



2026-27

# WTO Technical Assistance Plan



**BIENNIAL TECHNICAL ASSISTANCE AND TRAINING PLAN 2026-2027****Table of Contents**

|                                                                        |           |
|------------------------------------------------------------------------|-----------|
| <b>ACRONYMS.....</b>                                                   | <b>4</b>  |
| <b>1 EXECUTIVE SUMMARY .....</b>                                       | <b>6</b>  |
| <b>2 INTRODUCTION .....</b>                                            | <b>7</b>  |
| <b>3 IMPLEMENTATION OF THE TA PLAN 2024-25 .....</b>                   | <b>8</b>  |
| 3.1 Key achievements of 2024.....                                      | 8         |
| 3.1.1 High results and impact.....                                     | 9         |
| 3.1.2 High level of diversity.....                                     | 10        |
| 3.1.3 Aligning performance with expected results .....                 | 10        |
| 3.1.4 Stringent management of scarce resources.....                    | 11        |
| 3.2 Lessons learnt from implementing the 2024 Activities .....         | 11        |
| 3.2.1 Managing for Results.....                                        | 11        |
| 3.2.2 The Progressive Learning Strategy.....                           | 12        |
| 3.2.3 Course Content and Pedagogical methods.....                      | 12        |
| 3.2.4 Prioritizing Inclusion.....                                      | 12        |
| <b>4 TECHNICAL ASSISTANCE NEEDS AND PRIORITIES.....</b>                | <b>12</b> |
| 4.1 TA beneficiary Needs and Priorities .....                          | 13        |
| 4.1.1 English-speaking Africa .....                                    | 15        |
| 4.1.2 French-speaking Africa .....                                     | 15        |
| 4.1.3 Arab and Middle East.....                                        | 16        |
| 4.1.4 Central & Eastern Europe, Central Asia and the Caucasus .....    | 17        |
| 4.1.5 The Caribbean .....                                              | 18        |
| 4.1.6 Latin America .....                                              | 18        |
| 4.1.7 Asia and the Pacific.....                                        | 19        |
| 4.1.8 Least Developed Countries (LDCs) .....                           | 20        |
| 4.1.9 Former participants' observations on TA and training .....       | 20        |
| 4.2 Other stakeholders' needs and priorities .....                     | 21        |
| 4.2.1 WCP Chairholders .....                                           | 21        |
| 4.2.2 Other stakeholders .....                                         | 22        |
| <b>5 STRATEGIC APPROACH FOR TECHNICAL ASSISTANCE IN 2026-2027.....</b> | <b>22</b> |
| 5.1 Managing for Results.....                                          | 23        |
| 5.2 Progressive Learning Strategy.....                                 | 24        |
| 5.3 Use of partnerships.....                                           | 26        |

---

|          |                                                                                                                                                 |           |
|----------|-------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| 5.4      | Modes of Delivery .....                                                                                                                         | 26        |
| 5.4.1    | Face-to-face.....                                                                                                                               | 26        |
| 5.4.2    | Virtual Delivery .....                                                                                                                          | 26        |
| 5.4.3    | A blended approach to TA.....                                                                                                                   | 27        |
| 5.5      | New approaches to TA.....                                                                                                                       | 28        |
| 5.5.1    | Prioritizing national activities for face-to-face delivery .....                                                                                | 28        |
| 5.5.2    | Self-funded participation.....                                                                                                                  | 29        |
| 5.5.3    | Charging non-TA beneficiaries for e-Learning courses.....                                                                                       | 29        |
| <b>6</b> | <b>EXPECTED TECHNICAL ASSISTANCE KEY RESULTS.....</b>                                                                                           | <b>30</b> |
| 6.1      | Key Result 1: Government officials are implementing WTO Agreements and fully realising Members' rights and obligations.....                     | 32        |
| 6.1.1    | Output 1.1: Government officials have enhanced knowledge about WTO Agreements, trade policy formulation and conduct of trade negotiations ..... | 33        |
| 6.1.2    | Output 1.2: Effective partnerships established.....                                                                                             | 37        |
| 6.1.3    | Output 1.3: Members' needs and priorities identified periodically .....                                                                         | 37        |
| 6.1.4    | Output 1.4: WTO data and databases accessed by Members .....                                                                                    | 38        |
| 6.2      | Key Result 2: Acceding governments/separate customs territories are participating in accession negotiations.....                                | 38        |
| 6.2.1    | Output 2.1: Acceding governments/separate customs territories participants' knowledge on WTO substantive and procedural matters enhanced .....  | 39        |
| 6.2.2    | Output 2.2: Accessions Internship Programme participants' knowledge enhanced .....                                                              | 39        |
| 6.2.3    | Output 2.3: Interested Members' and Observers' expertise on the GPA 2012, accession negotiations and observer status enhanced .....             | 39        |
| 6.3      | Key Result 3: Academic institutions and other stakeholders are analysing WTO issues and reaching out to policy makers.....                      | 40        |
| 6.3.1    | Output 3.1: Research on trade policy and WTO-related matters generated by the WCP ..                                                            | 41        |
| 6.3.2    | Output 3.2: Courses with WTO content developed by WCP Chairs .....                                                                              | 41        |
| 6.3.3    | Output 3.3: WTO Chairs' research disseminated to policy makers and other stakeholders                                                           | 42        |
| 6.3.4    | Output 3.4: Enhanced collaboration among WCP Chairs.....                                                                                        | 42        |
| 6.4      | Key Result 4: Legislators and key non-governmental stakeholders are better informed on the WTO and the MTS .....                                | 42        |
| 6.4.1    | Output 4.1: Understanding of WTO work and issues by legislators and non-governmental stakeholders improved .....                                | 43        |
| 6.4.2    | Output 4.2: Improved access to WTO issues through online training material for self-study.....                                                  | 43        |
| 6.4.3    | Output 4.3: Information on WTO trade-related technical assistance provided .....                                                                | 44        |
| 6.4.4    | Output 4.4: Young Professionals are exposed to WTO work and issues .....                                                                        | 44        |
| 6.4.5    | Output 4.5: China General Internship Programme Participants' knowledge enhanced .....                                                           | 44        |
| <b>7</b> | <b>FUNDING.....</b>                                                                                                                             | <b>45</b> |
| 7.1      | Regular Budget for TA.....                                                                                                                      | 46        |
| 7.2      | Extrabudgetary funds for TA .....                                                                                                               | 47        |
| 7.2.1    | Unearmarked funds (Global Trust Fund - GTF).....                                                                                                | 47        |
| 7.2.2    | Earmarked Trust Funds .....                                                                                                                     | 48        |

|                                                 |           |
|-------------------------------------------------|-----------|
| <b>ANNEX 1: WTO TA LOGFRAME 2026-2027 .....</b> | <b>49</b> |
| <b>ANNEX 2: ACTIVITY MATRIX.....</b>            | <b>60</b> |

**ACRONYMS**

|         |                                                           |
|---------|-----------------------------------------------------------|
| AAB     | Academic Advisory Board                                   |
| AfCFTA  | The African Continental Free Trade Area                   |
| AI      | Artificial Intelligence                                   |
| AIP     | Accessions Internship Programme                           |
| ATPC    | Advanced Trade Policy Course                              |
| BTOR    | Back to Office Report                                     |
| CEECAC  | Central and Eastern Europe, Central Asia and the Caucasus |
| CTD     | Committee on Trade and Development                        |
| FTAs    | Free Trade Areas                                          |
| GATS    | General Agreement on Trade in Services                    |
| GCSP    | Group Coordinators Support Programme                      |
| GPA     | Government Procurement Agreement                          |
| GTF     | Global Trust Fund                                         |
| GVC     | Global Value Chain                                        |
| IGOs    | Intergovernmental organizations                           |
| IMF     | International Monetary Fund                               |
| ITC     | International Trade Centre                                |
| ITPC    | Introductory Trade Policy Course                          |
| ITTC    | Institute for Training and Technical Cooperation          |
| JSIs    | Joint Statement Initiatives                               |
| LDCs    | Least developed countries                                 |
| FIMiP   | French Irish Mission Programme                            |
| MSMEs   | Micro, Small and Medium Enterprises                       |
| MTS     | Multilateral Trading System                               |
| NTMs    | Non-Tariff Measures                                       |
| NTP     | Netherlands Talent Programme                              |
| PLS     | Progressive Learning Strategy                             |
| RBM     | Results-Based Management                                  |
| REC     | Regional Economic Community                               |
| RTA     | Regional Trade Agreement                                  |
| RTPC    | Regional Trade Policy Course                              |
| SCM     | Subsidies and Countervailing Measures                     |
| S&D     | Special and Differential Treatment                        |
| SDGs    | Sustainable Development Goals                             |
| SPS     | Sanitary and Phytosanitary                                |
| STE     | State Trading Enterprise                                  |
| TA      | Technical Assistance                                      |
| TA Plan | Biennial Technical Assistance and Training Plan           |
| TBT     | Technical Barriers to Trade                               |
| ToT     | Training of Trainers                                      |
| TPR     | Trade Policy Review                                       |
| TRIM    | Trade-Related Investment Measure                          |
| TRIPS   | Trade-Related Aspects of Intellectual Property Rights     |

|        |                                          |
|--------|------------------------------------------|
| UNCTAD | UN Trade and Development                 |
| WB     | World Bank                               |
| WCP    | WTO Chairs Programme                     |
| WIPO   | World Intellectual Property Organization |
| WTO    | World Trade Organization                 |
| YPP    | Young Professionals Programme            |

## 1 EXECUTIVE SUMMARY

1. Technical Assistance (TA) is a core function of the World Trade Organization. Its primary purpose is to enhance the human and institutional capacities of TA beneficiaries, so that they can fully benefit from the rules-based Multilateral Trading System (MTS), meet their obligations, enforce their rights, and address emerging trade-related challenges and opportunities.

2. This Biennial Technical Assistance and Training Plan (TA Plan) defines the strategy and priorities that the Secretariat will follow in the biennium 2026-2027. The TA Plan establishes a policy framework that identifies priorities, anticipates results, outlines mechanisms for TA implementation, and determines funding sources and needs. The TA Plan is designed in line with paragraphs 38 to 41 of the Doha Ministerial Declaration<sup>1</sup> and other relevant decisions and declarations adopted by Members.

3. The TA Plan 2026-27 is presented against a backdrop of financial uncertainty characterised by persistent declines in voluntary contributions, pressures on the regular TA budget, reduced human resources and other evolving challenges. These factors could significantly affect the Secretariat's capacity to deliver technical assistance. The availability of financial and human resources will be a factor in the Plan's implementation. In response to these constraints, the Plan introduces a new strategic approach designed to make efficient use of available resources. It is also intentionally flexible, enabling adjustments to be made under varying funding scenarios as well as evolving needs.

4. The Plan seeks to continue and enhance previous TA initiatives while adapting the TA offering to meet the evolving needs of both the MTS and TA beneficiaries. Its overall design is shaped by the TA Results management approach, the progressive learning strategy, and other strategic frameworks. Accordingly, the performance of the WTO TA will be assessed based on the following four Key Results:

- Key Result 1 – Government officials are implementing WTO Agreements and fully realising Members' rights and obligations;
- Key Result 2 – Acceding governments/separate customs territories are participating in accession negotiations;
- Key Result 3 – Academic institutions and other stakeholders are analysing WTO issues and reaching out to policy makers; and
- Key Result 4 – Legislator and key non-governmental stakeholders are better informed on the WTO and the MTS.

5. The TA Plan describes how these Key Results will be pursued over the 2026-27 biennium, taking into account Members' needs, evolving financial scenarios, and the outcome of recent Ministerial Conferences. In line with the Results-Based Management (RBM) approach, the Secretariat will continue to apply its monitoring and evaluation framework, using performance indicators and targets to track progress towards Key Results. Where necessary, adjustments will be made to account for practical realities or uncertainties related to resource availability.

6. During the 2026-27 biennium, the Secretariat will promote TA activities that focus on the implementation of WTO Agreements and the specific needs and priorities identified by TA beneficiaries. This will include implementing its internal RBM tools and consolidating the Progressive Learning Strategy (PLS) where applicable. Recognizing the financial and resource constraints, the Secretariat will explore, develop, and incorporate more effective pedagogical methods, especially practical, action-oriented training and it will take full advantage of efficient virtual and blended learning opportunities. The Secretariat will further strengthen value-adding partnerships and commit to promoting fully inclusive activities that address the needs of the weakest and most vulnerable beneficiaries.

7. Aligned with the Secretariat's Strategy 2030 and the strategy for the 2026-27 biennium, and subject to available resources, the Secretariat will optimise the use of virtual and blended learning.

---

<sup>1</sup> Doha Ministerial Declaration, [WT/MIN\(01\)/DEC/1](#), paras. 38-41.



This will involve combining face-to-face sessions, online self-paced learning, synchronous and asynchronous training delivery. If financial resources allow, it will further strengthen its Training of Trainers (ToT) efforts by incorporating new methods of training and technologies focusing on blended learning to enhance knowledge transfer and retention and a more efficient use of resources. The current global economic and financial environment will be closely monitored to mitigate any potential negative impact on the Plan's implementation.

8. The TA Plan's logical framework (logframe) is designed to be both flexible and robust considering the significant resource uncertainties for 2026–27, ensuring continuous monitoring of performance regardless of funding outcomes. Many indicators now feature alternate targets corresponding to both optimistic and pessimistic financial scenarios, allowing the Secretariat to track progress even if available resources fall short, and thereby avoiding situations where unmet initial assumptions preclude measurement of results. In addition, the framework has been refined to rebalance and refocus indicators in line with the evolving priorities of the TA portfolio and the strategic importance of partnerships. Complementing this, the TA Plan has been developed with consideration of financial uncertainties; in the absence of positive funding indications from Members, the Secretariat has prepared its budget based on a pessimistic scenario for the Global Trust Fund—mirroring recent financial conditions—while maintaining the status quo for the Regular Budget and Earmarked Trust Funds, with the commitment to realign expenditures should the financial outlook improve in accordance with the Plan's strategic priorities.

9. The Secretariat will continue engaging with Members on any issues that might require action. These include discussions on topics such as their TA needs linked to emerging trade issues and assessing trainees' learning outcomes and application of the skills gained through TA. Under the guidance of Members, the Secretariat will continue to carry out actions that may arise or require attention, including those resulting from external audits such as the Performance Audit on the governance and management of Trust Funds.

## 2 INTRODUCTION

10. WTO's TA activities aim to help beneficiaries build their human and institutional capacities so that they can participate more effectively in the MTS. In this regard, Ministers declared at the WTO's 4th Ministerial Conference in Doha, Qatar, in November 2001, that:

The delivery of WTO technical assistance shall be designed to assist developing and least-developed countries and low-income countries in transition to adjust to WTO rules and disciplines, implement obligations, and exercise the rights of membership, including drawing on the benefits of an open, rules-based multilateral trading system.<sup>2</sup>

11. The importance of TA was subsequently re-affirmed by Ministers at the 10th WTO Ministerial Conference held in Nairobi, Kenya, in December 2015, when they stated that:

We also reiterate the importance of targeted and sustainable financial, technical, and capacity building assistance programmes to support the developing country Members, in particular LDCs, to implement their agreements, to adjust to the reform process, and to benefit from opportunities presented.<sup>3</sup>

12. In addition, the Ministerial Declaration adopted at the 13th WTO Ministerial Conference held in Abu Dhabi, UAE, in February 2024 provided that<sup>4</sup>:

We recognise the importance of the Aid for Trade Initiative for developing Members, including LDCs, for trade-related capacity building, and for contributing to their integration into the multilateral trading system. We recognise the contributions made by the WTO's Institute for Training and Technical Cooperation (ITTC) in this regard and by the contributors to the range of extra budgetary funds managed by the WTO that support training and capacity building for developing Members. We look forward to the outcomes of the 9th Global Review and recognise the continuing need for this initiative.

---

<sup>2</sup> Doha Ministerial Declaration, [WT/MIN\(01\)/DEC/1](#), para. 38.

<sup>3</sup> Nairobi Ministerial Declaration, [WT/MIN\(15\)/DEC](#), para. 17.

<sup>4</sup> Abu Dhabi Ministerial Declaration, [WT/MIN\(24\)/DEC](#), para 12.

We also note the efforts and discussions underway among certain Members to continue extra budgetary trade-related technical assistance dedicated to LDCs.

13. In the preparation of this TA Plan, the Secretariat worked with beneficiaries to identify needs and to ensure the relevance of the WTO TA activities offered. Starting points for the preparation of the TA Plan were the information gathered through four separate sets of questionnaires submitted by TA beneficiaries; former participants in selected TA and training activities; WTO Chair Programme holders and advisory board members; and Other Stakeholders, as well as consultations with Members and Observers. This information is complemented by the lessons drawn from the implementation of previous TA Plans, as well as current financial circumstances.

14. The TA Plan 2026-27 introduces strategic adjustments to previous approaches, taking into account the current financial uncertainties, the experience gained from virtual and blended training activities, and the need to optimize resources. The implementation of the Plan remains fully dependent on the availability of adequate financial and human resources. The results expected for 2026-27 are elaborated in section 6 and in the detailed logframe included in Annex 1. The Annexes are an integral part of the TA Plan.

15. In particular, this TA Plan has been developed in the context of growing global economic uncertainty and financial constraints facing the organization, further compounded by the broader challenges of the global economic environment. The majority of TA beneficiaries continue to face the same challenges as those that necessitated the development of the WTO TA programme over the years. Furthermore, a number of TA beneficiaries are seeking increased assistance about ongoing discussions on emerging trade issues such as digital trade and e-commerce; trade and environment; investment facilitation for development; gender-related trade issues; Micro, Small and Medium Enterprises (MSMEs); among others.

16. The TA Plan is designed to deliver TA taking into account the provisions of paragraphs 38 to 41 of the Doha Declaration<sup>5</sup> and other relevant decisions and declarations adopted by Members. The TA activities to be delivered will depend on Members' identified needs and priorities, particularly at the national level, with regional activities reflecting overall needs expressed in the various regions as elaborated in section 4. The main TA activities and programmes associated with the TA Plan are listed in Annex 2.

17. The rest of this document comprises the following sections: a summary of the main lessons learnt from the implementation of past TA activities; the TA needs and priorities identified by beneficiary Members and Observers, past participants, and other stakeholders; the strategies and actions to respond to Members' and Observers' needs and priorities, including new approaches to TA; the overall results expected from the delivery of this TA Plan; and the options for funding requirements necessary to implement it.

18. Moreover, in response to prevailing uncertainties, the Plan's logical framework sets out multiple target scenarios for activities funded through unearmarked voluntary contributions (the GTF), ensuring that the strong emphasis placed by Members on measuring the results of TA to beneficiaries is fully reflected.

### **3 IMPLEMENTATION OF THE TA PLAN 2024-25**

#### **3.1 Key achievements of 2024**

19. The lessons learned from the implementation of previous TA Plans and, in particular, the achievements for 2024 have helped guide the preparation of this TA Plan. The WTO TA Annual Report for 2024<sup>6</sup> provides a detailed analysis of the TA delivered by the WTO during the first year of implementation of the TA Plan 2024-25. It highlights improved learning outcomes, an expanded thematic focus, and sustained engagement across beneficiary groups and regions.

---

<sup>5</sup> Doha Ministerial Declaration, [WT/MIN\(01\)/DEC/1](#), paras. 38-41.

<sup>6</sup> [2024 TA Annual Report | WT/COMTD/W/298](#).

### 3.1.1 High results and impact

20. Building on the recovery momentum of 2023, the overall TA success rate reached 82% in 2024, the highest in five years. Fully met targets stood at 57%, while partially met targets rose to 25%, and missed targets declined to 16%.

21. In 2024, the Secretariat trained over 19,000 participants, the second highest number on record. Of these 72% received training through e-Learning. This represented a 19% increase compared to the previous year.

22. e-Learning participation rose by 45% to an all-time high of 13,700 participants, accounting for nearly three-quarters of all WTO TA beneficiaries. The overall success rate in e-Learning activities rose to 78%, up from 70% the previous year, while the distinction rate increased to 58% (from 55%), and the dropout rate declined to 20% (from 28%). During this period, the Secretariat launched 16 new e-Learning courses, increasing the total number of online courses to 176, of which 86% now feature interactive elements. To enhance the virtual learning experience, the Secretariat also conducted 26 live webinars in all three official WTO languages, adding a valuable interactive component to the e-Learning programme. As TA resources face growing pressure, this cost-effective delivery method is increasingly embraced by participants from TA beneficiaries and has become a vital asset for the WTO.

23. In 2024, the Secretariat delivered three Advanced Trade Policy Courses (ATPC) and three Regional Trade Policy Courses (RTPC), reaffirming its commitment to in-depth, structured learning of the WTO system. All three ATPCs achieved a 100% success rate, with over 30% of participants earning distinctions, reflecting high levels of engagement and academic achievement. The three RTPCs, organized in partnership with regional academic institutions, recorded a success rate of 94% and an average score in the final exams of 76%, marginally lower than in 2023 (95% and 80%, respectively). Together, the ATPCs and RTPCs, the Secretariat's most comprehensive TA programmes, continued to serve as cornerstones of WTO TA, building the analytical, legal, and policy skills needed for beneficiaries' meaningful participation in multilateral trade and effective national policy implementation.

24. Two Introductory Trade Policy Courses (ITPCs), tailored exclusively to the TA needs of LDCs, took place in English and French. These programmes attracted 53 participants from 25 LDCs, with 56% completing the training with distinction. Relaunched in 2023, the ITPCs have continued to deliver substantial benefits for government officials working on WTO-related issues.

25. Building on the experience and lessons learned from the previous biennium, when TA delivery had to adapt to the constraints of the COVID-19 pandemic, WTO TA deepened its shift toward a blended learning model, which combines the strengths of face-to-face, virtual, and e-Learning modes of delivery. This approach became a defining feature of TA delivery, enabling customized, flexible, and cost-effective learning. Over the year, several activities followed this approach, covering a wide range of trade-related topics, including agriculture, government procurement, market access, and Sanitary and Phytosanitary (SPS) measures and Technical Barriers to Trade (TBT) measures. Most were designed for a global audience, and some were aimed at regional audiences.

26. In response to recommendations from previous evaluations, the use of action-oriented approaches was further strengthened in 2024, particularly in support of the implementation of transparency provisions. These approaches include mentoring and coaching, the development and implementation of action plans, a focus on concrete deliverables, and follow-up over time to reinforce both learning outcomes and institutional impact. By combining technical instruction with personalized support and practical outputs, the Secretariat enhanced the effectiveness and sustainability of capacity-building efforts, fostering deeper engagement from participants well beyond the training period.

27. Activities in support of transparency delivered strong results in 2024. Developing and LDC Members submitted 86% of TBT notifications and 74% of SPS notifications (of these, about 20% were from LDCs). A notable achievement was the Customs Valuation workshop, which resulted in 22 formal notifications, the highest number ever submitted between two Committee meetings.

28. Additionally, TA contributed to a 68% increase in the number of substantive documents submitted by developing and LDC Members to WTO bodies, the highest in over a decade.

### 3.1.2 High level of diversity

29. In 2024, the Secretariat continued to refine and expand its training offer in response to the needs expressed by beneficiaries. The content focused on high-priority areas identified by Members and Observers, such as digital trade, import licensing, agriculture, standards, trade and environment, and trade negotiation skills, the latter got reinstated after being suspended during the pandemic. Notably, the Advanced Thematic Course on Trade and Environment was relaunched after a six-year hiatus, highlighting both the demand-driven nature of TA in the WTO and the Secretariat's ability to adapt its offerings accordingly. Activities covered a broad range of topics and were regularly tailored to reflect national and regional priorities, ensuring continued relevance to the evolving needs of participants.

30. WTO TA remained focused on promoting inclusive participation. More than 5,000 participants from LDCs took part in TA activities in 2024, representing 29% of all TA beneficiaries, and covering 38 WTO Members and Observers, a share consistent with 2023. LDC participation was particularly strong in e-Learning and on-the-job training programmes. Their increased engagement in WTO work was also reflected in a rise in the number of documents submitted to WTO Committees, which grew from 117 in 2023 to 162 in 2024.

31. Women accounted for 47% of all TA participants, a level consistent with the five-year average, despite a slight one-percentage-point decline from 2023. The Caribbean continued to lead in women's participation, with 66% of participants being women, up from 62.5% in the previous year. Participation rates among women remained stable in Latin America (54%), Asia-Pacific (50%), and CEECAC (46%). However, the proportion of women participants declined in Africa (41%) and the Middle East (42%), down from 43% and 45% respectively in 2023. Global TA activities achieved full gender parity, with women making up exactly 50% of participants.

32. A broad geographical reach was maintained in 2024, with participants drawn from all the regions. National and regional TA activities were hosted in 62 different Members and Observers, reflecting the Secretariat's focus on equitable distribution and tailored delivery. Among regions, Africa continued to be the most active in hosting both national and regional in-person activities, and Latin America followed. While most regions experienced an uptick in face-to-face engagements compared to 2023, the Asia-Pacific region saw a 27% decline in the number of activities hosted. Overall, face-to-face activity levels remained stable relative to the previous year.

33. Language coverage remained more balanced than in pre-pandemic years: English was the main language of delivery (49%), followed by Spanish (25%) and French (21%), with interpretation provided for the remaining 5%.<sup>7</sup> Support for multilingual live sessions also grew, particularly in e-Learning activities. By the end of 2024, the WTO e-Learning course catalogue comprised 64 courses in English, 54 in French, and 55 in Spanish, reflecting a significant commitment to multilingual accessibility. The distribution of registrations highlighted growing linguistic diversity, with 68% of participants enrolling in courses in English, 20% in French, and 12% in Spanish, marking a notable increase in participants preferring to learn in a language other than English.

### 3.1.3 Aligning performance with expected results

34. TA activities continued to align closely with the Secretariat's strategic objectives as structured under the four Key Results. Key Result 1, which supports the implementation of WTO Agreements and the full realisation of Members' rights and obligations, remained the central focus, accounting for 89% of all TA activities. Key Result 2, focused on supporting the accession of new Members, constituted 7% of activities, reflecting both ongoing accession processes and the successful integration of Comoros and Timor-Leste. Key Results 3 and 4, which promote engagement with academia and other stakeholders such as legislators, civil society, the private sector, and the media, made up the remaining 4%.

---

<sup>7</sup> This reflects the language preferences of the TA beneficiaries. In addition, Secretariat has continued to implement the findings of the option paper on enhancing the language mix in Ta activities [WT/COMTD/W/229](#).

35. TA played a pivotal role in supporting acceding governments. The accessions of Comoros and Timor-Leste were landmark achievements and the most tangible results of accession-related TA over many years until 2024. The Secretariat provided sustained support throughout their accession processes, culminating in their formal membership in 2024. Tailored TA continued for other governments among the 22 at various stages of the accession process.

36. The Secretariat maintained its robust commitment to on-the-job training in 2024, with 65 participants engaged across various structured programmes: the Accessions Internship Programme<sup>8</sup> (AIP), the Netherlands Talent Programme (NTP), the French-Irish Mission Programme (FIMiP), the Young Professionals Programme and the Group Coordinators Support Programme. These long-term placements equip participants with practical skills and first-hand exposure to the workings of the multilateral trading system, reinforcing their technical knowledge through real-world application and institutional immersion over a long period of time.

37. The WTO Chairs Programme (WCP) continued to expand its reach and deepen its impact in 2024 as part of the Secretariat's broader efforts to engage academic institutions in supporting trade policy development and research. WTO Chairs made substantial contributions to research, curriculum development, and policy outreach. Under Phase III, research output rose by 16%, course completions by 24%, and outreach activities by 23%. The Programme experienced further consolidation and growth with the selection of five new universities for phase IV, increasing the global network of WTO Chairs to 39 institutions across all regions.

### **3.1.4 Stringent management of scarce resources**

38. In 2024 WTO TA operated under ongoing and increasing financial pressure. To ensure the continued delivery of its programmes, the Secretariat implemented strict cost-efficiency measures. By prioritizing activities, expanding the use of digital and hybrid learning formats, and optimizing logistical planning, the Secretariat was able to maintain both the volume and quality of TA initiatives. Nevertheless, the financial outlook remains challenging. If funding shortfalls persist in 2026 and beyond, there is a risk that the volume, quality, or both of TA activities could decline, potentially affecting the Secretariat's ability to carry out and fulfil its TA mandate.

## **3.2 Lessons learnt from implementing the 2024 Activities**

39. Several relevant lessons can be drawn from the implementation of the TA activities in 2024 and in earlier years, which will shape the design and implementation of the TA Plan 2026-27. The lessons drawn relate to the implementation of the Secretariat's RBM approach, the PLS, the pedagogical methods, and prioritizing inclusion.

### **3.2.1 Managing for Results**

40. The continued refinement of the RBM framework has strengthened the Secretariat's capacity to monitor and evaluate the delivery of TA through both performance assessments and targeted evaluations. In 2024, 13 evaluations were conducted (8 onsite activity assessments and 5 TA beneficiary-level impact reviews). These evaluations covered a diverse set of global, regional, and national activities, addressing topics such as customs valuation, trade and gender, trade and value-added statistics, post-TPR notifications, digital trade, trade and public health, agricultural notifications, and trade negotiations.

41. The findings consistently confirmed the relevance and alignment of TA with beneficiaries' priorities. While variations in effectiveness were observed across activities, the evaluations generally concluded that objectives were successfully met. Onsite assessments also yielded good practices and recommendations for improvement, which were shared internally to inform future programming, including the TA Plan 2026-27. At the TA beneficiary level, sustainable results were identified by the beneficiaries concerned.

---

<sup>8</sup> In 2023, this programme increased the number of interns from 5 to 10, with the additional 5 interns assigned to tasks unrelated to accession issues.

42. In parallel, BTORs submitted by trainers continued to provide timely and practical feedback on immediate outcomes, complementing evaluation findings. These insights contributed to continuous learning and adaptive planning.

43. Regular updates to TAMS dashboards, with disaggregated data, further enhanced transparency and accountability. To strengthen the digital integration of TA management, a project was launched in 2024 to merge TAMS and the e-Learning platform into a unified TA portal, centralizing the WTO's catalogue of TA activities, TA requests, applications, and performance data. However, the technical complexity of the system, coupled with the cross-divisional scope of its workflows, has delayed implementation. Continued investment in the streamlining and modernization of online tools remains essential to enhance the efficiency, coherence, and impact of WTO TA delivery.

### **3.2.2 The Progressive Learning Strategy**

44. The PLS is a cornerstone of TA delivery. It guides participants from introductory to advanced levels, ensuring that learning offerings match participants' prior knowledge and professional responsibilities. Only 17% of registered TA activities fell outside the PLS framework, a 1.3 percentage point decrease from 2023 and consistent with historical trends.

45. In 2024, the first ex-post evaluation of the PLS since its launch in 2010 was conducted. The evaluation covered the period 2017–23, during which over 24,000 participants from 161 countries and separate customs territories took part in WTO TA activities. The review confirmed that the PLS remains relevant and effective in building participants' capacity to engage in WTO-related trade policy development and negotiations. It also highlighted areas for improvement, including ensuring logical course progression, reducing content overlap across levels, aligning course content with core concepts, enhancing guidance on prerequisites, incorporating refresher modules, and encouraging the practical use and application of acquired knowledge.

### **3.2.3 Course Content and Pedagogical methods**

46. In response to lessons from the pandemic period and growing demand for a more engaging learning environment, the Secretariat intensified the use of interactive pedagogical tools. In 2024, tailored approaches, such as mentoring, coaching, action plans, and follow-up mechanisms, were increasingly integrated, especially in courses related to transparency obligations. These methods enhanced knowledge retention, institutional application, and learner satisfaction. Moreover, the use of blended learning formats, combining virtual and face-to-face segments, proved effective. The virtual components provided flexibility and theoretical grounding, while face-to-face segments fostered peer interaction, case-based application, and deeper exploration of complex topics. Feedback from participants confirmed that this format maximized their learning outcomes while making efficient use of their time.

### **3.2.4 Prioritizing Inclusion**

47. While the Secretariat continued to prioritize inclusion in TA delivery, the 2024 results revealed several areas requiring renewed focus and adaptation. Women's participation remained steady but underscored persistent regional imbalances. These trends highlight the need for targeted outreach and gender-sensitive programming in underrepresented regions.

48. The share of LDC participation in on-the-job training declined from 46% to 39%, and e-Learning participation from LDCs dropped from 38% to 33%. Despite this, the completion rate among LDC e-learners rose significantly, from 69% in 2023 to 80% in 2024, suggesting that once engaged, LDC participants show strong commitment and capability.

## **4 TECHNICAL ASSISTANCE NEEDS AND PRIORITIES**

49. In a results-based approach to technical assistance (TA), it is crucial to identify the needs and priorities of TA beneficiaries. Accordingly, in preparing the WTO's 2026–27 Biennial Technical Assistance and Training Plan, the Secretariat distributed four sets of questionnaires to relevant stakeholders. This was done to assess their needs and priorities, ensuring that the design of programmes and specific activities aligns with actual demands, resources are used efficiently, and



intended results are achieved. The analysis of the responses is presented in document [RD/COMTD/17](#).<sup>9</sup>

#### 4.1 TA beneficiary Needs and Priorities

50. A total of 87 TA beneficiaries<sup>10</sup> representing about 60% of all TA beneficiaries responded to the TA questionnaire addressed to Members and Observers. Responses were received from the seven regions identified for the purpose of TA delivery: English-speaking Africa; French-speaking Africa; Arab and Middle East countries; Central and Eastern Europe, Central Asia and the Caucasus (CEECAC); the Caribbean; Latin America; and Asia and the Pacific. In addition to identifying their priority needs and topics, respondents also highlighted various challenges they face in engaging with the multilateral trading system. They offered some suggestions to improve the delivery of TA, including preferred learning formats and approaches.

51. A specific questionnaire was also sent to a sample of former participants who had attended a selected number of WTO training activities, such as RTPCs, ATPCs, or long-term placement programmes, which took place during the period 2022-24. A total of 81 replies were received.<sup>11</sup> The observations provided by former participants in their replies have been summarized in section 4.1.9 below.

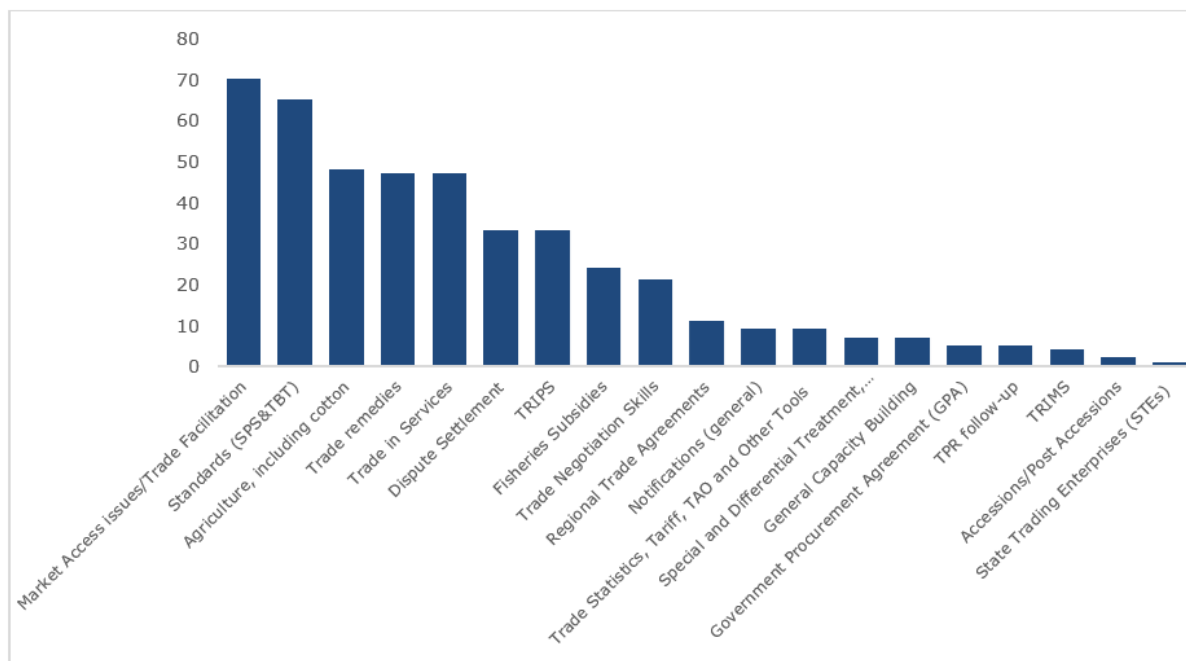
52. Most respondent Members and Observers highlighted that common barriers that hinder their effective participation in the global trading system include high staff turnover, limited human and institutional capacity, language barriers, weak regulatory frameworks, and vulnerabilities to external shocks such as climate change and geopolitical disruptions. Respondents called for tailored, continuous training to address these gaps, emphasizing the need for more face-to-face training, especially at intermediate and advanced levels (i.e., Levels 2 and 3), as well as better coordination and broader access to TA across delivery modes.

53. The priority areas identified across all regions for existing WTO Agreements focus primarily on market access (especially trade facilitation, customs valuation, import licensing, and rules of origin); followed by standards (SPS and TBT); agriculture (notably notifications, domestic support, and food security); trade in services; trade remedies; trade-related aspects of intellectual property rights (TRIPS) (with emphasis on public health and technology transfer); dispute settlement; fisheries subsidies; negotiation skills; and trade data analysis. Additionally, respondents highlighted the need for training in Regional Trade Agreements (RTAs); WTO notification obligations; government procurement; development issues (notably Special and Differential (S&D) treatment); trade policy reviews; general capacity-building; Trade-Related Investment Measures (TRIMs); WTO accessions; and State Trading Enterprises (STEs).

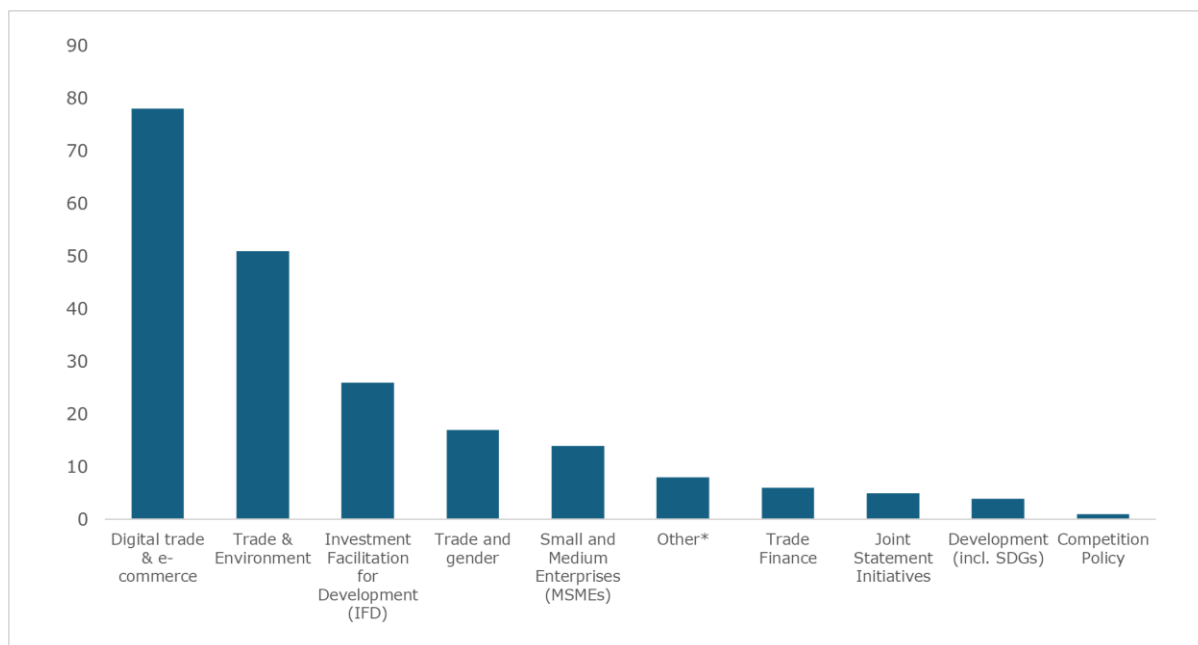
<sup>9</sup> [RD/COMTD/17](#) is an unofficial Room Document containing a detailed analysis of the replies received to four distinct questionnaires. The document was circulated to Members and Observers and discussed at informal meetings of the Committee on Trade and Development (CTD) dedicated to technical assistance, held on 18 June and continued on 4 July 2025.

<sup>10</sup> Eighty-one Members and six Observers: 12 TA beneficiaries from English-speaking Africa; 16 TA beneficiaries from French-speaking Africa; 18 TA beneficiaries from Asia and the Pacific; 14 TA beneficiaries from Latin America; seven TA beneficiaries from the Caribbean; nine TA beneficiaries from Arab and the Middle East region; and 11 TA beneficiaries from the CEECAC region.

<sup>11</sup> Twenty-one replies were received from participants from English-speaking Africa; 20 from participants from French-speaking Africa; 19 from participants from Asia and the Pacific; 14 from participants from Latin America; four from participants from the Caribbean; two from participants from Arab and the Middle East region; and one from a participant from the CEECAC region.

**Chart 1 - Beneficiaries' priorities areas related to WTO Agreements for 2026-2027**

54. They also expressed strong interest in training on newer and cross-cutting topics not yet fully covered under WTO agreements, such as digital trade and e-commerce, trade and the environment, investment facilitation for development, and the integration of MSMEs into global trade. Additional topics of interest included trade and gender, trade finance, industrial and competition policy, and WTO reform.

**Chart 2 - Topics not covered by an Agreement or not part of a multilaterally agreed process**

\* Topics under "Other" include, inter alia, industrial policy, global value chains, WTO reform, trade for peace and illicit trade.

55. To enhance the effectiveness of the WTO TA programme, respondents proposed more interactive, practical, action-oriented, and inclusive training formats, including regional and hybrid



delivery, mentorship programmes, and multilingual resources. They called for a structured learning pathway that includes all levels (introductory, intermediate, and advanced) and both generalist and specialist tracks. Respondents preferred blended learning models, combining e-Learning and asynchronous sessions for foundational knowledge and in-person sessions for deeper engagement, and emphasized the importance of follow-up mechanisms to measure impact. These insights aim to help design a demand-driven, impactful TA programme that responds to the diverse and evolving needs of WTO Members and Observers.

56. Further details on the responses received from Members and Observers are provided in sections 4.1.1 to 4.1.8 below, grouped by region and for LDCs.

#### **4.1.1 English-speaking Africa**

57. Twelve TA beneficiaries<sup>12</sup> out of 26 Members and Observers from English-speaking Africa responded to the TA questionnaire. Respondents identified the following priority areas under existing WTO Agreements: TBT/SPS; market access issues (including import licensing, quantitative restrictions, and trade facilitation); agriculture; fisheries subsidies; intellectual property (TRIPS); trade negotiation skills; dispute settlement; notifications; trade and statistical databases; and development issues.

58. With respect to topics not covered by an existing WTO Agreement, respondents identified the following priorities: digital trade and e-commerce; trade and environment; investment facilitation for development; trade and gender; trade finance; and Sustainable Development Goals (SDGs).

59. A major challenge identified by respondents from this region is the persistent loss of WTO-related knowledge within governments due to staff turnover, which hampers effective engagement in WTO discussions and underscores the need for continuous training across all areas. In addition, respondents reported a range of structural obstacles to effectively participate in the multilateral trading system, which include SMEs' difficulties in meeting export standards; limited influence by economic players in trade policy formulation; incomplete efforts to align trade policies with WTO commitments; and non-tariff barriers which continue to limit global trade benefits. Other constraints include limited literacy on financial instruments and IT tools, weak compliance with evolving multilateral rules, and inadequate participation in WTO negotiations due to financial constraints. Furthermore, most contend with a narrow export base, high transport costs—particularly in landlocked countries, and broader market access challenges stemming from insufficient infrastructure, outdated technology, and constrained trade finance.

60. Regarding the most effective level of WTO TA training, most respondents emphasized that all three levels are equally important. Level 1 (Introductory) provides the essential foundation for government officials to understand WTO rules. Level 2 (Intermediate) builds on this by deepening the knowledge required for effective policy development. Level 3 (Advanced) further enhances technical expertise, enabling participants to engage in complex trade negotiations.

61. Suggestions to improve the WTO TA offer include providing sector-specific training in key areas like agriculture, fisheries subsidies, SPS/TBT, and digital trade; strengthening follow-up and support through mentorship and peer learning; expanding outreach to non-governmental stakeholder groups such as SMEs, youth, and women; and simplifying the TA request process while improving programme monitoring. Recommendations also call for more national trainings, tailoring content to Members' specific needs—including accession assistance, and applying hands-on, interactive learning methods. Respondents also suggested incorporating a "train-the-trainer" component in the WTO TA programme, greater collaboration with Regional Economic Communities (RECs), and the involvement of local and regional experts and stakeholders in TA design and delivery.

#### **4.1.2 French-speaking Africa**

62. Sixteen TA beneficiaries<sup>13</sup> out of 27 Members and Observers from French-speaking Africa replied to the TA questionnaire. The main priority areas for the region are fisheries subsidies; agriculture;

<sup>12</sup> Egypt, Ethiopia (Observer), Ghana, Liberia, Malawi, Mauritius, Namibia, Nigeria, Seychelles, Tanzania, Zambia and Zimbabwe.

<sup>13</sup> Angola, Benin, Burkina Faso, Cabo Verde, Cameroon, Comoros, Democratic Republic of the Congo, Djibouti, Madagascar, Mali, Mauritania, Morocco, Niger, Senegal, Togo and Tunisia.

standards (SPS and TBT); trade in services; negotiation skills; market access (notably trade facilitation); and intellectual property. Additional topics include dispute settlement (both procedural issues and the ongoing reform discussions); trade remedies (mainly antidumping and safeguards); and S&D treatment.

63. With respect to priority areas not covered under existing WTO Agreements, almost all respondents agreed on the need to include such areas under the WTO TA programme. In particular, respondents referred to digital trade and e-commerce; trade and environment; investment facilitation for development; trade and environment; trade and gender; trade finance; and other areas such as MSMEs, Joint Statement initiatives, and competition policy.

64. Respondents indicated a number of capacity constraints that hinder them from taking full advantage of the rules-based multilateral trading system. The most frequently mentioned were a lack of technical expertise, a shortage of qualified human resources, and poor coordination between the various national institutions. These constraints limit their ability to apply WTO rules effectively and to participate in international negotiations. Market access is restricted by tariff and non-tariff barriers, as well as unfair competition from subsidised or dumped products. High trade costs and inadequate infrastructure also appear as obstacles to the integration into world trade. Some respondents indicated they face challenges in terms of economic diversification because they rely heavily on a few export products, which exposes them to fluctuations in the world market. Inadequate training and a lack of specialised experts has also been identified as one of the challenges hampering the ability of governments to negotiate effectively and implement their trade commitments.

65. Regarding the most effective level of WTO TA training, respondents emphasized the importance of offering training at all levels to accommodate varying participant profiles. Specifically, for the implementation of the WTO Fisheries Subsidies Agreement, it was recommended to begin with Level 1 (Introductory) to build a foundational understanding of WTO mechanisms and tools.

66. Suggestions to improve WTO TA offer include integrating emerging themes like digital trade; Artificial Intelligence (AI); and sustainability, while also promoting inclusivity through targeted support for women in trade. Respondents suggested adopting an interactive and practical learning approach—such as simulations, mentoring, and workshops—with follow-up to solidify knowledge. Expanding access to both in-person and online training, improving availability in French, and offering a user-friendly application tracking platform were also highlighted. Finally, tailored support for implementing the WTO Fisheries Subsidies Agreement was suggested to boost practical effectiveness.

#### 4.1.3 Arab and Middle East

67. Fourteen TA beneficiaries<sup>14</sup> out of 21 Members and Observers from the Arab and Middle East region replied to the TA questionnaire. Respondents identified several TA priority areas corresponding to existing WTO Agreements, including market access (mainly, trade facilitation, import licensing, customs valuation, and ITA); trade remedies; trade in services; agriculture; standards; dispute settlement, and fisheries. In addition, respondents highlighted the need for general capacity building cutting across all trade topics, as well as training on trade negotiation skills. Additional topics of interest emphasized by respondents include WTO statistics and trade data; notifications; government procurement; RTAs and TRIMS. General training on trade in value added and global value chains is considered necessary to enhance data collection skills and conduct statistical analyses for policymaking and sectoral development. Similarly, an understanding of the legal, economic, and regulatory reforms necessary for WTO accession is considered necessary to align trade policies with WTO commitments, address negotiation challenges, and prepare for post-accession implementation.

<sup>14</sup> Bahrain, **Djibouti**, **Egypt**, Iraq (Observer), Jordan, Kuwait, Lebanon (Observer), **Mauritania**, **Morocco**, Oman, Saudi Arabia, **Tunisia**, United Arab Emirates, and Yemen. Responses from Arab/African Members which are in bold are analysed in the respective sections relating to English and French-speaking Africa.

68. Furthermore, respondents indicated their need for training on topics that are not covered by an existing WTO Agreement, including digital trade and e-commerce; trade and environment; investment facilitation for development; trade and gender; and MSMEs and trade finance.

69. Respondents identified challenges concerning capacity constraints in specialized legal and technical areas as well as limited institutional capacity. In addition to limited resources, language barriers (due to the absence of the Arabic language as a working language of the WTO) and other administrative hurdles (such as complicated visa procedures, short visa durations, and bureaucratic delays) were mentioned among the factors restricting participation of the TA beneficiaries from the region in the WTO TA programmes and in WTO subsidiary bodies and technical committees.

70. Regarding the most effective level of WTO TA training, while respondents indicated that a combination of Level 1 (basic) and Level 2 (intermediate) training is preferred, virtually all of them recognized the importance of the three levels of training offered by the WTO to bridge the knowledge and expertise gaps between government officials and public sector alike.

71. Suggestions to improve WTO TA offer include expanding virtual and hybrid trainings; increasing collaboration with regional organizations to enhance coherence and relevance and promote region-specific content; addressing language barriers; using training methodologies that develop analytical skills and foster critical thinking; establishing follow-up mechanisms such as post-training engagement and support to apply learned skills and strategies; further tailoring TA programmes to address specific needs and challenges of individual Members; enhancing private sector engagement; further strengthening feedback mechanisms and post-training evaluation to measure the impact of training programmes; enhancing interactivity and practical learning; alleviating administrative hurdles such as visa processes to enhance accessibility; and strengthening progressivity of learning by ensuring that former participants in national and regional courses are selected for courses in Geneva.

#### **4.1.4 Central & Eastern Europe, Central Asia and the Caucasus**

72. Eleven TA beneficiaries<sup>15</sup> out of 21 Members and Observers from the CEECAC region replied to the TA questionnaire. Respondents identified several TA priority areas corresponding to existing WTO Agreements, including standards; market access (such as trade facilitation, import licensing, and quantitative restrictions, etc.); trade in services; agriculture; dispute settlement; RTAs; trade remedies and government procurement. Other areas of interest include trade negotiation skills; development issues; TRIPS, fisheries, data notifications to submit applied MFN import tariffs at the national customs tariff nomenclature; import statistics; and STEs.

73. Other training needs related to topics that are not covered by an existing WTO Agreement include digital trade and e-commerce; investment facilitation for development; trade and environment; MSMEs; industrial policy; and access to finance.

74. Most respondents reported challenges concerning capacity constraints in effectively implementing WTO agreements and engaging in WTO discussions. High staff turnover and limited skilled personnel hinder effective participation in complex trade negotiations at all levels, combined with limited representation in Geneva. Additional challenges relate to (i) poor physical and digital infrastructure especially in landlocked Members/Observers which face high transportation costs, and hence low competitiveness; (ii) limited digital infrastructure which hampers engagement in e-commerce and digital trade discussions; (iii) disruptions caused by regional trade dynamics or geopolitical constraints, which impact trade flows and stability; and (v) difficulties in meeting the standards and requirements of developed markets, which limit market access.

75. Regarding the most effective level of WTO TA training, respondents indicated that the three PLS levels are equally important. Respondents with newer engagement in WTO agreements favour Level 1 (Introductory) training within the generalist path, as it provides foundational knowledge for officials unfamiliar with WTO rules. More experienced trade officials prefer Level 2 (Intermediate)

---

<sup>15</sup> Albania, Armenia, Georgia, Israel, Kazakhstan, Kyrgyz Republic, Republic of Moldova, Tajikistan, Turkmenistan (Observer), Ukraine, and Uzbekistan (Observer).

and Level 3 (Advanced) training, often within the specialist path, to deepen expertise in complex areas like trade remedies, dispute settlement, and trade policy development.

76. Suggestions to improve WTO TA offer include more tailored programmes addressing national needs, particularly in emerging areas; interactive & hands-on learning by incorporating real-world case studies, simulations, and mock trade negotiations; more regional workshops and in-person sessions; expanded virtual and hybrid trainings; simultaneous translation, especially in Russian; mentorship programmes, structured follow-ups, and post-training support to ensure the sustainable application of acquired knowledge; and more partnerships with other organizations such as the World Bank, International Trade Centre (ITC), and UN Trade and Development (UNCTAD).

#### 4.1.5 The Caribbean

77. Seven TA beneficiaries<sup>16</sup> out of 15 Members and Observers from the Caribbean region replied to the TA questionnaire. Respondents outlined a wide range of TA priority areas, emphasizing the need for support in market access issues (i.e., trade facilitation, notification obligations, customs valuation, and rules of origin); trade in services; agriculture; and TRIPS-related issues. Additional areas of interest include trade remedies (mainly subsidies and countervailing measures); and notifications, particularly in agriculture, General Agreement on Trade in Services (GATS), Subsidies and Countervailing Measures (SCM), and fisheries. Respondents also referred to other areas such as dispute settlement; TRIMS; SPS; government procurement; negotiation skills; and fisheries.

78. Regarding issues not covered by an existing WTO Agreement, respondents highlighted digital trade and e-commerce and trade and environment as the two most important areas. Other areas mentioned include trade and gender; MSMEs; competition; data collection; WTO reform; trade and development; and investment facilitation for development.

79. Respondents reported challenges to effectively participate in the multilateral trading system relating, inter alia, to economic vulnerability, productive constraints, and regulatory and policy issues. Economic vulnerabilities arise from limited size and resources, climate change challenges, and environmental risks. Issues such as a lack of affordable capital, concentrated export baskets, and inefficient production methods hinder export capabilities. Proliferation of non-tariff measures (NTMs), lack of policy coherence, and the need for structural, institutional, and legislative reforms create barriers to trade development. Inadequate infrastructure increases the costs of doing business and impedes efficient trade operations. Limited access to digital technology and innovation hampers integration into the global market.

80. Regarding the most effective levels and paths of WTO TA training, all levels of training and both learning paths, i.e., generalist and specialist, were considered equally important and necessary. Respondents emphasized the need for continuous learning and indicated that basic and intermediate (Levels 1 and 2) courses could be delivered online. Respondents highlighted the importance of face-to-face learning, especially for advanced-level trainings, and suggested that e-Learning and virtual/hybrid learning be expanded at the basic and intermediate levels.

81. The main suggestion to improve WTO TA relates to the need for further tailoring of the TA to the beneficiaries' needs and strengthening the practical side of the trainings. Additional suggestions include increasing the number of regional and national trainings, fostering experience-sharing, higher involvement of the private sector, and stocktaking sessions prior to, and following Ministerial Conferences.

#### 4.1.6 Latin America

82. Fourteen TA beneficiaries<sup>17</sup> out of 19 Members from the Latin American region replied to the TA questionnaire. Respondents identified several TA priority areas under existing WTO Agreements, with the most prominent being market access—particularly regarding import licensing, quantitative restrictions, tariff transposition, trade facilitation, customs procedures, and rules of origin. Other key priorities include trade remedies (mainly in antidumping and subsidies); standards (SPS and TBT); agriculture; dispute settlement; and trade in services. Additionally, intellectual property topics under

<sup>16</sup> Barbados, Belize, Dominica, Guyana, Jamaica, Saint Lucia, and Trinidad and Tobago.

<sup>17</sup> Argentina, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Paraguay, Peru and Uruguay.

TRIPS—such as patents and traditional knowledge—alongside areas like WTO accessions, STEs, trade policy reviews, and government procurement, were also noted as important focus areas for capacity-building support.

83. Among priority areas not currently covered under existing WTO Agreements, respondents highlighted digital trade and e-commerce—covering topics like AI, blockchain, data regulations, and digital customs systems. Trade and environment also featured strongly, addressing sustainable practices, climate change, biodiversity, and green technology. Other important areas included negotiation skills, trade and gender, and the use of data analytics and AI in WTO statistics. Capacity-building needs were identified in WTO policies more broadly, along with interest in fisheries subsidies, industrial policy under development frameworks, and cross-cutting issues such as MSMEs, and global value chains.

84. Respondents reported various challenges hindering their full engagement with the multilateral trading system, such as high staff turnover, lack of expertise in complex trade areas, coordination issues across multiple authorities, limited training opportunities due to budget and time constraints, and logistical difficulties attending long or distant training sessions. They emphasized that tailored TA—if delivered in shorter, accessible, and flexible formats (e.g., online or hybrid), with ongoing support and better coordination—could significantly enhance their capacity to meet WTO commitments and apply knowledge effectively.

85. Regarding the most effective level of WTO TA training, respondents indicated that all PLS levels are equally important and that the level of the training should vary depending on the topic. Suggestions include delivering basic trainings online and organizing face-to-face or virtual/hybrid trainings for high-level officials. Respondents also emphasized the importance of having Spanish-speaking experts at all three levels of training.

86. Suggestions to improve WTO TA offer concern four key areas: (i) training structure and content, suggesting progressive and specialized training supported by collaboration with other institutions; (ii) delivery methods, favouring hybrid and virtual formats to broaden access; (iii) mentoring and support, emphasizing the value of experienced trainers who can guide best practices and interinstitutional coordination; and (iv) communication and coordination, aiming to enhance information sharing between stakeholders, and engage with the private sector for better policy implementation.

#### **4.1.7 Asia and the Pacific**

87. Eighteen TA beneficiaries<sup>18</sup> out of 30 Members and Observers from the Asia-Pacific region replied to the TA questionnaire. Priority areas for TA and training relating to current WTO Agreements indicated by respondents reflect ongoing discussions at the WTO as well as the current global trade and economic developments. Priorities identified included, inter alia, market access (e.g. trade facilitation; rules of origin; customs valuation; import licensing; and the Information Technology Agreement); standards (both SPS and TBT); TRIPS (e.g. transfer of technology and public health); dispute settlement; trade remedies; trade in services; agriculture; fisheries subsidies; negotiation skills; agriculture; RTAs; TPR follow-up; and notifications. There was also an increased demand for training to be provided on data analysis and various WTO databases.

88. Demand for training on topics not covered by an existing WTO Agreement also reflected ongoing discussions/negotiations at the WTO as well as the global environment. Topics of interest included digital trade and e-commerce; trade and environment (e.g., sustainability, climate change, fossil fuel subsidy reform, and plastics pollution); investment facilitation for development; industrial policy; and MSMEs.

89. Respondents reported challenges concerning the lack of theoretical and practical understanding of WTO agreements among capital-based officials due to high staff turnover. This manifests itself in the lack of domestic legal and regulatory alignment with WTO Agreements and the dearth of negotiating ability among staff. More specific challenges highlighted include financial and logistical issues in attending meetings and conducting assessments; a limited number of representatives

<sup>18</sup> Bangladesh; Bhutan (Observer); Cambodia; China; Macao, China; Malaysia; Mongolia; Myanmar; Nepal; Pakistan; The Philippines; Samoa; Singapore; Sri Lanka; The Separate Customs Territory of Taiwan, Penghu, Kinmen and Matsu; Thailand; Timor Leste and Vanuatu.



selected for ITTC courses; weak digital infrastructure; lack of expert knowledge in key and relevant ministries; and ensuring active participation of relevant stakeholders, including SMEs and the wider private sector in training activities.

90. Regarding the most effective levels and paths of WTO TA training, most respondents stated the need and usefulness of the three levels of progressive learning as well as the two training paths (i.e. generalists and specialists) since they address and target different needs and audiences.

91. Suggestions to improve WTO TA offer include increasing support and representation for LDCs, tailoring programmes to specific trade challenges, and ensuring long-term capacity building through structured follow-ups. They emphasized the need for practical tools like checklists for key trade areas, greater stakeholder and private sector involvement, and improved legal consultancy services. Respondents called for more interactive trainings, real-world case studies, and better use of WTO data platforms. Aligning WTO TA with national trade strategies, updating e-Learning content with multilingual resources, and integrating training schedules into the WTO calendar with timely logistics were also recommended to improve effectiveness and accessibility.

#### **4.1.8 Least Developed Countries (LDCs)**

92. The Secretariat received replies to the TA questionnaire from 23<sup>19</sup> out of 44 WTO Members and Observers included in the LDC category. The WTO identifies LDCs as a priority group in the provision of TA activities. For this reason, their responses to the TA questionnaire have been analysed as a group in a separate section, despite also being covered in their respective regions.

93. LDC respondents indicated that the priority areas for WTO TA are the following (in that order): standards (both SPS and TBT); agriculture; market access; notifications; intellectual property; fisheries subsidies; dispute settlement; trade in services; and trade remedies. With respect to topics not covered by an existing WTO Agreement, LDC respondents referred to preferential trade arrangements; regional trade agreements; investment facilitation for development; trade policy analysis, trade and gender, digital trade and e-commerce; trade and environment; and global value chains.

94. LDC respondents reported variable capacity constraints that limit their ability to take full advantage of the rules-based multilateral trading system, namely weak institutional and human capacity, high staff turnover in the ministries and departments dealing with WTO issues, and lack of financial resources required for the organisation of national activities. Such constraints result in low levels of national TA requests submitted to the Secretariat.

95. Regarding the most effective level of WTO TA training, while respondents indicated that a combination of Level 1 (Introductory) and Level 2 (Intermediate) training is preferred, the majority emphasized the importance of the three levels of training offered by the WTO to fill in the knowledge and expertise gaps among government officials and public sector alike.

96. Suggestions to improve WTO TA offer include enhancing WTO TA by increasing support and representation for LDCs, and tailoring programmes to sector-specific training on areas which are crucial for LDCs. Respondents suggested increasing the use of practical, interactive, and hands-on training methods to bridge the gap between theoretical knowledge and practical application. Enhanced collaboration with regional economic communities was also recommended.

#### **4.1.9 Former participants' observations on TA and training**

97. In addition to the specific areas of interest identified under each region, former participants from 51 Members and 3 Observers<sup>20</sup> responded to the specific questionnaire that was sent to them

<sup>19</sup> Angola, Bangladesh, Benin, Burkina Faso, Cambodia, Comoros, Democratic Republic of the Congo, Djibouti, Ethiopia (Observer), Liberia, Madagascar, Malawi, Mali, Mauritania, Myanmar, Nepal, Niger, Senegal, Tanzania, Timor-Leste, Togo, Yemen and Zambia.

<sup>20</sup> See para 4.3 above. Replies were received by former participants from the following WTO Members and Observers: Bangladesh; Bhutan (Observer); Brazil; Burkina Faso; Cabo Verde; Cambodia; Cameroon; Chile; China; Colombia; Comoros; Democratic Republic of the Congo; Costa Rica; Côte d'Ivoire; Dominica; Dominican Republic; Ecuador; Equatorial Guinea (Observer); El Salvador; Eswatini; Gabon; The Gambia;

and provided feedback on Regional and Advanced Trade policy Courses, identifying in particular the modules and topics that, based on their experience, had been most useful. These include the modules on market access issues; SPS and TBT matters; agriculture; dispute settlement; trade in services; and the trade negotiation simulation module.

98. A consistent observation from former participants was the importance of action-oriented training, including the development of action plans, coaching, mentorship, and regular follow-up over time. Several additional topics that could benefit from this pedagogical approach were identified by former participants, i.e., market access, trade and environment, trade in services, digital trade and e-commerce, and TRIPS matters were the most frequently mentioned topics. Former participants regularly referred to the need for shorter, modular training activities and an increased use of e-Learning and hybrid formats to increase accessibility and participation. Former participants from various regions also expressed their interest in targeted, in-depth courses on contemporary trade issues and indicated that more detailed exploration of emerging topics would better equip them to tackle evolving trade dynamics.

99. Another common suggestion by former participants was replacing traditional lectures with more interactive and experiential methodologies such as simulations, practical exercises, case studies, and interactive, scenario-based activities such as trade negotiations, policy drafting, and dispute resolution. Such approaches were highlighted as effective for developing the analytical and decision-making skills needed for WTO-related work.

100. With respect to the preferred training level, former participants generally identified the intermediate and advanced levels to be the most useful. The intermediate level was considered as striking the right balance between foundational knowledge and practical application, and the advanced level as treating matters in-depth and with a practical approach. Some also highlighted the importance of a comprehensive approach, advocating for training opportunities that blend features from all three levels. Others suggested modular or personalized learning options as preferable alternatives, emphasizing flexibility and customization in addressing their specific needs.

101. Overall, the feedback from former participants, based on their experience, points to a desire for more adaptive, interactive, and action-oriented training that addresses both foundational and specialized knowledge, and that also covers current trade topics and issues.

## **4.2 Other stakeholders' needs and priorities**

### **4.2.1 WCP Chairholders**

102. The Secretariat sent out questionnaires to the members of the WTO Chairs Programme (WCP) network – which comprises the academic institutions that are part of the programme (the "Chairs"), as well as the WCP Academic Advisory Board (AAB) members – to get feedback on various aspects of the WCP. Respondents evaluated the WCP's effectiveness across its three pillars – Research, Curriculum Development and Outreach – and offered suggestions to strengthen each component. Out of the 35 responses received (resulting in a response rate of 73%), 26 were from Chairs and nine from AAB members. The feedback highlighted that the WCP has significantly contributed to producing WTO-relevant research, updating academic curricula, and expanding outreach activities with key stakeholders, particularly government entities and the business community.

103. Under the Research pillar, Chairs noted improvements in the quality and relevance of their trade-related research due to WCP participation, particularly through mentoring and peer collaboration. These efforts resulted in various outputs—books, articles, policy briefs—that aligned with the WTO agenda. On Curriculum Development, all Chairs reported creating or updating courses to include WTO-centric content, reaching not just students but also government officials. The Outreach pillar saw expanded engagement through seminars, policy dialogues, and collaboration with domestic and international stakeholders, positioning WCP institutions as key regional hubs for trade knowledge.

---

Ghana; Grenada; Guatemala; Indonesia; Iraq (Observer); Jordan; Kenya; Madagascar; Malaysia; Mexico; Mozambique; Myanmar; Namibia; Nepal; Nigeria; Pakistan; Papua New Guinea; Paraguay; Peru; Philippines; Saint Kitts and Nevis; Seychelles; Sierra Leone; Sri Lanka; Tanzania; Thailand; Togo; Trinidad and Tobago; Tunisia; Türkiye; Zambia; and Zimbabwe.



104. Respondent Chairs and AAB members proposed multiple ways to strengthen the Research and Curriculum Development pillars. Among the Chairs, the most cited recommendation was increased funding—particularly for project-based grants, international events, and empirical studies. Several AAB members suggested an enhanced mentoring role for the Board. Other suggestions included creating joint initiatives and fostering knowledge-sharing among Chairs. Respondents also emphasized the importance of comparative studies and organizing regular conferences to build a community and align research with global trade challenges.

105. In terms of experiences in outreach to policymakers and other stakeholders, respondent Chairs and AAB members identified key government priorities: building capacity among officials, improving access to technical information, promoting trade diversification, and addressing trade-related asymmetries. However, they also noted persistent challenges such as bureaucratic barriers, limited availability of government stakeholders, inconsistent communication, and the gap between academic research and policymaking needs. Suggestions to address these challenges include stronger collaboration with international organizations, more structured dialogue platforms, streamlined procedures, and better communication training for academics.

106. The WCP network itself was recognized for playing a crucial role in achieving the WCP's objectives. It has facilitated knowledge-sharing, promoted joint research, and strengthened connections between academia and policymakers. To further enhance this network, respondent Chairs and AAB members advocated for greater collaboration, more regional and cross-regional events, creation of shared research platforms, and additional support mechanisms, including funding and capacity-building tools. Leveraging digital tools and formalizing cross-Chair activities were also highlighted as priorities.

107. Finally, proposals for broader WTO-academic engagement beyond the WCP were put forward. These included establishing WTO-affiliated research centres, expanding fellowship opportunities in Geneva, developing real-world case studies, improving dissemination of research outputs, and supporting emerging academics. There was strong interest in more centralized organization of regional meetings by the Secretariat, with a view to systematically addressing regional trade challenges and enhancing the impact of academic contributions to global trade governance.

#### 4.2.2 Other stakeholders<sup>21</sup>

108. While governments ultimately set and enforce trade policy, this group of stakeholders contributes significantly to shaping the debate, ensuring transparency, and promoting sustainable and equitable trade practices. As a result, as part of the preparations for this TA Plan, an additional questionnaire sought to identify the anticipated needs and priorities of non-governmental stakeholders and legislators was distributed. Instead of addressing individuals, the questionnaire was addressed to the associations covering these stakeholders, such as the private sector, civil society, journalists, and parliamentarians. Three replies were received.<sup>22</sup>

109. Replies highlighted that the training received was valued and has fostered continued collaboration, and that e-Learning was considered very important for trade professionals. Topics of interest in WTO's work which were mentioned in the replies included agriculture and food security; development issues and S&D; climate change and sustainability; digital trade and e-commerce; WTO reform; industrial policy; and geopolitical dynamics. Suggestions were received concerning e-Learning, in particular as regards the development of a course on AI.

### 5 STRATEGIC APPROACH FOR TECHNICAL ASSISTANCE IN 2026-2027

110. TA is a core element of the development dimension of the multilateral trading system.<sup>23</sup> The delivery of WTO TA is designed to assist developing country Members and Observers, and especially the least developed among them, to adjust to WTO rules and disciplines, to implement their obligations and exercise their rights of membership, including drawing on the benefits of an open, rules-based MTS. In carrying out the Plan, priority is given to LDCs.

<sup>21</sup> Includes legislators, civil society, private sector, NGOs, Journalists, and Young Professionals

<sup>22</sup> Replies were received from the Commonwealth Secretariat; the Friedrich-Ebert-Stiftung (FES); and the Konrad-Adenauer-Stiftung (KAS).

<sup>23</sup> Doha Ministerial Declaration, [WT/MIN\(01\)/DEC/1](#), para. 38.

111. The TA Plan reflects the ongoing decline in voluntary financial resources and other evolving factors that could significantly impact the Secretariat's ability to deliver technical assistance. The decrease in voluntary contributions represents a long-term downward trend, not a temporary or cyclical issue. In response, a new strategic approach is needed—one that acknowledges these constraints and provides a more flexible training programme. This approach builds on the options set out in the room document "WTO Technical Assistance beyond 2025"<sup>24</sup> which was presented and discussed at the Informal Committee on Trade and Development (CTD) meeting on 18 June 2025 and further examined during a follow-up session on 4 July 2025.

112. The TA Plan focuses on the needs and priorities of beneficiaries and reflects the mandates adopted by Members. In light with the demand-driven nature of TA, as part of the preparation of this TA Plan, the Secretariat has consulted TA beneficiaries including through four ad hoc questionnaires as outlined in Chapter 4. In designing TA activities tailored to the needs of each beneficiary, the Secretariat attaches great importance to TA needs assessments, undertaken by the beneficiaries themselves. At the same time, the Secretariat will continue to the extent possible to provide guidance to assist beneficiaries, in particular LDCs, in undertaking their own needs assessments.

113. The Secretariat remains committed to prioritize fully inclusive TA activities that respond to the evolving needs of the most vulnerable beneficiaries. The integration of LDCs into the MTS will continue to be pursued through TA products designed by the Secretariat to address LDCs' systemic and evolving needs. Strengthening LDCs participation in TA activities will remain a priority, with the objective of assisting them in obtaining a greater benefit from their active participation in the WTO.

114. The Secretariat will also fully prioritize gender balance and representation in all its TA activities. In this respect, the Secretariat will continue to monitor and report the participation of women and men in WTO TA activities with a view to addressing gender imbalances. The Secretariat will make a particular effort to improve the participation of women in those regions which either showed a decrease or a stagnation in their participation. While recognising that there are other international actors with a specific mandate on gender issues, in the context of implementing this TA Plan, the Secretariat, based on requests from beneficiaries, will provide training on trade and gender.

115. Finally, language diversity and the use of all WTO working languages in TA delivery will be an additional tool to achieve inclusion. The Secretariat delivers TA in the three WTO working languages: English, French, and Spanish. Participants in TA activities may, therefore, follow TA courses, in any of these languages, to the extent that a particular course is available in all the languages. Offering the same courses, including virtual courses, in the three WTO working languages will be the preferred option in order to promote inclusion and keep as much interactivity as possible. Interpretation will also continue to be used to reach a wider audience. New or updated e-Learning courses, which are generally launched in English, will continue to be progressively translated into French and Spanish.

## **5.1 Managing for Results**

116. The TA Plan is designed on the basis of the Secretariat's strategy of managing for results, which has been endorsed by Members since 2013. This strategy is framed by the concepts and terms defined by the Results-Based Management (RBM) approach, which focuses on achieving measurable results through improved planning, decision-making, transparency, and accountability. The Secretariat intends to continue its implementation of an RBM approach.

117. Under the RBM methodology, Key Results feed into a higher result level, termed Impact. No causal link can be expected to be established between WTO TA activities and any observable result at the global impact level. The TA Plan will focus on defining and measuring the Secretariat's contribution towards agreed Outputs which support the achievement of Key Results. In this context, clear objectives of what needs to be achieved are set together with quantifiable indicators for measuring progress and making sure that the various TA activities contribute to reaching the expected Outputs that feed into the established Key Results.

118. Since the adoption of the managing for results strategy, TA Plans have presented three result levels (Outputs; Key Results; and Impact), and the way TA activities contribute to Outputs and

---

<sup>24</sup> [RD/COMTD/18](#).

Outputs to Key Results, with the expectation of having an impact for beneficiary Members and Observers. The respective contribution of the three result levels is presented by using a Logical Framework Matrix or logframe. This matrix provides detailed performance indicators, baselines, targets, evidence and assumptions that guide the design and implementation of the TA Plan and also help measure achievements. The Outputs, Key Results and other components of the logframe are discussed in section 6 below.

119. The TA Plan provides indicators, baselines, and targets to be used to measure the attainment of the Key Results taking into account the financial conditions that negatively affected TA activities in 2025. It has been assumed that these conditions will continue in the next biennium, and options have been provided in this regard.

120. The logframe in Annex 1 serves as the foundation to monitor and evaluate progress towards the expected results during the implementation of the TA Plan. The Secretariat will also continue to roll-out a Monitoring and Evaluation (M&E) workplan to contribute to measuring the attainment of the Key Results. Such monitoring and evaluation is essential for an efficient utilisation of TA resources. The ITTC is responsible for coordinating the monitoring and evaluation of TA activities, and for producing at the end of each year an annual report on the implementation of TA activities. The M&E workplan shall mirror the TA Plan and allocate M&E resources according to the relative importance of each of the Key Results in the TA mix. The sharp reduction of TA resources in 2025 led the Secretariat to give priority to TA delivery over TA Monitoring and Evaluation, leading to the suspension of all onsite evaluations and assessments. This was a temporary measure to deal with an emergency. In 2026-27, it has been assumed that the TA evaluation function will resume, despite the continuous financial tensions around TA budgets.

121. As in the past, the TA annual reporting to Members will continue to focus on TA results as outlined in the TA logical framework, with monitoring conducted by the programme managers, organizers and trainers focusing on the immediate results or Outputs of the various TA activities.

122. An essential element in the implementation of RBM is the Technical Assistance Management System (TAMS)<sup>25</sup>, the WTO Secretariat's digital platform for the organization, monitoring, and evaluation of technical assistance (TA) activities.

123. Despite limited resources, TAMS underwent some improvements and significantly enhanced the Secretariat's operational efficiency by automating and expediting various procedural elements. It enables beneficiaries to submit TA requests directly through the system, and invitations to nominate candidates to TA activities are now automatically generated and dispatched to designated beneficiaries.

124. In addition, TAMS has strengthened transparency in the delivery of technical assistance through the TA dashboard, which provides real-time access to data on planned and implemented activities, as well as on participation metrics. The dashboard has progressively taken over from static graphical representations in the Annual Reports on TA and is regularly updated with expanded datasets and enhanced data visualization, contributing to a higher degree of accountability in the implementation of the TA Plan.

125. In 2024, the Secretariat revived a project to integrate TAMS with the e-Learning platform, aiming to establish a unified TA portal. This system will centralize the WTO's TA catalogue, application processes, and related data. However, due to the system's complexity, financial limitations, and the need for coordination across multiple Secretariat divisions, implementation has been delayed. The project was eventually suspended in 2025 due to WTO budget constraints, to be considered in 2026 subject to funds being available.

## 5.2 Progressive Learning Strategy

126. The other major component of the overall framework for the TA Plan remains the Progressive Learning Strategy (PLS) endorsed by Members in 2011. The PLS has made it possible to tailor TA activities more closely to the evolving needs of beneficiaries, while improving the effectiveness and efficiency of WTO's overall TA programme. The PLS also allows for a more efficient use of TA

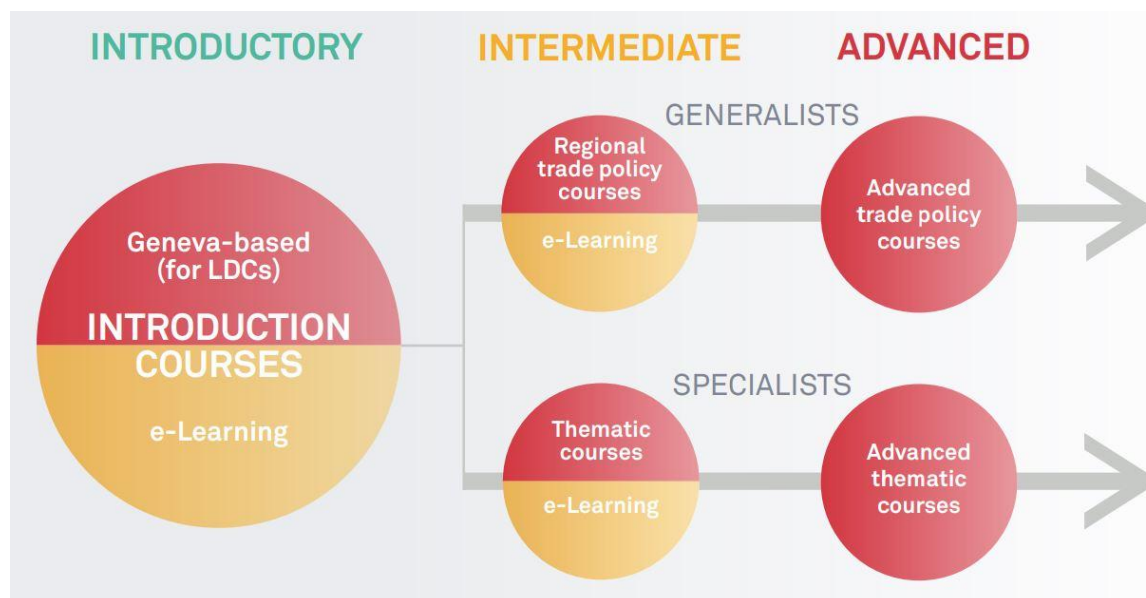
---

<sup>25</sup> <https://tams.wto.org/>.

resources by building on the knowledge and experience previously acquired by participants, and progressively taking participants to a higher level of training.

127. Under the PLS, WTO training activities are defined by two criteria: level and target audience. The PLS comprises three continuing training levels, namely: introductory (Level 1); intermediate (Level 2); and advanced (Level 3). In parallel, the PLS includes two categories of target audiences: generalists and specialists. Generalists are government officials who need broad knowledge of the WTO to conduct their work, such as capital-based officials dealing with WTO issues or delegates posted to WTO permanent missions with general responsibility for topics across large parts of the WTO work programme. On the other hand, specialists are government officials who require in-depth knowledge of a specific WTO subject matter, such as officials working on a specific issue in a particular ministry or agency. Chart 3 illustrates the configuration of the PLS framework.

**Chart 3 - WTO's Progressive Learning Strategy**



128. Successful completion of each step constitutes a prerequisite for progression to the next level. Such progression might also be possible where a participant otherwise possesses knowledge or professional experience that is demonstrably commensurate with the requirements of a level stated as a prerequisite for training at the next level. WTO training programmes are periodically revised in order to provide beneficiaries with a more clearly defined progressive training path, both for generalists and specialists.

129. While some TA activities do not easily fit into the PLS, the Secretariat will continue to promote the understanding of the concepts underpinning the different training levels, clarifying the knowledge, concepts, and principles that must be acquired at each level. Progressivity and further synergy will be pursued between TA activities. The implementation of progressivity in learning will continue to be supported, when appropriate, through means to test participants' knowledge at the end of TA activities.

130. The Secretariat intends to continue consolidating the PLS to all activities into a wider scope of activities, including national activities, for which applying the PLS approach is often challenging due to the limited control that the Secretariat has in determining participation and selection of participants.

131. Within the e-Learning environment, the online course "Introduction to the WTO" will remain the foundation, providing the basic training required to understand the structure and functioning of the WTO. This course will also serve as a prerequisite for participation in more advanced virtual, blended, or face-to-face activities. Intermediate e-Learning courses for generalists will allow participating government officials to enhance their overall understanding of the WTO, while the courses for specialists will permit participants to acquire expertise on specific WTO Agreements or subjects.

132. The Secretariat also intends to implement the recommendations and good practices identified in an ex-post evaluation of the PLS conducted in 2024, which have been described under section 3 of this Plan.

### **5.3 Use of partnerships**

133. Over the years, the WTO has entered into numerous partnerships to deliver TA. Partners play a key role in facilitating the efficient delivery of activities by bringing additional knowledge and skills. The WTO maintains an extensive network of partnerships and other collaborations with various institutions involved in TRTA to provide complementarity and avoid duplication of efforts. Partners make four broad types of contributions to the TA activities of the WTO: substance (the content being delivered); costs (budget sharing); logistics (operational arrangements); and outreach with non-traditional WTO audiences.

134. In 2024, the WTO's network of partnerships played a key role, with 66% of its TA activities (benefiting over 4,100 participants) carried out in collaboration with partners. These partnerships are an asset, enhancing the relevance and effectiveness of the activities offered to Members. They also help leverage financial resources and support the sustainability of WTO TA.

135. The Secretariat will continue to analyse the functioning of different partnerships and explore new ones. The use of regional experts for RTPCs will continue, including in virtual delivery, and a similar approach will be encouraged for other regional TA activities whenever possible. The Secretariat will continue to ensure effective use of resources, including the use of consultants from other regions, with a view to strengthening training capacity within beneficiaries and regions. In light of the current financial constraints, the Secretariat will insist on cost-sharing arrangements with its partners in addition to their expected contribution to the substance of the joint activities.

### **5.4 Modes of Delivery**

#### **5.4.1 Face-to-face**

136. Technical assistance and training activities can be delivered in various formats, including face-to-face, fully virtual, or "blended" approaches that combine in-person, online, remote, and asynchronous elements. Face-to-face activities are traditionally the preferred means of delivery by beneficiaries, which was recently confirmed in the replies to the questionnaires sent in preparation for this TA Plan. The Secretariat is aware that in-person training also creates a more immersive and distraction-free environment in which participants can be more focused, leading to greater commitment and retention of knowledge, especially in highly complex and technical subjects.

137. Following the resumption of in-person training in 2023-2024 after the pandemic, face-to-face activities in 2025 were significantly limited by financial constraints. For the current TA Plan, the Secretariat aims to adopt a more flexible training approach. Face-to-face activities will be conducted where budgets permit and in full consultation with beneficiaries. Priority will be given to national activities, activities for LDCs, selected advanced training, and those activities organized in partnership with other institutions under cost-sharing arrangements. Additionally, face-to-face components will be included in blended TA activities that combine in-person and remote delivery.

#### **5.4.2 Virtual Delivery**

138. Building on the experience gained during the COVID-19 pandemic and recent technological advancements, the Secretariat will continue to enhance its virtual training activities. This approach supports a more efficient, flexible and cost-effective delivery of TA. As a result, there will be increased reliance on e-Learning. Virtual activities will be prioritized when financial constraints limit the feasibility of in-person delivery and participation. This will include RTPCs as well as regional thematic workshops, except those delivered and co-financed by external partners. Virtual activities will also coexist with some face-to-face activities, including by forming part of blended TA activities that combine face-to-face and asynchronous and remotely delivered content.

139. Delivering TA and training virtually offers flexibility and accessibility, elements that have been identified as priorities by some TA beneficiaries. Additionally, virtual formats allow participants to engage in learning without the need for travel, therefore significantly reducing costs and logistical



challenges. This inclusivity may also broaden the reach of training programmes. In keeping up with technological advancement, the recently upgraded e-Learning platform provides a range of tools that enhance interactivity and engagement and supports blended learning TA. These features include virtual classrooms, polling features, breakout rooms, virtual whiteboards, real-time chats that enable participants to engage, interact and collaborate actively in virtual mode. The Secretariat has already conducted extensive work to convert some of its training programs into virtual activities. At the same time, switching to virtual delivery, including converting existing in-person activities into virtual ones, requires a significant time investment, in particular at the initial design stage, which in the short term could entail re-adjustment in the scope and ambition of TA activities to tailor them to a reduced availability of funding and a reduced human capacity in the Secretariat.

#### **5.4.2.1 Virtual Regional Trade Policy Courses (e-RTPCs)**

140. Regional Trade Policy Courses (RTPCs), delivered in collaboration with selected partner academic institutions as hosts and the engagement of regional trade experts to deliver specific modules have successfully enhanced participants' understanding of WTO Agreements, rules, procedures and a regional context through an intensive eight-week, in-person training across seven regions. Due to the limitations of distance learning—such as reduced interactivity, IT constraints, and time zone challenges—the full benefits of in-person RTPCs cannot be fully replicated online. Nonetheless, a virtual classroom integrates a learning management system with interactive tools to create a digital learning environment that supports both virtual and in-person training to enable a rich pedagogical mix. During the COVID-19 pandemic, the Secretariat offered e-RTPCs adapted for virtual delivery and were assessed as having successfully: (i) Deepened understanding of WTO Agreements and operations; (ii) Strengthened skills in using WTO resources and legal texts; and (iii) Enhanced awareness of regional trade policy contexts.

141. The e-RTPC will build on the Multilateral Trade Agreements (MTA) e-Learning course maintaining training continuity. The online RTPC will feature virtual coaching by WTO experts, case studies, interactive exercises, and guest presentations with regional insights. Participation will be limited to a group of nominated government officials from specific regions. The assessment of the participants' performance will rely on e-Learning established tools, (pre- and post-tests for each module and a final exam). The e-RTPC will require thoughtful planning and design, as well as facilitation, to overcome potential limitations such as screen fatigue, connectivity issues, and reduced personal interaction - including a blended approach (see below) could be used for e-RTPCs and regional thematic courses, if financial resources allow.

142. Blended RTPCs would build on the course content of the e-RTPC and include an additional face-to-face component of two weeks. The virtual component would include synchronous and asynchronous online segments, while the face-to-face component would include hands-on and practical elements as well as the final examination.

#### **5.4.3 A blended approach to TA**

143. In an era marked by rapid technological advancement, global connectivity, shifting learning needs, and the need to leverage technology to best serve Members, a blended learning approach that combines traditional face-to-face training with digital and online learning has emerged as a critical strategy for advancing training in a cost-efficient manner. This hybrid approach offers the flexibility, accessibility, and personalization that modern learners require. Selecting courses to be offered using a blended approach to learning requires careful consideration of both content suitability and learner needs. Additionally, course objectives, assessment methods, and participant engagement strategies will be aligned to ensure a seamless integration of online and face-to-face modalities, maximizing flexibility without compromising quality.

##### **5.4.3.1 Blended Advanced Trade Policy Courses**

144. The Advanced Trade Policy Course (ATPC) is the highest-level course for generalists in the progressive learning strategy. This flagship intensive course consolidates and strengthens participants' understanding of all aspects of WTO's work and current discussions, develops their practical skills, such as negotiation and analytical skills, and expands their professional networks. ATPCs comprise a series of interactive modules, with lectures, case studies, exercises and simulations covering all the areas of work of the WTO. They also include visits to other international

organizations active in trade-related matters as well as attendance at selected meetings of WTO bodies.

145. Blended ATPCs would cover a wide range of substantive topics, especially those contained in modules identified by former participants as being particularly useful, and would be offered with several weeks of virtual delivery, complemented by up to 4 weeks of face-to-face training. In addition, the online or virtual components would entail using synchronous and asynchronous online segments. This model is effective for the complex or technical subjects covered in ATPCs, where theoretical knowledge can be delivered online, and the face-to-face segment can focus on practical applications, simulations, case studies and peer learning. Blended ATPCs would therefore combine the strengths of both face-to-face and virtual learning, creating a more flexible approach. Due to its broad and complex coverage, the redesign of the ATPC into a blended activity will require time and staff resources to complete.

## 5.5 New approaches to TA

146. TA and training activities have traditionally been offered at national, regional and global level, through a variety of products. These included national and regional workshops, thematic and advanced courses in Geneva, regional trade policy courses, normally delivered face-to-face. Against a background of declining financial resources, representing the culmination of a long-standing trend rather than a temporary situation, as detailed in document [RD/COMTD/18](#), a new model for technical assistance is necessary, to ensure its sustainability as well as continued effectiveness. For the current TA plan, new approaches will be introduced that will continue to ensure that the needs and priorities of beneficiaries are addressed, while focusing on cost-effectiveness and the optimization of technology.

### 5.5.1 Prioritizing national activities for face-to-face delivery

147. National TA activities are conducted in the requesting TA beneficiary on a cost-sharing basis.<sup>26</sup> These activities focus on priority topics identified by the requesting TA beneficiary and aim to strengthen sustainable, trade-related national capacities. They enhance participants' knowledge and skills in areas defined by the beneficiary. Fully demand-driven, these activities have recently been recognised as particularly effective by beneficiaries, both through questionnaires responses and during the recent WTO offsite retreat on "Trade as a tool for Development and Way Forward".<sup>27</sup>

148. National activities are funded through the regular budget for TA. They are cost-effective and reach a wide range of stakeholders in beneficiary Members/Observers. However, if the 2025 financial challenges continue into the next biennium, a limited number of national activities could be delivered face-to-face, with a several others being delivered virtually.

149. Currently 149 Members and Observers can request TA, and each national activity is tailored to specific objectives based on needs assessments and participants' requirements. These activities fall into two main categories:

- a. **Topic-based activities:** These focus on national priorities that are specific to the beneficiary and too complex for a regional seminar or general trade policy course. They can be requested at any time and are tailored based on ongoing national needs assessments.
- b. **TPR follow-up assistance:** This support is provided after a Trade Policy Review of a developing and least developed country Member. It helps to clarify their trade policy frameworks and identify training needs related to WTO Agreements and support their reform agenda.

150. Under this TA Plan, priority for face-to-face delivery of TA activities will be given to national activities. In the past, up to two national activities were offered to non-LDCs, and up to three for LDCs. However, should financial constraints persist in the biennium, this may be adjusted to one

<sup>26</sup> The Secretariat covers the trainers' travel costs, accommodation and upkeep while the beneficiary covers the costs of the venue and other related costs.

<sup>27</sup> See [JOB/GC/425](#).



national activity for non-LDCs, and up to two for LDCs. Beneficiaries who can cover staff costs for national activities are encouraged to do so. Where and when necessary, national activities may be delivered based on a case-by-case assessment and in consultation with the requesting TA beneficiary if circumstances warrant it.

### 5.5.2 Self-funded participation

151. As noted above, certain technical assistance activities, especially those that are categorised as advanced level, hands-on involving case studies or simulations and highly interactive are best delivered face-to-face. These include trade negotiation simulations, action-oriented courses requiring follow-up, and specific sessions in ATPCs. Under this TA Plan, a new approach allows TA beneficiaries to participate on self-funded basis, when possible. Self-funded participation is encouraged provided that: candidates meet the relevant selection criteria including progression in learning, the total number of participants per course remains unchanged regardless of funding source. Participation of LDCs in these face-to-face activities will continue to be funded by the WTO.

### 5.5.3 Charging non-TA beneficiaries for e-Learning courses

152. The current WTO online learning programme is an indispensable component of WTO TA and has played a critical role in the provision of TA activities over the past years, proving to be an efficient and cost-effective way to train large numbers of individuals worldwide on the WTO Agreements and related topics. The WTO e-Learning courses are part of the PLS and provide training at the introductory and intermediate levels. The available course catalogue includes a generalist and a specialist path to respond to participants' profiles and to specific learning needs. In addition, there are a few courses offered outside the PLS to further increase outreach and raise awareness of WTO issues.

153. Consequently, in the period 2026-27, the e-Learning courses will remain fully available on the e-Learning platform (<https://www.learning.wto.org/>). This allows participants to study at their own pace and balance learning with their work and other commitments. Interested government officials may register at any time, have access to the catalogue of e-Learning courses, select curricula that best fit their needs, undertake courses, take part in interactive activities, access the course's exams and obtain a WTO certificate at their convenience throughout the year.

154. The e-Learning programme is well positioned to serve as a pilot pay scheme to leverage financial resources by recovering certain costs, given the existing public demand. A 2017 Secretariat study confirmed interest from non-traditional audiences, though it was not quantifiable at the time. With the launch of a new e-Learning platform in December 2022, the Secretariat can now track this demand more accurately. As of early May 2025, the platform had over 15,000 registered users from non-TA beneficiaries.

155. Intergovernmental organizations (IGOs) such as the World Bank (WB), World Intellectual Property Organization (WIPO), and the International Monetary Fund (IMF) offer e-learning courses focused on capacity building and knowledge sharing. While many of these courses are free to ensure broad accessibility, fees are charged for certain specialized or advanced programs. These fee-based courses typically provide in-depth instruction, expert-led modules, and certification, targeting professionals in areas such as public policy, finance, and sustainable development. The fees help sustain the creation of high-quality content, cover administrative costs, and support ongoing updates to course materials. This approach will be implemented as a pilot starting with issuing successful candidates with certificates.

156. As a new approach in this TA Plan, the Secretariat will progressively:

- (a) promote all existing e-Learning course materials more widely and ensure they are easily accessible to both traditional and non-traditional audiences including through related organizations' e-Learning platforms and universities;
- (b) design a comprehensive WTO certification system for all participants, delink this from the courses and ensure that it is consistent across courses, robust enough to limit fraud and open to external verification;

- (c) provide certification for a fee<sup>28</sup> to participants who are non-TA beneficiaries with previous graduates being 'grand-fathered' into the new system; and
- (d) should there be evidence of sufficient demand and should WTO resources and circumstances allow it, consider diversification into more specific training offerings for non-traditional audiences at a later stage.

157. Due to technical complexities, this transition may take some time to finalize and will require the availability of sufficient staff resources.

## **6 EXPECTED TECHNICAL ASSISTANCE KEY RESULTS**

158. WTO TA is aimed at enhancing capacity in developing country Members and LDCs so that they can: (a) participate effectively in the core areas of the WTO's work and its respective bodies; (b) implement their WTO obligations; (c) be able to defend the rights accruing to them under the WTO Agreements; and (d) participate effectively in negotiations. For the Observers, TA aims to ensure that acceding governments or separate customs territories are participating effectively in accession negotiations, in line with WTO accession processes and procedures.

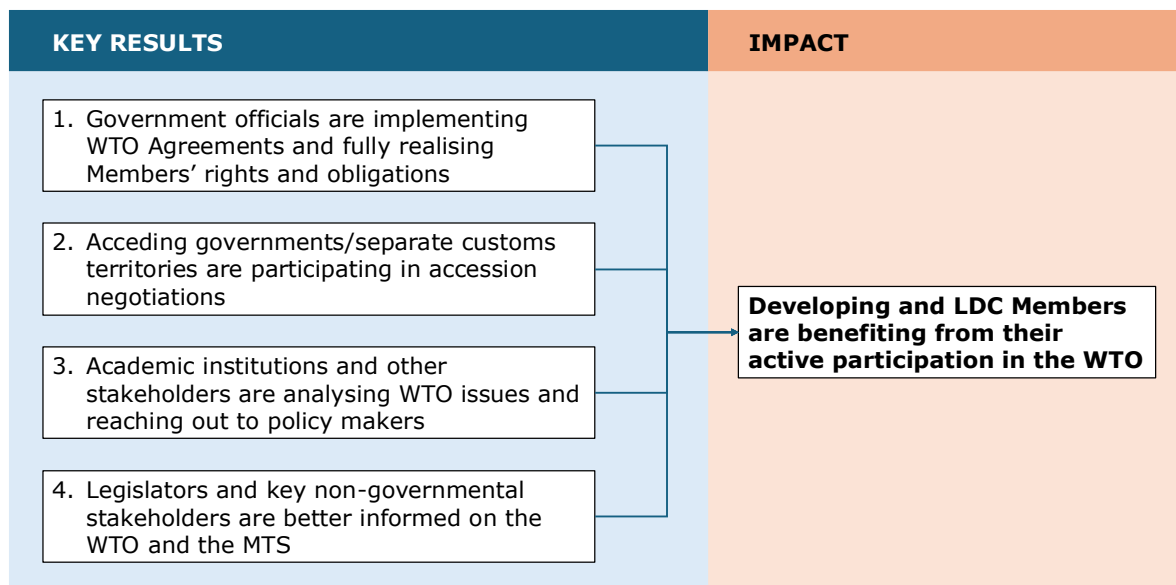
159. The TA Plan primarily targets government officials, to assist beneficiary governments or separate customs territories in building capacity to implement the WTO Agreements and thereby enforce their rights under the Agreements. The Secretariat will continue to provide TA to government officials and others through activities organized at the national, regional and global levels in line with the strategic approaches outlined in the previous Section. In particular, in terms of delivery, the Secretariat intends to use virtual and blended formats, involving a combination of face-to-face and online or remote components, as well as face-to-face activities if the financial situation does not change significantly during the biennium. In this regard, for face-to-face activities, the Secretariat will give priority to national activities and to those that cannot be easily delivered virtually.

160. It is also acknowledged that trade policy involves multiple stakeholders beyond government officials. Therefore, the Secretariat will continue to target other key audiences such as academics, legislators, journalists, and private sector actors, especially through outreach activities.

161. The TA Plan has been designed to achieve the four Key Results indicated in Chart 4, which are still relevant to the biennium. Achieving the Key Results in the TA Plan will require, in addition to adequate financial and human resources, close cooperation between all the parties involved. These are the Secretariat, governments, and other non-governmental beneficiaries, financial contributors to the TA budget, and TA delivery partner institutions.

---

<sup>28</sup> There will be no fee for TA beneficiaries.

**Chart 4 - TA Key Results for 2026-2027**

162. Chart 4 identifies an overall impact as the highest level of result to which the WTO-related work contributes jointly with other players in trade-related capacity building. It is not an exclusive attribution to TA from the WTO, but an indication of the contribution the WTO is making to a common goal. In view of this, the Secretariat, like in previous TA Plans, will focus on measuring outputs and progress towards specific key results, which are discussed in detail in the subsequent parts of this section.

163. The logical framework in Annex 1 provides details on the indicators and targets associated with each of the Key Results in Chart 4. Those indicators and targets constitute the markers that will guide the implementation of the TA Plan at the operational level and will help measure its achievements.

164. The logical framework has been prepared taking into consideration the significant uncertainty surrounding the level of resources that will be available to the Secretariat for financing the implementation of the TA Plan in 2026-27. It also reflects the strong emphasis placed by Members on measuring the results achieved by TA. As a result, many indicators have been assigned two possible targets reflecting two funding scenarios. Therefore, for these indicators, the targets are expressed as a range. This approach enables the Secretariat to assess results regardless of the actual funding level during the biennium.

165. The logical framework has also been revised to better align the number of indicators with the relative importance of the activities in the TA portfolio. As a result, the number of indicators related to e-Learning has been increased by three, and those related to face-to-face activities have been reduced by four, reflecting the trend seen in 2024 when 72% of participants trained online. Additionally, the number of indicators for programmes financed through earmarked contributions have been increased by four in recognition of their growing relative importance. A new indicator has been introduced to track the use of blended learning, given the strategic relevance of this mode of delivery. At the same time, several indicators associated with programmes of very limited scale such as PhD support programme and Moot Court support, etc. have been discontinued.

166. The indicators related to notifications have been reoriented to emphasis progress achieved rather than gaps remaining, drawing on the work undertaken by the Secretariat in 2024-25 in that domain.<sup>29</sup> This adjustment aims to provide a more accurate assessment of the results generated through TA and to better reflect the value Members place on notifications. Furthermore, the

<sup>29</sup> See document [G/C/W/859](#).

indicators have also been revised to more effectively capture the contribution of partner organisations, recognizing the importance of partnerships in implementing the TA Plan for 2026-27. A new indicator has also been introduced for the WTO Chairs programme to assess the broader value of the Chairs network, beyond the results directly attributed to the Chairs supported under Phase IV.

### **6.1 Key Result 1: Government officials are implementing WTO Agreements and fully realising Members' rights and obligations**

167. Key Result 1 aims to enhance Members' capacity to better comply with their obligations under the WTO Agreements and make full use of their rights. This Key Result corresponds to the bulk of the TA provided by the WTO to TA beneficiaries. The goal is to ensure that government officials have enhanced knowledge about the WTO Agreements and trade issues and are able to participate effectively in the MTS. The TA Annual Report 2024 showed that 69% of the TA budget funded activities that contributed to Key Result 1.

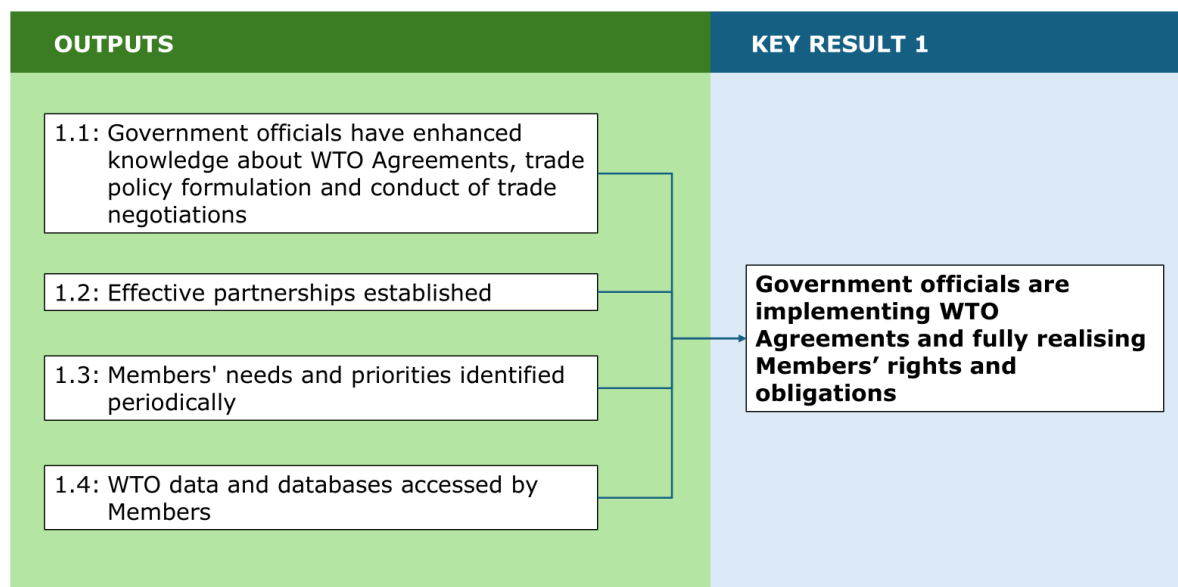
168. Drawing from the implementation of TA activities in previous years, the bulk of TA activities for the TA Plan 2026-27 is geared towards assisting Members to implement WTO Agreements and enhance knowledge about their rights and obligations, to better formulate their trade policies and effectively participate in trade negotiations. These include training activities on specific topics of interest to the TA beneficiaries in line with their needs and priorities.

169. To achieve Key Result 1, the Secretariat will continue to collaborate closely with the permanent missions to the WTO and with capital-based focal points responsible for WTO matters. This work will be guided by the identified and evolving needs of TA beneficiaries, PLS guidelines, and financial and human resources available to achieve the objectives of Key Result 1. To maximise the impact of the training, it is also important that beneficiary countries and separate customs territories take steps to retain trained participants in relevant roles.

170. To achieve Key Result 1, the Secretariat will aim to achieve four main Outputs identified below in Chart 5. The Secretariat will be responsible for the effectiveness and efficiency with which Outputs are achieved, while accountability for achieving the overall Key Result 1 will be shared with TA beneficiaries.

171. Details on indicators, baselines, targets, evidence and assumptions associated with this Key Result are included in Annex 1. Key Result 1 targets, among other things, an increase in beneficiaries' submissions to WTO bodies, which is used as proxy indicator since a large part of the WTO work is performed by Bodies and Committees in which proceedings are in writing, as well as a decrease in the number of outstanding notifications.

172. It is expected that a total of CHF 15.092 million will be needed for the biennium to implement the planned activities contributing to Key Result 1: CHF 7.540 million for 2026 and 7.552 million for 2027. This amount represents 74.8% of the total TA funding planned for the four Key Results in 2026-2027 (see Table 1 in section 7 on funding).

**Chart 5 - Key Result 1: Outputs**

#### **6.1.1 Output 1.1: Government officials have enhanced knowledge about WTO Agreements, trade policy formulation and conduct of trade negotiations**

173. Output 1.1. has historically been the main item under the Key Result 1 of the logframe. The objective is to offer government officials progressive learning paths that help them improve their knowledge and effectiveness in performing their work and participating in trade negotiations.

174. The indicators, baseline, target, evidence and assumptions associated with this Output are detailed in Annex 1. Taking into account the lessons learnt from the implementation of previous TA Plans, and the strategic approaches for this plan with respect to virtual and blended means of delivery, the Secretariat will aim at designing TA activities that improve knowledge sharing, maximize impact, and make a more efficient use of the available resources.

175. As in the past, most TA activities under Output 1.1 will seek to enhance the WTO-related knowledge of the government officials from eligible beneficiaries through targeted generalist or specialized TA. A description of the wide range of TA activities under Output 1.1 can be structured around the following training modalities, each of which is discussed in the sub-sections below: (a) e-Learning; (b) virtual and blended training; (c) face-to-face training; and (d) long-term placement programmes.

176. The Secretariat will continue to collaborate with beneficiaries to promote the movement of participants through the three PLS levels. This requires for example, clearly specifying intrinsic characteristics of each level and ensuring that candidates nominated for the available courses satisfy the pre-requisites defined for each course. Uniformity in application of this requirement will ensure that all participants for a particular course begin each training at a similar level of knowledge.

#### **e-Learning**

177. The WTO's e-Learning programme is a cornerstone of the WTO TA strategy, providing a cost-effective, scalable, and flexible solution for building trade-related capacity among TA beneficiaries. In 2024, with 13,700 participants enrolled, covering nearly 75% of all TA beneficiaries, the programme demonstrated its growing importance as an effective TA approach that ensures continuity and sustainability at reduced operational costs. The key focus areas for the 2026-2027 biennium are:

**178. Blended Learning Implementation:** Blended (or hybrid) learning builds on the digital strengths of the existing e-Learning model by integrating asynchronous online modules with targeted, real-time face-to-face and virtual synchronous training. Over the next two years, the programme will expand blended and virtual TA for regional and global TA activities in particular. A critical element of this growth will be establishing and managing virtual classrooms to enable onboarding of participants, facilitate online interactivity and participant engagement, and streamline course content management and reporting.

**179. Enhancement of the e-Learning Platform:** Recent improvements to the WTO's e-Learning platform have advanced its ability to meet the evolving needs of TA beneficiaries. The launch of a new Learning Management System (LMS) in December 2022 and its upgrade in June 2025, have expanded the programme's offering and its user base to over 36,000 registered participants by May 2025 (comprising TA beneficiaries and the public). Continuing into the next biennium, the programme focus will be on broadening the platform's outreach, enhancing accessibility and user experience, and aligning its offerings with shifting training requirements and funding realities.

**180. Expansion of the Course Catalogue and Live Sessions Offerings:** The Secretariat currently offers a robust catalogue of more than 170 e-Learning courses covering the full array of WTO Agreements and trade-related topics. Building on this foundation, and resources permitting, the Secretariat plans to develop new courses and update existing content to mirror recent developments in the multilateral trading system. The catalogue will increasingly feature multimedia-rich and mobile-friendly content in response to emerging e-Learning trends. In addition to asynchronous modules, the programme will introduce regular, live synchronous sessions led by WTO experts. These sessions will expand in scope and be regularly reformatted to incorporate the latest online conferencing technologies.

**181. Strengthening External Communication:** The Secretariat will continue to leverage its social media channels and the communication features of the e-Learning platform to expand outreach, raise awareness, and promote WTO e-Learning activities to both technical assistance beneficiaries and the broader public.

**182.** Through these strategic focus areas, the WTO's e-Learning programme aims to deliver more accessible, cost-effective, and innovative capacity-building solutions over the next two years. Additionally, staff availability permitting, the Secretariat will launch a pilot fee-based scheme for non-governmental stakeholders seeking a certificate upon completion of specific e-Learning courses. Based on the results of the pilot, the scheme may be fully implemented afterwards.

### Face-to-face, virtual and blended activities

**183.** The Secretariat aims to deliver face-to-face training at any of the three PLS levels depending on the specific needs of beneficiaries, and on the availability of adequate financial resources. The training for generalists includes trade policy courses at the introductory, intermediate and advanced PLS levels. These courses aim to provide a strong general knowledge of the MTS and of the main provisions of the WTO Agreements, which should enable participants to work in a large variety of WTO-related areas or develop a more specialized expertise. The TA Plan will maintain a suitable concentration of candidates complying with the prerequisites of an activity to ensure the effectiveness of the PLS. As outlined in the previous section, for face-to-face activities, priorities will be given to national activities, activities targeting LDCs and to those activities with a high level of interactivity which are less suited for virtual delivery.

**184.** As indicated in the previous Section, the Secretariat will expand its virtual training activities. Virtual delivery offers a more efficient, flexible and cost-effective way to provide TA, often achieving the same learning objectives as face-to-face training. The experience gained by both the Secretariat and the beneficiaries has deepened understanding of the strengths and limitations of this approach. Guided by the needs and priorities of TA beneficiaries, lessons learned during the COVID-19 pandemic and ongoing technological advancements, the Secretariat will broaden and diversify its virtual offerings. It will continue improving the quality of virtual activities and courses to ensure cost-efficient delivery tailored to specific contexts and needs.



185. As outlined in the previous Section, blended activities combine traditional face-to-face training with digital and online learning. Blended learning offers the flexibility, accessibility, and personalization that modern learners require and provides a relevant means of TA delivery in an efficient manner for specific contexts and needs. Blended learning will be pursued as a way to increase the cost effectiveness of traditional TA activities, as it maximises the return on the time spent face-to-face, which is the most expensive part of the training.

186. With respect to the levels and paths, at the introductory level, training courses for generalists will comprise the Geneva-based Introductory Trade Policy Course for LDCs, which will continue to be offered at least once a year, in English and in French on a rotational basis. As this activity targets LDCs who are a priority group in terms of WTO TA, to the extent that resources allow, it will be delivered face-to-face in Geneva. Virtual and blended delivery will also be possible. Participants have to complete successfully a final graded exam to be eligible for intermediary courses for generalists.

187. The implementation of RTPCs – Level 2 of the PLS – will continue in the next biennium, targeting government officials who have successfully completed a Level 1 introductory course. The RTPCs are currently being redesigned in terms of content, format, and duration to adapt to the global environment and enhance their impact. The aim is to deliver up to three RTPCs per year, alternating between the seven regions. The course will be delivered in either a fully virtual or blended format, depending on budget considerations, and will incorporate interactive adult learning tools such as virtual coaching by WTO experts, case studies, and practical exercises. Each course will offer a learner-centred experience that combines asynchronous and synchronous elements, tailored to accommodate diverse learning styles, preferences, and foster an effective learning experience. The regional dimension of the RTPCs will be maintained through collaboration with regional partners and WCP Chairs. The role and responsibilities of the host academic institution will vary depending on the chosen format of the course. Participation will remain limited to nominated government officials from the relevant regions, and regular assessments will be based on coursework, quizzes, exams, and overall engagement throughout the course. The course duration will range from 10 to 14 weeks.

188. At an advanced level, the Secretariat will continue to deliver ATPCs. As outlined in the previous section, these will be delivered through a blended approach combining online synchronous and asynchronous elements with face-to-face instruction. The Secretariat will aim to organize three ATPCs per year, two in English and the third alternating between French and Spanish each year. This reflects the historical language demand of Members for this course. A final assessment of participants in ATPCs will continue to be implemented. The assessment is based on two components: participation in the various modules of the course and a short essay on a WTO-related topic. The design of the assessment takes into account both the practical and advanced nature of ATPCs.

189. The Secretariat will also offer advanced thematic global training activities for specialists. These activities will be delivered through a blended or virtual modality, as well as face-to-face as the nature of the activity so requires and if resources allow. These activities respond to demand from many beneficiaries, in line with their needs and priorities. These activities will increasingly be action-oriented and focus on implementation challenges, including through the development of action plans, coaching of participants and a follow-up over a period of time.

190. Global activities may also comprise symposia or seminars held at the request of WTO Committees and Bodies. The Geneva Weeks which target non-resident delegations will continue and be delivered in a way that will be determined by the financial situation. The Secretariat will accommodate Focus Activities, including Introduction Days and other activities for Geneva-based delegates, to respond to their needs, NGOs, and officials from international organizations. The aim of Focus Activities is to cover in depth a narrowly defined WTO subject over one or two days.

191. In a situation of limited budgetary resources, priority for face-to-face delivery will be given to national TA activities, activities targeting LDCs and to those activities with a high level of interactivity which are less suited for virtual delivery. National technical assistance activities help build trade capacity by enhancing participants' knowledge and skills in areas identified by the beneficiary Member/Observer. Each activity is designed with specific objectives that address the participants' needs in line with national priorities. These activities typically focus on national-level issues that require more targeted and in-depth treatment than what regional seminars or trade policy courses can provide. They may also serve as technical assistance follow-ups to Trade Policy Reviews (TPRs). TPRs for developing and least-developed country Members have been particularly valuable in clarifying the structure of their trade policy and its alignment with WTO agreements, thereby helping

to identify capacity-building needs and supporting the beneficiary reform agenda. TA beneficiaries may request national technical assistance activities at any time using the online TA request form.

192. At the regional and sub-regional levels, resources permitting, this TA Plan will include activities for capital-based officials, mostly at the intermediate level, focusing on areas identified as priorities by the beneficiaries concerned. Geography, language or common interests will guide the inclusion of a beneficiary in a region or sub-region. Where relevant, such activities will increasingly be conducted in collaboration with partner institutions to ensure that local considerations are incorporated into the training, and with cost-sharing arrangements to ensure financial sustainability.

### **Long-term placement programmes**

193. These programmes focus on government officials and aim to give the beneficiaries an opportunity to acquire in-depth knowledge on WTO matters under the guidance of staff in the Secretariat or in the permanent missions to the WTO in Geneva. Given the strong evidence of the effectiveness of placement programmes, although with variations between them, the TA Plan includes three long-term placement programmes under Key Result 1.

194. The three placement programmes under Key Result 1 are: (a) the Netherlands Talent Programme (NTP), financed by the Netherlands; (b) the French Irish Mission Programme (FIMiP), financed by France and Ireland; and (c) the Group Coordinators Support Programme (GCSP), financed by the Global Trust Fund (GTF).

195. Participants in the NTP are mid-level public officials from LDCs, low-income economies and comparable small and vulnerable economies. NTP participants work in areas of interest to them or their governments and are usually assigned to various Secretariat divisions at different periods of their programme in the Secretariat, which cumulatively lasts a maximum of ten months. NTP participants will be evaluated by their supervisor based on the objectives set individually at the beginning of the programme. Approximately 15 NTP participants will be recruited annually.

196. Measuring how much is learnt by the long-term placement participants is a challenge. Therefore, a proxy indicator to measure how much the participants achieved during their stay in Geneva will be used, as has been the case in previous years. Participants will be required to prepare monthly reports explaining how their time has been allocated between various categories of Outputs. This data is used to analyse the performance of the NTP participants.

197. FIMiP participants are mid-level public officials from LDCs, and other developing country Members/Observers placed in their respective Geneva-based mission for purposes of this placement. The programme has a maximum duration of ten months for each participant. FIMiP participants operate under the direction of their respective permanent missions, which evaluate their work at the end of the programme based on the objectives agreed at the beginning of the programme. The programme targets primarily Members/Observers with small missions in Geneva whose capacity to follow WTO matters is very limited. Up to 20 FIMiP participants will be recruited annually.

198. As in previous years, FIMiP participants will devote most of their time to participating in the work of the different WTO bodies. This is particularly important for small, understaffed missions as it supports their ability to participate in such meetings. In addition, participants also work on coordination between the Secretariat and relevant government agencies in their respective capitals regarding various WTO-related issues affecting their economies, including their own notifications and commitments under various WTO Agreements. Each participant submits a monthly report, which is used to monitor their performance. The supervisors of the participants in the permanent missions evaluate their work and inform the Secretariat. The Secretariat will continue with the same approach for this biennium.

199. Similarly, because of the challenges in measuring how much the participants would have learnt, a proxy indicator to measure how much they achieved during their stay in Geneva will be used as has been the case in previous years.

200. GCSP participants are mid-level public officials nominated by a TA beneficiary selected to coordinate a WTO regional grouping and must be from that particular Member. The participants are posted in the Geneva-based mission of that Member acting as coordinator of a regional grouping in

the context of WTO work, provided that the beneficiary is eligible for TA from the WTO. The GCSP participants work under the supervision of the head of the mission or a designate, who also evaluates their work at the end of the placement based on agreed objectives at the beginning of the placement. The duration of a GCSP placement is tied to the tenure of the beneficiary's group coordinator role but cannot exceed twelve months. The allocation of a GCSP participant is demand-driven. The number of GCSP participants to be recruited each year is dependent upon the availability of financial resources. A maximum of six GCSP participants will be recruited annually, should funds permit.

201. Each GCSP participant will submit a monthly report to be approved by the supervisor in the mission which will be used by Secretariat to monitor their performance.

#### **6.1.2 Output 1.2: Effective partnerships established**

202. Under this Output, the Secretariat will continue to seek partnerships that add the most value to its TA activities according to the four parameters defined in its effective partnership strategy, namely: substance, cost-sharing, logistics and outreach (see section 5.4 for additional information).

203. The WTO's network of partnerships played an important role in 2024, and 66% of the activities were implemented with the involvement of a partner. In 2024, the Secretariat maintained strategic partnerships to deliver better-tailored TA activities in a cost-effective way. These partnerships are an asset for the WTO, as they contribute to the relevance and efficiency of the activities provided to Members and to ensuring the financial sustainability of the WTO TA. Given the current global economic environment, leveraging financial resources from partners will be emphasised during this biennium.

204. As detailed in the logframe in Annex 1, the TA Plan intends to stabilize the share of activities with involvement of a partner while increasing the proportion contributed by partners to particular TA activities. As also indicated in the logframe, attaining Output 1.2 assumes that interested partners will be available with appropriate resources and knowledge to complement WTO expertise and financial resources.

#### **6.1.3 Output 1.3: Members' needs and priorities identified periodically**

205. This Output relates to the necessity to assess on a regular basis the TA needs of beneficiaries to ensure that the WTO TA offer meets their priorities. With this aim, needs assessments will be conducted periodically, in particular through national requests and TPR follow-ups. In addition, NTP's tasks while on training also include conducting needs assessments for their respective economies.

206. Responses to the TA questionnaires received prior to the preparation of TA Plans will be the main source of information on the needs and priorities of the TA beneficiaries. As described in section 4 and illustrated in Chart 1, the consultations held in preparation of the TA Plan indicated several areas of priority for TA. The online form for national requests will complement the responses to the TA questionnaire. The online National TA Request Form should be used to identify, on a case-by-case basis, the changing needs and priorities of the beneficiaries of WTO TA in the area to be covered by the activity. The back cover page provides detailed information on requesting WTO TA by beneficiaries.

207. Needs assessments prior to the delivery of advanced activities can rely on pre-course questionnaires. The responses will then be used to tailor the content of the activity to the specific needs of the participants.

208. The TPR process, as well as the TPR follow-up activities, which are conducted on request, will contribute to the identification of specific needs and necessary actions. To attain this target, beneficiaries would need to request a TPR follow-up activity after a TPR is concluded.

209. Members' needs which may have been identified by partner institutions are also taken into account when designing specific activities to address priorities identified by the TA beneficiaries. In addition, WTO bodies and specialised Committees may identify needs to be considered by the Secretariat in line with a demand-driven approach of WTO TA.

#### **6.1.4 Output 1.4: WTO data and databases accessed by Members**

210. The Secretariat aims to use TA to make WTO statistical tools and databases accessible to officials dealing with trade-related issues, as well as to other interested parties, so as to improve the analysis of trade developments and trade negotiating positions.

211. With technological advancements which allow for online access through mobile devices, Members are increasingly utilising online platforms to access databases, as well as to view, process and submit notifications. Specialised platforms with expanded capabilities support Members in the fulfilment of their obligations while enhancing national coordination and dialogue. For instance, new features in notification portals allow for bespoke alerts, reactions to notifications, submission of questions and clarifications, and for further circulation of the information amongst stakeholders. The Secretariat is actively working on integrating existing tools and improving their usability. It will continue to consult with Members with a view to finding more effective ways to enable LDCs to gain better access to WTO online resources and make greater use of existing electronic tools.

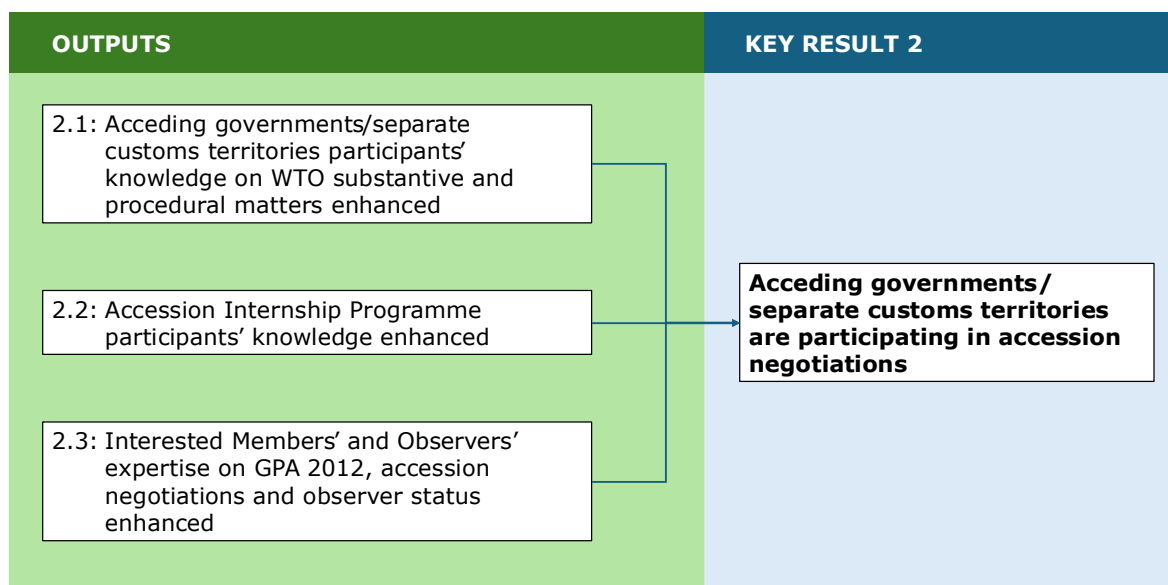
212. During the biennium, the Secretariat will offer an array of activities to enhance participants' ability to access WTO data and related information. Training on information sources and databases will be provided as much as possible as part of the activities for generalists, including the Introductory Trade Policy Courses for LDCs, the RTPCs, the ATPCs, as well as covered in thematic activities e.g., notifications, agriculture, Market Access for Goods, etc. Training will also be provided through online courses on the e-Learning platform. Additionally, webinars and short virtual booster sessions will be organized for officials (including current and former participants of the long-term placement programmes) to update them on new tools and upgrades introduced into existing online resources and tools.

#### **6.2 Key Result 2: Acceding governments/separate customs territories are participating in accession negotiations**

213. Key Result 2 aims to ensure that governments and separate customs territories in the process of joining the WTO are participating effectively and actively engaged in their accession negotiations, in accordance with established WTO procedures. This reflects the WTO's strategic focus on supporting accessions at all stages. The goal is to assist these governments and separate customs territories in formulating their long-term trade reform strategies and agendas, which are aligned with WTO rules. In this context, technical assistance is provided to: (a) improve their understanding of WTO rules and obligations; (b) support the creation of domestic legal and policy frameworks that comply with WTO rules; and (c) help advance the overall accession process. This Key Result also encompasses support from the WTO Secretariat for those beneficiaries aiming to join specific Plurilateral Agreements, such as the Agreement on Government Procurement (GPA) 2012.

214. The Secretariat will continue to assist governments and separate customs territories in their accession process by supporting their negotiations and strengthening their understanding of WTO-related issues. Additionally, the "China Programme" will continue to assist acceding LDCs through the Accession Internship Programme, the follow-up to the TPRs of recently acceded Members, annual WTO Accession Round Table Meetings, and support for their participation in WTO meetings. This is in line with the priority given by Members to the accession of LDCs at the Doha Ministerial Conference in 2001.

215. The TA Plan allocates CHF 0.986 million for the implementation of activities planned, with CHF 0.499 million for 2026 and CHF 0.486 million for 2027 under this Key Result. This amounts to 4.9% of the total TA funding planned for the four Key Results for those two years (see Table 1 in section 7 on funding).

**Chart 6 - Key Result 2: Outputs**

#### **6.2.1 Output 2.1: Acceding governments/separate customs territories participants' knowledge on WTO substantive and procedural matters enhanced**

216. In 2024, governments involved in accessions negotiations were invited to take part in TA and capacity-building initiatives at the global, regional, and national levels, as well as through online e-Learning courses. The Secretariat provided support, through inter alia: (a) technical workshops; (b) targeted national training and seminars; and (c) roundtables and policy dialogues. Furthermore, in 2024, support was also provided in the form of post accession workshops for two members that had acceded to the WTO.

217. Looking ahead to the 2026-2027 biennium, the Secretariat will continue to tailor its support to the specific needs of acceding governments and separate customs territories, based on their requests. Going forward, an increasing number of such requests would take a blended and/or virtual form, potentially target more individuals while reducing costs at the same time. As outlined in the logframe in Annex 1, a key goal during this period is to maintain steady participation from these governments/separate customs territories in TA activities related to WTO accession—assuming, among other factors, that accession negotiations continue to progress.

#### **6.2.2 Output 2.2: Accessions Internship Programme participants' knowledge enhanced**

218. The AIP is part of the Accessions and General Internship Pillar of the "China Programme". AIP interns are recent graduates or postgraduate students from LDCs and developing Members and Observers assigned to work in the Accessions Division, under the supervision of a staff member. The interns spend up to 10 months in the Secretariat, which may be spread over a two-year calendar. The annual intake of interns is dependent on the workload of the Accessions Division. The supervisors evaluate the interns' performance based on the objectives set at the beginning of the internship.

219. The TA Plan 2026-27 envisions a maximum of five (5) AIP interns be recruited annually for a maximum period of 10 months as indicated in the logframe in Annex 1.

#### **6.2.3 Output 2.3: Interested Members' and Observers' expertise on the GPA 2012, accession negotiations and observer status enhanced**

220. This output covers the TA that the Secretariat provides to the Parties to the Agreement on Government Procurement (GPA) 2012 as well as observers to the Committee on Government Procurement and other interested Members and WTO observers. With respect to the GPA 2012, the TA Plan will focus on: (a) raising awareness and increasing beneficiaries' knowledge about the

GPA 2012, including on the accession process and observer status; (b) providing technical assistance to beneficiaries acceding to the GPA 2012 or having committed to accede, as well as to beneficiaries with an interest in observer status on GPA-related matters in general, including linkages with trade, good governance and development; and (c) enhancing beneficiaries' capacity to comply with GPA 2012 norms and principles, empowering officials to work with stakeholders to realize benefits from GPA principles and market access possibilities, and understanding the developmental dimension of procurement policy.

### **6.3 Key Result 3: Academic institutions and other stakeholders are analysing WTO issues and reaching out to policy makers**

221. Key Result 3 aims to enhance academic institutions' expertise on WTO work and issues, with a view to improving research, teaching and outreach to policy makers. This key result remains largely unchanged in the TA Plan 2026-27. The Secretariat will implement the WTO Chairs Programme (WCP) and, subject to the availability of funds, other activities including the PhD fellowship programme and General Academic Support.

222. The WCP, initiated in 2010, is the largest programme encompassed under Key Result 3. It aims to enhance knowledge and understanding of the MTS among academics and students by supporting trade-related research, curriculum development and outreach activities at universities in beneficiary country Members/Observers participating in the programme. In contrast to other TA activities, which are carried out by the Secretariat, WCP activities are carried out by the external academic institutions participating in the programme (the "Chairs"). The programme is supported by an Academic Advisory Board (AAB), composed of distinguished academics. The AAB members are part of the WCP network along with the Chairs and serve as mentors to the Chairs. They also advise the Secretariat on various issues relating to the programme.

223. The WCP is organized in cycles of four years, during which institutions selected to participate receive funding in order to develop their expertise and produce outputs under the three pillars of the programme – Research, Curriculum Development and Outreach. Upon completion of their respective four-year cycle, the institutions maintain the status of WCP Chair. They continue to produce outputs under the three pillars and remain part of the WCP network, with the reporting obligations associated therewith – albeit without further funding from the WTO.

224. In recent developments, and under the guidance of the WTO Director-General, a "targeted" call for applications was issued in 2023, with five institutions joining the programme as a part of Phase IV in 2024. This further diversifies the programme's representation across the globe, with the network now comprising 39 universities. Going forward, Letters of Agreement will be signed with the WCP Chairs that no longer receive funding<sup>30</sup>, so as to formalise relations with these Chairs and add transparency to the operating and reporting frameworks.

225. Besides the WCP, the Secretariat provides support, through the PhD fellowship programme, to a limited number of PhD students from developing country Members/Observers in their research on WTO-related topics. Another area of support is for the John H. Jackson Moot Court Competition on WTO law. These initiatives have the objectives of increasing students' knowledge and interest in topics relating to international trade relations and the work of the WTO, stimulating academic exchange on those topics and, ultimately, preparing the next generation of trade experts – including government officials working in capital and delegates working in Geneva. Other activities involving academia may also be organized, with proposals being assessed based on merit and the availability of resources.

226. Certain elements of the logframe relating to Key Result 3 have been revised in the TA Plan 2026-27. The indicator on the number of PhD students supervised graduating with a PhD, and the number of students participating in competitions supported by the WTO, have been removed from the logframe in order to refocus the indicators on the most significant parts of the TA portfolio.

---

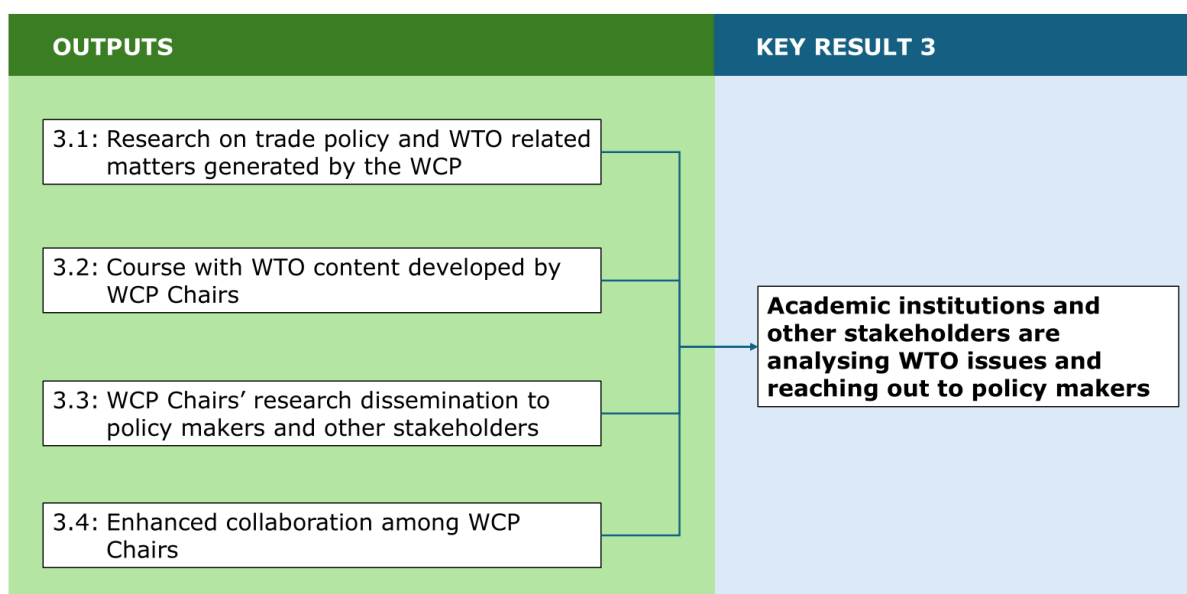
<sup>30</sup> At the time of writing, these are the 13 Chairs from Phase I and the six Chairs from Phase II. With regard to the 15 Chairs from Phase III, 2025 is their last year of funding under the four-year cycle. Once their funding period is over, Letters of Agreement will be signed with them as well.



227. All four outputs under Key Result 3 now relate to the WCP. Outputs 3.1 to 3.3, which have been maintained as in the previous TA Plan, relate to each of the three pillars of the programme. The reporting of these three outputs focuses on the Chairs receiving funding under the programme. With the inclusion of universities from LDCs and previously under-represented regions in the programme, an important variation in capacity exists among the Chairs. As a result, a single metric cannot be applied across the board. The indicators under these three outputs therefore focus on individual progression, since what matters is how much each Chair will develop thanks to the WCP, irrespective of how low or high its starting point was. Under each pillar, a combination of a quantitative and a more qualitative assessment of results will be made. As for Output 3.4, it has been included in the logframe for the first time. It covers all the Chairs in the programme – funded and unfunded – to gain an understanding of the extent of their engagement in the WCP network.

228. The TA Plan allocates CHF 0.477 million annually for the implementation of activities planned for 2026 and 2027 under this Key Result. The total of CHF 0.954 million amounts to 4.7% of the total TA funding planned for the four Key Results for those two years (See Table 1 on Section 7 on funding).

**Chart 7 - Key Result 3: Outputs**



### **6.3.1 Output 3.1: Research on trade policy and WTO-related matters generated by the WCP**

229. Output 3.1 aims to promote research on trade policy and WTO-related matters by WCP Chairs. One of the indicators for this output is the number of research outputs produced. Books, articles published in academic journals, working papers and trade policy briefs are considered. In addition, in order to assess the quality of research outputs, one key research output per Chair per year is reviewed by AAB members in comparison to past research outputs produced by the same Chair. This twofold approach permits the tracking of Chairs' engagement in the academic community through their research outputs, while also allowing Chairs to benefit from feedback to maintain or increase the quality of their research.

### **6.3.2 Output 3.2: Courses with WTO content developed by WCP Chairs**

230. Output 3.2 captures WCP Chairs' activities relating to the development of trade-related courses for students and other stakeholders, including government officials, researchers, and private sector professionals. The objective is to encourage Chairs to train and inform both future and present generations of students, trade policy experts and officials who are at different stages in their professional and educational development. Chairs benefit from access to teaching materials of the

Secretariat, including e-Learning, as well as from expert advice from Secretariat staff and AAB members. The two indicators for this output are the number of new or updated WTO-related courses and the number of students in WTO-related courses to assess how much demand there is for the new courses.

### **6.3.3 Output 3.3: WTO Chairs' research disseminated to policy makers and other stakeholders**

231. Output 3.3 calls for WCP Chairs to reach out to key decision-makers and other stakeholders and raise awareness of WTO issues. The objective is to ensure and promote the dissemination, relevance and visibility of relevant academic research – for example, through seminars, conferences, roundtables or (informal/ongoing) consultative processes, thus providing advice and a sounding board for policy makers and other stakeholders. The two indicators for this output focus on the number of outreach events and the pieces of advice provided to policy makers, allowing an evaluation of Chair's dissemination efforts and their levels of engagement with government officials.

### **6.3.4 Output 3.4: Enhanced collaboration among WCP Chairs**

232. The continued engagement of WCP Chairs in the network, even after the four-year funding period is completed, is an important element of the programme. The more experienced Chairs work with and guide the newer Chairs and help them integrate into the network, while also continuing their own research, teaching and outreach activities relating to WTO topics. This contributes to the sustainability of the collaborative network of academics that has been created and helps develop and enhance a pool of trade expertise for beneficiary Members/Observers and stakeholders in the regions. While Chairs have been working together on various activities for many years, this has not been specifically addressed in previous logframes. The purpose of Output 3.4 is to capture the engagement in the network of Chairs across all phases by looking at the extent of their collaborative activities.

## **6.4 Key Result 4: Legislators and key non-governmental stakeholders are better informed on the WTO and the MTS**

233. Key Result 4 aims to ensure that legislators and key non-governmental stakeholders (journalists, private sector<sup>31</sup>, and civil society representatives) are better informed and knowledgeable about the WTO and the MTS in today's global trade context. It also encompasses initiatives to engage new audiences, such as young professionals, who can contribute fresh perspectives and strengthen future capacity in trade policy. The goal is to broaden informed engagement in trade policy formulation. To achieve this, the TA Plan focuses on targeted training activities, outreach and improved access to WTO information sources. Key Result 4 comprises four Outputs, as illustrated in Chart 8.

234. In 2024, the Secretariat welcomed 20 young professionals, including 5 from LDCs. In 2025, 19 participants were recruited, 6 of whom are from LDCs. An evaluation recommended expanding the programme, enhancing participants' conditions, and improving onboarding processes, all of which contributed to a stronger programme overall. The programme has attracted considerable interest and has also been highly valued by its participants, gaining firsthand experience and insights into the challenges and opportunities shaping international trade. The number of Young Professionals to be recruited for 2026 will be determined by the availability of financial resources contributed to the GTF for this Plan.

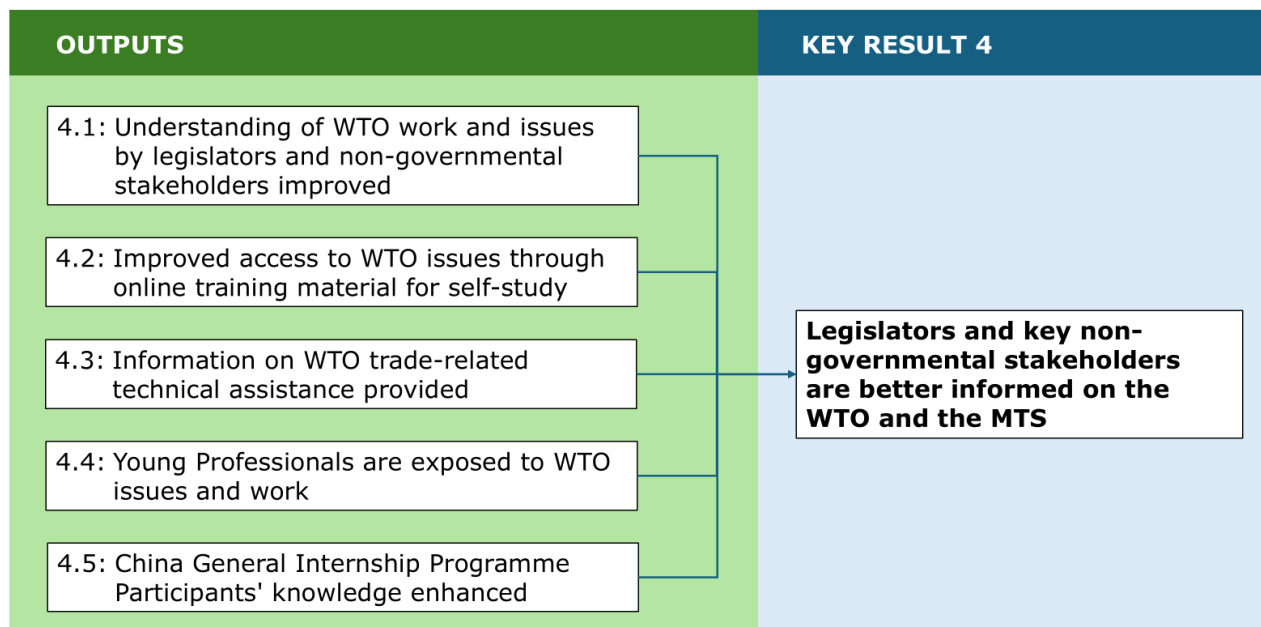
235. In 2025, legislators were limited due to budget constraints, particularly as the effectiveness of virtual trainings for these audiences remained constrained. With the support of partners, the Secretariat only secured funds to invite some journalists from developing Members to MC13 and the WTO Public Forum. For 2026-27, the aim is to leverage such partnerships more systematically. A minimum of WTO budgetary resources will be critical to leverage additional external support and ensure the continuity, credibility, and effectiveness of these activities.

---

<sup>31</sup> Such as producers, exporters, traders, and chambers of commerce and industry.

236. The TA Plan allocates CHF 0.528 million for the implementation of activities planned for 2026 and CHF 0.785 million for 2027 under this Key Result, representing 6.5% of the total TA funding planned for the four Key Results for those two years (see Table 1 in Section 7 on funding).

**Chart 8 - Key Result 4: Outputs**



#### **6.4.1 Output 4.1: Understanding of WTO work and issues by legislators and non-governmental stakeholders improved**

237. Output 4.1 aims to deliver targeted training and outreach activities that strengthen the understanding of WTO and MTS issues among legislators and key non-governmental stakeholders (journalists, private sector and civil society representatives). The objective is to ensure that these groups are better informed and equipped to engage on issues central to the WTO and today's challenging trading context, thereby fostering greater awareness of and support for the WTO and the MTS at a time when it is under pressure. As outlined in the logframe in Annex 1, the TA Plan for 2026-27 aims to maintain the number of stakeholders reached and activities delivered. The number of seminars and workshops organized and of key stakeholders reached will be key indicators for this output. Activities will continue to be organized at both global and regional levels, in collaboration with WTO's traditional TA partners, as well as new ones with a focus on leveraging strategic partnerships to maximize impact for the WTO and the MTS.

#### **6.4.2 Output 4.2: Improved access to WTO issues through online training material for self-study**

238. Output 4.2 highlights the role of the WTO e-Learning programme in broadening access to WTO topics and trade-related matters for a wider audience. While the full features of the e-Learning programme are reserved to government/separate customs territories officials from WTO technical assistance beneficiaries, non-eligible users are granted access to a catalogue of over 170 self-study courses, giving them extensive insights into WTO issues. Their access is limited to training materials only and does not include course exams or certification. Additionally, non-eligible users are not permitted to access other features of the e-Learning programme, such as webinars and community forums. Going forward, changes may be introduced to allow these stakeholders to have access to training materials for which certification will be possible at a small fee.

---

**6.4.3 Output 4.3: Information on WTO trade-related technical assistance provided**

239. Output 4.3 relates to access to WTO trade-related TA information, including through the WTO Secretariat newsletter available to individual subscribers. In 2024, the ITTC launched a dedicated weekly TA newsletter, disseminated by email highlighting upcoming TA courses and other technical assistance-related news. The frequency of the TA newsletter was reduced in the second half of 2025 due to resource constraints. Social media channels are also used to increase visibility of TA activities. The Technical Assistance Management System (TAMS) developed in 2019 contains the catalogue of planned TA activities delivered at a global, regional and national level, other useful trade related information as well as the gateway for Members to request national activities. Additionally, the Secretariat publishes its TA Annual Reports in all three WTO languages. These reports provide information on TA objectives and outcomes, TA evaluations by beneficiaries, as well as the role of voluntary contributions. The WTO website is also a useful source of information on the TA provided by the Secretariat. Its popularity has grown over the years and one indicator will keep measuring that evolution.

**6.4.4 Output 4.4: Young Professionals are exposed to WTO work and issues**

240. Output 4.4 relates to the WTO Young Professionals Programme (YPP), launched in 2016 to expose eligible young professionals – who are not necessarily employed by their governments/separate customs territories – to the work of the WTO. The programme targets young professionals with graduate degrees in international trade and trade policy. Recruitment follows a merit-based competitive process, with priority given to candidates from least-developed and developing WTO Members with low or no professional-level representation in the Secretariat.

241. In recent years, the Secretariat has aimed to host 20 young professionals annually. However, if the current financial challenges persist, this number may need to be reduced in the next biennium to set aside some funds for the other TA programmes financed by the GTF, in view of the persistent reduction of its resources. The performance of young professionals is assessed both at mid-term and at the end of their tenure against agreed objectives and outcomes. Both the number of young professionals and their performance evaluations will serve as key indicators for this output, as detailed in the logframe in Annex 1.

**6.4.5 Output 4.5: China General Internship Programme Participants' knowledge enhanced**

242. The General Internship Programme (GIP) was launched in 2024 under the Accessions and General Internship Pillar of the "China Programme". GIP interns are recent graduates or postgraduate students from LDCs and developing Members and Observers. They are assigned to various divisions of the Secretariat, working under the supervision of a staff member. The internship lasts up to 10 months, during which supervisors evaluate interns' performance against the objectives set at the outset.

243. The TA Plan 2026–27 envisions the recruitment of up to five (5) GIP interns per year for a maximum duration of 10 months as indicated in the logframe in Annex 1. As for other internship programmes, a proxy indicator of learning will be the time spent on different types of tasks, as reported in interns' monthly activity reports.

## 7 FUNDING

244. Since 2001, the implementation of the WTO TA Plans has been funded through a combination of three funding sources namely the Regular Budget and extra-budgetary funds from voluntary contributions by Members, either earmarked for specific TA programmes or provided as unearmarked voluntary contribution. Collectively, these three sources of funding have provided a rather stable annual average budget for WTO TA of approximately CHF 15 million over the past 15 years. However, as observed in 2025, the continued decline in unearmarked voluntary contributions, coupled with liquidity constraints in the Regular Budget has raised concerns about the long-term sustainability of this funding model.

245. As outlined in Chapter 5, the Secretariat has for over a decade undertaken efforts to rationalise TA expenditure through the implementation of Results-based Management, strategic partnerships and the use of cost-effective delivery methods. Annual TA reports have consistently detailed the measures adopted to systematically reduce costs while maintaining a stable volume of high-quality TA. Since the adoption of Results-based Management for TA in 2013, the Secretariat has progressively streamlined its portfolio of TA programmes prioritising those that demonstrate measurable results/outcomes in order to enhance value for money for beneficiaries.

246. The Secretariat has established cost-sharing arrangements with identified partners, resulting in substantial costs savings for the Organization. Although these savings are challenging to quantify since the related expenditures do not pass through the WTO's financial accounts, they are estimated to represent approximately 10% of the total annual TA budget. While the Secretariat will continue to pursue such efforts in the next biennium, the potential for RBM and partnerships to yield further significant savings remains limited.

247. The COVID-19 pandemic contributed to a broader acceptance of virtual delivery methods for TA. The lessons learnt during that period, along with advancement in digital technologies have enabled the Secretariat to progressively transform several TA programmes to virtual or blended formats. This transformation aims to optimise the impact of in-person components and enhance overall results/outcomes for beneficiaries. In the next biennium, virtual delivery methods will be employed primarily as a cost-savings measure. Regardless of their pedagogical value or relevance, these methods will often represent the only viable option in the absence of funding for face-to-face sessions.

248. Under these circumstances, preparing the budget for the TA Plan for the next biennium posed a significant challenge, as the Secretariat was required to allocate potentially scarce resources among competing priorities. As noted in Section 5.4.2 transitioning a substantial portion of the WTO TA portfolio to virtual delivery entails considerable staff time and investment. Accordingly, adequate staffing levels must be maintained to support this transition, an effort that imposes a direct cost on the TA budget. Without sufficient staffing, the Secretariat risks being unable to deliver an adequate volume of TA activities, whether face-to-face or virtually. Additionally, to preserve institutional knowledge, decisions regarding the number of L posts to be financed through unearmarked voluntary contributions must be made in advance, before the actual level of TA funding for the biennium is known.

249. In the absence of positive indications from Members regarding the funding of TA for the next biennium, the Secretariat prepared the budget based on a pessimistic scenario for the GTF, similar to the financial conditions experienced in the second half of 2025; and the status quo for the Regular Budget for TA and Earmarked Trust Funds. Should the financial situation improve, the Secretariat will adjust its expenditure to align with the available resources and in accordance with the strategic priorities outlined in the TA Plan.

**Table 1 Costs by Key Result – 2026 and 2027**

(in thousand Swiss francs)

| Key results                                                                                                            | Budget line 2026 |                         |                       |               |
|------------------------------------------------------------------------------------------------------------------------|------------------|-------------------------|-----------------------|---------------|
|                                                                                                                        | Regular Budget   | Unearmarked funds (GTF) | Earmarked trust funds | Total         |
| Key result 1: Government officials are implementing WTO Agreements and fully realising Members' rights and obligations | 4,182            | 1,035                   | 1,936                 | 7,153         |
| Key result 2: Acceding governments/separate customs territories are participating in accession negotiations            | 70               | 80                      | 300                   | 450           |
| Key result 3: Academic institutions and other stakeholders are analysing WTO issues and reaching out to policy makers  | 25               | -                       | 400                   | 425           |
| Key result 4: Legislators and key non-governmental stakeholders are better informed on the WTO and the MTS             | 15               | 454                     | -                     | 469           |
| <b>Sub-total</b>                                                                                                       | <b>4,292</b>     | <b>1,569</b>            | <b>2,636</b>          | <b>8,497</b>  |
| Other programmes                                                                                                       | 256              | 655                     | -                     | 911           |
| <b>Total</b>                                                                                                           | <b>4,548</b>     | <b>2,224</b>            | <b>2,636</b>          | <b>9,408</b>  |
| Overheads (13%)                                                                                                        | -                | 289                     | 343                   | 632           |
| <b>Grand total - 2026</b>                                                                                              | <b>4,548</b>     | <b>2,513</b>            | <b>2,979</b>          | <b>10,040</b> |

| Key results                                                                                                            | Budget line 2027 |                         |                       |               |
|------------------------------------------------------------------------------------------------------------------------|------------------|-------------------------|-----------------------|---------------|
|                                                                                                                        | Regular Budget   | Unearmarked funds (GTF) | Earmarked trust funds | Total         |
| Key result 1: Government officials are implementing WTO Agreements and fully realising Members' rights and obligations | 4,195            | 1,035                   | 1,936                 | 7,166         |
| Key result 2: Acceding governments/separate customs territories are participating in accession negotiations            | 57               | 80                      | 300                   | 437           |
| Key result 3: Academic institutions and other stakeholders are analysing WTO issues and reaching out to policy makers  | 25               | -                       | 400                   | 425           |
| Key result 4: Legislators and key non-governmental stakeholders are better informed on the WTO and the MTS             | 15               | 681                     | -                     | 696           |
| <b>Sub-total</b>                                                                                                       | <b>4,292</b>     | <b>1,796</b>            | <b>2,636</b>          | <b>8,724</b>  |
| Other programmes                                                                                                       | 256              | 512                     | -                     | 768           |
| <b>Total</b>                                                                                                           | <b>4,548</b>     | <b>2,308</b>            | <b>2,636</b>          | <b>9,492</b>  |
| Overheads (13%)                                                                                                        | -                | 300                     | 343                   | 643           |
| <b>Grand total - 2027</b>                                                                                              | <b>4,548</b>     | <b>2,608</b>            | <b>2,979</b>          | <b>10,134</b> |

### 7.1 Regular Budget for TA

250. The TA Plan for 2026-27 has been developed on the assumption that the Regular Budget will remain unchanged at CHF 4.5 million per year, consistent with the level maintained over the past six biennia. However, regardless of the budget allocation, if the current liquidity crisis persists into the next biennium primarily due to the continued non-payment of contribution by certain Members, TA delivery is likely to be significantly affected, as was the case in 2025. In such circumstances, the implementation of TA activities to be financed by the Regular Budget will be impacted leading to a large portion of such activities being delivered virtually. The capacity to deliver virtual activities will depend on the availability of adequate staff resources, including those financed by unearmarked voluntary contributions, and on the willingness of TA beneficiaries to engage with this mode of delivery, considering the challenges they may present.

251. If a meaningful level of resources for TA remains available under the Regular Budget, the Secretariat's cost-saving measures introduced by promoting blended delivery formats will help lower the overall cost of several TA programmes traditionally financed by that budget. This, in turn would free up savings that can be reallocated to support the blended delivery of other TA programmes that have been financed exclusively through unearmarked voluntary contributions, programmes that might otherwise be discontinued unless fully converted to virtual formats. A notable example is the RTPCs for generalists. These intermediate-level courses, which focus on the existing WTO



Agreements, currently represent the only component of the PLS training curriculum for generalists not financed through the Regular Budget.

252. To facilitate the navigation through these uncharted waters, the Secretariat is proposing to articulate the share of the Regular Budget dedicated to TA around the following four (4) main envelopes:

- i) Trade Policy Courses on WTO Agreements for generalists: These will include blended formats for the ATPCs and the Introductory Trade Policy Courses for LDCs in Geneva, and the RTPCs in the regions.<sup>32</sup> The TA Plan intends to allocate CHF 1.31 million to these activities in 2026 and CHF 1.56 million in 2027.
- ii) Geneva-based thematic activities for specialists: These activities will include, among others, the current activities in the field of dispute settlement held under Article 27.1 of the Dispute Settlement Understanding (DSU), the thematic advanced courses held in Geneva and thematic activities for LDCs. Some Geneva-based symposia or workshops requested by WTO Committees in relation to aspects of their work may also be financed as part of this envelope. It is proposed to allocate CHF 1.82 million to these activities in 2026 and CHF 1.74 million in 2027.
- iii) National activities: As has been the case in the second part of 2025 and as explained in section 5.5.2 above, national activities will be given priority for face-to-face delivery, with LDC continuing to be prioritised. This envelope will also finance some onsite evaluations and assessments, which are supposed to resume in the next biennium. The TA Plan proposes to set the budget for this envelope at CHF 0.94 million in 2026 and CHF 0.76 in 2027.
- iv) Miscellaneous: This will include the funding of consultants performing the advisory role under Article 27.2 of the DSU and of external consultants on the implementation of RBM and e-Learning courses. The Geneva Week for non-residents and specific activities for Geneva-based delegates will also be covered. Altogether, it is proposed to set aside CHF 0.49 million for these purposes.

253. The budget line for hiring external experts will continue to be managed as a pool and distributed as appropriate where required without exceeding the overall budgetary cap for such expenses.

## **7.2 Extrabudgetary funds for TA**

### **7.2.1 Unearmarked funds (Global Trust Fund - GTF)**

254. In 2025, after 24 years of existence, the GTF faced a liquidity crisis that led to a significant reduction in TA expenditures. This crisis was driven by two interrelated trends: a steady decline in the number of donors from more than 20 in the early years of the GTF to just six in 2025; and a significant drop (50% to 90%) in the annual contributions from those remaining donors. Although the Secretariat actively engaged with current and potential donors in 2025 to try to reverse these trends, these efforts yielded limited results. Considering the observable trend, a significant increase in the GTF resources in the next biennium is unlikely. Therefore, the GTF will play a much-reduced role in the financing of the TA Plan during the next biennium.

255. Preserving a minimum number of L posts in the Secretariat is essential to ensure the continued delivery of TA activities and to support a timely transition towards blended and virtual delivery, in particular in the area of e-Learning. The budget for 2026-27 assumes that only 25% of the L posts previously financed by the GTF will be retained. The reduction will occur through the non-renewal of expiring contracts between mid-2025 and the spring of 2026, with the full impact on TA becoming evident in 2027.

---

<sup>32</sup> Two blended ATPCs are planned in 2026 and three in 2027, and up to three blended RTPCs are planned each year, subject to sufficient funding and resources within the Secretariat. In the absence of sufficient funding, the RTPCs will be held in virtual mode only.

256. The balance of the GTF resources will be dedicated to the financing of TA programmes such as the Young Professional Programme, the Group Coordinator Support Programme and some high priority regional activities. The scale of each programme will be adjusted based on the level of resources available in the GTF. Other programmes traditionally financed by the GTF, such as the PhD support programme, outreach programmes for non-governmental stakeholders, etc. will be suspended until further notice.

257. Taking these elements into consideration, it is proposed to set the target amount for the GTF in 2026 at CHF 2.5 million, and in 2027 at CHF 2.6 million.

258. As explained in document [RD/COMTD/18](#)<sup>33</sup>, the spending structure in the GTF has changed significantly since its creation and the benchmarks against which it was envisaged to operate are no longer fit for purpose. Consequently, Members may wish to consider modifying these benchmarks going forward.

### 7.2.2 Earmarked Trust Funds

259. There are currently four earmarked trust funds that complement the Regular Budget and GTF to finance the implementation of specific parts of the TA Plan. Two of these earmarked trust funds are multi-donors/contributors and two are mono-donor/contributor. These trust funds are the following:

1. China LDC & Accession Programme: it finances the Accession and General internship programme, Accessions Round Table meetings, LDC participation in WTO meetings, South-South Dialogue on LDCs and Development, LDC Trade Policy Review follow-up workshops, and LDC experience-sharing programmes. It was established in 2011.
2. French-Irish Mission Programme (FIMIP): it finances the posting of mid-level government officials from developing and LDC Members for ten months in their respective Geneva-based missions. It was launched in 2001 and is currently financed by France and Ireland.
3. Netherlands Talent Programme (NTP): It was established in 1998 to finance an internship programme in the Secretariat to build sustainable capacity in beneficiary country Members and Observers, assist in the economic and social development of LDCs, low-income and vulnerable economies in areas related to trade policy.
4. WTO Chairs Programme (WCP): It was launched in 2010 to foster research, training, and outreach activities of relevance to governmental policy makers and other stakeholders at universities in developing and least-developed Members/Observers. Academic institutions participating in the programme receive support in areas such as research, curriculum development, and outreach activities. The WTO Chairs Programme Trust Fund (TWCP3) is a multi-donor earmarked Fund created in 2015, to finance the implementation of the WCP. The Fund currently has three contributors: Austria, France, and Korea.

260. Agreements with the various Members contributing to these four earmarked trust funds are renewed at regular intervals (between one and three years, depending on the Member). The Secretariat has no visibility beyond 2026 concerning the renewal of these funding agreements. The TA Plan has been prepared on the premise that this voluntary support will remain at its current level during the next biennium. Should this not be the case, the scale of the corresponding programmes would be reduced to match the funds available.

261. The implementation of these programmes has in the past been supported mainly by the L posts financed by the GTF. As these L posts will progressively disappear in 2026, this may also affect the operation of the programmes, unless the corresponding trust funds have enough resources to finance L posts of their own.

---

<sup>33</sup> See § 2.13.

**ANNEX 1: WTO TA LOGFRAME 2026-2027**

|            | <b>Results</b>                                                                                              | <b>Indicators</b>                                                                   | <b>Baseline</b>                                  | <b>Target</b> | <b>Evidence</b>               | <b>Assumption</b>                                                                                                                            |
|------------|-------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|--------------------------------------------------|---------------|-------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| Impact     | Developing and LDC Members are benefiting from their active participation in the WTO                        | Share of developing Members' total trade (imports and exports) in world trade       | 2021-23 average: 42.8%                           | > 40%         | WTO statistics                | Global economic and political stability or improvement                                                                                       |
| Impact     | Developing and LDC Members are benefiting from their active participation in the WTO                        | Share of LDC Members' total trade (imports and exports) in world trade              | 2021-23 average: 1.16%                           | > 1.00%       | WTO statistics                | The number of LDCs remains constant over the biennium                                                                                        |
| Key Result | 1: Government officials are implementing WTO Agreements and fully realising Members' rights and obligations | Number of documents submitted by beneficiary developing Members in WTO Bodies       | Annual average 2022-24: Developing: 742          | Increase      | WTO Documents Online database | 1. Political support for WTO-related issues<br>2. Trained staff retained in relevant positions<br>3. Human and financial resources available |
| Key Result | 1: Government officials are implementing WTO Agreements and fully realising Members' rights and obligations | Number of documents submitted by beneficiary LDC Members in WTO Bodies              | Annual average 2022-24: LDCs: 120                | Increase      | WTO Documents Online database |                                                                                                                                              |
| Key Result | 1: Government officials are implementing WTO Agreements and fully realising Members' rights and obligations | Number of notifications <sup>34</sup> by TA beneficiary Member                      | 6.1 per beneficiary Member on average in 2022-24 | Increase      | Notifications database (CRN)  |                                                                                                                                              |
| Key Result | 1: Government officials are implementing WTO Agreements and fully realising Members' rights and obligations | Number of TA beneficiary Members submitting at least one notification <sup>34</sup> | 98 beneficiary Members on average in 2022-24     | Increase      | Notifications database (CRN)  |                                                                                                                                              |

<sup>34</sup> Eligible notifications for purposes of the indicator include those in the goods area that are: (a) "one-time only" and any subsequent amendments, and (b) "regular/periodic" notifications. The methodology for calculating submissions is set out in document G/C/W/859.

|        | Results                                                                                                                            | Indicators                                                              | Baseline                                | Target                                         |                        | Evidence      | Assumption                                                                                                                                                                         |
|--------|------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|-----------------------------------------|------------------------------------------------|------------------------|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Output | 1.1: Government officials have enhanced knowledge about WTO Agreements, trade policy formulation and conduct of trade negotiations | Number of participants completing each PLS level 1                      | Annual average 2022-24: Level 1 - 1,572 | Stability                                      |                        | TAMS database | 1. WTO negotiations remain active<br>2. Trained staff retained in relevant positions<br>3. Members present suitable candidates<br>4. Availability of training facilities in Geneva |
| Output | 1.1: Government officials have enhanced knowledge about WTO Agreements, trade policy formulation and conduct of trade negotiations | Number of participants completing each PLS level 2                      | Annual average 2022-24: Level 2 - 8,881 | Stability                                      |                        |               |                                                                                                                                                                                    |
| Output | 1.1: Government officials have enhanced knowledge about WTO Agreements, trade policy formulation and conduct of trade negotiations | Number of participants completing each PLS level 3                      | Annual average 2022-24: Level 3 - 1,224 | Scenario 1 = at least 122 participants trained | Scenario 2 = Stability |               |                                                                                                                                                                                    |
| Output | 1.1: Government officials have enhanced knowledge about WTO Agreements, trade policy formulation and conduct of trade negotiations | Number of national activities requested                                 | 2022-24 average: 100                    | Stability                                      |                        | TAMS database | The number of TA beneficiaries under WTO administrative measures does not increase                                                                                                 |
| Output | 1.1: Government officials have enhanced knowledge about WTO Agreements, trade policy formulation and conduct of trade negotiations | Number of beneficiary Members and Observers participating in TA courses | 2022-24 average: 146                    | Stability                                      |                        | TAMS database | 1. WTO negotiations remain active<br>2. The number of TA beneficiaries under WTO administrative measures does not increase                                                         |

|        | Results                                                                                                                            | Indicators                                                                                                                                                                   | Baseline                                              | Target                                                                                                                                              | Evidence      | Assumption                                                                                                                  |
|--------|------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-----------------------------------------------------------------------------------------------------------------------------|
| Output | 1.1: Government officials have enhanced knowledge about WTO Agreements, trade policy formulation and conduct of trade negotiations | Number of beneficiary LDCs participating in TA courses                                                                                                                       | 2022-24 average: 40                                   | Stability                                                                                                                                           | TAMS database | 1. Number of LDCs remains constant<br>2. The number of TA beneficiaries under WTO administrative measures does not increase |
| Output | 1.1: Government officials have enhanced knowledge about WTO Agreements, trade policy formulation and conduct of trade negotiations | Number of activities blending at least two learning modalities (face-to-face, virtual, e-Learning)                                                                           | 2022-24 average: 7                                    | Increase                                                                                                                                            | TAMS database |                                                                                                                             |
| Output | 1.1: Government officials have enhanced knowledge about WTO Agreements, trade policy formulation and conduct of trade negotiations | Interactive training methods' share of time in each face-to-face activity (exercises, case studies, simulations, Q&A, live polls, participation in Committee meetings, etc.) | 2022-24 average: 37% lectures 63% interactive methods | Scenario 1 = Not applicable in virtual activities<br>Scenario 2 = Keep the proportion of interactive training methods at or above an average of 60% | TAMS database |                                                                                                                             |
| Output | 1.1: Government officials have enhanced knowledge about WTO Agreements, trade policy formulation and conduct of trade negotiations | Success rate Trade Policy Courses (introductory, intermediate and advanced)                                                                                                  | 2022-24 average: 97%                                  | At least 95% of success rate                                                                                                                        | BTORs         |                                                                                                                             |
| Output | 1.1: Government officials have enhanced knowledge about WTO Agreements, trade policy formulation and conduct of trade negotiations | Distinction rate Trade Policy Courses (introductory, intermediate and advanced)                                                                                              | 2022-24 average: 22%                                  | At least 20% of distinction rate                                                                                                                    | BTORs         |                                                                                                                             |

|        | Results                                                                                                                                                  | Indicators                                                                                                                    | Baseline                    | Target                                           |                        | Evidence               | Assumption                                                                                                                                                                    |
|--------|----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|-----------------------------|--------------------------------------------------|------------------------|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Output | 1.1: Government officials have enhanced knowledge about WTO Agreements, trade policy formulation and conduct of trade negotiations                       | Percentage of participants giving a top mark to the overall content and results in RTPCs, ATPCs and advanced thematic courses | 2022-24 average 94%         | At least 90% of top marks                        |                        | BTORs                  | A representative number of complete assessment forms by participants are received at the end of such training activities                                                      |
| Output | 1.1: Government officials have enhanced knowledge about WTO Agreements, trade policy formulation and conduct of trade negotiations                       | Number of participants trained in advanced trade negotiating skills courses                                                   | 2022-24 average: 92         | Scenario 1 = at least 23 participants trained    | Scenario 2 = Increase  | TAMS database          | 1. Enough demand for training activities<br>2. Availability of resources<br>3. Courses delivered as face-to-face training<br>4. Availability of training facilities in Geneva |
| Output | 1.1: Government officials have enhanced knowledge about WTO Agreements, trade policy formulation and conduct of trade negotiations                       | Number of advanced thematic courses using pre-diagnostics, coaching, leadership, action plans or follow-ups                   | 2022-24 average: 5          | Scenario 1 = at least 3 courses organised        | Scenario 2 = Increase  | BTORs<br>TAMS database | 1. Enough demand for training activities<br>2. Availability of resources<br>3. Courses delivered as face-to-face training<br>4. Availability of training facilities in Geneva |
| Output | 1.1: Government officials have enhanced knowledge about the WTO Agreements, trade policy formulation of trade policies and conduct of trade negotiations | Number of participants in various long term placement programmes                                                              | FIMIP: 20 (average 2022-24) | Stability                                        |                        | BTORs<br>TAMS database | 1. Availability of adequate funding<br>2. Members present suitable candidates<br>3. Selected participants are able to take part in the programmes                             |
|        |                                                                                                                                                          | Number of participants in various long term placement programmes                                                              | NTP: 14 (average 2022-24)   | Stability                                        |                        |                        |                                                                                                                                                                               |
|        |                                                                                                                                                          | Number of participants in various long term placement programmes                                                              | GCSP: 4 (average 2022-24)   | Scenario 1 = The programme will not be available | Scenario 2 = Stability | BTORs<br>TAMS database | 1. Availability of funding<br>2. Members present suitable candidates                                                                                                          |



| Results | Indicators                                                                                                                         | Baseline                                                                                              | Target                                                               |                                  | Evidence | Assumption                                                                                                                                                        |
|---------|------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|----------------------------------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Output  | 1.1: Government officials have enhanced knowledge about WTO Agreements, trade policy formulation and conduct of trade negotiations | Final evaluation of each intern by their supervisor - FIMIP                                           | 98% of at least fully satisfactory in 2022-24                        | 100% at least fully satisfactory | BTORs    |                                                                                                                                                                   |
|         |                                                                                                                                    | Final evaluation of each intern by their supervisor - NTP                                             | 98% of at least fully satisfactory in 2022-24                        | 100% at least fully satisfactory |          |                                                                                                                                                                   |
|         |                                                                                                                                    | Final evaluation of each intern by their supervisor - GCSP                                            | 100% of at least fully satisfactory in 2022-24                       | 100% at least fully satisfactory |          |                                                                                                                                                                   |
| Output  | 1.1: Government officials have enhanced knowledge about WTO Agreements, trade policy formulation and conduct of trade negotiations | New, revised or translated online courses released during the year                                    | 2022-24 average: 15                                                  | Scenario 1 = 9                   |          | 1. Appropriate e-Learning resources<br>2. Absence of disturbance in e-Learning platform<br>3. Continued availability of current platform for e-Learning programme |
|         |                                                                                                                                    |                                                                                                       |                                                                      | Scenario 2 = Stability           |          |                                                                                                                                                                   |
| Output  | 1.1: Government officials have enhanced knowledge about WTO Agreements, trade policy formulation and conduct of trade negotiations | Percentage of online courses in interactive format                                                    | Percentage of e-Learning courses in interactive formats: 86% in 2024 | Scenario 1 = Stability           |          |                                                                                                                                                                   |
|         |                                                                                                                                    |                                                                                                       |                                                                      | Scenario 2 = Increase            |          |                                                                                                                                                                   |
| Output  | 1.1: Government officials have enhanced knowledge about WTO Agreements, trade policy formulation and conduct of trade negotiations | Percentage of participants rating the quality of the online courses content with the two top marks    | 2022-24 average: 95%                                                 | Stability                        | BTORs    | Absence of disturbance in e-Learning platform                                                                                                                     |
| Output  | 1.1: Government officials have enhanced knowledge about WTO Agreements, trade policy formulation and conduct of trade negotiations | Percentage of participants rating the effectiveness of the e-Learning platform with the two top marks | 2022-24 average: 93%                                                 | Stability                        | BTORs    | Absence of disturbance in e-Learning platform                                                                                                                     |

|        | Results                                                                                                                            | Indicators                        | Baseline                          | Target                        |                       | Evidence | Assumption                                                                              |
|--------|------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-----------------------------------|-------------------------------|-----------------------|----------|-----------------------------------------------------------------------------------------|
| Output | 1.1: Government officials have enhanced knowledge about WTO Agreements, trade policy formulation and conduct of trade negotiations | e-Learning success rate           | 2022-24 average: 65%              | Stability                     |                       | BTORs    | Absence of disturbance in e-Learning platform                                           |
| Output | 1.1: Government officials have enhanced knowledge about WTO Agreements, trade policy formulation and conduct of trade negotiations | e-Learning drop-out rate          | 2022-24 average: 32%              | Scenario 1 = Stability        | Scenario 2 = Decrease |          |                                                                                         |
| Output | 1.1: Government officials have enhanced knowledge about WTO Agreements, trade policy formulation and conduct of trade negotiations | e-Learning distinction rate       | 2022-24 average: 58%              | Stability                     |                       |          |                                                                                         |
| Output | 1.1: Government officials have enhanced knowledge about WTO Agreements, trade policy formulation and conduct of trade negotiations | Number of Live Sessions organised | 2023-24 average: 22 Live Sessions | Scenario 1 = 11 Live Sessions | Scenario 2 = Increase | BTORs    | 1. Appropriate e-Learning resources<br>2. Absence of disturbance in e-Learning platform |
| Output | 1.1: Government officials have enhanced knowledge about WTO Agreements, trade policy formulation and conduct of trade negotiations | Diversity of Live Sessions topics | 2023-24 average: 12 topics        | Scenario 1 = 6 topics         | Scenario 2 = Increase | BTORs    |                                                                                         |

| Results    | Indicators                                                                                                                         | Baseline                                                                                      | Target                                        |                        | Evidence                       | Assumption                                                                                                                                        |
|------------|------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|-----------------------------------------------|------------------------|--------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|
| Output     | 1.1: Government officials have enhanced knowledge about WTO Agreements, trade policy formulation and conduct of trade negotiations | Number of participants attending Live Sessions                                                | 2023-24 average: 131 participants per session | Scenario 2 = Stability | BTORs                          |                                                                                                                                                   |
| Output     | 1.2: Effective partnerships established                                                                                            | Proportion of activities with the involvement of a partner                                    | 2022-24 average: 67%                          | Increase               | TAMS database                  | Potential partners are interested and have the required resources and knowledge in areas where WTO may not have the necessary knowledge or skills |
| Output     | 1.2: Effective partnerships established                                                                                            | Proportion of partners' contribution to TA activities                                         | 2022-24: 39% high contributions               | Scenario 1 = Decrease  |                                |                                                                                                                                                   |
|            |                                                                                                                                    |                                                                                               | 2022-24: 37% average contributions            | Scenario 1 = Increase  |                                |                                                                                                                                                   |
| Output     | 1.3: Members' needs and priorities identified periodically                                                                         | Number of responses to TA questionnaires                                                      | 2022-24: 25% low contributions                | Scenario 1 = Increase  | Scenario 2 = Decrease          | Members can identify and prioritize their needs                                                                                                   |
| Output     | 1.3: Members' needs and priorities identified periodically                                                                         | Number of responses to TA questionnaires                                                      | 2021-24 average: 80                           | Stability              | Secretariat questionnaires     | Stability in the number of TPRs and constant demand for TPR follow-ups                                                                            |
| Output     | 1.4: WTO data and databases accessed by Members                                                                                    | Number of TPR Follow-ups                                                                      | 2022-24 average: 2                            | Increase               | BTORs                          | Members' willingness to use available WTO data sources                                                                                            |
| Output     | 1.4: WTO data and databases accessed by Members                                                                                    | Visits by Members' logging in to the WTO website                                              | 2022-24 average: 137,500                      | Stability              | WTO Webmaster                  | Enough demand for training on WTO databases                                                                                                       |
| Output     | 1.4: WTO data and databases accessed by Members                                                                                    | Number of TA activities including training on WTO databases as one of their objectives        | 2022-24 average: 51                           | Stability              | TAMS database BTORs            |                                                                                                                                                   |
| Key Result | 2: Acceding governments/ separate customs territories are participating in accession negotiations                                  | Number of formal or informal Working Party meetings held for acceding beneficiary governments | 2022-24 average: 8                            | Stability              | DG Annual Report on Accessions | 1. Accessions are active<br>2. Governments/separate customs territories submit required input to their Working Parties                            |

|            | Results                                                                                                                           | Indicators                                                                                                                  | Baseline                                                 | Target              | Evidence                                                                                               | Assumption                                                                                                                                                               |
|------------|-----------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|---------------------|--------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Output     | 2.1: Acceding governments/separate customs territories participants' knowledge on WTO substantive and procedural matters enhanced | Number of participants from observer governments/separate customs territories attending TA activities focused on accessions | 2022-24 average: 488                                     | Stability           | BTORs<br>TAMS Database<br>DG Annual Report on Accessions                                               | 1. Accessions are active<br>2. The number of TA beneficiaries under WTO administrative measures does not increase<br>3. Trained staff are retained in relevant positions |
| Output     | 2.1: Acceding governments/separate customs territories participants' knowledge on WTO substantive and procedural matters enhanced | Number of participants from observer governments/separate customs territories in various long term placement programmes     | 2022-24 average: 3                                       | Stability           | BTORs<br>TAMS Database<br>DG Annual Report on Accessions                                               | 1. Availability of funding<br>2. Members/Observers present suitable candidates                                                                                           |
| Output     | 2.2: Accession Interim Programme participants' knowledge enhanced                                                                 | Final evaluation of each intern by their supervisor - AIP                                                                   | 2022-24 average: 100% of at least fully satisfactory     | Stability           |                                                                                                        |                                                                                                                                                                          |
| Output     | 2.3: Interested Members' and Observers' expertise on GPA rules, accession negotiations and observer status enhanced               | Number of non-GPA parties completing GPA-related activities during the year                                                 | 2023-24 average: 70                                      | Stability           | BTORs<br>TAMS database                                                                                 | 1. Availability of funding<br>2. Members/Observers present suitable candidates                                                                                           |
| Key Result | 3: Academic institutions and other stakeholders are analysing WTO issues and reaching out to policy makers                        | Diversity of WTO related topics covered by activities                                                                       | Phase IV Chairs: 2024-25 average to be collected in 2025 | Increase in 2026-27 | Intermediate and annual reporting by the Chairs<br>BTORs                                               | Academic institutions and other stakeholders remain interested in WTO issues                                                                                             |
| Output     | 3.1: Research on trade policy and WTO-related matters generated by the WCP                                                        | Research outputs                                                                                                            | Phase IV Chairs: 2023-24 average to be collected in 2025 | Increase            | Publications<br>Annual Reports from the Chairs<br>Evaluations/Assessments Report by the Advisory Board | Compliance with programme guidelines                                                                                                                                     |

|            | Results                                                                                        | Indicators                                                                                                        | Baseline                                                 | Target           | Evidence                                                                                                                                                               | Assumption                                                                                                     |
|------------|------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|
| Output     | 3.1: Research on trade policy and WTO-related matters generated by the WCP                     | Assessment of the quality of the key research output per Chair per year by the Advisory Board                     | Phase IV Chairs: 2023-24 average to be collected in 2025 | Quality increase | Advisory Board Reports                                                                                                                                                 | 1. Stakeholders remain interested in WTO issues<br>2. Collaborating partners remain interested in trade issues |
| Output     | 3.2: Courses with WTO content developed by WCP Chairs                                          | Number of students in WTO-related courses or getting a degree per year                                            | Phase IV Chairs: 2023-24 average to be collected in 2025 | Increase         | Intermediate and annual reporting<br>Advisory Board and other Evaluations /Assessments                                                                                 |                                                                                                                |
| Output     | 3.2: Courses with WTO content developed by the WCP Chairs                                      | Number of new or updated WTO-related courses                                                                      | Phase IV Chairs: 2023-24 average to be collected in 2025 | Increase         | Intermediate and annual reporting<br>Advisory Board and other Evaluations/Assessments<br>WCP Platform and other online research network activities (inc. social media) |                                                                                                                |
| Output     | 3.3: WCP Chairs' research disseminated to policy makers and other stakeholders                 | Number of outreach events per year                                                                                | Phase IV Chairs: 2023-24 average to be collected in 2025 | Increase         |                                                                                                                                                                        |                                                                                                                |
| Output     | 3.3: WCP Chairs' research disseminated to policy makers and other stakeholders                 | Advice provided to governmental policy makers and other stakeholders                                              | Phase IV Chairs: 2023-24 average to be collected in 2025 | Increase         |                                                                                                                                                                        |                                                                                                                |
| Output     | 3.4: Enhanced collaboration among WCP Chairs                                                   | Number of joint projects between various WTO Chairs                                                               | 2023-24 average to be collected in 2025                  | Increase         |                                                                                                                                                                        |                                                                                                                |
| Key Result | 4: Legislator and key non-governmental stakeholders are better informed on the WTO and the MTS | Diversity of WTO related topics covered by statements, reports, and papers produced by this group of stakeholders | 37 reports in 2024                                       | Stability        | Media reports when available<br>Statements made by legislators, business associations, NGOs when available                                                             |                                                                                                                |

|        | Results                                                                                                 | Indicators                                                                                                   | Baseline                                                     | Target                                |                        | Evidence                      | Assumption                                                                                                                                                                                                         |
|--------|---------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|---------------------------------------|------------------------|-------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Output | 4.1: Understanding of WTO work and MTS issues by legislators and non-governmental stakeholders improved | Number of seminars, workshops conducted                                                                      | 2022-24 average: 4                                           | Scenario 1 = Activities not organised | Scenario 2 = Stability | TAMS database                 | Legislators, journalists and civil society remain interested in WTO issues                                                                                                                                         |
| Output | 4.1: Understanding of WTO work and issues by legislators and non-governmental stakeholders improved     | Number of key stakeholders (legislators, journalists, civil society, private sector) reached during the year | 2022-24 average: 53 key stakeholders reached                 | Scenario 1 = Activities not organised | Scenario 2 = Stability | BTORs                         |                                                                                                                                                                                                                    |
| Output | 4.2: Improved access to WTO issues through online training material for self-study                      | Number of training material accessed/consulted                                                               | 2022-24 average: 7,778 number of training material consulted | Increase                              |                        | Online form                   | 1. Public interest in WTO issues<br>2. Appropriate e-Learning resources<br>3. Absence of external disturbance in the e-Learning platform<br>4. Continued availability of current platform for e-Learning programme |
| Output | 4.3 Information on WTO trade-related technical assistance provided                                      | Number of views of the web pages on technical assistance including news items on this subject                | 2022-24 average: 695,618                                     | Increase                              |                        | WTO Webmaster                 | Public interest in WTO issues                                                                                                                                                                                      |
| Output | 4.4: Young Professionals are exposed to WTO work and issues                                             | Number of Young Professionals hosted annually by the WTO                                                     | 2022-24 average: 17                                          | Scenario 1 = 5                        | Scenario 2 = Stability | TAMS database                 | 1. Availability of funding<br>2. Selected YPs are able to participate in the programme                                                                                                                             |
| Output | 4.4: Young Professionals are exposed to WTO work and issues                                             | Final evaluation rate of each young professional's performance by their supervisor                           | 100% of at least fully satisfactory in 2022-24               | Stability                             |                        | Evaluation by the supervisors |                                                                                                                                                                                                                    |
| Output | 4.5: China General Internship Programme Participants' knowledge enhanced                                | Number of interns in the China General Internship Programme                                                  | 5 China GIP interns in 2024                                  | Stability                             |                        | TAMS database                 | Availability of funding                                                                                                                                                                                            |

|        | Results                                                                  | Indicators                                                   | Baseline                                   | Target           | Evidence                      | Assumption |
|--------|--------------------------------------------------------------------------|--------------------------------------------------------------|--------------------------------------------|------------------|-------------------------------|------------|
| Output | 4.5: China General Internship Programme Participants' knowledge enhanced | Final evaluation rate of each China GIP intern by supervisor | 80% of at least fully satisfactory in 2024 | Increase to 100% | Evaluation by the supervisors |            |



**ANNEX 2: ACTIVITY MATRIX**  
(in thousand Swiss francs)

**Key Result 1: Government officials are implementing WTO Agreements and fully realising Members' rights and obligations**

| Level                 | Path                  | Language(s) | Title                                                                                                                                                                                          | Region                  | Estimated cost 2026 |                         |                 | Estimated cost 2027 |                         |                 |
|-----------------------|-----------------------|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|---------------------|-------------------------|-----------------|---------------------|-------------------------|-----------------|
|                       |                       |             |                                                                                                                                                                                                |                         | Regular Budget      | Unearmarked funds (GTF) | Earmarked funds | Regular Budget      | Unearmarked funds (GTF) | Earmarked funds |
| Introduction          | Generalist            | E/F/S       | Geneva-based Courses for LDCs - Introduction and Focus Activities                                                                                                                              | Global                  | 440                 | -                       | -               | 440                 | -                       | -               |
| Advanced              | Generalist            | E/F/S       | Advanced Trade Policy Courses <sup>35</sup> (Geneva)                                                                                                                                           | Global                  | 506                 | -                       | -               | 758                 | -                       | -               |
| Introduction          | Generalist            | E/F/S       | Geneva weeks                                                                                                                                                                                   | Global                  | 151                 | -                       | -               | 151                 | -                       | -               |
| Intermediate          | Generalist            | E/F/S       | Intermediate Regional Trade Policy Courses <sup>36</sup> for: Africa; Middle East; Asia and Pacific Economies; Caribbean; Central and Eastern Europe, Central Asia and Caucasus; Latin America | All                     | 360                 | -                       | -               | 360                 | -                       | -               |
| Advanced              | Specialist            | E/F/S       | Geneva-based Advanced Thematic Courses and topic specific symposia for Capital-based officials                                                                                                 | Global                  | 1'816               | 125                     | -               | 1'736               | 125                     | -               |
| Advanced              | Specialist            | E/F/S       | Advisory Role on Legal Issues (Art. 27.2 of DSU)                                                                                                                                               | Global                  | 60                  | -                       | -               | 60                  | -                       | -               |
| Intermediate/Advanced | Generalist/Specialist | E/F/S       | National activities, including assistance to needs assessment and, monitoring and evaluation missions                                                                                          | All                     | 850                 | 80                      | -               | 690                 | 80                      | -               |
| Intermediate          | Specialist            | E/F/S       | Regional workshops                                                                                                                                                                             | All                     | -                   | 720                     | -               | -                   | 720                     | -               |
|                       |                       | E/F/S       | China's LDCs and Accessions Programme: Participation of LDCs in selected WTO meetings; LDCs TPR follow-up workshops; and South-South Dialogue                                                  | All                     | -                   | -                       | 100             | -                   | -                       | 100             |
| Advanced              | Generalist            | E/F/S       | Netherlands Talent Programme (NTP)                                                                                                                                                             | Global                  | -                   | -                       | 774             | -                   | -                       | 774             |
| Advanced              | Generalist            | E/F/S       | Group Coordinators Support Programme (GCSP)                                                                                                                                                    | Global                  | -                   | 110                     | -               | -                   | 110                     | -               |
| Advanced              | Generalist            | E/F/S       | French-Irish Mission programme (FIMIP)                                                                                                                                                         | Global                  | -                   | -                       | 962             | -                   | -                       | 962             |
| Advanced              | Generalist            | E/F/S       | WTO General Internship Programme (GIP) of The China Programme                                                                                                                                  | Global                  | -                   | -                       | 100             | -                   | -                       | 100             |
| Introduction          | Generalist            | E/F/S       | Online courses: introduction level                                                                                                                                                             | Capital-based officials | x                   | x                       | x               | x                   | x                       | x               |
| Intermediate          | Generalist/Specialist | E/F/S       | Online courses: intermediate Level                                                                                                                                                             |                         | x                   | x                       | x               | x                   | x                       | x               |

<sup>35</sup> Two blended ATPCs are planned in 2026 and three in 2027, subject to sufficient funding and resources within the Secretariat allowing its implementation.

<sup>36</sup> Three blended RTPCs are planned each year subject to sufficient funding and resources within the Secretariat. In the absence of sufficient funding, the RTPCs will be held in virtual mode only.

| Level | Path                  | Language(s) | Title                                                               | Region | Estimated cost 2026 |                         |                 |                | Estimated cost 2027     |                 |                |                 |
|-------|-----------------------|-------------|---------------------------------------------------------------------|--------|---------------------|-------------------------|-----------------|----------------|-------------------------|-----------------|----------------|-----------------|
|       |                       |             |                                                                     |        | Regular Budget      | Unearmarked funds (GTF) | Earmarked funds | Regular Budget | Unearmarked funds (GTF) | Earmarked funds | Regular Budget | Earmarked funds |
|       | Generalist/Specialist | English     | Online course: Tailored Course - Create your own e-Learning Courses |        |                     | X                       | X               |                | X                       | X               |                | X               |
|       |                       |             | <b>Sub-total</b>                                                    |        | 4'182               | 1'035                   | 1'936           | 4'195          | 1'035                   | 1'936           |                | 1'936           |
|       |                       |             | Overheads @13%                                                      |        | -                   | 135                     | 252             | -              | 135                     | 252             |                | 252             |
|       |                       |             | <b>Total</b>                                                        |        | 4'182               | 1'170                   | 2'188           | 4'195          | 1'170                   | 2'188           |                | 2'188           |

**Key Result 2: Acceding governments/separate customs territories are participating in accession negotiations**

| Level                   | Path                  | Language(s) | Title                                                                            | Region | Estimated cost 2026 |                         |                 |                | Estimated cost 2027     |                 |                |                 |
|-------------------------|-----------------------|-------------|----------------------------------------------------------------------------------|--------|---------------------|-------------------------|-----------------|----------------|-------------------------|-----------------|----------------|-----------------|
|                         |                       |             |                                                                                  |        | Regular Budget      | Unearmarked funds (GTF) | Earmarked funds | Regular Budget | Unearmarked funds (GTF) | Earmarked funds | Regular Budget | Earmarked funds |
| Intermediate / Advanced | Generalist/Specialist | E/F/S       | National seminars on Accessions                                                  | All    | 70                  | -                       | -               | 57             | -                       | -               |                | -               |
| Intermediate / Advanced | Generalist/Specialist | E/F/S       | Other activities on Accessions                                                   | All    | -                   | 80                      | -               | -              | 80                      | -               |                | -               |
|                         |                       | E           | China's LDCs and Accessions Programme: WTO Accession Round Table meetings        | Global | -                   | -                       | 200             | -              | -                       | 200             |                | 200             |
| Introduction            | Generalist            | E/F/S       | China's LDCs and Accessions Programme: WTO Accessions Internship Programme (AIP) | Global | -                   | -                       | 100             | -              | -                       | 100             |                | 100             |
| Intermediate            | Generalist            | E/F/S       | Online course: Accession to the WTO                                              | Global | X                   | X                       | X               | X              | X                       | X               |                | X               |
|                         |                       |             | <b>Sub-total</b>                                                                 |        | 70                  | 80                      | 300             | 57             | 80                      | 300             |                | 300             |
|                         |                       |             | Overheads @13%                                                                   |        | -                   | 10                      | 39              | -              | 10                      | 39              |                | 39              |
|                         |                       |             | <b>Total</b>                                                                     |        | 70                  | 90                      | 339             | 57             | 90                      | 339             |                | 339             |

**Key Result 3: Academic institutions and other stakeholders are analysing WTO issues and reaching out to policy makers**

| Level            | Path       | Language(s) | Title                                       | Region | Estimated cost 2026 |                         |                 | Estimated cost 2027 |                         |                 |
|------------------|------------|-------------|---------------------------------------------|--------|---------------------|-------------------------|-----------------|---------------------|-------------------------|-----------------|
|                  |            |             |                                             |        | Regular Budget      | Unearmarked funds (GTF) | Earmarked funds | Regular Budget      | Unearmarked funds (GTF) | Earmarked funds |
|                  | Generalist | E/F/S       | WTO Chairs programme – Phase IV             | All    | -                   | -                       | 250             | -                   | -                       | 250             |
|                  | Generalist | E/F/S       | WCP Annual Conference (Geneva)              | Global | -                   | -                       | 150             | -                   | -                       | 150             |
|                  |            | E/F/S       | WTO Support programme for doctoral students | Global | -                   | -                       | -               | -                   | -                       | -               |
|                  |            | E/F/S       | Support to Moot Court Competition           | All    | 25                  | -                       | -               | 25                  | -                       | -               |
| <b>Sub-total</b> |            |             |                                             |        | <b>25</b>           | -                       | <b>400</b>      | <b>25</b>           | <b>0</b>                | <b>400</b>      |
| Overheads @13%   |            |             |                                             |        | -                   | -                       | <b>52</b>       | -                   | -                       | <b>52</b>       |
| <b>Total</b>     |            |             |                                             |        | <b>25</b>           | -                       | <b>452</b>      | <b>25</b>           | <b>0</b>                | <b>452</b>      |

**Key Result 4: Non-governmental stakeholders and legislators are aware of and knowledgeable about WTO work and issues**

| Level            | Path       | Language(s) | Title                                                                                | Region | Estimated cost 2026 |                         |                 | Estimated cost 2027 |                         |                 |
|------------------|------------|-------------|--------------------------------------------------------------------------------------|--------|---------------------|-------------------------|-----------------|---------------------|-------------------------|-----------------|
|                  |            |             |                                                                                      |        | Regular Budget      | Unearmarked funds (GTF) | Earmarked funds | Regular Budget      | Unearmarked funds (GTF) | Earmarked funds |
|                  |            | E/F/S       | National outreach activities                                                         |        | 15                  | -                       | -               | 15                  | -                       | -               |
|                  |            | E/F/S       | Other outreach activities for legislators, journalists, civil society and businesses | All    | -                   | -                       | -               | -                   | -                       | -               |
|                  | Specialist | E/F/S       | WTO Young Professionals' programme (YPP)                                             | Global | -                   | 454                     | -               | -                   | 681                     | -               |
|                  |            | E/F/S       | Online training material for self-study                                              | All    | -                   | -                       | -               | -                   | -                       | -               |
| <b>Sub-total</b> |            |             |                                                                                      |        | <b>15</b>           | <b>454</b>              | -               | <b>15</b>           | <b>681</b>              | -               |
| Overheads @13%   |            |             |                                                                                      |        | -                   | <b>59</b>               | -               | -                   | <b>89</b>               | -               |
| <b>Total</b>     |            |             |                                                                                      |        | <b>15</b>           | <b>513</b>              | -               | <b>15</b>           | <b>770</b>              | -               |

## Other programmes' costs: programme staff and Monitoring and evaluation

| Level | Path | Language(s) | Title                                                                                                                           | Region | Estimated cost 2026 |                         |                 | Estimated cost 2027 |                         |                 |
|-------|------|-------------|---------------------------------------------------------------------------------------------------------------------------------|--------|---------------------|-------------------------|-----------------|---------------------|-------------------------|-----------------|
|       |      |             |                                                                                                                                 |        | Regular Budget      | Unearmarked funds (GTF) | Earmarked funds | Regular Budget      | Unearmarked fund (GTF)s | Earmarked funds |
|       |      |             | L-Posts                                                                                                                         |        | -                   | 655                     | -               | -                   | 512                     | -               |
|       |      |             | Overall consultant budget, including implementation of RBM, development of eLearning courses, platform hosting and maintenance. |        | 256                 | -                       | -               | 256                 | -                       | -               |
|       |      |             | <b>Sub-total</b>                                                                                                                |        | <b>256</b>          | <b>655</b>              | -               | <b>256</b>          | <b>512</b>              | -               |
|       |      |             | Overheads @13%                                                                                                                  |        | -                   | 85                      | -               | -                   | 67                      | -               |
|       |      |             | <b>Total</b>                                                                                                                    |        | <b>256</b>          | <b>740</b>              | -               | <b>256</b>          | <b>579</b>              | -               |

## Summary Grand Total

| Title            | Region | Estimated cost 2026 |                         |                 | Estimated cost 2027 |                         |                 |
|------------------|--------|---------------------|-------------------------|-----------------|---------------------|-------------------------|-----------------|
|                  |        | Regular Budget      | Unearmarked funds (GTF) | Earmarked funds | Regular Budget      | Unearmarked funds (GTF) | Earmarked funds |
| <b>Sub-total</b> |        | <b>4'548</b>        | <b>2'224</b>            | <b>2'636</b>    | <b>4'548</b>        | <b>2'308</b>            | <b>2'636</b>    |
| Overheads @13%   |        | -                   | 289                     | 343             | -                   | 300                     | 343             |
| <b>Total</b>     |        | <b>4'548</b>        | <b>2'513</b>            | <b>2'979</b>    | <b>4'548</b>        | <b>2'608</b>            | <b>2'979</b>    |



Printed by the WTO Secretariat.

Image credits: © WTO

© World Trade Organization 2025

## How to request for WTO TA Online

Over three-quarters of the WTO Members are developing or Least developed economies. Capacity Building in the WTO comprises several capacity-building initiatives, including the WTO TA. In the WTO Secretariat, the Institute for Training and Technical Co-operation (ITTC) is the gateway for WTO TA. Members and Observers can request WTO TA using the online TA request form which can be found using the link provided below.

The management of the WTO TA activities is the responsibility of the ITTC which designs the Technical Assistance Plans in consultation with Members and Observers. Within the WTO Secretariat, ITTC coordinates the delivery of the WTO TA activities and manages the allocated financial resources to implement the WTO TA. The delivery of the WTO TA activities is a shared responsibility involving all the technical Divisions of the WTO Secretariat and relevant partners.

The ITTC is headed by a Director and comprises three Sections with units responsible for specific aspects of the WTO TA and regional desks covering the different regions.

### More information:

WTO | Development - Technical cooperation and training - WTO assistance:  
([www.wto.org/english/tratop\\_e/devel\\_e/teccop\\_e/tct\\_e.htm](http://www.wto.org/english/tratop_e/devel_e/teccop_e/tct_e.htm))

If you represent a Member or an Observer and want to make a request for technical assistance: (<https://tamis.wto.org/node/9022>)



### Institute for Training and Technical Cooperation World Trade Organization

Centre William Rappard,  
Rue de Lausanne 154  
CH-1211 Geneva 2  
Switzerland  
Tel. +41 (0)22 739 51 11  
Email: [TAMS@wto.org](mailto:TAMS@wto.org)  
Website: <https://www.wto.org>

---

### Find out more

