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# **Institute for Training and Technical Cooperation**

## ANNUAL PERFORMANCE REPORT ON TECHNICAL ASSISTANCE AND TRAINING

## 2017

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#### **ACRONYMS**

ABS Appellate Body Secretariat ACWL Advisory Centre on WTO Law

Ag-IMS Agriculture Information Management System

AIP Accession Internship Programme

ALADI Latin American Integration Association/Asociación Latinoamericana de Integración

ATPC Advanced Trade Policy Course

BTOR Back-to-Office Report

CBFA Committee on Budget, Finance and Administration

CEECAC Central and Eastern European, Central Asian and Caucasus

CAN Andean Community

CHF Swiss franc

CRN Central Registry of Notifications
CTD Committee on Trade and Development
DDSR Digital Dispute Settlement Registry

DS Dispute Settlement

DSU Dispute Settlement Understanding

EBRD European Bank for Reconstruction and Development

EIF Enhanced Integrated Framework FATS Foreign Affiliates Trade Statistics

FIMIP French & Irish Missions Internship Programme
GATS General Agreement on Trade in Services
GATT General Agreement on Tariffs and Trade
GPA Government Procurement Agreement

GRP Good Regulatory Practice
GTF Global Trust Fund
GVCs Global Value Chains

IICA Inter-American Institute for Cooperation on Agriculture

IMS Information Management System

IP Intellectual Property
IPR Intellectual property right

ITA Information Technology Agreement

ITC International Trade Centre

I-TIP Integrated Trade Intelligence Portal ITPC Intermediate-level Trade Policy Course

ITTC Institute for Training and Technical Cooperation

LDC Least-developed country M&E Monitoring & Evaluation

MA Market Access

MC11 11<sup>th</sup> WTO Ministerial Conference

MFTR Memorandum on Foreign Trade Regime

MOOC Massive Open Online Courses
MP Member of Parliament
MTS Multilateral Trading System
NAMA Non-Agricultural Market Access
NNS Notification Submission System
NTP Netherlands Trainee Programme

OECD Organization for Economic Co-operation and Development

PAHO Pan-American Health Organization PIFS Pacific Islands Forum Secretariat PLS Progressive Learning Strategy

Q&A Questions & Answers RBM Results-Based Management

RC Reference Centre

RCI Regional Coordinator Internship Programme

RTA Regional Trade Agreement

S&D Special and Differential Treatment

SCORM Sharable Content Object Reference Model

SJR SCImago Journal Rank

SME Small and Medium-sized Enterprise SNIP Source Normalised Impact per Paper SPS Sanitary and Phytosanitary

STDF Standards and Trade Development Facility

TA Technical Assistance

TACTF Technical Assistance Coordination Task Force

TBT Technical Barriers to Trade

TF Trade facilitation

TFA Trade Facilitation Agreement

TFAF Trade Facilitation Agreement Facility

TiVA Trade in Value Added
TMR Training Material Request
TPR Trade Policy Review

TRIMs Trade-Related Investment Measures

TRIPS Trade-Related Aspects of Intellectual Property Rights

TRTA Trade-Related Technical Assistance

UAE United Arab Emirates

UNCTAD United Nations Conference on Trade and Development

UNESCWA United Nations Economic and Social Commission for Western Africa

UNSD United Nations Statistics Division

WAEMU West African Economic and Monetary Union

WCP WTO Chairs Programme WHO World Health Organization

WIPO World Intellectual Property Organization

WTO World Trade Organization

YPP Young Professionals Programme

#### **1 EXECUTIVE SUMMARY**

1.1. This report on the World Trade Organization Technical Assistance (WTO TA) provided by the Secretariat in 2017 follows the same logic as in previous years by focussing on three types of analysis: the main evolutions of TA in 2017 compared to 2016; an analysis of implemented TA activities by region, type, subject, language, level of training, gender of the participants and Key Results; and an evaluation of the delivery and results of these TA activities. Reference to the findings of the external evaluation of the WTO TA conducted in 2016 was also included whenever relevant to provide a comprehensive picture.

## 1.1 Main evolutions in 2017 compared to 2016

- 1.2. Significant progress was registered during the year in the implementation of the 28 recommendations formulated in the external evaluation. By the end of the year, to a large extent through the preparation of the TA Plan 2018-19, half of the recommendations could be considered as already implemented, and the implementation of another 29% was in progress. This meant that the Secretariat had not yet started to implement only 21% of the recommendations. A detailed table on the actions undertaken to implement each of the recommendations is included in Annex I.
- 1.3. Work on the implementation of a TA management system based on results continued in 2017. An audit of the TA workflows and information system was completed in the spring, leading to a number of improvements, such as a diversification of the TA workflows, preparatory work for the development of a new TA management system and the development of new dashboards on the TA provided by the Secretariat. The Secretariat resumed its on-site evaluation after a three-year interruption. Several multifaceted on-site evaluations were conducted to assess the immediate results of four regional activities, the results of the WTO TA provided to four beneficiary countries since 2012, and the functioning of one partnership. A WTO TA Monitoring & Evaluation plan for 2018 was prepared. A review of the Back-to-Office-Report (BTOR) recommendations issued in 2016-17 showed that half of them had been fully implemented and another third partially. The reporting rate on TA activities was almost 100% as in 2016.
- 1.4. Work continued in 2017 to improve and enrich the substantive content of the TA offer: several existing online courses were revised to increase their interactive and multimedia content and make them comply with Sharable Content Object Reference Model (SCORM) standards; a new cloud-based e-Learning platform was selected for implementation in 2018; the use of the Training Material Request scheme increased significantly, especially by public sector officials; the holistic approach to subjects like public health, e-Commerce, Standards was deepened during the year; and efforts were made in a number of areas (TRIPS, SPS, Agriculture, Government Procurement, Accession, etc.) to respond to the actual needs of beneficiaries and promote the implementation of the WTO Agreements. Overall, these evolutions demonstrate the constant attention paid by the Secretariat to the improvement of its TA offer, in terms of both quality and adequacy to the actual needs of Members.
- 1.5. The WTO TA resources available to the Secretariat (carried forward from previous years and received in 2017) to finance WTO TA to developing Members and Observers continued their decrease in 2017, obliging the Secretariat to tap into its financial reserves. The volume of TA activities and related expenses remained stable for the sixth consecutive year, thanks to the tight management policy implemented by the Secretariat.

# 1.2 Implementation of TA Plan - main features of the WTO Technical Assistance in 2017

1.6. The Secretariat undertook 261 TA activities, both in Geneva and in various Members or Observers, and participated in 54 other TA-related activities (e.g. conferences or activities of partner institutions). A majority of these TA activities were organized in partnership with other international, regional or sub-regional institutions. Overall, 18,200 participants were trained during the year, a drop of 2% compared to 2016, following seven years of uninterrupted growth. Participation in online courses continued to grow during the year (+12%), whilst face-to-face activities had 20% less participants. As a result in 2017, close to two-thirds of the participants in WTO TA activities were trained online.

- 1.7. During the year the proportion of face-to-face activities held in Geneva increased marginally compared to 2016. The concentration of the TA on activities with a general scope (i.e. multi-topic coverage) decreased. In 2017, 40% of the 261 activities had a general scope, when that proportion was close to 50% last year. As in the previous two years, the other activities were spread across specific Agreements or subjects. Standards-related activities (SPS, TBT) were in high demand, followed by market access for goods (including TF) and TRIPS.
- 1.8. Subject-specific regional seminars were conducted in all regions. Africa and LDCs remained a priority in 2017, in line with the TA Plan, but for the first time since the Secretariat keeps statistics, it was the Asia-Pacific region which hosted the highest number of TA activities and participants. Overall, more than half of face-to-face activities were held at the national level and the rest at regional/global level. National activities continued to gather larger audiences 40 persons for 3 days on average when regional or global activities tended to gather smaller audiences around 30 persons over 3.5 days on average, which facilitated the use of more interactive training methods.
- 1.9. Overall, 64% of the WTO TA was provided in English, 13% in French and 16% in Spanish, and the balance in more than one language. In spite of the lower share of French activities in 2017 resulting from the lower number of activities held in French-speaking Africa, this continued to mirror approximately the language preferences of Members and Observers in the WTO. These proportions were fairly similar in face-to-face activities and online courses.
- 1.10. The balance between the three PLS levels of training introduction, intermediate and advanced changed compared to the previous years: the relative importance of the intermediate level grew further (69%), whilst more advanced activities were less numerous. Fewer activities were still without a defined level for a variety of reasons including the fact that it is not feasible to allocate a level to all activities (e.g. academic support related activities) since they do not all purport to train their participants over several years to progressively take them to higher levels of knowledge on WTO issues. The TA offer was almost equally shared between generalists and specialists, another rebalancing act in favour of generalists compared to previous years.
- 1.11. The overall proportion of women amongst WTO TA participants grew above the 2012-16 average to reach 46%. There was no difference between face-to-face activities and online courses in this regard.
- 1.12. An overwhelming majority of the TA activities (82%) contributed to Key Result 1 "Government officials are implementing WTO Agreements and making full use of Members' rights", a proportion which was even closer to 100% for e-Learning courses. Key Result 4 on outreach to non-traditional audiences (MPS, journalists, civil society, academia) was next (12%), followed by Key Result 2 on accessions (5%) and Key Result 3 on access to information (2%).
- 1.13. In addition to the continuous reduction of its TA resources, the main challenges faced by the Secretariat in 2017 continued to come from the limitations on the training facilities available on the WTO campus, which constrained the volume of TA that could be offered in Geneva; and the heavy workload of staff members in certain areas, which limited the TA available on specific subjects.

#### 1.3 Evaluation of Performance in 2017 and lessons learnt

- 1.14. The results shown in 2017 were positive overall. The proportion of targets met increased by five percentage points compared to 2016, reaching 62%. Key Result 2 was the most successful one and met 75% of its targets (50% in 2016), followed by Key Result 1 (69% against 71% in 2016), Key Result 4 (56% against 39% in 2016) and Key Result 3 (25% as in 2016). The rate of indicators for which data was not available decreased significantly, which confirms the relevance of the changes introduced when elaborating the logframe for 2016-17 two years ago.
- 1.15. Even if the proportion of indicators for which the Secretariat was unable to retrieve relevant data, in particular at outcome level, decreased in 2017, the limited capacity of many beneficiary Members and Observers to provide reliable data on the results of WTO TA at national level as noted in the external evaluation remained an issue. The field evaluations performed in 2017 helped bridge that gap only very partially.

1.16. A summary of the indicators included in the 2016-17 TA Plan logframe, of the targets approved by Members and of the results measured in 2017 can be found in Annex II. One should be careful not to read too much in the dry statements included in this table. As frequently indicated in the body of the report, unavoidable trials and errors also affect the results presented in this report. The assessment is largely based on a desk analysis and on the onsite evaluations conducted by the Secretariat during the year.

#### **2 INTRODUCTION**

- 2.1. This report follows the same approach as in previous years. It goes beyond a quantitative account of the volume of WTO TA provided during the year by presenting the activities in a more analytical way, and avoids repeating the description of the various programmes and activities implemented during the year, since they have already been presented to Members as part of the TA Plan.<sup>1</sup> The report seeks to give Members a proper understanding of the achievements of the year and of the rationale guiding the actions in this field. As in 2016, significant efforts have been made to present the results of WTO TA activities according to the structure of the TA Plan adopted by Members for 2016-17.
- 2.2. Further to the comprehensive external evaluation of the TA provided by the WTO in 2010-15 conducted in 2016, the work performed during the year to implement and follow-up on its recommendations has also been presented in this report to give Members as comprehensive a picture as possible.
- 2.3. The Secretariat continues to develop and implement the tools to collect data so as to better measure the results produced by its TA activities in the beneficiaries. As in previous years, the report links TA activities to their associated costs, to allow Members to assess the value for money produced in 2017. However and as noted by the external evaluation conducted in 2016, one of the main limitations in this domain comes from the lack of capacity of many beneficiaries of WTO TA to gather sufficiently representative data to assess the results of the TA they have received.<sup>2</sup>
- 2.4. The report focuses on three main aspects. The first is a presentation of the main evolutions seen in the WTO TA provided in 2017 compared to the previous year, and their rationale. This required a selection amongst the many activities and programmes implemented during the year to focus on the most significant changes implemented. The second analyses the TA provided during the year by region and level of development of the beneficiaries, by subject covered, language used, level of training offered, participants' gender and Key Results. The last part of the report analyses in detail the immediate and long-term results of the WTO TA provided by the Secretariat during the year and before.

#### **3 MAIN EVOLUTIONS IN 2017 COMPARED TO 2016**

3.1. This section describes the main changes observed in 2017 in the management and implementation of TA activities compared to 2016, including in terms of: (i) resources allocated to TA and the overall volume of activities implemented; (ii) progress made in the implementation of the recommendations of the external evaluation; (iii) monitoring and evaluation of TA (including implementation of the Result-based management system); and (iv) changes to the design and delivery of TA activities.

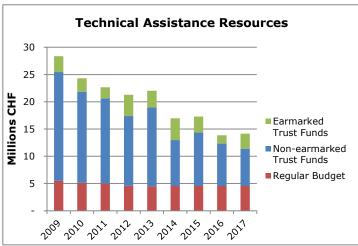
#### 3.1 Management of TA resources

3.2. Delivery of TA in 2017 occurred in a context of stagnation of donors' contributions. As predicted in the TA Plan for 2016-17, to keep the same level of ambition and objectives for WTO TA, a tight management of resources continued to be essential.

<sup>&</sup>lt;sup>1</sup> See document WT/COMTD/W/211

<sup>&</sup>lt;sup>2</sup> See paragraph 4.12 in WT/COMTD/89 for an illustration.

## 3.1.1 Resources availability for TA



creation of the GTF, non-earmarked contributions represented less than half of the total TA resources (48%). Approximately one third of the TA resources came from the regular budget, as last year, and the balance (20%) from contributions earmarked for specific programmes, which were significantly higher in 2017 than in

3.3. The TA resources in the regular

budget and earmarked trust funds have been fairly stable over the past

decreased from a peak of 20 MCHF in

2009 to a new low of 6.8 MCHF in

2017. For the first time since the

non-earmarked

progressively

whilst

have

decade,

resources

2016, reaching virtually the same level as in 2015. Since 2012, the evolution of the voluntary contributions of the various donors has been as follows:<sup>3</sup>

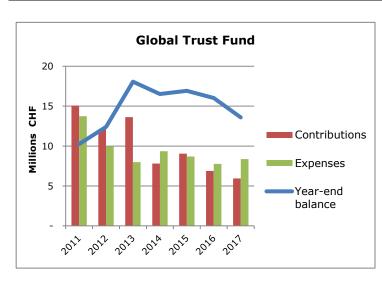
#### **Global Trust Fund**

	2012	2013	2014	2015	2016	2017
Australia		2,689,900	61,370	2,162,382		52,756
Austria	240,200	243,600	241,400	104,900	109,000	215,200
Canada	1,362,298					
Denmark	321,903	491,063	482,422	400,028		
Estonia	23,199	24,160	24,640	24,120	21,800	21,520
European Union	1,024,050	1,232,000	317,592	1,658,552	1,294,800	
France	600,500	617,000	608,500	434,400	433,200	455,600
Germany	1,198,000	1,233,000	1,203,000	1,060,000	1,083,000	1,139,000
Japan	395,604	368,744	312,019	267,413	218,634	233,669
Korea	334,950	313,600	336,350	346,500	347,200	331,100
Liechtenstein	40,000	40,000	40,000	40,000	40,000	40,000
Lithuania						20,273
Netherlands			875,000	495,000	490,000	190,598
Norway	2,438,905	2,287,108	2,163,722	1,161,373	1,059,571	777,180
Sweden	2,386,480	2,245,600			1,253,700	1,929,722
Switzerland	800,000	800,000				
Chinese Taipei		184,200				
United States	940,535	851,885	1,127,392	950,400	529,036	571,172
Total GTF	12,106,624	13,619,060	7,793,406	9,105,068	6,879,941	6,169,278

<sup>&</sup>lt;sup>3</sup> The trust funds taken into account here are those under the sole authority of the WTO which it can use to finance its TA activities (GTF - 16 MCHF - and earmarked trust funds financing the Mission Internships, NTPs, etc.). Trust funds managed by other entities or which finance other programmes than those of WTO (Standards and Trade Development Facility (STDF), Enhanced Integrated Framework (EIF) Secretariat and Trade Facilitation Agreement Facility (TFAF)) have always been excluded, since these trust funds have their own governance and reporting mechanisms.

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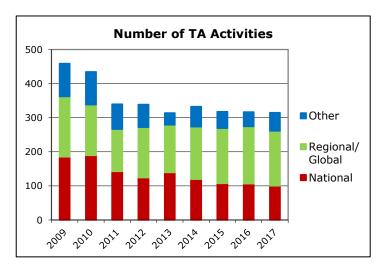
	2012	2013	2014	2015	2016	2017
Australia		392,120		180,390		327,890
Canada				37,211		78,616
China	372,000	362,800		485,000	485,000	473,000
Denmark	160,952					
European Union	241,460	800,800	144,360	87,280	21,520	35,959
Finland				145,806		
France	600,500	617,000	608,500	651,600	649,800	683,400
Ireland	396,330	332,640	180,900	208,800	164,250	218,200
Netherlands	1,793,909		1,750,000	875,000		875,000
New Zealand			78,130			20,877
Norway	163,639	251,582	1,300,954	58,069		96,270
Sweden	183,067	283,300		57,674	102,291	12,668
Switzerland				50,000		50,000
Chinese Taipei	93,900					
United States	140,850					
Total Earmarked	4,146,607	3,040,242	4,062,844	2,836,830	1,422,861	2,871,880



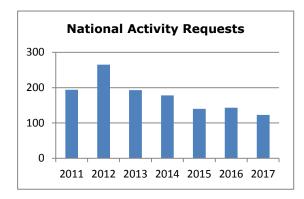
3.4. Most donors maintained their commitment to the Global Trust Fund (GTF) at similar levels as in 2016; Sweden increased its contribution by 30%; the EU did not make a contribution in 2017 to adjust its timing to the WTO budgetary cycle; and Norway cut back its support by approximately 30%. These resources and the CHF 19 million carried forward from the previous year into 2017 made it possible to implement the TA Plan as approved by Members. For the third year since 2014, the WTO had to tap into its reserves to do so. The balance available in the GTF was 15% lower at the end of the year than at the beginning.

# 3.1.2 Volume of TA activities

3.5. Building on the positive trend established since 2012 and noted by the TA external evaluation, the management of TA has continued to seek effectiveness in 2017 through a rigorous approval process of WTO TA activity requests that places significant attention on the relevance of the activities and their potential to produce results, favouring quality over volume.



3.6. The overall volume of WTO TA or TA-related activities was stable compared to 2016 (315 activities in 2017 i.e. only 2 activities less). Within that total, the volume of WTO TA activities *stricto sensu* decreased marginally to reach only 261 activities in 2017 (-13), whilst the number of *Other Activities* grew to 54 (+11).

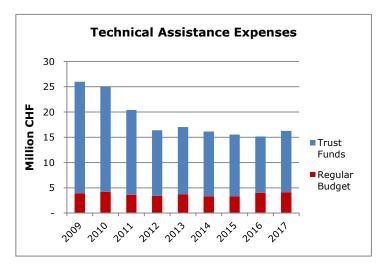


3.7. The number of national activities during the year continued to decline in 2017. Only 100 national activities took place compared to 106 in 2016. National activities represented less than a third of the activities organised by the WTO in 2017. This decline in the volume of national activities in absolute and relative terms seems to be mainly attributable to a decrease in demand from Members and, to a lesser extent, to limited Secretariat's capacity to satisfy Members' requests for activities. Since 2011, the number of national activity requests received by the Secretariat has progressively declined, reaching in 2017 its lowest

level with only 123 requests. By the end of 2017, 61% of the activities requested during the year were already implemented and 34% were under preparation.

- 3.8. As observed in 2016, the total number of countries presenting at least one request continued to decline in 2017 (-2 countries). The turnover among countries presenting a request remains significant: nearly one third of the countries that requested an activity in 2017 had not done so in 2016 and approximately a third of the requesting countries in 2016 did not submit any request in 2017. As in previous years, 80% of the countries submitted one to two requests only, and the others 3, 4, 5, or even 7 activities in the case of one Member. The regional spread of the requests followed closely the distribution of implemented activities, described in section 4.2 below.
- 3.9. The number of regional and global activities also declined in 2017 (161 activities against 168 in 2016), whilst remaining well above the average since 2011. They kept representing approximately half of the activities of the year, though.
- 3.10. The slight decline in the volume of WTO TA activities in 2017 was offset by the increase in *Other Activities*, which represented 17% of the total WTO TA and TA-related activities. The Secretariat participation in the delivery of TA activities organized by other institutions represented half of the *Other Activities*. These activities do constitute TA but are not counted as part of the WTO TA since the contribution of the Secretariat is insufficient for it to take full responsibility for the results produced. The other half included various meetings and conferences to which the Secretariat participated and which generally did not constitute WTO TA per se, but frequently lead to partnerships that facilitated the subsequent organization and delivery of the WTO TA activities, such as missions to identify partners for future Intermediate-level Trade Policy Courses (ITPCs), board meetings of existing partner institutions (Middle-East Centre for Economics and Finance, Joint Vienna Institute) and onsite evaluation missions. In 2017, expenditure on *Other Activities* was CHF 0.6 million, i.e. 25% less than in 2016 whilst the number of such activities increased by 26%. In total, this expenditure represented approximately 3% of the total TA expenses compared to 5% in 2016. This confirms the sustained focus on spending TA resources on those activities for which the WTO can claim results.

<sup>&</sup>lt;sup>4</sup> As expressed in previous annual performance reports, Secretariat's capacity to satisfy TA demand is finite mainly in certain areas (e.g. trade remedies, TBT) due to heavy workload servicing other WTO functions combined with the current resource freeze.

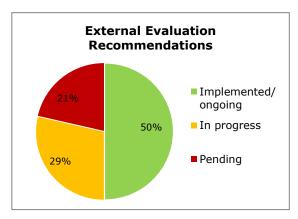


3.11. In spite of a 7% increase of TA expenditure in 2017, it remained within the range observed since 2012, internal measures introduced improve to management of TA resources.5 The proportion of the resources allocated to TA from the regular budget that was actually spent on TA activities in 2017 reached 84%. Although it was marginally lower than in 2016 (5% less), it still exceeded the average of 75% for the period 2009-15. This confirms Secretariat's endeavour to maximize the use of the part of WTO's regular budget that was approved by Members for TA purposes.

## 3.2 External Evaluation Follow-up

3.12. The comprehensive external evaluation conducted in 2016 of the TA provided by the WTO in 2010-15 made 28 recommendations. For the purpose of this report, recommendations were grouped according to their implementation status in the following categories:

- a. **Implemented/ongoing**: includes recommendations that called for a specific action limited in time and that were fully implemented in 2017; as well as recommendations of an ongoing open-ended nature that were implemented in 2017 and that will be subject to continuation and monitoring in the future.
- b. **In progress:** includes recommendations that called for a specific action limited in time and for which implementation had begun in 2017 and will continue in the following years until completion.
- c. **Pending:** includes recommendations of all types for which implementation had not begun by end of 2017.



3.13. Significant progress was made in 2017 in the follow-up on the recommendations of the external evaluation. By the end of the year, the 80% implementation of nearly of the recommendations had started and/or was completed. Annex Ι summarises the implementation status each the οf recommendations.

3.14. In January, the Committee on Trade and Development (CTD) held a meeting dedicated to the findings of the external evaluation. This meeting provided an opportunity to consider and communicate on the Organization's agreed

commitment, vision and basic approach to TA, taking account of the strong base established and remaining challenges identified (recommendation 1). The consultations for the preparation of the TA Plan 2018-19 were another opportunity to follow-up on several of the recommendations. The questionnaire sent to beneficiaries to collect their needs and feedback was adjusted to seek specific input on topics raised by the external evaluation e.g. on the best means to enhance the engagement of private sector in WTO-related issues at national level; on alternative ways to

<sup>&</sup>lt;sup>5</sup> For the purpose of this report, WTO TA expenses include all the expenses under the chapter of the regular budget dedicated to TA activities (Geneva-based training course, TA missions, Academic programme, Geneva Weeks, etc.) and all the expenses financed by the trust funds under the sole authority of the WTO, which it can use to finance its TA activities (including the staff costs registered in these funds). The EIF, STDF and TFAF trust funds are consequently excluded.

harness new technologies in nation-wide outreach on WTO topics; on options to strengthen the use of TA activities to follow-up on TPR recommendations; and on issues of interest to beneficiaries. The responses were reflected in the TA Plan 2018-19 (recommendations 1, 12, 15, 17, 20).

- 3.15. Four informal meetings allowed Members to consider possible options suggested by the external evaluation. The TA Plan 2018-19 incorporated the outcomes of these consultations. They validated the monitoring of the participation of women in WTO TA activities as done since 2012 (recommendation 11) and the need for the Secretariat to explore the possibility of introducing Gender & Trade modules into TA courses (recommendation 19). The Secretariat has appointed a trade and gender focal point to ensure coherence in its approach across its various areas of work including TA.
- 3.16. Other recommendations addressed during the preparation of the TA Plan included:
  - a. A feasibility study for a fee-paying training scheme (recommendation 9) outlined options and requirements, with the goal of enhancing access of non-traditional audience to TA courses primarily through e-Learning. Members decided not to pursue the proposed options. Instead the TA Plan 2018-19 highlighted the need to seek opportunities to expand access of traditional and non-traditional audiences to e-Learning training materials. In 2017, the number of e-Learning Training Material Requests (TMR) increased by 20% compared to 2016, while the number of materials sent almost tripled (section 3.4.1). In 2017, participants from academia represented nearly 3% of total e-Learning participants. A total of 314 participants from 5 universities in 4 different developing Members benefitted from e-Learning.
  - b. An assessment of the Advanced Trade Policy Course (ATPC) (recommendation 14) confirmed its value and unique features, and its popularity among beneficiaries.<sup>8</sup> The course will be adjusted during 2018-19 and its results more closely monitored.
  - c. The language mix in a quarter of the regular global face-to-face activities held in Geneva (recommendation 23) was found to be inappropriate (i.e. not offered in French and/or Spanish).<sup>9</sup> It was agreed to increase the language diversity in these activities during the biennium. In 2017, two Geneva-based trainings were offered with interpretation on pilot basis. Lessons learnt from their implementation were documented and will be taken into account in trainings using interpretation. Some challenges were identified that may restrict the full-scale adoption of interpretation in courses, including lack of training infrastructure and staffing constraints to cope with the additional work related to increased language coverage.
  - d. Equipping trainers with appropriate pedagogical skills was identified as an important avenue in the TA Plan 2018-19 (recommendation 21, 24).
- 3.17. In a number of respects, the TA Plan 2018-19 adopted by the CTD in November validated the status quo concerning certain recommendations of the external evaluation (e.g. recommendations 3, 4, etc.). The Secretariat will continue to provide Members with the reports and data required to make strategic decisions when they deem it necessary (recommendation 4). The Committee on Budget, Finance and Administration (CBFA) approved the budget allocation for the TA Plan 2018-19, re-affirming the crucial role and need for sufficiently substantial and reliable Regular Budget allocations as the contribution by all Members to maintaining the foundations of the TA programme (recommendation 2).
- 3.18. Under recommendation 3, the use of local trainers, academic centres and past participants in WTO trainings is a common practice in WTO TA activities. For instance, former participants in the advanced SPS courses are often involved in the preparation and delivery of national SPS seminars in their countries. In 2017, two former Advanced SPS course participants delivered part of the programme of the national activities carried out in Jordan and Peru. While this practice is

<sup>&</sup>lt;sup>6</sup> WT/COMTD/W/227/Rev.1

<sup>&</sup>lt;sup>7</sup> WT/COMTD/W/226

<sup>8</sup> WT/COMTD/W/228

<sup>9</sup> WT/COMTD/W/229

disseminated and encouraged, course organizers should maintain the necessary flexibility to use it when they deem it appropriate. The onsite evaluation of the Advanced Trade Negotiation Simulation Skills course conducted in November revealed that this course that has traditionally used local facilitators (usually from academia) had often suffered from the lack of experience of local trainers in this type of simulation-based trainings, whilst the use of past participants as facilitators proved very successful. The evaluation recommended that a roster of best performing participants be kept and used in these and other relevant courses.

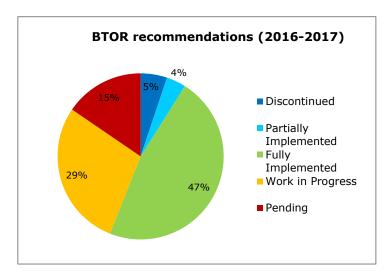
- 3.19. Other recommendations were partially implemented in 2017 as their full implementation was constrained by the current WTO budgetary situation and priorities, which prevented the recruitment of additional staff to support TA. Working creatively under these constraints, the Secretariat exploited the synergies between some of its TA programmes to offset the stability of its staff servicing the e-Learning interactive requirements (recommendation 13). In 2017, five interns from the Netherlands Trainee Programme (NTP) served as assistant tutors and contributed to interactive e-Learning activities; two special Chat sessions benefitted from the contribution of a WTO Chair and were highly appreciated by participants; weekly Chat sessions were organized alternatively in the morning and in the afternoon to allow the maximum number of participants from different time zones to participate; the News Forum was made available around the clock; and postings on social media were timed to cover different time zones (section 3.4.1).
- 3.20. Efforts continued to be made in 2017 to tailor course content and materials to the needs of beneficiaries of national and regional activities (recommendation 16). There is ample anecdotal evidence of these efforts: e.g. a national SPS/TBT workshop held in Sri Lanka in February 2017 focused on agriculture export sectors of particular interest to the country and on actions that could be jointly implemented by the public and private sector to take advantage of the transparency mechanism to meet the SPS/TBT requirements of Sri Lanka's importing partners; the regional SPS workshop for Latin America had a specific focus on good regulatory practices based on the request of beneficiary countries (see section 3.4.2 for further details on this activity and for additional examples). The customization of WTO TA activities requires beneficiaries to articulate clearly their needs. The Secretariat keeps encouraging them to be as specific as possible. In 2017, this made it possible to identify priority themes for certain national activities (e.g. on e-Commerce or Global Value Chains (GVCs) and Trade in Value-Added (TiVA) see recommendation 20). In the SPS area, a menu of possible themes is now proposed by the Secretariat to guide beneficiaries' choice.
- 3.21. A number of enhancements to the Result-Based Management (RBM) system and procedures launched/introduced in 2017 contributed to addressing several other recommendations (5, 26, 27 and 28). They are described below (section 3.3). The TA Coordination Task Force (TACTF) was used as a platform to discuss options to implement the recommendations of the external evaluation. Working groups were formed to address specific actions (recommendation 5).

## 3.3 Implementation and enhancement of Results-Based Management

- 3.22. An assessment of the WTO TA delivery process and information system was completed early 2017. It highlighted areas were changes were required to streamline and speed up the administrative processes and workflows involved in the organization, delivery and evaluation of TA activities. The proposed changes to the business process echo and contribute to addressing various recommendations made by the external evaluation (5, 26, 27, 28). Work started in 2017 to reengineer some of the TA business processes, pending the deployment in 2019 of a new generation of TA management tools with expanded and more user-friendly functionalities. Actions undertaken in 2017 are summarized below.
- 3.23. Four distinct workflows were introduced to cater for the different types of TA and TA-related activities. The implementation of these distinct workflows (in terms of actual procedures) addressed several of the challenges identified by the assessment of the TA delivery process, making it more efficient and speedy. In October, a new electronic workflow for Staff Requisition was rolled out. Staff Requisitions are used for the recruitment of external trainers. This new workflow was integrated with existing WTO TA management tools to improve the records on the performance of external trainers to implement recommendation 21 of the external evaluation.
- 3.24. During the last quarter of 2017, new options for e-Dashboards were explored to enhance the accessibility of information on WTO TA activities for both internal and external users. Static

information on TA activities is currently accessible to external users (Members, partners, etc.) through the Global Trade-Related Database, which offers limited functionalities. The next generation of management tools will give online access to better information on TA activities and their results (recommendation 27). Other adjustments were introduced to enhance the monitoring of TA expenditure against budgetary allocations in the TA Plan 2018-19. Quarterly reports to the CBFA will now be structured by Key Result according to the TA Plan, which will allow Members to compare financial movements against agreed TA budget.

3.25. After a three-year interruption, onsite evaluations of TA activities resumed in 2017 with a total of 9 evaluations conducted: four regional activities (2 in Asia-Pacific and 2 in Latin America); four country assessment of the effects and impacts of the TA provided to Argentina, Singapore, Viet Nam and Uruguay in 2013-17; and the assessment of the WTO-Singapore TA partnership established in year 2000. Feedback collected was generally positive and identified interesting avenues to further enhance the TA offer. Both the Ministry of External Relations of Uruguay and the Ministry of Trade and Industry of Singapore make the WTO online introductory course mandatory for new recruits. Several good practices were identified in the partnership. Finally, a Monitoring & Evaluation plan for 2018 was designed and released in November (recommendation 26).



3.26. The Secretariat also followedup in 2017 for the first time since the decision to implement the TA RBM in 2012 on recommendation (recommendation A total of 381 BTOR recommendations were retrieved for 2016 and 2017.<sup>10</sup> Setting aside comments which did not actually recommend any action, 85% of the recommendations remaining 291 either fully or were partially addressed by the end of 2017, of which only 5% had been discontinued for lack of relevance or feasibility, and another 4% could only be partially implemented for similar reasons. The implementation of the

remaining 15% had not yet started or no information was provided on their status. This stocktaking exercise should be performed yearly in the future.

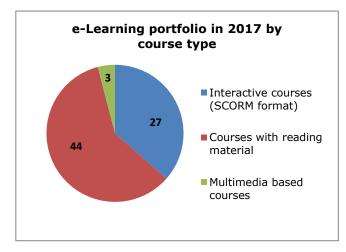
3.27. Efforts made in 2016 to ensure that a BTOR or a report was produced for each and every TA or TA-related activity continued in 2017. This led the overall reporting rate to remain as high as that achieved in 2016, reaching approximately 100% (only 4 reports were still missing out of 315 activities).

# 3.4 Improving the WTO TA offer

## 3.4.1 Improvements in the e-Learning offer

- 3.28. The selection and procurement of a new cloud-based e-Learning platform was one of the main objectives of the year. The new e-Learning website will be launched in 2018. It will offer enhanced functionalities and opportunities to further explore cutting-edge e-Learning methodologies such as social and peer learning. It will also meet strengthened security standards.
- 3.29. Substantial efforts were devoted in 2017 to enriching e-Learning course catalogue through the development of new training material and the update, upgrade and revision of existing courses. SCORM standards continued to be followed to ensure that new and revised courses apply the latest pedagogical approach in terms of instructional design methodologies and interactivity.

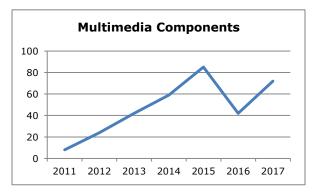
<sup>&</sup>lt;sup>10</sup> Including all BTORs produced prior to November 2017, date at which data extraction took place.



3.30. Since the adoption of SCORM standards in 2014, 75% of the courses developed followed a SCORM format. These courses represented 36% of the course portfolio available at the end of 2017. The remaining 64%, mostly developed prior to 2014, require a major undertaking to be brought up to the SCORM standards. At the current rhythm, more than ten years would be needed to bring the entire e-Learning portfolio up to today's standards, as upgrading existing courses to SCORM standards competes for resources with the development of new courses. The Secretariat will reflect on ways accelerating this process.

- 3.31. The revised version in English, French and Spanish of the courses "Introduction to the WTO" and "Regional Trade Agreements" were released in December and April, respectively. "WTO Market Access Intelligence Online" was upgraded and released in March in English, then in October in French and Spanish. Some updates were introduced to "Technical Barriers to Trade" in the three languages in November. "Accessions to the WTO" and "Multilateral Trade Agreements" were updated by the end of 2017 for release in 2018. Work continued in 2017 to update "The WTO and Trade Economics Theory and Policy"; "Sanitary and Phytosanitary Measures"; and "Agriculture in the WTO".
- 3.32. Significant progress was made in the development of the course on "Trade Facilitation" that has been in the making for over 2 years. Course content was finalized in 2017 and its SCORM formatting should be completed for release in 2018. A new "Agriculture Xpress" course was released in English late in December. Similar to "WTO in 10", this course is aimed to boost WTO outreach of non-specialised audiences, as it provides basic knowledge on Agriculture trade issues following a learning story and a learning-by-doing approach.
- 3.33. A total of 26 e-Learning courses were open for registration in 2017. With the publication during the year of the courses "Copyright in the WTO", "The Dispute Settlement System" and "Patents in the WTO" in French and Spanish, the proportion of online courses available in all three languages rose above 92%, making the language coverage of the e-Learning portfolio virtually complete.
- 3.34. The e-Learning offer by level and subject is presented in the table below and can be consulted under <a href="http://ecampus.wto.org/">http://ecampus.wto.org/</a>:

Level	Generalists	Specialists				
N/A	Tailored Course (E)					
Outreach	WTO in 10 Agriculture					
Introduction	Introduction to	WTO (E, F, S)				
Intermediate	Accession to WTO (E, F, S) Multilateral Trade Agreements (E, F, S) Legal Underpinnings (E, F, S) <sup>11</sup> Regional Trade Agreements (E, F, S) Trade & Development (E, F, S) <sup>12</sup> Trade Finance and WTO (E, F, S) Transparency – Notifications (E, F, S) WTO & Trade Economics - Theory & Policy (E, F, S)	Agriculture & WTO (E, F, S) Copyrights (E, F, S) Dispute Settlement System (E, F, S) Made in: understanding Rules of Origin (E, F, S) Market Access for Goods and NAMA negotiations (E, F, S) Patents (E, F, S) SPS Measures (E, F, S) TBT (E, F, S) Trade & Environment (E, F, S) Trade in Services (E, F, S) Trade Remedies (E, F, S) TRIPS (E, F, S) TRIPS - Short Trip (E, F, S) WTO Market Intelligence (E, F, S)				



3.35. Interactivity in online courses supports the effective transfer of knowledge and keeps participants engaged, which are two of the main challenges in this form of training. trainees provides the with up-to-date information on current developments and hence reduces the digital gap. It is achieved through a number of ways including making courses more attractive with multimedia elements, organizing Chat sessions, feeding the News Forum and maintaining an active presence on social media. In 2017, significant emphasis was placed on keeping up with the interactivity requirements of

e-Leaning as outlined below.<sup>13</sup> The number of new multimedia components (audio, animations or video) added to the courses in 2017 (72) was back to the levels seen in 2014-15, following the high number of courses upgraded during the year.

3.36. Important differences in the characteristics and content of the multimedia elements cannot be presented in a graphic (for example, a 3 or 15 minutes video, a simple straightforward animation or an elaborated one based on a complex scenario would each be counted as one element). A high number of interactive course components, such as exercises and serious games, <sup>14</sup> are not counted as multimedia elements. A special motivational series of multimedia components (consisting in 4 parts: preparation, organization, participation and commitment) was created in English, French and Spanish to motivate participants and encourage them to continue and finish their study online. The drop-out rate tended to be slightly higher among participants registered into non-interactive courses than among those attending interactive courses (section 5.1.1.1).

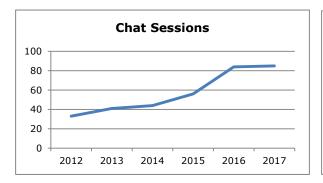
3.37. Interactivity in online courses was boosted by Chat sessions and online Discussion Fora addressing participants' queries on the e-Learning process (website functionalities, online course offer, etc.) and providing them with the latest news from the WTO and its work. The volume of interactive activities remained stable in 2017 (195 activities, i.e. 2 more than in 2016), of which 66% focused on a trade-related issue.

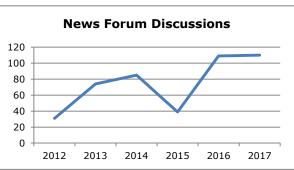
<sup>&</sup>lt;sup>11</sup> Both the old and new versions of the course were available on the e-Campus in French and Spanish until February 2017, after which the old versions of the course were removed.

<sup>&</sup>lt;sup>12</sup> Both the old and new versions of the course were available on the e-Campus in French and Spanish until April 2017, after which the old versions of the course were removed.

<sup>&</sup>lt;sup>13</sup> See recommendation 13 of the external evaluation.

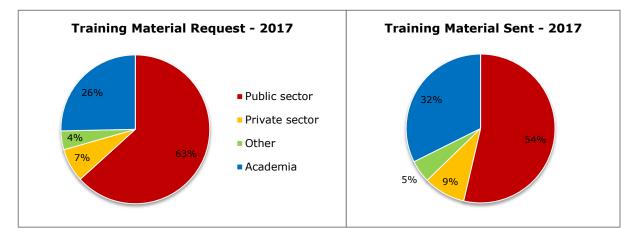
<sup>&</sup>lt;sup>14</sup> Serious games make use of a game design (e.g. competition, curiosity, collaboration, individual challenge), to enhance the motivation of participants to engage in the learning experience. They facilitate the comprehension of difficult concepts and contribute to increasing knowledge transfer.



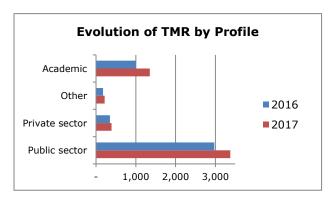


- 3.38. The number of Chat sessions stabilised in 2017 after the significant increase in 2016 (85 against 84 in 2016). On average, two Chat sessions were organized every week, one focusing on e-Learning matters to deal with administrative or technical issues, and the other on substantive matters to enhance participants' results and engagement in the courses. Substantive Chat sessions focused on ongoing WTO issues, such as the entry into force of the TFA, amendment of the TRIPS Agreement, the negotiations prior to MC11, TPRs, etc. As in previous years, participants showed enthusiasm for Chat sessions as they were given the opportunity to ask their questions live to Secretariat experts, and to interact with other participants, share experience and views and follow-up on their respective questions. Chat transcripts were available on the e-Campus for those unable to join in live.
- 3.39. The volume of News Forum Discussions was also stable in 2017 with a total of 110 topics launched against 109 in 2016. The objective of the e-Learning News Forum is to keep participants informed and up-to-date on latest WTO news and developments, foster discussion and enhance networking opportunities. The News Forum is available to participants 24/7 in all time zones.
- 3.40. Interactivity of e-Learning courses benefitted greatly from the introduction of a more integrated offer on Social Media. Positive feedback received from participants following the major overhaul operated in 2016 on WTO e-Campus accounts on Facebook and Twitter, prompted WTO e-Learning staff to focus on the revision of LinkedIn and YouTube accounts in 2017, multiplying outreach channels and features, and expanding the size and profile of the audience. Social Media provide, inter alia, the opportunity to reach out to non-government officials such as academia, journalists, NGOs, private sector and MPs. Traffic increased dramatically on Facebook and Twitter in 2017, with the number of posts and tweets surging respectively by 19% and 75% compared to 2016. At the end of 2017, 268 posts were available on LinkedIn and 134 videos and animations on YouTube channel. Feedback on Social Media was analysed weekly leading to immediate adjustment when necessary.
- 3.41. The efforts continued in 2017 to build linkages across the various components of the e-Learning programme itself and with other TA programmes to make it more integrated into the global trade agenda and with the developments and events taking place at the WTO. For example, 39 Discussion topics were developed by the assistant-tutors from the NTP around topics representing the perspective of their countries or region, enhancing the synergy between the e-Learning and NTP.
- 3.42. Tools such as infographics and multimedia elements were used in 2017 to facilitate this integrated learning approach. A total of 380 infographics (visual representation of data and information which can be easily and rapidly understood) were developed in 2017 (most of which in all three languages) for outreach via email and Social Media (Twitter, Facebook and LinkedIn). Some 48 promotional infographics (highlighting certain existing courses, promoting newly released ones, "The Course of the Week" or the e-Learning programme in general) were used in 2017. Several infographics were created and sent to participants as motivational reminders to encourage them to complete their course within the deadline. Other promotional infographics were disseminated through Social Media to announce Chat sessions (37% of the infographics created for Twitter). Infographics were also used to package information into small learning bites called

micro-learning units that were shared with course participants.<sup>15</sup> Micro-learning units were disseminated through e-mail, text and video messages, and Social Media. Posts on Social Media were related as far as possible to Weekly Chat sessions (e.g. tweeted micro-learning units and "Did you know" posts on Facebook). At the end of March, a new category entitled "What is happening at the WTO this week" was introduced in Facebook and a "Now at WTO" category in Twitter. Infographics illustrating the meetings of the week were updated and posted each Monday for the week ahead.



3.43. The introduction in 2015 of the TMR procedure proved very useful to monitor the download of materials from the e-Campus and identify the profile of the audience and the evolution of interest in e-Learning material across regions and user category. The total number of TMR received in 2017 was 18% higher in than in 2016 (5,332 requests) and the Secretariat satisfied 76% of them, against 32% in 2016. The TMRs received from those who were already registered in the very same online course at the same time were the only ones not satisfied by the Secretariat, to give a real chance to the completion of the course. As in 2016, public sector officials presented nearly two thirds of the requests (63%). However, while only 11% of these TMR were satisfied in 2016, 64% of them were in 2017.



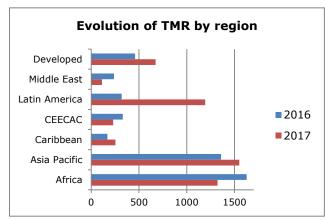
3.44. The evolution of TMR by profile shows an increase for all categories of applicants compared to 2016. The highest increase came from academia (+35%), when the number of TMR from public and private sector officials increased by 12% on average.

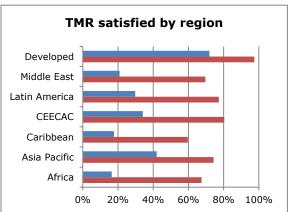
3.45. Geographically, Latin American accounted for most of the growth of TMR in 2017 (+275% compared to 2016), followed by the Caribbean and Developed countries (+50%). TMR from Africa, CEECAC and the Middle East decreased by roughly 20%, 30%

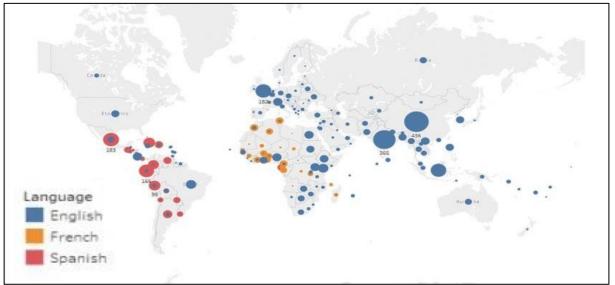
and 50%, respectively. Along with the increase in the overall number of TMR satisfied (nearly 2.5 times more than 2016), there was an increase in the acceptance rate for all regions. The most spectacular was for Africa (+309%) and the lowest for TMR from developed countries (non-beneficiaries of WTO TA).

<sup>&</sup>lt;sup>15</sup> Micro learning consists in delivering information in small learning units with an attractive design (infographics, text, images and/or sound). This makes the information easier to find, understand and retain, enhancing the learning experience of recipients.

<sup>&</sup>lt;sup>16</sup> See section 3.3.1 in WT/COMTD/W/225.







3.46. Analysing the language of the material requested by country showed that in 2017, TMR were not necessarily in the language of the country of the applicants. Materials were requested in English by applicants from French and Spanish speaking countries. This confirms that when given a choice, some French or Spanish speaking learners tend to opt for courses in English. 18

## 3.4.2 Improvements in the face-to-face offer

3.47. This section provides some highlights on the improvements introduced during the year into the TA face-to-face offer. It aims to illustrate how the Secretariat is adjusting its curricula, the content of its trainings, its pedagogical approach, its learning supports and materials to continuously enhance its service and response to Members' needs (see follow-up on recommendations 16 and 20 in section 3.2 above). Following the practice used in preceding annual performance reports, this section is not intended to be comprehensive but rather to provide a variety of examples in no particular order.

# 3.4.2.1 Holistic approach to trade issues

3.48. The trend observed in previous years consisting in addressing interrelated elements of various Agreements in a cross-cutting manner within the same activity continued in 2017. This was observed for global activities (usually at advanced level) or for regional activities (mainly at intermediate level). At the national level, a growing number of requests from Members were related to more than one Agreement, with SPS/TBT joint seminars being the most frequently requested. This required the development of ever more integrated training materials each year.

 $<sup>^{17}</sup>$  A country's language designates the preferred language of the country for WTO purposes.

<sup>&</sup>lt;sup>18</sup> See WT/COMTD/W/229.

Interlinkages between SPS, TBT and TF also continued to feature prominently in trainings on these topics.

- 3.49. Another area that lent itself easily to a horizontal treatment of various WTO Agreements was e-Commerce. The training in September in Singapore for Asian countries was the first regional workshop on e-Commerce which addressed Trade in Goods, in Services and IP in a single event. This holistic approach, underscored with a single case scenario used across the different disciplines, successfully highlighted the cross-cutting nature of the e-Commerce phenomenon and the interaction of WTO rules in this area.
- 3.50. A new global activity was organized in October specifically targeting LDCs on both Agriculture and SPS Agreements. This workshop was the first activity combining the two Agreements in a context other than national. The activity was found successful and spurred further reflection on ways to better integrate the concepts of the two Agreements in exercises and case studies. A joint Agriculture-SPS regional activity is planned for 2018. It will provide an opportunity to further refine the curriculum.
- 3.51. Building on the success of the WHO, WIPO, WTO online course on Promoting Access to Medical Technologies and Innovation reported on in the previous annual performance report,<sup>19</sup> and on the demand expressed by Members to make the 2016 global workshop on trade and public health a standing product in the TA catalogue, the Secretariat organized in November the second global workshop on trade and public health. A new 2-day multidisciplinary case study on "Medicines Innovation & Access, The IP, Procurement and Competition Dimension" was introduced. It covered various trade disciplines related to health in a holistic manner and from different perspectives, mapping out the roles and responsibilities of officials from the different institutions involved at the domestic level. The workshop also included break-out sessions on topical issues topping the agendas of other international fora (e.g. anti-microbial resistance and non-communicable diseases) in order to place trade policy decisions in the broader perspective of global development debates such as the promotion of public health and human rights.

## 3.4.2.2 TRIPS<sup>20</sup>

- 3.52. Year 2017 was a particularly important year for TA related to the TRIPS Agreement. The entry into force of the Protocol Amending the Agreement in January opened up a new chapter in the delivery of TA in the field of TRIPS and public health. At the special meeting of the TRIPS Council marking the amendment's entry into force, Members called for a renewed focus on capacity building in this area to support the implementation of the system of compulsory licensing for export of pharmaceuticals for countries in particular need, a system that became part of the Agreement by virtue of the amendment. WTO TA activities in this area targeted the domestic use of this system in local procurement programmes to ensure access to affordable medicine.
- 3.53. A regional activity was organized in November in Brazil for Latin American Members. The workshop focused on the domestic implementation of the new TRIPS provisions to foster their use as an effective procurement tool to ensure access to affordable medicines. It raised awareness of the need for a coherent and multidimensional approach to innovation and access to the pharmaceutical sector so as to secure the best outcome for public health. The activity contributed to an improved understanding of the positive role that trade agreements can play in support of research and development of medical technologies and access to them.
- 3.54. Two national activities in Chile in May and in El Salvador in August focused on the relation between trade, IP and public health, in collaboration with WIPO and the Pan-American Health Organization (PAHO). After each workshop, the WTO-WIPO-PAHO team discussed with the local authorities the need to amend their patent law and for coordination between the government agencies responsible for trade, IP and health to fully incorporate the provisions of the Protocol amending the TRIPS Agreement.
- 3.55. In February, a national workshop in Saint Vincent and the Grenadines focused on consultations among officials involved in the process of national ratification of the TRIPS

<sup>&</sup>lt;sup>19</sup> This course is not part of the WTO e-Campus, it is hosted by the WIPO Academy and can be accessed at https://welc.wipo.int/acc/index.jsf?page=courseCatalog.xhtml&lang=en&cc=DL701E%23plus DL701E.

 $<sup>^{20}</sup>$  A more detailed report on TA in the area of TRIPS for 2017 can be found in document IP/C/W/634.

amendment. This activity resulted in the conclusion of the acceptance process and the deposit of the instrument of acceptance in May.

- 3.56. In relation to the broader implementation of the TRIPS Agreement, a new curriculum was developed in 2017 consisting in a global symposium on the TRIPS Agreement and the National Judiciary held in Geneva in December. This was the first ever TA programme tailored for national IP judges. It recognized the key role of the national judiciary in ensuring a balanced and effective implementation of the TRIPS Agreement. It responded to increasing demand from Members for specialised capacity building and international cooperation in this field.
- 3.57. In an effort to better respond to Members' needs, a three-day WIPO-WTO colloquium for IP teachers and researchers was organized for the first time at the regional level in Singapore, in February. Its objective was to enhance the understanding of current international developments in IP law and policy, the status of WIPO and WTO Agreements and ongoing work with bearing on IP, focusing on current activities particularly relevant to the Asian context. It also aimed at promoting cutting edge research focused on the region, and encouraging the publication of high quality research as a means of building domestic capacity for adapting and applying policy options within the framework of international IP standards.

## 3.4.2.3 SPS

- 3.58. The 2017 thematic workshop on the transparency provisions of the SPS Agreement brought together a large number of officials from Members' Enquiry Points, National Notification Authorities and other relevant authorities for an exchange of experiences and hands-on training on the improved SPS tools, the SPS Information Management System (SPS-IMS) and the SPS Notification Submission System (SPS NSS). Participants benefitted from the introduction of the new improved version of the SPS-IMS, the new e-Subscription service for delegates to receive official WTO documents; and the WTO Integrated Trade Intelligence Portal (I-TIP). For the first time since its launch in 2016, a practical session was dedicated to the use of the ePing SPS/TBT notification alert system. Participants also shared national experiences and best practices in conducting public consultations when developing SPS regulations.
- 3.59. A regional SPS workshop was held in Costa Rica in June for Latin America and had a specific focus on good regulatory practice (GRP). This was the first time that this specific theme was the subject of a regional workshop. The workshop included specific sessions which focused on the role of the private sector. Industry representatives were invited to present their experiences and expectations in relation to their coordination with the public sector on the development of SPS regulations and public policies. After an overview of GRP, including the work of STDF and OECD in the area, participants, IICA and private sector representatives (e.g. National Chamber of Milk Producers, Export Council, etc.) presented their own experiences. A new interactive training exercise on GRP was developed specifically for the workshop. The exercise focuses on six different case studies where participants were provided with information on a particular regulatory challenge facing a country, which entailed developing a new SPS regulation, revising or repealing an existing one. Participants were tasked in groups to provide an explanation on how they would address the specific regulatory challenge (using the details of the case study), to clearly explain the steps and identify the actors to involve in undertaking the identified regulatory change.

## 3.4.2.4 Accessions

- 3.60. A new one-week global course on Goods Schedules for WTO Accession was organized in March. The course enhanced participants' understanding of bilateral market access negotiations on goods and technical aspects of the goods schedules. The experience-sharing sessions organized with former accession negotiators who had been directly involved in goods negotiations proved highly useful. Representatives from the Permanent Missions in Geneva of two recently acceded Members shared their perspective on WTO Membership and accession process.
- 3.61. The first three-day regional Dialogue on WTO Accessions for the Greater Horn of Africa was held in Kenya in August, in partnership with the government of Kenya and the University of Nairobi. It gathered high-level government officials from four Acceding governments (Comoros, Ethiopia, Somalia, and Sudan), South Sudan (non-WTO Observer) and representatives from some Article XII Members, development partners and international organizations. The dialogue had

three main sessions: (i) WTO Membership: Structural Reforms and Regional Integration; (ii) Accession to the WTO; and (iii) Mobilising Support for WTO Accession. Participants adopted the "Nairobi Outcome: Fostering Synergies and Coherences between Regional Integration and the Multilateral Trading System through WTO Accessions".

#### 3.4.2.5 Miscellaneous

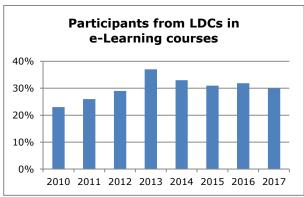
- 3.62. Assisting Members to comply with transparency requirements of the Agreement on Agriculture continues to be one of the main foci of WTO TA in the area of agriculture. The yearly advanced Geneva-based workshop on Agriculture Notifications targeted Members with high levels of outstanding notifications. As in previous years, a one-day "notification clinic" addressed individual participants' needs, including many sensitive notification issues that cannot be raised in plenary sessions. The new system for online submission of notifications was presented on top of the Agriculture Information Management System (Ag-IMS). Hands-on exercises enabled participants to prepare agriculture notifications and familiarize themselves with the system. Finally, a round table with Geneva-based delegates on the transparency and the review process allowed participants to better understand the continuum between the work carried out in capital and in Geneva.
- 3.63. Building on the success of tailor-made TPR follow-up activities reported in previous annual reports, a regional activity was held in August 2017 in Myanmar. This regional trade policy roundtable for Five Asian LDCs (Bangladesh, Cambodia, Laos, Myanmar and Nepal) was a highly successful activity as it: (i) enhanced knowledge and understanding of participants of the TPR process; (ii) enabled a dialogue amongst participants about TPR best practices and how the TPR process can help them undertake trade-related reforms and mainstream their trade policies into their wider economic and development policies; and (iii) provided a forum for participants to exchange views and share national and regional experiences on the identification of their TA needs and best ways to harness support to address them. This activity provided a concrete example of the Secretariat's effort to implement recommendation 15 of the external evaluation (see Annex I).
- 3.64. The Secretariat responded to the growing demand from many Members to look at areas of emerging economic importance (see follow-up on recommendation 20 in section 3.2 above). One of these areas is TiVA. To improve understanding of TiVA concepts, the Secretariat organized the first ever course on TiVA and GVCs. This five-day course was held in Geneva in September and focused on Africa. It clarified the concepts and the statistical approach to measuring it. Participants familiarized themselves with the online OECD-WTO TiVA database. As in the case of other services statistics-related activities, participation of OECD and UNSD experts contributed to the success of the course. South Africa and Togo also benefitted from national activities on these themes held in June and September.
- 3.65. The first global advanced workshop on Government Procurement was held in November. It focused on policy-related issues at the intersection of trade, procurement, sustainable development and shared prosperity, and highlighted the interconnection between these issues and the need for a holistic and coordinated approach in addressing them. The workshop attracted very high interest and benefited from contributions from the Secretariat and top experts from academia, other international organisations and research institutions.
- 3.66. As explained above for e-Learning (see section 3.4.1), synergies among various face-to-face training programmes were pursued. Activities under the WCP provided a good opportunity to address topics at the interface between the implementation of WTO rules and policy space available to Members. Examples from 2017 included a Trade & Environment activity held in Argentina in October in relation to climate change and the frequent use of the work carried out by the STDF in core WTO TA activities. The STDF work helps to build the content of the activities around its projects in the country(ies) concerned (e.g. SPS/TBT activities held in Sri Lanka and Papua New Guinea in February and December). This ensures the coherence between the WTO TA stricto sensu and other capacity building initiatives hosted by the WTO. The EIF Secretariat is also increasingly contributing to TA activities such as the TPR follow-ups (e.g. in the Solomon Islands in April and in Myanmar in August).

# 4 IMPLEMENTATION OF TA PLAN AND MAIN FEATURES OF THE WTO TA PROVIDED IN 2017

- 4.1. In 2017, excluding *Other Activities* which did not constitute WTO TA per se or which contributed to the TA provided by other institutions, the WTO undertook a total of 261 TA activities, both in Geneva and in the field. Following a now well established practice, this chapter analyses this portfolio of activities according to the following criteria: participation of LDCs, geographical distribution, product mix, subjects covered, language mix, progressivity of training, gender mix amongst participants and Key Results pursued. For each of these elements, the distribution of the various types of activities (global, national, regional and e-Learning) measured in terms of number of activities, participants, days of training and expenditure is considered.
- 4.2. No data on the duration (in days or hours) of the online courses is presented. This is due to the self-paced nature of e-Learning. Online courses are available throughout the year and participants can register any time. Online training courses have to be completed within two months of the date at which they are started, but the actual number of hours or days that participants dedicate to a given course is not known to the Secretariat.
- 4.3. In view of the specificities of the long-term internships hosted in Geneva in terms of duration (9 months on average), cost (CHF 2 million per year on average over 2012-17) and number of participants (44±3 a year on average over 2012-17), they have been excluded from the analysis presented in section 4.4 (distribution by subject) onwards. This will avoid distorting the analysis of other face-to-face activities and repeating the same explanation to justify the discrepancies that may arise.
- 4.4. Analysing the cost of the various activities implemented in 2017 aims to provide Members with a cost-efficiency and effectiveness perspective. Whilst confirming the very high cost-efficiency of e-Learning, this information also gives a better understanding of the relative costs of the various programmes run by the Secretariat and of the financial equilibrium between them. It is hoped that this will help Members make more informed decisions related to the TA offered by the WTO.

## 4.1 Participation of least developed countries (LDCs<sup>21</sup>)

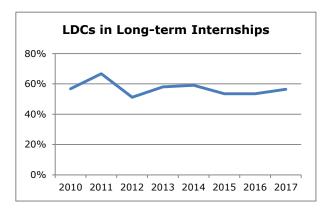
4.5. LDCs continue to be a priority for the WTO TA offer. They were invited to 68% of all WTO TA activities organised in 2017 (72% in 2016, 61% in 2015) and approximately one third of the face-to-face activities were specifically directed towards them. The fact that Africa and Asia-Pacific received the highest number of TA field activities in 2017 (see section 4.2) reinforced this priority, as most LDCs are located in these two regions. In Africa and Asia-Pacific, LDCs accounted for 47% of the participants in regional activities and 46% in national activities. Overall, LDCs represented 29% of the total number of participants who benefitted from WTO trainings in 2017.



4.6. The same trend as for face-to-face activities was observed for e-Learning courses. Participants from LDCs represented 30% of the total e-Learning audience in 2017, in line with the average in 2012-17 (30%±4%). To see the participation of LDCs grow in absolute terms at the same high pace as the overall audience of the WTO online courses shows that, on average, these countries have today the same learning capacities as their more developed counterparts, which is a very positive signal.

4.7. The 2017 participation figures for both e-Learning and face-to-face activities allow to conclude with an acceptable degree of confidence that representatives from LDCs represent one third of WTO total TA participants.

<sup>&</sup>lt;sup>21</sup> LDCs represent less than a third of all potential beneficiaries.



4.8. Besides the priority given to addressing LDC requests for national activities and to ensuring that LDC participants have a priority access to regional and global activities, several other programmes/activities are specifically designed for and/or geared towards the needs of LDCs, in line with the stated targets of the TA Plan for 2016-17. In 2017, LDC nationals represented 50% of the total participants in the long-term internship programmes in Geneva (3 percentage points less than in 2016). This proportion remained stable over the period 2012-17 (on average 54%±4%). The breakdown of LDC representation in each

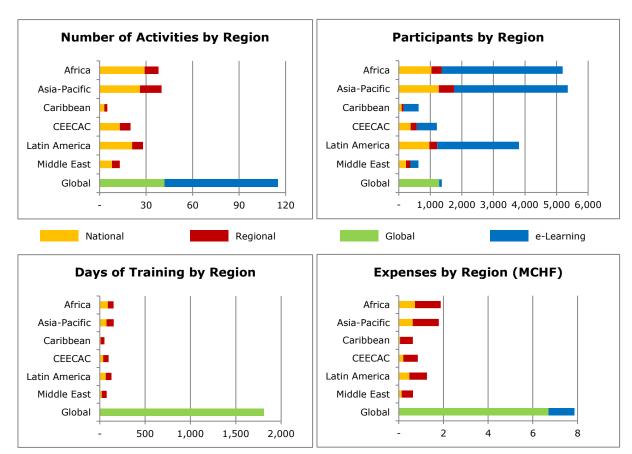
of the internship programmes in 2017 indicates slight variations between programmes while still confirming the predominance of LDCs in most of them save for the Regional Coordinator Internship Programme (RCI) and Young Professionals Programme (YPP). The proportion of LDCs ranged from 0% in the YPP, 20% in the RCI to as high as 69% in the NTP.

4.9. Participants from LDCs accounted for 31% of the participants in Geneva-based courses in 2017 and 4 of the 41 global activities were specifically designed for LDCs. The three-week introduction course for LDCs was held in English and gathered 21 participants, and the thematic course on priority issues of LDCs in the Multilateral Trading System (MTS) 22 participants. In the South-South dialogue on LDC and development, 54 of the 69 participants came from LDCs, and in the thematic course on Agriculture with priority to LDCS, 21 out of 25 participants. Two out of the four WTO TA missions to establish or upgrade a Reference Centre (RC) took place in LDCs. The review of the status of RCs in 2017 indicated that 55% of those considered as active are operating in LDCs.

4.10. LDCs are considered a priority target for TPR follow-up activities. When carefully designed, these activities prove to be a useful resource mobilization exercise. This is of particular relevance for LDCs where the resources needed to implement policy adjustments that may have been suggested by the TPR are sorely lacking. However, these activities are based on national requests and very few of these usually emanate from LDCs. Two TPR follow-up missions out of the seven carried out in 2017 were held in an LDC, a marginally higher proportion than in 2016. The Solomon Islands held a follow-up activity on 24-26 April to promote the reforms initiated after the third TPR (mainly on investment and competition policies, electronic payments and special economic zones), identify TA priorities and gather donors' support in these areas. Chad's TPR follow-up was held on 25-27 July to consider the inconsistencies and concerns raised about the country's trade regime during the TPR. The workshop reflected on ways of addressing them and identified TA needs (e.g. on customs valuation, TBT, SPS and notifications).

<sup>&</sup>lt;sup>22</sup> Cambodia and Sudan.

## 4.2 Geographical distribution



- 4.11. Global activities, whether online or face-to-face, represented nearly 44% of the WTO TA activities organized in 2017, progressing by another 3 percentage points compared to 2016. Most of this growth came from e-Learning courses, as their share of the total WTO TA activities reached 28% instead of 24% in 2016 in a context in which the overall number of face-to-face activities organised during the year declined by 10%. However, activities carried out in Asia-Pacific grew by 11% to reach 22% of the total, whilst those in Africa, the Caribbean and CEECAC decreased by 26% on average, and those in Latin America and the Middle East remained stable.<sup>23</sup> As a result, and for the first time since the Secretariat keeps statistics, Africa was no longer the region that received the highest number of WTO TA activities in 2017. Its share of the total face-to-face activities was only 20% in 2017 against an average of 26%±4% over 2012-16. A 40% drop in regional activities held in Africa combined with a 20% drop in national activities led to this result.
- 4.12. As in previous years, Africa remained disproportionately affected in 2017 by the administrative measures taken against Members and Observers in arrears on their contribution to the WTO: 9 out of the 12 Members in category III and all 3 Observers in categories II and III at the beginning of the year were African countries and had to be denied access to WTO TA. This meant that 20% of the African Members and a third of the African Observers had to be denied TA during at least part of the year. Taking into account the date on which some of them regularised their contributions, the countries concerned could not benefit from WTO TA during three quarters of the year on average. These figures show the actual impact of the administrative measures on some of the African countries.
- 4.13. The number of global face-to-face activities held in 2017 declined marginally compared to 2016, but remained in line with the average since 2012 (41±4). The current physical limitations

<sup>&</sup>lt;sup>23</sup> The Caribbean region suffered in 2017 from a number of climatic hazards, often leading to the postponement of the planned WTO TA activities. Some security concerns in other countries of the region had a similar impact on TA activities.

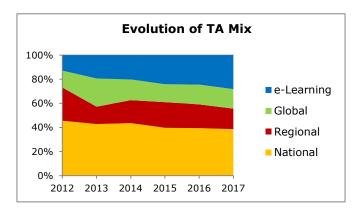
<sup>&</sup>lt;sup>24</sup> Members: Burundi, Central African Republic, Côte d'Ivoire, Djibouti, Gambia, Guinea-Bissau, Mauritania, Niger and Sierra Leone. Observers: Libya, Sao Tomé & Principe and Sudan.

imposed on the availability on the WTO campus of proper training rooms makes it challenging to hold several activities in Geneva in parallel, which explains the relative stability of the number of global activities over time. Whilst activities with a global geographical reach held in Geneva represented 23% of face-to-face activities, they accounted for 19% of the participants, 75% of the training days delivered by the Secretariat and 49% of the TA costs. As in previous years, these activities tended to benefit a reduced pool of individuals who stayed for extended periods of time in Geneva, as is particularly the case for long-term internship programmes (see above).

- 4.14. Participation in activities held in Africa (1,356 participants) was more than one third lower than in 2016, way below the annual average (i.e. 2,002 participants) recorded for 2012-16. The Caribbean (148 participants against an average of 289), CEECAC (576 participants against an average of 944) and the Middle East (373 participants against an average of 485) followed the same trend.<sup>25</sup> The reduction in Latin America (1,219 participants against an average of 1,320) was in line with the overall lower number of activities for the year, whilst Asia-Pacific was the only region seeing an increase in participation (1,753 participants against an average of 1,527; +28% compared to 2016).
- 4.15. A total of 11,491 participants from all regions (146 countries) followed e-Learning courses in 2017, representing an increase of 12% compared to 2016. In this field too, the year saw a significant rebalancing of the geographical distribution amongst participants, which had remained fairly stable over the previous years. Africa accounted for 33% of the total number of participants (5 percentage points less than in 2016), barely maintaining its position as the first recipient of e-Learning. The Caribbean, Middle East, and CEECAC to a lesser extent, also experienced significant decreases of their share of e-Learning participants: they represented respectively 4% (-5 percentage points), 2% (-7 percentage points) and 6% (-0.6 percentage points), well below past averages in 2012-16 for these regions. These decreases were more than compensated by the booming participation in Asia-Pacific (+11 percentage points to reach 31%, significantly above the average registered in 2012-16) and Latin America (+6 percentage points to reach 23%, in line with the average in 2012-16).
- 4.16. As far as days of training are concerned, global face-to-face activities represented 75% of the total in 2017, a 14 percentage point increase compared to 2016. This is due to the long duration of some Geneva-based activities, such as long-term internships that exceed the average duration of training courses (they last between six and twelve months, i.e. approximately 205 working days each on average). The share of each region in the remaining 25% of training days is closely correlated with the share of each region in the total number of activities.
- 4.17. The total expenditure of nearly 15 MCHF was distributed following the same pattern as in 2016. Activities held in Geneva, categorized as "Global" in the graph, accounted for 53% of the total TA costs (50% excluding e-Learning). This is mainly attributable to the high cost of the various long-term internship programmes, owing to their extended duration (on average 9.5 months in 2017). The distribution of expenses by region in 2017 was proportional to the number of activities and participants per region.

<sup>&</sup>lt;sup>25</sup> In Africa, this is the direct result of the lower number of TA activities discussed above. In the Caribbean, this was the consequence of the climatic hazards and security concerns mentioned above. In the Middle East, a regional activity for the private sector was cancelled due to a low response rate, and a regional activity on SPS had to be postponed to 2018 due to staffing issues. The CEECAC region hosted a lower number of activities and its national ones had a different nature which required fewer participants than in 2016.

#### 4.3 Product mix



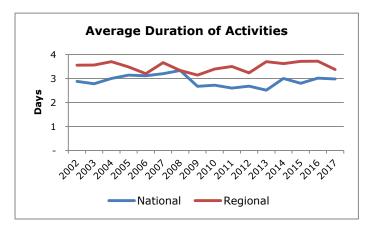
4.18. This section looks into the share of the various categories of activities (referred to as product mix) in the total volume of TA activities delivered in 2017, and the evolution of this share over 2012-17. It also considers the evolution of the main features across categories (such as participation and duration). The categorization of the product mix is based on the reach of the activities (global, regional or national), with the exception of e-Learning which is a standalone category owing to its distinct delivery mode.

4.19. The graph shows that, despite a slight but steady decline since 2014 in their number, <sup>26</sup> national activities continue to be the main TA delivery mechanism, representing 39% of the total TA activities in 2017, in the same order of magnitude as in the previous two years. For the eighth consecutive year, the share of online courses increased, confirming its position as the second largest category of activities. The rest of the TA portfolio was split almost equally between regional and global face-to-face activities, whose relative importance remained broadly in line with past averages. All the regions displayed the same preference for national activities in 2017. The "simplicity" of their organization (the process is less resource-intensive for the Secretariat) and the flexibility of their programme (can be tailored to the very specific needs of the requesting authority and to the desired level) and audience (the requesting authority has total discretion in selecting the participants) explain their high popularity.

**Proportion of National/Regional Activities** 

	Africa	Asia-Pacific	Caribbean	CEECAC	Latin America	Middle East
National	76%	65%	60%	65%	75%	62%
Regional	24%	35%	40%	35%	25%	38%

4.20. National activities gathered approximately three quarters of the participants in activities held outside Geneva, broadly in line with the proportion in previous years. Since they were shorter than regional/global activities on average, they represented only 45% of the training days.

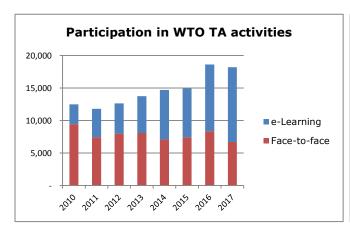


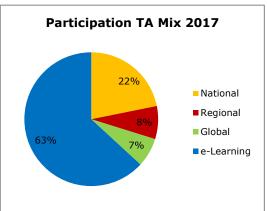
4.21. The duration of the various TA activities is highly variable across groups of products and in some cases within the same group. As explained above, the self-paced nature of online courses makes it difficult to measure their duration. Global activities tend to include a wide array of products (workshops of 2 days or less, long-term internships and advanced courses lasting between one and eight weeks). Therefore, annual variations in the average duration of global activities depend on the type of activities on offer each year. Within global activities, the

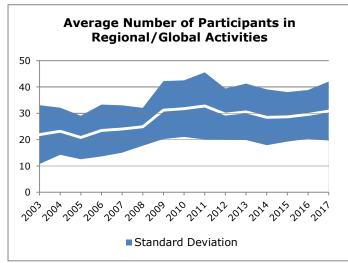
average duration of training was essentially influenced by their level. For instance, activities at intermediate level for generalists or specialists lasted on average 3.4 days in 2017, whereas activities at advanced level lasted on average 5 days for specialists and 25 days for generalists. Overall, excluding the longer trade policy courses (3 weeks or more), the average duration of regional and global activities was marginally shorter in 2017 compared to 2016 (3.4 days $\pm$ 1.4 day).

<sup>&</sup>lt;sup>26</sup> See section 3.1.2 above.

- 4.22. The average duration of national activities was more uniform in 2017 (3 days±1 day), in line with the average since 2014. Increasing the duration of national activities, as often requested by the participants themselves and repeatedly reported in the past, remains a persistent difficulty.
- 4.23. The balance between national and regional activities has an incidence on the distribution of TA expenditure across regions. Regional activities cost on average 2.3 times more than national ones, <sup>27</sup> since the WTO finances the travel and subsistence for both trainers and participants. This is also influenced by the cost-sharing arrangements in place with partner institutions that can be more favourable in certain regions than in others. In national activities, the WTO covers only the trainers' expenses.





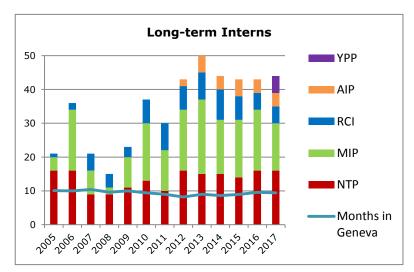


4.24. The upward trend observed since 2011 in the number of individuals trained annually by the WTO ebbed in 2017: the WTO trained 2% less participants than in 2016 (18,195 persons in total). Indeed, the 12% growth of the e-Learning audience was not sufficient to compensate for a 20% fall in the participation in face-to-face activities, as the 10% drop in face-toface activities was compounded by a simultaneous reduction of the average number of participants per activity. After six years of relative stability in the number of participants in face-to-face activities, it is too early to say whether this constitutes the start of a new trend. In 2017, almost two thirds of the

participants were trained online as a result. The cost-effectiveness of e-Learning remained very high in 2017, as it trained 63% of the participants for 8% of the total WTO TA expenditure.

4.25. Analysing the correlation between the number of activities and of individuals trained under each TA product demonstrates that e-Learning has the highest participation per activity ratio of the TA mix. Therefore, an increase in the number of e-Learning courses has a disproportionate impact on the overall volume of beneficiaries of WTO TA. With their recommended maximum number of participants of 30 in order to facilitate interactivity and hands-on work, face-to-face activities do not have a similar multiplier effect. The average number of participants in regional/global activities has been fairly stable since 2012 (29.6 persons) and stood very close to the recommended maximum.

<sup>&</sup>lt;sup>27</sup> Average calculated for the period 2012-17.



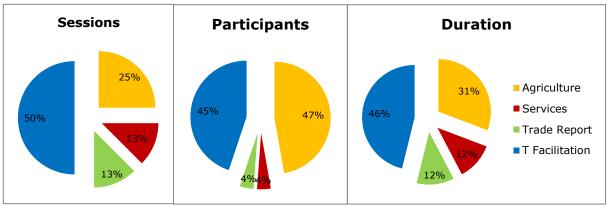
4.26. Long-term internship programmes are part of the global face-to-face activities held in Geneva. They benefit a small number of participants hosted in the Secretariat or a mission for extended periods of time during which they learn-by-doing. Long-term interns represented 0.8% of the total participants in face-to-face activities and 4% of those in global ones in 2017. They spent 9.5 months in Geneva on average for the Accession Internship Programme (AIP) and RCI; 10 months for the French & Irish Missions Internship Programme (FIMIP)

and NTP; and 12 months for the YPP. Overall in 2017, the number of participants in the various long term internship programmes was stable compared to the previous three years, as the lower number of FIMIP participants (14, i.e. 4 less than in 2016, its lowest number since 2011) was compensated by the launch of the YPP which hosted 5 young professionals during its first year.

4.27. Except for the RCI and YPP funded entirely through the GTF, the number of long-term interns in any given year depends on the level of voluntary contribution received from donors for these specific programmes (China for AIP, France and Ireland for FIMIP, Netherlands for NTP) and on the timing of these contributions in the year. These factors also influence the duration of the internships.

4.28. Long-term internships represented a significant share (14%) of the total WTO TA expenditure in 2017, as in previous years. However, they have a more efficient cost/day ratio than other face-to-face activities. The analysis of costs per programme shows that the individual cost of each programme mirrored the evolution of the number of participants, as the average cost per intern per month has been fairly stable since 2012.

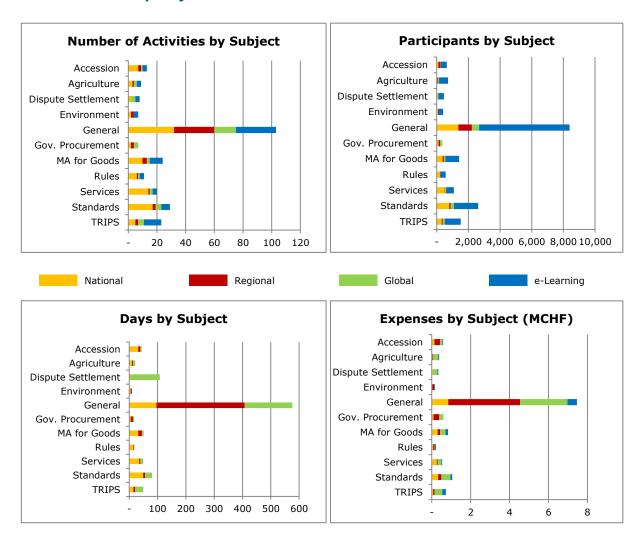
#### **Videoconferences**



4.29. Videoconference is one of the media used from time to time by the Secretariat to deliver some of its TA activities or part of them, in Geneva and in the field. Records on videoconferences are available for Latin America only. These sessions provided a timely and very efficient response to specific requests received from Members. In 2017, 8 videoconferences (-2 compared to 2016) were held with three different partners (Latin American Integration Association (ALADI), Andean Community (CAN) and IICA). They gathered at least 758 participants in total (+57% compared to

- 2016),<sup>28</sup> sometimes in more than 20 countries at the same time through the IICA network, and had a cumulated duration of 13 hours (-2 compared to 2016).
- 4.30. Two sessions were jointly organised with IICA on agriculture-related topics (rules of origin and trade disputes in relation to agricultural products) in Spanish and English.
- 4.31. As in 2016, four sessions were organised with the CAN secretariat on the TFA. The presentations organized in the autumn focused successively on S&D, national committees, single windows and advance rulings. These videoconferences covered the four countries of the CAN (Bolivia, Colombia, Ecuador Guayaquil and Quito, and Peru) and the CAN secretariat, i.e. six sites in total.
- 4.32. Finally, as in 2016 two videoconferences were held during the short trade policy course held for ALADI members in Uruguay in October on Services and the world trade report, to avoid flying a WTO official for half a day only.

## 4.4 Distribution by subject



4.33. Year 2017 saw a reversal of the trend noted in previous years towards a higher share of activities with a general scope covering, if not all WTO subjects, at least several of them. Excluding the long term internship programmes, 40% of the TA activities (-7 percentage points compared to 2016) fell in this category. They included all the activities for generalists (3 ATPCs, 6

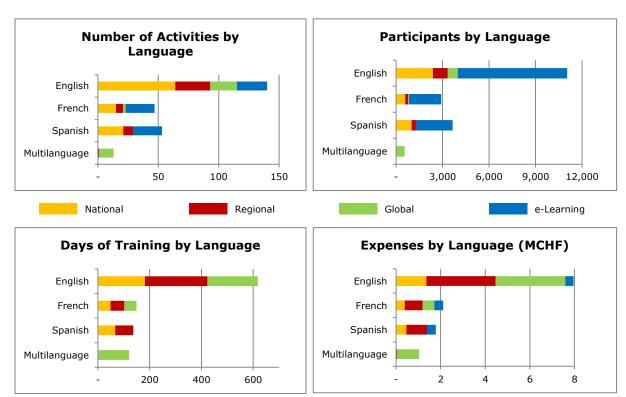
<sup>&</sup>lt;sup>28</sup> For the sessions organised with IICA, it has been assumed that at least one person was behind each separate connection to the network, but this is clearly a minimum. Most of these have not been counted in the figures on participation mentioned above in this section.

ITPCs, 1 introduction course for LDCs, 1 Introduction Day, etc.) and other activities that addressed more than one WTO subject or that focused on skills (4 activities) or themes cutting across several (if not all) WTO subjects such as TPR follow-up (7 activities); RCs (4 activities); outreach activities for MPs, journalists and civil society (5 activities); etc.

- 4.34. Activities with a general scope gathered 46% of the total participants that benefitted from TA in 2017. National and global activities tended to be more subject-specific (only 34% and 37% of participants in global activities), and online courses and regional activities less so (50% and 59% of participants in global activities). This is again a change compared to previous year as far as the focus of national and global activities are concerned. Activities with a general scope accounted for 58% of the total training days (–9 percentage points compared to 2016) and 59% of the total expenditure (-4 percentage points compared to 2016). Nearly half of the expenditure on general-scope activities was spent on regional activities, followed by global (35%), national (11%) and e-Learning (5%) activities.
- 4.35. As noted last year, since an ever increasing number of activities address both SPS and TBT at the same time, these two subjects have been grouped together in 2017 under the "Standards" denomination. As in the previous two years, Standards was the most popular subject in 2017 (thanks mainly to a high number of national activities), followed by Market Access (MA) for Goods, <sup>29</sup> TRIPS (thanks to a relatively high number of different online courses) and Services. The hierarchy was fairly similar in terms of number of participants.
- 4.36. Measured by number of days, the leading position was held by activities dedicated to Dispute Settlement (8% of the total for only 3% of the total share of activities), as in 2016. This results from the offer under Article 27.2 of the Dispute Settlement Understanding (DSU) of the services of two consultants throughout the year, at a relatively modest overall cost (94 days in 2016, i.e. 71% more than in 2016 and 25% more than in 2015). Setting this aside, the hierarchy of subjects was the same as for the number of activities and participants. If Standards, MA for Goods and TRIPS represented the three subjects on which the WTO spent the most in 2017, Government Procurement and Accession came next, followed by Services.
- 4.37. The distribution of online courses by subject for 2017 confirms the pattern observed in previous years. The WTO introduction course continued to be the most popular course among e-Learning users (22% of the total e-Learning audience in 2017 as in 2016). SPS was the second most attended online course with 779 participants (21% more than in 2016), followed by TBT (+34%), Agriculture (+14%), Development (+19%), etc.. Together, the various TRIPS courses attracted 1,013 participants (+11%), which validates the approach based on shorter more specialised courses. These evolutions have to be assessed against the average increase of 12% in the participation in online courses in 2017. Participation in the courses on DS and Copyright launched at the end of 2015 increased by 65% and 135% respectively. The course on Patents launched in 2016 had 50% more participants. Courses on Regional Trade Agreements, Multilateral Trade Agreements, Services, Rules of origin and WTO in 10' attracted roughly the same number of participants as in 2016 (between 450 and 550 participants).

<sup>&</sup>lt;sup>29</sup> What is meant by Market Access for Goods includes: general GATT obligations, Schedules of concessions, tariffs and non-tariff measures, the modification of tariff concessions, the Information Technology Agreement, customs valuation, pre-shipment inspection, rules of origin, import licensing procedures and TF.

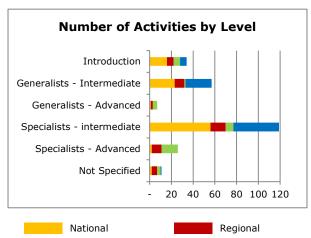
## 4.5 Language mix

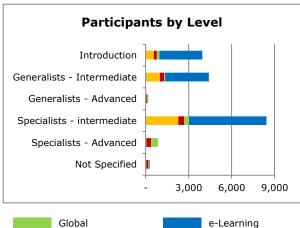


- 4.38. The pattern observed in previous years with regard to the distribution of activities by language persisted in 2017. English was the language in which 64% of face-to-face activities (excluding long-term internships) were delivered in 2017, consistent with the average in 2012-16 estimated at 63%. Correlated to that was the share of face-to-face activities in English in total expenditure (65%), in the audience reached (60%) and in total days of training offered (60%).
- 4.39. The share of activities delivered in French and Spanish in the total face-to-face activities implemented in 2016 reached 13% and 16%, respectively. Whilst Spanish's relative importance was in line with the average in previous years, French's one was much lower. This is one of the consequences of the lower number of activities held in French-speaking Africa already noted in section 4.2 above. A proportion of 7% of face-to-face activities were held in at least two of the three WTO languages (and in most cases in all three languages), using interpretation services (broadly in line with previous years' average).
- 4.40. As a result, the distribution of the TA offer by language in 2017 was not entirely consistent with the distribution of working languages amongst WTO Members (70% English, 18% French and 12% Spanish), even if the current WTO TA offer in terms of languages continued to match by and large beneficiary's preferences.
- 4.41. The size of the audience in face-to-face activities held in French and Spanish was roughly proportional to their relative share of activities in 2017, but activities in Spanish accounted for a lower share of training days and expenses (12%). This means that face-to-face activities in Spanish tended to be shorter and less expensive, probably as a result of advantageous cost-sharing arrangements with some Latin American partners.
- 4.42. As in previous years, participation in multilingual activities was proportional to their overall share of total face-to-face activities (8%), whereas these activities tended to be proportionately longer (representing 12% of the total of training days) and marginally more expensive (9% of total TA costs). In Geneva, interpretation services the highest extra cost item of these activities compared to monolingual activities are not covered under the TA budget but are absorbed by the interpretation budget of the WTO. This means that the higher cost was entirely due to the additional days of subsistence allowance paid to participants in global Geneva-based events, which did not have a dramatic impact on total expenditure.

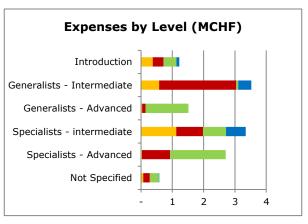
4.43. Analysing the breakdown of e-Learning participants by language provides an accurate snapshot of beneficiary's actual language preferences. With the exception of the tailored course, online courses were equally available in each the three languages throughout the year. Each participant could choose his training language on a case by case basis. In 2017, the breakdown was fairly similar to that observed for face-to-face activities: 61% of participants followed courses in English, 18% in French and 21% in Spanish. The average share of the three languages since 2011 has been remarkably stable (English:  $60\%\pm1\%$ , French:  $20\%\pm1\%$ , and Spanish:  $20\%\pm2\%$ ).

## 4.6 Progressivity of training









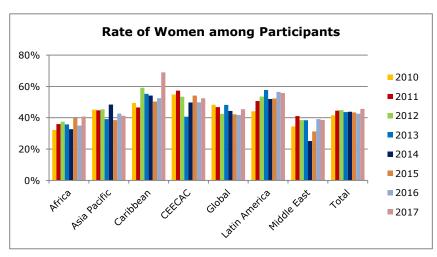
- 4.44. As a result of the Progressive Learning Strategy (PLS) adopted in 2010, a set of guidelines on the substantive content of each of the three training levels was developed at the end of 2013. These guidelines define the core substantive elements that should be mastered by the participants. Efforts to introduce progressivity in the training courses concentrated so far on regional, global and online courses, especially for generalists. This section aims to identify any emerging pattern in the implementation of PLS. This proved difficult in previous reports, as the full integration of the PLS across the wide array of TA offer is still in progress and as a number of activities are conceived more as isolated training events rather than as a component in a longer cursus, even when such activities are ascribed a specific level. The analysis excludes the long-term internships considered as advanced activities for generalists.
- 4.45. The progressive reduction of the share of activities without a defined level continued in 2017. They represented only 4% of all activities against 7% in 2016, 9% in 2015 and 17% in 2014. Such activities gathered less than 2% of the participants (8% in 2016) for 5% of the total TA expenditure (4% in 2016, 8% in 2015), despite a higher share of training days (11% against 29% in 2016).
- 4.46. Activities at introductory level continued to represent a fairly small proportion of the total TA activities, as their share in 2017 remained within the range observed since 2012 (on average  $14\%\pm3\%$ ). The share of participants trained at introductory level (3,957 persons), the share of

days dedicated to this level and the financial resources allocated also remained fairly stable in 2017 (22%, 10% and 10% respectively).

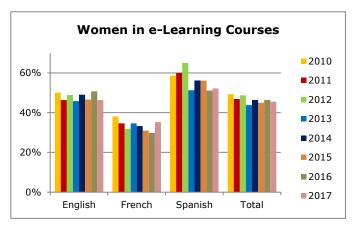
- 4.47. The share of activities provided at intermediate level grew significantly in 2017, at the expense of more advanced activities, confirming the prevalence of intermediate activities in the TA portfolio as a whole. They accounted for 69% of the total activities in 2017 (+11 percentage points compared to 2016), 71% of participants (12,849 persons, +10 percentage points), 54% of training days (+14 percentage points compared to 2016, but in line with 2015) and 45% of expenditure (as in 2016).
- 4.48. The proportion of advanced activities decreased in 2017 compared to 2016, almost regardless of the indicator considered: 13% of activities (-5 percentage points), 6% of participants (1,060 persons, -3 percentage points) and 33% of expenses (-7 percentage points). Their share of training days was stable, though (25%). As in previous years, most of advanced level trainings (91% against 78% in 2016) were delivered through global or regional activities for both generalists and specialists in 2017.
- 4.49. The vast majority of e-Learning courses continued to be offered at intermediate level (90% of the total) as in previous years. The remainder were mostly at introductory level, since no advanced level training is offered online. Participants in e-Learning courses were split between intermediate (74%, stable) and introductory (26%, +4 percentage points) levels in 2017, as participation in online courses without a defined level almost vanished.
- 4.50. In 2017, 38% of the activities targeted generalists, as in 2016 (13% at introductory level, 22% at intermediate level, and 3% at advanced level), and 57% targeted specialists (+3 percentage points 47% at intermediate level and 10% at advanced level). For participants, the split between generalists and specialists was 47%-51%, as the original imbalance in favour of specialists is progressively erased over the years (4 percentage points difference in 2017 against 15 in 2015). Training days were shared 54%-35% between generalists and specialists, reinforcing the imbalance between the two, since the activities for generalists tended to be significantly longer than for specialists on average. As in 2016, expenses were shared almost equally between generalists and specialists (49%-47%).

#### 4.7 Gender mix

4.51. Considering that only partial data on gender distribution among participants in face-to-face activities was available in previous years (mainly prior to 2013), prudence should govern any analysis of the evolution over time. Continuous efforts should give access to more comprehensive data. In 2017, female participation in WTO TA (46% of the total TA audience) was higher than the 2010-16 average ( $43\%\pm1\%$ ).



- 4.52. Variations across regions of the share of women amongst WTO TA 2017 participants in followed the same pattern in previous years: gender parity, if not female predominance observed in the Caribbean, CEECAC and Latin America regions, which increased further the share of women amongst their participants share of female (the participation in activities in these regions was 60% against an average of
- 51.5% in 2010-16); women's participation in activities held in Africa and Asia-Pacific converged (41%), following regular growth in Africa and reduction in Asia-Pacific; the rate was stable in the Middle East (39%).



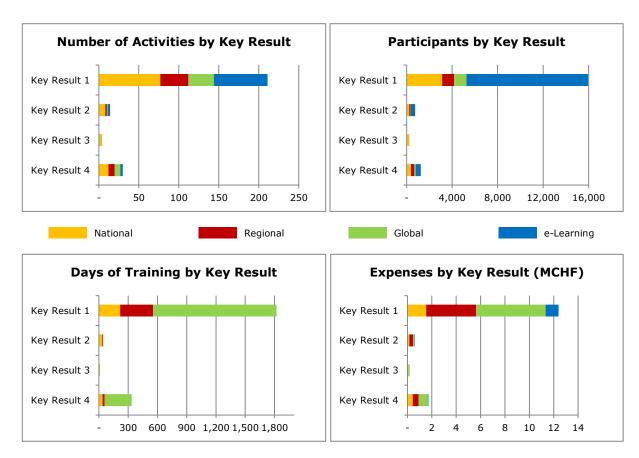
4.53. Information on gender distribution e-Learning audiences among exhaustive, as it is recorded automatically upon registration, but does not give a materially different picture compared to face-to-face activities. Indeed, the proportion of amongst WTO TA participants is fairly similar regardless of the training medium (face-to-face or e-Learning). In 2017, women represented 46% of total beneficiaries of e-Learning courses, in line with the 2012-17 average spite (47%±2%). In of minor fluctuations, female participation

e-Learning has been relatively stable since 2010. The breakdown of gender data per training language points to a quasi-strict equality between female and male participation in e-Learning courses in English and Spanish (48% of women). The share of women in French-speaking online courses grew by almost 6 percentage points in 2017, reversing seven years of almost uninterrupted decline.

## 4.8 Key Result mix

4.54. As initiated in the annual report for 2016, to facilitate performance analysis in chapter 5, this section describes the main features of WTO TA (number of activities, participation, duration and expenses) by Key Result. Key Results are the outcomes around which the TA Plan is structured. Four Key Results, each comprising a number of outputs, have been identified in the TA Plan for 2016-17:

- a. **Key Result 1:** Government officials are implementing WTO Agreements and making full use of Members' rights
- b. **Key Result 2**: Acceding governments are participating in accession negotiations, in line with WTO accession processes and procedures
- c. **Key Result 3:** Members are accessing and using WTO-related information enabling them to raise awareness of WTO matters with all their stakeholders
- d. **Key Result 4:** MPs, journalists and civil society interacting with WTO, students or WTO-supported academic institutions are applying trade policy and WTO-related topics and subjects in their courses and research



- 4.55. In 2017 as in 2016, the overwhelming majority of activities (82%, -2 percentage points) contributed to Key Result 1. That proportion was higher in e-Learning courses (92%, -4 percentage points), as most of them focus on the text of the Agreements and their provisions, and lower for national activities (77%, +4 percentage points), in which beneficiaries have a greater freedom to enlarge the agenda. Key Result 1 also gathered 88% of the participants (+4 percentage points), represented 82% of the training days (-10 percentage points) and 83% (-8 percentage points) of the total TA expenses. The general pre-eminence of Key Result 1 is entirely consistent with Members' needs and priorities identified in the TA Plan and the comparative advantage of the WTO identified in the external evaluation.
- 4.56. Key Result 4 was the second most important one in 2017 as in 2016, whether measured in terms of number of activities (12%, +2 percentage points), participants (7%, -1 percentage point), training days (15%, +10 percentage points) or expenses (12%, +7 percentage points). This means that under this Key Result, activities tended to gather proportionately less participants for longer durations. Most of these activities (40%) were implemented nationally, mainly under the WTO Chairs Programme or Academic Support Programme. Global and Regional activities (50% of the total) consisted to a large extent in outreach activities for journalists, MPs, etc. which were more numerous ahead of MC11.
- 4.57. Together Key Results 2 and 3 represented 7% of the activities implemented in 2017, as in 2016 (5% and 2% respectively, the reverse compared to 2016). The vast majority of the activities under these Key Results were national ones (respectively 57% and 75%). The significant decrease of the relative importance of Key Result 3 compared to 2016 is the consequence of the recommendation of the external evaluation concerning RCs. These two Key Results gathered 6% of the participants for 3% of the training days at 5% of total expenses. The online course on Accession meant that Key Result 2 was always 3 to 4 times bigger than Key Result 3.

#### **5 EVALUATION OF PERFORMANCE IN 2017**

5.1. This section will focus on the elements that could be measured during the year and which constitute evidence of the immediate, medium-term or progress towards long-term results produced by the TA provided by the WTO to its Members and Observers, on the basis of the indicators identified in the TA Plan 2016-17. Whenever useful and relevant, the main conclusions of the external evaluation will also be briefly summarised. As in previous years, this section is presented according to the structure of the TA Plan to make it easier for Members to assess the results produced against the plans they had initially approved. To that effect, each section starts with a short table summarising the situation at the end of 2017 for each of the indicators and targets retained in the logframe annexed to the TA Plan 2016-17.

5.2. The following codes have been used in this section:

 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

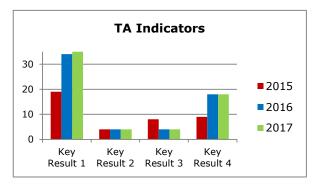
• Data not available: The data available to the Secretariat is incomplete, if not

missing completely, or is not reliable or strong enough to

support any conclusion one way or the other

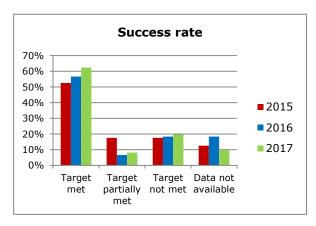
5.3. The results shown in 2017 were positive overall, as in 2015 and 2016. The proportion of targets met increased by four percentage points, reaching 61%. Most of this improvement came from Key Result 4 and to a lesser extent from Key Result 2, as the level of success under Key Result 1 (which represents approximately 82% of the entire TA provided by the WTO) ebbed in 2017. Measuring results at the outcome level remained a challenge, as in previous years.

- 5.4. On the evaluation side, the main evolution in 2017 was the resumption of onsite evaluations by the Secretariat after a three-year interruption due to staffing issues. The five multifaceted onsite evaluations performed during the year allowed the Secretariat to assess the relevance, effectiveness and efficiency of four specific activities, to measure with four beneficiaries the results of the TA they had received over the previous five years, to assess the functioning of two partnerships and test the use of interpretation in two Geneva-based activities.
- 5.5. As already noted last year, the external evaluation will remain for the time being the main source to actually measure the long-term impact of the WTO TA, since the Secretariat does not have the means to do so on an annual basis and many beneficiaries have great difficulties to provide relevant and reliable data to that effect, as noted by the external evaluators.

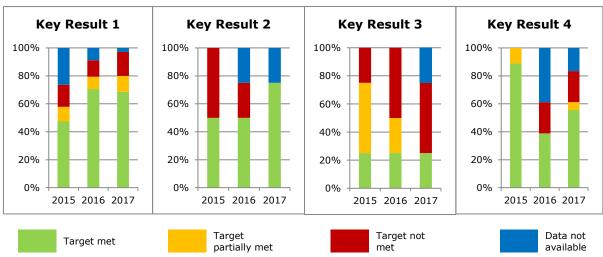


5.6. The indicators used to measure the results of the TA provided by the Secretariat in 2017 were the same as during the first year of the biennium, according to the TA Plan approved by Members. They were spread between the four Key Results as follows:

- a. Key Result 1: 57% of the indicators, 82% of the total TA provided;
- b. Key Result 2: 7% of the indicators, 5% of the total TA provided;
- c. Key Result 3: 7% of the indicators, 2% of the total TA provided; and
- d. Key Result 4: 30% of the indicators, 12% of the total TA provided.



5.7. The overall rate of success continued to rise in 2017. The targets were met in 62% of the cases (57% in 2016). They were partially met (i.e. missed by a small margin) in 8% of the cases (7% in 2016) and not met in another 20% of the cases (18% in 2016). The cases when data were not available decreased significantly from 18% to 10%. These are positive developments which demonstrate that the Secretariat is making progress in its capacity to measure the results of its TA activities, whilst at the same time adjusting its TA offer to increase its success rate.

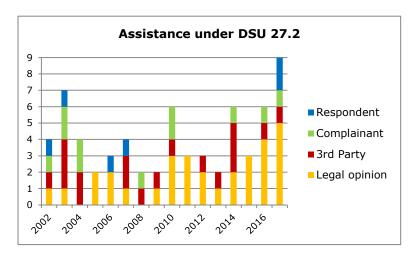


- 5.8. An analysis by Key Result gives a more nuanced picture. The success rate under Key Result 1 ebbed marginally in 2017, as only 69% of the targets were met (71% in 2016), whilst the proportion of targets partially met increased to 11% (9% in 2016), which means that a small portion of the WTO programmes which had been successful in 2016 missed their target by a small margin in 2017. The deterioration of performance in 2017 was consequently very limited compared to 2016. The targets were not met in 17% of the cases (12% in 2016) and the cases when data was not available almost disappeared (3% instead of 9% in 2016). These evolutions for the most significant Key Result of the WTO TA are positive even if not entirely satisfactory.
- 5.9. Under Key Result 2, targets were met in 75% of the cases (+25 percentage points compared to 2016). This Key Results involves only a limited number of indicators (4), which means that any change registered during the year on any of them has a disproportionate effect on the overall performance. Targets met under Key Result 3 were stable, but data became unavailable for one indicator for which the target had been partially met in the past. Finally, the rate of success under Key Result 4 increased to 56% (39% in 2016) and cases when data was not available were more than halved (17% instead of 39% in 2016). This retrospectively vindicates the choices made when recasting the logframe for this Key Result in the TA Plan 2015-16 to focus more on outcomes and outputs and much less so on inputs.

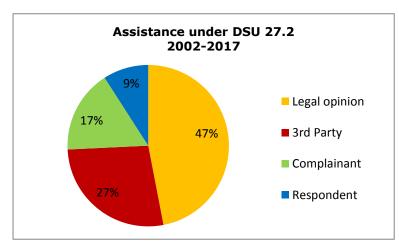
# 5.1 Key Result 1: Government officials are implementing WTO Agreements and making full use of Members' rights

Indicators	Target	2017
Compliance of Members with the WTO Agreements	Increase during the biennium	Target met
Number of documents submitted by developing and LDC Members	Increase in participation / submissions of documents	Target met
Number of outstanding notifications of TA beneficiary Members	5% decrease of outstanding notifications	Target partially met
Publication of trade policies on Member's website	Increase during the biennium	Data not available

- 5.10. As seen under section 4.8 above, this Key Result represents the bulk of the TA provided by the WTO to its Members and Observers. Logically, the external evaluation focused essentially on it. Overall the report of the evaluators was rather positive about the relevance, effectiveness, efficiency, sustainability and impact of the WTO TA. The main conclusion was that convincing evidence was found in 2010-15 that WTO training had been effective in contributing to the development of beneficiaries' capacity to work with multilateral trade rules and negotiations. The comprehensive investigation conducted by the evaluators over a six-year period constitutes the best possible basis to assess whether Members are indeed implementing the WTO Agreements and making full use of their rights.
- 5.11. The external evaluation found that the WTO TA was highly relevant and well-attuned to the professional needs, priorities and responsibilities of the individual beneficiaries and their national system, which reflected its demand-driven nature in a broad sense. It noted significant evolutions over the 2010-15 period: the coverage of TA programmes was adjusted to shifts in policy priorities and training methods have been reformed to introduce progressive learning and e-Learning courses. The evaluation also found both direct evidence and plausible chains of contribution to the effect that WTO TA in the aggregate produced sustainable benefits in beneficiaries in terms of enhanced capacity to engage in the MTS. The widespread impact of the WTO TA on the human capacities of beneficiaries was seen as real and tangible, as the evaluation found highly plausible evidence that the WTO TA contributed to capacities at institutional levels in trade policy-making, legislative compliance, trade negotiations and implementation of trade agreements. **Target met**
- 5.12. As most of the negotiating activity of the WTO was on the preparation of the Ministerial Conference during the year, the level of engagement of beneficiary Members and their contribution through the submission of documents will be best assessed by focusing on their engagement in the MC11 process. Setting aside the ministerial decisions and declarations and the statements made by the Secretariat and various chairmen ex-officio, 192 documents were issued for MC11 at the request of delegations, 158 of them (82%) to present the views of at least one beneficiary Member or Observer if not many. The text of the statements made by Members' or Observers' representatives during MC11 represented 134 of these documents, 102 of which are beneficiaries (76%). By comparison, beneficiaries represented at the time 77% of the total WTO membership. These figures demonstrate a significant engagement of beneficiary Members and Observers in the subjects under negotiation and an active participation in MC11. **Target met**



5.13. The Secretariat continued to provide to developing Members the kind of additional legal advice required under Article 27.2 of the DSU. As seen for many years, demand for such services fluctuates from one year to the next. In 2017, nine new requests for these services were presented by nine Members, which was above the annual average (4.1) and the highest level ever registered since the creation of the WTO. Four of the requesting Members had never used this service before.



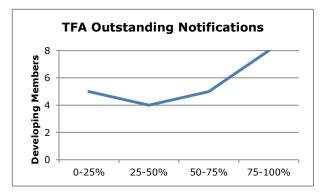
5.14. Over the past 15 years, the 30 Members and 3 regional groups who have used the services provided by the Secretariat under Article 27.2 of the DSU have requested legal opinions in almost half of the cases. These legal opinions may or may not (e.g. on the DSU review) be related to a potential dispute. Close to a quarter of the requests came from third parties to a dispute, and the last quarter (26%) benefited litigating parties (a complainant in 65% of the case).

5.15. As far as beneficiary Members' outstanding notifications are concerned, according to the Central Registry of Notifications (CRN) the figure stood at 3,441 at the end of 2017, which is 3% higher than at the end of 2016. This increase is exclusively the consequence of the annual agricultural notifications which mechanically increased the volume of notifications due during the year. Excluding this and focusing on those notifications which were outstanding at the end of the previous year, the variation observed in 2017 is a reduction of 4.7%. The target was an overall reduction of 5%. Many externalities may also have played a role in these results. **Target partially met** 

- 5.16. Outstanding agriculture notifications represented 57.5% of the total outstanding notifications at the end of 2017. Focusing exclusively on those notifications already outstanding at the end of 2016 to neutralise the mechanical increase due to the annual notification obligations, 2017 registered a 6.7% reduction of outstanding agriculture notifications, which confirms the progress registered in previous years. As agriculture has always represented the lion's share of outstanding notifications and given the complexity of notifications requirements in the area of domestic support, an advanced workshop on agriculture notifications is offered annually in Geneva since 2009. The workshop forms part of a broader work programme aimed at improving the timeliness and completeness of notifications under the Committee on Agriculture. Its fourth day is now systematically devoted to individual sessions with staff ("notification clinic") in order to allow participants to discuss country-specific notification issues. Familiarisation of participants with the Ag-IMS functionality for the online submission of Agriculture notifications launched in 2017 was one of the main elements of this year's workshop.
- 5.17. Members with a large number of outstanding agriculture notifications, LDCs and recently acceded Members are given priority in the selection for the workshop. However, the workshop can only address the knowledge gap which might impact their notification compliance. For many Members the main challenge when preparing domestic support notification is proper data collection, as many agencies and ministries are responsible for actions in the notifiable domain. It

is only once annual data and information on the entire domestic support system for agricultural producers is available that the Secretariat may help in presenting and analysing that information for the finalisation of a notification. For these reasons, the correlation between improved compliance and usefulness of the workshop may not be direct and simple.<sup>30</sup>

5.18. In 2017, four national activities focused on notifications and transparency provisions of the WTO Agreements.<sup>31</sup> These activities associate in principle numerous stakeholders who have a role to play in gathering the data or information needed by the authorities to fulfil their notification obligations, or who may be interested in exploiting other Members' notifications. At regional level, a workshop on the new ePing platform to exploit SPS and TBT notifications was organised for the Caribbean Members.



5.19. The TFA which entered into force on 22 February 2017 requires developing and LDC Members to notify their category A, B and C measures. Developing countries had to notify by the entry into force of the TFA, whilst LDCs had one extra year to do so. Notification obligations also depended on the ratification of the TFA by the Members concerned. As reported in the past, the Secretariat implemented between 2007 and 2014 a vast programme of national needs assessments in the area of TF. The aims of the programme were, inter alia, to help beneficiaries identify

the three categories of measures covered by the TFA through an assessment of the conformity of their current regulation with the specific provisions of the Agreement, to identify the dates of implementation of their category B and C provisions and their TA needs for category C designations, as required by the TFA. In total, 98 Members benefited from this programme of needs assessment. The annual report on TA for 2014 had established that this programme was helping beneficiaries comply with their notification obligations.<sup>33</sup> At the end of 2017, 69 developing Members had ratified the TFA, of which 22 (32%) had not yet entirely complied with their notification obligations. On average, these 22 developing Members had complied with less than half of their notification obligations under the TFA (45%). As 2017 is the first year in which these notifications can be considered as outstanding, no evolution can be measured. These figures will constitute a baseline to measure future progress.

5.20. The Secretariat did not have the time and resources to specifically check the availability of trade policy information and documents on beneficiary Members' websites and compile statistics in this domain. TPRs rely heavily on these information sources, knowing that significant differences exist between Members (the availability is generally correlated with the level of development), and for each Member between the many domains covered by their trade policy. Furthermore, variations and improvements in this domain are almost impossible to measure on an annual basis; only long-term trends can be detected. It is a fact that the volume and depth of information and data freely available today on the internet for most beneficiary Members increased significantly over the past two decades, but it is also clear that this phenomenon is unlikely to be the result of any of the TA provided by the Secretariat. These are the reasons why this indicator was removed from the TA Plan for 2018-19. **Data not available** 

 $<sup>^{30}</sup>$  See the report on compliance with agriculture notification requirements in G/AG/GEN/86/Rev.30. This report is updated several times per year.

<sup>&</sup>lt;sup>31</sup> They took place in Rwanda, Samoa, Tanzania and Zambia.

Category A: Measures that the Members will implement by the time the TFA enters into force; Category B: Measures which the Member will need additional time to implement;

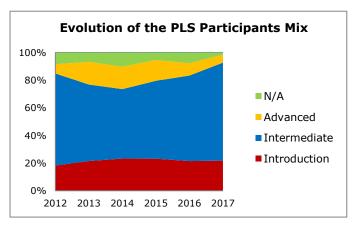
Category C: Measures for the implementation of which the Member will need TA and time.

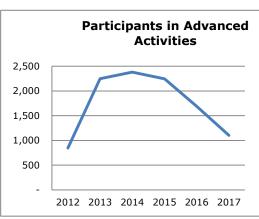
<sup>&</sup>lt;sup>33</sup> See section 5.7 in WT/COMTD/W/209 for the latest such report.

5.1.1 Output 1.1: Government officials have enhanced knowledge about the WTO Agreements, formulation of trade policies and conduct of trade negotiations

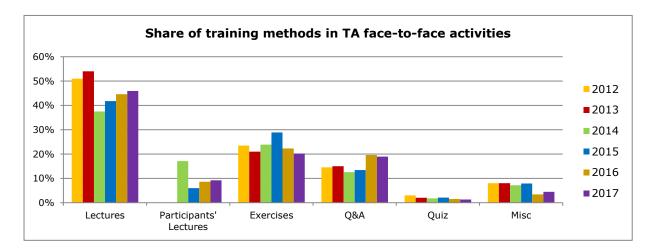
Indicators	Targets	2017
Number of participants at each PLS level	Increased % of participants in advanced training by end of 2017	Target not met
Number of participants in WTO TRTA activities	Stability during the biennium	Target met
Interactive training methods' share of time	Increase during the biennium	Target not met

5.21. Section 4.6 above has analysed the number of participants trained at each of the three levels (introduction, intermediate, advanced) in 2017. Since 2012, the graph below shows that the proportion of participants in each of the three levels fluctuated and that the proportion of participants in advanced activities decreased further in 2017, as the growth of the 2013-15 period has now been entirely reversed. As the relative importance of the introduction level was more or less stable, this means that the proportion of participants in the intermediate level grew significantly (+9 percentage points). The TA Plan had anticipated an increase of participation in advanced-level activities by the end of the biennium. **Target not met** 





- 5.22. This evolution is the direct consequence of the growing number of participants who are trained online since, as explained in section 3.4.1 above, e-Learning courses focus exclusively on the first two levels of training (introduction and intermediate). The combination of these two factors is bound to lead mechanically to a decrease in the relative importance of the number of participants trained at advanced level. In 2017 the marked decrease in the number of participants trained in advanced face-to-face activities from 1,689 to 1,104 (-35%) was proportional to the decrease in the number of face-to-face advanced activities (33 against 51 in 2016). Overall during the biennium the number of advanced face-to-face activities was cut by 40%, whilst their number of participants was cut in two.
- 5.23. As discussed above in section 4.3, the total number of participants in WTO TA activities ebbed by 2% in 2017 compared to the previous year, in spite of a 12% growth of the participation in e-Learning courses. However, compared to 2015, the total number of participants increased by 22% during the biennium, as the 2017 reversal dented only superficially the significant growth registered in 2016. **Target met**



5.24. While acknowledging that people learn in different ways and use different means of receiving information, the use of interactive training methods continued to be recommended when delivering TA activities at all three PLS levels to stimulate learning and increase the rate of knowledge retention by the participants (i.e. how much they remember after a while). Data on the various training methods used in the WTO TA face-to-face activities are collected by the trainers themselves and constitute an estimate. It may indeed be difficult to always identify with precision the share of the time of each training method. For example, different trainers may measure differently inside a lecture the time dedicated to the questions of the participants, which clearly increase the interactivity of the session.

5.25. There was no significant change in the relative importance of the various training methods used by the Secretariat in the face-to-face activities in 2017. Lectures remained the predominant medium used by trainers to deliver WTO TA activities and registered their fourth consecutive year of growth. Since 2014, the share of the lectures provided by the participants themselves (as opposed to by the Secretariat staff) is measured separately. Lectures provided by the Secretariat represented approximately 46% of the time on average, and those provided by the participants 9%. As in the past, these averages hide significant differences between certain types of activities, but the general trend points towards a return to a lower level of interactivity overall, as total lecture time (Secretariat + participants) is again exceeding 50% since 2016. The number of activities almost entirely based on lectures was lower though.<sup>34</sup>

5.26. The use of other training methods was also fairly stable overall in 2017, in spite of minor variations amongst them. Exercises or case studies represented 20% of the time on average (-2 percentage points), Question & Answer 19% (-1 percentage point) and other methods 6% (+1 percentage point). The share of the activities for which statistics were available and which did not use any exercise or case study was stable (36%). A majority of the time was dedicated to exercises or case studies in 9% of the activities only (e.g. on Trade Negotiating Skills). Other miscellaneous training methods used in TA activities included group work or group discussions and panels among others. **Target not met** 

<sup>&</sup>lt;sup>34</sup> In 2017, lectures (Secretariat + participants) represented more than 80% of the time in 18 activities for which statistics were available, as opposed to 20 in 2016.

#### **5.1.1.1** e-Learning

Indicators	Targets	2017
Geographical spread of participation in e- Learning courses and % of LDCs	Stability during the biennium	Target met
New online courses released each year	3 courses/year	Target not met
% of participants rating the balance between theory and practice as good or excellent in online courses	70% during the biennium	Target met
% of participants rating the quality of the online course content as good or excellent	70% during the biennium	Target met
e-Learning success rate	Increase during the biennium	Target met
e-Learning drop-out rate	Stability during the biennium	Target met
e-Learning rate of correct answers in the exam	Stability during the biennium	Target met
e-Learning distinction rate	Stability during the biennium	Target met
Total participation in e-Learning courses	Stability during the biennium	Target met

5.27. The external evaluation classified the e-Learning courses amongst the TA instruments showing stronger evidence of effectiveness. They have become recognised by all stakeholders and rated very effective as an indispensable and relatively low-cost entry portal, equipping large numbers of learners with the necessary basic information on WTO, its legal texts and other key trade-related issues.

5.28. Several of the above indicators have already been examined in different parts of this report:

- a. The share of the participants originating from LDCs in e-Learning courses is discussed in section 4.1, which showed that this indicator had indeed stabilised in 2017 and remained in line with the average observed since 2012. **Target met**
- b. The geographical spread of e-Learning participants analysed in section 4.2 remained comprehensive in spite of the significant rebalancing of the regional origin of the participants in 2017. **Target met**
- c. As indicated in section 3.4.1 above, only one new online course, "Agriculture Xpress", was finalised and released in 2017. The course is based on a learning-by-doing approach and includes exercises only. It was launched on 19 December, too late to attract any participant before the year end. This indicator as defined in the TA plan fails to acknowledge the importance of the work required to either translate the course content in particular the videos and other interactive components initially developed in English into the other two languages, or upgrade older versions of a course to SCORM standards. This indicator was adjusted in the TA Plan 2018-19, since the contribution of this work to the e-Learning results is equally important and competes with the production of new courses at a time of budgetary freeze. **Target not met**
- d. The 12% growth of the participation in online courses in 2017 is analysed in section 4.3.
   Target met
- 5.29. Feedback from e-Learning participants revealed that 84% of them rated the balance between theory and practice in online courses as good or excellent, and 94% rated the quality of the online courses content as good or excellent. These figures are in line with those from 2016 which were respectively 86% and 93%. The TA Plan targeted a rate of satisfaction of 70% or above for each indicator. **Targets met**
- 5.30. Concerning the remaining indicators, measuring the immediate results of e-Learning courses is much easier than for most other activities, since the results of each participant can be monitored individually and completion of an online training always requires taking an exam at the end. As in

<sup>&</sup>lt;sup>35</sup> Four courses were translated into Spanish and French in 2017.

<sup>&</sup>lt;sup>36</sup> The interactive versions of four courses ("Trade & Development" in Spanish and French, and "Legal Underpinnings" in Spanish and English) were released in 2017.

previous years and as foreseen in the TA Plan 2016-17, the performance indicators below were used to measure the immediate results of a course:

- Success rate (proportion of those who passed the exams amongst those who attended the course) - the passing rate was 60% on average of correct answers in the final exam.
- Distinction rate (proportion of participants who passed the exams with more than 90% of correct answers on average amongst successful participants).
- Rate of correct answers in the exams of successful participants, knowing that the passing rate is 60% on average in the courses.
- Dropout rate (share of those who did not complete the course within two months).

#### Immediate results of online courses

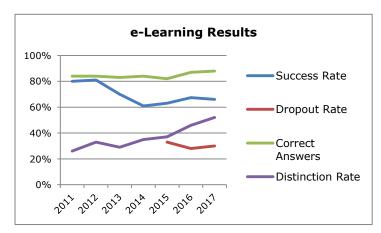
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Course	Attended	Successful	Success Rate	Dropout	Dropout Rate	Correct Answers	Distinction	Distinction Rate
Accessions	365	233	64%	119	33%	88%	153	66%
Agriculture	581	311	54%	243	42%	78%	76	24%
Copyright	259	174	67%	65	25%	86%	105	60%
Development	552	355	64%	177	32%	74%	143	40%
Dispute Settlement	348	198	57%	130	37%	75%	55	28%
Environment	275	152	55%	99	36%	93%	42	28%
Introduction to WTO	2,546	1,762	69%	765	30%	78%	1,390	79%
Legal Underpinnings	264	163	62%	93	35%	78%	101	62%
MA Intelligence	239	153	64%	72	30%	78%	39	25%
Multilateral Trade Ag	159	97	61%	42	26%	82%	24	25%
Market Access Goods	498	382	77%	103	21%	82%	136	36%
Notifications	262	190	73%	60	23%	75%	58	31%
Patents	187	125	67%	44	24%	90%	37	30%
RTAs	542	412	76%	119	22%	80%	297	72%
Rules	322	204	63%	108	34%	73%	67	33%
Rules of Origin	472	310	66%	91	19%	80%	112	36%
Services	482	304	63%	167	35%	83%	77	25%
SPS	779	473	61%	288	37%	89%	174	37%
Tailored Course	41	32	78%	8	20%	81%	20	63%
TBT	739	439	59%	271	37%	84%	165	38%
Trade Economics	370	272	74%	80	22%	89%	199	73%
Trade Finance	195	153	78%	34	17%	87%	97	63%
Trip to TRIPS	283	188	66%	83	29%	84%	94	50%
TRIPS	284	172	61%	101	36%	81%	57	33%
WTO in 10'	447	372	83%	73	16%	93%	263	71%
Total	11,491	7,626	66%	3,435	30%	88%	3,981	52%

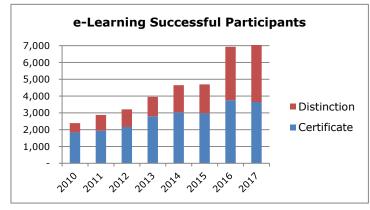
- 5.31. The average success rate ebbed marginally in 2017 after the significant improvement registered in 2016. It stood at 66% in 2017. The TA Plan had targeted an increase during the biennium. The current rate of success remains highly satisfactory compared to the results measured in the rest of the online training industry.<sup>37</sup> In 2017, the number of successful participants increased by 10% compared to 2016 to reach a total of 7,626. **Target met**
- 5.32. When analysing the figures for 2017, confusion between dropouts and failures was identified in previous years' data. As this was a categorisation issue amongst unsuccessful candidates, this did not change the rate of success measured in previous years. However, as it modified the understanding of the reasons why approximately one third of the e-learners were unsuccessful, it will make it possible for the Secretariat to implement better tailored actions to help them succeed

 $<sup>^{37}</sup>$  This rate is fairly high compared to what can be observed elsewhere in the e-Learning industry. Although the average completion (successful or not) rate remains highly confidential for most e-Learning providers, in most Massive Open Online Courses (MOOCs – i.e. courses which charge no fees, provide no tutoring and are open to large amounts of students for long periods of time) it does not exceed 10%. With a completion rate of 71% (66% successful + 5% unsuccessful), WTO e-Learning courses are as successful as the best short online courses with fixed-dates, close tutoring, a limited number of students and charging high fees, which are the most successful of all online courses.

in the future. The new figures show that the greatest challenge for the Secretariat is to keep e-learners engaged until the end of their course,<sup>38</sup> as the probability of success upon completion of a course is very high. Many Secretariat actions are designed to motivate e-learners to complete their course and pass the final test.<sup>39</sup> The strategy followed so far boosted the rates of distinction and correct answers over the years and had a more limited influence on the overall success rate.

5.33. For the sake of comparison, the dropout figures for 2015 and 2016 were recalculated.<sup>40</sup> The average dropout rate stood at 30% on average in 2017, in line with its average over the past three years. The average rate of failure was also stable over the last three years and stood at 4% in 2017. **Target met** 





5.34. At 88%, the average rate of correct answers was one percentage point higher than in 2016 and 3 percentage points above the 2012-17 average. The average rates of correct answers and distinction have logically grown in parallel since 2015, although not at the same rate. **Target met** 

5.35. The rapid growth of the distinction rate observed since 2011 continued almost at the same pace in This rate was of 52% on (+6 percentage points average compared to 2016). As already mentioned above, this could be the result of the Secretariat's efforts to increase e-learners' success rates by promoting interactivity and improved pedagogy in online courses. introduction of shorter, more focused, courses may also have played a role. The most outstanding courses in terms of distinction rate in 2017 were: the updated version of the Introduction to WTO (79%), WTO in 10' (71%), RTAs (72%) and Trade Economics (73%). Target met

5.36. The main causes behind these evolutions are as difficult to identify as ever. The programme of online course revisions implemented for several years to upgrade them to SCORM standards and make them more interactive, the offer of shorter more focused courses, or the efforts made to keep the participants engaged in the courses through more chats, news fora and the greater use of social media might all start to produce some concrete results. Feedback from participants confirms that non-interactive courses always attract requests for improvement while the new courses always get praised for their high level of interactivity. Most of the interactive courses have better results than non-interactive ones on average, whether measured in terms of success rate (68% against 65%) or drop-out rate (26% against 32%). On the other hand, no significant difference could be measured in terms of distinction rate or rate of correct answers, which suggests that a higher level of interactivity boosts the retention rate of the courses more than the actual level of performance of individual participants. The complexity of the subject covered by the course must certainly also play a role in these statistics.

5.37. A comparison between the contrasted results in the old and new versions of two courses upgraded in 2017 illustrates the complexity of these matters. The course "Trade & Development"

<sup>&</sup>lt;sup>38</sup> This is consistent with recent research, which established that the completion rate for most courses is below 13% (<a href="https://warwick.ac.uk/fac/sci/dcs/people/research/csrmaj/daniel">https://warwick.ac.uk/fac/sci/dcs/people/research/csrmaj/daniel</a> onah edulearn14.pdf).

<sup>&</sup>lt;sup>39</sup> Through chat sessions, News Fora, tutoring and social media for example.

 $<sup>^{40}</sup>$  For technical reasons related to data format, it was not possible to go back beyond 2015.

(in French and Spanish) registered an improvement under each of the four indicators after its upgrade, whilst the course "Legal Underpinning" (in French and Spanish) did not.<sup>41</sup>

Indicators	Trade and Trade and Development (F) Development (S)				Legal Unde (F	erpinning )	Legal Unde (S)	erpinning )
	Old	New	Old	New	Old	New	Old	New
Success Rate	58%	63%	56%	68%	70%	55%	69%	64%
Dropout Rate	35%	36%	39%	25%	16%	45%	17%	35%
Correct Answers	81%	85%	83%	86%	76%	86%	80%	87%
Distinction Rate	28%	28%	31%	37%	20%	56%	34%	57%

- 5.38. In spite of improvements in comparison to the previous year, the worst performing course was again Agriculture: it had the lowest success rate (54%) and distinction rate (24%), the highest dropout rate (42%) and amongst the lowest level of correct answers (78%). Other courses with consistently lower than average results included Development, Dispute Settlement, TRIPS, TBT, MA intelligence and Environment. Major improvements were registered for the course on Patents launched in 2016, with results exceeding the general averages under all four indicators. At the other end of the spectrum and as in previous years, WTO in 10' (83%), the Tailored Course (78%) and Trade Finance (78%) had the highest success rates and consistently exceeded the average results for the other indicators. The courses on Introduction to the WTO and Trade Economics also had very high distinction rates and rates of correct answers.
- 5.39. Overall, this analysis confirms the differences between courses already noted in previous years. Some have traditionally had higher rates of success (e.g. WTO in 10', Trade Finance and Copyright), whereas others have been more challenging for participants (e.g. Agriculture, Services and TRIPS), even if they remained successful overall. These relatively constant results demonstrate that the average level of difficulty of online courses is not homogeneous and, as argued above, may be influenced by the quality of their design and level of interactivity.
- 5.40. The same performance indicators can also be used to analyse the results of the courses by linguistic version, since they reach different audiences/participants.

Language	Attended	Successful	Success Rate	Dropout	Dropout Rate	Correct Answers	Distinction	Distinction Rate
English	7,003	4,747	68%	2,039	29%	89%	2,551	54%
French	2,076	1,292	62%	689	33%	85%	565	44%
Spanish	2,412	1,587	66%	707	29%	87%	865	55%
Total	11,491	7,626	66%	3,435	30%	88%	3,981	52%

- 5.41. The year 2017 saw the same pattern as the two previous years, with a relatively high homogeneity of the results across language versions of the same course. The only exception was the lower rate of distinction for courses in French language versions, as in the past.
- 5.42. An analysis of these results by gender showed that since 2010 women's average success rate has always been a few percentage points higher than men's one. The average difference fluctuated between 2 percentage points in 2010, 2013 or 2015 and 3.6 percentage points in 2012 or 4.5 in 2011. After almost disappearing in 2016, this gap rose again in 2017 and reached 2.6 percentage points. However, these averages hide significant variations between the courses.
- 5.43. In conclusion, with the sustained improvements in most of the indicators, 2017 was another successful year for e-Learning results. All of the targets assigned for 2017 but one have been reached. This run of good news is highly rewarding and vindicates the e-Learning strategy followed for several years.<sup>42</sup>

<sup>&</sup>lt;sup>41</sup> The data for the old versions are based on year 2016, to have a sufficiently representative sample.

<sup>&</sup>lt;sup>42</sup> See section 5.6 in WT/COMTD/W/211.

# **5.1.1.2 Intermediate Trade Policy Courses (ITPCs)**

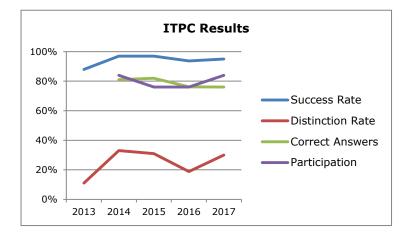
Indicators	Targets	2017
Changes in 8-week ITPCs' curriculum	Implementation of the 2014 recommendations	Target partially met
Success rate in 8-week ITPC final exam	90% during the biennium	Target met

- 5.44. In 2017, the Secretariat implemented six ITPCs, as in 2016, but not exactly in the same regions. A course for the CEECAC region was held for the first time in Kazakhstan and no course was held for English-speaking Africa, as the selection of a new partner was on-going. Overall, participation in the ITPCs was stable in 2017, with an average number of 24 participants per course.
- 5.45. During 2017, a revised course curriculum was developed and training materials were updated in the area of Basic Principles, Accessions, trade negotiations and TRIMs. On Basic Principles and Accessions, the revision was meant to incorporate an Accessions module in the programme for regions which requested it and to cover this subject in the first week of the course. As a result, Accessions was covered in four of the six ITPCs only, and not in all of them as recommended by the 2014 evaluation, since this subject also concerns existing Members who have to negotiate with the applicants. The module on TRIMs was added so that ITPCs would provide a comprehensive coverage of all existing WTO Agreements, as recommended by the 2014 evaluation.
- 5.46. Generally, the course content of the ITPCs was highly appreciated by the participants. In 2017, a question was added to the participants' evaluation to rate the balance between theory, case studies and exercises. On average, over the five courses which included this question in their evaluation, 84% of the participants considered the balance between lecture-based and hands-on training (exercises, case studies or simulations) as good or very good. Otherwise, 98% of the participants rated the quality of the sessions and presentations very good or excellent. This figure is an increase over last year.
- 5.47. A number of the 2014 recommendations for the ITPCs were already implemented in previous years to reformulate and simplify their objectives, better harmonise the course programme across regions in order to provide a truly progressive training path and simplify their organization to make them more effective and efficient.<sup>43</sup> Other recommendations which still had to be implemented were designed to improve the pedagogy of the courses, which remains a constant focus. In 2017, regional experts taught 32% of the course time on average (i.e. between 6 and 17 days out of 40, depending on the regions), marginally less than in the previous year. Efforts continued to involve regional institutions who are better positioned to present a balanced regional perspective than academics or government officials.
- 5.48. The use of interactive training methods in 2017 was characterized by a return to 2015 levels after the decline noted in 2016. The percentage of pure lecture decreased on average from 60% in 2016 to 55% in 2017 (while it was 52% in 2015), whilst the use of case studies and exercises increased to 25% and Q&A sessions to 10%. The remainder of the time involved quizzes, professional visits and other discussions. These improvements aimed to enhance participants' capacity to consolidate their knowledge.
- 5.49. Without going into the fine details of the recommendations formulated in 2014, the examples mentioned above show that whilst improvements continue to be registered in the ITPCs, certain areas remain work in progress three years later. Progress in 2017 in this domain was limited. **Target partially met**
- 5.50. Since 2013, a final exam is used to evaluate the participants in all ITPCs. Participants take the exam at the end of a three-day revision workshop in which they revisit the entire content of the ITPC in a horizontal manner. Each participant's final grade was comprised of an assessment of his participation during the course (30%) and the final exam results (70%). A final grade of 90% or above merited a certificate with distinction, whilst a grade below 60% received a certificate of attendance. Since 2016, the criteria and procedure to evaluate the participation was reviewed and

<sup>&</sup>lt;sup>43</sup> See Annex I in WT/COMTD/W/216 and 225.

reformulated to also take the opinion of the trainers into account and move to a weekly system. The final participation grade of each participant is then the average of the weekly grades. The results measured in 2017 were the following:

	Oman	Thailand	Ecuador	Kazakhstan	Barbados	Côte d'Ivoire	Average
Attendance	21	27	22	22	21	29	24
Passed	21	24	21	20	21	27	22
Distinction	8	7	6	8	7	6	7
Success	13	17	15	12	14	21	15
Success Rate	100%	89%	95%	91%	100%	93%	95%
Distinction Rate	38%	26%	27%	36%	33%	21%	30%
Correct Answers	84%	74%	78%	73%	77%	71%	76%
Participation	92%	80%	73%	93%	79%	86%	84%



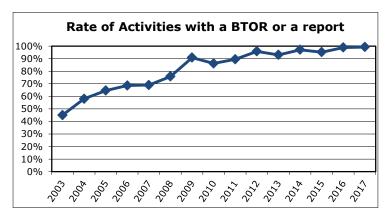
5.51. All six ITPCs were successful, some of them very successful, in transferring an appropriate level of knowledge and skills on WTO matters, especially on the WTO Agreements and the way to use the WTO legal texts, to participants. The average success rate of the participants was 95%, with 76% of correct answers to the final exam on average and a distinction rate (i.e. final mark above 90%) of 30%. By and large, these results are in line with those of previous years.

5.52. Like in 2016, two courses had a success rate of 100%. These results demonstrate that, for the most part, the objectives of the ITPCs (i. deepened understanding of WTO Agreements and functioning; ii. better understanding of relevant trade policy issues in the regional context; iii. increased autonomy in using WTO information and documentation; iv. strengthened network of contacts) have been satisfactorily achieved in 2017. **Target met** 

### 5.1.1.3 Other Face-to-face activities

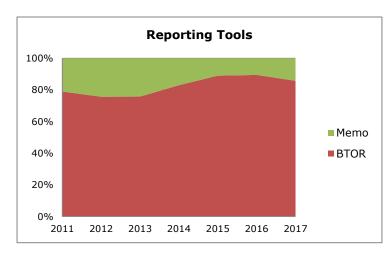
Indicators	Targets	2017
Geographical spread of participation in face- to-face courses	Geographical balance during the biennium	Target met
Quality of participation in interactive parts of advanced activities	Increase during the biennium	Target met
% of participants giving an excellent rating to ATPCs' and advanced thematic courses' overall content and results	Increase during the biennium	Target met
Revised modules or case studies in ATPCs	Two per year	Target met
Number of participants trained on trade negotiating skills	Increase during the biennium	Target not met
Advanced thematic courses focused on implementation	Three in 2016 and four in 2017	Target not met
Implementation rate of Action Plans within 12 months	Stability during the biennium	Target met

5.53. Since 2016, the same indicators as for the ITPCs can also be used to measure the results of the Introduction course for LDCs. In 2017, the success rate in the course was 95%, the distinction rate 43% and the rate of correct answers in the final exam 87%. By comparison, the ITPCs and the equivalent online Introduction course respectively had the following results in 2017: success rate of 95% and 69%; distinction rate of 30% and 79%; and rate of correct answers of 76% and 78%. The results of the introduction course for LDCs are in line with these two benchmarks, if not higher, leading to the conclusion that it was successful in transferring the required knowledge and skills to the participants.



5.54. The performance indicators available to monitor the results of other face-to-face activities remain less precise than in the case of **ITPCs** e-Learning, and Introduction Course for LDCs, in the absence in 2017 of a final exam to measure the performance of their participants. The immediate results of these activities had to be measured in the BTOR by the trainers themselves. As BTORs continue to be the main evaluation tool for face-to-face activities, an

effort was made since 2009 to make them systematically available for every activity. Action introduced since 2016 to improve the collection of BTORs yielded a steady reporting rate through 2017 of nearly 100% (see section 3.3).

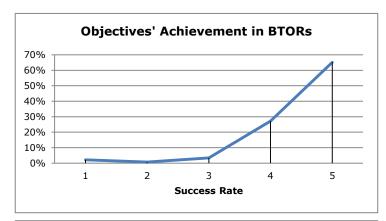


5.55. The rate of BTORs as opposed to notes or simple memos has slightly decreased compared to the previous two years, as а consequence of the higher number of activities which did not constitute TA per se (see section 3.1.2). remained within the average observed since the launch in 2015 of electronic workflows and reports. This led to the availability of a more comprehensive set of essential data on a larger pool of activities, in particular on the identification and achievement of their immediate objectives.

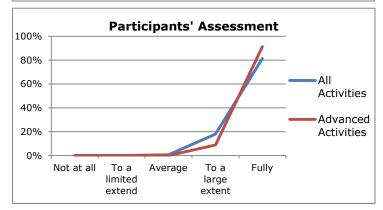
5.56. The external evaluation recommended improving the means used by the Secretariat to measure the immediate results of its TA activities in a more objective manner. These included the reliance on new means of testing participants' knowledge at the end of face-to-face TA activities organized by the Secretariat. Evaluating face-to-face activities predominantly on the basis of the feedback from participants through the Participants' Evaluation Forms, as currently done, is not sufficient. One of the main purposes of BTORs is to report on the achievement of each activity's immediate objectives on the basis of the key performance indicators identified. In 2017, the Secretariat took some steps in that direction by identifying for each specific face-to-face activity one or several indicators to assess more accurately its results.

5.57. WTO TA activities had on average 2.75 distinct objectives each, a level which has been relatively stable over the years in spite of some annual fluctuations. To improve the knowledge of participants about one or several of the WTO Agreements represented 43% (against 47% in 2016) of all the objectives. The improvement of analytical, communication or negotiating skills and of the capability to assess the implications of, and deal with, a given WTO subject came next (15%), followed by the development of the capacity to find, use or disseminate information and documents on WTO-related issues (12%), the improvement of the general understanding of the WTO (8%), the strengthening of the capacity of government officials to operationalize and correctly implement provisions of one or several WTO Agreements (7%), the identification, analysis and response to TA needs, implementation problems or other aspects of the local context (6%), and the establishment or strengthening of a network of contacts (5%). These figures show a continuation of the diversification of the types of objectives assigned to the WTO TA activities in 2017 and a reduced focus on the legal provisions of the WTO Agreements.

 $<sup>^{44}</sup>$  Overall, 46% of the activities for which a BTOR was available had at least one such objective (this rate was of 57% in 2016, 66% in 2015, 75% in 2013 and 2014).









5.58. When evaluating the achievement of the immediate objectives of the activities, participants gave an average mark of 4.7 out of a maximum of 5, in line with the figures of previous years. Amongst the 550 immediate objectives of TA activities for which data was available in 2017, only one objective was given a mark 1, none a mark 2 and 14 a mark 3 (5 being the maximum and 1 the minimum). Therefore, in 2017, the achievement of 98% of the objectives was rated as satisfactory or outstanding. These figures are even better than the ones from the previous year which were already quite impressive.45 However, these figures are frequently based on participants' own evaluations and should be interpreted with caution.

5.59. Section 4.2 above analysed the geographical spread of the participation in WTO TA activities in general and in face-to-face activities in particular. The major decrease of participation in some regions observed in 2017, led to a new rebalancing of the geographical spread of the participation in WTO TA activities. 46 **Target met** 

5.60. The quality of participation in face-to-face activities reported in the BTORs was generally satisfactory in 90% of the cases (62% fully and 28% to a large extent). This assessment was even better for the advanced activities for which data are available: 81% of them had a fully satisfactory participation and 16% to a large extent. These figures are significantly better than those for 2016, which were already very satisfactory. **Target met** 

5.61. Participants were generally very positive when assessing face-to-face activities' overall content and results. Like in 2016, when this information was available, only the top two rates were used in 2017. The content and results of the activities were considered fully

satisfactory in 81% of the cases and to a large extent the rest of the time. The level of satisfaction was even higher in advanced activities, as participants declared to be fully satisfied in

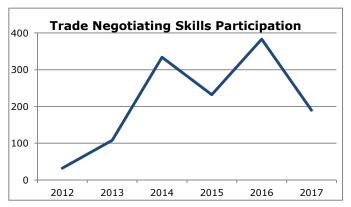
 $<sup>^{45}</sup>$  In 2016, the achievement of 92% of the objectives was rated as satisfactory or outstanding.

<sup>&</sup>lt;sup>46</sup> Year 2017 was marked by the major decrease of participation from the African region, which used to be the first recipient of the WTO TA activities. The same pattern was observed in the Caribbean, Middle East and CEECAC regions. Participation from Asia-Pacific and, to a lesser extent, from Latin America boomed.

91% of them. The baseline identified in the TA Plan was 64% for ATPCs and 52% for advanced thematic courses. This year again, participants' level of satisfaction with the content and results of advanced face-to-face activities is more than satisfactory. **Target met** 

5.62. Trainers, whilst remaining very positive on average and well over the baseline too, were somewhat less enthusiastic in their assessment of the overall content and results of the activities and did not make much of a difference between advanced and other activities. Once again, the data points towards the same trend as in 2016, with the ratings being fully satisfactory in two thirds of the cases, and to a large extent the rest of the time.

5.63. Two modules of the ATPCs were revised in 2017. The Trade Policy Presentations project was repackaged over four weeks only, in response to previous participants' suggestion. The objectives of the module were redefined in order to improve participants' understanding. The module on Trade Negotiations Skills was also subject to some improvements: one day on negotiation theory, a round table with experienced negotiators and recap sessions were introduced. The TA Plan targeted two revised modules per year. **Target met** 



5.64. In 2017, five activities on trade negotiating skills were organised (1 national and 4 regional) against nine in 2016 and seven in 2015. These activities gathered 190 participants, i.e. less than half the number in 2016 and 43% less than the baseline in the TA Plan. This significant drop was due to a mixture of logistical difficulties to organize regional activities and a lower level of demand for national ones. **Target not met** 

5.65. Whilst the vast majority of the TA provided by the WTO is focusing on the

implementation of the WTO Agreements in a general sense as foreseen under Key Result 1, the TA Plan promoted in its section 5.2 a different approach through the adoption of a distinctive methodology based on five key success factors: problem identification, development of an action plan, promotion of leadership, coaching of each participant and follow-up over one year. In 2017, two activities embodied such a methodology or part of it: the advanced course on SPS (which also held a follow-up session on the 2016 course) and the advanced workshop on Agriculture notifications. No other course adopted the same methodology or part of it.<sup>47</sup> This illustrates the difficulty faced by the Secretariat in spreading this innovative pedagogical approach. If most people would agree about the very significant results it produces in the end, very few seems ready to make the investment required to develop and implement it at a time of scarce resources. Demand from Members was also limited. **Target not met** 

5.66. Section 5.1 already discussed the results obtained in 2016 concerning outstanding agriculture notifications. This activity provided individual coaching to the participants but did not require them to develop an action plan. The indicator identified in the TA Plan is consequently not relevant for this activity.

5.67. The 2016 advanced SPS course had 25 participants who all submitted the required progress reports on the implementation of their action plans. However, three of them were not able to attend the follow-up activity in 2017 due to reasons beyond their control. The 22 participants who returned to Geneva in 2016 shared their experiences in a very open and frank manner. Their experiences in implementing the action plans varied greatly. Some achieved tremendous progress whilst others had obstacles to overcome. The difference in the skills and confidence shown by all the returning participants was evident as they presented their action plans. This illustrates how action plans encouraged participants to take initiative and to develop their leadership and communication skills, which are part of the soft skills that the advanced SPS course aims to transmit.

<sup>&</sup>lt;sup>47</sup> The advanced TBT course did not take place in 2017.

5.68. Participants are encouraged to choose ambitious actions plans and to adapt them in light of obstacles encountered. As a result, many action plans would require longer to implement than the time available prior to participants' return to Geneva. Therefore, assessing the actual rate of implementation of the various action plans is a matter of judgement and requires a detailed analysis of the various objectives pursued. The high reporting rate during the follow-up period and enthusiasm of the participants to overcome the unavoidable difficulties encountered confirm that the baseline implementation rate of 60% has been surpassed in 2017. By the end of July, the following action plan implementation rates could be assessed: 24% completed, 48% partially completed-ongoing and 28% limited progress. This meant that 72% of the participants had either completed or made significant progress in the implementation of their action plan, exceeding the rate achieved in 2016 (68%). The TA Plan targeted stability during the biennium. **Target met** 

# 5.1.1.4 Internship programmes

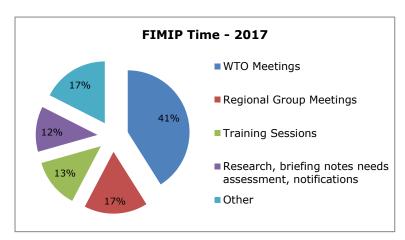
Indicators	Targets	2017
Number of interns in FIMIP, NTP and RCI	Per year: NTP: 15; RCI: 8; FIMIP: 15	FIMIP and NTP: target met RCI: target partially met
Final evaluation rate of each intern	100% fully satisfactory	AIP, FIMIP and RCI: target met
	, ,	NTP: target partially met

- 5.69. The external evaluation considered that the various long term internship programmes of the Secretariat were TA instruments showing stronger evidence of effectiveness, with some minor variations between the different programmes.
- 5.70. "Learning-by-doing" is the essence of an internship. Since measuring how much was actually learnt by the interns is a real challenge, a proxy indicator will be to measure how much the interns actually did during their stay in Geneva. To that effect, the interns were requested in 2017 to report on a monthly basis how their time had been allocated between five broad categories of outputs. The compilation of the monthly reports gives a snapshot of the interns' work in Geneva. These data form the basis of this report.

# **5.1.1.4.1** Accession Internship Programme (AIP)

- 5.71. Four new interns were recruited under this programme in 2017 as in 2016, and three interns recruited in 2016 completed their stay in Geneva at the beginning of 2017. Participants in the AIP are either nationals of Acceding governments, Article XII Members or LDC Members. They were hosted in the Secretariat for a period of seven to ten months. Participation in the AIP has remained steady since 2013 with an average of four new recruitments per year. No numerical target was assigned to this programme in the TA Plan. However, the steady number of annual intake points towards the success of the programme.
- 5.72. Each intern was supervised by a professional staff who provided day-to-day guidance, coaching and training. At the beginning of their internship, objectives were set with each intern, in consultation with the supervisor and the Director of the Division. Accession interns report weekly to the Director on their activities and achievements of their objectives. These reports have not been compiled so far, making it impossible to analyse the interns' activities during the year.
- 5.73. Among the six interns who completed their internships in 2017, five were assessed by their supervisors as 'fully satisfactory' whilst the last one 'significantly exceeded performance requirements' and was retained to work in the division for another year. **Target met**

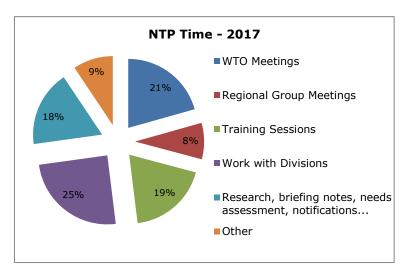
#### **5.1.1.4.2** French-Irish Mission Internship Programme (FIMIP)



5.74. In 2017, 15 interns were selected out of the 137 applications received for programme (+12% compared to 2016). As one of them declined the WTO offer and informed the Secretariat too late to replace him, 14 interns were actually recruited (-25% compared to 2016). During the period 2012-2016, an average of 18 interns per year was recruited by the Secretariat. The target in the TA Plan was to recruit at least 15 interns per year. Target met

- 5.75. The interns' stay in Geneva lasted 9.5 months. The availability of their monthly reports improved compared to 2016 (+ 8 percentage points to reach 88%), as did the reliability and coherence of such reports. Only one of the final reports was missing. On average, the interns spent 58% of their time on meeting-related work (WTO bodies or Regional Groupings), including attendance and performing the underlying preparatory and follow-up work. This task is particularly important for small understaffed missions, as it supports their ability to attend such meetings. One intern spent 90% of his time on such meetings, whilst at the other end of the spectrum four others devoted only about 40% of their time to it. On average, the interns spent 13% of their time attending training sessions, including monthly meetings with the Secretariat, e-Learning courses, presentations by divisions, etc.; and 12% of their time preparing research, briefing notes and notifications. A substantive share of the interns' time was devoted to other activities (17% on average), such as administrative tasks. Four interns spent more than a quarter of their time on such activities, whilst four others spent only 5%.
- 5.76. The primary issues of interest for most of the interns were the negotiation-related topics in the lead up to MC11: Agriculture (Domestic Support, Special Safeguard Mechanism, Public Stock holding); Fishery Subsidies; Development and LDCs; and other issues raised by Members such as e-Commerce, Investment Facilitation and SMEs. Several interns had to prepare their delegation's statements during the TPR of various Members (e.g. for the TPR of Mozambique, Nigeria, Cambodia and WAEMU countries). The interns from newly acceded countries, Tajikistan and Vanuatu, helped their missions to follow-up on issues relating to the implementation of their countries' WTO commitments. The intern from Sudan took part in the preparation of documents and reports for Sudan's accession and participated in working sessions between the negotiating team from capital and the Secretariat or some Members.
- 5.77. Several interns were also involved in the coordination between the Secretariat and relevant government agencies in capital regarding WTO obligations in different areas such as Notifications or the ratification of the TRIPs amendment or TFA. Like in previous years, the interns had the opportunity to visit the permanent mission of France in order to get a better understanding of the formulation of trade policy in the European Union, and to meet with Ireland's representatives to discuss various trade issues and concerns.
- 5.78. At the end of their stay in Geneva, the interns were evaluated by their supervisor at the mission. All evaluation reports were transmitted to the Secretariat. They systematically praised the interns for their hard work and considered that their performance had either fully met expectations or even exceeded them in some cases. Ten interns were evaluated as "fully satisfactory", while the others "significantly exceeded performance requirements". **Target met**





5.79. In 2017, 16 interns (as in 2016) were selected (11 from LDCs) to work in the Secretariat from March to mid-December. **Target met** 

5.80. Almost all the interns' monthly reports were available (96%), as in 2016. On average, the interns spent 29% of their time attending meetings (WTO bodies or regional groupings) and performing the related preparatory and follow-up work. Only three interns spent more than 40% of their time on such meetings.

5.81. Working in a division offers the opportunity to learn by doing. On average the interns spent 25% of their time on this (+6 percentage points compared to 2016). Three interns did not report any work with a division whilst three others reported having worked close to half of their time there (47%). The interns worked in the following divisions, according to their professional interest: ITTC, TPR, Development, Trade & Environment, Services, Market Access, Intellectual Property, EIF, Agriculture (STDF) and Economic Research. As in the last years, five interns worked as assistant tutors for e-Learning courses for a substantial period of their stay. Among the 13 interns who worked in divisions, eight worked in only one division, while the other five worked in two divisions. In general, those who worked in just one division dedicated a higher proportion of their time to divisional work (e.g. two of the three interns who spent about half of their time working in the divisions were attached to just one division).

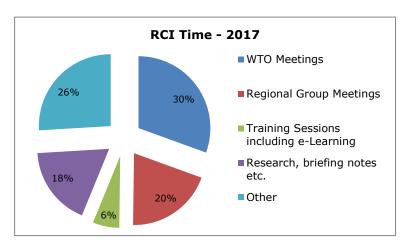
5.82. The interns dedicated 19% (-11 percentage points compared to 2016) of their time to training activities specifically organized by the Secretariat on various trade-related matters and to e-Learning courses on subjects such as: Notifications, Trade and Environment, TRIPs, Trade and Services, etc. This also included visits to other Geneva-based organizations (ITC, ACWL, WIPO, etc.) and a study tour to the Netherlands. The reduction of the time dedicated to training activities which could equally be followed back home (e.g. online courses) is a welcome development.

5.83. The interns prepared an assessment of their country's TA needs and updated the list of outstanding notifications under each of the Agreements for which notification is required. This represented 18% of their time on average, as in 2016. Finally the share of administrative tasks increased in 2017 (9%, +2 percentage points).

5.84. In 2017, at least one supervisor's Performance Evaluation Report was available for all of the 16 interns, a marked improvement compared to 2016. Five interns "significantly exceeded performance requirements", ten interns "Fully met required performance standards" and one intern's performance was rated as "partially satisfactory". **Target partially met** 

<sup>&</sup>lt;sup>48</sup> The interns were involved in the courses on Introduction to WTO (E, F) in which they monitored participants' progress; answered questions on the course substance, exams or administrative aspects; participated in one Chat session; suggested discussion subjects for the News Forum; etc. The interns also contributed to the revision of the introduction and MTA courses.





5.85. As in 2016, 5 new interns were selected to work for the mission of Members acting as regional coordinators for certain groups (e.g. LDCs, Africa, etc.) or for certain regional secretariats (e.g. PIFS). Over the last two years, the annual RCI intake has decreased by 37% compared to the 2010-15 average (8 interns) by strictly adhering to target beneficiaries for this Programme. The interns' stay in Geneva depended on the duration of the coordinator's mandate and was almost 8 months on average in

2017 (+2 months compared to 2016 – three interns stayed 6 months and the other two up to 12). The allocation of an intern to a regional coordinator is entirely demand-driven and depends on the requests received from those Members who act as coordinator for a region or group of Members. It then also depends on the capacity of those Members to present appropriate applications to the Secretariat. **Target partially met** 

5.86. The monthly reports of the interns on their activities and the time allotted to each of them were all received in a timely manner in 2017. On average 50% of the interns' time was dedicated to meetings and the related work (preparation or follow-up), whether for WTO bodies (30%) or regional groupings (20%). Interns also reported that 18% of their time was devoted to research and preparation of briefing notes, 26% to other tasks and requests made by regional coordinators, and the remaining 6% to training.

5.87. An evaluation was received for four of the five interns who completed their stay in Geneva in 2017. Two interns "significantly exceeded performance requirements" whilst the other two "fully met required performance standards". **Target met** 

5.1.2 Output 1.2: Effective partnerships result in substantive contributions of human and financial resources, for e-Learning and face-to-face activities

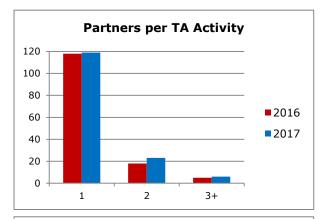
Indicators	Targets	2017
% of activities held with a partner adding value	Increase during the biennium	Target met
% of partnerships contributing to the substance of the TA activities	Increase substantive contributions during the biennium	Target not met

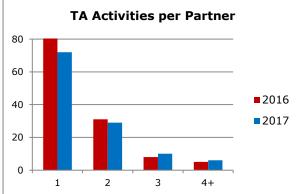
5.88. The use of a more focused approach towards partnerships has been identified as one of the strategic elements of the TA Plan 2016-17.<sup>49</sup> The cooperation with an extensive network of partners is essential for the achievement of the TA outcomes. Year 2016 was the first one in which detailed data was systematically collected on the contributions made by WTO partners to its TA activities. Thanks to this significant improvement in data collection and notwithstanding unavoidable teething adjustments, it is now possible to see how the WTO has performed in 2017 in comparison to 2016 in terms of leveraging its large network of partners to deliver better-tailored TA activities in a cost-efficient manner.

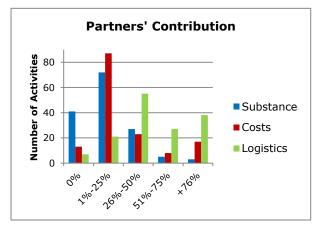
5.89. In 2017, the Secretariat cooperated with 117 different partners to organize and deliver 148 TA activities. In addition, the Secretariat participated as a partner in 26 TA activities organised by other institutions. Together, these 174 activities represent 60% of the TA activities which the WTO organized or in which it participated in 2017.

<sup>&</sup>lt;sup>49</sup> See section 5.7 in document WT/COMTD/W/211.

5.90. For instance, under Key Result 1, most WTO TA activities in the field of TRIPS benefited from the involvement of long-time partners such as WIPO and WHO, and in the field of Government Procurement of the EBRD; under Key Result 4, outreach activities for academia, MPs, civil society and media were organized quasi-exclusively through longstanding partnerships with various academic institutions, foundations, parliamentary associations, etc. National activities are also systematically organised in partnership with the local authorities and ITPCs in their current format would not be possible without a strong local partner.





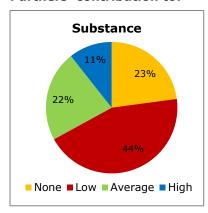


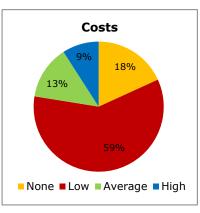
5.91. In 2017, 62% of WTO TA partners were involved in a single activity, and 25% were involved in two activities. Similarly, 80% of the TA activities which involved a partnership were organised with one single partner and 16% with two partners. This means that in the vast majority of cases and as already noted in 2016, a specific partnership was developed in order to organize one single activity with this partner and with this partner only. As the negotiation and organization of a partnership is resource intensive process for Secretariat, economies of scale in such a system can only be pursued over several years. The economies that can be tapped over such long periods of time will remain limited, which confirms that relying on partneships can only very partially alleviate the current resource limitations of the Secretariat. The most valuable contribution of partnerships is to better tailor the activities to the requirements of the beneficiaries and to assist with the local organization and logistics for a smooth delivery of the training. The Secretariat had already organised TA activities in 2016 with two thirds of its 2017 partners, but only 54% of the 2016 partners were still WTO TA partners in 2017, as the pool of partners shrank by almost 20%.

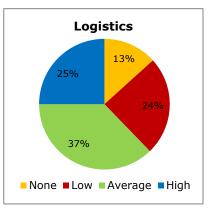
5.92. The TA Plan 2016-2017 identified four domains in which partners could usefully add value to the TA provided by the WTO: substance, cost-sharing, logistics and outreach. For an activity to qualify as WTO TA, it was assumed that the Secretariat would need to provide a majority of its substance. This means that the contribution of partners to substance will be considered as low between 0% and 19%, as average between 20% and 39% and as high above 40%. No comparable limit exists for partners' contribution to costs and logistics, which may reach up to 100% without compromising the WTO nature of a TA activity. Partners' contribution to costs and

logistics will consequently be considered as low between 0% and 34%, as average between 35% and 69% and as high above 70%.

#### Partners' contribution to:







5.93. In terms of substance, partners' contribution decreased compared to 2016. In 23% of the partnerships, the partner did not contribute at all to the substance; it either shared part of the costs or provided logistical support. At the other end of the spectrum, a majority of the substance came from the partner in 11% of the cases. This was particularly the case under Key Result 4 for certain outreach activities and the WCP, and for some activities with EBRD on Government Procurement. The TA Plan had targeted an increase in the substantive contribution of partners compared to 2014 when the distribution was 20% high, 18% average and 62% low. In 2017, these figures were respectively 11%, 22% and 67%. **Target not met** 

5.94. Analysing these three dimensions together shows that approximately 16% of the partners made a very modest contribution to the 2017 TA activities in any area, against 20% in 2016. Conversely, all the other partners contributed in a meaningful way to the substance, budget or logistics of the activities. Like in 2016, logistics is the area where the Secretariat received the highest contribution from its partners in 2017. Partners took care of the majority of the logistical arrangements related to the implementation of its TA activities in 44% of the cases. That proportion was 17% only for the costs of TA activities and logically only 5% for their substance. Conversely, partners did not provide any logistical support in only 13% of the cases and did not contribute to costs and substance in 18% and 23% of the cases respectively.

5.95. In 9% of the cases, the partnership allowed the WTO TA to reach out to a wider public than the traditional audience of government officials in developing Members and Observers. This proportion is considerably higher for the activities under Key Result 4 for which 36% of the partnerships led the WTO to reach a wider public.

5.96. The TA Plan had identified as a baseline that in 2014 87% of the WTO TA partners added value to the activities. As already underlined last year, this figure was based on partial data and probably overstated the contribution of partners, since there was no major shift in this domain over the past two years. The target was to see the share of partnerships adding value to the TA activities increase during the biennium. **Target met** 

## 5.1.3 Output 1.3: Members' needs and priorities are identified annually

Indicators	Targets	2017
Number of needs assessments conducted	Increase during the biennium	Target met

5.97. The TA Plan states that the assessment of the TA needs of the beneficiaries was essential and that consultations would be held with them to that effect. The consultations held in 2017 in preparation of the TA Plan 2018-19 showed that beneficiaries' priority needs were, in order of decreasing importance, on the following subjects: TF, Services, SPS, TBT, Trade Negotiation Skills, Trade Remedies, Agriculture, MA for Goods, TRIPS, e-Commerce, RTAs, Development, Notifications, TPR follow-ups and Dispute Settlement. The informal consultations between the Secretariat and Members held regularly during the course of 2017 confirmed these priorities, which have been fairly stable for several years. The analysis presented in section 4.4 above showed that

<sup>&</sup>lt;sup>50</sup> See section 6.1.3 in document WT/COMTD/W/211.

<sup>&</sup>lt;sup>51</sup> See section 4 in document WT/COMTD/W/227/Rev.1.

the WTO TA provided by the Secretariat in 2017 responded to the needs and priorities identified by Members.

- 5.98. Most of the consultations regularly held with Members and Observers about their needs and priorities during the course of the year were informal and have not been systematically documented. This was the case in particular when analysing and responding to the requests for national activities. These requests always triggered multiple bilateral exchanges between the Secretariat and the authorities of the requesting country, with the aim of specifying more precisely the actual needs of the requesting authorities in order to design the most suited TA activity. Engaging in this process was a challenge for a number of beneficiaries who had difficulties in defining precisely the problem they wanted to fix or the objectives they wanted to reach at the end of the activity. Another difficulty came from requests seeking the Secretariat's advice on negotiating strategies, for example for RTAs. As such requests fall clearly outside of the Secretariat's mandate, they had to be denied and the requests had to be re-focused. The result of these consultations is embodied in the national activity request eventually submitted. However, as the number of national requests for TA received by the Secretariat has been progressively declining for several years, 52 the number of needs analysis that they triggered also went down.
- 5.99. As already noted last year, needs assessment prior to the delivery of advanced activities continued to rely frequently on pre-course questionnaires in one form or another. The responses received are then used to better tailor the content of the activities to the specificities of the participating countries. In 2017, a pre-course questionnaire was used for example in preparation for the advanced thematic course on RTAs, Services, Intellectual Property, SPS, Services statistics, etc. For the thematic workshop on Agriculture notifications, participants were sent in advance instead of a questionnaire a link to a test version of the new online notification database, which they had to use in preparation for the activity. This real scale trial of the database allowed the organisers to better tailor the programme of the workshop to the needs identified by the participants when testing the database, and ensured fluidity in the exercises during the workshop as participants were already familiar with the online database. For the advanced workshop on Government Procurement, participants were asked to share in advance information on relevant national experiences and practices, on the basis of which some of them presented their respective national systems to the group. The submissions were also used in the practical breakout policy discussion sessions, and made available to all participants for reference.
- 5.100. Meanwhile, the TPR completed in 2017 for the eight WAEMU Members (Benin, Burkina Faso, Côte d'Ivoire, Guinea-Bissau, Mali, Niger, Senegal and Togo) incorporated an analysis of the TA needs and priorities of these countries, taking into account the TA they had received from the WTO since the previous review. This was also done for Chad, Colombia, Congo, Guatemala, Honduras, Solomon Islands and UAE, in which a follow-up to their TPR was organised in 2017.
- 5.101. The TA Plan had targeted an increase in the number of needs assessments conducted during the biennium by the Secretariat. In the absence of a comprehensive record of all the initiatives and actions of the Secretariat in this domain, no definitive conclusion could normally be reached concerning this target. However, the anecdotal evidence mentioned above suggests that the significant improvements registered last year were further consolidated in 2017, even if they cannot be quantified with certainty. **Target met**

# 5.2 Key Result 2: Acceding governments are participating in accession negotiations, in line with WTO accession processes and procedures

Indicators	Targets	2017
Number of Acceding governments, including LDCs,	Stability during the	Target met
with a Working Party meeting held	biennium	

5.102. The Annual Report on WTO Accessions for 2017 presented the main developments of the year on the accession front. Two Acceding governments, Bosnia Herzegovina and Comoros made major progress in their respective accession processes. The initial target was even to complete the accession of Comoros by MC11. Excluding Andorra, whose accession process is inactive, and Libya, Sao Tome & Principe and Sudan who were under administrative measures and

<sup>&</sup>lt;sup>52</sup> See section 3.1.2 above.

<sup>&</sup>lt;sup>53</sup> WT/ACC/31.

could not be invited to WTO TA activities,<sup>54</sup> the number of Acceding countries who benefited from the TA provided by the Secretariat remained constant in 2017 (18 countries as in 2016).<sup>55</sup>

- 5.103. The Accession Annual Report states that the following meetings were held during the year:
  - a. seven formal Working Party meetings, against two in 2016: Azerbaijan (one); Belarus, Comoros and Sudan (2 each);
  - b. three plurilateral meetings addressed specific technical issues in the area of Agriculture, against one in 2016: Azerbaijan, Belarus and Sudan; and
  - c. one informal Working Party meeting was held for Iraq (none in 2016) and no technical verification meeting (as in 2016).
- 5.104. A Memorandum on the Foreign Trade Regime (MFTR) was circulated to the Working Parties of Somalia and Timor-Leste. A revised MFTR was circulated to the Working Party of Sudan. Factual Summaries of Points Raised were prepared for the Working Parties of Comoros and Sudan. Elements of a draft Report for the Working Party of Comoros and a first version of a draft Report for the Working Party of Belarus were prepared. Draft Reports of the Working Party were revised for Azerbaijan, Bosnia Herzegovina and Lebanon. Overall, only two such documents had been circulated in 2016.
- 5.105. This situation points to a much higher level of activity in 2017 compared to the previous year. The number of Working Parties meetings increased four-fold (11 meetings against only 3 in 2016) and the amount of documentation issued for these meetings surged from 1,200 pages in 2016 to over 3,000 pages.
- 5.106. Year 2017 saw intensive efforts to reactivate several accessions whose processes had been inactive for many years. Five such accession processes were reactivated in 2017. No Working Party meeting was held during the year for Equatorial Guinea and Lebanon. Nevertheless, the TA activities held in Malabo and Beirut in January and February met their objectives. Lebanon then issued eight revised negotiating inputs which were circulated to its Working Party. A second activity requested by Equatorial Guinea to help them complete the analysis of their trade policy was cancelled by the Secretariat. On top of these reactivations, Azerbaijan which maintained the regular pace of its 20-year old accession process also had a Working Party meeting in 2017. The assumptions made when defining the TA Plan targets were that accession negotiations would remain active and that Acceding governments would submit the required documentation to their Working Parties. Ten out of 21 Acceding governments held at least one meeting or submitted new documents related to their accession processes. Even if only 48% of the Observers had an active accession process, this represents a substantial improvement compared to the level observed in 2015 and 2016. **Target met**
- 5.107. Accession to the Government Procurement Agreement (GPA) is another area in which the Secretariat provides support for many years, even if the TA Plan did not define specific indicators and targets in this regard. Two national activities, three regional activities, one global activity and one thematic course were delivered by the Secretariat in this area in 2017. The national activities were organized in China and Sri Lanka, two regional activities for the CEECAC region took place in Georgia and in Geneva, one activity for Latin America in Argentina, and a Symposium on Sustainable Government Procurement and a thematic course on GPA were organized in Geneva. In 2017, there were five active GPA accessions involving WTO TA-eligible Members, including one new accession application.<sup>57</sup> One of these countries, China, received a national seminar, while the

<sup>&</sup>lt;sup>54</sup> Sudan was under administrative measures until the beginning of March 2017.

<sup>&</sup>lt;sup>55</sup> South Sudan accession request was received on 5 December 2017 leading to the creation of a Working Party on 13 December during MC11. It was consequently not an Acceding country during most of 2017.

<sup>&</sup>lt;sup>56</sup> Belarus (after 12 years), Equatorial Guinea (after 9 years), Iraq (after 9 years), Lebanon (after 8 years) and Sudan (after 13 years). In the case of Equatorial Guinea and Sudan, the reactivation started with the payment of their WTO contributions in arrears to put an end to administrative measures.
<sup>57</sup> China, Kyrgyz Republic, Russia, Tajikistan and the Former Yugoslav Republic of Macedonia (GPA/145,

<sup>&</sup>lt;sup>57</sup> China, Kyrgyz Republic, Russia, Tajikistan and the Former Yugoslav Republic of Macedonia (GPA/145, dated 16 November 2017, paragraphs 3.1, and 3.5-3.20). The Former Yugoslav Republic of Macedonia applied for accession in March (GPA/143, dated 17 March 2017).

regional workshop for CEECAC countries covered the remainder. Georgia, Kazakhstan, Kyrgyz Republic, Former Yugoslav Republic of Macedonia and Tajikistan also benefited from three WTO/EBRD workshops delivered on the margins of the GPA Committee meetings. No accession process was completed in 2017 while two accessions were completed in 2016 and one in 2015.

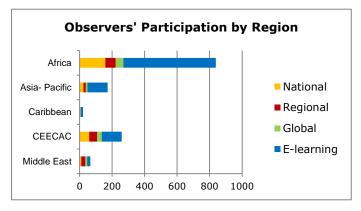
5.108. In 2016, the Secretariat developed a new indicator on the volume of documentation circulated as a proxy measure for GPA accession activity. A 50% decrease occurred in 2017 compared to the base year 2016. The average number of documents circulated per Acceding Member was also cut in half. Whilst the level of TA provided in 2017 in this domain was fairly constant compared to previous years, measurable results were certainly more limited. This points to the non-linear nature of such negotiations' results and to the absence of direct correlation between the WTO TA provided and the achievement of negotiated results, since these depend essentially on Members' ability to reach a political compromise.

Documents circulated	Base Year (2016)	2017
GPA/ACC/* Series	53	25
All other Documents	4	1
Total	57	26
No. of TA eligible GPA Acceding Members	6	5
Average No. of documents circulated per GPA Acceding Member	9.5	5.2

# 5.2.1 Output 2.1: Acceding governments have expertise on WTO rules, accessions negotiating best practices and core accession obligations acquis

Indicators	Targets	2017
Share of Acceding governments in Outcome 1 indicators	Stability during the biennium	Target met
Roadmaps and endgame plans	Stability during the biennium	Target met
Use of Secretariat advice and accession tools	Stability during the biennium	Data not available

5.109. In 2016, Acceding governments had been invited to 87 WTO TA face-to-face activities (i.e. 30%) and had the same access to the 67 online courses as Members, which means that they were invited to 154 activities. In 2017, Acceding governments were invited to 69 TA face-to-face activities (i.e. 37%) and had access to 73 online courses, building up a total of 142 TA activities. On average, the 18 active Acceding governments were each invited to 32 face-to-face activities.



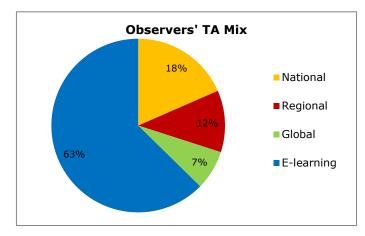
5.110. In total, 1,355 participants from Acceding countries were registered in the TA database as having participated, whether online or face-to-face, in TA activities in 2017. This figure includes all the participants who registered for an online course, whether they completed it or not.<sup>58</sup> Out of 849 e-learners, only 573 completed their courses. Deducting the 276 e-learners who dropped out or failed, the total number of participants from Observers for the year was 1,079, which is only 2% lower than the 1,101 participants from Acceding governments

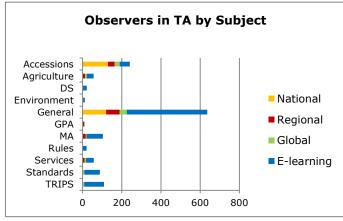
(including 575 e-learners) registered in 2016. The target included in the TA Plan for the year was to maintain a stable level of participation. **Target met** 

5.111. A closer look at the level of participation per country shows different patterns according to the status of their respective accession processes. Except for Algeria, Bhutan, Ethiopia and Iran, who had many participants in online courses, other countries with inactive Working Parties had no

 $<sup>^{58}</sup>$  Only the participants who completed the online course had been counted in previous years, excluding those who dropped out or failed.

more than 20 participants.<sup>59</sup> Conversely, Comoros, Equatorial Guinea, Somalia, Sudan and Timor-Leste whose accessions were very dynamic in 2017 registered all a surge of the number of participants to WTO TA activities which generally doubled compared to 2016. In Equatorial Guinea, the national workshop on Trade Policy Analysis held in January stimulated the participation in TA activities which had been negligible so far.<sup>60</sup> Comoros and Sudan also registered high levels of participation in 2017.<sup>61</sup>





5.112. With some minor variations, the balance between participation of Observers in national, regional, global or online WTO TA activities was fairly similar to Members' own mix. Almost two thirds of the participants followed online courses; 18% were trained in eleven national activities; and the rest through some regional or global activities.

5.113. In terms of subjects, Acceding governments logically had the very same predilection for activities with a general scope as Members, since their officers have similar needs to learn about the MTS in general. Quite predictably, activities focused on the accession process came second and involved a much higher proportion of national activities.

5.114. In 2017, the Secretariat's accessions-related TA focused on the regions with the largest number of ongoing and future accessions (Africa, Middle East and CEECAC). The first regional dialogue on WTO Accessions for the Greater Horn of Africa was held in August in Nairobi. The workshop offered a platform for Acceding governments

from the region to exchange lessons learnt from their accession processes and to compare notes on the sequencing of the WTO accession process with regional integration initiatives. National activities were conducted in Belarus, Bhutan, Equatorial Guinea, Lebanon and Somalia (1 each); Comoros (2); and Sudan (3) to stimulate the national work required by the accession process. Taking the specificities of the national situations into account, these activities allowed the authorities to take stock of the progress made so far in the accession process; to meet with national stakeholders and consider with them the pros and cons of their country's accession to the WTO; and to identify the outstanding issues that required decision-making, whether in Parliament or by the government. In 2017, accession Roadmaps were formulated or updated for Azerbaijan, Belarus, Comoros, Lebanon and Sudan. The TA plan targeted a stability of this indicator during the biennium. Four roadmaps had been formulated/updated in 2016. **Target met** 

5.115. The use of the Secretariat advice and accession tools has been identified by the TA Plan as one of the indicators to measure this output. These tools include: the accession commitment database, the register of bilateral market agreements, the accession intelligence portal and the use of various templates for accessions-related documents. Unfortunately, the Secretariat did not gather these data in 2017. **Data not available** 

<sup>&</sup>lt;sup>59</sup> In 2017, inactive accessions included Algeria, Andorra, Bahamas, Bhutan, Ethiopia, Iran, Libya, Sao Tome & Principe, Serbia, Syria and Uzbekistan.

<sup>&</sup>lt;sup>60</sup> A total of 102 participants (24 in online courses) were registered in 2017, against 7 in 2016.

<sup>&</sup>lt;sup>61</sup> Comoros: 164 participants (130 in online courses) in 2017 against 92 in 2016; Sudan: 226 participants (121 in online courses) in 2017 against 104 in 2016.

# 5.3 Key Result 3: Members are accessing and using the most recent and relevant WTO-related information and data enabling them to better enforce their rights and obligations

Indicators	s Targets	
Members' satisfaction with data availability	Increase during the biennium	Data not available

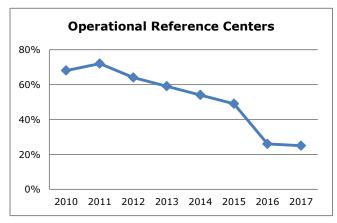
5.116. As already mentioned in last year's report, the external evaluation noted that the WTO website was generally the main source of information of most beneficiaries, and did not identify any particular problem concerning Members' level of satisfaction with the availability of WTO-related data. This was confirmed by beneficiaries' responses to the questionnaire circulated in preparation for the TA Plan 2018-19, which identified the WTO public website and Members' WTO website as their main source of trade-related information, documents and data. The external evaluation also noted that any evolution in the level of satisfaction of Members in this domain would be extremely difficult to measure and the availability of the data in many WTO databases is frequently dependent on Members' own submissions.

5.117. The absence of any complain from Members on the availability of the WTO website during the year confirms the conclusions reached by the external evaluation in this domain. However it is impossible to measure in any credible way whether Members' satisfaction in this domain increased or not. It may be assumed that this level of satisfaction remained stable during the year. **Data not available** 

# 5.3.1 Output 3.1: The WTO RCs network is operational in targeted Member/Observer economies

Indicators	Targets	2017
Rate of operational RCs	Increase during the biennium	Target not met

5.118. Since its inception in 1997, more than 150 RCs have been established in beneficiaries. Over the years, due to the rotation of staff and the obsolescence of equipment, the WTO lost contact with many RCs, which means that the Secretariat never operated a network of 150+ RCs. RC reporting rate on their activities has always been low, which prevented the Secretariat from properly measuring the results produced by the programme.



5.119. At the end of 2017, the Secretariat had a registry of 124 RCs, many of which established more than 10 years ago in developing Members and Observers. More recent RCs are predominantly, though not exclusively, in LDCs which have become the main target of the programme. Within the universe of 124 RCs, 31 (25% which is the same rate as in 2016) responded to the annual evaluation survey and can therefore Amongst the be considered as active. respondent RCs, 15 (48%) were in LDCs. Restricting the analysis to the RCs that were installed or upgraded in the last three years shows a similar situation. At the end

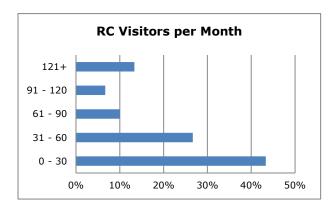
of 2017, 20 RCs had been installed or upgraded since 2015, out of which 13 (65%) were in LDCs. Only 10 of them (50%) responded to the survey. Consequently, there does not seem to be any correlation between the recent upgrade or installation of an RC and its operational status. On the other hand, a certain correlation was found between the long-term internship programmes (see section 5.1.1.4 above) and the operational status of RCs: 80% of the RCs who responded to the survey had at least one long-term intern in Geneva in 2015, 2016 or 2017. **Target not met** 

5.120. Over half of operational RCs (55%) indicated that they were open all the time during office hours (80% in 2016). Office space and the obsolescence of the equipment were the main reasons given by the others for not being always operational. Being a RC manager was a full-time job for which they had received specific training in around three-fifths of the cases. As a result, 77% of the RC managers were confident to navigate and use the resources available on the WTO website.

Most RCs (94%) worked in close collaboration with the department directly responsible for WTO issues inside their institution. Each of them organized approximately 5 activities during the year on average. These included technical meetings, seminars and courses for colleagues from the Ministry or Universities. Some RCs also cooperated and exchanged information with each other (23%), like those in regional organisations such as IICA in Costa Rica.

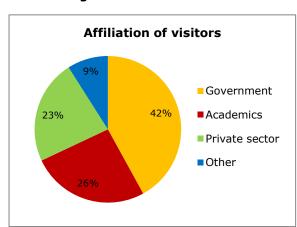
5.3.2 Output 3.2: RCs are used by the various stakeholders to access WTO-related information and data or to follow online courses

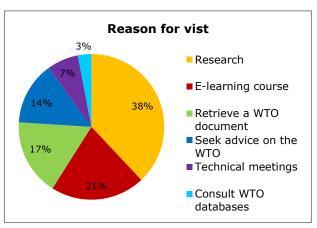
Indicators	Targets	2017
Requests or visits to the RCs during the year by category of stakeholders and type of needs	Increase during the biennium	Target not met



5.121. Following previous years' trend, 70% of the reporting RCs had a relatively small number of visitors every month (less than 60, and even much less for 43% of them), and 13% had a high number (more than 120). This means that a relatively small number of RCs (4) were dynamic and seemed to respond to a real need in their country, whilst the relevance of the others was more limited, as noted in the 2016 external evaluation. The evolution detected in 2016 continued in 2017 as the proportion of RCs with fewer or with many visitors decreased. The proportion of visitors from the government sector continued

to decrease (42%, -8 percentage points compared to 2016), as  $26^{\circ}$ % were academics and 23% came from the private sector. As in 2016, the visitors came mainly for research purposes (38%), to follow an e-Learning course (21%), to retrieve WTO documents (17%) or to seek advice on the WTO (14%). In 2017, 70% of the RCs coordinated WTO online courses against only 58% in 2016. Around three-fifths of those who did so hosted between 10 and 30 e-learners during the course of the year, 33% between 30 and 100 and the remainder (10%) between 101 and 200. The TA Plan had targeted an increase in the overall number of visits, by category of stakeholders and types of needs. **Target not met** 





5.122. In 2017, a lesser proportion of the reporting RCs produced and disseminated a newsletter (47% instead of 58% in 2016), but at a higher frequency (14% daily, 14% weekly, 36% monthly, 36% other). Approximately 70% of these newsletters were circulated to less than 100 persons, and 14% to more than 250. No obvious correlation could be observed between the number of visitors and the existence and circulation of a newsletter.

 $<sup>^{\</sup>rm 62}$  In 2015, 20% of the RCs had more than 200 visitors per month; 2016, 17% of the RCs had more than 120 visitors per month.

# 5.3.3 Trade in services statistics and supply-use tables are developed and used by the various stakeholders to monitor WTO-related trade developments

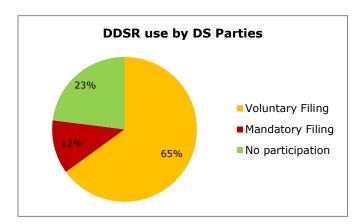
Indicators	Targets	2017
Availability of detailed trade in services statistics and broader coverage of databases on trade in value added	Increase during the biennium	Target met

- 5.123. In 2017, as in previous years, the Secretariat continued to focus on the improvement of trade in services statistics in LDCs, Africa and the Middle East. The two regions remain the most problematic in terms of data availability at a detailed level. With the assistance of Central Banks of France and Italy and other international organizations, such as OECD, ITC, PARIS21,<sup>63</sup> UNCTAD, UNESCWA and UNSD, the Secretariat organised a regional workshop on services statistics for each of these two regions, on top of several national seminars. Prior to the workshops, participants were required to complete an online course on services statistics and a pre-course questionnaire to identify their services sectors of trade interest and related data collection and compilation difficulties.
- 5.124. The project to improve trade in services statistics launched last year thanks to a voluntary contribution of the European Union continued in 2017. The goal is to develop and maintain a global dataset on trade in services statistics by modes of supply by the end of 2018.
- 5.125. The Secretariat's efforts to promote the understanding of TiVA and GVCs continued in 2017, as already explained under section 3.4.2 above, with the organization in Geneva of the first course on this subject complemented by several national activities. The focus remained on Africa.
- 5.126. In terms of results, the collection of statistics requires time to materialise and when new surveys are carried out, data are collected for a very limited number of years. Thus, the availability of statistics for more recent years is higher than for older years. As far as services statistics from LDCs are concerned, only 20 of them reported financial services exports for 2005; following national and regional capacity building activities, this number increased gradually to reach 32 LDCs reporting their financial services transaction for 2015. For Computer-related services, these figures were 12 and 20 respectively, and for telecommunication services 27 and 37. In addition, Foreign Affiliates Statistics (FATS), which so far were compiled only by Zambia in Africa, have also been published for the first time by Zimbabwe in 2017 and other countries in the region were actively working on them. Overall, only 43 countries in the world produced FATS, 9 of which were developing countries. FATS are very helpful to measure trade flows under mode 3 of the GATS, but are rather technical to compile.
- 5.127. These anecdotal evidences confirm that, slowly but surely, the availability of trade in services statistics is improving in terms of both volume and quality. **Target met**

# **5.3.4 Digital Dispute Settlement Registry (DDSR)**

5.128. The DDSR should progressively replace the current paper-based filing system for dispute settlement cases. The DDSR was not explicitly identified in the TA Plan for 2016-17, as the DDSR pilot phase was launched during the summer 2015, after the finalisation of the TA Plan. The last two TA annual reports acknowledged the need to assist Members in the transition from paper to digital filings. In 2017, training on the DDSR continued to be a part of the Geneva-based WTO TA pursuant to Article 27 of the DSU. Three half-day training sessions on different aspects of the DDSR were organised for Geneva-based delegates in March. A short national training on the DDSR was also held back-to-back with another activity and during the course of the year, upon request the DS and Appellate Body Registrars provided one-to-one training to delegates for ongoing disputes and trained other Secretariat staff and Panellists on how to use the system.

 $<sup>^{63}</sup>$  Partnership for Statistics in Development in the  $21^{\text{st}}$  Century.



5.129. Two decisive steps towards implementation of the DDSR took place in 2017. The first step was that two disputes chose DDSR as the only filing method, moving to e-filing procedures in dispute settlement for the first time in history. This meant that 18 Members used the DDSR to file their submissions, exhibits, and correspondence to the Panel.<sup>64</sup> More than half of those Members attended the training courses organized in March 2017. In 2017, the Registrar received 95 requests for new accounts from Members and created 45 Panellist accounts.

5.130. The second step was that the Secretariat started to use the DDSR as its electronic archive. The timetables of all disputes that began their panel procedures in 2017 were uploaded into the DDSR. At the end of the proceedings, Panel Secretaries updated the final status of the claims addressed in their respective reports, and the DS Registrar uploaded the Panel record in DDSR to make it available for the Appellate Body, in case of appeal using the DDSR. The ABS received 3 appeals using the system.

5.131. The direct costs of the above-mentioned activities was negligible (they represent an opportunity cost for the Secretariat). Their results can be difficult to measure as participation in the pilot is dependent not only the willingness of the parties, but also on the existence of a dispute involving that Member. Feedback for participants suggests that these activities have been effective in achieving their intended objectives.

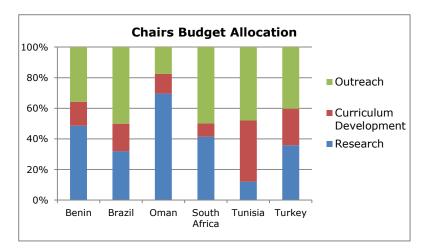
# 5.4 Key Result 4: MPs, journalists and civil society interacting with WTO; and students or academic institutions supported by WTO are dealing with trade policy and WTO-related subjects

Indicators	Targets	2017
Chair's contribution to their country's trade policy formulation	Increase during the biennium	Data not available
Sustainability of Chair's results	Increase during the biennium	Data not available
Exposure of MPs, media and civil society to WTO-related issues and work	Increase during the biennium	Target met
Articles, discussions and positions on WTO- related matters	Increased quality during the biennium	Target met

5.132. For the reasons identified in the external evaluation and discussed in the 2016 annual report, measuring the actual contribution of the Chairs to their countries' trade policy and the sustainability of the Chairs' results is difficult. The final evaluation of the programme due in 2018 will address this challenge and will aim to collect factual evidence on the results achieved by the Chairs in these regards. At this stage no assessment can be made with regard to these indicators. **Data not available** 

5.133. The first phase of the WCP (2011-14) showed that the attribution dilemma was potentially the most serious challenge when trying to measure the results of the programme. Since the WCP relies on academics already active in the field of trade issues, it is not easy to identify the research which can be confidently ascribed to the programme. Since the beginning of the second phase at the end of 2014, the Secretariat has tried to mitigate this risk through monthly contacts with the Chairs and through a regular monitoring of their activities. The monthly videoconferences helped tell what resulted directly from the WCP from what was produced only indirectly. The attention of the Chairs has been regularly raised to this issue.

 $<sup>^{64}</sup>$  The DSB was informed early May 2017 that the use of the DDSR to file submissions for new disputes was suspended in order to work on various improvements of the system.



5.134. The WCP is structured around three main pillars: research, curriculum development and outreach. The definition of relative the importance given to each pillar is the responsibility of each Chair. This led to significant variations in budget allocations between the six active Chairs. However, the correlation noted in 2016 between the budgetary choices of the Chairs and the volume of their output under each of the pillars was no longer apparent in 2017.

5.135. The Secretariat held eight outreach activities in 2017 at regional (7) and global levels (1). This was one activity more than in 2016 and translated into a significant increase in the geographical coverage of the programme. This was mainly due to the higher number of regional events organized in 2017 (3 more than in 2016). Regional activities targeted participants from Africa, Asia, Latin America, Middle East and CEECAC regions. As in every Ministerial year, the higher level of outreach activity in 2017 was not surprising at all. As stated in previous reports, media, MPs and civil society tend to have more interest in WTO related matters when a Ministerial Conference takes place during the year. This situation usually beefs up the demand for briefings and discussions from these stakeholders. The TA Plan had anticipated an increased exposure of MPs, media and civil society to WTO-related issues during the biennium. **Target met** 

5.136. The number of newspaper articles on WTO surged in 2017 compared to 2016, as a consequence of MC11. Journalists from various countries and sub-regions in Latin America gathered in Buenos Aires to report on the event in their respective media. An onsite evaluation of one of the seven regional outreach activities was performed by the Secretariat to measure results and can be used as a proxy to measure the results of the programme, in the absence of other means to measure the results of each activity individually. The evaluation covered the regional seminar for Latin American journalists organized in preparation for MC11. The evaluation conducted concluded that the activity was very successful and responded well to its main objectives. One of its major outcomes was the ability of the journalists to publish better quality articles on WTO and MC11. The number of published articles related to the WTO in the traditional and social media rose significantly during and after the seminar. Substantial improvements were also noted in the quality of the articles, as journalists were better informed on the role and functioning of the WTO, and on the most topical issues.<sup>65</sup> This seminar was very representative of the type of activity conducted by the Secretariat as part of Key Result 4. Given the impossibility to gather data on the newspaper articles produced as a result of all outreach activities, it can be assumed that similar TA activities produced similar results. However, as already mentioned in previous reports, position papers and parliamentary proposals of law or regulation may not be automatically produced as a result of the TA activities. Target met

5.4.1 Output 4.1: Improved understanding by MPs, journalists, civil society and businesses of WTO issues and trade policies

Indicators	Indicators Targets	
MPs reached during the year	Stability during the biennium	Target met
Journalists and civil society members reached during the year	Stability during the biennium	Target met

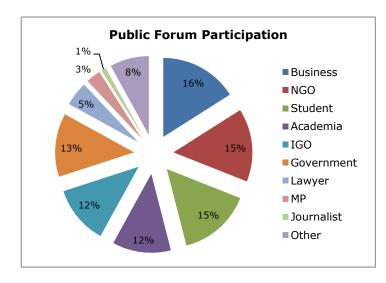
5.137. No national outreach activity was held in 2017. Regional activities were held in Austria in February, Singapore in May, Madagascar in September, Cambodia and Morocco in October and Argentina in November. A global seminar for Spanish-speaking journalists took place in Geneva in September. Attendance in these activities was as follows: 18 MPs from CEECAC, 41 MPs for Asia

 $<sup>^{65}</sup>$  SMEs and the role of the private sector, e-Commerce, TF, RTAs; and DS.

Pacific, 49 journalists for Latin America and 38 MPs for Mediterranean region. These workshops focused on topical issues such as ITA, e-Commerce, the role of SMEs, etc., the expectations from MC11 and the way to further engage MPs or journalists on international trade and the WTO. Other meetings with government officials, business or the media frequently took place around these activities. The activities in Cambodia and Madagascar mainly gathered government officials, some academics and representatives from the private sector and regional economic communities.

5.138. Fifteen Latin American journalists specialized in trade and economy gathered for five days in Geneva in September to cover a wide range of topics including the new challenges in international trade, DS, RTAs, Agriculture, preparation for MC11, etc.

5.139. Overall, 127 MPs, 90 journalists, 590 civil society organisations (including the private sector) were reached during the course of the year. These figures capture all the categories of stakeholders reached by the Secretariat through its TA activities and are not limited to the participants from the eight activities mentioned above. They are much higher than in 2016, noting that the breakdown by category of stakeholders differs significantly. The baseline in the TA Plan was the 80 MPs, 56 journalist and 24 civil society organisations reached in 2014. The TA Plan had targeted stability in this domain, which was significantly exceeded for all three categories of stakeholders. **Targets met** 



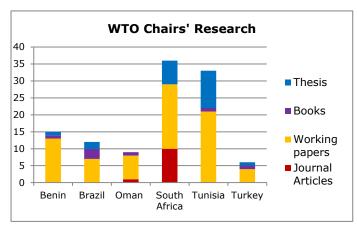
5.140. Another way to enhance outreach is ensuring visibility for the activities through social media. As an illustration, the number of followers of the WTO on Twitter has increased by 17% in the aftermath of the activity held in Buenos Aires ahead of MC11. The WTO also organises every year a Public Forum gathering in Geneva hundreds of people over three days to share their views on the WTO issues related to a specific theme. In 2017, 1,221 persons participated in the Public Forum on "Trade: Behind the headlines", more than half of whom were MPs or representatives of the private sector, journalists, civil society or academia.

5.4.2 Output 4.2: Research on trade policy and WTO-related matters generated by WTO Chairs and PhD students through provision of grants

## 5.4.2.1 WTO Chairs Programme

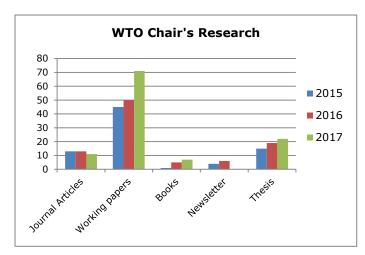
Indicators	Targets	2017
Number of publications in internationally peer-reviewed journals	Increase during the biennium	Target not met
Number of research papers per year	Increase during the biennium	Target met

<sup>&</sup>lt;sup>66</sup> The statistics in 2016 were: 85 MPs, 37 journalists, 50 civil society organisations.



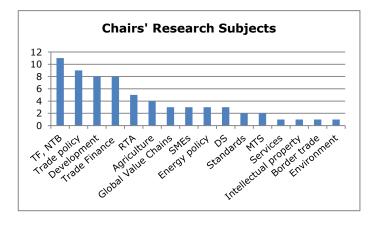
5.141. Research is one of the three pillars of the WTO Chairs Programme (WCP). The main indicators identified in the TA Plan in this domain focused on the volume of research produced or published annually by each Chair. Since 2016, the Secretariat also devoted some efforts to the assessment of the quality of these publications. The year 2017 was characterized by an overall increase of the Chairs' production. The six active Chairs collectively published 71 working papers and 11 articles in peer-reviewed journals.67 This represents an overall 46% increase compared to 2016. This

also translated into an increase of the average number of publications per Chair from 10.5 in 2016 to 13.7 in 2017. The Chairs in Oman and South Africa were the only ones to publish in peer-reviewed journals in 2017 (1 and 10 articles respectively), a decrease of 15% compared to  $2016.^{68}$  The Chairs in Brazil and Tunisia did not publish any article in a peer-reviewed journal in 2017. The TA Plan had targeted an increase during the biennium. **Target not met** 



5.142. The number of working papers produced by the Chairs (82) increased by 82% in 2017 compared to 2016. This rise is mainly the result of the substantial increase of the number of working papers produced by the Chairs in Tunisia (21 articles in 2017 versus 7 in 2016) and in Benin (13 articles in 2017 versus 4 in 2016). The important increase in the number of working papers more than compensated the slight decrease in the number of articles published in peer-reviewed journals. The TA Plan had targeted a research volume increase by the end of the biennium. **Target met** 

5.143. Beyond articles and working papers, the Chairs also released in 2017 several books and PhD or Master's thesis, which contributed to the overall research production of the Chairs, even if the attribution of these other publications to the WCP is not always certain.<sup>69</sup>



5.144. A relatively wide range of traderelated subjects were covered by the research of the Chairs, as can be seen from the graph. The interests of the Chairs were logically influenced by their local context and government policies that they tried to influence. Subjects related to TF and Non-Tariff Barriers attracted the highest level of interest, followed by issues related to trade policies. Development and Trade This is somewhat wider than the WTO agenda, which should not come as a surprise.

 $<sup>^{67}</sup>$  Working papers are generally presented in seminars or conferences, whilst articles are published in journals or other research publications.

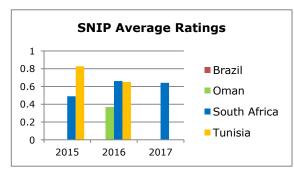
<sup>&</sup>lt;sup>68</sup> In 2016, the six active Chairs published 13 Articles in peer-reviewed journals.

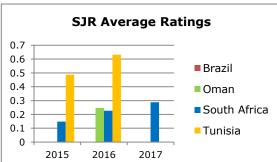
<sup>&</sup>lt;sup>69</sup> Contrary to previous years, data about the Chairs' production of Newsletters are not available.

5.145. Since last year, the ranking or rating of the peer-reviewed journals in which the Chairs publish their articles has been used as a proxy to measure the quality of their research. Two systems of journal ranking have been used: SCImago Journal Rank (SJR), which measures the "scientific influence" of scholarly journals by accounting for both the number of citations received by a journal and the importance or prestige of the journals where such citations come from; and Source Normalised Impact per Paper (SNIP) rating, which measures how often a journal is cited taking into account the citation potential in its subject field. The SNIP and SJR scores of the Journal of International Economics, which is the primary outlet for theoretical and empirical research in international economics, are provided as reference/benchmark.

Ratings of Journals in which the WTO Chairs published Articles in 2017

Journal	SJR	SNIP
Agrekon	0.228	0.380
Asian Economic Papers	0.273	1.020
Journal of International Trade Law and Policy	0.143	N/A
Journal of World Trade	0.513	0.690
Journal of Agroecology and sustainable Food Systems	N/A	N/A
Journal of Economic and Financial Sciences	N/A	N/A
Review of Middle East Economics and Finance	N/A	N/A
South African Journal of Economic and Management Science	0.219	0.400
South African Journal of Economics	0.412	0.800
South African Journal of Industrial Engineering	0.228	0.560
Journal of International Economics	2.67	3.72





5.146. No SJR or SNIP rating was available for the journal which published the article of the Chair in Oman. The Chair in South Africa was the only one which published in peer-reviewed journals for which SJR and/or SNIP ratings were available. However and as already stated last year, an absence of SJR or SNIP rating cannot be equated with poor quality. The table shows a relatively modest level of the Chairs' average ratings. Like any other work based on reputation, it will take time for the Chairs' notoriety to grow and to gain access to better rated journals.

5.147. Over the three years for which an SJR or SNIP rating is available, comparison can be done for the three-year period only for the Chair in South Africa. If a continuous and sustained improvement could be observed for the SJR average rating, no obvious trend can be observed for the evolution of the SNIP average rating.

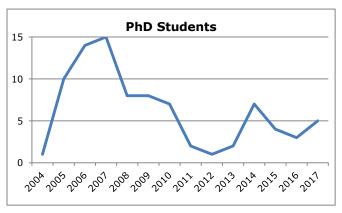
5.148. The number of staff deemed as the team of each Chair is not an indicator identified in the

TA Plan. Overall, these numbers of staff constituting a WCP team increased marginally in 2017, as a significant increase in Oman more than compensated decreases in Brazil and Turkey. The variation in the numbers is mainly explained by the involvement of junior researchers, who are either newly hired faculty members or existing staff who want to acquire higher degrees.

	Benin	Brazil	Oman	South Africa	Tunisia	Turkey
WCP Team in 2016	18	13	4	24	8	10
WCP Team in 2017	18	10	10	25	9	8

#### **5.4.2.2 PhD Support programme**

Indicators	Targets	2017
Number of PhD students per year	Increase during the biennium	Target not met
Completion of their PhD by the students	Increase during the biennium	Target not met



5.149. The PhD support programme assists doctoral students from developing countries to conduct advanced research for the final stage of their thesis at the WTO for periods between three and six months and to provide them with mentoring/advice. In 2017, five PhD students were selected based on the following criteria: (i) their research had to be on a trade-related or WTO-related topic and (ii) they had to be in the final stage of their PhD and specifically in the writing-up stage (75% completion) of the thesis. These students were from Cameroon (2) and China, Ukraine and

Vietnam (1 each). Three of them were majoring in Economics and two in Law. Four of them completed their stay in Geneva in 2017 and the last one in 2018. The TA Plan had targeted an increase in the number of PhD students hosted by the Secretariat during the bienium. Eleven PhD students were hosted by the WTO during the bienium 2014/2015 against eight during 2016/2017.

### Target not met

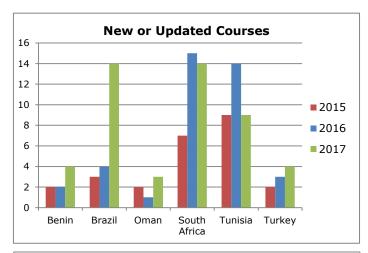
5.150. A major benchmark for the programme is whether the mentors assigned to the students considered that they had made satisfactory progress to present their work to the Geneva trade policy community in a seminar organized by the Secretariat. All of the PhD students rose to the challenge in 2017 and the Secretariat benefited for its work from some spinoffs from the research conducted by the students. The students' assessment of their stay in the WTO suggests that the programme significantly improved their dissertations.

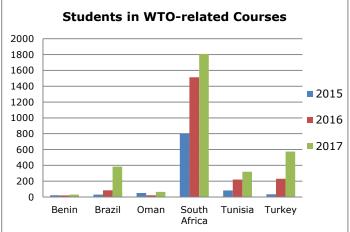
5.151. To date, one of the four students who completed their stay in Geneva in 2017 has obtained his PhD, but none of the three PhD students hosted by the Secretariat in 2016 did so. The TA plan had targeted an increase in the completion of their PhD by the students during the biennium. Even if many other factors may affect the ability of the students to defend their PhD thesis, these results are way below those of the previous biennium, since all the students hosted in 2015 had already been awarded their PhD by the end of 2016. **Target not met** 

# 5.4.3 Output 4.3: Academic courses on WTO-related subjects introduced and updated with WTO support

Indicators	Targets	2017
Number of students in WTO-related courses or getting a	Increase during the biennium	Target met
degree per year		

<sup>&</sup>lt;sup>70</sup> See section 6.4.2 in WT/COMTD/W/211.





generation 5.152. A new undergraduate and graduate students benefitted from training in WTO-related topics in 2017. The number of newly designed or updated courses introduced by the Chairs in 2017 continued to grow, although in a less significant proportion compared to last year (23% between 2016 and 2017 increase against 56% increase between 2015 and 2016). The Chairs in Brazil and South Africa accounted for nearly 60% of the new or updated courses released during the year. The Chair in South Africa was again the best performing Chair in this domain, as it released 30% of the new or updated courses like the Chair in Brazil. The Chairs in Benin, Oman and Turkey also registered significant improvements, even if their overall performance in this domain remained more modest. Examples of courses introduced in 2017 included: (i) courses on Intermediate Econometrics and International Political Economy in Tunisia; and (ii) an Online Course on International Regulation, with open access to the public in Brazil. Examples of upgrades included the expansion by the Chair in South Africa of the curricula and content of existing International Trade modules to feature more WTO-related

content; and the update of various core modules by the Chair in Tunisia including courses on micro- and macroeconomics and the course on international relations.

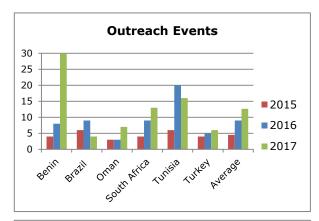
5.153. The trend observed in 2016 towards a greater integration between the *Research* and *Curriculum Development* pillars of the WCP was confirmed in 2017. The Chairs in South Africa and Tunisia used research outcomes to develop new course materials, give exposure to the research teams and provide mentorship programmes for students. Two courses developed by the Chair in South Africa aimed at providing Master's and PhD students in Economics and International Trade with the analytical skills (based on STATA and other tools) and the academic writing skills required to carry out and publish research.

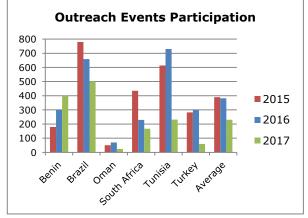
5.154. As in 2016, a number of partnerships supported curriculum development and diversification by the Chairs. For instance, the Prosperity Fund, UK Embassy in Brasilia and Brazil Foreign Trade Chamber helped the Chair in Brazil to adopt a novel approach for its online courses. Instead of recording an open and complete course on international trade issues, it used the outcomes of a research activity to build the course on GRP in collaboration with these partners. The course was tailored for the needs of government officials and was based on the results of studies on regulatory models for trade in goods in Brazil, the EU, US and UK, and regulatory coherence and convergence. Another example is the new partnership established between the Chair in Tunisia and University of Michigan's Ross School of Business for virtual exchange programme, which also contains an in-person exchange component, funded by the Aspen Institute. The programme enables students to benefit from an online training on soft skills, business model canvas, global marketing, financing entrepreneurial ventures, etc.

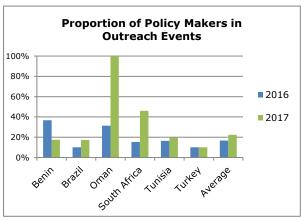
5.155. The number of students attending courses organized by the Chairs continued to grow in 2017, reaching 3,183 students (52% more than in 2016). The Chair from South Africa continued to host the largest share of the Chairs' students (57% of the total number of students in 2017). The most dramatic increase in the number of students in 2017 was for the Chair in Brazil, consistent with the introduction of a large number of new or upgraded courses. **Target met** 

5.4.4 Output 4.4: Outreach activities on trade policy and WTO-related matters organised by WTO Chairs through the provision of grants

Indicators	Targets	2017
Number of outreach events per year	Increase during the biennium	Target met
Involvement of key decision-makers	Increase during the biennium	Target partially met
Availability of a Chair public website	Increase during the biennium	Target met
Content of the Chair website	Increase during the biennium	Target not met
Number of visitors to and downloads from the Chair website	Increase during the biennium	Data not available







5.156. The third pillar of the WCP requires the Chairs to increase the visibility of WTO-related academic research, and its influence on trade policy formulation, by reaching out to decision makers and other stakeholders. The number of events organized yearly continued to grow. On average each Chair organized 13 events in 2017 against 9 in 2016 (+41%). The Chair in Benin registered the most spectacular growth (+375%), whilst those in Brazil and Tunisia organised less events than last year. **Target met** 

5.157. Overall, the average size of the audience of outreach events organised by the Chairs continued to decline in 2017. The total number of participants dropped by 40% compared to 2016. On average, each Chair reached 230 participants in 2017 making the average size of each event equal 18 participants against 42 in 2016. It is an accepted fact that the smaller the audience of the event the higher the opportunity for interaction between the conveners and the audience and among members of the audience. But this also depends on whether you actually reached the targeted audience.

5.158. Assessing the Chairs' influence on and contribution to policy making is a challenge due The level attribution dilemma. ٥f participation of key decision makers in events organized by the Chair is used as a proxy indicator of the quality and possible impact of the Chairs' outreach efforts. Trade policy makers considered as key in that regard include trade officials and civil servants from the various ministries, regulatory bodies and other public agencies involved in the formulation of the national trade policy. Collectively, they influence and contribute to the decisions affecting the trade regime of their country. A total number of 309 key policy makers participated in the outreach events organised by the Chairs in 2017, representing 22% of the

total participants on average. This represents a decrease of approximately 20% compared to 2016, even if the proportion of policy makers in the total audience increased by 5 percentage points. Except for Benin, where the proportion of policy-makers in the total public reached by Chairs' events halved, and for Turkey where it was stable, it increased for all the remaining Chairs, with the most significant increase observed for Oman. The Chair in Oman chose to organize a limited number of outreach events, but to target exclusively key policy makers. The TA Plan had

targeted an increase in the involvement of key decision-makers during the biennium. **Target** partially met

- 5.159. Other anecdotic evidence of the Chairs' influence on policy making is their involvement in some strategic initiatives led by government entities. For instance, the Brazilian Chair Holder also chairs the Committee on Technical Barriers to Trade, a public body in charge of making recommendations to CONMETRO, a ministerial-level council. The South African Chair was commissioned by the Department of Agriculture, Forestry and Fisheries (DAFF) to carry out a comprehensive study of the most promising export opportunities for South Africa in the agricultural sector, with special emphasis on vegetables. This study aimed to be used by the DAFF for sectoral policy decisions.
- 5.160. Except for Benin, where the website was subject to major overhaul and was therefore not fully operational throughout the year, all the remaining Chairs had an operational website in 2017. **Target met**
- 5.161. The WCP platform became operational in 2017. The platform is intended to facilitate exchange and sharing of resources among the Chairs, while also publicizing more broadly their work. The platform includes a presentation of each Chair with a link to its website. Browsing through the content of the Chairs' websites led to the same conclusion already reported in 2016. The performance of the various websites in terms of update and content was uneven with exactly the same limitations as those reported last year for each of the Chairs. Only the websites of the Chairs in Tunisia and South Africa appeared to be of a fair quality. Considering the 2016 level as the baseline, the increase in the content of the websites during the biennium targeted by the TA Plan was not achieved. **Target not met**
- 5.162. Efforts were made in 2017 to monitor the number of visits received by the various Chairs' websites. Here again, the performance in terms of traffic monitoring was uneven amongst Chairs. Only the Chair in Tunisia had enough historical data to demonstrate an increase in traffic. Its website registered 12,302 visits in 2015; 41,277 in 2016; and 61,153 in 2017. The remaining Chairs collated the data for different periods. The Chair in Brazil recorded 29,955 visitors since the launch of its website in 2015 and was unable to disaggregate the data by year, while the Chair in Turkey recorded 318 users for the period July 2016-August 2017; and the Chair in South Africa 5,338 users over the period July 2016-June 2017. The two remaining Chairs provided no data as the website of Benin's Chair was unavailable due to major revamping during the year and the Chair in Oman started collating statistics in 2018 only. The discrepancy in the data gathered makes it impossible to provide a definite judgement on the cumulated performance of the Chairs in this regard. Some of the data could be used as a baseline in the future. **Data not available**
- 5.163. While the use of social media was not considered as an outreach indicator in the TA Plan, it is a tool which adds value for the Chairs that used them, as reported last year. Not only does it expand the channels by which audience is reached but it also increases the visibility of the Chairs. Part of the traffic on the Chairs' websites actually came from social media (8% through Facebook for Brazil and 3% through Twitter for the South African Chair). The publication of a newsletter by the Chair in South Africa also contributed to increasing the traffic on its website (7% of the visits recorded for the period originated from the newsletter's URL clicks).

## 5.4.5 Output 4.5: Young professionals under the Young Professional Programme are exposed to WTO issues and work

Indicators	Targets	2017
Number of YPs enrolled per year	No less than 5 per year	Target met
Final evaluation rate of each YP	100% fully satisfactory	Target met

5.164. This was the inaugural year of the YPP. A comparison of the programme's progress with previous years is consequently not possible. The programme is still at a testing phase and is improved progressively as lessons are learnt. Following a merit-based recruitment process, 6 YPs

were retained out of 848 applicants and five of them started to work in the Secretariat in January  $2017.^{71}$  Target met

5.165. They were hosted by six divisions for a period of close to 12 months (early January to mid-December 2017). Under the supervision of WTO staff, their daily tasks included contributing to drafting working papers, assisting in servicing WTO bodies, attending meetings and preparing minutes; and, preparing and co-delivering presentations in WTO TA events organized in Geneva. All five YPs easily integrated in the work of the divisions and their supervisors were very pleased with the quality of their work as reflected in the final evaluations: the work of three YPs was considered as significantly exceeding performance requirements and the two others as fully satisfactory. **Target met** 

5.166. The YPs made valuable contributions to the work of their respective divisions. Some of their key achievements include: a substantial contribution to the Central European Free Trade Agreement (CEFTA) factual presentation in the context of the RTA transparency mechanism; working as part of the legal team servicing a DS panel; contributing to the finalization of the new WTO Agreements volume; co-authoring a working paper on LDCs and TRIPS entitled LDCs, transfer of technology and the TRIPS Agreement; and providing inputs on accession processes including drafting sections of Working Party reports.

5.167. Upon arrival in Geneva, YPs had to agree with their supervisors on their specific objectives for the year and progress towards their achievement was regularly monitored thereafter. All five YPs fully achieved their specific objectives; benefited tremendously from the Programme; enhanced their knowledge of the WTO; and expanded their professional network among themselves and with the WTO staff members. The YP serving in the Legal Affairs Division was offered-a short term contract in 2018 to work as part of a team of lawyers in a DS case.

5.168. The main recommendations received from the YPs include the following ones:

- earlier announcement and recruitment process to allow selected YPs sufficient time to prepare their move to Geneva;
- create a YP alumni association on social media to link successive generations of YPs;
- organize a one-day induction to the Secretariat for future YPs;
- introduce various training and support programmes available to the YPs during their time with the WTO; and,
- perform a guided tour of the WTO building.

These recommendations were implemented in 2018. Recruitment for the programme started two months earlier and was given the widest possible publicity through the WTO website and social media (Twitter, Facebook, Instagram and LinkedIn). As a result, the number of applications received in 2017 almost doubled (from 848 in 2016 to 1,502 in 2017). Thanks to the very satisfactory results of the first YPs and the availability of more divisions to host them, the intake tripled (15 YPs were recruited by 13 divisions).<sup>73</sup>

 $<sup>^{71}</sup>$  The five YPs are from: Chile, Chinese Taipei, Dominican Republic (two professionals) and Montenegro. One selected participant postponed her internship for personal reasons.

 $<sup>^{72}</sup>$  Accessions, Market Access, Trade & Environment, Trade Policy Review, Legal Affairs and Intellectual Property Divisions.

<sup>&</sup>lt;sup>73</sup> The 15 YPs who joined the Secretariat in 2018 include the participant selected in 2016 who differed her participation. The countries of origin of the 15 YPs are: Antigua & Barbuda, Armenia, Cameroon, Côte d'Ivoire, El Salvador, Georgia, Indonesia, Kazakhstan, Madagascar, Mongolia, Panama, Paraguay, Thailand, Togo, and St Vincent & the Grenadines.

## ANNEX I FOLLOW-UP ON THE RECOMMENDATIONS OF THE TA EXERNAL EVALUATION

The details of the WTO Management Response to the various recommendations of the external evaluation can be found in document WT/COMTD/90. They have not been reproduced here to make the table easier to read. The true meaning of *Agreed* or *Partially agreed* in the table below refers to the comments contained in the Management Response.

#	Recommendation	WTO Response		Action in 2017	Status
1	Use the review and response to this Evaluation as the first opportunity in a decade to consider and communicate the Organization's agreed commitment, vision and basic approach to technical assistance, taking account of the strong base established and remaining challenges identified.	Agreed	(WT) Cons	dedicated meeting on 27 January 2017 /COMTD/M/101, item C.) sultations in preparation of the TA Plan 8-19.	Implemented/ ongoing
2	If justified by the results of this deliberation, re-affirm the crucial role and need for sufficiently substantial and reliable Regular Budget allocations as the contribution by all Members to maintaining the foundations of the TA programme and recognise voluntary support to a Global TA Trust Fund as the most essential supplementary funding for TA activities.	This is more appropriate for Members	in th of th rema bien No c	ussions on the funding of TA were held be CBFA in the context of the preparation he WTO budget 2018-19. TA funding ained unchanged compared to previous nium. Change expected as long as the zero inal budget growth policy prevails.	Implemented/ ongoing
3	Include a commitment to use WTO's TA activities wherever possible to strengthen sustainable training capacities within beneficiary countries and regions, e.g., by engaging more local trainers, academic centres, and past participants in WTO training. In consultation with delivery partners, the Secretariat should identify and share existing good practices and promising candidates for these roles.	Partially agreed – This will also need to involve Members	pron focus • Mem	nges introduced in the Key Results noted by the TA Plan 2018-19 did not s on this. hbers validated the continuation of past roach.	Implemented/ ongoing
4		This is more appropriate for Members	Training	6 Annual Performance Report on TA and (WT/COMTD/W/225) was discussed in meeting of 15 November 2017.	Implemented/ ongoing

#	Recommendation	WTO Response	Action in 2017	Status
5	Strengthen mechanisms at Senior Management level for strategic monitoring, direction and problem-solving in this area of shared responsibility across the Organization. It should be supported by a clearly-mandated interdivisional task force chaired by ITTC and charged with identifying cross-cutting problems and opportunities and proposing appropriate actions.	Partially agreed	<ul> <li>The audit of RBM procedures was completed in March 2017 and its recommendations were presented to the TACTF. Subsequently, part of the work of the TACTF was refocused in 2017 on the improvement of existing RBM workflows, leading to the creation of three new workflows in Nov 2017.</li> <li>In 2018, the TACTF will focus on the recommendations 8, 10, 14, 22 and 23.</li> <li>Work on the development of a new TA application started in 2017.</li> </ul>	In progress
6	Ensure that adequate administrative resources (financial and human) are made available to maintain and extend the investment to date in WTO's improving TA capacity. As the key organising and coordinating centre for TA, the longstanding structures and staffing of ITTC should be reviewed and if necessary revised to ensure that they can meet the needs of a transformed Programme.	Agreed		Pending
7	Seek agreement and suggestions from beneficiary Members for direct focal point contacts in capitals to expedite and follow up essential and timely communications with all relevant stakeholders in country (e.g., on needs assessments, course nominations) while keeping Geneva missions fully informed.	Partially agreed – This will also need to involve Members	Rejected by some Members in the CTD meeting on 27 January 2017 (WT/COMTD/M/101 §18). No Member communicated a capital-based TA focal point to the Secretariat in 2017.	Implemented/ ongoing
8	Re-double efforts to produce the most user-friendly information materials possible on course offerings and take all available steps to ensure that they reach all the appropriate target users in good time (i.e. not just core or focal point ministries).	Agreed – This will also need to involve Members	<ul> <li>Sporadic actions exist already (e.g. Notes by the Secretariat containing TA information circulated to Members) and need to be strengthened</li> <li>Reflection started on ways to reach out to potential beneficiaries (e.g. through Committee's distribution list pointing to an online calendar of event).</li> </ul>	In progress
9	Consider and propose options for opening up at least some WTO training courses or topics (e.g., in e-learning) to wider audiences in all countries, perhaps on a feepaying basis.	Agreed – This will also need to involve Members	Paper prepared (WT/COMTD/W/226).     Proposal rejected by Members.	Implemented/ ongoing

#	Recommendation	WTO Response		Action in 2017	Status
10	In collaboration with Members, improve the selection process for intermediate and advanced courses to ensure the level of participants is more uniform.	Partially agreed – This will also need to involve Members			Pending
11	Continue to monitor and report on participation of women and men with a view to addressing remaining gender imbalances of participation in WTO TA.	Agreed – This will also need to involve Members	•	Same approach since 2012.  Data for 2016 in WT/COMTD/W/225 Section 4.7.	Implemented/ ongoing
12	Study and propose ways to share good practices and otherwise help Members grapple with informing and engaging private sector actors in WTO-related issues affecting them. One suggestion was made for a specifically designed course for the private sector which the government could request as a national level activity.	Agreed – This will also need to involve Members			Pending
13	Reinforce the staff capacity to service the interactive requirements of the vital e-learning courses, including accessible service across time-zones.	Partially agreed – Already partially implemented	•	No change in staff allocation to e-Learning. Efforts made to exploit synergies where possible.	Implemented/ ongoing
14	Examine and report on the pros and cons of discontinuing the "Advanced Trade Policy Course" (ATPC) in favour of expanded advanced offerings at the regional level, allowing for wider participation and deeper contextualisation. Also consider the possibility of short executive courses suitable for the ministerial or permanent secretary levels.	Partially agreed – This will also need to involve Members	• •	Review conducted (WT/COMTD/W/228). Results outlined in WT/COMTD/W/227/Rev.1 Section 3.3.3. Reform of ATPC planned for 2018.	In progress
15		Agreed – Already partially implemented – This will also need to involve Members	•	Consultations in preparation of the TA Plan 2018-19 (Questionnaire Q 8). Results described in WT/COMTD/W/227/Rev.1 Section 3.3.5 and §§ 59 and 133. Example provided on a regional activity held in 2017 (Section 3.4.2 of this report)	In progress
16	Safeguard the credibility and usefulness of national and regional courses by ensuring sufficient advance consultation in countries so that "off-the-shelf" presentations are tailored to specific contexts, and by soliciting specific questions or pertinent issues of stakeholders prior to the training.	Agreed – This will also need to involve Members	•	Improvements of course materials and curricula reported in various courses held in 2017. Efforts will continue to expand this positive trend.	Implemented/ ongoing

#	Recommendation	WTO Response		Action in 2017	Status
17	In collaboration with the External Relations Division, examine and propose alternative approaches to reference centres to help Members provide information and outreach on WTO issues to key opinion-leaders in tune with current technologies.	Agreed – This will also need to involve Members	•	Consultations in preparation of the TA Plan 2018-19 (Questionnaire Q 6). Results reported in WT/COMTD/W/227/Rev.1 Section 3.3.5 and § 57.	Implemented/ ongoing
18	In light of the planned final evaluation of the WTO Chairs Programme, which should be an independent external evaluation, be prepared to explore and propose alternative approaches to building working and policy-oriented links with a wider range of academic centres, e.g., through involving them more systematically in helping deliver WTO courses wherever practicable.	Partially agreed - This will also need to involve Members	•	Planned for 2018. WT/COMTD/W/227/Rev.1 Section 6.3, § 145.	Pending
19	Take every opportunity to integrate issues of gender equality and the empowerment of women into TA programmes and training material in the context of emerging initiatives on social and poverty implications of trade, including the Sustainable Development Goals.	Agreed – This will also need to involve Members	•	WT/COMTD/W/227/Rev.1 Section 3.3.1.	In progress
20	Consider including workshops to explore issues of multilateral nature for which Agreements are yet to be concluded, for example the Singapore issues.	Agreed – This will also need to involve Members	•	Consultations in preparation of the TA Plan 2018-19 (Questionnaire Q 7). WT/COMTD/W/227/Rev.1 Section 3.3.5 and § 58. Several activities implemented in 2017.	Implemented/ ongoing
21	In consultation with Human Resources and delivering Divisions, ensure that a coherent system of training for trainers and trainer-evaluation is put in place and applied as needed.	Agreed	•	Some pilot ToT implemented in 2017 on a voluntary basis.	In progress
22	Continue work to apply the PLS and consider introducing pre-tests and examinations in all training courses, in addition to following up with a sample of trainees in appropriate courses after 6-12 months to establish how they are using the skills gained.	Agreed			Pending

#	Recommendation	WTO Response	Action in 2017 Status
23	Regularly review and report on the availability of course-offerings in French, Spanish and other languages relative to the size of the pools of potential trainees.	Agreed – Already implemented	<ul> <li>Monitoring participation by language follows same approach since 2012 (see WT/COMTD/W/225 for 2016 data).</li> <li>Summary of findings in WT/COMTD/W/227/Rev.1 Section 3.3.2.</li> <li>Two global activities offered with interpretation in 2017.</li> <li>Progress in language diversification to be monitored.</li> </ul>
24	Share good TA practices (e.g. on Advanced Sanitary and Phytosanitary (SPS) and new Technical Barriers to Trade (TBT) courses and thematic approaches) for possible inspiration and adaptation by others and ensure that innovation is promoted within the TA procedures and systems.	Agreed – Already implemented – This will also need to involve Members	<ul> <li>The TACTF will continue to be a forum for sharing good practice.</li> <li>Actions will continue to disseminate good practice and foster its uptake as described in WT/COMTD/W/227/Rev.1 Section 5.3.</li> </ul>
25	Benchmark WTO courses (including e-learning) against offerings by other institutions with a view to improving the learning experience and increasing interaction and interest for course participants, e.g., possibly pilot courses blending e-learning and in situ participation. Ensure that relevant training materials are available to participants in advance.	Partially agreed - Already partially implemented	Pending
26	Strengthen practical and clearly understandable measures to track and improve results, calling on facilitation and training attuned to WTO's business model, work to get "buy-in" across the Organization for a clear and sensible logical framework and meaningful indicators to guide the Programme; spell out a practicable M&E plan, including manageable and useful monitoring and frequency and levels of evaluation coverage.	Agreed – Already partially implemented	<ul> <li>Audit of RBM procedures and workflows completed in March 2017.</li> <li>Initial recommendations implemented in Nov 2017.</li> <li>M&amp;E work plan released in Nov 2017.</li> </ul>
27	Further strengthen financial reporting on actual expenditure against budget by instrument and result areas and at portfolio level across all funding sources.	Agreed	<ul> <li>Adjustment of Qlikview tools in 2017.</li> <li>Reform of quarterly CBFA reports launched.</li> </ul>

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#	Recommendation	WTO Response	Action in 2017	Status
28	Monitor and follow-up on issues raised in the participant evaluation forms and back-to-office reports. Consider introducing a requirement for internal briefing/training of colleagues by training participants and interns, with country authorities taking responsibility to ensure that such sharing takes place.	Partially agreed – This will also need to involve Members	11001011111111111	Implemented/ ongoing

## ANNEX II MAIN RESULTS MEASURED IN 2017

The information contained in the *Remarks* column in this annex summarises the analysis presented in section 5 of the report. Their true meaning can only be understood in the light of the comments included in this section. One should be careful not to read too much in the dry statements included in this table. As frequently indicated in the body of the report, unavoidable trials and errors also affect the results presented in this report. The assessment is mainly based on a desk analysis and was complemented in 2017 with only a limited number of field visits. When relevant and useful, some of the findings of the external evaluation conducted in 2016 have also been taken into account.

	Results	Indicators	Targets	Remarks
Outcome	1: Government officials are	Compliance with WTO Agreements	Increase during the biennium	Target met
	implementing WTO Agreements and making full use of Members'	Number of documents submitted by developing and LDC Members in WTO Bodies	Increase in participation/ submissions of documents	Target met
	rights	Number of outstanding notifications of TA beneficiaries Members	5% decrease of outstanding notifications	Target partially met
		Publication of trade policies on Member's website	Increase during the biennium	Data not available
Output	1.1: Government officials have enhanced knowledge about the	Number of participants at each PLS level	Increased % of participants in advanced training by end of 2017	Target not met
	WTO Agreements, formulation of	Number of participants in WTO TRTA activities	Stability during the biennium	Target met
	trade policies and conduct of trade	Interactive training methods' share of time	Increase during the biennium	Target not met
	negotiations	Geographical spread of participation in face-to-face	Stability during the biennium	Target met
	and e-Learning courses	Geographical balance during the biennium	Target met	
		Changes in 8-week ITPCs' curriculum	Implementation of the 2014 recommendations	Target partially met
		Success rate in 8-week ITPC final exam	90% during the biennium	Target met
		Quality of participation in interactive parts of advanced activities	Increase during the biennium	Target met
		% of participants giving an excellent rating to ATPCs' and advanced thematic courses' overall content and results	Increase during the biennium	Target met
		Revised modules or case studies in ATPCs	Two per year	Target met
		Number of participants trained on trade negotiating skills	Increase during the biennium	Target not met
		Advanced thematic courses focused on implementation	Three in 2016 and four in 2017	Target not met
		Implementation rate of Action Plans within 12 months	Stability during the biennium	Target met
		Number of interns in FIMIP, NTP and RCI	Per year: NTP: 15; RCI: 8; MIP: 15	FIMIP and NTP: target met RCI: target partially met
		Final evaluation rate of each intern	100% fully satisfactory	AIP, FIMIP, and RCI: target met NTP: target

	Results	Indicators	Targets	Remarks
			_	partially met
		New online courses released each year	3 courses/year	Target not met
		% of participants rating the balance between theory and practice as good or excellent in online courses	70% during the biennium	Target met
		% of participants rating the quality of the online course content as good or excellent	70% during the biennium	Target met
		e-Learning success rate	Increase during the biennium	Target met
		e-Learning drop-out rate	Stability during the biennium	Target met
		e-Learning rate of correct answers in the exam	Stability during the biennium	Target met
		e-Learning distinction rate	Stability during the biennium	Target met
		Total participation in e-Learning courses	Stability during the biennium	Target met
Output	1.2: Establishment of effective	% of activities held with a partner adding value	Increase during the biennium	Target met
	partnerships resulting in substantive contributions	% of partnerships contributing to the substance of the TA activities	Increase substantive contributions during the biennium	Target not met
Output	1.3: Members' needs and priorities are identified annually	Number of needs assessments conducted	Increase during the biennium	Target met
Outcome	2: Acceding governments participate in accession negotiations	Number of acceding governments, including LDCs, with a Working Party meeting held	Stability during the biennium	Target met
Output	2.1: Acceding governments are familiar with WTO substantive and	Share of acceding governments in Outcome 1 indicators	Stability during the biennium	Target met
	procedural matters	Roadmaps and endgame plans	Stability during the biennium	Target met
		Use of Secretariat advice and accession tools	Stability during the biennium	Data not available
Outcome	3: Members are accessing and using WTO-related data to better enforce their rights and obligations	Members' satisfaction with data availability	Increase during the biennium	Data not available
Output	3.1: WTO RCs network is operational in targeted countries	Rate of operational RCs	Increase during the biennium	Target not met
Output	3.2: RCs are used by stakeholders to access WTO-related data or online courses	Requests or visits to the RCs during the year by category of stakeholders and type of needs	Increase during the biennium	Target not met
Output	3.3: Improved analysis of trade developments for policy making	Availability of detailed trade in services statistics and broader coverage of databases on trade in value added	Increase during the biennium	Target met
Outcome	4: MPs, journalists and civil society are interacting with WTO; and	Chair's contribution to their country's trade policy formulation	Increase during the biennium	Data not available
	students or academic institutions	Sustainability of results	Increase during the biennium	Data not available
	supported by WTO are dealing with trade policy and WTO-related	Exposure of MPs, media and civil society to WTO- related issues and work	Increase during the biennium	Target met
	subjects	Articles, discussions and positions on WTO-related matters	Increased quality during the biennium	Target met
Output	4.1: Improved understanding by MPs of WTO issues and trade policies	MPs reached during the year	Stability during the biennium	Target met

	Results	Indicators	Targets	Remarks
Output	4.2: Improved understanding by journalists, civil society and businesses of WTO issues and trade policies	Journalists and civil society members reached during the year	Stability during the biennium	Target met
Output	4.3: Research on trade policy and WTO-related matters generated by	Number of publications in internationally peer- reviewed journals	Increase during the biennium	Target not met
	WTO Chairs and PhD students	Number of research papers per year	Increase during the biennium	Target met
	through provision of grants	Number of PhD students per year	Increase during the biennium	Target not met
		Completion of their PhD by the students	Increase during the biennium	Target not met
Output	4.4: Academic courses on WTO- related subjects introduced and updated	Number of students in WTO-related courses or getting a degree per year	Increase during the biennium	Target met
Output	4.5: Outreach activities on trade	Number of outreach events per year	Increase during the biennium	Target met
_	policy and WTO-related matters	Involvement of key decision-makers	Increase during the biennium	Target partially met
	organised by WTO Chairs through	Availability of a Chair public website	Increase during the biennium	Target met
	provisions of grants	Content of the Chair website	Increase during the biennium	Target not met
		Number of visitors to and downloads from the Chair website	Increase during the biennium	Data not available
Output	4.6: YPPs are exposed to WTO	Number of YPPs enrolled per year	No less than 5 per year	Target met
-	issues and work	Final evaluation rate of each intern	100% fully satisfactory	Target met