indirectly, national governments to identify Aid for Trade projects. This was done

## Objective II: Effective Representation in Regional and Bilateral Negotiations

through consultations with key stakeholders from developing countries, including active assistance to a number of RECs (namely UEMOA and ECCAS, and to a lesser extent EAC) in drafting and revising their Regional Programme on Aid for Trade. This approach – both directly with countries and via the RECs – serves to highlight the multiple avenues in which ILEAP’s support has an impact domestically.

In providing this support, ILEAP was able to help generate additional capacity to articulate, and eventually negotiate, Aid for Trade and technical assistance packages. This was achieved, in part, by helping to ensure more effective representation of domestic private sector interests, especially in the consultations that fed into the draft Central Africa (ECCAS) and UEMOA AFT strategies. These types of discussions – on the immediate and longer-term implications of the work ahead – will be instrumental as such strategies are revised and the work moves towards implementation.

### Objective II: Effective Representation in Regional and Bilateral Negotiations

**Promote effective representation of the interests of developing countries such that their engagement in regional and bilateral negotiations can be translated into poverty alleviation and the enhancement of their overall welfare.**

The long-term outcome of ILEAP’s Programme of Work for regional integration and bilateral negotiations is to promote pro-development outcomes in these two areas. To this end, pursuing this aim also addresses the need for work at the WTO to be coordinated with efforts in the EU–ACP EPA negotiations and with African and Caribbean regional integration programmes.

EPA negotiations advanced at a blistering pace this year, particularly in the latter part of 2007. Negotiators from ACP regions met numerous times with their EC counterparts, with the hope of coming to agreement on EPAs covering a range of topics, including goods and services, amongst others. However these intensive negotiations culminated in a number of ACP regions/sub-groups and a few individual countries signing interim goods-only EPAs. This was driven in part by the 1 January 2008 expiry of the WTO waiver of the Cotonou preferences. The Caribbean initialled a Com-



Enabling countries to be in a better position to articulate their offensive and defensive interests in WTO negotiations

prehensive EPA in late 2007, while negotiations with Africa (and the Pacific) toward full EPAs will continue through 2008 and into 2009.

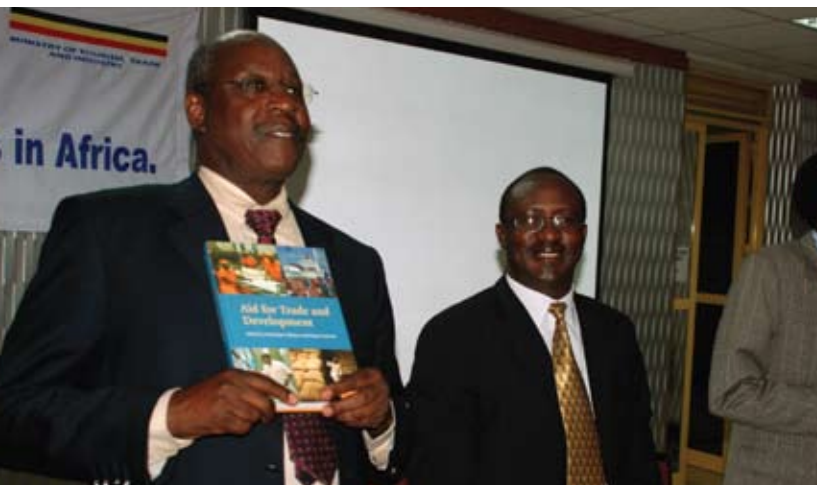
ILEAP’s support to beneficiaries in this context included a number of consensus-building workshops, assisting in the coordination of information across different regional groupings, and providing targeted research and analysis (e.g. on the practical implications of possible liberalisation requirements). Entry points included regional discussions via the RECs, as well as direct assistance to individual governments. As a result, beneficiary policy-makers and their advisors were able to pursue commitments with an increased understanding of key issues.

### Africa and Caribbean-wide Programme

#### Supporting an Africa-wide consensus on EPAs

With the end of year deadline in sight, beneficiary demand for assistance with the EPA negotiations increased throughout 2007. On 25-26 August, ILEAP, UNECA and the AU supported the ACP Secretariat (specifically the African Group of Ambassadors and the EPA chief negotiators) and RECs through a best-practise/experience-sharing retreat in Oostende, Belgium. In addition to addressing specific EPA and regional integration issues, the objectives of the retreat were to enable RECs to make informed pro-development decisions at the EPA negotiations. Discussions at the meeting revolved around market access, development, and

## Objective II: Effective Representation in Regional and Bilateral Negotiations



Making current and high-quality trade knowledge widely available

regional integration, and participants arrived at a plan for EPA implementation and adjustment.

The retreat assessed progress and itemized the specific areas of difference among EPA regions, with a view to defining ways forward on outstanding issues and prior conditions for concluding EPAs. Specific recommendations were drafted on coordination, development, regional integration, market access, agriculture, and the way forward. The outcomes of the retreat served as the basis of the ACP Trade Ministers Declaration during their meeting on 17–19 September 2007 in Cotonou, Benin. The results of the retreat were also useful for the joint Africa–Europe Summit in December 2007 and generated research that helped inform negotiators on options for advancing the EPA negotiations.

### Promoting pro-poor services reforms in Africa

Building on existing support to various African regions on trade in services reforms and negotiations, ILEAP convened a pan-African services workshop on 4–8 February 2008 in Kampala, Uganda. This workshop was aimed at supporting a medium-term process on services during 2008, and in particular to assist African stakeholders identify their potential offensive and defensive interests and translate these into well-informed negotiating positions. More specifically, this meeting aimed at enabling an informed understanding of the issues surrounding services liberalisation, negotiations and pro-poor services reforms, including key challeng-

es and opportunities, as well as a possible road map for preparations in 2008. Similarly, it attempted to better understand some of the interventions that might be needed in order to prepare at the sectoral level, as well as to look beyond mercantilist tendencies and consider ways of ensuring that any reforms underpinning liberalisation had an adequate pro-poor focus.

The workshop included government officials, members of RECs, researchers, private sector representatives, civil society, and the donor community. The Caribbean was also invited to share its experience with its African counterparts. Responses from the evaluation questionnaires demonstrated that in general the participants' knowledge of the subject area had increased by the end of the workshop, with government officials and other stakeholders being able to improve their ability to make optimal use of evidence-based research in the context of their policy formulation and negotiation processes.

Participants made a number of recommendations, including (1) the need for regulatory and policy audits; (2) a trade in services-specific Aid for Trade work programme to ensure that benefits of services liberalisation lead to poverty alleviation; and (3) a review of opportunities and constraints facing African services exporters in key OECD markets. ILEAP assistance was requested in implementing these recommendations.

Consequently, ILEAP has been actively supporting CEMAC and EAC, both at the regional and individual member state level, to advance with the more detailed elements of their services preparations. Broadly speaking, the focus has been on identifying potential opportunities, constraints, and complementary actions that could be undertaken in pursuing a pro-poor domestic reform agenda. More specifically, the work has aimed at supporting them in developing a request and offers, as well as enhancing their knowledge of adaptations needed to improve regulatory regimes and institutions and strengthen the role of the private sector to better take advantage of opportunities. Improved coherence between regional and bilateral negotiations and agreements on services at the multilateral trading system has been an important corollary outcome.

### West Africa (ECOWAS and UEMOA)

As part of its work to build the capacity of trade experts in developing countries, enabling them to analyze international trade issues and coordinate the efforts of negotiators more effectively, ILEAP helps to build the capacity of its advisors and Fellows by exposing them to various events. In West Africa, this includes continuous support via the appointment of a full-time Fellow at UEMOA and technical assistance through the legal services of a senior ILEAP advisor.

#### Assisting UEMOA in the preparation of its Regional Programme on Aid for Trade

Building on a number of consultations in 2007 on AFT and related issues, ILEAP assisted the region to prepare its Regional Programme on Aid for Trade for the WTO African Aid for Trade review, subsequently held in October 2007 in Dar es Salaam. In support of this work, the ECOWAS and UEMOA Commissions, in partnership with ILEAP, organised a regional workshop on the Aid for Trade programme in Dakar, Senegal on June 29.

The goal of the workshop was to build consensus among representatives of the member states and the West African private sector on procedures for the definition of a regional Aid for Trade programme. Progress on WTO trade issues and challenges of the upcoming WTO meeting in Dar es Salaam in October were also presented. The workshop focused on the institutional framework for an Aid for Trade programme, the weaknesses of the national and regional negotiating structures, the articulation between the EPA and the WTO, and the resources available under the different trade programmes existing in the regions. This event was followed by a meeting in Cotonou, Benin on 17–19 September for the validation of the UEMOA Regional Programme on Aid for Trade. During this meeting ILEAP reiterated the implications of Aid for Trade for UEMOA and clarified issues to be discussed at the October WTO regional review.

#### Providing research and analysis on trade facilitation and trade in services

In the area of trade facilitation, ILEAP presented its research on regional (West and Central Africa) priorities at a meeting organised by the WTO, UNCTAD, OECD and the World Customs Organization on 21–25 May

### Beneficiary Testimonial

“Yes, indeed we have once again wrapped up another productive and timely event with the support of ILEAP. In pursuing our international trade agenda, we have always regarded ILEAP as a dependable partner to fall back on at a very critical moment of need. Suffice to say that the support that you have extended to us from time to time is beyond quantification and wish to thank you very much as an organization and the entire staff for being available to us. As we wish you a pleasant day we as well look forward to a continued partnering on the agenda that we have just initiated.”

- Mr. Elijah Manyara, Deputy Director, Ministry of Trade and Industry, Kenya



2007 in Cotonou, Benin. The research included analysis on experiences with single window systems, joint border posts, and current proposals for a regional single window system. This was intended to support the promotion of an advisory team on trade facilitation reforms and negotiations.

As in the case of Central and Eastern Africa (see below), key outputs proposed for this process in West Africa would include sectoral studies providing an overview of current reforms and the broader regulatory framework in selected sectors for the different regions, as well as in-depth regional analytical studies (drawing on the sectoral studies) to guide the formulation of negotiations positions (identification of pro-development requests and offers).

### Central Africa

#### Fostering coherence between multiple sets of negotiations

At the request of CEMAC, ILEAP organised a workshop on 10–12 September 2007 in Yaoundé, Cameroon, to provide technical support to Central African countries engaged in multiple sets of negotiations. Three specific issues were dealt with: (i) coherence in trade policies and common negotiating positions among Central African countries and within the EPA and WTO context; (ii) Aid for Trade (in preparation for the October WTO regional review mentioned above); and (iii) trade in

## Objective II: Effective Representation in Regional and Bilateral Negotiations

services and the facilitation of bilateral and multilateral exchanges in Central African countries.

The workshop was attended by participants from five Central African countries (Cameroon, Central African Republic, Congo, DR Congo and Gabon) and included members of the negotiating working groups on market access and upgrading production facilities, as well as those responsible for reviewing regional trade policy. There was strong private sector representation as well as representation from CEMAC and the civil society.

The workshop helped participants to gain knowledge about the synergies between the two negotiations (EPA and WTO) and to reflect on the commitments expected from Central African countries. A particular emphasis was placed on helping stakeholders to understand the implications (and possible conflicts) between existing national tariffs and WTO commitments, regional commitments in the CEMAC Common External Tariff (CET) and commitments under consideration in the WTO Doha negotiations. This was facilitated by a set of ILEAP analysis at both the national level and regionally (see Papers & Publications). The consultation thus further helped equip member country governments with the tools to better consider options under the EPA negotiations and identify their development needs in CEMAC regional integration initiatives. These types of workshops aim, over the long term, to increase the availability of a pool of competent and multidisciplinary

advisors in the region and help ensure that CEMAC has the ability to formulate effective positions that increase their involvement in rules making.

### Building capacity to identify pro-development requests and offers

ILEAP support to Central African countries was also requested in light of the scheduled meeting (3 April 2008) of CEMAC with the EC for the submission of its proposed EPA services offers. Three sets of teams were established to conduct regulatory audits to identify possible offers that would enable CEMAC to effectively participate in the negotiations. Each team was led by an ILEAP senior advisor and included locally recruited young professionals (for creating ownership and for building local capacity). Briefing and working sessions took place in Yaoundé, Cameroon, on 24 March 2008 on the challenges and methodology of trade in services regulatory audits. This was followed by technical meetings and training for CEMAC representatives on 25–26 March in Douala, Cameroon. This latter meeting aimed at identifying priority sectors and validating the audit methodology. The meeting not only set the ground for the work ahead but also enabled the officials to identify priority sectors for the audits.

Further research and analysis on possible requests in the EPA negotiations were undertaken throughout April and the results will be presented at a regional consultation meeting with sectoral ministries of CEMAC member States on 8–9 May. The purpose of this meeting is to provide analysis to guide negotiators in their requests in the context of the EPA negotiations with the EU.

### Eastern Africa

#### Enabling beneficiaries to make informed decisions in the request-offer process

Building similarly on long-standing services support to countries in the region, as well as the Kampala services workshop touched on above, additional support was provided to the region in late-March/April. In this context, an ILEAP advisor conducted interviews with government officials and local sectoral experts who could potentially serve as authors for regulatory audits to support the services negotiations. Research was similarly undertaken on possible sectoral priorities that could feature in an EAC services request to



Building a regional consensus for a pro-development EPA

# Objective III: Effective Generation of Knowledge

the EC. Five initial papers were commissioned, which are to be presented at a regional meeting later in 2008 and will help feed into the preparation of possible EPA services offers. This meeting will serve to assist negotiators make informed decisions in their negotiations with the EC. The assistance is also aimed at helping to ensure appropriate considerations are given to the implications of nascent regional integration efforts on trade in services in the context of the on-going EAC Common Market negotiations.

## Objective III: Effective Generation of Knowledge

Foster effective generation of knowledge to support policy formulation and promote evidence-based policy-making

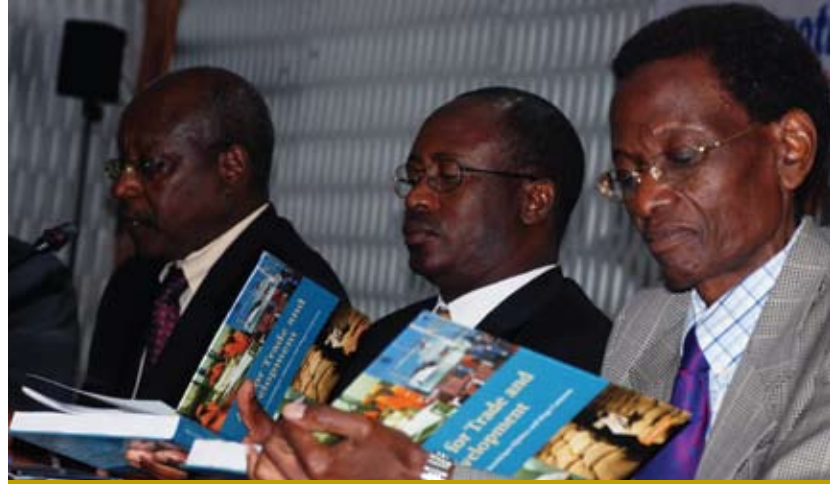
With the increasing move to undertake trade policy at the regional level, ILEAP supports and encourages the countries it works with to engage on key issues at both the national and regional levels. In this sense, ILEAP is able to deliver its support through a variety of channels, be it nationally on WTO, EPA or regional issues, as well as through efforts with the RECs and member states at the regional level. The spillover effects of delivering support in this manner helps to ensure that ILEAP can promote evidence-based policy-making in as many countries as possible. For example, through the work on WTO and EPA issues (i.e. Core Programmes I & II), ILEAP effectively supports at least 26 governments directly and indirectly (covering ECOWAS, including UEMOA, with a total of 15 member countries; CEMAC with six member countries; and EAC with an additional five countries).

### National Programme:

Supporting Nigeria's consideration of options in the Doha round (Agriculture & NAMA)

Emblematic of the support provided at the national level, ILEAP has been able to assist Nigeria to consider possible implications of tariff reforms in both agricultural and non-agricultural (or NAMA) products on the broader Nigerian economy. With the availability of such research and analysis, it is in a better position to articulate its offensive and defensive interests in these negotiations.

In an agreement signed in January 2007, ILEAP con-



Providing analytical, institutional and advisory backstopping for a better understanding of how to link AFT to poverty alleviation

tracted the University of Ibadan's Trade Policy Research and Training Programme (TPRTP) to offer background support to Nigeria, enabling consideration of the country's negotiation options in the Doha round. Through these advisory services two comprehensive studies on agriculture and NAMA were produced (see Papers & Publications). The paper on agriculture supports Nigeria in defining and identifying special and sensitive products to be excluded from tariff reductions, while the NAMA paper undertakes simulations on the possible impact of options under consideration in the negotiations to the Nigerian economy (and current tariff structure).

The main results and key recommendations of the two studies also served as the foundation for a national workshop jointly funded by ILEAP and the International Centre for Trade and Sustainable Development (ICTSD) in October 2007, held in collaboration with the Nigerian Federal Ministry of Commerce and Industry and TPRTP.

### Regional Integration and Bilateral Negotiations:

ILEAP supports the preparation of background papers on various trade and development issues, to help inform the regions on specific topics, as well as to enhance the analytical capacity of the African and Caribbean scholars preparing the papers. This helps enable RECs to make better decisions and participate

## Objective IV: Capacity Building for Future Generations

effectively in regional and bilateral processes. For example, in mid-2007 ILEAP was able to assist the Africa Group of Ambassadors based in Brussels and the Chief EPA Advisors identify specific areas of difference amongst themselves and between them and the EC, as well as define a set of steps and prior conditions for concluding the negotiations. This was achieved, in part, through the commissioning of two studies (see Papers & Publications) which fed the discussions at the Retreat of the Africa Group of Ambassadors based in Brussels and the Chief EPA Advisors on 25–26 August 2007 in Belgium.

Responding in part to calls for assistance in understanding the extent of additional liberalisation that might be required for a WTO-compatible EPA on trade in goods, a brief was prepared for Central African negotiators. The brief helped support the negotiators at their ministerial conference with the EC on 29 October 2007, providing preliminary analysis about possible liberalisation options at their disposal (see Papers & Publications).

Discussion on Aid for Trade also helped enable participants to consolidate their views as they prepared to engage in the continent-wide review on Aid for Trade organised by the WTO in October and the global review in Geneva in November 2007. During this period, ILEAP was also contracted by the African Development Bank (AfDB) to carry out a study to support the preparation of the ECCAS AFT regional programme presentation for the WTO regional review (see Papers & Publications).

In parallel to work undertaken in 2006/2007 in West Africa (UEMOA), ILEAP was also active in undertaking research to assist beneficiaries in CEMAC to reconcile the various tariffs applied at the border with their commitments both at the WTO and in the CEMAC (CET) (see Papers & Publications). This helped to inform negotiations at the WTO in the context of NAMA (both nationally and as a region), as well as the on-going implementation of the CET regionally.

### Africa and Caribbean-wide Programme

Background research to enable West, Central and East African beneficiaries develop their positions on AFT

ILEAP's activities in Aid for Trade were a direct response to requests from beneficiary RECs & governments for

assistance in clarifying key issues in this area. In particular, as discussed above, work was undertaken in the context of the African regional review in October 2007 and the global review in November 2007. As part of the Programme of Work on aid for trade, ILEAP commissioned a number of studies that supported informed discussions around the architecture of AFT, underpinning the positions of African and Caribbean countries and exploring specific areas for AFT programmes.

In the past year, ILEAP also commissioned papers directed at the regional and national level and at specific AFT programmes. These papers provided African and Caribbean scholars, policy-makers, and negotiators with the information necessary to develop their positions on AFT. This work was consolidated throughout 2007 and resulted in additional ILEAP support to UEMOA and ECCAS (and to a lesser extent EAC) for the establishment of initial regional Aid for Trade programmes.

In the Caribbean, ILEAP supported a Geneva-based Fellow, who assisted the CRNM in building its capacity to engage on Aid for Trade by providing reports on relevant AFT meetings and conducting background research on AFT implementation challenges.

More recently, ILEAP's contributions in this area have focused primarily on the definition of complementary activities that can be undertaken in services and trade facilitation under an Aid for Trade agenda. In order to greatly strengthen the dissemination of the growing body of material on AFT, ILEAP produced a book entitled *Aid for Trade and Development*, published by Cambridge University Press. This book provides analytical, institutional, and advisory backstopping and a better understanding of how to link AFT to poverty alleviation (further details below).

### Objective IV: Capacity Building for Future Generations

Contribute to the emergence of the next generation of trade policy experts in Africa and the Caribbean with the interdisciplinary background necessary to evaluate trade issues in a holistic manner

ILEAP's capacity building programme targets a gap that exists despite significant investment by a number of organizations; namely, the process through which

capacity accumulated through various programmes is adequately mobilized to respond to the main policy challenges and opportunities facing developing countries. In this programme, capacity is developed across a range of substantive policy areas, with impacts on the salient systemic deficiencies characterizing policy-making in low-income countries: inadequate analytical support, absence of effective institutional structures, and lack of a competent pool of local advisors and experts.

By promoting a development-focused policy and negotiation-oriented approach, our work helps to facilitate better training, more relevant research outcomes, and the emergence of improved policy formulation and negotiating options. There is an increasing need for these outcomes as the negotiations (and related challenges) evolve in the various forums. Similarly, such skills will be required as countries move into the implementation of commitments, such as those emanating from the EPAs and the Doha Work Programme.

Specific capacity-building activities encompass practical training of junior professionals through a Fellowship programme and engaging experienced advisors from developing countries to train trade policy officials and negotiators, as well as representatives of the private sector and civil society. Collectively, these activities will help facilitate the emergence of an African and Caribbean multidisciplinary network of trade experts, which ILEAP believes is needed to pursue overall goals of effective representation of developing countries in trade negotiations and, by extension, the alleviation of poverty.

#### **Advisory Network: Building a solid network of trade advisors**

ILEAP's 2007-08 advisory network consisted of 49 senior and regional advisors (including three Programme Officers), one REC-based and three Geneva-based Fellows, as well as Canadian-based researchers. The senior and regional advisors, which include ILEAP staff, guide and review the work of Fellows, help to build the capacity of capital-based government officials and researchers, and assist in the preparation of papers on specific trade topics. They also evaluate and peer review papers submitted by national and regional experts and act as resource persons at ILEAP workshops.



Building a solid network of trade advisors

A comprehensive list of advisors for 2007–08 is provided on the inside back cover.

#### **Fellowships: Building capacity in young professionals**

As part of its capacity building programme, ILEAP supports Fellows at both the multilateral and regional levels to assist beneficiaries, coordinate ILEAP's research projects, and write research papers. Fellows are often current students undertaking advanced degrees or recent graduates with advanced degrees in law, economics, or other related disciplines.

Through the Fellows, ILEAP has been able to enhance the work of the Africa Group at the WTO and at the same time build the capacity of young professionals from the regions (thus helping to contribute to Core Programmes I and II). In parallel, ILEAP's programme implementation has provided the Fellows with the supervision and professional development of their employer organization. Fellows benefit from the guidance of senior researchers and advisors within the ILEAP network, as well as having their research vetted by experts in the field.

At the multilateral level, ILEAP has supported Fellows in Geneva since 2004, where they provide assistance to African Missions, the African Group, and the Caribbean Regional Negotiating Machinery (CRNM) in ongoing negotiations at the WTO. During 2007-08 ILEAP supported three Fellows in Geneva. They assisted in the

## Objective V: Dissemination of Current Knowledge



Strengthening the capacities of government officials to analyze and negotiate pro-development policies in trade in services

coordination of information between Toronto, Geneva, and regional capitals, while conducting research on issues for specific regions/countries. Through these activities Fellows gain valuable exposure to WTO meetings and negotiations.

The first Fellow offered continuous support to the African Group through a secondment to the Permanent Mission of the Government of Uganda, which was at the time lead coordinator of the African Group. The second Fellow worked to establish linkages between African and Caribbean States while monitoring developments in agriculture and NAMA, as well as trade in services. This Fellow's role specifically entailed conducting primary/secondary research, compiling and analyzing data, and producing reports or publications as requested by the Secretariat. The third Geneva-based Fellow has provided day-to-day support to CRNM by following negotiations in Geneva. He continues to work under the supervision of CRNM's Geneva Representative at the WTO.

More recently, ILEAP has engaged Fellows at the regional level to support REC Secretariats in their work. The primary responsibility of these Fellows is to provide backstopping advisory support, promote coherence between regional and multilateral processes (e.g. on Aid for Trade), and help compile relevant trade and regulatory data and information in key areas of regional concern. A fourth Fellow was based at the UEMOA

Commission and played a key role in facilitating the programming developed with the REC. Upon conclusion of the Fellow's contract in January 2008, she was hired as a Senior Trade Officer by the Commission. ILEAP views this as a very successful outcome of the Fellowship and one with a clear long-term impact.

### Objective V: Dissemination of Current Knowledge

Make current and high-quality trade knowledge widely available ILEAP's dissemination and outreach activities aim at nurturing the culture of evidence-based policy-making and negotiations in the developing world. As such, coordinated efforts are deployed to ensure that pro-poor research generated by ILEAP and that of collaborative partners is made available to relevant stakeholders in a timely and appropriate format. ILEAP's primary goal in this regard is to ensure that the analysis that it produces and the policy dialogue in which it engages are integrated into the overall policy-making and negotiations of its beneficiaries.

This work builds on the niche ILEAP has carved for itself as a non-state actor – part NGO/part think-tank – with a competitive advantage with regard to its resources and expertise. Building on past achievements the main functions are developed around:

- networking through a database of pro-development trade experts, think-thanks, universities, international organisations, and civil society organisations that are stakeholders in trade and development; and
- publication and outreach achieved through a pro-active dissemination programme, centred on a select list of products aimed at specific target audiences.

#### Publications

ILEAP contributes directly to the participation and empowerment of a wide range of stakeholders through reliable and non-partisan analysis, negotiating advisory briefs, background briefs, and documents on the ILEAP website. These resources assist stakeholders in making informed decisions in trade negotiations and help enable them to participate in solutions-oriented discussions.

A major undertaking in 2007-08 was *Aid for Trade and Development* (Cambridge University Press, 2007), a book of twenty essays commissioned by ILEAP from regional and international experts. The book deepens the Aid for Trade debate by putting forward voices and experiences from the South, which have typically been lacking in publications to date. It also traces the evolution of Aid for Trade from its beginnings and examines the global architecture, modalities, and costs associated with its implementation. Drawing on lessons from national and regional experiences, the book explores ways in which Aid for Trade can move forward and become a real tool for poverty reduction in beneficiary countries. *Aid for Trade and Development* has been circulated extensively via post, meetings, and workshops. A French translation is currently underway, with an English paperback version expected in 2008/2009.

The ILEAP AFT book was launched on 6 February 2008, during the workshop in Kampala, Uganda, and was further disseminated at seminars at Oxford University (UK) on 11 April, and the Wilson Center in Washington, D.C. (US) on 15 April. These events offered an opportunity to highlight some key issues discussed in the book and consider pressing concerns as we move toward implementation of the Aid for Trade initiative and prepare for the next Global Review.

In addition to the publication of this book, other papers and publications on topical issues are regularly posted on the website to fill significant gaps for stakeholders in trade and non-trade policy-making communities. In fiscal year 2007-08 ILEAP put out 19 papers and publications that were subsequently used by our beneficiaries (see Papers & Publications). In addition, the Annual Report for 2006-07 was disseminated widely to beneficiaries and donors.

### Outreach

At the request of the WTO, ILEAP participated in a session of the AFT Global Review in Geneva (October 2007), providing key research findings on the topic. The Review also provided an opportunity for ILEAP to meet key contacts to update them on past and recent work on the AFT initiative. This event exemplifies the type of outreach often undertaken by ILEAP when attending meeting to share insights and research outcomes.



Building capacity to identify pro-development requests and offers

### Dissemination

In addition to dissemination through the website, papers and resource materials are distributed at ILEAP workshops, meetings and events where ILEAP is invited to present its work. Websites and publications of ILEAP partners (e.g. ODI, ECDPM, ICTSD, etc.) also aid in the distribution of ILEAP-generated resources. For instance, articles written by ILEAP advisors have recently been published in *Trade Negotiations Insights*, including one from the ILEAP Fellow previously seconded to UEMOA (see Papers & Publications).



Assisting RECs in the preparation of their Regional Programme on Aid for Trade

# Operations Update

## Performance Measurement

A Programme Measurement Framework was developed by ILEAP in 2007-2008. A process for collecting data on performance indicators is also underway, with a view to transitioning fully to results-based reporting in 2008-09.

## External Evaluation

ILEAP's Board commissioned an external evaluation in 2007-08, which has provided important feedback for the future work of ILEAP. The evaluation concluded, amongst others, that:

- ILEAP has evolved considerably from its original conception in response to emerging needs, opportunities, and constraints;
- ILEAP is widely credited with leadership in helping African countries understand and engage with the Aid for Trade agenda;
- 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;
- ILEAP's activities have been relevant and generally of "satisfactory" to "very satisfactory" quality; and
- ILEAP has produced a respectable portfolio of research products and papers and, to its credit, has often drawn on Southern experts and authors rather than the more established names from Northern universities and think tanks.

## Governance

The Board met twice in the year, reviewing the 2006-07 financial reports and programme results, and reviewing and approving the coming year's Programme of Work and budget. The Executive Committee, which also serves as the Audit Committee, met four times in the same period. This committee is charged with carrying out the work of the Board between meetings in order to accommodate its international structure while maintaining regular oversight. In 2007-08, the Board also participated by conference call in strategic planning items of the Executive Committee meetings. Par-

ticipants of the Annual Members meeting voted to accept the Executive Committee's proposed renewal of three-year terms for three directors and the candidacy of a new director, Paulina Mbara Elago, Deputy Director of The Services Group (TSG), Trade Facilitation & Capacity Building, Southern Africa Global Competitiveness Hub. Ms. Mbara Elago's election increases the number of women directors to three on the 13-member Board, meeting one of the goals of the Nominations Committee for the year.

## Human Resources

ILEAP's initial activity as a clearinghouse with light administrative functions has rapidly evolved into a multi-layered capacity building programme for trade negotiators, researchers, and young professionals. This increased role involves organizing multi-country meetings as well as contracting advisors and has placed a strain on human resources, highlighting the need to address this issue.

Alongside ILEAP's Executive Director and Programme Officers, the main resources for programme delivery are the external senior experts and advisors who provide analysis and research in an individual and sometimes lead capacity (steering a team of researchers). These external experts are drawn for the most part from beneficiary countries on a contractual basis and form the basis of ILEAP's evolving network of trade professionals. The ongoing process aims at providing a formal and longer-term arrangement for capitalizing on these experts for programme delivery, including through the official engagement of previous experts as ILEAP staff. Attention is also being given to the need to devolve some substantive and operational functions to regional partners. Such a process is guided by the proximity of advisors to the beneficiaries to help better calibrate work to meet their needs. For instance, ILEAP has begun to hire a number of remote-based Programme Officers who can be better integrated into local activities and specialise in their region. This helps to better support both local ownership of the work and enhance local capacity, while re-enforcing ILEAP's ability to provide timely and effective programme delivery.

As of 30 April 2008, ILEAP had nine full-time employees with an additional two short-term junior professionals working full time. A part-time accounting consultant also provides services as required, and computer support and website maintenance are outsourced.

# Financial Report

The following financial information is excerpted from the audited financial statements for the year ended 30 April 2007. The audited financial statements include additional information and disclosures that may be relevant to a reader in evaluating this excerpted financial information. All values in Canadian dollars.

## International Lawyers and Economists Against Poverty – Statement of Operations

FORTHE YEAR ENDED APRIL 30, 2008	2008	2007
<b>Revenue</b>		
Grants	<b>1,533,556</b>	2,598,059
Other	<u>11,508</u>	<u>-</u>
	<b><u>1,545,064</u></b>	<b><u>2,598,059</u></b>
<b>Expenses</b>		
Core programmes	<b>868,819</b>	1,540,088
Personnel	<b>343,613</b>	361,996
Dissemination and outreach	<b>140,154</b>	177,050
Administration	<b>129,369</b>	139,405
Board of Directors	<b>93,758</b>	123,329
Professional fees	<b>84,179</b>	125,843
Resource mobilization and networking	<b>9,491</b>	66,139
Grant overhead fees	<b>9,258</b>	28,182
Amortization	<b>9,278</b>	11,035
	<b><u>1,687,919</u></b>	<b><u>2,573,067</u></b>
Excess of revenue over expenses	\$ <b><u>(142,855)</u></b>	\$ <b><u>24,992</u></b>

# Financial Report

## International Lawyers and Economists Against Poverty – Statement of Changes in Net Assets

FOR THE YEAR ENDED APRIL 30, 2008		2008	2007	
	<u>Unrestricted</u>	Invested in Capital Assets	<u>Total</u>	<u>Total</u>
NET ASSETS, BEGINNING OF YEAR	\$ 116,405	\$ 29,822	\$ 146,227	\$ 121,235
Excess of revenue over expenses for the year	(133,577)	(9,278)	(142,855)	24,992
Inter-fund transfers	<u>(9,242)</u>	<u>9,242</u>	<u>-</u>	<u>-</u>
NET ASSETS, END OF YEAR	\$ <u>(26,414)</u>	\$ <u>29,786</u>	\$ <u>3,372</u>	\$ <u>146,227</u>

## International Lawyers and Economists Against Poverty – Statement of Financial Position

AS AT APRIL 30, 2008	2008	2007
Current assets		
Cash and cash equivalents	\$ 123,579	\$ 2,826
Amounts receivable	41,872	590,592
Prepaid expenses	<u>19,660</u>	<u>13,723</u>
	185,111	607,141
Capital assets (note 5)	<u>29,786</u>	<u>29,822</u>
	\$ <u>214,897</u>	\$ <u>636,963</u>
LIABILITIES AND NET ASSETS		
Current liabilities		
Accounts payable and accrued liabilities	\$ 211,525	\$ 208,988
Deferred grants (note 6)	<u>-</u>	<u>281,748</u>
	211,525	490,736
Invested in capital assets	29,786	29,822
Unrestricted	<u>(26,414)</u>	<u>116,405</u>
	3,372	146,227
	\$ <u>214,897</u>	\$ <u>636,963</u>

The complete audited financial statements are available upon request.

# Appendix I

## Country/Regional Coverage & Support in Africa & the Caribbean

REGION	COUNTRIES COVERED*	Area of Support				
		AFT	Trade in Services	Agriculture & NAMA	Trade Facilitation	Fellowship support
<b>West Africa</b>						
ECOWAS			•			
	Benin, Burkina Faso, Cabo Verde, Cote d'Ivoire, Gambia, Ghana, Guinea Conakry, Guinea Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone, Togo		•			
	Benin, Nigeria, Côte d'Ivoire, Senegal, Gambia, Sierra- Leone, Guinea, Togo, and Guinea Bissau	•				
	Nigeria			•		
UEMOA		•	•		•	•
	Benin, Burkina Faso, Côte d'Ivoire, Guinea Bissau, Mali, Niger, Senegal, Togo	•				
<b>Central Africa</b>						
ECCAS	Angola, Burundi, Cameroon, Central Africa Republic, Congo, DR Congo, Gabon, Equatorial Guinea, Sao Tomé et Príncipe, Chad	•				
CEMAC			•			
	Cameroon, Central Africa Republic, , Congo, Gabon, Equatorial Guinea, Chad		•			
<b>East Africa</b>						
EAC		•	•			
	Uganda, Kenya, Tanzania, Burundi, Rwanda		•			
<b>Southern Africa</b>						
	Swaziland		•			
<b>Caribbean</b>						
CRNM			•			•
	CARICOM countries (Antigua & Barbuda, The Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Haiti, Jamaica, St Lucia, St Vincent & Grenadines, St Kitts & Nevis, Suriname, Trinidad & Tobago) + Dominican Republic.		•			•
	Dominican Republic (Embassy to the EU)		•			

\*This includes support to Ministries of Trade, WTO African Group, African and Caribbean diplomatic missions in Geneva, the African Union, and the ACP Secretariat.

# Appendix II

## Beneficiary Demographics

Activity	National Workshop on Trade in Services	Regional Aid for Trade Workshop	Regional Workshop on EPA / WTO coherence	National Workshop on WTO Negotiations – Agriculture & NAMA	Africa Wide Workshop “Trade Negotiations and Pro-poor Services Reforms in Africa”	Seminar: “AFT & Development: Moving toward Implementation”	AFT Book Discussion	Regional Workshop on “Challenges & Methodology of Trade in Services Regulatory Audits In CEMAC”
Date	21–23 May 2007	29 June 2007	10–12 Sept 2007	09–10 Oct 2007	04–08 Feb 2008	11 April 2008	15 April 2008	24–26 March 2008
Location	Bangui, Central African Republic	Dakar, Sénégal	Yaoundé, Cameroon	Abuja, Nigeria	Kampala, Uganda	Oxford, UK	Washington DC, US	Douala, Cameroon
African Governments: Policy-makers based in African capitals	23	16	10	37	21	1	0	0
African Governments: Negotiators based in Geneva or Brussels	0	1	0	1	2	2	0	0
Academics/ Advisors/ Universities	7	0	9	3	12	13	11	15
Regional Economic Communities	1 (CEMAC)	5 (2 UEMOA, 2 ECOWAS, 1 CEMAC)	2	0	4 (CEMAC, ECOWAS, EAC & CRNM)	1	0	0
Private Sector	20	6	5	19	7	0	5	0
International organizations and other non-African governments	0	5	6	3	15	22	20	0
Civil Society	10	2	1	18	5	0	4	0
<b>Total</b>	<b>61</b>	<b>35</b>	<b>33</b>	<b>81</b>	<b>66</b>	<b>39</b>	<b>40</b>	<b>15</b>

# Appendix III

## Papers & Publications

**This list includes ILEAP papers and official publications from May 2007 to April 2008**

Bankole, Abiodun. (2007). "Nigeria in the Doha Trade Negotiations: Negotiation Options in Non-Agricultural Market Access (NAMA)."

Chaitoo, Ramesh. (2007). "Practical Aid for Trade in Services in Small Economies: Some Considerations for the Caribbean."

Doumbouya, Sékou F. (2007). "Les négociations de Doha Round et le tarif douanier : Evaluation pour la CEMAC."

ILEAP. (2007). "Report on Negotiations for Economic Partnership Agreements. Requested by the Executive Council of the African Union in Its Decision on EPA Negotiations of 29 June 2007, DOC.EX.CL/358 (XI)".

Mpande-Chuulu, Chawe (2007). "The State of Play in the Economic Partnership Agreement Negotiations Between the ACP and the European Union: The Case Of The Eastern And Southern African (ESA) And The Southern African Development Community (SADC) Configurations."

Njinkeu, Dominique. (2008). "Mobiliser L'Aide Pour le Commerce. Gros Plan Sur L'Afrique : Enjeux pour l'Afrique Centrale."

Njinkeu Dominique & Cameron, Hugo (eds). (2008). *Aid for Trade and Development*. New York: Cambridge University Press.

Ogunkola, E. Olawale (2007a). "Analysis of Nigeria's Possible Positions on Agriculture in the Doha Round Negotiations."

Ogunkola, E. Olawale. (2007b). "The Role of Local Networks in Aid for Trade."

Powo Fosso, Bruno. (2007). "Commerce Intra-CEMAC et facilitation des échanges."

Powo Fosso, Bruno. (2008). "Intra-African Trade Obstacles: The Role of Business Environment."

Prelaz, Giorgia & Njinkeu, Dominique. (2007a). "Analyse de la proposition de la CE sur le commerce des services dans le cadre des négociations de l'ape avec la région CEMAC + STP."

Prelaz, Giorgia & Njinkeu, Dominique. (2007b). "CEMAC and Doha Round Negotiations: Solutions to mitigate the negative impacts of the reduction commitments for the CEMAC region."

Prelaz, Giorgia & Njinkeu, Dominique. (2007c). "Gabon and Doha Round NAMA Negotiations: Solutions for Exemption from Application of Reduction Formula for NAMA."

Primack, David & Njinkeu, Dominique. (2007). "Que Faudrait-il à l'Afrique Centrale pour conclure un nouvel accord commercial avec l'UE en 2007 ?".

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# Governance

ILEAP is overseen by an international Board of Directors which ensures that ILEAP's work (1) remains relevant to its stakeholders; (2) builds on its past work; (3) fulfils the organization's mandate; and (4) remains fiscally responsible.

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**Sékou Falil Doumbouya**, Programme Officer

**David Primack**, Programme Officer

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Guy Zoungouere

# ILEAP ANALYTICAL SUPPORT STRUCTURE

## **SECRETARIAT** TORONTO, ON CANADA

- Compile and monitor ongoing research
- Consolidate information and materials for African and Caribbean researchers
- Synthesize information for various uses: reports, newsletters, websites
- Monitor ILEAP advisory work
- Commission papers
- Assist in non-administrative planning of workshops
- Conduct research
- Supervise the work of junior professionals

## **ADVISORY TEAMS / CAPITAL-BASED RESEARCH** CARIBBEAN & AFRICA

- Conduct research
- Update Geneva-Based fellows on negotiation developments at the capital level
- Interface with WTO-EPA negotiations
- Mainstream local conditions into ILEAP work



## **SENIOR MENTORS & ADVISORS**

- Assess the quality of ILEAP papers and provide feedback
- Advise researchers on sources of information
- Advise Secretariat on the design of Work Programmes and Terms of Reference for papers
- Review the work of junior professionals

## **FELLOWS** GENEVA, SWITZERLAND

- Monitor negotiations
- Perform quick analysis / reviews of negotiation issues
- Update advisory teams / capital-based research
- Update negotiators on activities in the capitals
- Interface with bilateral negotiations

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