Institute for Training and Technical Cooperation

WORLD TRADE ORGANIZATION

2025

WTO Technical Assistance Annual Report

Resilient results under tighter resources

Committee on Trade and Development
WT/COMTD/W/307

WTO
Technical Assistance
Annual Report

Resilient results under tighter resources

2025

Committee on Trade and Development
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Contents

List of figures 6
List of infographics 7
List of annexes 7
Foreword 8
Acronyms 10

Executive summary 11

Acknowledging donors 20

Chapter 1
Unpacking results, tracking impact 25
Results for impact 26
Learning success 28
Bolstering transparency 30
Enhanced participation 35
In the spotlight: Supporting recently acceded Members in implementing WTO commitments 37
On-the-job training 40
Supporting accessions 44
Fostering academic engagement 48
Expanding audiences 54

Chapter 2
Prioritizing inclusion 57
Including Least Developed Countries 58
Promoting women's participation 61
Reaching every region 63
Inclusion through language diversity 65

Chapter 3
An evolving curriculum and participation 67
Participation levels 68
Responding to demand 71
Fit-for-purpose content 73
In the spotlight: The Trade in Services for Development (TS4D) Initiative 75
Progressive learning in practice 79
In the spotlight: Shift towards blended learning approaches in technical assistance delivery 87
WTO partnerships in action 90

Chapter 4
Evolution of TA management and resources 93
A framework for results 94
Result-based management 95
Managing TA Resources 96

Annexes
Annex 1. Main results measured in 2025 100
Annex 2. Activity matrix 112

List of figures

Figure 1.	Donor overview (2021-2025)	22
Figure 2.	Success rate (2021-2025)	27
Figure 3.	Objectives of TA activities in 2025	27
Figure 4.	Achievement of TA Objectives in 2025	27
Figure 5.	ATPC results (2022-2025)	29
Figure 6.	RTPC results (2022-2025)	29
Figure 7.	ITPC results (2022-2025)	29
Figure 8.	e-Learning results (2021-2025)	29
Figure 9.	TA Beneficiaries' pending notifications (2016-2025)	31
Figure 10.	Reduction in agricultural notifications backlog (2021-2025)	31
Figure 11.	Submission of new SPS notifications by development status (2016-2025)	32
Figure 12.	Submission of new TBT notifications by development status (2016-2025)	32
Figure 13.	Number of 'substantive' documents submitted by beneficiaries by development status (2021-2025)	36
Figure 14.	New STCs raised in the SPS Committee by development status (2021-2025)	36
Figure 15.	New STCs raised in the TBT Committee by development status (2021-2025)	36
Figure 16.	Number of key accession documents submitted (2021-2025)	46
Figure 17.	Accession meetings by type (2021-2025)	46
Figure 18.	Observers participation in TA by accession progress status in 2025	46
Figure 19.	WCP Phase III Chairs research output (2024-2025)	49
Figure 20.	WCP Phase III Chairs students completing WTO-related courses (2023-2025)	50
Figure 21.	WCP Outreach activities (2023-2025)	50
Figure 22.	WCP Phase IV Chairs research output (2025)	51
Figure 23.	WCP Phase IV Chairs students completing WTO related courses (2025)	51
Figure 24.	WCP Phase IV Chairs: Outreach Activities (2025)	51
Figure 25.	WTO TA outreach activities (2021-2025)	54
Figure 26.	LDCs share of participants (2021-2025)	58
Figure 27.	LDCs participation by type of training in 2025	58
Figure 28.	Number of TA training by type and language in 2025	65
Figure 29.	Participation by type of training in 2025	68
Figure 30.	Participants by mode of delivery in 2025	68
Figure 31.	Participants by year and mode of training (2010-2025)	69
Figure 32.	Participants by year and type of training (2016-2025)	69
Figure 33.	Beneficiaries' TA Priorities	71
Figure 34.	Number of Activities by Subject	71
Figure 35.	Requests for national activities (2013-2025)	72
Figure 36.	e-Learning courses using an interactive format (2021-2025)	74
Figure 37.	Evolution of participants mix by PLS level (2015-2025)	80
Figure 38.	Number of participants in advanced activities (2015-2025)	80
Figure 39.	Number of TA activities by pathway (2020-2025)	81
Figure 40.	Participants' pathway choice (2020-2025)	81
Figure 41.	Training methods in face-to-face activities in 2025	84
Figure 42.	Number of partners and number of joint activities (2021-2025)	90
Figure 43.	Partners' contribution to courses by type of contribution in 2025	90
Figure 44.	Evolution of Partners' contribution (2021-2025)	90
Figure 45.	Technical Assistance Resources (2016-2025)	96
Figure 46.	Technical Assistance Expenses (2016-2025)	97
Figure 47.	TA Expenses Mix (2019-2025)	98
Figure 48.	Global Trust Fund (GTF) Funding (2016–2025)	98
Figure 49.	TA Expenses Funding (2008-2025)	98
Figure 50.	Activity expenses by Region (2025)	99
Figure 51.	TA expenditure by Key Result in 2025	99

List of infographics

Infographic 1.	2025 Results at a glance	16
Infographic 2.	Visual map of TA Activities	24
Infographic 3.	Key results	26
Infographic 4.	TA Impact	30
Infographic 5.	Observers by WTO Accession status in 2025	47
Infographic 6.	World map with WCP Chairs	52
Infographic 7.	Training Material Requests	55
Infographic 8.	WTO Website Traffic by Page Category	56
Infographic 9.	Women participation in TA trainings by region in 2025	61
Infographic 10.	National and regional training activities by 'host' country in 2025	64
Infographic 11.	Participants by region and type of training (2024-2025)	64
Infographic 12.	Participation highlights	70
Infographic 13.	TS4D Workstreams	75
Infographic 14.	WTO TA Progressive Learning Strategy	79
Infographic 15.	RTPC Good Practices and Recommendations	83
Infographic 16.	Blended approach	87
Infographic 17.	National Capacity-Building Programme for Guatemala	88
Infographic 18.	WTO TA Framework for impact	94

List of annexes

Annex 1.	Main results measured in 2025	100
	Impact	100
	Key Result 1	102
	Key Result 2	106
	Key Result 3	106
	Key Result 4	110
Annex 2.	Activity matrix	112
	Key Result 1 – Government officials are implementing WTO Agreements and fully realising Members' rights and obligations (thousands CHF)	112
	Key Result 2 – Acceding governments are participating in accession negotiations (thousands CHF)	114
	Key Result 3 – Academic institutions and other stakeholders are analysing WTO issues and reaching out to policy makers (thousands CHF)	114
	Key Result 4 – Non-governmental stakeholders are aware of and knowledgeable about WTO work and issues (thousands CHF)	114
	Other costs – Programme staff and Monitoring & Evaluation (thousands CHF)	116

Foreword

by WTO Deputy Director-General Zhang

> 2025 was a year of profound transformation during which the entire Technical Assistance business model of the WTO had to be reconsidered and reengineered.

In 2025, the WTO was hit by a serious liquidity crisis which has affected most of its operations, including the Technical Assistance (TA) it provides to developing and LDC Members and Observers. As a result, what had started as business as usual for the implementation of the TA Plan soon became a year of profound transformations during which the entire TA business model of the WTO had to be reconsidered and reengineered.

With much reduced resources, the Secretariat worked very hard to transform many of its TA programmes traditionally delivered in person to adapt them so they could be offered virtually or through blended means combining face-to-face, online and virtual elements. The aim was to keep responding to the TA needs and priorities of beneficiaries with an appropriate level of quality, despite the significant cuts in the WTO TA budgets. I take this opportunity to once again commend the professionalism and dedication of my colleagues in the Secretariat who went out of their way to bridge this huge gap and maintain the best possible level of service to Members, especially the weakest and most vulnerable amongst them.

It is therefore all the more remarkable to see that, under such challenging circumstances, 2025 witnessed a stable level of TA results in many respects. WTO positive results were almost level with the high performance registered in 2024, with 80% of targets fully or partially met, well above the average for the past ten years (73%). The sustainability of the TA results over time, despite adverse circumstances is impressive.

One of the most visible consequences of the accelerated shift towards virtual delivery of TA undertaken in 2025 was a significant reduction in the number of government officials trained during the year: over 13,000 (-31%) of which a stable proportion from LDCs (29%). Most global activities held in Geneva had to be cancelled and could not be immediately replaced with any equivalent virtual or blended activity. Many other face-to-face TA activities were also postponed, as beneficiaries waited to see whether face-to-face delivery would resume. For many, this lower number of TA activities reduced the incentive to self-study through e-Learning in which participation also declined by 33% in 2025.

During the year, we deepened our partnerships with many other institutions, to mutualise our resources and build on each other's strengths. The report highlights our cooperation with the Organisation Internationale de la Francophonie, which supported the preparation for the 14th WTO Ministerial Conference held in Cameroon in 2026, and several other initiatives like Trade in Services for Development designed jointly with the World Bank or the support given to Comoros with WIPO in the implementation of their accession commitments to facilitate their integration into the multilateral trading system. These developments are highly encouraging and the sign that the Secretariat continues to explore new ways of supporting TA beneficiaries in pragmatic and effective ways in an ever-changing world.

Some positive signals were also received from the donor community. In 2025, five donors started or resumed an unearmarked voluntary contribution for TA. This stabilised the resources of the Global Trust Fund and put an end to their constant decrease of the past six years. In this challenging environment, we are more grateful than ever to the donor Members whose support makes vital capacity-building efforts possible and is critical to fostering a truly inclusive multilateral trading system. The Secretariat remains committed to maximising impact with limited resources to continue meeting the needs of TA beneficiaries.

Xiangchen Zhang
Deputy Director-General

Acronyms

ACP	African, Caribbean and Pacific
AfCFTA	African Continental Free Trade Area
AIP	Accessions Internship Programme
ATG	African Trade Group
ATPC	Advanced Trade Policy Course
CEECAC	Central and Eastern European, Central Asian and Caucasus
COMESA	Common Market for Eastern and Southern Africa
CRN	Central Registry of Notifications
ECLAC	Economic Commission for Latin America and the Caribbean
EIF	Enhanced Integrated Framework
FIMiP	French and Irish Mission Programme
GATS	General Agreement on Trade in Services
GATT	General Agreement on Tariffs and Trade
GCSP	Group Coordinators Support Programme
GIP	General Internship Programme
GPA	Government Procurement Agreement
GTF	Global Trust Fund
IMF	International Monetary Fund
ITC	International Trade Centre
ITPC	Introductory Trade Policy Course
IWG	Informal Working Group on Trade and Gender
LAIA	Latin American Integration Association
LDC	Least Developed Country
MC13	13th WTO Ministerial Conference
MC14	14th WTO Ministerial Conference
MSME	Micro, Small and Medium-sized Enterprise
NGO	Non-governmental organization
NTP	Netherlands Talent Programme
OCPI	Comorian Intellectual Property Office
OECD	Organisation for Economic Co-operation and Development
OIF	Organisation Internationale de la Francophonie
PLS	Progressive Learning Strategy
RBM	Result-Based Management
RTPC	Regional Trade Policy Course
SPS	Sanitary and Phytosanitary
STC	Specific Trade Concerns
STDF	Standards and Trade Development Facility
STPD	Services Trade Policy Database
STRI	Services Trade Policy Restriction Index
TA	Technical Assistance
TAMS	Technical Assistance Management System
TBT	Technical Barriers to Trade
TPR	Trade Policy Review
TRIPS	Trade-Related Aspects of Intellectual Property Rights
TRTA	Trade-Related Technical Assistance
TS4D	Trade in Services for Development
TT	Technology Transfer
UNCTAD	UN Conference on Trade and Development
UNDP	United Nations Development Programme
VITPC	Virtual Introductory Trade Policy Course
WCP	WTO Chairs Programme
WTO	World Trade Organization
WIPO	World Intellectual Property Organization
YPP	Young Professionals Programme

Executive summary

- **WTO TA overall results were unexpectedly resilient in 2025, despite the significant cut in TA resources.**
- **Funding restrictions during the year led to a decrease in the number of TA activities (-12%) and of trained participants (-31%).**
- **Significantly lower TA resources in 2025 (-35%) led to a shift of 65% of the TA activities to a blended format and 16% to a virtual format (excluding e-Learning courses), leaving only 19% delivered face-to-face.**
- **Participation in on-the-job training programmes remained at record-high levels in 2025.**

Executive summary

WTO TA at a turning point – Resilient results

In 2025, the TA success rate, which measures progress against objectives using indicators approved by Members, reached 80%, representing a slight decline from 82% in 2024. This decrease is primarily linked to a 3-percentage-point rise in missed targets, from 16% to 19%. A closer analysis of the performance data shows that fully met targets remained stable at 58%, increasing marginally from 57% in 2024, while partially met targets declined from 25% to 22%.

These results were measured against targets defined under the assumption that resources for the WTO TA would remain somewhat constant during the year, which was unfortunately not the case. This makes the overall 2025 performance even more remarkable and shows how resilient many of the TA results can be in adverse circumstances.

The most significant development of the year was the liquidity crisis that affected the WTO in the spring, leading to the suspension of most face-to-face TA activities mid-April. This disruption had immediate and wide-ranging consequences for other TA activities, for various reasons examined in detail in the report. Overall participation in TA activities, whether online, virtual or face-to-face, declined by 31% compared to 2024, with just over 13,000 government officials trained down from 19,000 in the previous year. WTO TA activities were disproportionately impacted, despite the continued availability of a broad and diverse portfolio of online courses, and despite the Secretariat's rapid efforts to adapt many traditional programmes into blended formats combining online, virtual and in-person components. This transition to blended delivery constituted the other defining feature of the year, with approximately two thirds of the TA activities adopting this format in 2025.

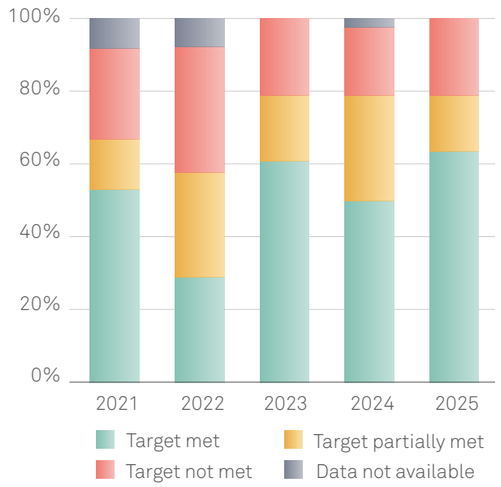
While the WTO Regular Budget crisis may be considered temporary, other developments, particularly the significant decline in unearmarked voluntary contributions, appear more structural and are likely to have lasting implications. As a result, the adjustments introduced in 2025 are expected to endure. The TA Plan for 2026-27 developed in consultation with Members reflects this new operating context. Consequently, the TA activities and programmes presented in this report, along with the results achieved during the year, provide a clear indication of the likely direction of the WTO TA in years to come. From this point of view, 2025 can be regarded as a turning point for the WTO TA.

In the *spotlight*

This report highlights three key areas of heightened TA focus in 2025:

- **Supporting recently acceded Members.** Tailored assistance helped Comoros advance towards implementing the TRIPS Agreement and supported Timor-Leste in its accession process to the Government Procurement Agreement.
- **Scaling up blended technical assistance.** Two-thirds of TA activities (excluding e-Learning) combined face-to-face training with virtual sessions and self-paced components.
- **Advancing services trade policy tools for development.** New diagnostic and analytical instruments were developed and tested through country case studies, helping Members identify policy options to leverage trade in services for development.

KEY RESULT 1 Implementation of WTO Agreements



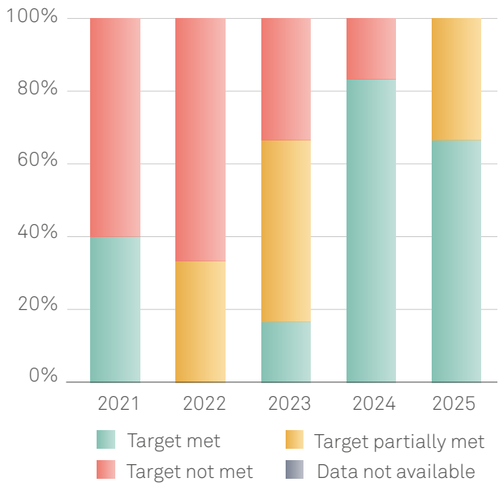
Continued support for Members and Observers

Whether through online, virtual or face-to-face courses, or through on-the-job training programmes, the knowledge and skills acquired by government officials as a result of their participation in the WTO TA activities was strong, as confirmed by their high results in the final exams or the evaluations of their supervisors.

Action-oriented TA activities in which advanced training, coaching and follow-up over time support the implementation of the participants' action plans led to strong notification results and better compliance with Members' transparency obligations. These activities helped keep the notification backlog of TA beneficiaries under control and remained a priority in 2025.

TA beneficiary Members continued to be active participants in the various WTO committees in 2025. Whilst the number of substantive documents they submitted fell compared to 2024, they kept raising three quarters of the Specific Trade Concerns related to Sanitary and Phytosanitary measures and 60% for Technical Barriers to Trade, demonstrating continued engagement in WTO committees, with the active support of the Secretariat.

KEY RESULT 2 Acceding governments are participating in accession negotiations

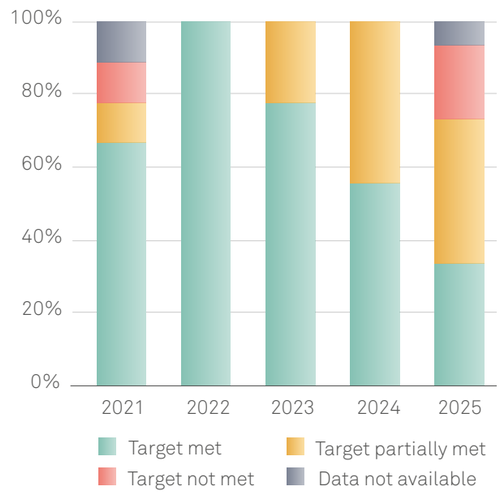


Accompanying new accessions

In 2025, Ethiopia and Uzbekistan demonstrated strong dedication to advancing their WTO accession processes, achieving substantial progress over the course of the year. With targeted TA from the Secretariat, ranging from support in preparing accession-related documentation to guidance on procedural requirements, both governments strengthened their institutional capacities and enhanced their ability to engage effectively in the negotiating process. Some other Observers (Bhutan, Equatorial Guinea, Somalia, etc.) also progressed in the WTO accession.

With the support of the Secretariat, Timor-Leste became an observer to the Committee on Government Procurement and the first LDC Member to submit an application for accession to the Government Procurement Agreement.

KEY RESULT 3 Academic institutions and other stakeholders are analysing WTO issues and reaching out to policy makers



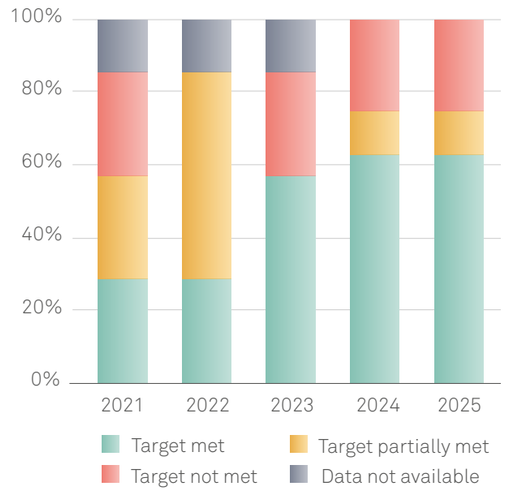
Advancing academic research and policy dialogue

The WTO Chairs Programme (WCP) operates in four-year phases, during which selected Chairs receive financial support from the WTO and benefit from guidance provided by the Secretariat and the Academic Advisory Board. In total, the WCP network includes 39 Chairs.

Phase III was extended to allow the 15 participating Chairs additional time to complete their work plans. As a result, most of the targets scheduled for 2025 could not be met.

Under Phase IV, five new Chairs—from the Dominican Republic, Nigeria, Qatar, Togo and Vanuatu—joined the WCP network in 2025. These newly appointed Chairs have begun implementing their work plans and are making steady progress on research, curriculum development and outreach to national authorities.

KEY RESULT 4 Non-governmental stakeholders and legislators are aware of and knowledgeable about WTO work and issues



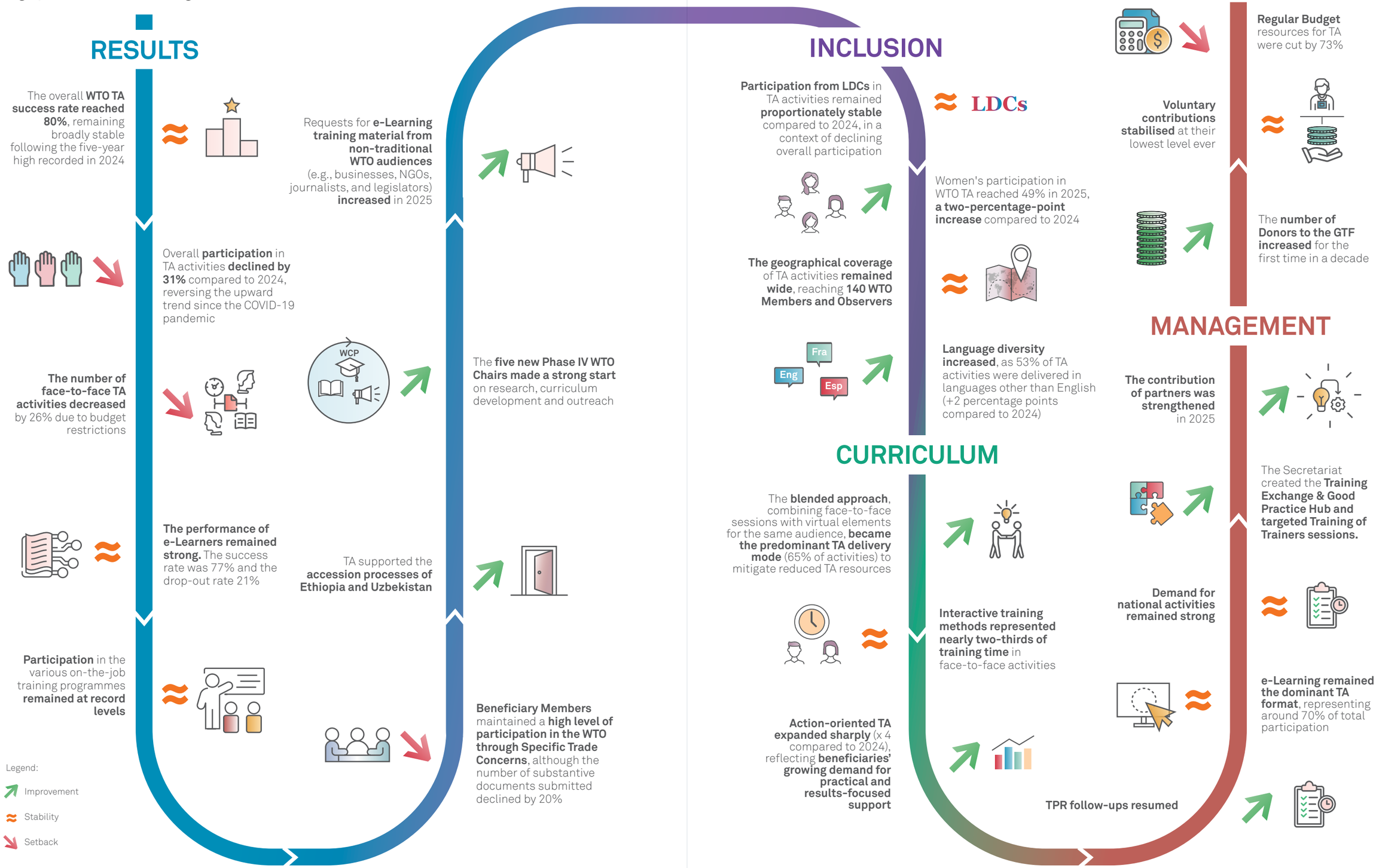
Enhancing outreach with non-traditional stakeholders

In 2025, the WTO held one global outreach activity for journalists. Other activities with non-governmental stakeholders were cancelled due to budgetary constraints.

Self-study e-Learning training materials available to the general public received 9,300 requests, reflecting sustained global interest in WTO-related knowledge beyond government institutions.

The Secretariat continued to enhance the visibility of TA activities through digital communication channels. While overall traffic on the WTO website declined moderately compared with 2024, social networks remained an important source of information on TA for Members, Observers and the general public, maintaining strong global visibility for WTO capacity-building activities.

Infographic 1. 2025 results at a glance



WT/COMTD/W/307
EXECUTIVE SUMMARY

Prioritizing inclusion

The main objective of the WTO TA is to level the playing field in the multilateral trading system so that the weakest and most vulnerable are not excluded. This requires paying a particular attention to the inclusion of LDCs and women, and to make sure that TA is widely available across the world and in the three WTO languages. The fact that Africa was again the region with the largest number of participants in TA activities in 2025, followed by Asia-Pacific, reinforced this priority, as all the LDCs except one are in these two regions.

The share of women participation in WTO TA activities (49%) increased above the average of the last five years (48%). It decreased in Africa and Caribbean, increased in Central and Eastern Europe, Central Asia and Caucasus, and the Middle East, and was stable in Asia-Pacific and Latin America.

Participation in WTO TA activities declined in 2025 by 31% compared to 2024, driven by a significant decrease in e-Learning enrolments, which had been the main source of growth the previous year. Africa (36%) and Asia-Pacific (34%) were the regions with the highest participation, followed by Latin America (17%).

Language diversity remained strong, with 47% of activities offered in English, 27% in Spanish, and 22% in French. The rest (4%) were multilingual activities.

A more targeted curriculum to address beneficiaries' needs

In 2025, the Secretariat continued to adapt its TA curriculum to the evolving needs of beneficiary Members and Observers. In a context of tighter resources and reduced face-to-face training offer, ensuring that TA programmes remained closely aligned with beneficiaries' priorities became even more important. The Secretariat drew on multiple sources to identify needs, including consultations with beneficiaries, TA questionnaires, requests for national activities, Trade Policy Reviews, country assessments and diagnostics.

Three Trade Policy Review follow-up workshops were held in Cambodia, China and Malawi, helping to disseminate review findings and support national discussions on trade policy priorities. Country assessments undertaken for Brazil, Comoros and India, as well as diagnostics embedded in action-oriented activities, also helped sharpen the targeting of WTO support.

The Progressive Learning Strategy (PLS) continued to provide the overarching framework guiding the structure of the curriculum. By organising training along successive learning levels and thematic pathways, the PLS helps participants progressively build knowledge and skills while ensuring coherence across different training formats and subject areas. Particular attention was given to designing learning experiences that cater to different learning styles, combining lectures, applied exercises, group discussions, case studies and interactive tools to maximise engagement and knowledge retention.

Efforts also continued to ensure that training content remained fit for purpose and closely aligned with Members' policy priorities. Initiatives such as the Trade in Services for Development programme and the expansion of action-oriented TA placed greater emphasis on practical tools, diagnostics and policy applications that help beneficiaries translate knowledge into concrete reforms and institutional improvements. At the same time, the Secretariat continued investing in strengthening the pedagogical capacity of its trainers. The Training Exchange and Good Practice Hub provides resources, guidance and capacity-building opportunities to enhance instructional design and delivery skills, supporting the development of more interactive and learner-centred activities.

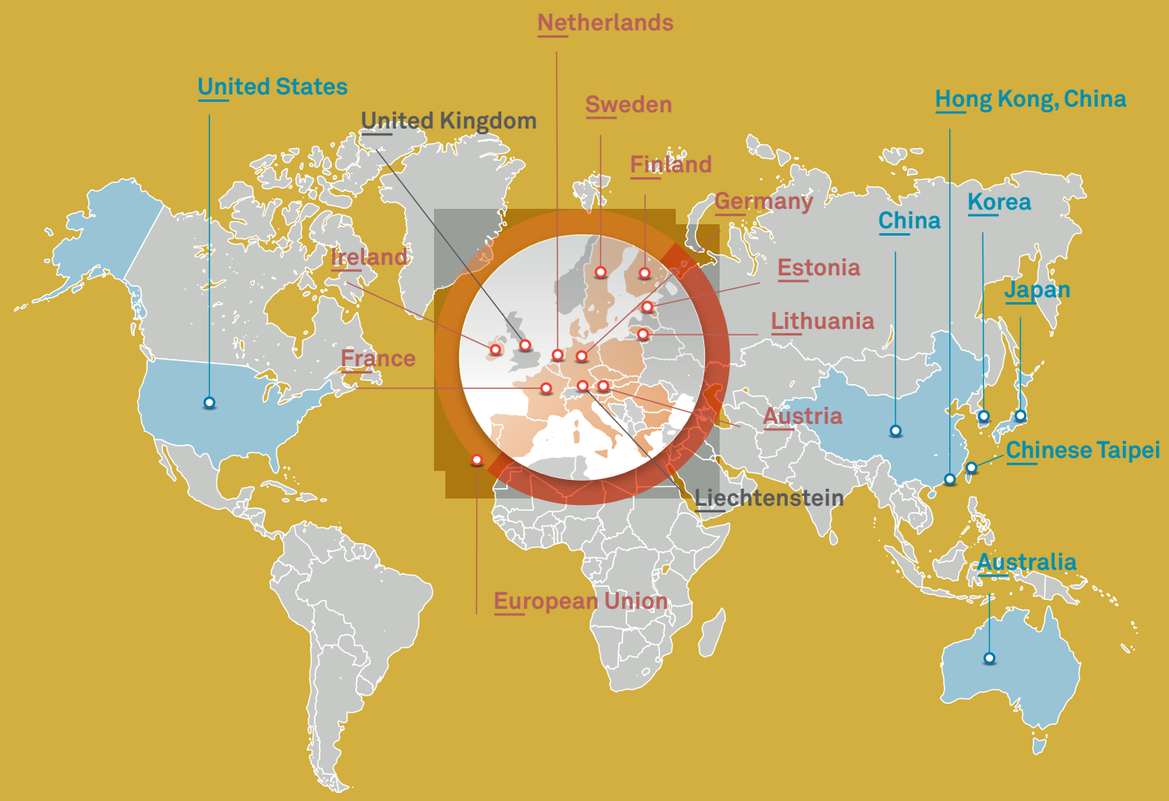
Responding to demand with ever-shrinking resources

WTO TA faced severe financial constraints in 2025, as the Regular Budget allocation for TA was cut by 73% amid an acute liquidity crisis, and unearmarked voluntary contributions remained below CHF3 million for the second consecutive year. Although five new donors supported the GTF, three did not renew their contributions and one reduced its support by 90%, keeping funding at its lowest level in 25 years.

The Secretariat strengthened cost control measures, relied more heavily on virtual and blended delivery, and reduced the number and scope of activities. While quality was preserved, overall TA delivery fell sharply, and the GTF's unearmarked balance reached an all-time low, underscoring growing risks to programme sustainability.

Acknowledging donors

Donor funding is essential to continue providing technical assistance to TA beneficiaries. The WTO Technical Assistance programmes are financed by the WTO Secretariat's regular budget, supplemented by extra-budgetary funds. The extra-budgetary funds represent the main channel through which the following WTO Members' voluntary contributions in recent years support the technical assistance activities.



Financing of Trade-Related Technical Assistance (TRTA)

Since 2007, voluntary contributions for TA have steadily declined. In 2025, unearmarked contributions fell to a record low of less than CHF 3 million, equivalent to 13% of the annual contributions received during the peak years from 2006 to 2009.

> China increased voluntary contributions demonstrate its firm commitment to safeguarding a rules-based and inclusive multilateral trading system.

Interview with Ambassador Li Yongjie
Permanent Representative of China to the WTO

In 2025, China contributed to the Global Trust Fund, which finances a significant portion of WTO TA activities. What are the reasons behind this decision?

TA constitutes a key aspect of development dimensions of the WTO's work. China has consistently advocated placing development at the centre of WTO agenda and has taken concrete actions to advance this objective. Under the framework of South-South cooperation, through trilateral cooperation with the WTO Secretariat, voluntary contribution and other Aid for Trade initiatives, China has consistently supported WTO TA activities to the best of its ability.

Recently, WTO TA faced significant challenges, including a substantial funding gap. China therefore decided to contribute USD 500,000 in 2025 to the Global Trust Fund to help ensure the continuity of capacity-building activities for developing members, including LDCs.

China has consistently supported the "China Programme" for more than a decade and further increased its contributions in 2025, what are the main considerations behind this approach?

The China Programme was established on the occasion of the tenth anniversary of China's accession to the WTO in 2011. Over the past 15 years, the China Programme has developed further to include several pillars, most notably the China Round Table on WTO Accessions, the South-South Dialogue on LDCs and Development, the Internship Programme and the LDCs TPR follow-up. Each year a lot of activities are carried out for LDCs and acceding governments.

In June 2024, at the Conference marking the 70th Anniversary of the Five Principles of Peaceful Coexistence, President Xi Jinping emphasized that China would continue to support the WTO's Aid for Trade initiative and renew its contribution to the China Programme. To continue advancing the Global Development Initiative, strengthen South-South cooperation, and respond to the increasingly diverse needs for TA and capacity building, China increased its contribution to the China Programme from 2025. Together with the contribution to the GTF, this also demonstrates China's commitment to safeguarding a rules-based and inclusive multilateral trading system.

What distinctive contribution do you believe the various aspects of the WTO TA offering make in meeting the needs of its developing and least developed Members for a more inclusive multilateral trading system?

TA aims to strengthen the capacity of developing members and LDCs to implement their obligations and exercise their rights under the existing rulebook. In areas such as market access — including trade facilitation, customs valuation, and rules of origin — as well as SPS and TBT, TA enhances regulatory capacity, transparency, and standards infrastructure. Support in agriculture, services, trade remedies, TRIPS, and dispute settlement further develops legal, analytical, and negotiation skills, enabling developing Members to participate more effectively in the multilateral trading system.

WTO TA should play a more forward-looking role in preparing developing Members, including LDCs, to engage with emerging issues, by improving their capacities in discussions on new areas, such as e-commerce, trade and environment. This will enable them to better capture the opportunity of the evolving global economy and to better integrate into global value chains.

How do you believe the emerging capacity-building needs of developing and least-developed WTO Members and observers should be addressed in the coming years?

To optimize the use of existing resources, many recent initiatives are transitioning to online or blended formats. However, regions with poor internet connectivity may still face difficulties in accessing these activities. It is suggested to better integrate available resources to create synergy with other international organizations and ensure that essential in-person training can still be provided, particularly to LDCs.

At the same time, TA should continue to be refined and delivered through innovative approaches. Greater efforts should be made to mobilize additional development resources and expand partnerships, including through trilateral cooperation with Members and development agencies and other collaborative modalities, so as to make the most out of available resources. It is also important to establish effective communication mechanisms with beneficiaries to ensure that TA remains demand-driven, responsive to Members' priorities, and implemented in an effective and sustainable manner.

Reflecting on the partnership between China and the WTO, what stands out as most memorable to you? Are there any particular anecdotes or experiences you would like to share?

In 2025, China opened a new chapter in multilateral cooperation on human resource development. In addition to continuing support for the China Programme and the GTF, China, together with the WTO and the ITC, organized six workshops in China covering trade in goods and services, investment facilitation, e-commerce, dispute settlement, and plastic pollution control. Over 120 representatives from 55 WTO Members participated.

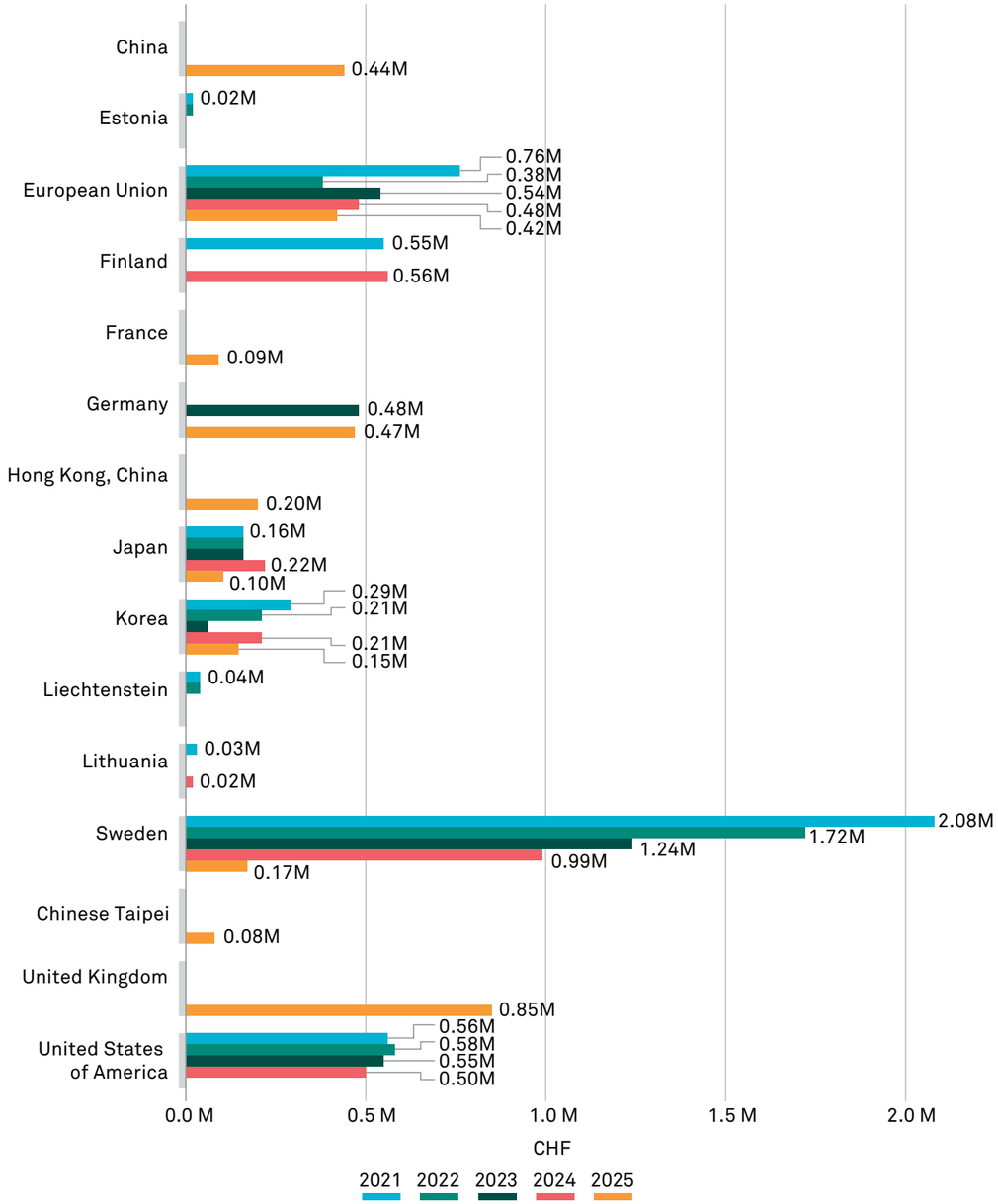
What has impressed me is the genuine trust and mutual understanding built among participants, as well as the shared in-person experience of linking the WTO rulebook with economic and social practices.

TA may be less visible, but it steadily nurtures talent and strengthens confidence in the multilateral trading system. During last year's Aid for Trade thematic sessions, China shared practical TA experience in infrastructure connectivity, agriculture, and food security, receiving wide recognition from Members. Together, these efforts exemplify a partnership built on trust, mutual learning, and a shared commitment to development.

China's donation in 2025

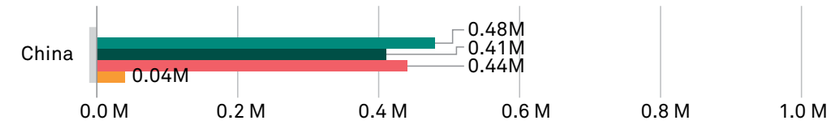
Figure 1: Donor overview (2021-2025)

Unearmarked funds (GTF)

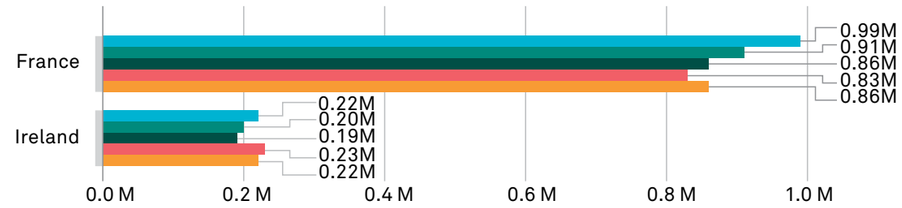


	2021	2022	2023	2024	2025
Total Contributions Received	4.50 MCHF	3.12 MCHF	3.04 MCHF	2.98 MCHF	2.98 MCHF
Number of donors	9	7	6	7	10

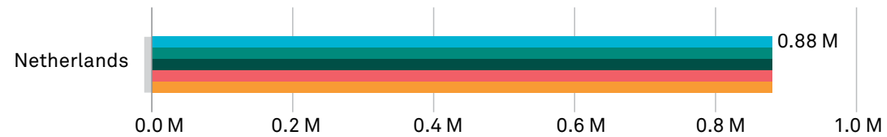
China's LDCs and Accessions Programme



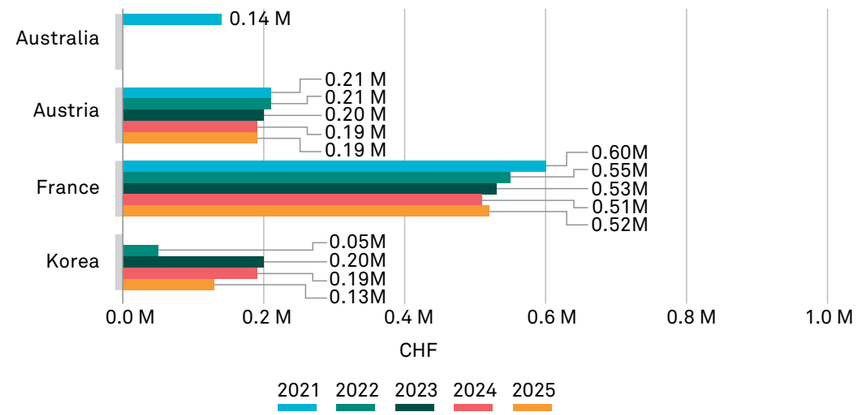
French-Irish Mission Programme (FIMiP)



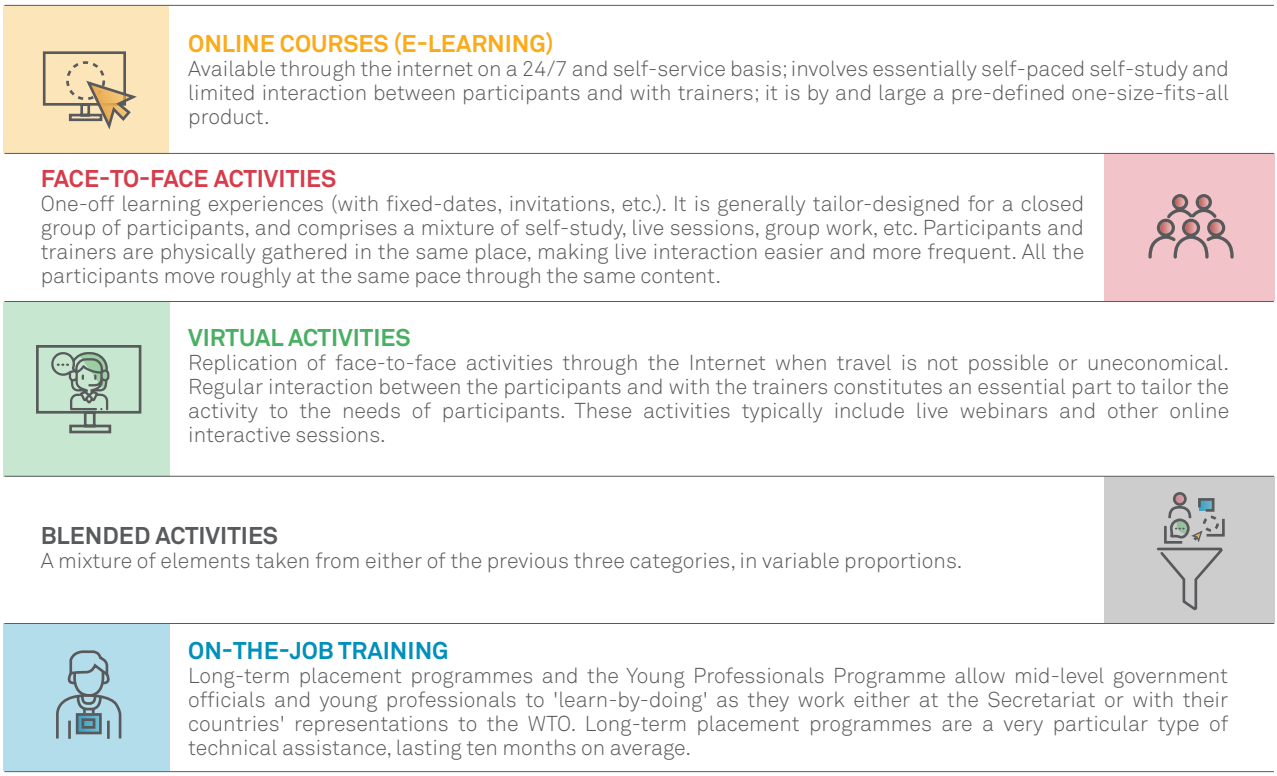
Netherlands Talent Programme (NTP)



WTO Chairs Programme (WCP)



Infographic 2. Visual map of TA Activities



	e-Learning	Virtual	In-Person / Blended*	In-Person	
GLOBAL	Online courses	Thematic workshops Introductory Trade Policy Course for LDCs	Advanced Trade Policy Course Thematic courses General workshops	Long term placement programmes Young Professionals Programme	Technical assistance by partners
REGIONAL		General Workshops Thematic Workshops	Regional Trade Policy Course Subregional Trade Policy Courses Thematic workshops		
NATIONAL		General workshops Thematic workshops	General workshops Thematic workshops		

*Blended TA combining in-person and remote delivery may apply

Chapter 1
Unpacking results, tracking impact

- **TA support on transparency kept its momentum in 2025, with further progress in addressing notification backlogs.**
- **Thanks to the support provided by the Secretariat, Somalia held the first meeting of its Accession Working Party. Ethiopia and Uzbekistan held two meetings each.**
- **The completion of Phase III of the WTO Chairs Programme was extended into 2026. Five Chairs (Dominican Republic, Nigeria, Qatar, Togo and Vanuatu) joined Phase IV bringing the network to 39 Chairs. Phase IV took off to a good start.**
- **One activity for journalists was held to reach out to non-governmental stakeholders, amid partners' budget constraints; demand for self-study training materials increased to 9,300 requests.**

RESULTS FOR IMPACT

What are the expected results of WTO Technical Assistance?

Technical Assistance (TA) is a core function of the WTO aiming to enhance human and institutional trade capacities in WTO Members and Observers. All WTO TA activities are designed and delivered with the aim of producing specific and measurable results. These results must reflect the enhanced capacity of beneficiaries to enforce their rights and obligations, to take full advantage of the rules-based multilateral trading system, and to deal with the challenges and opportunities emerging from it.

In 2025, WTO TA pursued four Key Results:

1. **Government officials are implementing WTO Agreements and fully realizing Members' rights and obligations.**
2. **Acceding governments are participating in accession negotiations.**
3. **Academic institutions and other stakeholders are analysing WTO issues and reaching out to policy makers.**
4. **Non-governmental stakeholders and legislators are aware of and knowledgeable about WTO work and issues.**

Each of these key results comprises several outputs, with indicators that allow to track progress and assess whether the established targets have been met. The logframe with all results, outputs and indicators is available in Annex 1.

Infographic 3. Key results

Positive impact and stable results

80% of targets fully or partially met in 2025

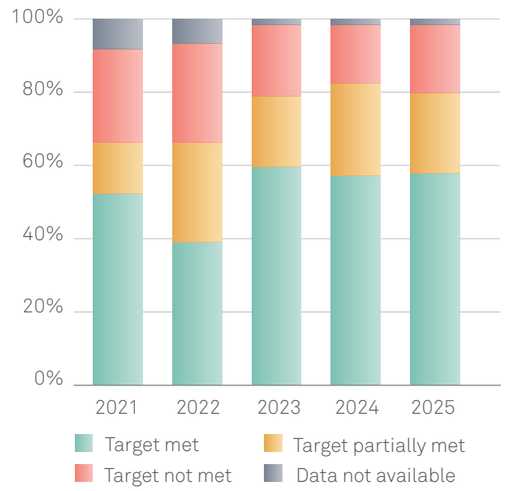
The overall share of developing and LDC Members in world trade continued to grow regularly in 2025 reaching 43.7% and 1.2% respectively against 40.5% and 1.07% in 2013[1], confirming the findings of the 2022 Impact Evaluation which established that the WTO TA eventually leads to an improved trade performance of the TA beneficiaries.

Meanwhile, and despite the significant cuts in TA resources (see Chapter 4), the TA results measured in 2025 were unexpectedly stable. The combined proportion of fully and partially met targets was 80%, above the average of the previous ten years (73%) even if marginally lower than in 2024 (82%).

Fully met targets (58%) were stable and in line with the average since 2015 (56%). Partially met targets (22%) were well above that average (17%), and missed targets (19%) also in line with their past average (18%). These results indicate a strong resilience of the TA performance in adverse circumstances, even when measured through indicators defined for better times.

As almost no data were missing in 2025, except for the WTO Chairs Programme under Key Result 3, the reliability of these positive results is high. An exhaustive list of targets and indicators can be found in Annex 1.

Figure 2. Success rate (2021-2025)



WTO TA and training

Figure 3. Objectives of TA activities in 2025

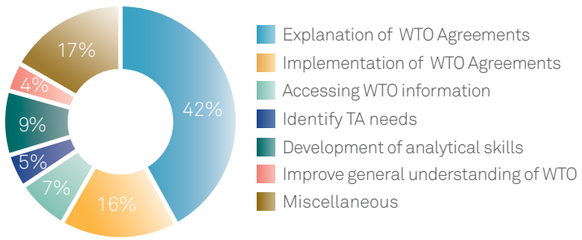
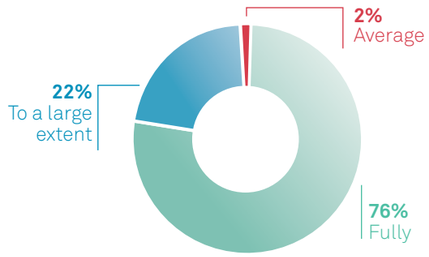


Figure 4. Achievement of TA Objectives in 2025

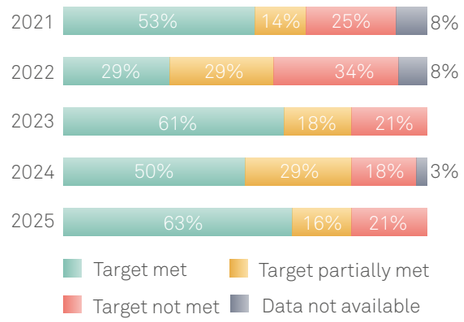


1 Source: WTO World Trade Statistical Review

LEARNING SUCCESS

KEY RESULT
1

Implementation
of WTO Agreements



Assessing knowledge and skills acquisition

Ensuring that WTO TA translates into measurable knowledge and skills acquisition remains a central priority. Structured assessment mechanisms — including weekly examinations, participation levels, performance in applied exercises and end-of-course tests — provide objective indicators of learning gains and enable the Secretariat to monitor performance across different training levels and delivery modalities.

The **Advanced Trade Policy Courses** (ATPCs) and the **Regional Trade Policy Courses** (RTPCs) are the WTO most comprehensive TA programmes. These intensive eight-week courses deepen participants' understanding of WTO-related issues, develop their practical skills, and expand their professional networks.

In 2025, one edition of the ATPC was delivered in English in Geneva. Two additional editions initially scheduled — one in English and one in French — had to be cancelled due to liquidity constraints affecting the Regular Budget. End-of-course assessments, introduced in 2022, mix an individual written essay and applied exercises. As shown in figure 5, assessment results continued to confirm strong learning gains, with the share of participants earning a distinction (an overall score of 90% or higher) increasing from 23% in 2024 to 28% in 2025.

RTPCs were held in three regions in 2025: Asia-Pacific, English-speaking Africa, and Caribbean. The overall success rate (97%) and the average score in the end-of-course multiple-choice test (77%) were both higher than in 2024 (94% and 76%, respectively). The share of participants achieving a distinction also increased to 23% from 16% the previous year.

At the introductory level, one English edition of the **Introductory Trade Policy Course** (ITPC) for LDCs was delivered virtually in 2025. Due to budget constraints, this traditional three-week in-person course in Geneva was redesigned into a seven-week virtual format. The edition in French was cancelled. The revised course combined synchronous and asynchronous components — including live sessions, collaborative group work, multimedia materials and practical exercises — to maintain pedagogical quality while ensuring effective outreach. Even if the overall success rate (86%) declined from the record 100% achieved in the previous year, it remained consistent with the five-year average. The distinction rate (65%) reached its highest level in the past five years.

Online courses continued to play a central role in expanding access to WTO training in 2025. Learning results remained strong, with 89% correct answers on average and an overall success rate of 77%, broadly in line with 2024. While the share of learners achieving distinction declined slightly to 52%, the dropout rate remained significantly lower than pre-2023 levels.

WTO e-Learning platform

Figure 5. ATPC results (2022-2025)

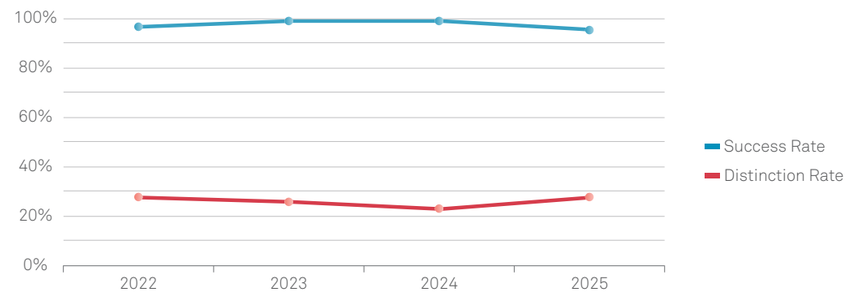


Figure 6. RTPC results (2021-2025)

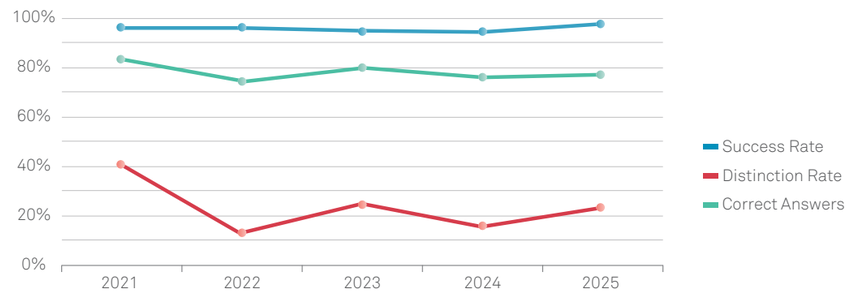


Figure 7. ITPC results (2021-2025)

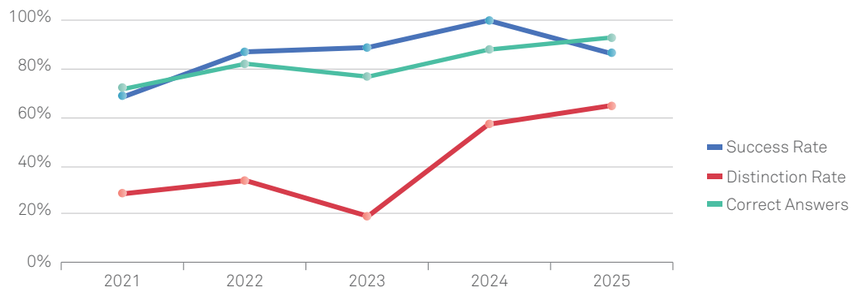
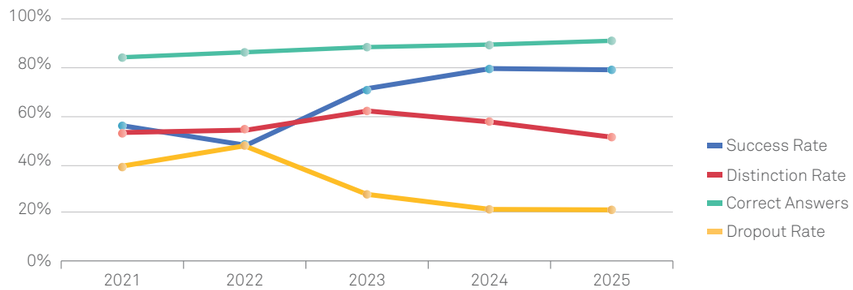


Figure 8. e-Learning results (2021-2025)



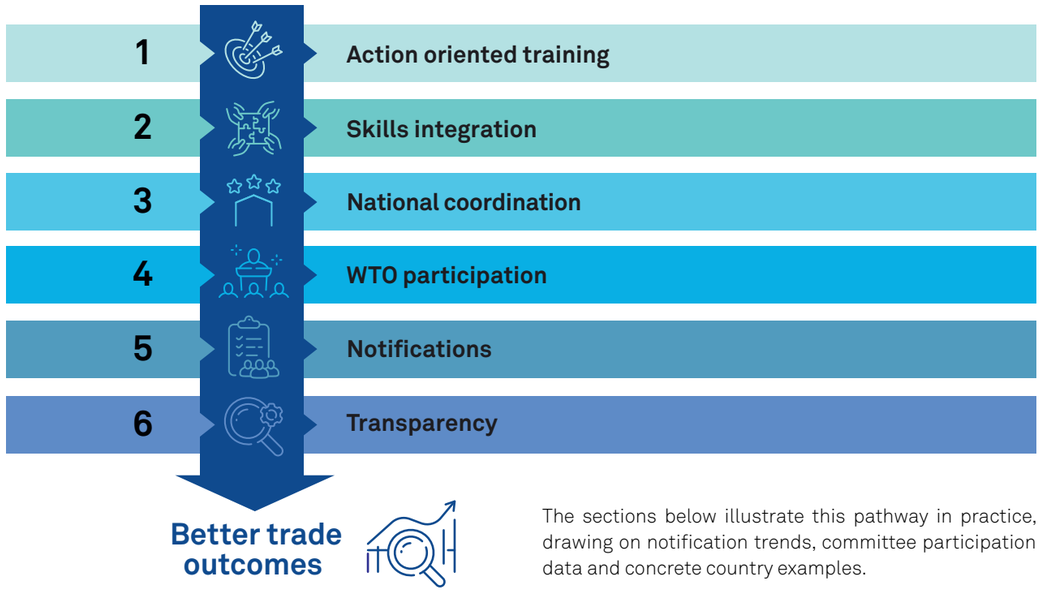
BOLSTERING TRANSPARENCY

Transparency is essential for ensuring predictability, stability, and trust in the global trading system. When Members notify and publish their trade regulations – or any changes thereto – they enable businesses and other governments to adapt, reduce uncertainty, and support long-term trade prospects. Notifications also allow Members to review and address their trade concerns before they escalate into disputes.

WTO TA aims to strengthen beneficiaries' capacity to meet their transparency obligations, including the notification of new trade measures, while helping them maximise the benefits of the transparency framework. In 2025, whether delivered online or in person, TA continued to provide practical guidance on notification requirements and the use of WTO transparency tools, and to support Members in the preparation of their notifications.

Impact evaluation evidence shows that notifications are one of the most responsive outcomes of trade-related capacity building. They form a key channel through which TA strengthens participation in WTO bodies and supports improved trade performance over time. Findings consistently point to a coherent results pathway: action-oriented TA (including advanced training, coaching, action plans and follow-up) helps integrate new knowledge and skills into officials' daily work, improves national coordination on trade policy and WTO matters, and enables more effective participation in WTO processes. This, in turn, contributes to better compliance with notification obligations, greater regulatory transparency and predictability, and ultimately stronger trade outcomes.

Infographic 4. TA Impact



The sections below illustrate this pathway in practice, drawing on notification trends, committee participation data and concrete country examples.

Relative stability in notification compliance over the past decade

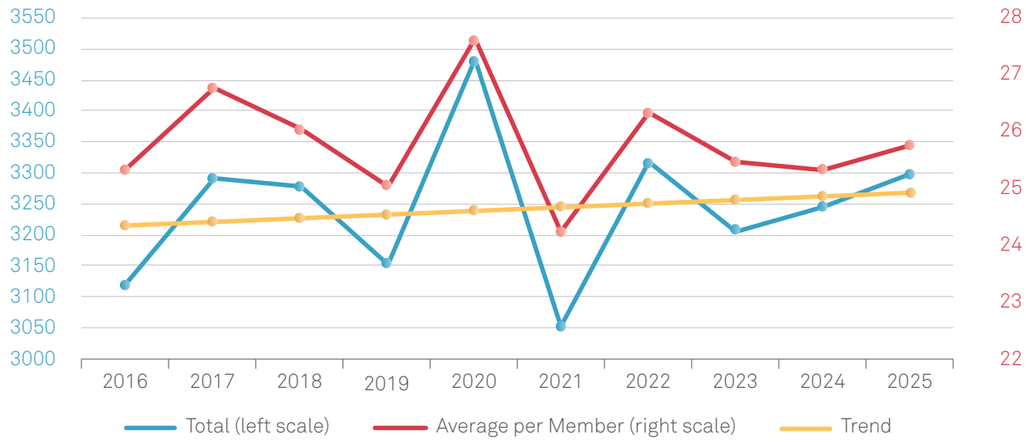
Various WTO Agreements require Members to submit annual notifications. As a result, the overall volume of due notifications mechanically increases every year. Despite this mechanical increase, outstanding notifications from TA beneficiaries have remained relatively stable over time, averaging 3,247 over the past decade as shown in figure 9.

As of the end of 2025, the number of outstanding notifications from TA beneficiaries under the different WTO Agreements stood at 3,299, reflecting a year-on-year backlog increase of 50 notifications. TA beneficiaries carried an average of 25.7 outstanding notifications, remaining below the 2017–19 average of 26 used as a baseline in the logframe.

While external factors such as domestic reforms and regional trade agreements may have influenced these trends, TA makes a significant contribution by equipping beneficiary Members with the operational knowledge and skills needed to comply with their notification obligations and engage effectively in WTO transparency mechanisms.

Technical Cooperation Handbook on Notifications Requirement

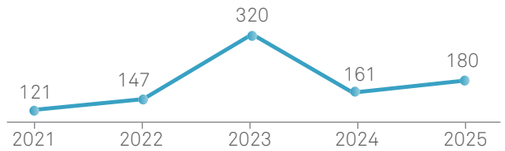
Figure 9. TA Beneficiaries' pending notifications (2016-2025)



Agriculture notifications

Agricultural notifications represented approximately two-thirds of total outstanding notifications over the last five years (69% in 2025). Given that new notification requirements are added annually under the Agreement on Agriculture, tracking the effect of TA on agricultural notifications presents a statistical challenge. One approach is to report on the reductions in the backlog of outstanding notifications carried over from previous years. Efforts by TA beneficiaries to address accumulated agricultural notification gaps are reflected in figure 10.

Figure 10. Reduction in agricultural notifications backlog (2021-2025)



A new procedure introduced in 2023 allowed Members to present multi-year export subsidy notifications through oral announcements in the Committee on Agriculture. Several Members cleared a significant backlog of outstanding notifications that year. In 2025, the pace of notifications returned to a more typical level, though still reflecting progress compared to previous years.

Targeted TA events in 2025 – including national workshops on agriculture notifications in Belize, Comoros, Oman and Paraguay, and regional workshops for CEECAC and the Middle East – were followed by a marked increase in notification submissions among participating Members as a result of the training.

Kulthoom Al Khamayasi
Section Head of International Trade
Ministry of Agriculture, Fisheries Wealth and Water Resources, Oman
Participant in the national seminar on agriculture notifications

> “The workshop was particularly valuable as it coincided with our transition to submitting notifications and responses through the WTO online platform. Working through Oman’s actual notifications and questions made the learning highly practical and strengthened my ability to manage future submissions more efficiently and confidently.

Standards notifications (SPS and TBT)

TA beneficiaries registered higher notification submissions of both Sanitary and Phytosanitary (SPS) measures, and Technical Barriers to Trade (TBT) compared to 2024, with SPS notifications up 13% and TBT notifications up 25%. Overall, developing and least developed Members accounted for 78% of new SPS notifications and 88% of new TBT notifications in 2025. As illustrated in figures 11 and 12, the performance of developing Members in submitting new standard-related notifications has remained consistently strong over the past decade. Notably, the share of notifications submitted by LDCs remains comparable to — and in the case of TBT notifications, even higher than — that of developed Members.

This increase is primarily driven by the high number of notifications submitted by African Members, with Burundi, Rwanda, Tanzania and Uganda consistently ranking among the top notifiers for several consecutive years. This pattern suggests that, building on the tools and institutional capacity developed with the support of the Secretariat, these Members may have established effective internal coordination mechanisms to ensure continuous compliance with transparency obligations.

Figure 11. Submission of new SPS notifications by development status (2016-2025)

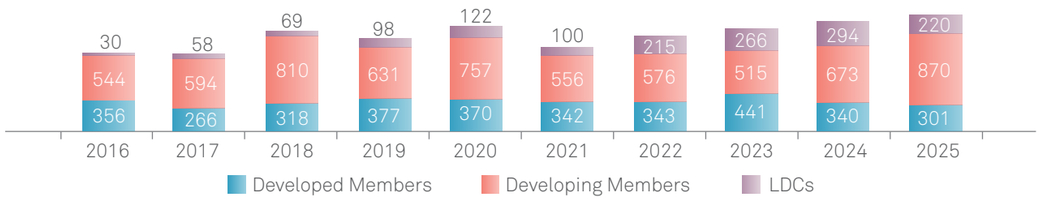
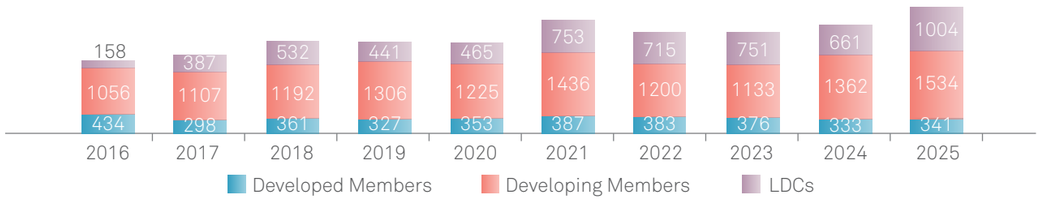


Figure 12. Submission of new TBT notifications by development status (2016-2025)



Action-oriented approaches – including coaching, action plans and structured follow-up – have been embedded across several WTO TA areas and have proven particularly effective in strengthening domestic coordination and improving the quality, completeness and timeliness of notifications, as well as beneficiaries' capacity to review and comment on measures notified by trading partners. This was illustrated by the SPS Transparency Champions programme, whose follow-up session in June 2025 enabled participants to report concrete progress against their action plans, including the preparation and submission of SPS notifications, updates on domestic notification authorities and enquiry points, improved inter-agency and public–private coordination, and strengthened use of the ePing transparency tool.

From training to action: strengthening SPS transparency in India

Following participation in the 2024-25 SPS Transparency Champions Course, **Sakshee Pipliyal, Assistant Director and SPS Enquiry Point at the Ministry of Agriculture and Farmers Welfare, India**, reflects on how the experience translated into concrete improvements in her professional work and institutional practices.

What skills, knowledge or behaviours did you acquire as a result of the training?

The training was exceptionally intensive and highly practical. It gave me a holistic understanding of the SPS Agreement and helped dispel many doubts I previously held. I can now apply its provisions in a more purposeful, informed and pragmatic way, fully aligned with our food safety mandate.

In what ways did the training prepare you for your professional activities?

Working at India’s SPS Enquiry Point requires not only understanding the Agreement but applying it effectively, both to meet international obligations and strengthen national systems. The programme exposed me to WTO SPS processes, digital transparency tools and resources, and procedural approaches used by other Members. Armed with this knowledge, I was able to significantly enhance the operations of our SPS unit, particularly for food safety.

How has this translated into institutional improvements?

Since returning to my work, we have strengthened internal coordination by establishing an Expert Group on Codex and SPS to ensure harmonised decision-making, and initiated the development of Standard Operating Procedures for the SPS Enquiry Point, outlining roles and responsibilities for compliance: from scientific justification to timely notification. We have also improved our workflow for tracking enquiries and preparing responses, making our processes more efficient and transparent.

Have you been able to share or multiply what you learned within your institution?

Yes, I disseminated the insights through briefings with senior leadership, internal team discussions, and dedicated staff workshops. Two formal activities were undertaken: a sensitisation session for senior officers of the Food Safety and Standards Authority of India, and a technical workshop for staff focusing on SPS obligations and the role of Codex as the international reference for food standards. I also created continuous exchange channels to keep momentum going.

What would you suggest to further improve WTO TA?

The structure and quality of the programme were excellent. One suggestion would be to incorporate additional hands-on exposure to real dispute settlement case studies, where participants can analyse real files, propose interpretations, and receive guided feedback. This would help bridge legal frameworks and practical application even further.

Optimising digital platforms

TA activities on transparency equip participants with knowledge on the relevant provisions, and give practical guidance on collecting the necessary information and submitting notifications in the appropriate format. In recent years, these activities have increasingly included modules on using electronic tools and platforms for the submission, analysis and dissemination of notifications. Such specialised platforms help ensure that notifications reach all Members in a timely manner, while facilitating questions, clarifications and further circulation of information among stakeholders.

The **SPS & TBT Platform** (commonly referred to as **ePing**) has become the central digital tool for managing SPS and TBT notifications. By integrating notification submission, automated alert systems and stakeholder engagement functions, ePing replaces earlier paper-based processes that relied on fax, postal mail and manual circulation. In 2025, further progress was achieved under a project financed by the European Union through the Standards and Trade Development Facility (STDF) to upgrade and expand ePing's functionalities. The project enhances interoperability, streamlines workflows and strengthens analytical and user-interface capabilities, enabling ePing to serve as a standardised global reference platform for SPS and TBT information. Today, for example, registered users in ePing can request unofficial translations of notified SPS and TBT draft measures into English, French and Spanish. Since its launch, the translation function has been used extensively, demonstrating strong demand for this service.

In parallel, the Secretariat advanced work on the revamped **Central Registry of Notifications (CRN)** platform and the **Notification Portal.** These developments are designed to streamline notification registration and workflow management, improve the accuracy of public information available through the portal, and introduce Member dashboards with real-time information on notification status (including outstanding obligations, calls for notifications and due dates).

TA training on the use of online platforms is yielding positive results. For example, the share of SPS and TBT notifications submitted via ePing increased from an average of 83% in 2019 to nearly all notifications since 2022.

Key WTO Online Transparency Systems in Brief:

Dispute Settlement Database: *provide information relating to the proceedings in each case.*

Documents online: *provides access to the WTO official documentation.*

Notifications module: *allows for the searching of notification documents by notifying members and WTO legal requirements.*

Trade Concerns Database: *brings together trade concerns discussed across WTO goods-related bodies, offering searchable records, Member profiles, and analytical and visualisation features.*

eAgenda: *allows Members to raise trade concerns, submit agenda items for inclusion in the Committee meetings, upload and download statements by other Members, the Chairpersons and the Secretariat.*

ePing SPS&TBT Platform: *allows Members to search notifications, trade concerns, and National Notification Authority/National Enquiry Point, contact information, other documents, to receive alerts on product/market of interest, and to submit notifications.*

List of WTO online systems: *for a comprehensive list of WTO online systems.*

ENHANCED PARTICIPATION

Participation of TA beneficiaries in WTO Committees

By expanding and strengthening Members' knowledge of WTO Agreements and committee work, TA activities aim at boosting beneficiaries' effective participation in the multilateral trading system. As the work of WTO bodies largely relies on documents submitted by Members, the capacity of developing and least-developed Members to prepare and submit such documents (including proposals, statements, questions and replies, reports...) serves as a useful proxy for their ability to contribute meaningfully to deliberations. Notifications were excluded from this analysis, as they are examined earlier in the report.

In 2025, the number of 'substantive' documents submitted by developing and least-developed Members, whether on their own or jointly with other Members, fell by 20% compared to the previous year, reaching 576 submissions. Identifying a clear long-term pattern remains challenging, as fluctuations tend to reflect a combination of factors. These include variations in committee agendas, differences in domestic regulatory cycles, staff turnover in capitals, TA availability, and the influence of regional coordination mechanisms. Past experience also shows that years with Ministerial Conferences often prompt higher volumes of submissions, whereas inter-ministerial years tend to be more moderate. Regarding the distribution of submissions, 74% originated from developing Members and 26% from LDCs — a more balanced proportion than in recent years.

Besides the submission of substantive documents, TA beneficiaries' involvement in the work of WTO bodies relies on the capacity of their delegates to participate effectively in the proceedings. Their capacity to use mechanisms such as Specific Trade Concerns (STCs) in the Committees which employ them is thus a good illustration of effective participation. STCs allow Members to address trade tensions through dialogue and cooperation. As shown in figures 14 and 15, the capacity of developing and least-developed Members to raise new STCs in the SPS and TBT Committees has been quite constant in recent years.

On their own or in coordination with developed Members, they have raised the majority of the new STCs over the last decade (76% of the new SPS STCs and 60% of the new TBT STCs in 2025). TA activities on standards (SPS and TBT) normally cover the rules of procedure and working practices for meetings of the respective Committees, as well as the most important topics currently under discussion. Some ad hoc activities, such as the Course on Essentials for SPS Committee Participation, focus exclusively on strengthening the capacity of developing Members to participate effectively in these Committees.

> "The course on Essentials for SPS Committee Participation strengthened my confidence to contribute more effectively to the Committee's work and enabled me to apply in practice what I learned. Participating in the SPS Committee has also been highly valuable for my country, particularly in strengthening our engagement on agriculture, fisheries and food safety issues. The experience has been both enriching and motivating, reinforcing our commitment to deepen Peru's involvement in SPS matters.

Pia Aranya Huamani
Assistant on SPS-related matters
Ministry of Foreign Trade and Tourism, Peru

video interview

Figure 13. Number of 'substantive' documents submitted by beneficiaries by development status (2021-2025)

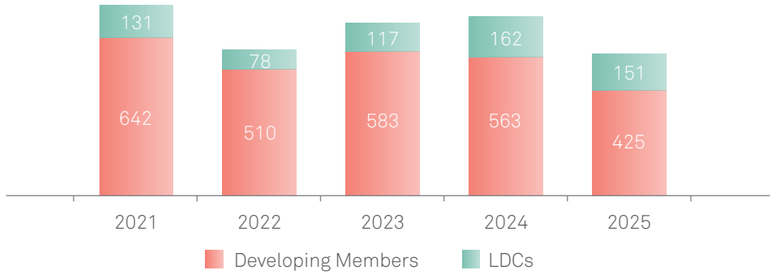


Figure 14. New STCs raised in the SPS Committee by development status (2021-2025)

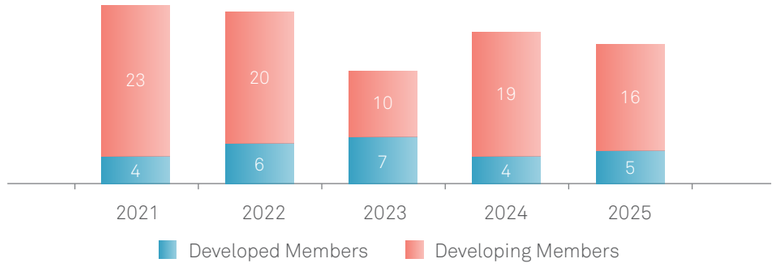
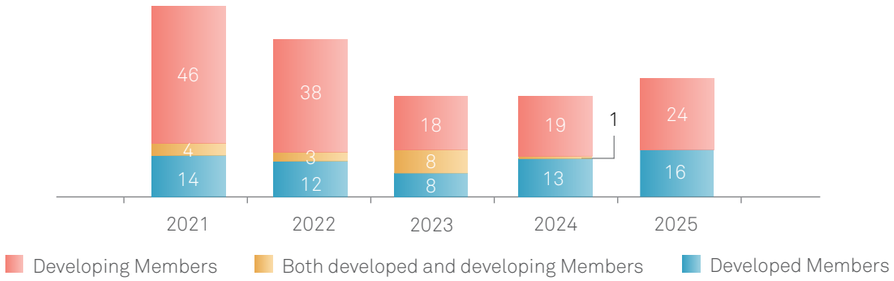


Figure 15. New STCs raised in the TBT Committee by development status (2021-2025)



Building Capacity for Effective Engagement in the SPS Committee

The second edition of the course on Essentials for SPS Committee Participation was delivered virtually and supported 26 participants from across regions in strengthening their engagement in SPS Committee work. Over eight weeks, the programme combined interactive online sessions, structured preparatory assignments and practical exercises, focusing on the functioning of the SPS Committee, transparency requirements, and the strategic use of mechanisms such as STCs. Participants analysed Committee documents, delivered short presentations, and prepared draft interventions to raise or respond to SPS trade issues.

A central component of the programme was participants' attendance during the SPS Committee week (3–7 November 2025), followed by a structured debrief. Several participants took the floor during proceedings, gaining first-hand experience in formulating and delivering interventions.

Participants also developed tailored action points to strengthen domestic coordination and future engagement in SPS work. A follow-up session is scheduled for February 2026 to review progress in implementing these initiatives.

In the *spotlight*

Supporting recently acceded Members in implementing WTO commitments

Following their accession to the WTO, new Members face the challenge of translating their accession commitments into practical implementation steps at the national level. Targeted TA therefore plays an important role in supporting early post-accession reforms, strengthening institutional coordination and building the capacity required to implement WTO rules and participate effectively in WTO processes.

The experiences of Comoros and Timor-Leste, both of which joined the WTO in 2024, illustrate how targeted capacity-building, combined with cooperation with international partners and national authorities, can help Members move from accession commitments to concrete implementation and participation in WTO Agreements.

Comoros: Advancing TRIPS implementation after WTO accession

Comoros has taken early steps to implement its commitments under the Agreement on Trade-Related Aspects of Intellectual Property Rights (TRIPS). Post-accession reforms are being guided by an action plan focusing on strengthening the national intellectual property framework, including the revision of copyright and related rights legislation, strengthening the national intellectual property office (OCPI) and promoting the protection of national products, including through geographical indications.

To support these efforts, the Secretariat delivered **a national workshop on the TRIPS Agreement in Moroni from 29 September to 1 October 2025, in collaboration with the Enhanced Integrated Framework (EIF), the World Intellectual Property Organization (WIPO) and the national authorities**. The workshop brought together officials from key institutions and stakeholder groups to build a shared understanding of TRIPS obligations and explore practical implementation priorities aligned with national development objectives.

The highly interactive programme combined in-person sessions with targeted virtual contributions from WIPO experts, notably on copyright issues and technology transfer. Discussions focused on practical areas such as geographical indications, copyright and related rights, and technology transfer, helping strengthen cross-institutional coordination and raise awareness of the role of intellectual property in economic development.

The workshop also generated concrete follow-up. **Comoros submitted its first TRIPS transparency notification under Article 63.2 and engaged with the Secretariat through a follow-up virtual session on the e-TRIPS submission system**. Additional activities are planned for 2026, including further training on copyright and related rights and a broader national workshop to support continued implementation efforts and institutional coordination.

An interview with Ahmed Mzé, Delegate of Comoros to the WTO

How did earlier WTO TA prepare you to support accession and now post-accession follow-up?

My engagement with WTO TA began in 2007, when I participated in several training activities, including the Advanced Trade Policy Course in Geneva and the Netherlands Talent Programme. These experiences provided a strong technical foundation, practical familiarity with Secretariat processes and a valuable professional network. When I joined the Mission of Comoros in Geneva in 2016, accession-related work had seen limited progress for several years. My background helped me engage quickly with WTO teams, coordinate effectively with the capital and Members, and maintain continuity despite frequent changes in national counterparts. These skills remain important today as Comoros works to translate accession commitments into practical implementation steps.

Why did Comoros decide to focus early on TRIPS implementation after its WTO accession?

TRIPS implementation became an early priority for Comoros both to meet accession commitments and to support national development objectives. During the accession process, WTO Members reviewed our intellectual property legislation, including the 2020 Copyright and Related Rights Law, and identified areas requiring further alignment with the TRIPS Agreement. As a result, revising the copyright framework and strengthening implementation became key post-accession priorities. At the same time, Comoros sees intellectual property as an important tool to support development — for example by protecting national products such as ylang-ylang, vanilla and cloves through geographical indications and by better supporting creators facing piracy challenges. This broader effort is reflected in the strengthening of the national intellectual property office.

In what ways has WTO TA, together with partner support, been important in helping Comoros move from accession commitments to practical implementation steps on IP and TRIPS?

WTO TA, delivered in coordination with partners such as WIPO and the EIF, has played an important role in helping Comoros move from accession commitments to practical implementation. The national TRIPS workshop in Moroni helped bring key institutions together and build a shared understanding of TRIPS obligations, including among staff of the national IP office. It also generated concrete follow-up, including training on TRIPS notifications through the e-TRIPS system, engagement with cultural stakeholders on copyright and related rights, and cooperation with WIPO on a technology transfer project based on national priorities. More broadly, the coordination between technical and financial partners has helped Comoros translate its commitments into tangible implementation steps.

Looking ahead to 2026, what are the priorities and what follow-up support would be most valuable?

Looking ahead to 2026, a key priority is to advance the revision of the 2020 Copyright and Related Rights Law and support its practical implementation, in line with the commitments undertaken during accession. Follow-up activities are planned, including a workshop on copyright and related rights, a broader national TRIPS workshop later in the year, and continued work on TRIPS notifications. A key challenge remains limited human and technical capacity, particularly at the national IP office. Strengthening its institutional capacity through targeted training will be essential to sustain implementation efforts.

Ahmed Mzé
Economic Counsellor
Permanent Mission of Comoros to the WTO

> “The TRIPS workshop helped align national institutions and generated concrete follow-up, including work on Comoros’ first TRIPS notification and cooperation on technology transfer.

Timor-Leste: Preparing for accession to the Government Procurement Agreement (GPA)

In its Protocol of Accession to the WTO, Timor-Leste committed to applying for accession to the GPA within one year following its WTO accession. This commitment was part of a broader national strategy relating to government procurement and aimed at strengthening governance, aligning with international standards, and supporting Timor-Leste's successful integration into the global economy.

To support this objective, WTO TA activities were delivered in 2025 in a sequence designed to build both institutional understanding and practical negotiating capacity. Following an **introductory post-accession workshop (February)**, the Executive Director of the National Commission for Procurement of Timor-Leste participated in **April-May** in the **Advanced Global Workshop on the GPA**. The programme provided a comprehensive overview of the Agreement, its key provisions and accession procedures, while also enabling exchanges with experts and officials from other Members.

Building on this experience, a **national workshop on the GPA was organized in Timor-Leste in June** to strengthen awareness and support among domestic institutions involved in government procurement. The Workshop gathered 91 participants from 31 government authorities, departments and boards from national public sector enterprises and from the National Parliament. It featured presentations and practical exercises from the Secretariat and the Government, a gap analysis during which participants reviewed Timor-Leste's new government procurement regime in light of the requirements of the GPA, and a major GPA accession negotiation simulation designed to prepare Timor-Leste for its accession negotiation. More focused meetings were held with stakeholders expected to perform important roles in GPA accession negotiations (e.g. National Procurement Commission, interested government departments and officials from the National Parliament).

These capacity-building activities led to a major milestone: in June 2025, **Timor-Leste formally submitted its application to accede to the GPA, becoming the first LDC Member to take this step**. The case illustrates how a sequence of targeted TA activities can help newly acceded Members build the institutional capacity required to engage in new WTO agreements and advance their integration into the global trading system.

Hermingardo Albano Soares
Executive Director National Procurement Commission of Timor-Leste

> “The WTO’s support has been highly valuable for Timor-Leste. My participation in the Advanced Global Workshop on the GPA in April 2025 provided a strong foundation to understand the Agreement and its practical implications. Building on this experience, a few months later we organised a national workshop in Dili that engaged key government stakeholders, strengthened support for GPA accession and clarified the steps required for the process. It also boosted our confidence as we prepare Timor-Leste’s market access offer and move forward with our WTO commitments.

ON-THE-JOB TRAINING

Strong Participation and Opportunities for Performance Enhancement

In 2025, mid-level government officials, young graduates and young professionals took part in long-term placement programmes lasting between 10 and 11 months. They contributed meaningfully to the work of WTO divisions (Accession Internship Programme, General Internship Programme, Netherlands Talent Programme and Young Professional Programme) and permanent missions (French-Irish Mission Programme and Group Coordinators Support Programme). Their involvement offered substantial mutual benefits: participants supported analytical tasks, attended meetings, and engaged in technical discussions, gaining valuable insights into the functioning and dynamics of the multilateral trading system. These experiences strengthened their understanding of WTO processes and enabled them to deepen their issue-specific expertise while further developing the analytical skills required to operate effectively in trade policy environments.

A total of 65 participants joined the programmes, mirroring the intake of 2024. Performance evaluations conducted by supervisors indicated strong overall results: 11% of participants exceeded expectations, while 85% met the required performance standard. The share of participants who partially met their objectives decreased by three percentage points compared with the previous year, although two participants were assessed as having performed unsatisfactorily.

On-the-job training programmes

Accessions Internship Programme (AIP)

In 2025, four young graduates from Azerbaijan, Comoros, Ethiopia and Uzbekistan completed the AIP. They actively contributed to the Secretariat's accession work, assisting in files management, research, and database maintenance.

Since its launch in 2011, the Accession Internship Programme has supported a total of 56 interns, including 22 from least-developed countries (LDCs) and 34 from non-LDC Members. Through these internships, the Programme has contributed to strengthening the effective participation of LDCs in the WTO and has provided specific assistance to governments in the accession process.

> “Joining the WTO’s Accessions Division just after my country, Comoros, became a member was especially meaningful. This internship offered me invaluable first-hand exposure to the accession process, strengthened my technical understanding of trade policy, and allowed me to observe closely the challenges countries face as they negotiate their entry into the multilateral trading system. It also highlighted the opportunities accession creates for economies and societies to grow, integrate, and fully benefit from global trade while meeting their WTO commitments.

Milzat Salime
WTO Accessions Intern from Comoros

WHO: young graduates

WHERE FROM: developing and LDC Members and Observers

WHAT: work in the WTO Secretariat's Accessions Division

HOW LONG: 9.5 months on average

FUNDING: China

AIP participants' time allocation

General Internship Programme (GIP)

Five interns from China, India, Kenya, Morocco and Serbia were selected as the second cohort of the GIP and assigned to different divisions within the Secretariat. The Programme aims to strengthen the capacities of young graduates and government officials from LDCs, developing Members, and Observers by equipping them with practical experience and in-depth knowledge of the WTO rules-based system, thereby supporting their preparation for careers in trade law, international economics, and international relations.

The Interns worked on Intellectual property, transfer of technology, AI strategy, relations with the media, trade and environment issues, e-Learning courses and STDF projects. These assignments broadened their understanding of trade law, economics, and trade policy in the fields of interest to them.

> “Being part of the WTO’s leading hub for knowledge sharing and capacity building has allowed me to ultimately master skills in designing engaging digital learning content, managing e-Learning platforms, and communicating complex information clearly and impactfully. Contributing to projects on TBT and notification obligations further strengthened my ability to handle complex, detail-oriented initiatives, and support the continuous improvement of knowledge-sharing tools within an international organization.

Miloš Nešić
GIP participant from Serbia

WHO: young graduates

WHERE FROM: developing and LDC Members and Observers

WHAT: work in the WTO Secretariat

HOW LONG: 9.5 months on average

FUNDING: China

GIP participants' time allocation

Netherlands Talent Programme (NTP)

In 2025, sixteen government officials from developing and least-developed countries strengthened their trade-policy capacities through the NTP, in line with the Programme's objective of delivering measurable and lasting impact. By participating directly in the WTO's daily work in Geneva and engaging with the Secretariat's ongoing activities, these officials deepened their understanding of the Organization's functions and the multilateral trading system. This hands-on experience enhanced their ability to provide informed, policy-relevant advice to their governments and supported the identification of areas where action is required for the effective implementation of WTO commitments.

> "The NTP provided a highly valuable and practical introduction to WTO operations beyond theoretical learning. As part of the SPS Team in the Agriculture Division, I contributed to the June SPS Committee's thematic session on antimicrobial resistance and supported the SPS mentoring system. Key takeaways included deeper insight into Secretariat processes, and improved proficiency in WTO digital tools such as ePing, eAgenda, the Notification Portal and related databases.

Sibusiso Gama
NTP participant from Eswatini

WHO: government officials

WHERE FROM: developing and LDC Members, and small and vulnerable economies

WHAT: learn by working in the WTO Secretariat

HOW LONG: 9.5 months on average

FUNDING: Netherlands

NTP participants' time allocation

Young Professionals Programme (YPP)

In 2025, nineteen young professionals from diverse background were selected from a pool of over 5,400 applicants. They joined the Secretariat to work in 13 divisions under the supervision of senior WTO staff. After a two-weeks induction programme, their daily tasks included supporting the preparation of Secretariat working papers to support WTO bodies and dispute settlement panels and assisting in the follow-up of to MC13.

Launched in 2016, the YPP seeks to increase the representation of nationals from under-represented WTO Members within the Secretariat.

> "I gained deep technical knowledge and practical insight into the WTO dispute settlement system, particularly through hands-on work on a dispute that strengthened my analytical and treaty-interpretation skills. Guidance from senior lawyers helped me navigate complex legal concepts and develop greater confidence and independence in my work, significantly enhancing my professional skills.

Nada Alsalmi
Young Progressional from Saudi Arabia

WHO: qualified young professionals

WHERE FROM: priority to developing and least-developed country Members with no or low professional representation in Secretariat

WHAT: work in a Secretariat division

HOW LONG: 1 year maximum

FUNDING: Global Trust Fund

Young Professionals' areas of work in 2025

French and Irish Mission Programme (FIMiP)

Through the FIMiP, eighteen mid-level capital-based government officials enhanced their knowledge and understanding of the multilateral trading system and trade policy more broadly, strengthening their grasp of the WTO negotiation process. They provided direct support to their respective Permanent Missions on WTO-related issues, particularly in the follow up to MC13. They also undertook research and analysis on specific WTO-related topics, followed ongoing WTO negotiations, participated in regional group meetings, and prepared reports and briefing notes for their capitals, enabling their Missions to participate more actively in the WTO's daily work.

France and Ireland have supported the Programme for over 20 years. Ireland recently renewed its commitment through a three-year agreement.

> "My participation in the FIMiP Programme allowed me to gain a deeper understanding of the functioning of the WTO system through my involvement in numerous multilateral, plurilateral, and bilateral meetings. It also provided the opportunity to contribute to the work of the Permanent Mission following exchanges with the capital authorities.

Victor Manuel Tchipongue
FIMiP participant from Angola

WHO: capital-based mid-level government officials

WHERE FROM: developing and LDC Members

WHAT: work in the permanent missions of their countries to WTO

HOW LONG: 9.5 months on average

FUNDING: France and Ireland

FIMiP participants' time allocation

Group Coordinators Support Programme (GCSP)

In 2025, four government officials were recruited to support their respective Permanent Missions which assumed the rotating coordination of one of the WTO regional groups. A participant from Barbados assisted in the coordination of the African, Caribbean and Pacific (ACP) Group, one from Mozambique supported the African Group, one from Mali was assigned to the Cotton 4 (C4) and one from Gambia supported the LDC group.

The Programme aims to enhance participants' understanding of the multilateral trading system and trade policy and strengthen their knowledge of the WTO negotiation process. They helped their Missions manage the intensive workload associated with their roles as group coordinators. Launched in 2005 following the creation of the Global Trust Fund, the programme was previously known as the Regional Coordinator Internship Programme (RCI). It was renamed in 2024 to better reflect its scope and objectives.

> "My takeaway from my participation in the GCSP is the effective coordination to shape WTO negotiations. Supporting Mozambique in its coordination role placed me in a constant engagement with delegations, active participation in meetings, close monitoring of negotiating files, and clear communication to maintain alignment. This enriched my understanding of the multilateral trading system and sharpened my analytical skills.

Herculano Cintura
GCSP Participant from Mozambique

WHO: capital-based mid-level public officials

WHERE FROM: Members coordinating a group of Members and Observers at the WTO

WHAT: work in the permanent missions of the group coordinator

HOW LONG: duration of the coordinator's mandate, 1 year maximum

FUNDING: Global Trust Fund

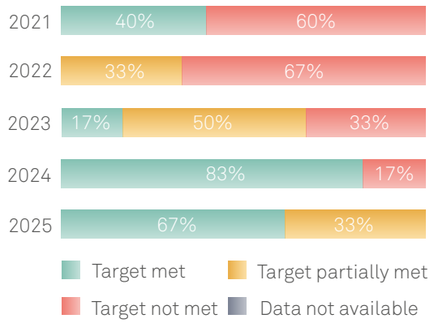
GCSP participants' time allocation

SUPPORTING ACCESSIONS

KEY RESULT 2

KEY RESULT 2

Acceding governments are participating in accession negotiations



Advancing the Accession Processes of Ethiopia and Uzbekistan

In 2025, Ethiopia and Uzbekistan recorded substantial progress in advancing their respective accession processes. As strategic priority accessions, with the active support of the Secretariat, both governments convened two Working Party meetings during the year, submitting an extensive set of technical documentation. These efforts enabled more substantive negotiations, demonstrating each country's strong commitment to meeting the requirements for WTO membership.

Uzbekistan responded to over 200 questions from Members and submitted more than 60 pieces of legislation. Ethiopia reactivated its Working Party in March 2025; by September, the Government had replied to more than 200 questions, shared over 50 legislative texts and tabled 33 draft commitments.

The Secretariat provided continuous support by drafting and updating technical accession documentation, preparing both countries for bilateral and multilateral negotiations and, as done in 2024 to support Uzbekistan's accession, delivered four technical assistance missions to Addis Ababa to strengthen the institutional capacities of Ethiopia's inter-ministerial coordination mechanisms. These combined efforts contributed to more substantive, coordinated, and results-oriented progress in both accession processes.

WTO Accession

KEY RESULT 2

Progressing towards WTO membership

In 2025, the Secretariat provided TA and advisory support to Bhutan, Equatorial Guinea, and Somalia on accession-related procedures, preparation of documentation, and substantive obligations under various WTO Agreements.

The WTO advanced several key initiatives to support trade integration and capacity-building among acceding governments and regional partners. In May, the 13th China Round Table, held in Muscat, Oman focused on strengthening Arab economies through strategic accessions and global trade integration. A High-Level Forum on the CAREC Region convened Central Asian officials and negotiators from both acceded and acceding countries—such as Azerbaijan, Turkmenistan, and Uzbekistan—to discuss connectivity, trade facilitation, and the role of international trade in fostering regional integration.

In April, a course on Trade in Services for Acceding Governments brought together officials from twelve acceding governments—Azerbaijan, the Bahamas, Belarus, Bhutan, Curaçao, Ethiopia, Iran, Iraq, Libya, Somalia, Turkmenistan, and Uzbekistan—to strengthen their technical capacities in services trade negotiations. Participants received comprehensive training on GATS disciplines, including the preparation of schedules of commitments and the development of market access offers in the context of bilateral negotiations. The programme also provided an overview of the Disciplines on Services Domestic Regulation, which aims to streamline regulatory frameworks and reduce unnecessary barriers to services trade. Cross-cutting issues such as services-trade aspects of e-commerce and investment facilitation were explored, and the course featured experience-sharing sessions with WTO Members actively engaged in accessions and former services negotiators, offering practical insights to support ongoing accession processes.

Together, these initiatives supported accession processes, strengthening regional cooperation, and enhancing technical capacity across participating economies.

> "The course provided me with deeper insights into the world of services trade, which are highly relevant to the work of my Ministry. It has also strengthened my ability to read and draft schedules of commitments, while offering valuable opportunities to expand my network with fellow negotiators from various acceding governments.

Sonam Tshering Dorji
Director, Department of Trade, Ministry of Industry, Commerce and Employment of Bhutan
Participant in the course on Trade in Services for Acceding Governments

KEY RESULT 2

Figure 16. Number of key accession documents submitted (2021-2025)

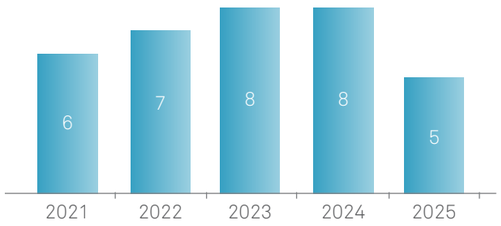


Figure 17. Accession meetings by type (2021-2025)

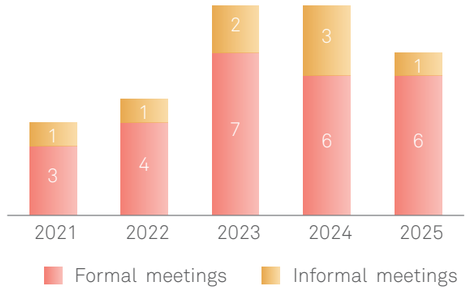
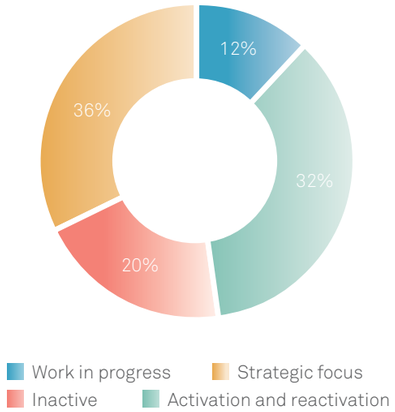


Figure 18. Observers participation in TA by accession progress status in 2025



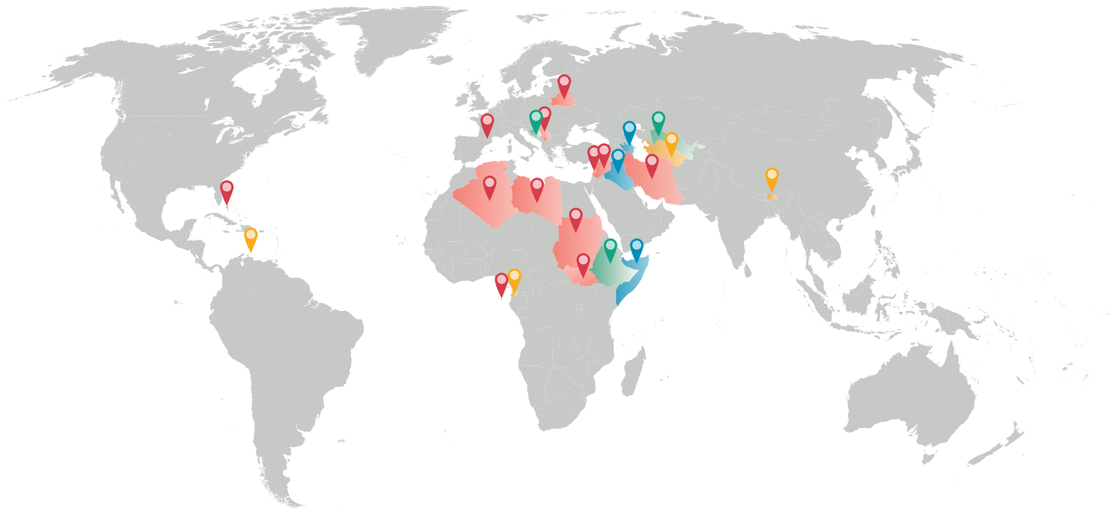
KEY RESULT 2

State-of-play in accession working parties

In 2025, 22 acceding governments were officially in accession to the WTO, with several adjustments in their classifications, reflecting progress in their accession efforts. Somalia advanced to the stage of Work in progress status, joining Azerbaijan and Iraq.

Acceding governments that were previously classified under reactivation or activation status, with the exception of Somalia, remained in this category (Bhutan, Curaçao, Equatorial Guinea and Turkmenistan). The number of inactive observers remained unchanged.

Infographic 5. Observers by WTO Accession status in 2025



Observers with a strategic focus
Bosnia and Herzegovina, Ethiopia, Uzbekistan

Observers with work in progress
Azerbaijan, Iraq, Somalia

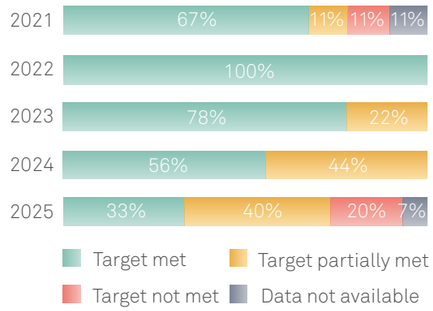
Observers whose accession process is being activated or reactivated
Bhutan, Curaçao, Equatorial Guinea, Turkmenistan

Inactive Observers
Algeria, Andorra, The Bahamas, Belarus, Iran, Lebanese Republic, Libya, Sao Tomé and Principe, Serbia, South Sudan, Sudan, Syrian Arab Republic

FOSTERING ACADEMIC ENGAGEMENT

KEY RESULT 3

Academic institutions and other stakeholders analyse WTO issues



Promoting trade research in academia

The WTO Chairs Programme (WCP) supports and promotes trade-related research, teaching and outreach activities in universities of developing and LDC Members and Observers. Through its **global network of 39 academic institutions**, the Programme advances knowledge of the multilateral trading system and fosters structured dialogue between academia, policymakers and other stakeholders.

The WCP has been structured around 4-year phases during which the selected Chairs are subsidised by the WTO and mentored by the Secretariat and the Academic Advisory Board. Today, 13 Phase I and 6 Phase II Chairs (see infographic 6) are no longer subsidised by the WTO but have remained active and sustainable members of the WCP network, contributing especially through joint projects. Phase III (15 Chairs) was extended at no cost until the end of 2026 to allow the Chairs to complete their 2025 workplans. As they are implementing over two years what was initially planned for one year, they did not meet the planned targets for 2025.

Under Phase IV, five new Chairs — from the Dominican Republic, Nigeria, Qatar, Togo and Vanuatu — joined the network in 2025 and are progressing well with the implementation of their work plans. Launch events were organised, featuring panel discussions on issues such as digital trade, trade and investment, and agricultural value chains.

In 2025, the WCP Chairs produced over 950 research outputs, delivered more than 230 WTO-related courses, and engaged in over 430 exchanges with policymakers and relevant stakeholders. These activities reflect continued engagement across the Programme's three pillars: research, training and outreach.

In parallel with the work of individual Chairs on issues relevant to their national trade agenda, the WCP increasingly operates as a networked knowledge platform, with Chairs collaborating through joint projects that link academic research with outputs of wider political relevance. The sections below provide illustrative examples of this collective work.

> "The ideas contributing to the WTO's core principles - reciprocity and non-discrimination - are informed by the product of long-term academic research. The WCP recognises that connection and contributes via activities that help in refining pragmatic policy formation and implementation. The WCP is particularly relevant for developing economies striving to use trade policy to foster economic growth and achieve sustainable development.

José R. Sánchez-Fung
Ambassador,
Chair of the Committee on Balance-of-Payments Restrictions Permanent Mission of Dominican Republic to the WTO

WTO Chairs Programme

Figure 19. WCP Phase III Chairs research output (2024-2025)

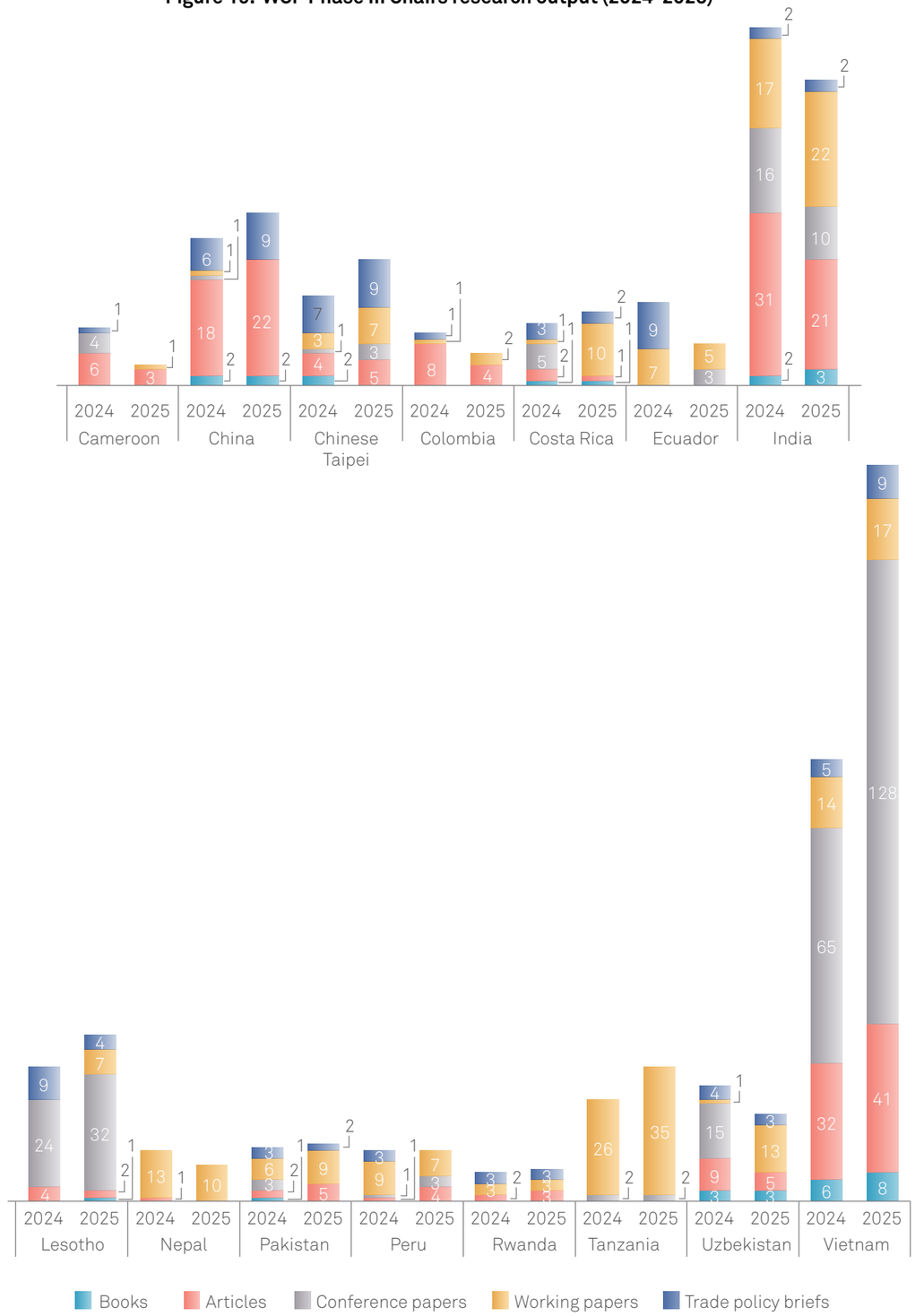


Figure 20. WCP Phase III Chairs students completing WTO-related courses (2023-2025)

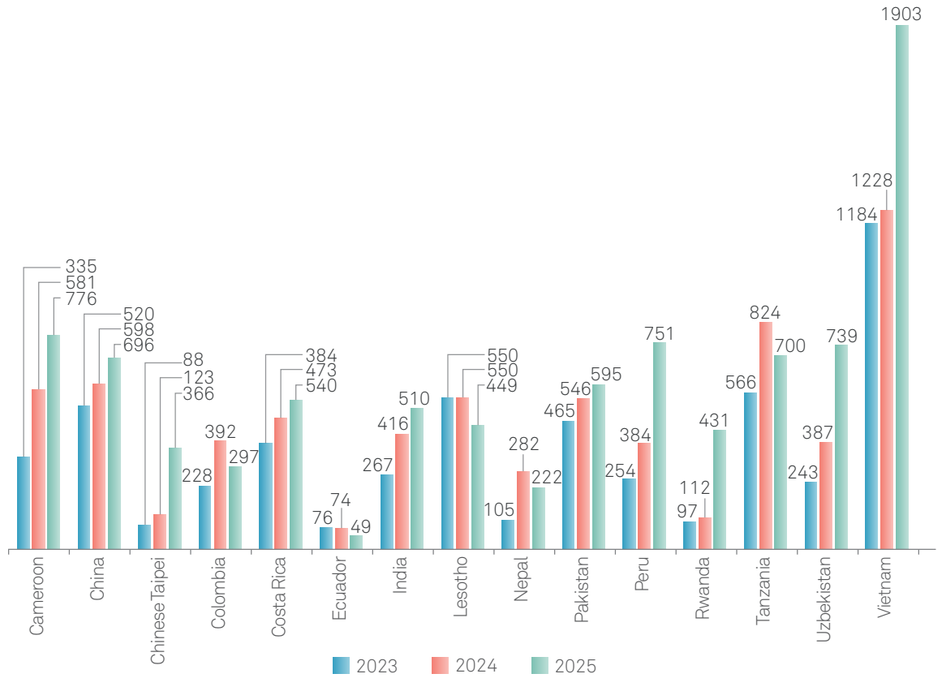


Figure 21. WCP Outreach activities (2023-2025)

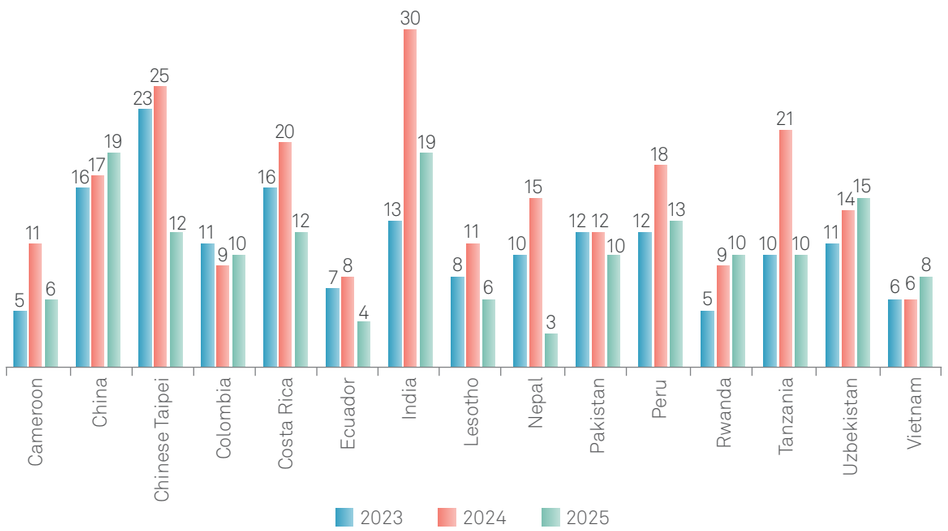


Figure 22. WCP Phase IV Chairs research output (2025)

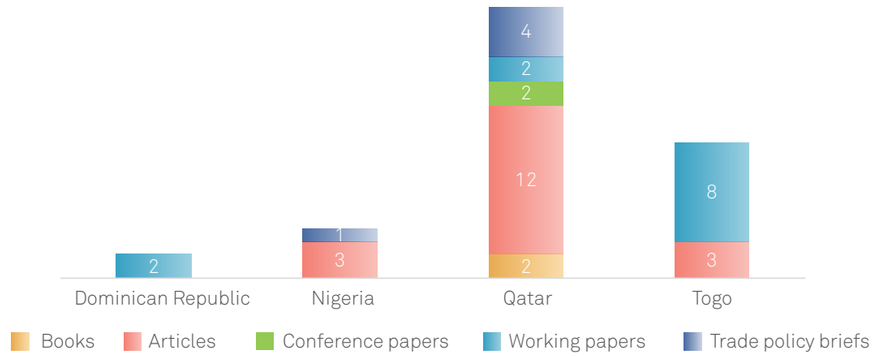


Figure 23. WCP Phase IV chairs students completing WTO related courses (2025)

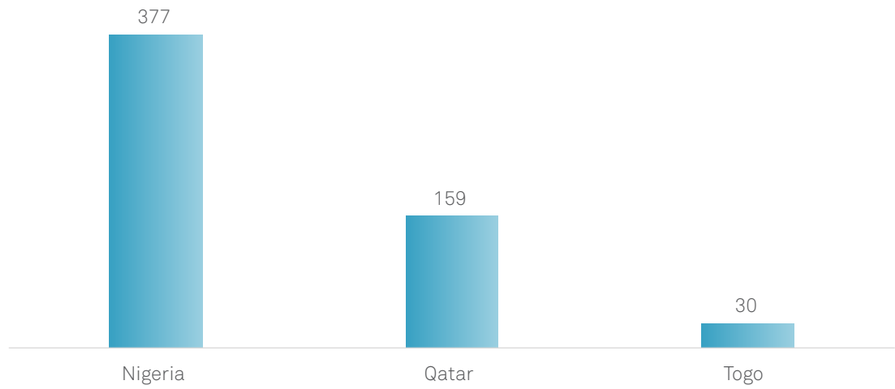
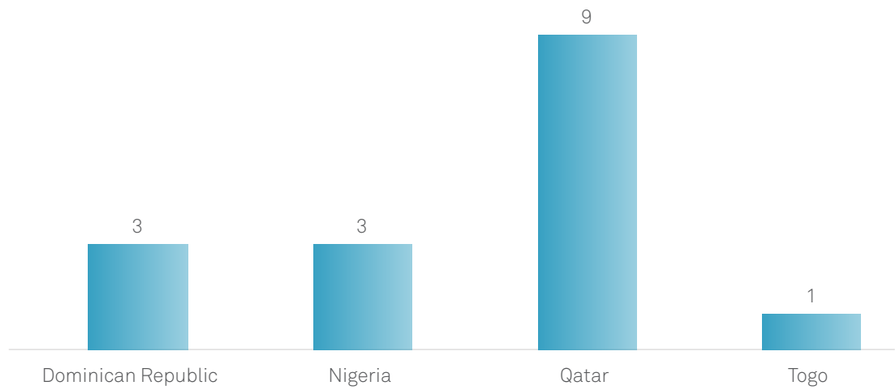
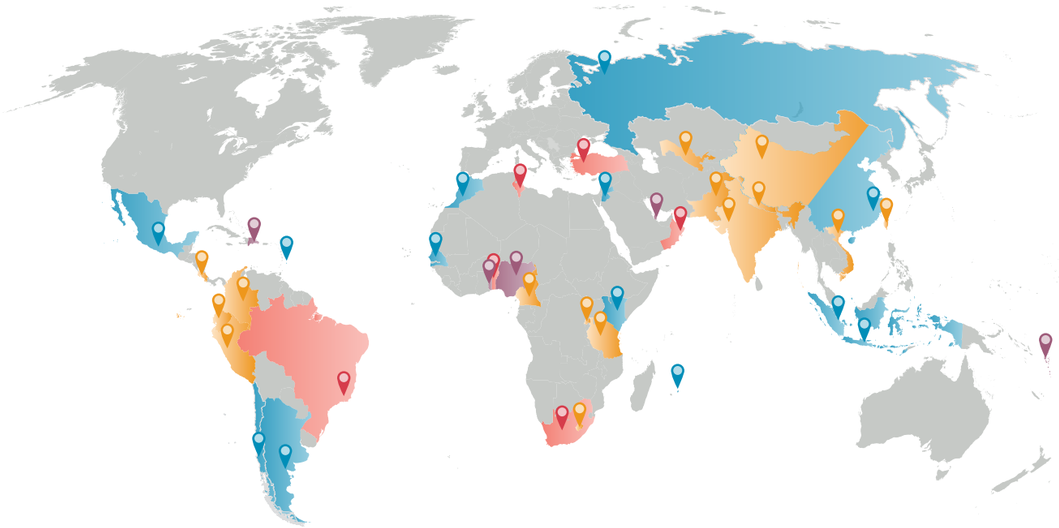


Figure 24. WCP Phase IV Chairs Outreach activities (2025)



KEY RESULT 3

Infographic 6. World map with WCP Chairs



Phase I Chairs (2010-2014)

Latin American Faculty of Social Sciences (ARGENTINA), University of the West Indies (BARBADOS), Shanghai University of International Business and Economics (CHINA), University of Chile (CHILE), Universitas Gadjah Mada (INDONESIA), University of Jordan (JORDAN), University of Nairobi (KENYA), University of Mauritius (MAURITIUS), Instituto Tecnológico Autónomo de Mexico (MÉXICO), Mohammed V University – Souissi (MOROCCO), St Petersburg State University (RUSSIAN FEDERATION), Cheikh Anta Diop University (SENEGAL), National University of Singapore (SINGAPORE)

Phase II Chairs (2014-2018)

University Abomey-Calavi (BENIN), Getulio Vargas Foundation (BRAZIL), Sultan Qaboos University (OMAN), North-West University (SOUTH AFRICA), University of Tunis (TUNISIA), Istanbul Bilgi University (TÜRKIYE)

Phase III Chairs (2022-2025)

Université de Yaoundé II (CAMEROON), University of International Business and Economics (CHINA), Universidad de los Andes (COLOMBIA), Universidad Nacional (COSTA RICA), Universidad Andina Simón Bolívar (ECUADOR), Indian Institute of Foreign Trade (INDIA), National University of Lesotho (LESOTHO), Kathmandu University School of Management (NEPAL), Lahore School of Economics (PAKISTAN), Pontificia Universidad Católica del Perú (PERU), University of Rwanda (RWANDA), National Taiwan University (CHINESE TAIPEI), Trade Policy Training Centre in Africa (TANZANIA), The University of World Economy and Diplomacy of Uzbekistan (UZBEKISTAN), Foreign Trade University (VIET NAM)

Phase IV (2025-2028)

Universidad Iberoamericana (DOMINICAN REPUBLIC), Nnamdi Azikiwe University (NIGERIA), Hamad Bin Khalifa University (QATAR), Université de Lomé (TOGO), National University of Vanuatu (VANUATU)

WCP African Network

The Chairs across Africa, operating through the African Trade Group (ATG), were actively engaged in coordinated research, conferences and joint publications supporting **regional integration** and **climate-responsive trade**.

A flagship outcome was a multi-Chair edited volume *on Challenges and Ways Forward on the Implementation of the African Continental Free Trade Area (AfCFTA)*, with Chairs from Kenya, Mauritius and Lesotho serving as editors and multiple African Chairs contributing country chapters. The volume consolidates comparative national experiences, identifies implementation bottlenecks, and formulates policy-relevant recommendations aimed at strengthening AfCFTA implementation and advancing regional integration.

The Fourth Annual ATG Conference on *Climate-Friendly Trade Policies*, hosted by Lesotho brought together 13 African Chairs. The conference provided a structured platform for presenting empirical research on trade, sustainability and regional integration, while strengthening coordination within the network. Complementing this, Rwanda, Mauritius and South Africa jointly developed a climate–trade research proposal in response to a regional call for collaborative policy research.

The Chairs in Benin and Cameroon partnered with the Observatoire de la Francophonie Économique to undertake a joint study entitled *Agriculture and Cotton in WTO Discussions: Issues and Priorities for Francophone African Countries*. The study analysed negotiating dynamics and sectoral priorities of particular relevance to Francophone African Members, linking academic analysis with practical policy considerations in multilateral trade discussions. Building on this collaboration, the Chairs in Benin, Cameroon and Senegal initiated discussions to develop a regional research project on intra-industry trade and global value chains. This emerging agenda aims to generate comparative evidence on industrial upgrading and regional value chain participation, further consolidating coordination among Chairs and reinforcing the network's contribution to informed trade policymaking.

KEY RESULT 3

WCP Asian Network

In Asia, collaboration among WCP Chairs focused on **global economic governance** and emerging **regulatory challenges linked to technological transformation**.

A key driver of regional cooperation was the partnership between the Chairs in Beijing and Shanghai, which jointly convened the International Organizations and Global Governance Forum and the Annual Conference on WTO and China. These events provided structured space for discussion on WTO reform, development dimensions in global trade governance and evolving industrial policy debates. The partnership also extended beyond the region through academic exchanges with Brazil and Vietnam, fostering comparative dialogue on global value chains and digital trade, and with Peru, leading to the joint China–Peru report on digital trade facilitation, linking Asian and Latin American perspectives and demonstrating the increasing interconnection between regional clusters.

The Vietnamese Chair convened the Vietnam Forum on International Trade, which brought together Chairs from Beijing, Shanghai, Chinese Taipei, India and Indonesia. The Forum facilitated joint panels, research presentations and coordination meetings to identify shared priorities in areas such as digital regulation, sustainability and shifts in global value chains. Follow-up discussions explored opportunities for future joint research and policy engagement.

Chinese Taipei participated in the Chairs' meetings hosted in Nepal and Vietnam on fisheries subsidies, dispute settlement and emerging technology regulation in collaboration with Chairs from India, Indonesia and Vietnam.

Qatar convened regional exchanges and contributed to joint sessions at the WTO Public Forum on digital trade agreements and internet fragmentation.

WCP Latin American and Caribbean Network

In Latin America and the Caribbean, Chairs aligned their research and outreach around **inclusive trade** frameworks, **gender**, and **digital governance** within regional and multilateral integration processes.

The *Seven Pillars of Inclusive Trade Policy* was coordinated by the Chair in Costa Rica with contributions from the Chairs in Chile, Colombia, Mexico and Peru. The book provided a structured analytical framework for integrating inclusion, sustainability and development objectives into trade policy design. Complementing this work, Chairs in Brazil, Chile, Colombia, Costa Rica, Mexico and Peru collaborated on a regional colloquium held in March in Mexico on inclusive trade, fostering dialogue on how trade policy can better address structural inequalities and development gaps in the region.

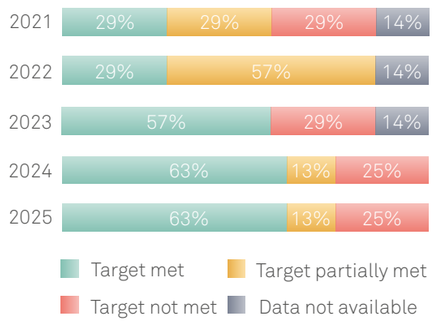
On trade and gender, regional conferences hosted in Chile and Mexico advanced evidence-based discussions on gender-responsive trade policy and informed guidance for policymakers on integrating gender considerations into trade negotiations. The Chairs from Barbados, Chile, Costa Rica and Mexico worked closely with the WTO Trade and Gender Office, Member governments and other partners to advance evidence-based analysis on gender, disability and inclusion in trade policy. Discussions explored how trade contributes to women's economic empowerment by expanding formal employment opportunities and facilitating access to markets, while also identifying persistent barriers women face in participating fully in trade-related economic activity. The Chair in Peru led a region-wide initiative on inclusive trade and gender, alongside the development of a joint Master's programme involving multiple Latin American Chairs and promoting shared curricula, faculty exchanges and student mobility.

On digital governance and regional integration, the Chairs in Colombia and Peru co-organized a lecture series on WTO law and regional trade agreements, addressing the interaction between multilateral disciplines and regional integration frameworks about intellectual property and Indigenous rights. A book coordinated by the Chair in Costa Rica examined cross-border e-commerce in Central America, contributing to policy debates on digital trade facilitation, regulatory harmonization and MSME participation in digital markets.

EXPANDING AUDIENCES

KEY RESULT 4

Non-governmental audiences are aware of WTO issues



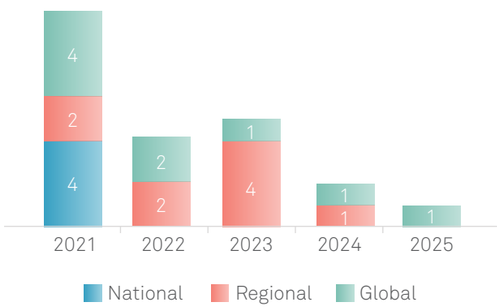
Reaching out to non-traditional WTO actors

In addition to enhancing the knowledge and skills of government officials on international trade issues, the WTO TA also seeks to raise awareness and promote cooperation with the broader public by engaging with the business community, NGOs, journalists, members of parliament, and the general public.

In 2025, one TA global outreach activity was organized for twenty-two journalists, to raise their awareness and improve their coverage of WTO issues. The five-day seminar was organized in collaboration with the Friedrich-Ebert Foundation and the Konrad-Adenauer Institute, and brought together journalists from Africa, Asia, Europe, Latin America, and the Middle East, including individuals from both developing and least developed countries.

The seminar enhanced journalists' understanding of the functioning and current challenges of the multilateral trading system. Substantive sessions addressed key issues under discussion at the WTO, including agriculture, fisheries subsidies, development and e-commerce, and provided practical guidance on the use of WTO online databases and information tools. Coinciding with the entry into force of the Agreement on Fisheries Subsidies and the Public Forum, the outreach activity resulted in around 40 articles covering the Fisheries Subsidies Agreement, the World Trade Report and WTO reform discussions. The programme also facilitated dialogue between journalists and WTO experts, strengthening professional networks and media engagement in the lead-up to MC14.

Figure 25. WTO TA outreach activities (2021-2025)

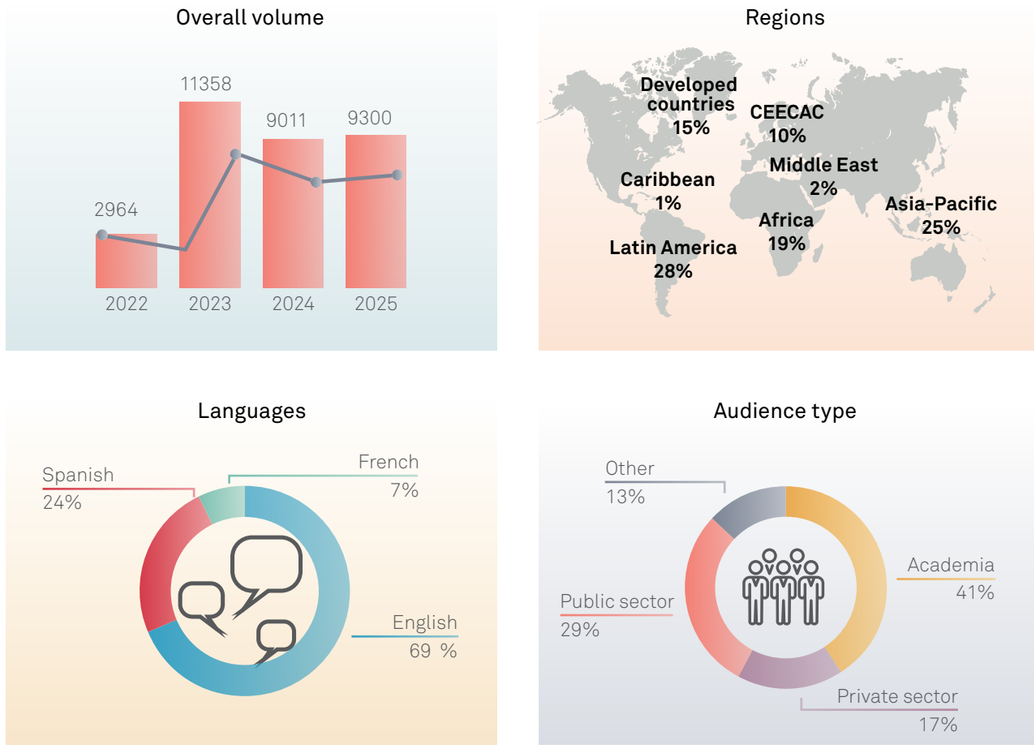


Self-study training materials

The Secretariat continued to make available, self-study e-Learning training materials for use by the general public. The number of training material requests increased slightly from 9,011 in 2024 to 9,300 in 2025, reflecting ongoing interest in knowledge of WTO issues from the public. The average number of requests over the past three years reached 9,890, confirming the continued high demand for these resources.

As in previous years, most of the requests in 2025 came from academia, followed by government staff, and private sector representatives. The share of requests from civil society, media and NGOs rose from 6.4% in 2024 to 13%. Training materials in English accounted for the largest share of requests (69%). In terms of regional distribution, most self-learners in 2025 come from Latin America, followed by Asia-Pacific.

Infographic 7. Training Material Requests



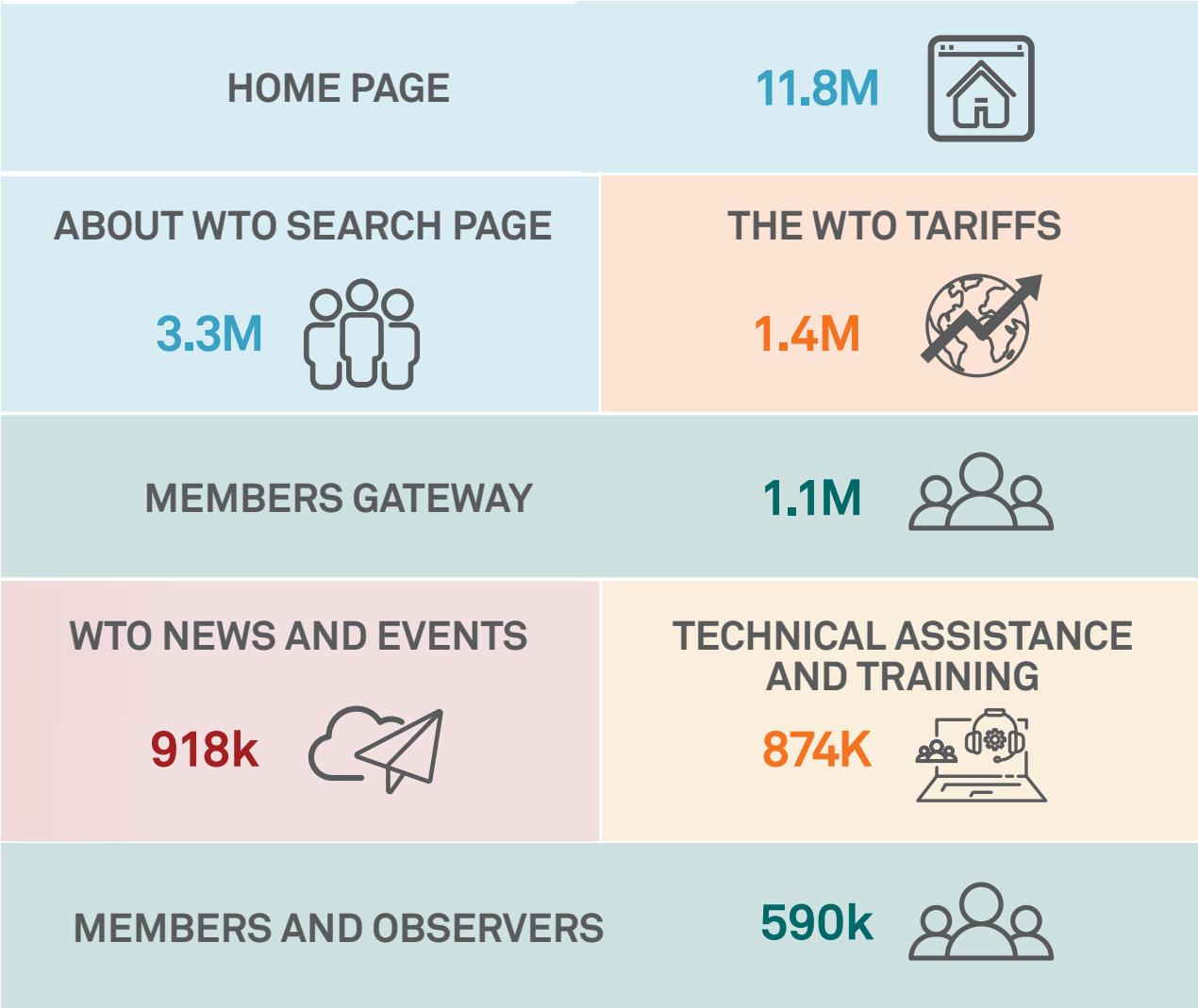
Diversifying communication channels for WTO TA

Social media has enhanced the visibility of WTO TA offer, results and impact, reaching broader audiences, allowing for direct access to information. The Secretariat keeps leveraging its WTO TA social media accounts on Facebook, Instagram, LinkedIn, X and YouTube to showcase TA activities to potential audiences worldwide, promote upcoming courses and advertise the impact of results.

The WTO website is also a key channel for disseminating information on TA activities and results, ensuring broad and direct access to learning opportunities and programme outcomes worldwide. While overall website traffic showed a moderate decline compared with 2024, online platforms remained an important source of information for Members, Observers and the wider public.

The WTO homepage remained the main entry point to WTO content, recording 11.8 million views in 2025, compared with 13.8 million in 2024 (-14.5%). Despite this decrease, traffic levels remained high, supporting continued visibility of TA activities through access to TA pages, course announcements and related news, which generated approximately 874k views in 2025, demonstrating continued global interest in WTO capacity-building activities.

Infographic 8. WTO Website Traffic by Page Category



Click here to follow WTO TA Social Media

Chapter 2
Prioritizing inclusion

- **WTO TA reached 36 LDCs and about 3,600 of their representatives, a similar proportion compared to 2024, in a context of declining overall participation.**
- **The share of women participation increased to 49% across all TA activities.**
- **The geographical coverage of TA activities remained very wide in 2025, reaching 140 WTO Members and Observers. Africa and Asia-Pacific continued to be the primary beneficiaries, representing two-thirds of total participation in 2025.**
- **Over half of TA activities (53%) were delivered in languages other than English.**

INCLUDING LEAST DEVELOPED COUNTRIES

Promoting LDC Participation and Engagement in WTO Technical Assistance

36 LDCs benefited from WTO TA

The Secretariat's commitment to strengthening human and institutional capacity of LDCs to boost their participation in global trade is seen in the prioritization of LDCs in WTO TA. In 2025, 29% of WTO TA beneficiaries were nationals from LDCs, representing 36 WTO Members and Observers.

This prioritization was reflected in e-Learning courses where participants from LDCs made up 30% of the total in 2025. The level of completion of the courses remained stable, at 78% in 2025 (80% in 2024). Of those who completed their e-Learning courses, 96% passed the final tests (97% in 2024). As for on-the-job training, 40% of the trainees and young professionals were from LDCs.

In a context of overall decrease in the number of substantive documents submitted to the WTO committees by TA beneficiaries, the share of those prepared with a contribution from LDCs increased in 2025 by four points to 26% compared to the previous year.

In 2025, there were 44 LDCs globally, with 37 being Members of the WTO, and 4 holding observer status.

Figure 26. LDCs share of participants (2021-2025)

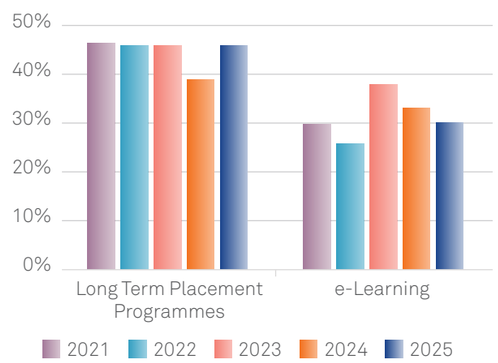
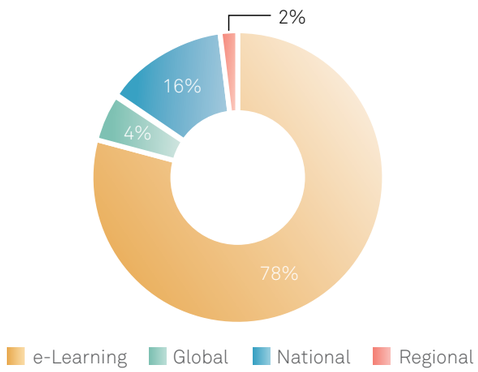


Figure 27. LDCs participation by type of training in 2025



Delivering targeted training to boost Least-Developed Countries' access to global trade

Budget constraints led to the suspension of two Geneva-based courses specifically targeting LDCs in 2025. To ensure continued support to LDCs in TA delivery, the Secretariat organized one Virtual Introductory Trade Policy Course (VITPC) for LDCs. 37 Government officials from 16 LDCs attended this English-speaking course. Five participants dropped out of the course at earlier stages for various reasons.

The redesigned VITPC was delivered over seven-weeks, through a dynamic virtual classroom, that effectively combined sound pedagogical principles with innovative digital tools. A diverse range of interactive software and learning components supported and accommodated different learning styles, including live virtual zooms sessions, collaborative group work, different multimedia content, texts, visuals, and various discussion fora and practical exercises to apply and ensure retention of learning content. The integration of these tools encouraged active learning and participation, peer-to-peer learning, and continuous engagement and motivation throughout the course.

Participants expressed appreciation for the various tools and methods in the course, including for the availability of practical exercises and course materials in the virtual classroom.

> "My main takeaway from the Virtual Introductory Trade Policy Course for LDCs was a strengthened and more practical understanding of how the multilateral trading system can be strategically used to support national development objectives in LDCs. It has improved my capacity to analyse logistics-related policy issues, support evidence-based policy recommendations, and engage more effectively with stakeholders such as customs authorities, border agencies, and the private sector. The course also strengthened my ability to assess implementation gaps, contribute to national trade facilitation reforms, and align logistics strategies with international best practices, which is essential for reducing trade costs and improving competitiveness in an LDC context.

Nathan Kazungu
Trade Logistics Policy Specialist
Ministry of Trade and Industry, Rwanda

Balla Moussa Faye
Economic Controller
Ministry of Trade and Industry, Senegal

> "The VITPC was a transformative experience that has directly strengthened my ability to analyse trade policies and international commitments. My key takeaway is a precise, operational understanding of the multilateral trading system, specifically the legal foundations of WTO exceptions and their practical application in international trade. This course has provided me with a clearer vision of the strategic flexibilities offered by WTO rules and a better understanding of the working groups in which Senegal is active.

Reinforcing Dialogue Between Least Developed Countries and their Development Partners: Annual Workshop on TRIPS Article 66.2 on Technology Transfer

Article 66.2 of the TRIPS Agreement requires developed Members to provide incentives that promote technology transfer (TT) to LDCs, enabling them to build a viable technological base. Since 2003, developed Members have submitted more than 400 reports describing measures taken under this provision.

In recent years, LDCs and development partners have called for the reporting process to become more action-oriented and better aligned with LDC priorities. In response, the WTO Annual Workshop has evolved into a core platform for dialogue between LDCs and developed Members.

Building on lessons from previous editions of the workshop, and responding to LDCs feedback calling for more interactive, solution-focused engagement, the Secretariat enhanced the programme design, marking a shift toward applied learning and mutual problem-solving. The 2025 edition was structured around two interlinked components: an in-depth workshop segment, focusing on TT incentives and LDC-identified priority needs. And a formal reporting and review segment within the Council for TRIPS, through which workshop outcomes were shared with the wider WTO membership.

A dedicated "Learning Day", expanding the workshop beyond transparency discussions, allowed participants to have practical discussions on how TT initiatives translate into concrete results in priority sectors, such as health, agriculture and digital technologies.

Sessions led by LDC representatives highlighted the critical role of technology in agriculture and climate change adaptation. Participants outlined national priority technology needs and key constraints - skills gaps, infrastructure limits, and challenges adapting technologies to local conditions - underscoring the importance of enabling conditions for effective TT. They also reflected on common challenges such as limited absorption capacity, infrastructure gaps, weak research capabilities, inadequate national policies, and limited access to finance. The importance of adapting technology to local conditions was illustrated by success stories such as climate-resilient rice varieties, water management technologies, digital customs procedures, and improved public health services using technology.

Developed Members shared practical experiences in designing and implementing incentives, covering inter-agency coordination, private-sector engagement, and outcome monitoring. This format enabled direct dialogue with intended beneficiaries, helping clarify expectations and identify areas for improved alignment between reported incentives and LDC development needs.

Overall, participants expressed strong appreciation for the workshop, noting that it provided a valuable platform for LDCs to exchange best practices. The discussions and shared experiences were viewed as an important foundation for strengthening national ecosystems and supporting more effective implementation of technology transfer initiatives. The enhanced format supported LDCs in identifying ways to make a more effective use of Article 66.2 reports as a basis for dialogue with cooperation partners and as an input into domestic policy discussions.

WTO Workshop on the Implementation of Article 66.2 of the TRIPS Agreement

Md Selim Hossen
Delegate of Bangladesh to the WTO and LDC Group Focal Point for TRIPS Affairs

> "Developed country Members have put in place a range of valuable programmes and initiatives that can contribute to technology transfer to LDCs. The 2025 Workshop played an important role in supporting this process. It helped capital-based officials better understand the practical dimensions of Article 66.2 and provide a platform for constructive, forward-looking dialogue on ways to enhance its impact.
> We look forward continued engagement to further strengthen outcomes under Article 66.2.

PROMOTING WOMEN'S PARTICIPATION

Boosting capacity to promote gender-responsive trade

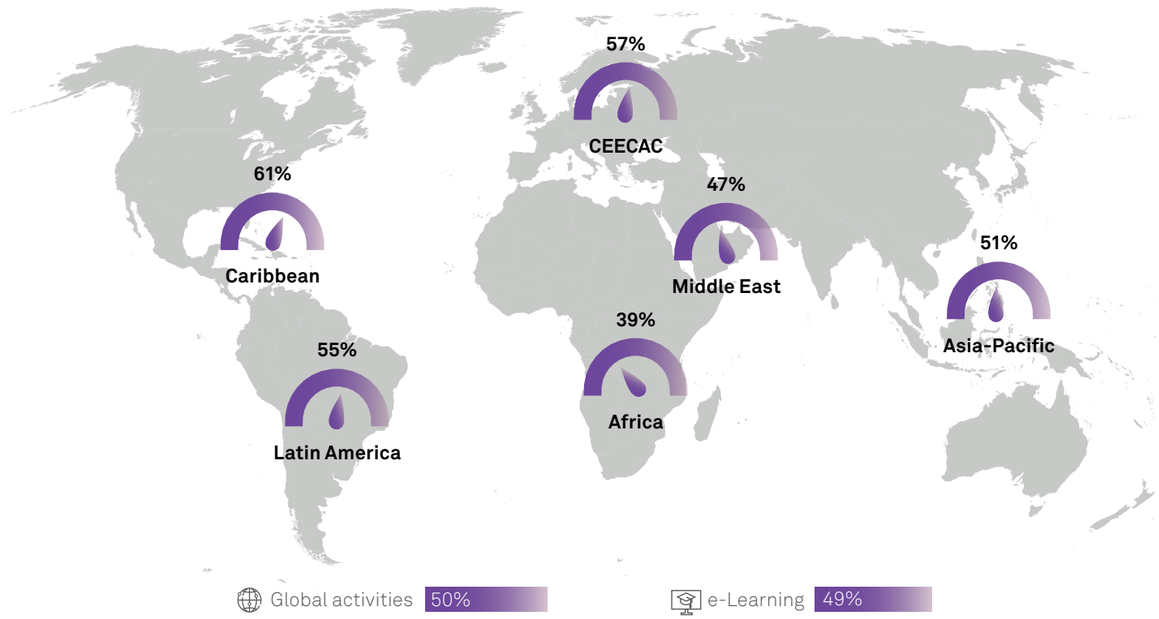
49% of **Women** participation

Women's participation in global trade is a key driver of economic equality and inclusive growth. This aligns with the Secretariat's effort in favour of Women's Economic Empowerment through capacity building in trade, to ensure that women can actively participate in trade negotiations, as well as in the formulation of trade regulations that reduce barriers for and support the effective engagement of women in trade.

In 2025, the share of women's participation in WTO TA increased by two percentage points to 49%, above the average over the last five years (48%).

The Caribbean, despite a five-point decrease from the previous year, continued to have the highest proportion of women participants at 61%. That rate was stable in Latin America (55%) and Asia Pacific (51%); it increased in Central Eastern European, Central Asian and Caucasus (+11 points to 57%) and the Middle East (+5 points to 47%) and decreased to its lowest level in Africa (-2 points to 39%). Meanwhile, Global activities and e-Learning maintained an almost perfect gender balance, with women comprising 49% of participants (+3 points for e-Learning).

Infographic 9. Women participation in TA trainings by region in 2025



Strengthening capacity for gender-responsive trade in Central Asia

For several years, the Secretariat is supporting the WTO Informal Working Group on Trade and Gender (IWG) with programmes focused on the practical integration of gender considerations into trade policy making.

In 2025, a workshop for Central Asia, organized in partnership with the UNDP, brought together 25 representatives (including 17 women) from Kyrgyzstan, Tajikistan and Uzbekistan. Combining lectures, interactive exchanges and practical exercises, the three-day training strengthened institutional capacities for designing, implementing and evaluating gender-responsive trade policies as well as collecting gender-disaggregated data. Participants were introduced to the work of the IWG and WTO inclusive trade policy tools.

They also explored the UNDP approach to integrating gender equality into policy, value chains and economic governance.

Overall, the training increased participants' capacity, motivation, and regional collaboration on gender-responsive trade policymaking. Topics were very relevant and most participants reported increased confidence in analysing trade and gender linkages, applying gender-responsive trade policy tools in their work, including gender issues in WTO work, and expanding professional networks. Key takeaways were the role of governments' support for women's entrepreneurship and economic empowerment and more broadly increased awareness of how gender equality contributes to sustainable development and trade efficiency.

Damira Askarbekova
Head of the Export Development and Acceleration Department, 'Kyrgyz Export' Kyrgyz Republic

> The WTO-UNDP training helped me understand how trade policies can have very different impacts on women and men. The practical tools and exercises on gender-responsive trade policy gave us concrete methods to integrate gender considerations into our national trade strategies. I return to my organization with a clearer vision of how trade policy can actively support women entrepreneurs and workers.

> The joint WTO-UNDP training in Central Asia demonstrates how strong partnerships can advance gender-responsive trade policymaking. By combining the WTO's global expertise on trade rules and gender policy tools with UNDP's development experience in value chain transformation, MSME competitiveness and women's economic empowerment, the partnership helps governments translate global commitments into practical policy actions.

Dilshod Akbarov
Policy Specialist on Growth, Trade and Competitiveness, Inclusive Growth Team, UNDP Istanbul Regional Hub

REACHING EVERY REGION

Inclusive Regional Participation

50 Members and Observers hosted WTO TA

Ensuring a broad geographical distribution of beneficiaries remained a fundamental priority of WTO TA in 2025, supporting inclusive participation across all regions. National and regional TA activities were hosted in 50 Members and Observers, compared to 62 in 2024, representing a decrease of approximately 19%, a direct consequence of the shift to virtual delivery of TA in response to the WTO liquidity crisis. While the number of host Members and Observers declined, TA activities continued to cover a wide range of topics and were regularly adjusted to respond to evolving local and regional needs, providing targeted support to beneficiaries and maintaining balanced regional outreach in line with WTO capacity-building objectives.

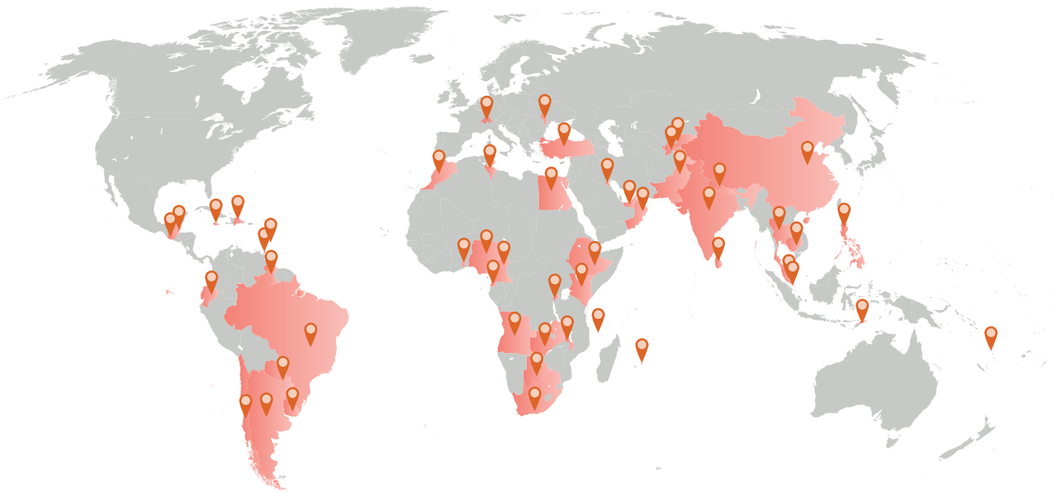
Africa remained the most active region in hosting national and regional activities, followed by Asia-Pacific and Latin America.

140 Members and Observers Participated in WTO TA

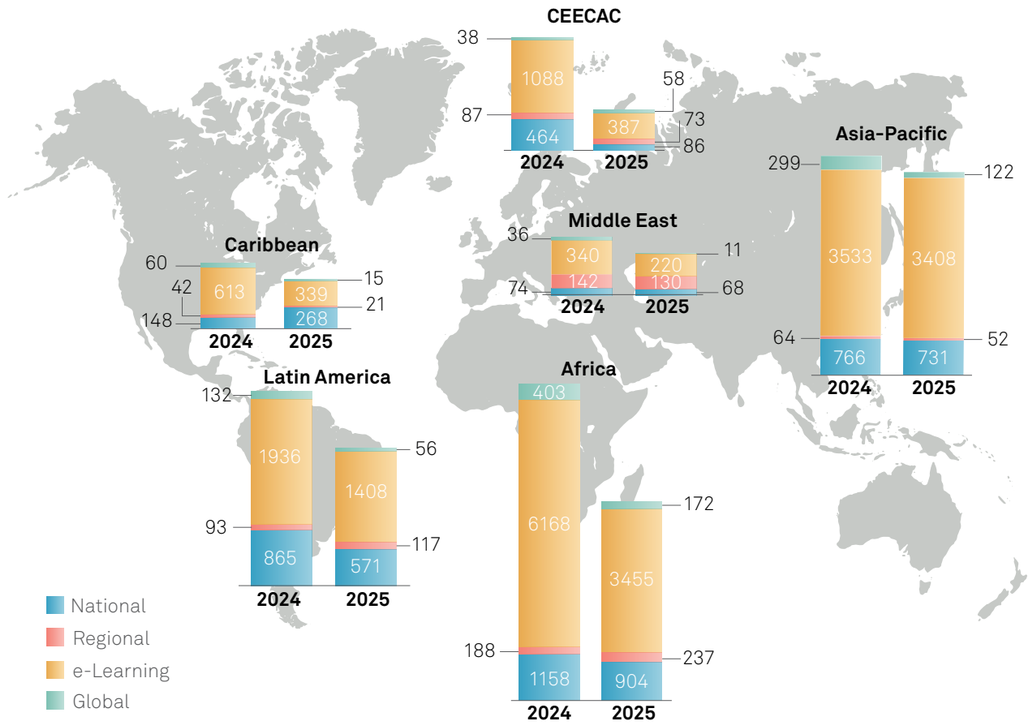
Angela Oemraw-Dias
Senior Policy Official
Ministry of Economic Affairs, Entrepreneurship and Technological Innovation – Suriname
Participant in the RTPC for the Caribbean

> Coming from a small country that is working to increase its exports, this course has given me valuable insights into what we need to focus on and what we need to keep in mind as we engage more actively in international trade. The practical side of the course was particularly useful, as it enabled me to see firsthand how different aspects of the WTO agreements work in practice and how they influence global trade.

Infographic 10. National and regional training activities by 'host' country in 2025



Infographic 11. Participants by region and type of training (2024-2025)



INCLUSION THROUGH LANGUAGE DIVERSITY

Sustaining multilingualism for a greater outreach

The Secretariat ensures that TA activities are delivered in the three WTO working languages: English, French, and Spanish. Offering courses in all three languages is crucial to foster inclusivity and maximise interactivity. Interpretation into additional languages also plays a key role in improving accessibility, enhancing the activity's effectiveness for beneficiaries who may not speak English or other WTO working languages, and to help them engage more effectively.

In 2025, approximately 47% of WTO TA activities (including e-Learning courses) were delivered in English, followed by 27% in Spanish and 22% in French. The remaining 4% comprised multilingual on-the-job training programmes and face-to-face activities with interpretation into other WTO official languages.

The Secretariat also invested significant preparatory efforts to ensure that activities on emerging topics reached diverse linguistic audiences. In December 2025 in Kenya, a Regional Workshop on Measuring Digital Trade was organized by the WTO in collaboration with UNCTAD and COMESA, bringing together middle- to senior-level officials from ministries and central banks across 16 COMESA member States. The sessions were delivered in English with simultaneous interpretation into French, reflecting the linguistic composition of the participating COMESA member States.

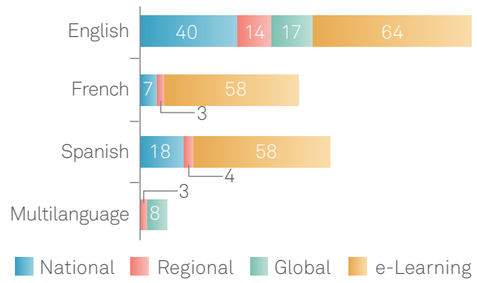
A similar multilingual approach had been implemented in June in Chile for the Latin American Workshop on Measuring Digital Trade in Goods and Services, jointly funded by the IDB and the WTO and organized in collaboration with UN-ECLAC, IMF, OECD and UNCTAD.

The WTO also organized a Virtual Workshop on Artificial Intelligence and International Trade for the Latin American Integration Association (LAIA) with experts from around the world. The five-day workshop included simultaneous interpretation from English into Spanish for selected sessions, provided jointly by WTO interpreters and an interpreter funded by LAIA. The activity illustrated the effective partnership between the WTO and LAIA and facilitated the participation of Spanish-speaking Government officials from across the region in discussions on emerging trade issues.

In e-Learning, four new courses were introduced in December, in French and in Spanish: the third course of the "Cotton series", and the second course of the "Rules of Origin" series. By the end of 2025, the e-Learning course catalogue included a total of 64 courses in English, 58 in French, and 58 in Spanish. During the year, a total of 20 live webinars were conducted in all three WTO official languages, adding an extra interactive component to the e-Learning programme.

Overall, English served as the primary language used by 67% of participants in TA activities, followed by 15% each for French and Spanish-speaking participants. Additionally, 3% of participants attended multilingual sessions with simultaneous interpretation.

Figure 28. Number of TA training by type and language in 2025



> “The multilingual delivery was highly effective, allowing participants from different language backgrounds to fully engage in the same learning experience. The English–French interpretation had a significant positive impact, helping me grasp diverse practices shared by speakers of both languages. This language support also increased my engagement, enabling me to interact seamlessly in English with French-speaking experts and learn directly from their experiences.

Marwa Mohamed Fahmy Abouelezz
Deputy General Manager,
Central Bank of Egypt
Participant in the Regional Workshop on Measuring Digital Trade

Chapter 3
An evolving curriculum and participation

- **Face-to-face activities and participation fell by roughly a quarter in 2025. e-Learning courses volume was stable, but their participation decreased by nearly a third.**
- **In a context of declining participation, e-Learning remained the primary training channel for government officials (70% of participants).**
- **Action-oriented TA — i.e., activities integrating pre-diagnostics, national coordination mechanisms, action planning, coaching and follow-up — expanded significantly in 2025, reflecting beneficiaries' demand for practical and results-focused support.**
- **The TPR follow-up programme resumed in 2025, with three activities delivered to amplify conclusions and foster support for follow-up actions across government agencies and the private sector.**
- **Internal upskilling supported the transition to virtual and blended TA activities through the creation of a Secretariat Training Exchange and Good practice hub and through training of trainers' sessions.**

PARTICIPATION LEVELS

e-Learning remained the predominant format amid an overall decline in TA participation

The overall participation declined in 2025, falling by 31% compared with what appears in retrospect as an exceptionally high year 2024, especially for e-Learning courses. Total participation fell from 19,132 to 13,250.

Further to the suspension mid-April of most face-to-face TA activities (see Chapters 1 and 4), their number of participants dropped by 24% compared to 2024. The alternative virtual TA activities proposed by the Secretariat were not particularly popular with TA beneficiaries, many of whom decided to wait until face-to-face could resume. As a result, their number of participant also dropped by 39% compared to 2024. In the absence of most of the Trade Policy courses for generalists and advanced courses for specialists, the incentive to follow e-Learning courses to comply with their prerequisites or to prepare oneself disappeared. This contributed to a 33% drop in e-Learning participation.

In terms of participation, 2025 was consequently a year of transition, as the Secretariat started reengineering its TA offer and TA beneficiaries needed time to adjust and understand how best to take advantage of the TA still available.

Overall, e-Learning remained the predominant format, continuing to represent around 70% of total participants. For face-to-face activities, as national TA activities remained available throughout the year, their participants increased and logically outstripped those in global and regional activities, which were most affected by the suspension mid-April.

TA dashboards on participation

Figure 29. Participation by type of training in 2025

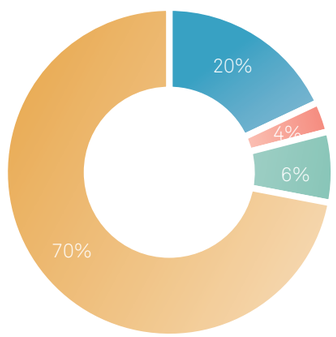


Figure 30. Participants by mode of delivery in 2025

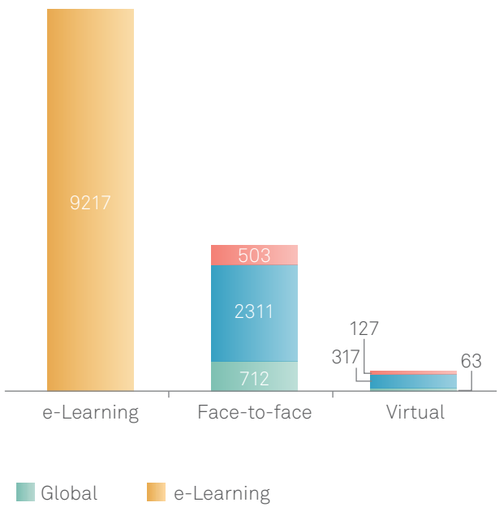


Figure 31. Participants by year and mode of delivery (2010-2025)

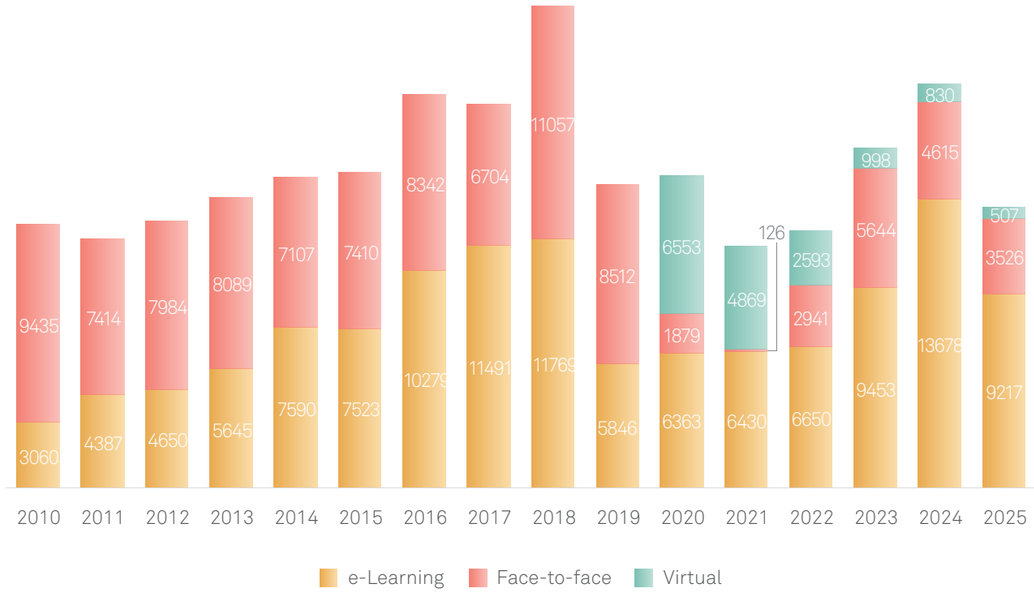
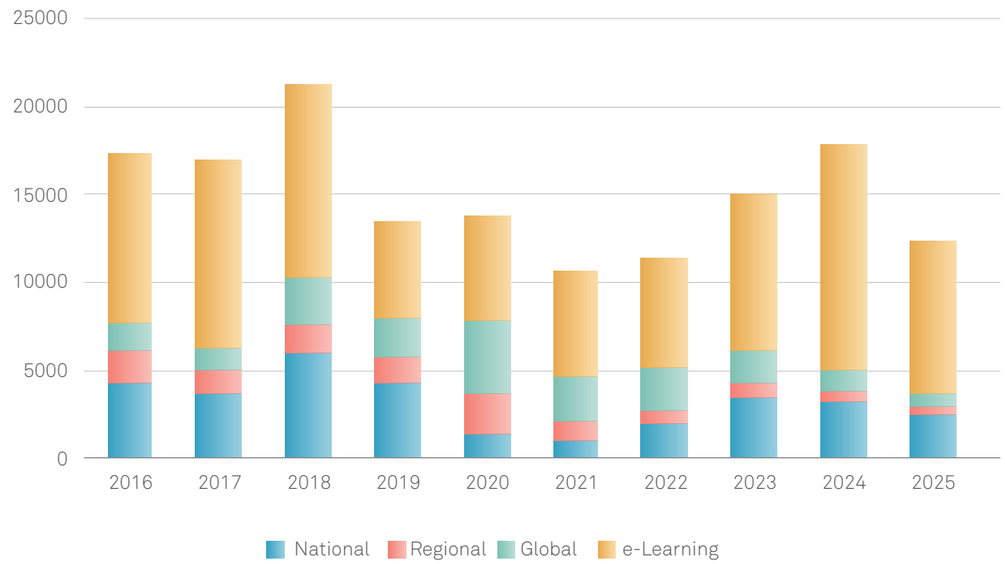
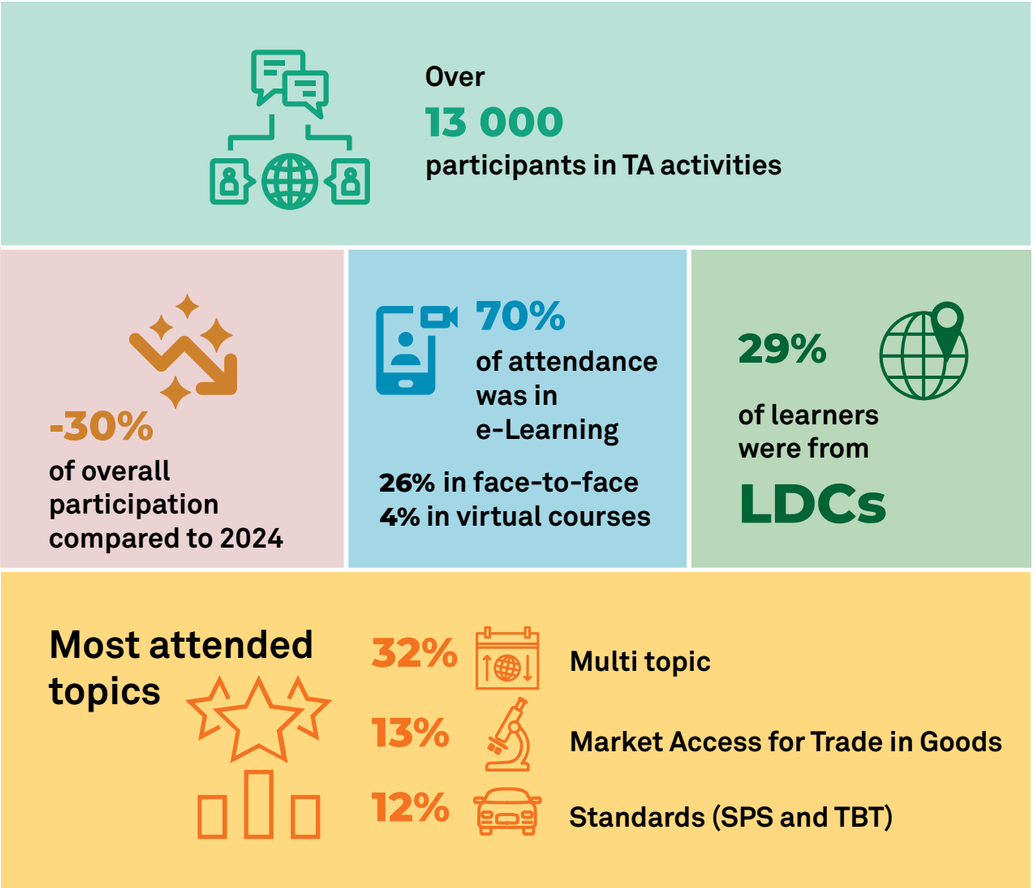


Figure 32. Participants by year and type of training (2016-2025)



Infographic 12. Participation highlights



RESPONDING TO DEMAND

The statutory TA provided by the WTO through its e-Learning and Trade Policy courses is complemented with tailor-made TA activities responding to the specific needs and priorities of beneficiary Members and Observers. This demand-driven part of the WTO TA portfolio requires a thorough assessment of beneficiaries' needs and priorities to ensure that TA delivery remains relevant and effective. In 2025, as the liquidity crisis of the WTO led to a significant cut in the statutory TA offer, the demand-driven TA acquired an even stronger importance for TA beneficiaries. Regular consultations with beneficiaries, requests for national activities, survey questionnaires, trade policy reviews, and other diagnostic studies and evaluations, help the Secretariat identify TA needs as accurately as possible.

Beneficiaries' priorities evolve slowly

The survey conducted in 2025 to assess TA beneficiaries' needs in preparation for the biennial TA plan 2026-27 showed that the top 10 priority topics did not change significantly compared to previous plans, even if there are some variations in their hierarchy.

Market access issues for goods (including trade facilitation) and standards (SPS and TBT) topped the list for the majority of respondents. Agriculture, trade in services and trade remedies formed a second group identified as a priority by almost half of respondents. The third group, accounting for over a third of responses, included TRIPS and Dispute Settlement. Finally, fisheries subsidies and trade negotiation skills were mentioned by more than a fifth of the responses when the other subjects were below 10%.

Setting aside the online courses on these subjects which are available throughout the year to respond to common training needs, and the multi-topic activities for generalists, the tailored activities organised in 2025 by the Secretariat in cooperation with TA beneficiaries largely responded to their identified priorities. Agriculture, Standards, trade in services, trade remedies and fisheries subsidies, all formed part of the top 10 topics on which the largest number of TA activities were delivered.

Biennial TA Plan 2024 - 2025

Figure 33. Beneficiaries' TA Priorities

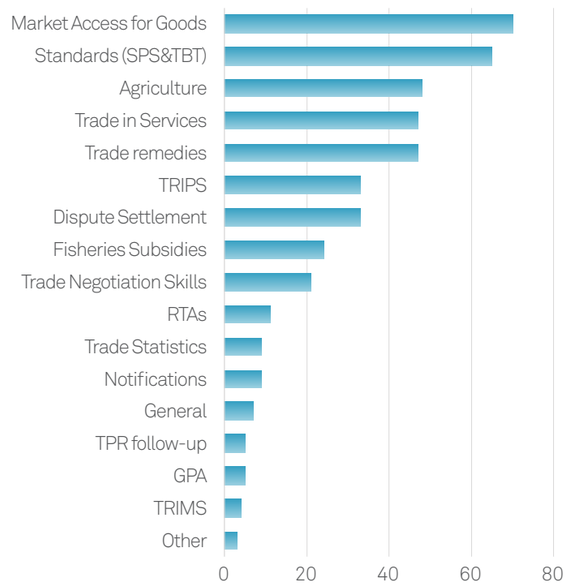
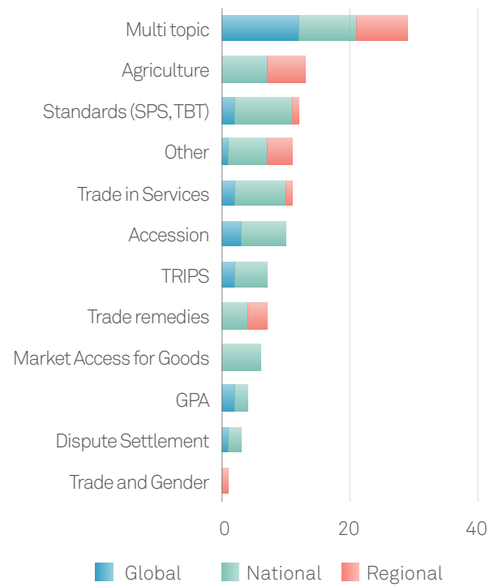


Figure 34. Number of Activities by Subject



Keeping up with Members' TA needs

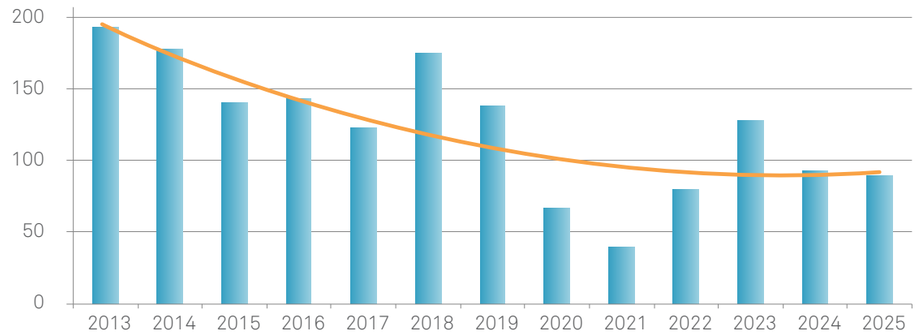
Requests for national activities are one of the best ways of gauging the specific needs of a beneficiary at a given time. The ensuing bilateral exchanges between the Secretariat and the authorities of the requesting Member make it possible to identify needs precisely and to design the most appropriate TA activity. In 2025, 90 requests were recorded, a marginal decrease compared to 2024. Given the circumstances, the push to move most TA activities (including national ones) to virtual delivery as of April 2025, and the strong preference of many beneficiaries, and LDCs in particular, for face-to-face TA activities, this result is unexpectedly high. It remains above the average number of requests recorded during the last five years (82) even if well below the average of the five years preceding the pandemic (143). The number of countries requesting a national activity (40) was 26% lower than in 2024, but the average number of requests per country increased back to 2.3, as two years ago. Beneficiaries primarily sought national activities to cover, in decreasing order, Trade in Goods, Trade in Services, Standards (SPS and TBT), Accessions, Trade Remedies, Multi-topics, Agriculture, Notifications, TRIPS, and Trade Negotiations Skills.

Trade Policy Reviews (TPR) give a detailed insight into each Member's situation. TPR follow-up activities are organised on request and provide an opportunity for Members to garner support for the implementation of reforms arising from the review. Three TPR follow-up activities were carried out in 2025 in Cambodia, China and Malawi. This allowed for further dissemination of TPR findings for the countries concerned.

On the country assessment front, the TA needs of Brazil, Comoros and India were reviewed in coordination with national stakeholders (see Chapter 4). These were documented in reports that were widely shared with Secretariat staff involved in TA delivery, mainly through the TA Coordination Task Force.

In addition, a dozen of mainly national action-oriented activities involved as a first step a diagnostic of the situation in the country designed to identify gaps and tailored actions to be taken to better comply with their WTO obligations or take advantage of trade opportunities. This was particularly the case for the activities on Trade in Services for Development and Investment facilitation for Development, and to a lesser extent on SPS. These diagnostics were the basis on which the participants then designed individual actions plans to respond to the needs identified.

Figure 35. Requests for national activities (2013-2025)



FIT-FOR-PURPOSE CONTENT

A continuous effort to offer relevant content

In a rapidly evolving global trade environment, ensuring that WTO TA remains relevant and responsive to Members' needs is essential. Emerging policy challenges — including digitalization, services-driven growth, sustainability concerns and evolving negotiating dynamics — continue to shape the priorities of beneficiaries and the capacity-building support they require.

In 2025, the Secretariat continued to adapt the content of its TA activities to reflect these evolving needs. Despite tighter financial resources, training programmes maintained a strong focus on policy relevance and practical application, helping officials from developing and least-developed Members strengthen their understanding of WTO rules while developing the skills needed to apply them in their national contexts. Particular attention was given to areas where Members expressed growing demand for capacity building, including services-led development, preparations for upcoming negotiations, and practical policy implementation.

Several activities were delivered under the WTO–World Bank **Trade in Services for Development (TS4D)** initiative, supporting developing Members in strengthening their analytical and policy capacities in services trade. These activities introduced participants to a range of new analytical tools and policy frameworks designed to support evidence-based policymaking.

Further details on the TS4D initiative and its capacity-building tools are presented in the dedicated spotlight (page 74).

Action-oriented TA expanded significantly in 2025. The number of such activities increased from an average of 5 per year during 2021–2024 to 21 activities in 2025, reflecting a growing emphasis on formats that support concrete policy implementation. These approaches combine technical training with practical engagement, including pre-course diagnostics, coaching, the preparation of action plans by participants, and follow-up activities designed to support the implementation of action plans, track results achieved, lessons learned and remaining gaps.

While such approaches were historically used in a limited number of WTO areas, most notably in SPS-related activities and on specific topics such as transparency and notifications, their application has gradually broadened. In 2025, action-oriented TA covered a wider range of policy areas, including agriculture, market access, services, TRIPS, and preparations for accession or the implementation of post-accession commitments, and was delivered through diverse formats ranging from national workshops to global activities.

In Guyana, a national activity piloted a diagnostic and reform planning tool on good regulatory practices for services trade, enabling participants from multiple government agencies to assess regulatory frameworks and identify priorities for reform. In Thailand, government officials, private-sector representatives and civil society stakeholders explored how trade policy could support the country's climate objectives. Building on background analysis, discussions examined policy options across sectors such as agriculture, renewable energy, green logistics and the circular economy, providing a basis for developing an action plan linking trade policy and climate strategies.

In Zambia, a workshop on Investment Facilitation for Development supported the country's needs-assessment process while reviewing existing transparency and administrative procedures. Participants examined Zambia's investment-facilitation framework (including information portals and investor support services), identified procedural bottlenecks, discussed implementation timelines and explored synergies with regional initiatives such as the African Continental Free Trade Area. In Togo, an activity on intellectual property and technology-transfer priorities helped validate a national study identifying priority needs under Article 66.2 of the TRIPS Agreement, laying the groundwork for a more coherent national strategy in this area.

Additional examples are highlighted throughout the report: spotlight on post-accession support in Comoros and Timor-Leste, and the SPS Transparency Champions course.

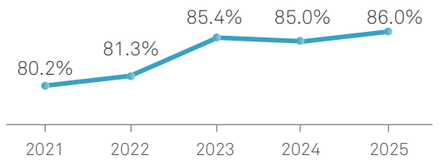
In the lead-up to the **14th WTO Ministerial Conference**, targeted activities helped government officials strengthen their understanding of ongoing WTO negotiations and emerging policy priorities. Regional workshops held in Cameroon (see OIF interview) and Fiji, for example, provided opportunities for participants to examine key negotiating issues, exchange perspectives on Members' priorities and discuss the implications of possible outcomes for their national trade policies.

Training on **fisheries subsidies** was also delivered in 2025 to support Members' understanding of evolving issues in this area. Regional workshops held in Africa, the Middle East, and the Bay of Bengal region helped government officials examine the implications of the

Agreement on Fisheries Subsidies for national policies and implementation processes. Participants discussed issues such as subsidy notification requirements, institutional coordination and available support through the Fisheries Funding Mechanism. In the case of the regional workshop hosted in Kenya, five participating Members subsequently deposited their instruments of acceptance of the Agreement following the activity.

e-Learning introduced one new course in the "Trade in the Digital Era" series and completed the translation of three other courses – on Cotton, GPA, and Rules of Origin – into all official languages, bringing the total catalogue to 180 online courses. Some 20 live sessions and webinars further enriched the offer by providing interactive opportunities that complemented self-paced learning. These sessions enabled participants to engage in real time with WTO experts, clarify questions, discuss complex topics and benefit from peer-to-peer exchanges. The overall share of interactive courses remained broadly unchanged compared with the previous year.

Figure 36. e-Learning courses using an interactive format (2021-2025)

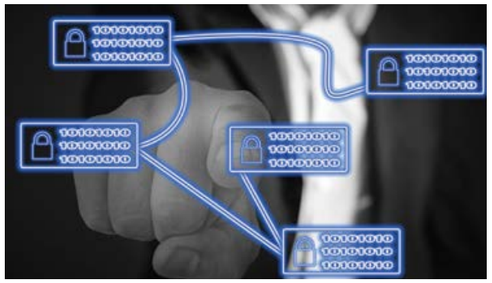


e-Learning catalogue:

Expanding "Trade in the Digital Era" course series

The second course in the Trade in the Digital Era course series was released in 2025. This module explores the technical foundations that enable digital trade. Participants examine why standards are essential for seamless, paperless cross-border trade and learn about the different types of standards used in digital trade ecosystems.

The course also highlights the importance of a coherent global policy approach to ensure trust, interoperability and efficiency in the digital trading system.



Key technical concepts underpinning digital trade - Trade in the Digital Era course series - Course 2

Course Level: Level 2 (Intermediate)

Learning Path: Generalists

Access

In the *spotlight*

The Trade in Services for Development (TS4D) Initiative

The WTO–World Bank Trade in Services for Development (TS4D) initiative builds on the 2023 WTO–World Bank co-publication *Trade in Services for Development*, which highlighted the dynamism and expanding role of services in global trade, as well as the structural shift toward services across economies at different levels of development. The study underscored the opportunities that services trade offers developing countries and its growing contribution to national development strategies, while also identifying key challenges and calling for more coherent international support. In response, the TS4D initiative introduced six main capacity-building workstreams:

Infographic 13. TS4D Workstreams

	Services Trade Competitiveness Dashboard – a data-driven tool enabling governments to assess services trade performance, identify strengths and gaps, and set priorities for policy reform and technical assistance.
	Handbook on Good Regulatory Practices – a practical guide to support the assessment and improvement of services-related regulations.
	Guidance on **Services Export Promotion Strategies** – analytical work and country case studies identifying good practices in services export strategies.
	Strengthening the quality and coverage of **services trade statistics** – targeted training for statisticians and support to expand data collection in developing economies.
	Enhanced policy analysis capacity – use of the Services Trade Policy Database and Services Trade Restrictions Index to deepen **analysis of services trade policies.**
	Transparency – assistance in compiling and maintaining lists of core services trade measures across sectors and modes of supply to strengthen transparency and policy dialogue.

Services Trade Competitiveness Dashboard

The Dashboard is a data-driven tool that is intended to help scan performance, gaps, and opportunities in services trade. It is a strategic diagnostic tool designed to help map an economy's readiness to leverage trade in services for inclusive growth. It provides a structure to analyse the performance and potential of the services sector and services trade along several dimensions and provides pointers for policy action.

It offers government officials and users a set of tools and analytical metrics, both quantitative and qualitative, to assess an economy's competitive performance in services trade and to help make a case for service trade reforms to foster growth, job creation and enhanced trade performance. By scanning key features of the services economy, services trade, and the related policy environment, it aims to help guide policymakers toward more competitive and development-aligned services trade ecosystems.

The tool aims to help facilitate a diagnostic of competitive strengths and weaknesses in services production and trade. Such diagnostics can help to: (i) benchmark the overall competitiveness of economies relative to relevant peers with regard to key determinants of service sector performance and services trade; (ii) define the key strategic orientations and overarching objectives of national services trade policies; (iii) identify key interests that might best be pursued through deepened engagement in international trade negotiations or cooperation as complements to domestic (unilateral) reform efforts; and (iv) identify and prioritize development and technical assistance needs in relation to services trade, under the coordination of trade ministries.

Handbook on Good Regulatory Practices

The Handbook identifies 14 good practices to facilitate trade in services, such as electronic submission of applications, online publication of relevant information, single entry points for applications, transparent and reasonable authorisation fees, independent and impartial regulators, and the possibility to seek review of administrative decisions. It illustrates these practices through four case studies — Costa Rica, Indonesia, the Philippines, and Thailand — showing how governments have recently reformed services regulation, the challenges they faced, and the lessons that can be drawn from their experience.

Services Export Promotion Strategies

The service export promotion strategies of nine countries (Chile, Costa Rica, Egypt, India, Jamaica, Malaysia, Mauritius, Philippines and Uruguay) were analysed in 2025. The case studies identify critical elements of these economies' support strategies for services export development. They also propose recommendations on how to support capacity-building for exporters of services, attract FDI and promote skills mobility in developing economies. The best practices emerging from the study will help developing economies design or review their export promotion strategies. They will also guide future assistance and advice provided by the World Bank, the WTO and other international organizations and development banks in the context of the Trade in Services for Development initiative. Examples of best practices include training fewer people on international standards to secure meaningful export contracts, rather than training masses for lower value-adding roles; recognising that while investment attraction creates strong demand for skills, the availability of skills ultimately determines the quality and level of investment attracted; etc.

Services Trade Statistics

This workstream supports developing economies in participating more effectively in services trade by strengthening the coverage and quality of services trade statistics. This will be achieved through targeted training for statisticians on the Manual on Statistics of International Trade in Services (MSITS 2026), the IMF-OECD-UNCTAD-WTO Handbook on Measuring Digital Trade (2023), and by scaling up data collection efforts.

To support the implementation of MSITS 2026, the WTO, in cooperation with partner organizations, is setting up the Services Trade Statistics Academy. Announced at the TS4D Conference held at the WTO in December 2025, the Academy will serve as a dedicated inter-agency capacity-building framework to advance the measurement of services trade. It will offer a comprehensive programme covering concepts, compilation guidance, and data collection.

The Academy is being developed within the UN Inter-Agency Task Force on Capacity Building in International Trade Statistics. Operational in the second half of 2026, it will provide targeted assistance at regional, subregional, national, and economic group levels, tailored to evolving policy priorities and individual country needs. The Academy will combine in-person training on MSITS 2026, interactive e-labs for hands-on compilation, and modular learning on specific aspects of services trade statistics.

Analysis of Services Trade Policies

The Services Trade Policy Database (STPD) and the Services Trade Policy Restriction Index (STRI) currently cover 136 economies and 34 service sectors, with coverage continuing to expand. The STPD provides regulatory information on a broad range of government measures affecting services supply, structured according to a classification of policies jointly developed by the WTO and the World Bank. Measures are grouped into five categories: 1. conditions on market entry; 2. conditions on operations; 3. measures affecting competition; 4. administrative procedures and regulatory transparency; and 5. miscellaneous measures not covered by the previous four categories. Based on this information, the STRI quantifies the restrictiveness of applied policies in each subsector on a scale from 0 (fully open) to 1 (completely closed to foreign services or service suppliers).

Transparency

The World Bank and the WTO, in collaboration with regional partners, are enhancing their assistance to help interested developing economies identify their core services trade measures (market access and national treatment) across all sectors and modes of supply and to provide more transparency about these measures. Interested Members produce non-binding lists of core applied services trade policies, building on the comprehensive information contained in the STPD, which already covers most services sectors. This information can be used by governments to explore specific domestic regulatory reforms that could facilitate trade in services.

Progress in 2025

Significant progress was made in 2025 under the different workstreams. While some of the new capacity building tools were being developed, three Members, Guyana, Nigeria and Philippines, held national workshops focusing on the TS4D workstreams on good regulatory practices, services trade competitiveness and/or analysis of applied services trade policies. In addition, on trade statistics, two regional workshops were organised in 2025, one in Chile in June for Latin American Members and another in Kenya in December for COMESA members. The two events provided training to a total of 70 participants from 31 Members.

The first **Thematic Course on Trade in Services for Development** brought together 27 government officials from 25 developing and least-developed economies in Geneva in December. Participants were introduced to the new Services Trade Competitiveness Dashboard and the Handbook on Good Regulatory Practices, and were given the opportunity to review and discuss insights from the Services Trade Policy Database and the Services Trade Restrictions Index. Participants were able to use the competitiveness dashboard to examine key indicators of their economy's performance in services trade and to compare them with peers. The course also enabled participants to connect the concepts and tools explored during the training with broader policy discussions held during the **TS4D Global Conference**.

> “For a small economy like Guyana, this represents a major opportunity. The country's story is no longer only about goods production, but about the potential to become a dynamic services-based economy. The support of the WTO, the World Bank and partners will be instrumental in translating that potential into concrete policy action.

Neville Basilio Totaram
Ambassador
Ministry of Foreign Affairs and International Cooperation, Guyana

IN THE SPOTLIGHT

Global Conference on Trade in Services for Development

Held at the WTO on 3–4 December, the first Trade in Services for Development Conference brought together policymakers, experts and stakeholders to exchange views on opportunities and challenges in services trade for developing countries and to review newly developed TS4D capacity-building tools. The Conference marked the launch of the Services Trade Competitiveness Dashboard and the Handbook on Good Regulatory Practices. Preliminary findings from country case studies on services export promotion—undertaken jointly with the UN Economic Commission for Latin America and the Caribbean, the African Development Bank, the Asian Development Bank and the Inter-American Development Bank—were presented. A new TS4D platform was also introduced, providing information on the different TS4D workstreams and access to the related capacity-building products. The platform is designed as a hub for sharing information on services-related capacity-building initiatives across organizations, facilitating cooperation and increasing impact.

Added Value

The December TS4D activities combining a thematic training course with a high-level policy conference created strong synergies between capacity-building, peer learning and strategic dialogue. Joint delivery by the WTO and the World Bank enhanced both the technical quality and credibility of the programme, while the hands-on use of analytical tools strengthened prospects for multiplier effects within national administrations.

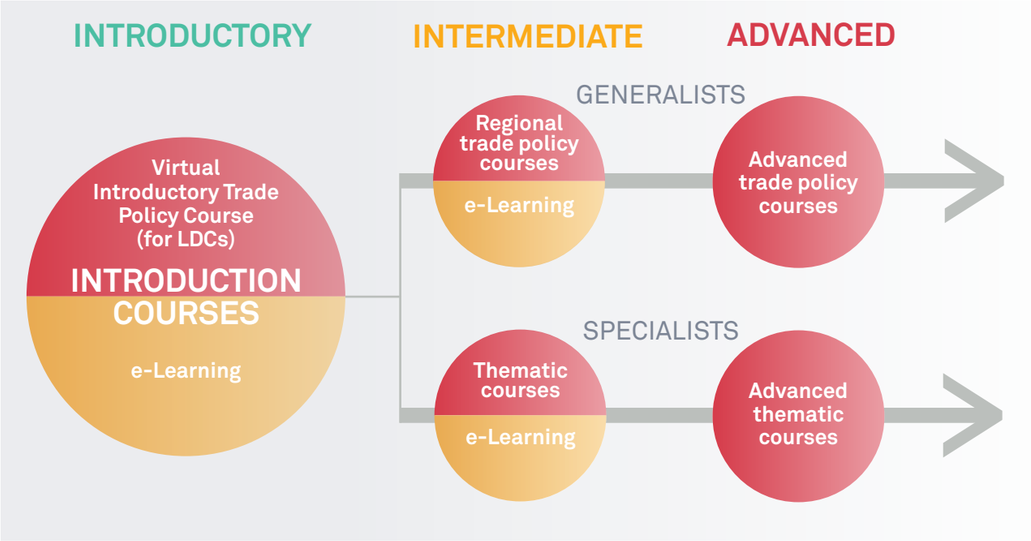
new TS4D platform:

Ika Yulistyawati
Senior Trade Negotiator, Ministry of Trade, Indonesia

> “The course and Conference were very productive and provided substantial knowledge on trade in services from a development perspective. About the tools that have been cooperated between the WTO as well as the World Bank, we find it very useful. We plan to share these tools with colleagues at home and explore further cooperation with the WTO and the World Bank to use these tools and to improve services competitiveness using real data.

PROGRESSIVE LEARNING IN PRACTICE

Infographic 14. WTO TA Progressive Learning Strategy



Since 2010, WTO training programmes have been organised under the Progressive Learning Strategy (PLS), which structures learning pathways by level and target audience. Training is delivered across three levels – introductory, intermediate and advanced – while distinguishing between generalist courses, aimed at officials requiring broad knowledge of WTO issues, and specialised courses, tailored to officials needing in-depth expertise in specific subject areas.

This framework enables WTO TA to build on knowledge acquired at earlier stages, ensuring that participants entering higher-level or specialised activities have the foundational competencies needed to maximise learning outcomes. It also supports more efficient use of TA resources by progressively deepening capacity rather than repeating introductory content.

The **introductory level** offers participants an initiation to the role, institutional structure and functioning of the WTO, as well as its economic and legal underpinnings. The online course 'Introduction to the WTO', together with some other e-Learning courses, remains the backbone of this entry point.

The share of beginners entering through this level has continued its gradual decline over the past decade (9.3% in 2025), probably as a result of the enlargement and diversification of the intermediate-level offer. However, there is still an appetite for introductory courses among beneficiaries, as completion of this level is a prerequisite for enrolment in higher-level activities, and many Members face significant staff turnover which generates ongoing training needs. In several domestic agencies dealing with trade-related matters, the WTO intro course is mandatory for new recruits, and enrolment is generally more accessible at this level given the absence of prerequisites.

In 2025, the Secretariat offered one edition of the Introductory Trade Policy Course for LDCs, delivered virtually. Introductory-level activities also included the regular short course for Members of the Latin American Integration Association and the Introduction Day delivered for newly recruited Geneva-based delegates.

After completing this level, participants can deepen their knowledge of a specific area or opt for a more horizontal exposure to trade policy content.

The share of learners engaging in intermediate level activities increased further in 2025, reaching 72%, and stood well above the average of the past five years (63.5%).

In 2025, **intermediate-level** activities comprised a broad portfolio of initiatives, in addition to over 100 e-Learning courses. Among the most significant, in terms of duration and number of participants, were the three Regional Trade Policy Courses (for English-speaking Africa, Asia-Pacific and the Caribbean), the China Round Table on WTO Accessions, and the workshop on Artificial Intelligence

and Trade held in Singapore. At the national level, several workshops were delivered across all WTO subject areas in response to beneficiaries' operational needs. These included, for example, a workshop on trade remedies in Argentina, a workshop on e-commerce in Mauritius, and a joint WTO–ITC workshop on the GPA in Timor-Leste.

The share of learners participating in **advanced level** activities increased slightly in 2025 (from 3.6% to almost 5%). Nevertheless, advanced activities continue to represent a modest share of the overall TA portfolio.

Multiple factors help explain this. Virtual or online delivery — which now represents the bulk of WTO TA — is not particularly suited to the level of interaction and pedagogy (case studies, simulations, problem-solving exercises, various forms of action-oriented learning, etc.) typical of these activities. Advanced courses are also significantly more resource-intensive to design and implement. The prolonged budget freeze and the sharp reduction in TA resources in 2025 (see Chapter 4) further limited the Secretariat's ability to sustain its advanced-level offer.

Among the most significant activities delivered at this level in 2025 was one edition of the Advanced Trade Policy Course. Other advanced-level activities included the advanced workshop on the GPA, the workshop on the implementation of Article 66.2 of the TRIPS Agreement, the Latin American workshop on measuring digital trade in goods and services, and the follow-up session to the SPS transparency champions course. Three national activities on trade negotiation skills and one on agriculture notifications further complemented the advanced-level offering.

In 2025, the share of participants involved in activities without a defined level declined to 13.7%, down from 17.6% in 2024. As in previous years, these activities consisted mainly of some e-Learning modules, outreach events aimed at journalists and activities with the academic world, such as the John H. Jackson Moot Court Competition. They also included events delivered with external partners for which it was difficult to determine a precise audience level.

The number of activities for specialists remained high in 2025, following the strong expansion in recent years of the e-Learning offer. It reached 154 activities, against an average of 127 in the previous five years. As shown in figure 40, participants choosing to follow the specialised path continue to be an increasing majority (62%), although the proportions are more balanced since 2023.

Figure 37. Evolution of participants mix by PLS level (2015-2025)

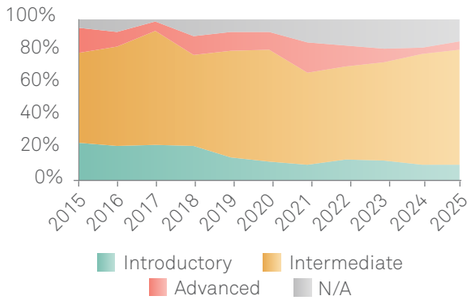
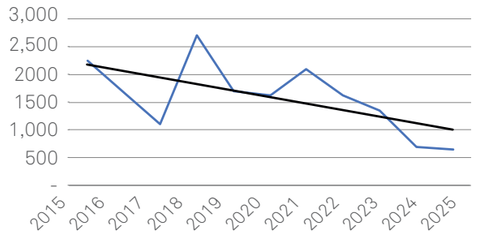


Figure 38. Number of participants in advanced activities (2015-2025)



Jaime Coghi Arias
Minister Counsellor and Deputy Permanent Representative
Permanent Mission of Costa Rica to the WTO
Participant in the Introduction Day (module on GPA)

> "As I will soon be responsible at my Mission for Costa Rica's accession to the GPA, this activity was particularly useful in reinforcing key concepts, updating my knowledge, and gaining new insights into the operation of the Agreement, which I intend to apply in my forthcoming responsibilities.

Freddy Aaron Kavula
Senior Trade Officer
Ministry of Trade and Industrial Development, Tanzania
Participant in the Advanced Trade Policy Course

> "The course strengthened both my theoretical understanding and practical skills – especially through hands-on case studies and simulations – and helped me use trade analysis tools and WTO databases more confidently.

Figure 39. Number of TA activities by pathway (2020-2025)

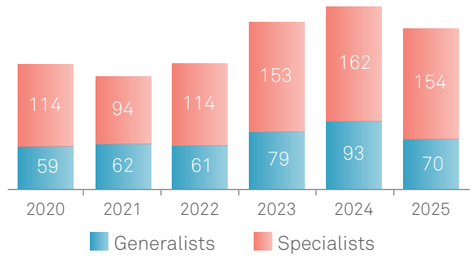
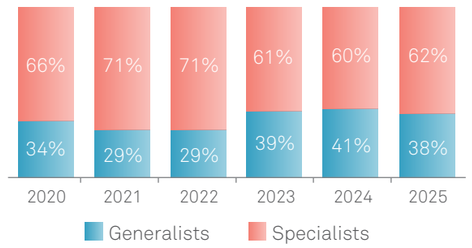


Figure 40. Participants' pathway choice (2020-2025)



Evaluation of the Regional Trade Policy Courses (2015-24)

Regional Trade Policy Courses (RTPCs) were launched in 2002 to increase the WTO training capacity and overcome training capacity limitations in Geneva. Since the introduction of the PLS in 2010, they became the intermediate level training course for generalists. They are delivered in partnership with an institution of higher learning in different regions.

RTPCs are 8-week courses covering the basic principles of the WTO, the Multilateral agreements on trade in goods (GATT), the General Agreement on Trade in Services (GATS), the Agreement on Trade Related Aspects of Intellectual Property Rights (TRIPS), Dispute Settlement, Trade Policy Review Mechanisms, as well as the plurilateral trade agreements. The course also includes other trade topics such as trade and environment; trade and development; fisheries subsidies; regionalism; trade negotiation skills, etc.

The ex-post evaluation covered 41 RTPCs which took place in the period 2015-24 involving more than 1,000 participants from over 80 countries. The evaluation highlighted consistently strong performance across all evaluation criteria.

Relevance. RTPCs were found to be relevant to the trade-related capacity-building needs of beneficiary Members and Observers. Their design enabled them to respond effectively to specific demands such as enhancing the analytical and practical capacity of government officials to engage in WTO work, strengthening institutional capacity to address trade policy issues, and improving the ability of administrations to implement WTO obligations.

Coherence. The evaluation confirmed the WTO's unique comparative advantage in delivering these courses, particularly in linking multilateral trade rules to domestic policy implementation and local realities.

Effectiveness. The programme achieved its main objectives in a satisfactory manner. The main results identified were a marked improvement in the understanding of WTO Agreements, enhanced capacity to apply trade rules in daily work, greater autonomy in using WTO resources, improved policy analysis, negotiation strategies, and compliance with notification and reporting obligations.

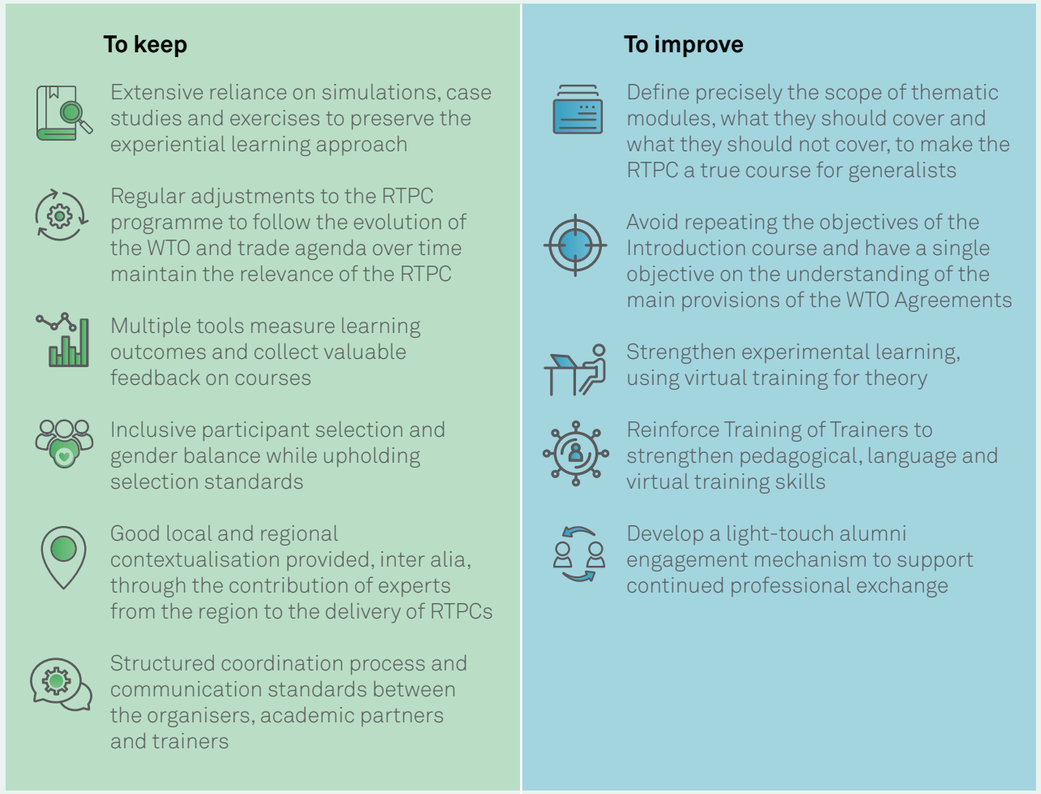
Efficiency. RTPCs have been cost effective. The average cost per participant varied significantly between regions and compared favourably with similar WTO training activities. The RTPCs have also demonstrated operational efficiency by optimizing delivery duration, strengthening preparatory processes, and engaging academic partners in logistical and substantive coordination.

Impact. The convergence and consistency of testimonies collected point to a substantial impact on both individual and institutional capacity. Former participants have assumed senior roles in their administrations, leading work on WTO notifications, trade policy reviews, and regional or multilateral negotiations.

Sustainability. Many of these results are enduring, reflecting strengthened professional networks, institutional memory, and improved national participation in the multilateral trading system.

Overall conclusion and forward-looking avenues. There is broad consensus among stakeholders that the RTPCs remain indispensable within the WTO TA framework as the primary vehicle for intermediate level training for generalists. To maintain their strategic relevance and effectiveness, RTPCs should evolve beyond their current modular configuration towards a more integrated, blended and adaptive learning model. Incorporating virtual and hybrid elements can improve scalability, inclusion, and cost efficiency, provided that quality, engagement, and local contextualization are preserved.

Infographic 15. RTPC Good Practices and Recommendations



Anna Fanomezantsoa Ravelonanahary
Head of Service International Relations
Ministry of Industrialisation, Trade and Consumer Affairs – Madagascar
Supervisor of an RTPC participant (2024)

"My colleague has demonstrated a solid grasp of the WTO framework and regional trade dynamics, as reflected in her recent assignments. She has been entrusted with multilateral negotiation files and contributed to the preparation and presentation of Madagascar's trade policy during the WTO Trade Policy Review in February 2025. Her ability to articulate Madagascar's trade interests in line with WTO principles has clearly improved, with greater confidence and technical accuracy. The training has therefore had a direct and positive impact on her responsibilities within our team.

CATERING FOR DIFFERENT LEARNING STYLES

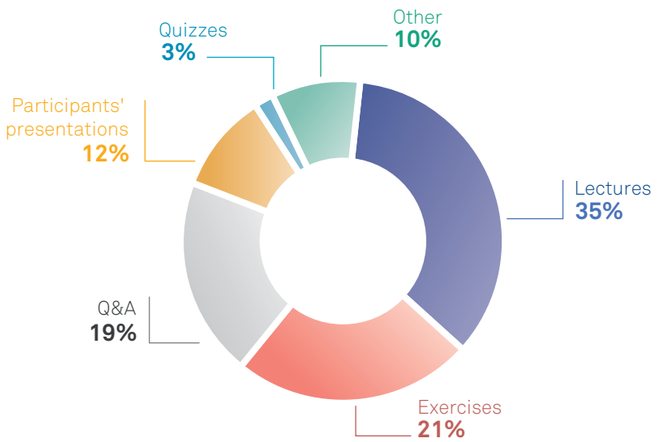
WTO TA relies on a variety of training methods to cater for peoples' different ways of learning and means of receiving information. Priority is given to interactive and learner-centred pedagogy at all three levels to stimulate active learning and increase the rate of knowledge retention by the participants over time (i.e., how much they remember after a while).

As can be seen from the figure 41, in 2025, most of the time used by trainers to deliver face-to-face activities involved the use of a mix of interactive methods (exercises, case studies, simulations, Q&A, roundtable discussions and participants' presentations, etc.), while pure lectures accounted for an average of approximately 35% of the total instructional time, unchanged from 2024. This ratio reflects a deliberate pedagogical balance: lectures are primarily used to introduce and structure core WTO concepts, while the majority of time is dedicated to methods that promote application, peer exchange, and problem-solving.

Maintaining this balance is consistent with evaluation findings over recent years, which indicate that applied and participatory formats are more strongly associated with behavioural change and subsequent use of knowledge in participants' professional functions.

Measuring the equivalent mix of methods in virtual activities is more challenging, as the choice of methods is constrained by their technological feasibility and requires a much thinner assessment to differentiate them in the absence of the same level of spontaneous interaction. That said, ongoing efforts are being made to embed more active-learning features in virtual delivery as well (e.g., structured breakout work, live polling/quizzes, guided exercises, and facilitated discussions), to progressively align these modalities with the same interactive learning principles through different techniques.

Figure 41. Training methods in face-to-face-activities in 2025



Advanced Global Workshop on the Government Procurement Agreement

The Advanced Global Workshop on the GPA provided a rich illustration of multi-modal instructional design in practice. The five-day programme combined plenary lectures to structure key legal and economic concepts with **small-group exchanges, hands-on exercises, document-based research** using WTO tools (including the e-GPA Gateway), and participant-led presentations. Throughout the week, quizzes, recap sessions, and a visual "Knowledge gap analysis" exercise reinforced learning consolidation and confidence-building.

A central feature of the workshop was a four-day **simulation of a GPA accession negotiation**. Participants were divided into groups representing an acceding Member and current GPA Parties. Working from confidential instructions, they prepared market access offers and requests, negotiated revisions, and ultimately participated in a mock plenary session of the Committee on Government Procurement.

The programme further diversified learning formats through **structured conversations** with senior practitioners, including the Chair of the Committee on Government Procurement and a senior judge, who provided practical insights into domestic review mechanisms. A national expert walked participants through a recently completed procurement procedure, translating abstract GPA provisions into operational realities. In addition, several participants contributed as panellists, fostering peer learning and comparative reflection across regions.

National Workshop on the SPS Agreement

The national Workshop on the SPS Agreement in India was another illustration of diversified pedagogy in a large, nationally representative setting. Bringing together over 65 officials from more than 15 institutions, the workshop was carefully designed to create a shared understanding of SPS disciplines across a complex domestic institutional landscape.

A structured **brainstorming exercise** using visual clustering techniques enabled participants to collectively unpack the core principles of the SPS Agreement, fostering ownership of the conceptual framework. A detailed **dispute-settlement case study** then required participants to apply these principles in practice, acting as panellists and analysing whether a contested measure was grounded in scientific evidence and consistent with SPS disciplines.

Interactive quizzes (Mentimeter-style) were used both diagnostically and as recap tools, encouraging active participation and reinforcing knowledge retention at key moments in the programme. Experience-sharing sessions juxtaposed domestic practice (e.g., traceability systems, inspection procedures, regulatory coordination) with inputs from other Members and international partners, enabling benchmarking and comparative reflection.

The workshop concluded with an action-oriented stocktaking exercise in which participants, grouped by agency, identified institutional challenges, priority areas for improvement, and indicative next steps.

Gurpreet Kaur
Assistant Director General of Foreign Trade
Ministry of Commerce and Industry, India

"The workshop strengthened my understanding of core SPS principles, transparency and science-based decision-making. It highlighted the importance of collaboration among regulators, industry and trading partners to reduce trade barriers. The group activities, case studies and quizzes added real value to the learning experience.

Enhancing trainers' pedagogic skills for virtual and blended TA

As virtual and blended TA delivery became even more significant in 2025, strengthening trainers' pedagogic skills was essential to maintain quality, consistency and learning outcomes. The Secretariat supported this effort through two complementary tracks: targeted Training of Trainers (ToT) sessions and the creation of the Training Exchange & Good Practice Hub.

ToT focused on practical methods to make virtual sessions more interactive and engaging, including approaches to convert text-based training materials into learner-centred activities. Secretariat trainers participated in a course on **Gamification in Learning and Training**, which equipped them with tools to increase active participation and improve facilitation in synchronous online settings. Key learning outcomes included applying gamification techniques to stimulate engagement and using facilitation approaches designed to foster inclusive learning environments. Several of these methods were subsequently applied in the revamp of selected courses, supporting the conversion of content into more dynamic formats for their virtual delivery.

In parallel, the **Training Exchange & Good Practice Hub**, a new digital platform, was designed to support trainers and TA coordinators across the Secretariat. The Hub responds to the Secretariat's need for a structured, centralised space to access TA-related information and training materials, new training tools and techniques, exchange good practices and promote coherence across training activities.

The Hub brings together training tools, recommended digital applications, and resources such as guides, templates, and reference documents. It also offers virtual classroom and e-Learning support, a space for peer-to-peer exchange, information for coordinating TA, and a repository of good practices with recommendations, case stories, and lessons learned from evaluations and field experience.

More than a repository, the Hub aims to create a **community of practice**, encouraging collaboration, learning from peers, and continuous improvement in the design and delivery of WTO TA. As the Secretariat training budget for staff is no longer financed due to the WTO current liquidity crisis, the Hub is playing a critical role in the upskilling of the WTO trainers to engineer the transition from face-to-face to blended and virtual TA delivery.

In the *spotlight*

Shift towards blended learning approaches in technical assistance delivery

Following a significant reduction in TA resources in 2025, the Secretariat accelerated its move towards blended TA activities to preserve the volume and quality of activities, and its cash reserves. Blended learning became the predominant format: 65% of TA activities were delivered in a blended format, 16% were fully virtual, and only 19% took place exclusively in person.

Blended delivery combines face-to-face sessions with virtual components — such as online interaction, virtual classrooms or e-Learning — designed for the same audience. Since the COVID-19 pandemic, rapid technological developments have enhanced the tools available to trainers to deliver more interactive virtual sessions and technical options have multiplied. Following that movement, the collective expertise of the Secretariat increased considerably over the last five years. In 2025, blended and virtual activities frequently involved the following techniques:

Infographic 16. Blended approach

This approach enhanced cost-effectiveness under budget constraints and expanded reach, benefiting more than two-thirds of participants in face-to-face activities. It supported a wide range of topics, including agriculture, SPS and TBT, trade in services, market access, accession and government procurement.

More than half of blended activities (54 %) were delivered at the national level, with regional activities accounting for 26 % and global activities for 20 %. Geographically, blended delivery was more prominent in Africa (35 %), followed by Asia-Pacific and Latin America (13 % each).

Three quarters of the activities for specialists were delivered through blended means. For example, the National Workshop for Paraguayan officials on Agriculture or for Middle East Countries, or for Pakistan's Officials on Rules of Origin enabled the Secretariat and external experts to join selected sessions virtually, complementing in-person trainers with practical and conceptual insights, moving beyond traditional lecture formats.

At the request of the authorities of Guatemala, a large national capacity-building programme was implemented over five months. Between August and December 2025, 23 officials from various government institutions participated in a blended learning programme combining two in-person specialist courses (services and environment) with five virtual generalist courses covering WTO basic principles, agriculture, market access, TRIPS and dispute settlement. A virtual classroom provided a centralised platform for lectures, materials and communication throughout the programme.

Infographic 17. National Capacity-Building Programme for Guatemala.

At the global level, the Advanced Global Workshop on the Government Procurement Agreement followed a similar approach. Applicants to the five-day workshop were encouraged to complete the e-Learning course on the GPA to demonstrate their advanced-level knowledge. The selected 27 participants had then to read preparatory materials via a virtual classroom. The workshop itself combined interactive in-person sessions with online presentations.

While participants expressed overall satisfaction with blended delivery, their feedback highlighted certain constraints. For complex subjects, sustaining active engagement and discussion across virtual and in-person modalities proved challenging in some instances. During the National Workshop on WTO Notification Requirements for officials in the Philippines for example, some virtual sessions proved too demanding due to the level of detailed explanations required on different facets of notifications. In addition, the time zone difference required afternoon scheduling in some cases, disrupting the natural flow and sequencing of the activity. Participants and trainers alike emphasised that the effectiveness of blended delivery depended on reliable internet connectivity and appropriately equipped training facilities, which are not always available.

Héctor José Marroquín Mora
Vice Minister
Ministry of Integration and Foreign Trade, Guatemala

“The hybrid learning approach provided key added value by enabling efficient and sustainable implementation of the Training Plan without compromising the technical quality of the programme. The combination of face-to-face and virtual sessions facilitated inter-institutional participation, ensured the continuity of the training process, and allowed for constant technical support from the WTO Secretariat. This modality proved to be a replicable model for future capacity-building initiatives, offering flexibility and greater institutional reach.

Scan to find out more

WTO PARTNERSHIPS IN ACTION

Partners play a key role in facilitating the efficient delivery of TA activities by contributing additional knowledge, skills and resources. The WTO maintains and expands its extensive network of partnerships and collaborations with other institutions to add mutual value and avoid duplication of efforts. Partner contributions typically fall into four broad categories: substance (the content being delivered), costs (budget sharing), logistics (operational arrangements), and outreach to non-traditional WTO audiences. While partners are not expected to provide the majority of technical content in WTO TA activities, a contribution of around 20% of overall substance is already considered significant.

In 2025, against the backdrop of tighter TA resources, the Secretariat insisted with its partners on cost-sharing arrangements in addition to their expected contribution to the substance of the joint activities. WTO partnered with 111 institutions to deliver 89 activities that reached over 3,400 beneficiaries. Overall, 65% of face-to-face and virtual activities were co-delivered with a partner, in line with the previous year and well above the 2020–22 average (57%) used as a baseline in the TA Plan. This represented an annual saving of approximately CHF 650,000.

In the meantime, and as the figures show, the number of partners contributing in a meaningful way to the substance, the funding or logistics of the activities increased, with a higher number of institutions contributing several of these elements for a given activity.

Examples of institutions with which the WTO partnered in 2025 include the Friedrich-Ebert Stiftung, International Monetary Fund, Organisation Internationale de la Francophonie, World Bank, World Intellectual Property Organization, among many others.

Figure 42. Number of partners and number of joint activities (2021-2025)

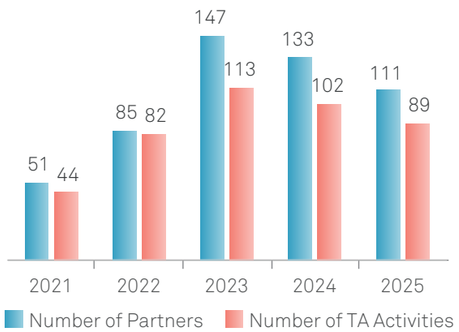


Figure 43. Partners' contribution to TA by type of contribution in 2025

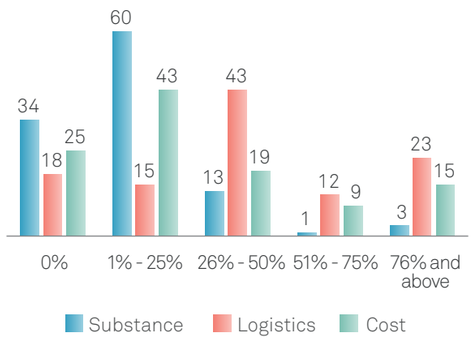
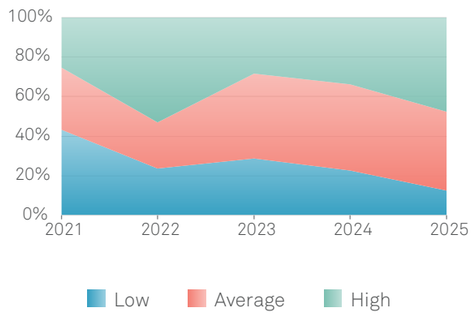


Figure 44. Evolution of Partners' contribution (2021-2025)



A stronger partnership for trade that serves development

Florence Brillouin, Director of the Economic and Digital Francophonie of the Organisation Internationale de la Francophonie (OIF), reflects on the impact of collaboration between the OIF and the WTO.

Cooperation between the OIF and the WTO is part of a long-term approach. It was consolidated by the signature, on 27 February 2023, of a Memorandum of Understanding. This agreement seeks to build the capacities of francophone countries, in order to promote their effective and sustainable integration into international trade. By acting as a link between the technical requirements of the multilateral trading system and the specific realities of the francophone area, the OIF brings significant value added to the WTO. In this way, it helps to ensure that the concerns of its member states and governments are given due consideration, while placing multilingualism at the heart of TA in the area of trade.

This objective has two components. The first is that of supporting the active participation of francophone states, particularly developing and least developed countries, in the work of the WTO. This is carried out, in particular, through the work of the Permanent Representation of the OIF in Geneva, and the Trade and Sustainable Development Coordinators of the Group of Francophone Ambassadors in Geneva, who help to disseminate information and to continue to build the capacities of OIF member states, enabling them to have an impact on trade. For example, the Francophone Group has been meticulously planning the 14th Ministerial Conference of WTO for nearly 18 months.

The other component concentrates on TA, with a focus on the resilience and sustainability of economies. Through this collaboration, the two organizations are working to ensure that international trade will bring about food security and provide access to essential medical devices, while supporting the integration of women and youth into global value chains.

This willingness to give practical effect to trade rules is reflected in the forthcoming joint report on digital trade, prepared in conjunction with the OIF network of experts and the WTO Chairs Programme. The report examines the regulatory frameworks needed to make artificial intelligence and the digitalization of trade the drivers of resilient and inclusive growth, particularly in Africa.

The relevance of our cooperation was noted during the discussions between the Group of Francophone Ambassadors of Geneva and the Director-General of the WTO, held on 12 December 2025. The discussions highlighted the need to adapt the WTO to the far-reaching changes in the global economy, such as market fragmentation, shifts in export flows, and technological disruption, while preserving linguistic inclusiveness. This adaptation is all the more crucial given that MC14 will be held in Yaoundé, Cameroon, making it the first WTO Ministerial Conference to be held in a French-speaking African country.

The OIF remains convinced that international trade, when supported by enhanced capacities for integration and equitably shared benefits, is a cornerstone of peace and social progress. It is in this spirit that the OIF is working to support the economic development of its member states, using mechanisms like the Economic Missions to francophone countries undertaken since 2022. The next mission, to Djibouti from 6 to 8 October 2026, illustrates this willingness to act directly to strengthen intra-*francophonie* trade flows, by targeting sectors with high transformative and job creation potential, particularly for young people and women, such as port logistics, renewable energies and digital technologies. The OIF is therefore working to transform the potential for complementarity between its members into opportunities for investment and growth for companies in the francophone area, for the benefit of its peoples.

Chapter 4
Evolution of TA management and resources

- **Unearmarked voluntary contributions remained at their lowest level, as new donors barely compensated departing ones.**
- **Regular budget resources for technical assistance faced an unprecedented cut in 2025, with a 73% reduction.**
- **Face-to-face TA activities were suspended in April. Most TA activities moved to virtual delivery, except a limited number of national and regional ones, to preserve cash.**
- **To preserve limited TA resources, the Secretariat further strengthened cost controls.**

A FRAMEWORK FOR RESULTS

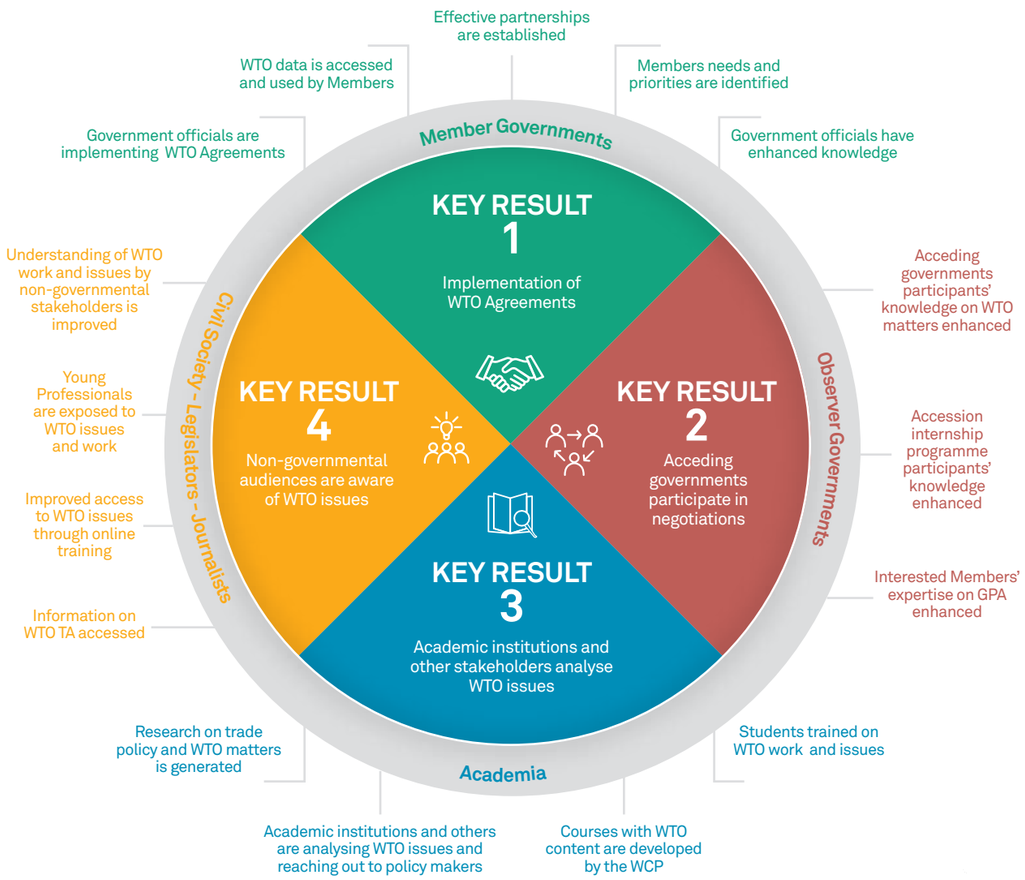
Since adopting Result-based management (RBM), TA plans outline the three result levels and their causal relationships through a Logical Framework Matrix or logframe. This matrix provides detailed performance indicators, baseline values, targets to be reached, evidence to be collected, and assumptions made to measure annually the results achieved through the implementation of the TA Plan (See Annex 1).

The logframe serves as the foundation to monitor and evaluate progress towards the expected results. It forms the backbone of TA annual reporting to Members, where performance is analysed, and achievements are identified. Monitoring is carried out by the programme managers, organizers, and trainers who focus on activities' immediate outputs, and ultimately by the Monitoring & Evaluation section of the Secretariat according to the TA Monitoring & Evaluation plan.

TA Monitoring & Evaluation Plan 2024 - 2025

Biennial Technical Assistance and Training Plan 2024 - 2025

Infographic 18. WTO TA Framework for impact



RESULT-BASED MANAGEMENT

Measuring TA Results

The TA Monitoring & Evaluation plan explains how the various results of TA activities will be measured during the year. Specific evaluation tools are used to assess different kinds of results (reaction of participants, their learning, subsequent changes in behaviour, etc.). In 2025, a total of 9 different assessments were conducted. These consisted of 5 onsite evaluations: 2 global activities held in Geneva on the Government Procurement Agreement (see Chapter 3) and on Trade in Services for Development (see Spotlight), and 3 national activities in Brazil (Trade Negotiation Skills), Comoros (TRIPS – See Spotlight), and India (SPS), each coupled with 1 country assessment of the effects and impact of TA provided to those beneficiaries; and one ex-post evaluation of the Regional Trade Policy Courses (see Chapter 3). The immediate results of the other activities were assessed by the trainers themselves in their Back-to-Office Reports.

These various evaluations confirmed the relevance of the TA provided by the WTO to beneficiaries. With some variations, the TA activities were found to be effective in achieving their intended objectives, which were reached efficiently in most cases. The onsite evaluations identified several good practices and recommendations for improvement, which were disseminated within the Secretariat.

The TA Plan outlines the three result levels and their causal relationship through a logical framework matrix, or logframe. The details of the results which could be measured in 2025 based on these parameters can be found in Annex 1. These results are analysed in greater detail in Chapter 1.

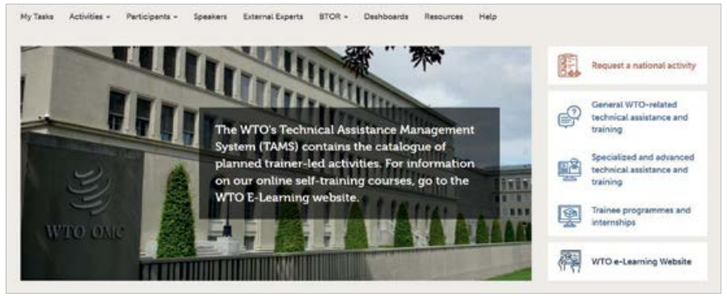
TA Management System

The TA Management System, or TAMS, is the online tool with which the Secretariat organises, monitors and evaluates TA activities, in compliance with the Result-based Management (RBM) approach adopted by Members. TAMS has increased the efficiency of the Secretariat by automating and accelerating certain steps of the procedure. Beneficiaries can now submit their TA requests directly through TAMS and invitations to TA activities are sent automatically by the system to their intended beneficiaries. In addition, TAMS supports evidence-based monitoring by collecting data on TA activities and participation.

TAMS also increased TA transparency through the TA dashboard which gives access to real-time data on the activities implemented or planned and on the participation in them. The TA dashboard is regularly enriched with new data and graphs, and visibility is given to voluntary contributions received to finance TA. TAMS is a critical tool to raise the level of accountability of the Secretariat on the implementation of the TA Plan.

The project to integrate TAMS and the e-Learning platform into a single TA portal centralising the WTO catalogue of TA activities, TA requests and applications, and TA data that was launched in 2024 could not be pursued. The complexity of the project and its underlying processes had delayed it and the liquidity crisis led to its abrupt interruption in April 2025.

The Participant Evaluation Form (PEF) serves as the primary instrument for collecting participants' reaction to training activities. The Secretariat revamped the PEF template in late 2025 to also gather data on how participants intend to apply the knowledge and skills acquired through the activities in their professional work. This revision standardised the PEFs across all TA delivery modes—face-to-face, virtual and e-Learning—enabling an analysis of results across all TA activities in the future.



TA Management System

MANAGING TA RESOURCES

TA Resources: In free fall!

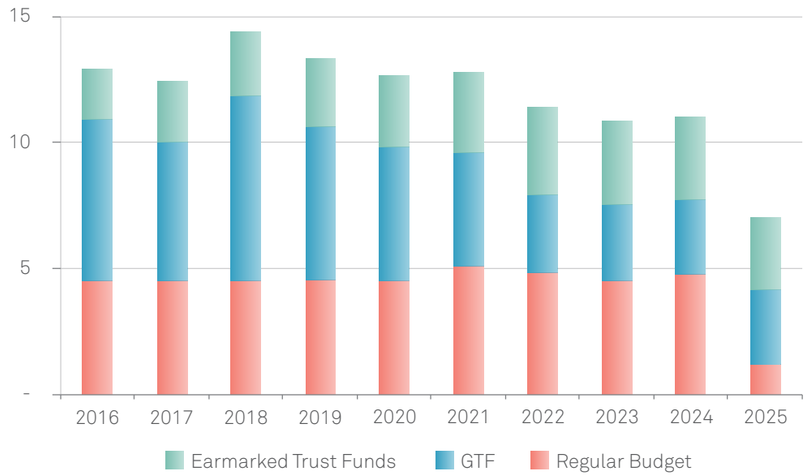
The WTO TA is traditionally financed through a combination of Regular Budget resources and voluntary contributions to trust funds, whether earmarked or unearmarked, as detailed in Annex 2. Whilst Members had maintained the Regular Budget allocation for TA constant at CHF 4.5 million since 2012, an unprecedented liquidity crisis in 2025 compelled the Secretariat to reduce this envelope by 75% resulting in a corresponding contraction in both the number and scope of the TA activities.

Voluntary contributions for WTO TA have regularly decreased since 2007. In 2025, the level of unearmarked contributions was stable: just under CHF 3 million were received in the Global Trust Fund (GTF). This was the second consecutive lowest level of contributions since the GTF creation in 2001, equivalent to 13% of the amounts in the peak years of 2006-9. Five new donors contributed to the GTF, three did not renew their voluntary contribution and one reduced it by 90%.

Meanwhile, earmarked voluntary contributions have held steady and now consistently surpass unearmarked contributions—a shift from the original rationale of establishing the GTF over 25 years ago. As a result, the donor-driven proportion of the WTO TA offer keeps increasing.

Overall, the TA resources available to the Secretariat in 2025 were 36% lower than in 2024 and 42% inferior to the amount budgeted in the TA Plan approved by Members.

Figure 45. Technical Assistance Resources (2016-2025)



TA Expenditure: Imposed cuts

Overall, TA expenditure stood at CHF 9.8 million in 2025, a 28% reduction compared to 2024. This was driven by a 73% decrease of the expenses financed by the WTO regular budget in response to the WTO liquidity crisis, while expenditures on extra-budgetary funds were relatively stable (-4%).

TA expenses remained within the available TA resources during the year, thanks to some remaining but rapidly diminishing cash reserves in the GTF. The Secretariat was able to respond to the majority of the TA requests of beneficiaries, by applying drastic cost-saving measures and promoting virtual or blended training to reduce direct costs. The unearmarked year-end balance of the GTF was down to an all-time low. As a result, the Secretariat realigned the target amount in the TA Plan for the next biennium to the level of anticipated resources.

To preserve limited TA resources, the Secretariat further strengthened cost controls and increased its reliance on funding from partners. It is estimated that partners contributed the equivalent of CHF 650,000 in 2025 to help finance the WTO TA activities. Internal measures taken included the suspension of most Geneva-based in-person training courses, the increased integration of blended activities, mixing virtual trainer-led and in person delivery, a reduction in the number of trainers or external speakers financed, preference given to cheaper venues for TA activities, negotiation of more favourable hotel and transport conditions, etc. The Secretariat largely managed to preserve the quality of its TA activities and to maximise the return for TA beneficiaries, but the number of TA activities was significantly lower.

Analysed by Key Results, Figure 51 shows that the largest share of expenses went to Key Result 1, as foreseen by the TA Plan. It represented 53% of the total TA expenses in 2025, an 18-percentage point reduction compared to 2024. As most global activities held in Geneva were suspended, they represented only 15% of Key Result 1 expenses instead of 47% in 2024. The bulk of the expenses were for regional activities (33%) and the various long-term placement programmes (43%). The balance financed national activities (9%). Most of the resources from the Regular Budget have been dedicated to this Key Result. The overall rate of utilisation of the much-reduced regular budget reached 100% in 2025.

Key Result 2 carried 4% of the TA expenses, in line with the previous year, covering several accession-related activities (61%) and the Accessions Internship Programme (39%). Key Result 3 carried 10% of the TA expenses, a three-point increase from 2024, mainly to support the WTO Chairs Programme which is financed through earmarked voluntary contributions. Key Result 4 also carried 10% of the total TA expenses, two points more than in 2024, entirely dedicated to the Young Professionals Programme. Other expenses mainly financed staffing costs (13 L-posts) and carried 23% of the TA expenses – close to twice the proportion compared to 2024. The GTF had to finance one regular WTO post for six months and the measures taken to reduce L-post costs will only produce their effects in 2026.

Figure 46. Technical Assistance Expenses (2016-2025)

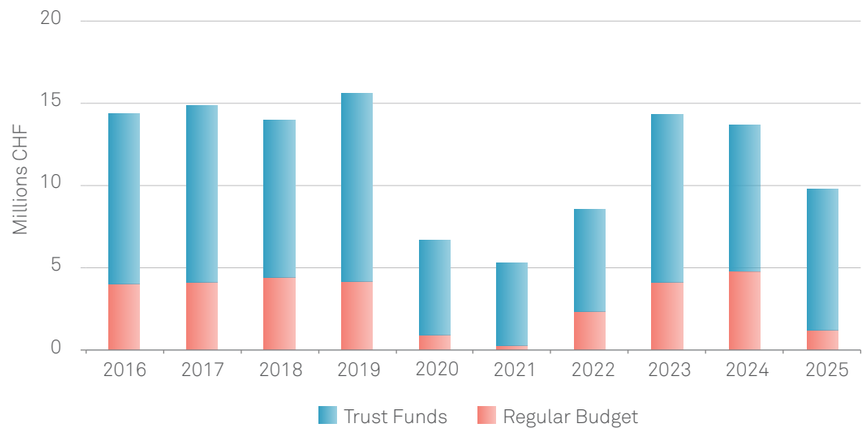


Figure 47. TA Expenses Mix (2019-2025)

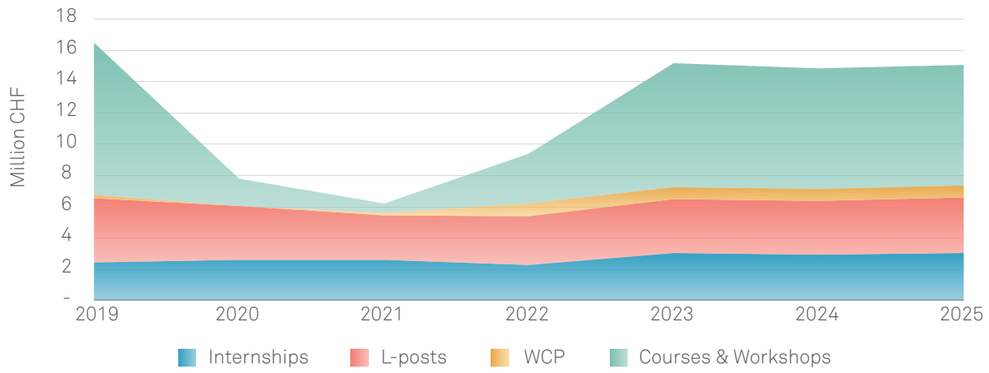


Figure 48. Global Trust Fund (GTF) Funding (2016–2025)

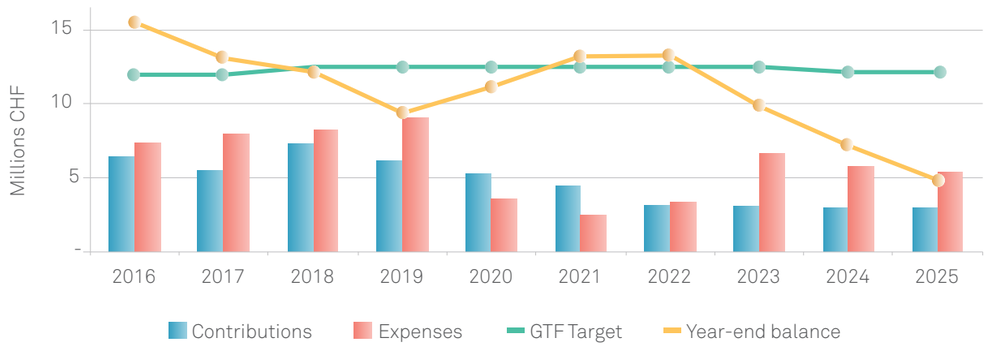


Figure 49. TA Expenses Funding (2008-2025)

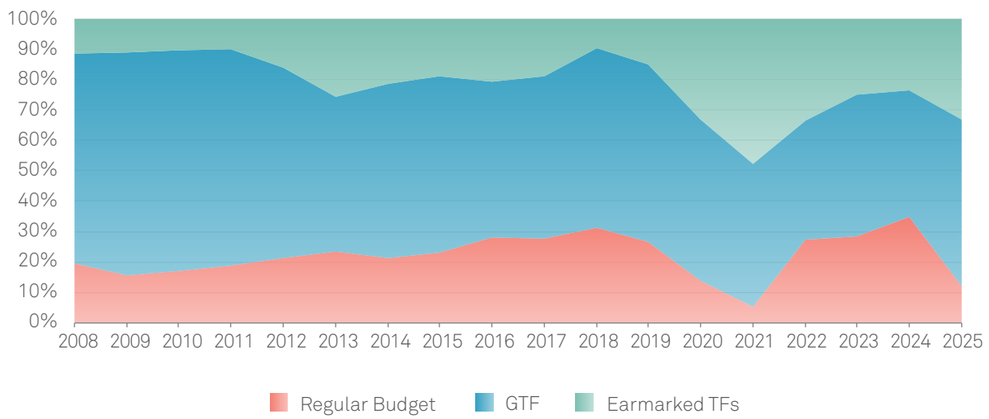


Figure 50. Activity expenses by Region (2025)
(thousands of CHF)

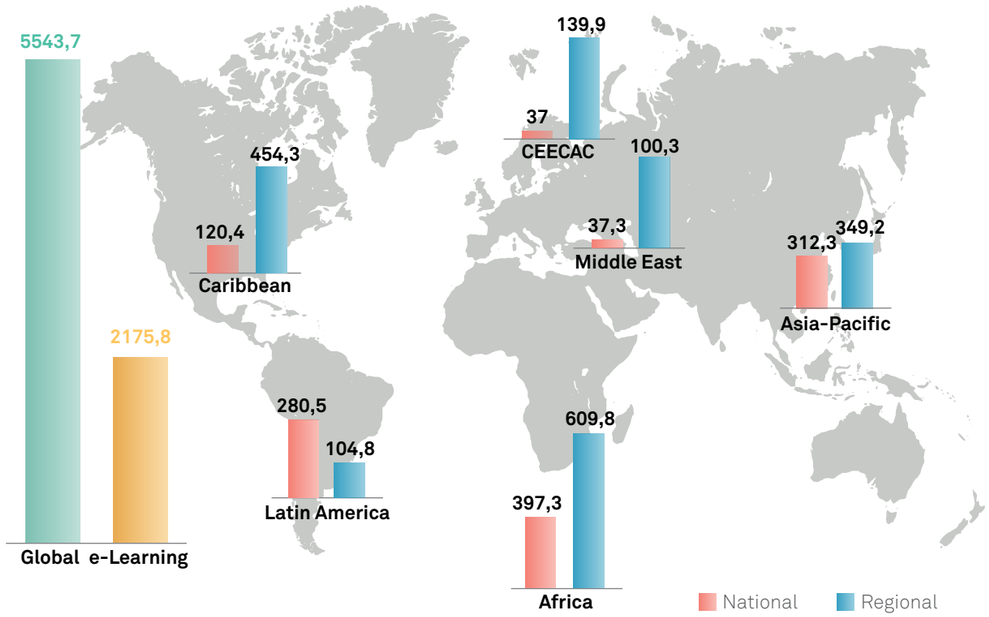
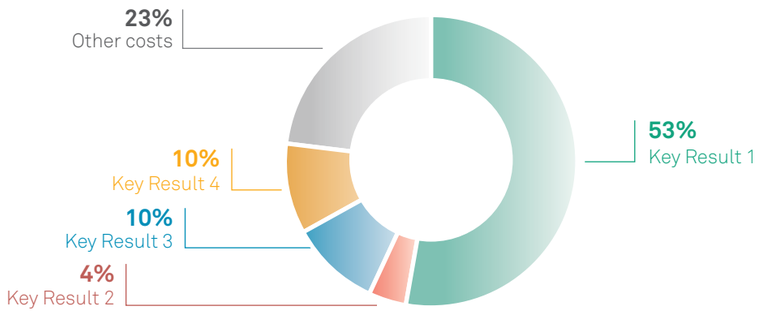


Figure 51. TA expenditure by Key Result in 2025



Annexes

ANNEX 1. MAIN RESULTS MEASURED IN 2025

The information contained in the Measure and Assessment columns in this annex summarises the analysis of the results of TA performed by the Secretariat, based on the Logical Framework adopted by Members as part of the TA Plan for 2024-25. The statements included in the table do not present any background or explanation of the circumstances or reasons leading to the measured result. Therefore, they should be read in conjunction with the more comprehensive analysis provided in the rest of the report. The following codes have been used in the table:

- Target met: the target identified in the TA Plan logframe has been fully met or has been exceeded;
- Target partially met: the target identified in the TA Plan logframe has been missed by a small margin, as significant progress has been made towards its achievement;
- Target not met: the target identified in the TA Plan logframe has been largely missed and progress towards its achievement has been limited;
- Data not available: the data available to the Secretariat is incomplete, if not missing completely, or is not reliable or strong enough to support a conclusion one way or the other;
- Not applicable (N/A): The TA activities which should have been used to measure results did not take place, depriving the Secretariat of an assessment basis.

Expected Results	Indicators	Baseline	Targets	2024 Measure	2024 Assessment	2025 Measure	2025 Assessment
Impact							
Developing and LDC Members are benefiting from their active participation in the WTO	Share of developing Members' total trade (imports and exports)	2019-21 average: 41.96%	> 40%	42.3% in 2023	Target met	43.7% in 2024	Target met
Developing and LDC Members are benefiting from their active participation in the WTO	Share of LDC Members' total trade (import and exports)	2019-21 average: 1.1%	> 1.00%	1.14% in 2023	Target met	1.2% in 2024	Target met

WT/COMTD/W/307

ANNEX 1 – MAIN RESULTS MEASURED IN 2025

Expected Results	Indicators	Baseline	Targets	2024 Measure	2024 Assessment	2025 Measure	2025 Assessment
Key Result 1 – Outcome							
1: Government officials are implementing WTO Agreements and fully realising Members' rights and obligations	Number of documents submitted by beneficiary developing Members to WTO Bodies	Annual average 2019-22: 587	Increase	563	Target partially met	425	Target not met
1: Government officials are implementing WTO Agreements and fully realising Members' rights and obligations	Number of documents submitted by beneficiary LDC Members to WTO Bodies	Annual average 2019-22: 103	Increase	162	Target met	151	Target met
1: Government officials are implementing WTO Agreements and fully realising Members' rights and obligations	Number of outstanding notifications by TA beneficiary Members	26 per beneficiary Member on average in 2017-19	Decrease	25.36	Target met	25.77	Target met
Key Result 1 – Output							
1.1: Government officials have enhanced knowledge about the WTO Agreements, formulation of trade policies and conduct of trade negotiations	Number of participants completing PLS level 1	Annual average 2017-19: 3,608	Stability	1,844	Target not met	1,236	Target not met
1.1: Government officials have enhanced knowledge about the WTO Agreements, formulation of trade policies and conduct of trade negotiations	Number of participants completing PLS level 2	Annual average 2017-19: 11,746	Stability	12,174	Target met	9,535	Target partially met
1.1: Government officials have enhanced knowledge about the WTO Agreements, formulation of trade policies and conduct of trade negotiations	Number of participants completing PLS level 3	Annual average 2017-19: 1,833	Increase	692	Target not met	648	Target not met
1.1: Government officials have enhanced knowledge about the WTO Agreements, formulation of trade policies and conduct of trade negotiations	Number of national activities requested	2017-19 average: 145	Increase	93	Target not met	90	Target not met
1.1: Government officials have enhanced knowledge about the WTO Agreements, formulation of trade policies and conduct of trade negotiations	Number of beneficiary Members and Observers participating in TA courses	2017-19 average: 163	Stability	141	Target not met	140	Target not met
1.1: Government officials have enhanced knowledge about the WTO Agreements, formulation of trade policies and conduct of trade negotiations	Number of beneficiary LDCs participating in TA courses	2017-19 average: 43	Stability	38	Target partially met	36	Target partially met
1.1: Government officials have enhanced knowledge about the WTO Agreements, formulation of trade policies and conduct of trade negotiations	Interactive training methods' share of time in each activity (exercises, case studies, simulations, Q&A, participation in Committee meetings, etc.)	2017-19 average: - 42% lectures - 58% interactive methods	Increase share of interactive training methods to an average of at least 60%	35% lectures 65% interactive methods	Target met	35% lectures 65% interactive methods	Target met
1.1: Government officials have enhanced knowledge about the WTO Agreements, formulation of trade policies and conduct of trade negotiations	Success rate in 8-week RTPCs	2017-19 average: 96%	Stability	94%	Target partially met	97%	Target met
1.1: Government officials have enhanced knowledge about the WTO Agreements, formulation of trade policies and conduct of trade negotiations	Success rate in 8-week ATPCs	2022: 98.1%	Stability	100%	Target met	97%	Target met
1.1: Government officials have enhanced knowledge about the WTO Agreements, formulation of trade policies and conduct of trade negotiations	Distinction rate in 8-week RTPCs	2017-19 average: 37%	Stability	2024 average: 16%	Target not met	2025 average: 23%	Target partially met
1.1: Government officials have enhanced knowledge about the WTO Agreements, formulation of trade policies and conduct of trade negotiations	Distinction rate in 8-week ATPCs	2022: 28.3%	Stability	2024 average: 23.15%	Target partially met	28.6%	Target met
1.1: Government officials have enhanced knowledge about the WTO Agreements, formulation of trade policies and conduct of trade negotiations	Percentage of participants rating the overall content and results in RTPCs with the two top marks	2017-19 average: 98%	Stability	2024 average: 89%	Target partially met	2025 average: 99%	Target met
1.1: Government officials have enhanced knowledge about the WTO Agreements, formulation of trade policies and conduct of trade negotiations	Percentage of participants rating the overall content and results in ATPCs with the two top marks	2017-19 average: 93%	Stability	2024 average: 97.7%	Target met	100%	Target met
1.1: Government officials have enhanced knowledge about the WTO Agreements, formulation of trade policies and conduct of trade negotiations	Percentage of participants rating the overall content and results in advanced thematic courses with the two top marks	2017-19 average: 96%	Stability	98%	Target met	97%	Target met

WT/COMTD/W/307

ANNEX 1 – MAIN RESULTS MEASURED IN 2025

Expected Results	Indicators	Baseline	Targets	2024 Measure	2024 Assessment	2025 Measure	2025 Assessment
1.1: Government officials have enhanced knowledge about the WTO Agreements, formulation of trade policies and conduct of trade negotiations	Number of participants trained in advanced trade negotiating skills	2017-19 average: 238	Stability	183	Target partially met	137	Target not met
1.1: Government officials have enhanced knowledge about the WTO Agreements, formulation of trade policies and conduct of trade negotiations	Number of advanced thematic courses using pre-diagnostics, coaching, leadership, action plans or follow-ups	2019: 5	Stability	5	Target met	21	Target met
1.1: Government officials have enhanced knowledge about the WTO Agreements, formulation of trade policies and conduct of trade negotiations	Number of participants in NTP	2019-22 average: 15	Stability	14	Target partially met	16	Target met
1.1: Government officials have enhanced knowledge about the WTO Agreements, formulation of trade policies and conduct of trade negotiations	Number of interns in FIMiP	2019-22 average: 20	Stability	18	Target partially met	18	Target partially met
1.1: Government officials have enhanced knowledge about the WTO Agreements, formulation of trade policies and conduct of trade negotiations	Number of interns in RCI	2017-19 average: 6	Stability	3	Target not met	4	Target partially met
1.1: Government officials have enhanced knowledge about the WTO Agreements, formulation of trade policies and conduct of trade negotiations	Final evaluation rate of each FIMiP intern	100% at least fully satisfactory in 2020-22	Stability	Exceeded expectations: 7 Fully meets expectations: 10 Partly satisfactory: 1	Target partially met	Fully satisfactory: 18	Target met
1.1: Government officials have enhanced knowledge about the WTO Agreements, formulation of trade policies and conduct of trade negotiations	Final evaluation rate of each NTP intern	100% at least fully satisfactory in 2020-22	Stability	Exceeded expectations: 6 Fully meets expectations: 7 Partly satisfactory: 1	Target partially met	Highly Satisfactory: 1 Satisfactory: 13 Unsatisfactory: 2	Target partially met
1.1: Government officials have enhanced knowledge about the WTO Agreements, formulation of trade policies and conduct of trade negotiations	Final evaluation rate of each RCI intern	100% at least fully satisfactory in 2020-22	Stability	Fully meets expectations: 3	Target met	Exceeded expectations: 2	Target met
1.1: Government officials have enhanced knowledge about the WTO Agreements, formulation of trade policies and conduct of trade negotiations	New, revised or translated online courses released during the year	2017-19 average: 10	Stability	16	Target met	11	Target met
1.1: Government officials have enhanced knowledge about the WTO Agreements, formulation of trade policies and conduct of trade negotiations	Percentage of online courses in SCORM format	2022:77%	Increase	85%	Target met	86%	Target met
1.1: Government officials have enhanced knowledge about the WTO Agreements, formulation of trade policies and conduct of trade negotiations	Percentage of participants rating the quality of the online courses content with the two top marks	2020-22 average: 96%	Stability	97%	Target met	97%	Target met
1.1: Government officials have enhanced knowledge about the WTO Agreements, formulation of trade policies and conduct of trade negotiations	Percentage of participants rating the effectiveness of the e-Learning website with the two top marks	2020-22 average: 94%	Stability	99%	Target met	99%	Target met
1.1: Government officials have enhanced knowledge about the WTO Agreements, formulation of trade policies and conduct of trade negotiations	e-Learning success rate	2019-22 average: 61.5%	Stability	78%	Target met	77%	Target met
1.1: Government officials have enhanced knowledge about the WTO Agreements, formulation of trade policies and conduct of trade negotiations	e-Learning drop-out rate	2017-19 average: 24%	Stability	20%	Target met	21%	Target met
1.1: Government officials have enhanced knowledge about the WTO Agreements, formulation of trade policies and conduct of trade negotiations	e-Learning distinction rate	2020-22 average: 54%	Stability	58%	Target met	67%	Target met
1.2: Effective partnerships established	Proportion of activities with the involvement of a partner	2020-22 average: 57%	Stability	66%	Target met	65%	Target met
1.2: Effective partnerships established	Proportion of partners' contribution to the TA activities	2017-22 average: 47% low contributions	Decrease proportion of low contributions	23%	Target met	13%	Target met
1.3: Members' needs and priorities identified periodically	Number of responses to TA questionnaires	2019-22 average: 82	Stability	No TA questionnaire sent in 2024	N/A	87	Target met
1.3: Members' needs and priorities identified periodically	Number of TPR Follow-ups	2017-19 average: 8	Stability	1	Target not met	3 (Cambodia, China, Malawi)	Target not met

WT/COMTD/W/307

ANNEX 1 – MAIN RESULTS MEASURED IN 2025

Expected Results	Indicators	Baseline	Targets	2024 Measure	2024 Assessment	2025 Measure	2025 Assessment
1.4: WTO data and databases accessed by Members	Visits by Members' logging in to the WTO website	2020-2022 average: 87,866	Increase	135,635	Target met	107,978	Target met
1.4: WTO data and databases accessed by Members	Number of TA activities including training on WTO databases as one of their objectives	2017-19 average: 60	Increase	56	Target partially met	41	Target not met
Key Result 2 – Outcome							
2: Acceding governments/separate customs territories are participating in accession negotiations	Number of formal or informal Working Party meetings held for acceding beneficiary governments	2017-19 average: 6	Stability	Formal meetings: 6 Informal meetings: 3	Target met	Formal meetings: 6 Informal meetings: 1	Target met
Key Result 2 – 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	2017-19 average: 1,179	Stability	Face-to-face and Virtual: 448 e-Learning: 35	Target not met	Face-to-face and Virtual: 371 e-Learning: 595	Target partially met
2.2: Accession Internship programme participants' knowledge enhanced	Final evaluation rate of each AIP intern by supervisor	100% at least fully satisfactory	Stability	5 fully satisfactory	Target met	Exceeded expectations: 2 Fully satisfactory: 2	Target met
2.3: Interested Members' expertise on GPA rules, accession negotiations enhanced	Average no. of relevant accession-related documents circulated per TA-eligible GPA acceding Member	2017-19 average: 5.2	Stability	7	Target met	3.33	Target partially met
2.3: Interested Members' expertise on GPA rules, accession negotiations enhanced	Average no. of interventions made by TA-eligible GPA-acceding Parties during meetings of the CGP	2018-20 average: 2.9	Stability	6.2	Target met	4.6	Target met
2.3: Interested Members' expertise on GPA rules, accession negotiations enhanced	Average no. of bilateral meetings of TA-eligible GPA-acceding Parties with Chair of the CGP	2018-20 average: 1.29	Stability	1.8	Target met	1.5	Target met
Key Result 3 – Outcome							
3: Academic institutions and other stakeholders are analysing WTO issues and reaching out to policy makers	Diversity of WTO related topics covered by activities	2018-19 average Semantic similarity: 0.60 Normalised entropy: 0.92	Stability	Semantic similarity: 0.63 (negative evolution) Normalised entropy: 0.93 (positive evolution)	Target met	Data not available	Data not available
Key Result 3 – Output							
3.1: Research on trade policy and WTO-related matters generated by the WCP	Number of publications	Phase III Chair average 2020-22: 171	Phase III Chairs: Increase	Phase III Chairs: 432 publications in total Increase: 15 Chairs	Target met	Phase III Chairs: 505 publications in total Increase: 8 Chairs Stable: 0 Chair Decrease: 7 Chair	Target partially met
3.1: Research on trade policy and WTO-related matters generated by the WCP	Number of publications	Rolling Programme New Chair: To be collected	New Chairs: To be determined	N/A	N/A	Phase IV Chairs: 39 Publications in total Increase: 4 Chairs Stable: 0 Chair Decrease: 0 Chair	Target met
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 III: Individual baselines established based on past outputs	Positive evaluation	Phase III Chairs evolution: Positive: 24 assessments Stable: 3 assessments Negative: 2 assessments	Target met	Phase III Chairs evolution: Positive: 3 assessments Stable: 18 assessments Negative: 6 assessments Missing: 3 assessments	Target partially met

WT/COMTD/W/307

ANNEX 1 – MAIN RESULTS MEASURED IN 2025

Expected Results	Indicators	Baseline	Targets	2024 Measure	2024 Assessment	2025 Measure	2025 Assessment
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: Individual baselines established based on past outputs	Positive evaluation	N/A	N/A	Phase IV Chairs evolution: Positive: 4 assessments Stable: 2 assessments Decrease: 2 assessments Missing: 2 assessments	Target met
3.2: Courses with WTO content developed by the WCP Chairs	Number of students completing a WTO-related courses	Phase III Chairs: 2020-22: average: 2,490	Phase III Chairs: Increase	Phase III Chairs: 6970 students in total Increase: 13 Chairs Stable: 1 Chair Decrease: 1 Chair	Target met	Phase III Chairs: 9,066 students in total Increase: 10 Chairs Stable: 0 Chair Decrease: 5 Chairs	Target partially met
3.2: Courses with WTO content developed by the WCP Chairs	Number of students completing a WTO-related courses	Rolling Programme New Chair: To be collected	New Chairs: To be determined	N/A	N/A	Phase IV Chairs: 566 students in total Increase: 2 Chairs Stable: 1 Chair Decrease: 1 Chair	Target partially met
3.2: Courses with WTO content developed by the WCP Chairs	Number of new or updated WTO-related courses	Phase III Chairs: Average 2020-22: 28	Phase III Chairs: Increase	Phase III Chairs: 134 courses in total Increase: 11 Chairs Stable: 1 Chair Decrease: 3 Chairs	Target partially met	Phase III Chairs: 103 courses in total Increase: 4 Chairs Stable: 3 Chairs Decrease: 8 Chairs	Target not met
3.2: Courses with WTO content developed by the WCP Chairs	Number of new or updated WTO-related courses	Rolling Programme New Chair: To be collected	New Chairs: To be determined	N/A	N/A	Phase IV Chairs: 12 Courses in total Increase: 4 Chairs Stable: 0 Chair Decrease: 0 Chair	Target met
3.3: WTO Chairs' research disseminated to policy makers and other stakeholders	Number of outreach events per year	Phase III Chairs: Average 2020-22: 86	Phase III Chairs: Increase	Phase III Chairs: 226 events in total Increase: 12 Chairs Stable: 2 Chairs Decrease 1 Chair	Target met	Phase III Chairs: 156 events in total Increase: 5 Chairs Stable: 0 Chair Decrease: 10 Chairs	Target not met
3.3: WTO Chairs' research disseminated to policy makers and other stakeholders	Number of outreach events per year	Rolling Programme New Chair: To be collected	New Chairs: To be determined	N/A	N/A	Phase IV Chairs: 16 events in total Increase: 4 Chairs Stable: 0 Chair Decrease: 0 Chair	Target met
3.3: WTO Chairs' research disseminated to policy makers and other stakeholders	Advice provided to governmental policy makers and other stakeholders	Phase III Chairs: Average 22-2022: 109	Phase III Chairs: Increase	Phase III Chairs: 349 advices in total Increase: 8 Chairs Stable: 3 Chairs Decrease: 4 Chairs	Target partially met	Phase III Chairs: 417 advices in total Increase: 4 Chairs Stable: 3 Chairs Decrease: 8 Chairs	Target not met
3.3: WTO Chairs' research disseminated to policy makers and other stakeholders	Advice provided to governmental policy makers and other stakeholders	Rolling Programme New Chair: To be collected	New Chairs: To be determined	N/A	N/A	Phase IV Chairs: 5 advices in total Increase: 2 Chairs Stable: 2 Chairs Decrease: 0 Chair	Target met
3.4: Students trained on WTO work and issues	Number of students participating in competitions supported by the WTO	2022: 344	Stability	328	Target partially met	300	Target partially met
3.4: Students trained on WTO work and issues	Number of PhD students supervised graduating with a PhD	Students supervised graduate with a PhD each year: 5	Stability	2 students graduating with a PhD	Target partially met	3 students graduating with a PhD	Target partially met

WT/COMTD/W/307

ANNEX 1 – MAIN RESULTS MEASURED IN 2025

Expected Results	Indicators	Baseline	Targets	2024 Measure	2024 Assessment	2025 Measure	2025 Assessment
Key Result 4 – Outcome							
4: Non-governmental stakeholders and legislators are aware of and knowledgeable about WTO work and issues	Diversity of WTO related topics covered by statements, reports, and papers produced by this group of stakeholders	In 2017: 26 WTO related topics covered	Stability	37	Target met	44	Target met
Key Result 4 – Output							
4.1: Understanding of WTO work and issues by non-governmental stakeholders and legislators improved	Number of seminars, workshops conducted	2017-19 average: 7 activities	Stability	2	Target not met	1	Target not met
4.1: Understanding of WTO work and issues by non-governmental stakeholders and legislators improved	Number of key non-governmental stakeholders and legislators reached during the year	2017-19 average: 355 legislators 73 journalists 28 civil society	Stability	Legislators: 0 Journalists: 28 Civil society: 0	Target not met	Legislators: 0 Journalists: 21 Civil society: 0	Target not met
4.2: Improved access to WTO issues through e-Learning training material for self-study	Number of training material consulted	2020-22 average: 3,718	Increase	9,011	Target met	9,300	Target met
4.3 Information on WTO trade-related TA accessed	Number of views of the web pages on technical assistance including news items on this subject	2020-22 average: 327,668	Increase	Page views: 897,909 news items viewed: 377,231	Target met	Page views: 466,903 news items viewed: 407,424	Target met
4.4: Young professionals are exposed to WTO work and issues	Number of Young Professionals selected annually by the WTO	2020-22 average: 13	Increase	20	Target met	19	Target met
4.4: Young professionals are exposed to WTO work and issues	Final evaluation rate of each young professional's performance by their supervisor	100% at least fully satisfactory in 2020-22	Stability	20 fully satisfactory	Target met	Fully satisfactory: 18	Target met
4.5: China General Internship Programme Participants' knowledge enhanced	Final evaluation rate of each China GIP intern by supervisor	100% fully satisfactory	Stability	Exceeded expectations: 1 fully satisfactory: 3 partially satisfactory: 1	Target partially met	Exceeded expectations: 2 fully satisfactory: 3 partially satisfactory: 1	Target partially met

ANNEX 2. ACTIVITY MATRIX

Key Result 1 – Government officials are implementing WTO Agreements and fully realising Members' rights and obligations – (thousands CHF)

Level	Path	Language(s)	Title	Target region	Regular Budget		GTF		Earmarked Funds[1]		Total	
					Budget 2025	Expenses 2025	Budget Fund 2025	Expenses Fund 2025	Budget Funds 2025	Expenses Funds 2025	Budget 2025	Expenses 2025
Introduction	Generalist	E/F/S	Geneva-based courses for LDCs - introduction and focus activities - Geneva weeks	Global	320	8	-	-	-	-	320	8
Advanced	Generalist	E/F/S	Applied Advanced Trade Policy Courses (Geneva)	Global	1,367	487	-	-	-	-	1,367	487
Intermediate	Generalist	E/F/S	Intermediate level activities for: Africa; Middle East; Asia and Pacific Economies; Caribbean; Central and Eastern Europe, Central Asia and Caucasus; Latin America	All regions	-	-	3,080	1,106	-	-	3,080	1,106
Advanced	Specialist	E/F/S	Geneva-based Advanced Thematic Courses and topic specific symposia for Capital-based officials	Global	1,927	107	700	102	-	-	2,627	208
Advanced	Specialist	E/F/S	Advisory role on legal issues (Art. 27.2 of DSU)	Global	60	22	-	-	-	-	60	22
Intermediate Advanced	Generalist / Specialist	E/F/S	National activities, including assistance for needs assessment and monitoring and evaluation missions	All regions	690	388		46	-	-	690	434
Intermediate	Generalist	E/F/S	Regional workshops	All regions	-	-	3,000	411	-	-	3,000	411
		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 regions	-	-	-	-	95	36	95	36
Advanced	Generalist	E/F/S	Netherlands Talent Programme (NTP)	Global	-	-	-	-	774	834	774	834
Advanced	Generalist	E/F/S	Regional Coordinator Internships Programme (RCI)	Global	-	-	210	150	-	-	210	150
Advanced	Generalist	E/F/S	French-Irish Missions Internship Programme (FIMiP)	Global	-	-	-	-	1,061	931	1,061	931
Introduction	Generalist	E/F/S	China's LDCs and Accessions Programme: WTO General Internship Programme (GIP)	Global	-	-	-	-	-	112	-	112
Introduction	Generalist	E/F/S	Online courses: introduction level	Capital-based officials	-	-	-	-	-	-	-	-
Intermediate	Generalist / Specialist	E/F/S	Online courses: intermediate level (Generalists and Specialists)		-	-	-	-	-	-	-	-
			Sub-total		**4,364**	**1,012**	**6,990**	**1,815**	**1,930**	**1,913**	**13,284**	**4,739**
			Overheads @13%		**-**	**-**	**909**	**236**	**251**	**249**	**1,160**	**485**
			Total		**4,364**	**1,012**	**7,899**	**2,051**	**2,181**	**2,162**	**14,443**	**5,224**

Key Result 2 (Outcome 2) – Acceding governments are participating in accession negotiations – (thousands CHF)

Level	Path	Language(s)	Title	Target region	Regular Budget		GTF		Earmarked Funds[1]		Total	
					Budget 2025	Expenses 2025	Budget Fund 2025	Expenses Fund 2025	Budget Funds 2025	Expenses Funds 2025	Budget 2025	Expenses 2025
Intermediate Advanced	Generalist / Specialist	E/F/S	National Seminars on Accessions	All regions	50	23	-	-	-	-	50	23
Intermediate Advanced	Generalist / Specialist	E/F/S	Other activities on Accessions	All regions	-	95	300	-	-	-	300	95
		E	China's LDCs and Accessions Programme: WTO Accession Round Table meetings	Global	-	-	-	-	230	79	230	79
Introduction	Generalist	E/F/S	China's LDCs and Accessions Programme: WTO Accessions Internship Programme (AIP)	Global	-	-	-	-	100	124	100	124
Intermediate	Generalist	E/F/S	Online course: Accession to the WTO	Global	-	-	-	-	-	-	-	-
			Sub-total		**50**	**117**	**300**	**-**	**330**	**202**	**680**	**319**
			Overheads @13%		**-**	**-**	**39**	**-**	**43**	**26**	**82**	**26**
			Total		**50**	**117**	**339**	**-**	**373**	**228**	**762**	**346**

Key Result 3 (Outcome 3) – Academic institutions and other stakeholders are analysing WTO issues and reaching out to policy makers – (thousands CHF)

Level	Path	Language(s)	Title	Target region	Regular Budget		GTF		Earmarked Funds[1]		Total	
					Budget 2025	Expenses 2025	Budget Fund 2025	Expenses Fund 2025	Budget Funds 2025	Expenses Funds 2025	Budget 2025	Expenses 2025
	Generalist	E/F/S	WTO Chairs Programme - Phase III	All regions	-	21	-	-	1,300	617	1,300	638
	Generalist	E/F/S	WTO Chairs Programme - Phase IV	All regions	-	-	-	-	265	145	265	145
		E/F/S	WTO support programme for doctoral students	Global	-	-	65	22	-	-	65	22
		E/F/S	Support to Moot Court Competition; WIPO-WTO Colloqium for Teachers of IP law; donation of WTO publications to Academic institutions	All regions	25	21	80	73	-	-	105	94
			Sub-total		**25**	**42**	**145**	**95**	**1,565**	**762**	**1,735**	**900**
			Overheads @13%		**-**	**-**	**19**	**12**	**203**	**99**	**222**	**112**
			Total		**25**	**42**	**164**	**108**	**1,768**	**862**	**1,957**	**1,011**

Key Result 4 (Outcome 4) –Non-governmental stakeholders are aware of and knowledgeable about WTO work and issues – (thousands CHF)

Level	Path	Language(s)	Title	Target region	Regular Budget		GTF		Earmarked Funds[1]		Total	
					Budget 2025	Expenses 2025	Budget Fund 2025	Expenses Fund 2025	Budget Funds 2025	Expenses Funds 2025	Budget 2025	Expenses 2025
		E/F/S	National outreach activities		15	-	-	-	-	-	15	-
		E/F/S	Other outreach activities for legislators, journalists, civil society and businesses	All regions	-	-	610	-	-	-	610	-
	Specialist	E/F/S	WTO Young Professionals' programme (YPP)	Global	-	-	996	878	-	-	996	878
		E/F/S	Online training material for self-study	All regions	-	-	-	-	-	-	-	-
			Sub-total		**15**	**-**	**1,606**	**878**	**-**	**-**	**1,621**	**878**
			Overheads @13%		**-**	**-**	**209**	**114**	**-**	**-**	**209**	**114**
			Total		**15**	**0**	**1,815**	**993**	**-**	**-**	**1,830**	**993**

Other costs: Programme staff and Monitoring & Evaluation – (thousands CHF)

Other Costs	Title	Target Region	Regular Budget		GTF		Earmarked Funds[1]		Total	
			Budget 2025	Expenses 2025	Budget Fund 2025	Expenses Fund 2025	Budget Funds 2025	Expenses Funds 2025	Budget 2025	Expenses 2025
	L-Posts		-	-	1,700	1,835	-	-	1,700	1,835
	Implementation of RBM and development of e-Learning courses		65	25	-	-	-	-	65	25
	Transfer Balance from TDA 24		**-**	**-**	**-**	**-99**	**-**	**-**	**-**	**-99**
	Sub-total		**65**	**25**	**1,700**	**1,736**	**-**	**-**	**1,765**	**1,762**
	Overheads @13%		**-**	**-**	**221**	**226**	**-**	**-**	**221**	**226**
	Total		**65**	**25**	**1,921**	**1,962**	**-**	**-**	**1,986**	**1,988**

Summary Grand Total – (thousands CHF)

Summary Grand Total	Title	Target Region	Regular Budget		GTF		Earmarked Funds[1]		Total	
			Budget 2025	Expenses 2025	Budget Fund 2025	Expenses Fund 2025	Budget Funds 2025	Expenses Funds 2025	Budget 2025	Expenses 2025
	Sub-total		**4,518**	**1,196**	**10,741**	**4,525**	**3,825**	**2,878**	**19,084**	**8,599**
	Overheads @13%		**-**	**-**	**1,396**	**588**	**497**	**374**	**1,894**	**962**
	Separation provision					**220**				
	Total		**4,518**	**1,196**	**12,137**	**5,333**	**4,322**	**3,252**	**20,977**	**9,781**

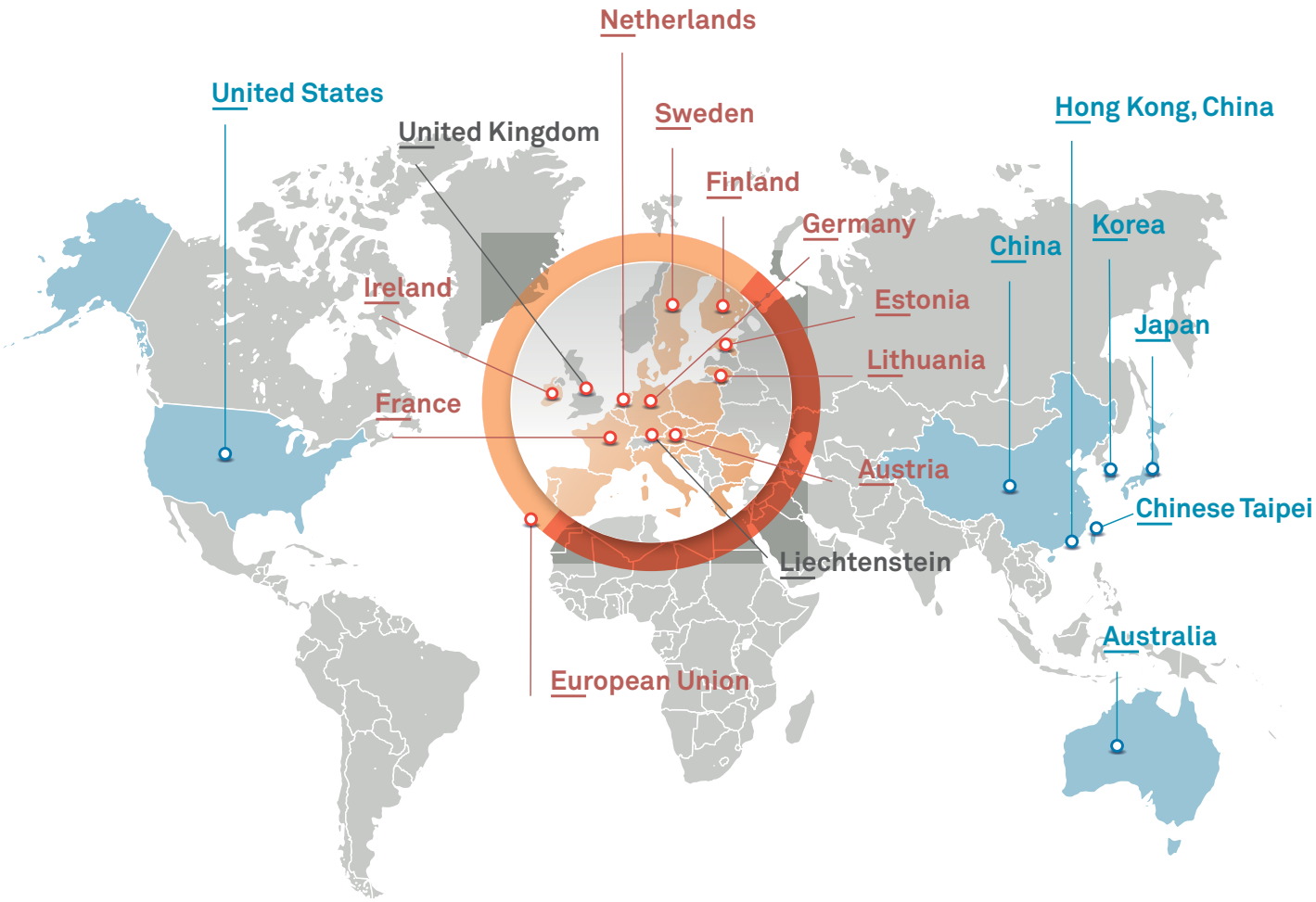
1 Earmarked Funds include those financing the French Irish Missions Programme (FIMiP), Netherlands Talent Programme (NTP), China's LDCs and Accessions Programme, and WTO Chairs Programme (WCP), which are under the sole authority of the WTO and which it can use to finance its TA activities.

The Standards and Trade Development Facility (STDF), the Enhanced Integrated Framework (EIF) and Trade Facilitation Agreement Facility (TFAF) trust funds are consequently excluded.

These trust funds have their own governance and reporting mechanisms.

Acknowledging donors

Donor funding is essential to continue providing technical assistance to TA beneficiaries. The WTO Technical Assistance programmes are financed by the WTO Secretariat's regular budget, supplemented by extra-budgetary funds. The extra-budgetary funds represent the main channel through which the following WTO Members' voluntary contributions in recent years support the technical assistance activities.



Financing of Trade-Related Technical Assistance (TRTA)

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Enhancing Understanding and Knowledge of the Multilateral Trading System

This report was prepared on behalf of the WTO Secretariat by the Institute for Training and Technical Cooperation (ITTC), the division managing, coordinating, and evaluating the organization and delivery of WTO technical assistance (TA) activities. It benefitted from the input provided by all divisions involved in the implementation of the TA programme. As a tool to assess WTO TA performance and communicate on its achievements, the report identifies a variety of concrete results produced, and which could be measured during the year. It highlights how the WTO responds to the evolving needs of its developing and least developed Members and Observers through a constant adaptation of its offer for an ever-greater relevance and quality. Throughout the report are testimonials recounting the perspectives and experiences of those by and for whom WTO TA makes a difference.

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