



Institute for Training and Technical Cooperation

ANNUAL PERFORMANCE REPORT ON TECHNICAL ASSISTANCE AND TRAINING

2019

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ACRONYMS

ACP	African, Caribbean, and Pacific Group of States
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
C4	Cotton four
CARICOM	Caribbean Community and Common Market
CBFA	Committee on Budget, Finance and Administration
CEECAC	Central and Eastern European, Central Asian and Caucasus
CEF	Centre for Economics and Finance
CHF	Swiss franc
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CRN	Central Registry of Notifications
CTD	Committee on Trade and Development
CTE	Committee on Trade and Environment
DG	Director General
DSB	Dispute Settlement Body
DSU	Dispute Settlement Understanding
EIF	Enhanced Integrated Framework
EU	European Union
FES	Friedrich-Ebert Stiftung
FIMIP	French & Irish Missions Internship Programme
GATS	General Agreement on Trade in Services
GATT	General Agreement on Tariffs and Trade
GPA	Government Procurement Agreement
GRULAC	Group of Latin America and Caribbean Countries
GTF	Global Trust Fund
HK RX	Hong Kong re-exports
IGO	Intergovernmental Organizations
IMF	International Monetary Fund
IMS	Information Management System
IPE	International Political Economy
ITC	International Trade Centre
ITPC	Intermediate-level Trade Policy Course
ITTC	Institute for Training and Technical Cooperation
LDC	Least-developed country
M&E	Monitoring & Evaluation
MC12	12 th WTO Ministerial Conference
MCHF	Million Swiss franc
MP	Member of parliament
MTS	Multilateral Trading System
NAMA	Non-Agricultural Market Access
NGO	Non-governmental organization
NTP	Netherlands Trainee Programme
PCWTO	Parliamentary Conference on the World Trade Organisation
PIFS	Pacific Islands Forum Secretariat
PLS	Progressive Learning Strategy
Q&A	Questions & Answers
QR	Quantitative Restriction
RBM	Results-Based Management
RCI	Regional Coordinator Internship Programme
RTA	Regional Trade Agreement
SCORM	Sharable Content Object Reference Model
SDG	Sustainable Development Goal
SJR	SCImago Journal Rank
SNIP	Source Normalised Impact per Paper
SPS	Sanitary and Phytosanitary
STDF	Standards and Trade Development Facility

TACTF	Technical Assistance Coordination Task Force
TAMS	Technical Assistance Management System
TBT	Technical Barriers to Trade
TF	Trade Facilitation
TFA	Trade Facilitation Agreement
TFAF	Trade Facilitation Agreement Facility
TMR	Training Material Request
TPR	Trade Policy Review
TRIPS	Trade-Related Aspects of Intellectual Property Rights
TRTA	Trade-Related Technical Assistance
UDD	University of Development (Chile)
UNCTAD	United Nations Conference on Trade and Development
WCP	WTO Chairs Programme
WHO	World Health Organization
WIPO	World Intellectual Property Organization
WTO	World Trade Organization
YP	Young Professionals
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 2019 follows the same logic as in previous years by focussing on three types of analysis: the main evolutions of TA in 2019 compared to 2018; an analysis of implemented TA activities by region, type, subject, language, level of training, gender of the participants, Key Results and for LDCs; and an evaluation of the delivery and results of these TA activities.

1.1 Main evolutions in 2019 compared to 2018

1.2. The implementation of the 28 recommendations formulated in the external evaluation of the WTO TA conducted in 2016 was completed during the year. The recommendations still open a year ago have now all been closed. Three years were necessary for the Secretariat to fully digest the results of the external evaluation accepted by Management. A detailed table on the actions undertaken in 2019 to implement each of the recommendations is included in Annex I.

1.3. In line with the implementation of Result-based management (RBM) for TA, in 2019: (i) the development of a new TA management system progressed well and new functionalities were progressively added throughout the year, in consultation with users; (ii) a streamlined module for the evaluation of TA activities' immediate results in a BTOR was released in March; the new system was used to assess the results of all 2019 TA activities; (iii) ten TA internal evaluations were conducted during the year to assess the results of three regional and two national activities, the various long-term internship programmes and of the TA provided to four beneficiary countries since 2014; and (iv) the reporting rate on TA activities was almost 100% as in previous years.

1.4. The Secretariat continued to enrich the substantive content of its TA offer and to promote good training practices in 2019: the new e-Learning cloud-based platform was open for registration mid-January; one new online course was released in English, five courses originally launched in English in 2018 were released in French and Spanish and four existing ones revised to increase their interactive multimedia content and upgrade them to Sharable Content Object Reference Model (SCORM) standards; numerous activities included a special focus on the implementation and use of the transparency provisions of the WTO Agreements, when they were not entirely dedicated to them (MA for Goods, Agriculture, Standards, TRIPS, etc.); a new module on Trade & Gender was implemented in TA activities; at Members' request, a comprehensive programme of seven regional workshops on fisheries subsidies negotiations gathered fisheries and trade experts from all regions during the first part of the year to support the work of the negotiating group on Rules in this domain.

1.5. The resources available to the Secretariat (from the regular budget and extra-budgetary funds) to finance TA to developing Members and Observers have stabilised since 2016, despite annual fluctuations. However, for the fifth year since 2014 the overall TA resources available remained lower than actual expenses, obliging the Secretariat to tap once more into its fast-shrinking financial reserves. The volume of TA activities and their related expenses were in line with the average since 2013. The tight management policy implemented by the Secretariat offset the progressive increase of travel costs during the year.

1.2 Implementation of TA Plan - main features of the WTO Technical Assistance in 2019

1.6. The Secretariat undertook 278 TA activities (above the average since 2011), both in Geneva and in other locations, and participated in 33 other TA-related activities (e.g. conferences or activities of partner institutions). National demands for TA from individual beneficiaries was lower in 2019 than in 2018 (-22%). Approximately half of the activities were organized in partnership with other international, regional or sub-regional institutions. Overall, 14,500 participants were trained during the year, a 37% drop compared to 2018, as participation in online courses halved after the introduction of the new cloud-based platform. The Secretariat is now looking into the reasons behind this evolution. Participation in face-to-face activities was the second highest in a decade, even if 23% lower than in 2018, which was a rather exceptional year. Despite this dramatic drop, total TA expenses were 10% higher than in 2018, due to the resumption of one internship programme which had been suspended in 2018 (+4.5%) and higher travel costs (+5.5%).

1.7. During the year the proportion of face-to-face activities held outside Geneva was stable compared to 2018 (51%). The share of national activities declined by 7 percentage points to 34%

of the activities; online courses represented 32%, in progression of 6 percentage points. The relative weight of TA activities with a general scope (i.e. multi-topic coverage) was also stable. In 2019, 37% of the 278 activities had a general scope. As in the previous two years, the other activities were spread across specific Agreements or subjects. Leaving online courses aside, Standards-related activities (SPS, TBT) were in high demand, followed by Agriculture, Services, Rules and Market Access for Goods (including TF).

1.8. Subject-specific regional seminars were conducted in all regions. Africa and LDCs remained a priority in 2019, in line with the TA Plan. The participation of LDCs continued to decline and was proportionately lower in 2019 than in 2018, as the introduction of the new e-Learning platform had a greater impact on them. Africa stayed in the first place for the number of TA activities hosted, followed by Asia-Pacific. 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 - 50 persons for 3.1 days on average - when regional or global activities tended to gather smaller audiences - around 31 persons over 3.3 days on average, which facilitated the use of more interactive training methods.

1.9. Overall, 58% of the WTO TA was provided in English, 18% in French and 19% in Spanish, and the balance in more than one language. A small decrease in the number of global activities with interpretation was noted during the year. This continued to mirror approximately the language preferences of Members and Observers in the WTO. These proportions were 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 year: the share of introductory activities (8%) halved compared to 2018; the proportion of advanced ones was stable (17%); the relative importance of the intermediate level increased to 63% and the volume of activities without a defined level to 12%. This is due to a number of reasons, including the fact that it is not feasible to allocate a level to outreach or academic-related activities for example, since they do not 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.

1.11. The overall proportion of women amongst WTO TA participants continued its growth to reach 48%. There was no difference between face-to-face activities and online courses in this regard.

1.12. An overwhelming majority of the TA activities (85%) contributed to Key Result 1 "Government officials are implementing WTO Agreements and fully realising Members' rights and obligations", a proportion which was even closer to 100% for e-Learning courses. Key Result 2 on accessions was next (7%), followed by Key Result 3 on benefiting academic institutions (6%) and Key Result 4 on outreach to other non-traditional audiences (MPs, journalists, civil society) (2%).

1.3 Evaluation of Performance in 2019

1.13. WTO TA produced contrasted results in 2019. The overall proportion of targets met reached 58% (against 65% on average in 2016-18), erasing all the growth registered since 2016. At the same time, the proportion of targets not met was below the 2016-18 average (12% against 14% on average), and 21% of the targets were missed only by a small margin, twice the 2016-18 average. Poor reporting in some areas also reduced data availability back to its 2016-18 average level, erasing last year's progress. The proportion of indicators for which no data was available was 9%.

1.14. Key Result 1, which regroups the bulk of WTO TA activities (85%), participants (89%) and related indicators (65%), registered the highest level of performance with targets met in 66% of the cases. The 16 percentage-point reduction in the success rate compared to 2018 was entirely the consequence of the much lower level of participation in various TA programmes during the year (e.g. e-Learning, internships, some face-to-face activities, etc.). This means that the TA performance was lower in terms of volume in 2019, but not in terms of quality, as illustrated by some spectacular success stories presented in the report on notifications or the negotiations on fisheries subsidies.

1.15. Performance under the other three Key Results was less positive: Key Result 2 "Acceding governments are participating in accession negotiations" met 25% and partially met 75% of its targets, as the anticipated level of engagement of the Observers did not materialise during the year;

2019 was a year of transition for Key Result 3 "Academic institutions and other stakeholders are analysing WTO issues and reaching out to policy makers" (met 38% of its targets), as the WTO Chairs Programme (WCP) reached the end of its Phase II and attention focused on the independent evaluation conducted during the first semester; and Key Result 4 "Non-governmental stakeholders and legislators are aware of and knowledgeable about WTO work and issues" met 20% of its targets, as a consequence of a lower level of activity and participation.

1.16. The assessment of TA performance presented in this report is based on a combination of desk analysis and onsite evaluations conducted by the Secretariat during the year. A summary of results measured in 2019 against the targets assigned to each of the indicators included in the 2018-19 TA Plan logframe can be found in Annex II.

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 an 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.¹ The report seeks to give Members a far-reaching understanding of the achievements of the year and of the rationale guiding the actions in this field. 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 2018-19.

2.2. Further to the comprehensive 2016 external evaluation of the TA provided by the WTO in 2010-15, the continuation of 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 keeps developing and implementing the tools to collect data 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 2019. However, and as noted by the 2016 external evaluation, 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.²

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 2019 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 to LDCs, 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 2019 COMPARED TO 2018

3.1. This section describes the main changes observed in 2019 in the management and implementation of TA activities compared to 2018, 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 2016 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.

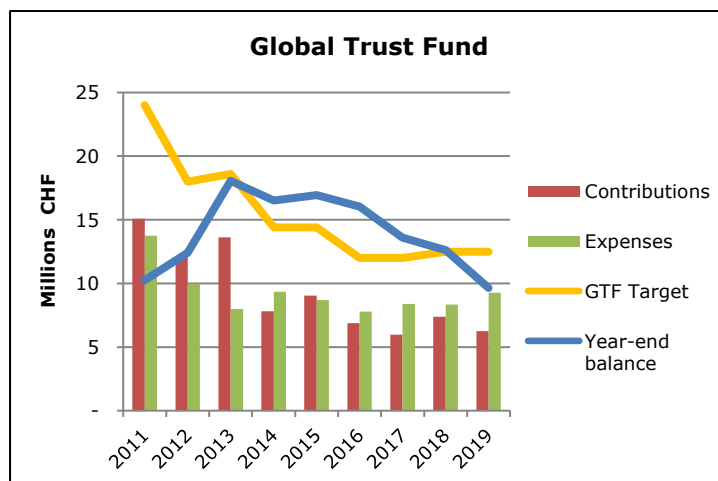
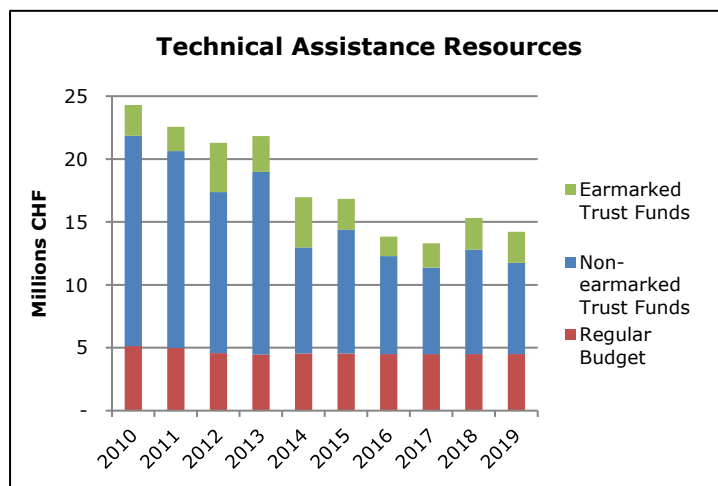
¹ See document WT/COMTD/W/227/Rev.1, viewed at: https://docs.wto.org/dol2festaff/Pages/FE_Search/DDFDocuments/239616/q/WT/COMTD/W227R1.pdf.

² See paragraph 4.12 in WT/COMTD/89 for an illustration.

3.1 Management of TA resources³

3.2. Delivery of TA in 2019 occurred in a context of shrinking donors' contributions. In order to maintain the same level of ambition as predicated in the TA Plan 2018-19 and achieve the set objectives for WTO TA, a tight management of resources continued to be essential.

3.1.1 Resources availability for TA



3.3. In 2019, the TA resources remained at their average level since 2016. However, the increase in contributions to the Global Trust Fund (GTF) registered in 2018 was short-lived and GTF contributions were down to their low 2017 level, as the pool of GTF donors shrank to its smaller size ever (11 donors against an average of close to 13 over the previous 5 years). The GTF and other non-earmarked resources represented only 51% of the TA resources in 2019, its second lowest share ever. Meanwhile, the share coming from the regular budget increased to 32%, as it was constant in nominal terms (since 2012), and the balance (17%) came from contributions earmarked for specific programmes, whose level was also stable in nominal terms. Non-earmarked resources have progressively decreased from a peak of 20 MCHF in 2009 to 7.5 MCHF on average since 2016. Annual fluctuations, both in the pool of donors and the total size of their contributions, make it difficult to tell whether the WTO reached yet the bottom of this cycle. The overall trend remains down for the moment. In 2019, the return as donors of Japan and Norway (with a reduced amount compared to earlier years) were offset

by the absence of contribution from Australia, Finland and Korea and a further 20% reduction in the US contribution. The current level of contributions is significantly lower than the annual target amounts approved by Members for the GTF and lower than the average expenses they finance (8.7 MCHF on average since 2012). In five out of six years since 2014, the WTO has had to tap into its cash reserves to bridge the gap. Since the balance available in the GTF at the end of 2019 was 3 MCHF lower than the target amount for 2020, the WTO will soon reach a point where, in the absence of an increase in non-earmarked contributions, the ambition of its TA programme will have to be reduced.

3.4. Since 2014, the evolution of the voluntary contributions of the various donors has been as follows:⁴

³ For a detailed analysis of the resources and expenses of the WTO in 2019 (including TA resources), please see the WTO 2019 Financial Performance Report.

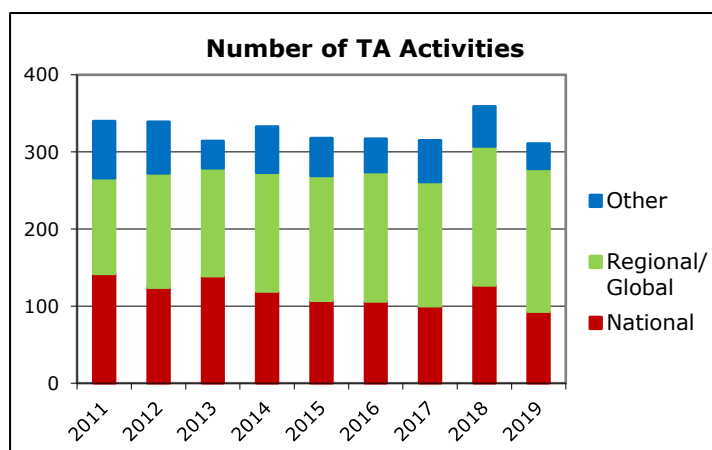
⁴ The trust funds taken into account here are those under the sole authority of the WTO which it can use to finance its TA activities (GTF and earmarked trust funds financing the Mission Internships, etc.). Trust funds managed by other entities or which finance other programmes than those of WTO (Standards 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.

Global Trust Fund

	2014	2015	2016	2017	2018	2019
Australia	61,370	2,162,382		52,756	17,927	
Austria	241,400	104,900	109,000	215,200	233,200	226,600
Denmark	482,422	400,028				
Estonia	24,640	24,120	21,800	21,520	23,320	22,800
European Union	317,592	1,658,552	1,294,800		1,164,800	1,128,400
Finland					1,159,000	
France	608,500	434,400	433,200	455,600	519,300	488,250
Germany	1,203,000	1,060,000	1,083,000	1,139,000	1,133,000	1,099,000
Japan	312,019	267,413	218,634	233,669		231,601
Korea	336,350	346,500	347,200	331,100	298,800	
Liechtenstein	40,000	40,000	40,000	40,000	40,000	40,000
Lithuania				20,273	30,316	22,800
Netherlands	875,000	495,000	490,000	190,598		
Norway	2,163,722	1,161,373	1,059,571	777,180		541,213
Sweden			1,253,700	1,929,722	2,154,955	1,869,756
United States	1,127,392	950,400	529,036	571,172	600,547	485,122
Total GTF	7,793,406	9,105,068	6,879,941	5,977,790	7,375,165	6,155,542

Earmarked Trust Funds

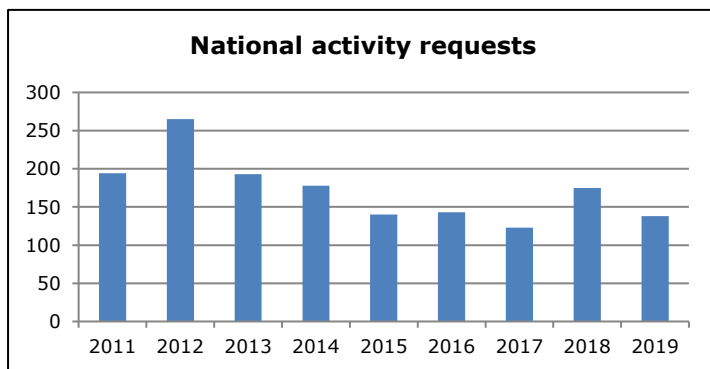
	2014	2015	2016	2017	2018	2019
Australia		112,640				
China		485,000	485,000	473,000	494,000	499,500
European Union	144,360		21,520	-55,161		
Finland		102,366				
France	608,500	651,600	649,800	683,400	923,200	868,000
Ireland	180,900	156,600	164,250	163,650	227,800	222,000
Netherlands	1,750,000	875,000		875,000	875,000	875,000
New Zealand	78,130					
Norway	1,300,954					
Sweden			102,291	-47,919		
Total Earmarked	4,062,844	2,383,206	1,422,861	2,091,970	2,520,000	2,464,500

3.1.2 Volume of TA activities

(359 in 2018, 315 in 2017) during the year. Within that total, the volume of WTO TA activities *stricto sensu* remained above the average since 2011 and reached 278 activities (307 in 2018, 261 in 2017), whilst the number of *Other Activities* was 37% lower (33 other activities in 2019, against 52 in 2018 and 54 in 2017).

3.6. The number of national activities during the year decreased by 27% compared to 2018 to reach its lowest level ever (93 activities). National activities represented only 30% of the TA or TA-related activities in 2019 (-5 percentage points compared to 2018). As explained in the previous annual reports on TA, fluctuations in the volume of national activities in absolute and relative terms are

3.5. Building on the positive trend established since 2012 and noted by the 2016 external evaluation, the management of TA has continued to seek effectiveness in 2019 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. The overall increase in the volume of WTO TA or TA-related activities seen in 2018 was also short-lived and the number of activities went back in 2019 to its average level since 2013. In total, 311 activities were registered



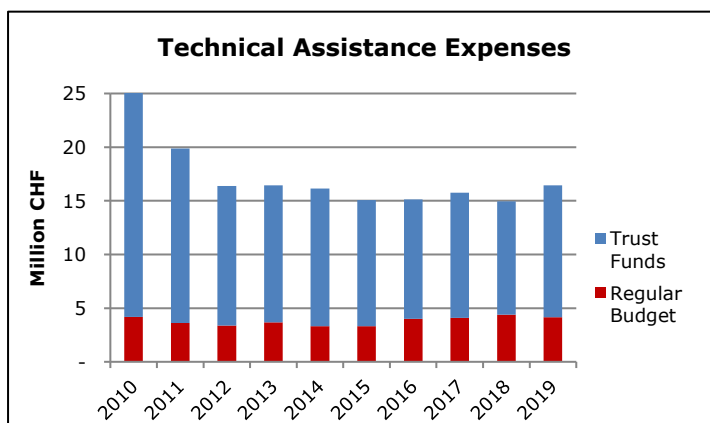
directly correlated to the evolution of the demand from beneficiaries and, to a lesser extent, to the limited Secretariat's capacity to satisfy Members' requests for activities.⁵ The number of national activity requests received by the Secretariat decreased in 2019 compared to the previous year and reached 137 requests against 175 in 2018. At the time of reporting, only 65% of the activities requested during the year were already implemented, 12% were under preparation and 18%

had been postponed to 2020. This left just 5% of the requests still pending.

3.7. The total number of countries presenting at least one request was also down in 2019 (-8 countries) and reached 70, below the average since 2013 (72.4 countries). The turnover among countries presenting a request remained significant (34%) but well within the average of previous years: 29% of the countries that requested an activity in 2019 had not done so in 2018 and 40% of the 2018 requesting countries did not submit a request in 2019. The average number of requests per country was down from 2.2 to 2 in 2019, with a higher proportion of beneficiaries submitting only one or two requests (67% instead of 64%). Most of the others submitted 3 or 4 requests. The regional spread of the requests followed closely the distribution of implemented activities, described in section 4.2 below.

3.8. The number of regional and global activities increased marginally in 2019 (185 activities against 180 in 2018). They represented 59% of the activities of the year, well above the average since 2011 (48%).

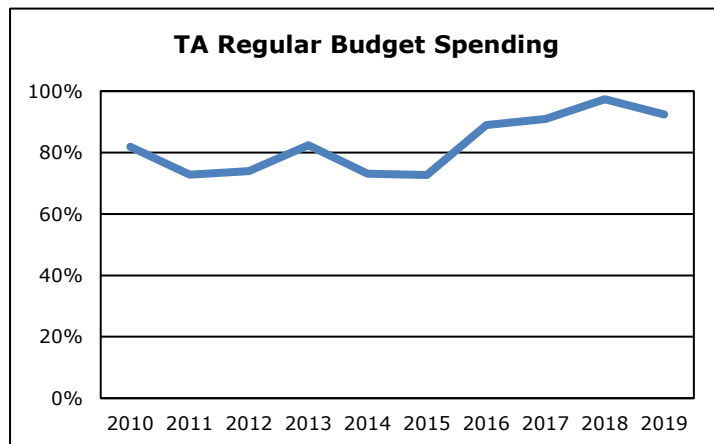
3.9. The volume of *Other Activities* was much lower in 2019 at 33 (-19 compared to 2018) and represented only 11% of the total WTO TA and TA-related activities, its lowest proportion for many years. The Secretariat participation in the delivery of TA activities organized by other institutions represented over half of the *Other Activities* (55%). These activities constitute TA but are not counted as part of the WTO TA since the contribution of the Secretariat is insufficient to take full responsibility for the results produced. The other half included various meetings and conferences in which the Secretariat participated and which generally did not constitute WTO TA per se, but frequently led to partnerships that facilitated the subsequent organization and delivery of 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 2019, expenditure on *Other Activities* was CHF 0.6 million, i.e. 33% less than in 2018. In total, this expenditure represented approximately 3.5% of the total TA expenses compared to 6% in 2018. This confirms the sustained focus on spending TA resources on those activities for which the WTO can claim results.



3.10. TA expenditure in 2019 increased by 10% compared to the previous year. A 5% decrease in the expenses financed by the regular budget was offset by a 16% increase of those financed by trust funds. The expenses financed by non-earmarked trust funds grew by 10% compared to 2018, while those financed by earmarked trust funds were 73% higher as a result of the resumption of the Netherlands Trainee Programme (NTP), which had been suspended in 2018 due to the late payment of the

⁵ As expressed in previous annual performance reports, the Secretariat's finite capacity to satisfy TA demand is more acute in certain areas (e.g. trade remedies, TBT) due to the heavy workload servicing other WTO functions combined with the current resource freeze.

corresponding Dutch contribution. The NTP effect aside, as the overall number of activities was lower than in 2018, the main reason behind these higher expenses were more expensive travel costs and a higher proportion of costly regional and global activities. However, despite these unavoidable annual variations, the TA expenses have been rather stable since 2012, when internal measures were introduced to improve the management of TA resources.⁶



3.11. The proportion of the resources allocated to TA from the regular budget that was actually spent on TA activities in 2019 was 92%, down 5 percentage points compared to the previous year, which remains well above the average since 2010 (82%). The Secretariat undertook to maximize the use of the part of WTO's regular budget that was approved by Members for TA purposes. Despite Members' decision in 2015 to manage this part of the budget around four main envelopes instead of activity by activity, which boosted the capacity of the Secretariat to fully use these funds, the rigidities associated with the

management of open commitments makes it difficult to use this part of the budget in full. Some activities were diverted to the GTF in the last quarter of the year, as the TA regular budget looked fully spent by that time. The CHF 350,000 unspent balance only appeared once open commitments and the 2019 accounts were closed. The Secretariat is consequently unlikely to repeat the 2018 performance soon, as overspending risks must be minimised in the current context of zero budget nominal growth.

3.2 External Evaluation Follow-up

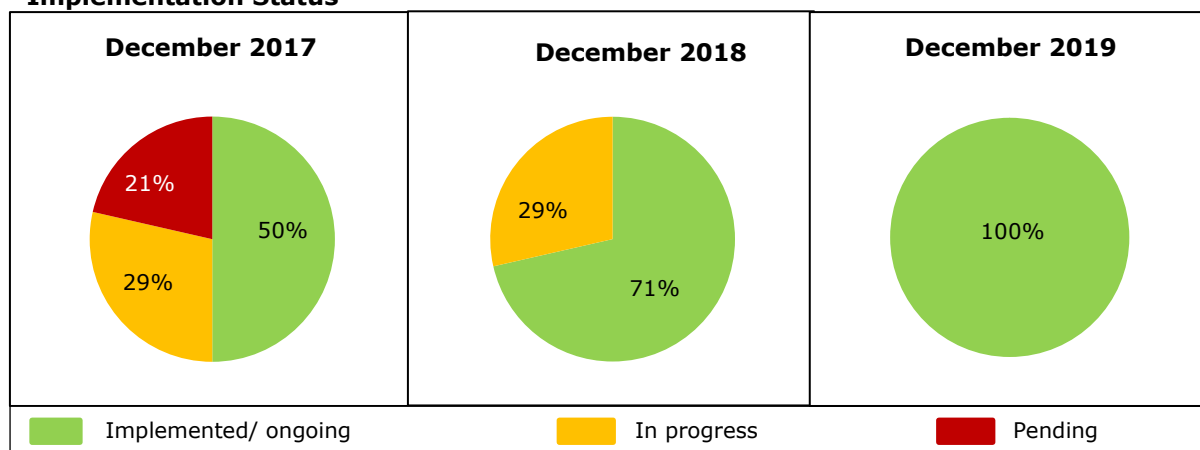
3.12. This section provides an update on the status, as of 31 December 2019, of the 28 recommendations made by the 2016 external evaluation of the TA provided by the WTO in 2010-15.⁷ Annex I summarises the implementation status of each of the recommendations.⁸ The same codes as in previous years have been used:

- a. **Implemented/ongoing:** recommendations calling for a specific action limited in time and fully implemented by end of the year; and open-ended recommendations of an ongoing nature implemented by end of the year and which will be subject to continuation and monitoring in the future. This category also includes recommendations closed with no further action, for reasons explained in Annex I.
- b. **In progress:** recommendations calling for a specific action limited in time and for which implementation had begun by end of the year and will continue in the future until completion.
- c. **Pending:** recommendations of all types for which implementation had not begun yet by end of the year.

⁶ 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.

⁷ WT/COMTD/89, viewed at https://docs.wto.org/dol2fe/Pages/FE_Search/DDFDocuments/233110/q/WT/COMTD/89.pdf.

⁸ See also the report of the Office of Internal Oversight to the CBFA on this subject in WT/BFA/W/472 viewed at https://docs.wto.org/dol2fe/Pages/FE_Search/MultiDDFDocuments/252128/q:/WT/BFA/W472-01.pdf;q:/WT/BFA/W472-02.pdf/.

Implementation Status

3.13. As of 31 December 2019, all the recommendations made by the 2016 external evaluation were implemented. This means that the implementation of the outstanding recommendations (29% of the total) which was in progress a year ago was completed in 2019. This takes into account that some of the recommendations have an ongoing nature and will require continuous monitoring. Examples of actions carried-out in this regard are included in the relevant sections of this report.

3.14. Four of the recommendations made by the 2016 external evaluation aimed to enhance the Result-Based Management (RBM) system (5, 26, 27 and 28). Efforts continued in 2019 to upgrade RBM tools and procedures as described below (section 3.3). Four TA Coordination Task Force (TACTF) meetings took place in 2019 and discussed targeted adjustments to TA workflows to streamline them, promote shared responsibility for TA results across the Secretariat and select the most suitable way to integrate them in the TA Management System (TAMS). Sub-groups were designated, as necessary, to conduct pilot testing of the new workflows or provide guidance on specific items for future work (e.g. online registration of participants, evaluation of external experts, etc.). The TACTF will continue to play this role in the future on a routine basis.

3.15. In accordance with recommendation 18, an independent external evaluation of the WTO Chairs Programme (WCP) since its inception (2010-18) was carried-out and its final report released in August. It concluded that the WCP was an appropriate way for the WTO to engage academia and proposed three options for the future, depending on the funding available or mobilised. The results of the external evaluation were considered in the design of the Biennial TA Plan for 2020-21.⁹

3.16. Further to the 2018 consultations on how to integrate gender-related issues in the TA curriculum (recommendation 19), a training module on Trade & Gender was launched as part of the events organized by the WTO to celebrate the international women's day on 8 March. The module was then incorporated into the WTO TA offer in 2019, and the WTO also participated in TA activities organised by partners and trained participants on Trade & Gender issues confirming its role in this area. The feedback from participants was positive confirming the growing interest of Members for TA activities including a gender focus. A session was delivered in the following activities:

- 3 Advanced Trade Policy Courses (ATPCs) (March, July and November);
- 2 Geneva Weeks for non-residents (May and October);
- 3 Intermediate Trade Policy Courses (ITPCs) (Caribbean, Latin America and CEECAC);
- 1 Introduction Course for LDCs (May and October);
- 2 e-Learning chats (August and November);
- 1 APEC workshop on Women & Trade (March).

3.17. The Secretariat built on the progress made in 2018 in the implementation of recommendation 22 and analysed the information gathered on the practices adopted across the TA offer to assess participants' post-course knowledge. The analysis showed that except for 8-week long courses such as trade policy courses, where the practice of end-of-course examination can be standardized, other courses required flexibility when testing participants' acquired knowledge, even for successive

⁹ WT/COMTD/W/248/Rev.1.

editions of the same course. Consequently, performance measurement and dissemination of good practices inside the Secretariat will continue to be done through Back-to-Office Reports (BTORs), the TA annual report and onsite evaluations of TA activities. The evaluations carried out in 2019 (e.g. country-based assessments and ex-post evaluations) gathered useful information about former participants' use of the skills acquired through WTO TA. The secretariat will continue to use its evaluation work in the future to monitor the transfer of knowledge and TA results.

3.3 Implementation and enhancement of Results-Based Management

3.18. The development of the new TAMS launched at the end of 2018 continued in 2019 to expand its functionalities to other TA workflows. Its user-friendliness and enhanced features (one-stop shop from request initiation to evaluation in BTORs) contributed to streamlining TA workflows and enhancing internal buy-in for RBM. The following enhancements were released during the year:

- The streamlined BTOR segment of the TA workflow was implemented in March. It is based on a user-friendly webform that enables co-drafting by multiple authors. Its reader-friendly view aims to reduce errors and facilitates the task of the reviewer/approver.
- New functionalities were added to the Activity Request module launched in 2018, to facilitate the work of internal users, enhance transparency and promote shared responsibility among the relevant divisions for defining the scope of TA activities and identifying relevant objectives and indicators, in compliance with RBM requirements.
- A dedicated service-desk interface now enables users to submit their process- and system-related queries.
- An interface to create password-protected user accounts was developed. By end of 2019, the system was accessible to external experts. Work continued to gradually roll-out this functionality for other external stakeholders (Members, participants, etc.).
- A secure, dynamic public access to the schedule of future TA activities is available on the WTO website (<https://tamis.wto.org/public/activities-catalogue>).
- A simplified evaluation process for external experts was introduced along with a functionality that enables the relevant trainers to easily integrate their evaluation into TAMS.

3.19. The development of TAMS functionalities is continuing to improve the users' experience and integrate other TA-related processes in its workflows. At the end of 2019, the following modules were still under development: staff requisitions, reports and infographics, BTOR recommendations management, participants' online applications and participants' selection.

3.20. In line with the TA M&E plan of the Secretariat for 2019, a total of 10 evaluations of TA activities were carried out in 2019: onsite evaluations of three regional activities (1 in Africa, 1 in CEEAC and 1 in Latin America) and two national activities (Côte d'Ivoire and Vanuatu); four country assessments of the effects and impacts of the TA provided to Côte d'Ivoire, Peru, South Africa and Vanuatu over the previous five years; and one ex-post evaluation of the four long-term internships programmes (AIP, FIMIP, NTP and RCI) for the period 2010-18, which will be completed in 2020. These evaluations identified several good practices (e.g. building soft-skills along with technical capacity, recap and revision sessions in course curriculum, pre-course work and post-course follow-up, use of national or regional experience, etc.) and recommendations for improvement (e.g. prior consultation with national stakeholders on TA needs to implement reforms arising from the TPR exercise, ensure that participants have all training materials in their working language for multi-lingual activities, better formulation of the activities' objectives, etc.), which were disseminated inside the Secretariat. Feedback collected from country assessments also confirmed the relevance of the TA provided. Ensuing results included, for example, the reduction of the notification backlog, adoption of trade policy reform and elaboration of WTO-related curricula by academic institutions. Some specific TA needs were also identified during these country assessments.

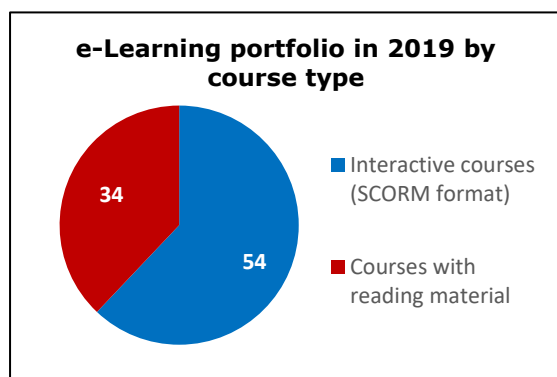
3.21. The Secretariat continued to monitor the reporting on TA activities and to implement measures to encourage systematic reporting. As in previous years, nearly all TA and TA-related activities in 2019 were followed by a BTOR (only 4 BTORs were missing out of 311 activities).

3.4 Improving the WTO TA offer

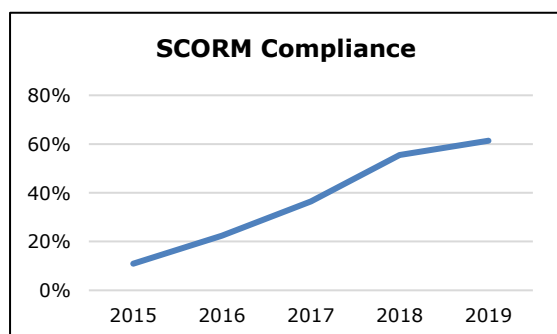
3.4.1 Improvements in the e-Learning offer

3.22. The new e-Learning cloud-based platform was open for registration mid-January. The year was a transitional period for online courses, as participants had to get used to the new platform and registration process. Registrations stalled until 29 trilingual tutorials (screen captures) and briefing information to guide the participants through the new learning environment were released, which may explain why 72% of the applications were received between June and December. Chat sessions, infographics, face-to-face demos and e-mails were also used to guide users. Aspects covered included registration, pre-and post-tests, nomination forms, WTO e-Learning Community and certificates. These user support aids were posted on the "Welcome page" of the e-Learning platform, and disseminated through other means such as social media, promotional e-mails, etc. The ignition delay of the new platform may be the main reason why e-Learning participation halved in 2019 compared to the previous year (see Chapter 4 below).

3.23. The e-Learning course offer was enriched during the year with new courses, new and updated training material and upgraded and revised courses. A total of 88 e-Learning courses were available for registration in 2019. A second independent volume "Mainstreaming Trade in Action" was added in English to the "Mainstreaming Trade" series launched in 2018. Five courses originally launched in English in 2018, were made available in French and Spanish: "CITES and WTO – Enhancing Cooperation for Sustainable Development"; "Agriculture Information Management System"; "Documents Online e-Subscriptions"; "WTO Accession"; and "Trade & Environment". The English version of the course "Regional Trade Agreements" was updated. Information on the "Technical Cooperation Handbook on Notification Requirements" was updated in the course "Transparency and the WTO - Notification Obligations" in English, French and Spanish. The PDF version of the Handbook was also added to this course and the course on "Multilateral Trade Agreements", allowing participants to refer to it to complement their study.



3.24. Several links and interactive elements were updated in various courses including "Trade & Environment" (English); "Mainstreaming Trade – The Fundamentals" (English); "CITES and WTO – Enhancing Cooperation for Sustainable Development" (English); "WTO Accession" (English); "Patents in the WTO" (English, French and Spanish); "Made in...: Understanding Rules of Origin" (English, French and Spanish); "WTO Legal Underpinnings" (English, French and Spanish); "Trade & development" (English, French and Spanish); and "A short trip through TRIPS" (English, French and Spanish).

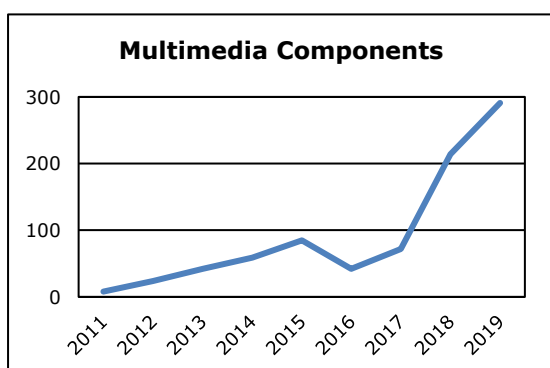


3.25. Progress continued to be made in 2019 in the upgrade of courses to SCORM standards. By the end of 2019, the share of the e-Learning portfolio respecting the SCORM standard had increased by 11% compared to 2018, as 61% of the courses complied with this standard against 56% at the end of the previous year.

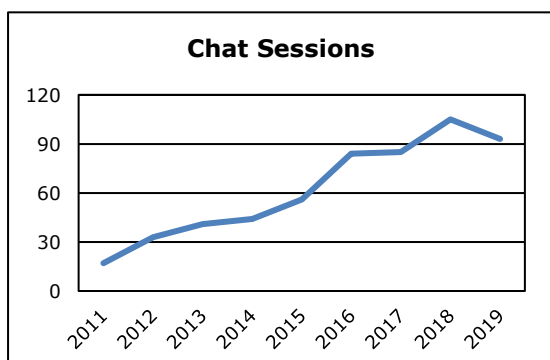
3.26. The e-Learning offer by level and subject is presented in the table below and can be consulted under <https://wtolearning.csod.com>:

Level	Generalists	Specialists
Outreach and Other	Agriculture Information Management System (E, F, S) ¹⁰ Agriculture Xpress (E, F, S) Documents Online e-Subscriptions (E, F, S) ¹¹ Tailored Course Updated version (E) ¹² WTO in 10' (E, F, S)	
Introduction	Introduction to WTO (E, F, S)	
Intermediate	Accession to WTO (E, F, S) ¹³ Legal Underpinnings (E, F, S) Mainstreaming Trade – Fundamentals (E) Mainstreaming Trade in Action (E) ¹⁴ Multilateral Trade Agreements (E, F, S) Regional Trade Agreements (E, F, S) Trade & Development (E, F, S) Trade Finance in the WTO (E, F, S) Trade Economics - Theory & Policy (E, F, S) Transparency Notifications (E, F, S)	Agriculture & WTO (E, F, S) CITES & WTO (E, F, S) ¹⁵ Copyright in the WTO (E, F, S) Dispute Settlement System (E, F, S) Made in...: Rules of Origin (E, F, S) Market Access for Goods and NAMA negotiations (E, F, S) Market Access Intelligence (E, F, S) Patents (E, F, S) SPS Measures (E, F, S) TBT (E, F, S) Trade & Environment (E, F, S) ¹⁶ Trade Facilitation (E) Trade in Services (E, F, S) Trade Remedies (E, F, S) TRIPS (E, F, S) TRIPS – Short Trip (E, F, S)

3.27. 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. It enhances course attractiveness and provides the trainees with up-to-date information on current developments and hence reduces the digital gap. Emphasis continued to be placed on interactivity in 2019, including through the development or upgrade of courses (by including multimedia elements), organization of Chat sessions and an active presence on social media.



3.28. The number of multimedia elements deployed across the e-Learning offer continued to grow with 291 elements developed or updated in the three languages. They included 13 animations, 68 audio, 173 Interactive exercises, 1 trailer, 2 screen-capture videos, 10 videos and 24 videoclips.



3.29. A total of 93 chat sessions took place in 2019: 48 chat sessions focused on the functionalities of the new platform, registration, certificates and the promotion of new courses; and 45 chat sessions updated participants on the latest WTO developments. Over half of the chat sessions were conducted in English, French and Spanish simultaneously. The others took place in one of the three languages depending on the expert and the timing of the session, since attendance from the various regions and hence the language of most participants depended on the time zone. The decrease in the number of chat sessions recorded in 2019 (~10%) was due to the priority given to the transition to the new platform, the onboarding of participants and the development and upgrade of training materials.

¹⁰ Released in French on 17 July 2019 and in Spanish on 19 July 2019.

¹¹ Released in French and Spanish on 29 August 2019.

¹² This course was only available on the e-Campus website and not on the new cloud-based platform.

¹³ New interactive versions of the course in French and Spanish released on 5 July 2019.

¹⁴ Released in English on 2 September 2019.

¹⁵ Released in French and Spanish on 19 November 2019.

¹⁶ New interactive versions of the course in French and Spanish released on 18 October 2019.

3.30. A new interactive activity available 24/7, was launched in October in the three languages, the WTO e-Learning Community. It aims to inform participants on the e-Learning programme and on WTO matters. It also provides participants with a platform to share their views and expand their professional network. Within this environment, participants can consult or participate in the discussions launched. They can also "like" the discussion topics. The Community is divided in two categories: 1) Join our discussions on trade-related issues; and 2) Join our discussions on the WTO e-Learning course programme. Nine discussions topics were launched in 2019 on Trade Facilitation, Trade Policy Review and Trade in Services for the first category, and on study tips, new courses launched and suggestions for the improvement of the e-Learning platform for the second category.

3.31. The e-Learning programme remained active on Twitter, Facebook, LinkedIn, Instagram and YouTube to update followers/participants on the WTO and trade-related issues and promote the WTO e-Learning courses. The number of followers continued to increase through the year for the five accounts: 811 new followers on LinkedIn, 382 on Twitter, 878 on Facebook, 404 on YouTube and 170 on Instagram. A special focus was placed on improving the quality of the posts and tailoring them to the followers' needs. Together with the resource-intensive deployment of the new e-Learning platform, this led to a lower number of posts during the year on the various accounts: 354 posts on Facebook; 385 tweets on Twitter; 200 posts on LinkedIn; and 11 stories on Instagram. A total of 48 videos were shared during the year (two-thirds more than in 2018), 60% of them to explain the functionalities of the new platform. Other posts on social media included: information on the e-Learning programme (new courses, chat sessions, statistics); promotion of chat sessions; study tips to guide participants in their online studies; statistics; news, information on WTO and trade-related issues; events organized by the WTO; and information on TA activities including feedback and interviews of participants in face-to-face activities. This information was delivered in diverse forms such as videos, Prezi presentations,¹⁷ infographics,¹⁸ etc.

3.4.2 Improvements in the face-to-face offer

3.32. The Secretariat regularly adjusts its curricula, the content of its trainings, its pedagogical approach, its learning aids and materials based on the feedback received from participants, the priorities identified by Members (including those highlighted in WTO regular committees and negotiating groups) and the results of internal evaluations. The purpose of these adjustments is to continuously enhance the service and response to Members' needs. This section highlights major improvements introduced in 2019 into the TA face-to-face offer. Following the practice in previous TA annual reports, this section does not aim to provide an exhaustive list of adjustments but rather seeks to highlight the variety of the evolutions through illustrative examples.

3.4.2.1 Supporting the implementation of Members' commitments

3.33. Transparency has remained an area of strong interest for TA beneficiaries in 2019 across all WTO topics. The Secretariat's TA offer was strengthened accordingly in this area at the global, regional and national levels with activities comprising enhanced or novel features, such as:

- a. The Secretariat updated, revised and modernized the Handbook on Notifications during the year. The new Handbook is now regularly used as training material in face-to-face activities on notifications, in online courses and as reference material in the WTO website for consultation by Members.
- b. For the first time, a regional workshop on Prohibitions, Licensing and Other Quantitative Restrictions (QRs) was organized for CEECAC countries in July, in Vienna. It allowed government officials involved in QR notifications to better understand the type of measures that constitute a QR in the sense of Article XI of the GATT and when they are allowed in the WTO. This enhanced their knowledge of notification requirements and formats according to the Decision for the notification of QRs (G/L/59/Rev.1).
- c. In the standards area, training on ePing, the SPS/TBT notification alert system launched in 2016, and on the SPS and TBT Notification Submission Systems continued to be regularly requested for national activities. Activities with a strong focus on notifications

¹⁷ Three interactive Prezi presentations were developed to provide a step-by-step explanation of the registration process in the new e-Learning platform.

¹⁸ A total of 202 infographics were developed in 2019, 55% more than in 2018.

included national SPS/TBT activities in China, Jamaica and Turkey, and national SPS activities in Guatemala, Jamaica, Peru and Turkey. The SPS seminar in Peru also focussed on good regulatory practices and a possible national strategy to implement SPS transparency obligations and better respond to other Members' notifications. A workshop on TBT transparency was held in June in Geneva and the regional TBT workshop held in Abidjan in October for French-speaking Africa also addressed transparency obligations. In the SPS thematic workshop on transparency held in Geneva in July, Members shared experiences on the transparency-related coordination mechanisms. Two thematic sessions on the implementation of equivalence measures and approval procedures were held back-to-back with the SPS committee in the context of the fifth review of the implementation of the SPS Agreement.

- d. Training on transparency was also strengthened in the curriculum of the ITPCs by the introduction in 2019 of a 1,5-day module dedicated to this topic and based on the updated Notification Handbook. Participants reviewed their country's records to identify areas where notifications were outstanding.
- e. In the area of subsidies notifications, two regional workshops were held in Africa, one in Dakar for French-speaking countries in June and one in Kigali for English-speaking countries in September.
- f. The launch of the e-TRIPS Gateway in 2019 was the catalyst for trainings on TRIPS transparency obligations, the use of the e-TRIPS Gateway and e-TRIPS Submission System as tools to facilitate the implementation of the TRIPS Agreement and development of Intellectual Property (IP) law and policy frameworks. The Secretariat delivered tailored trainings on these tools to individual Members, at their request, and 3 group trainings.
- g. Training was provided to Members on the use of the agriculture online notification systems ahead of its launch in October 2019, and materials adjusted according to the feedback received from users.

3.34. The Workshop on the Implementation of Article 66.2 of the TRIPS Agreement held in Geneva in February was the first to involve capital-based delegates from LDCs. Participation also included officials from Science and Technology, Commerce/Trade/Economic Affairs and Education ministries, in addition to IP offices, leading to a dialogue on transfers of technology between LDCs and developed Members. This fed back into the TRIPS Council work on implementation of Article 66.2.

3.35. A GATS workshop held in Geneva in October reviewed the operation of the preferences notified under the LDC Services Waiver. The LDC Group saw this as a milestone in WTO's effort to enhance LDC's participation in world services trade.

3.36. In October, training sessions familiarized delegates with the new Dispute Settlement e-filing system (Disputes Online Registry Application - DORA) introduced to replace the DDSR and offer enhanced features to Members.

3.37. As explained in Section 3.2 above, a Trade & Gender module was implemented in a number of training activities in 2019 to raise Members' awareness and capacity to incorporate gender considerations in their analysis, trade policy or negotiations. The module gives a new perspective on the impact of trade on women economic empowerment that goes beyond the concept of gender neutrality of trade rules. It provides concrete tools to translate policy objectives into effective trade policies more likely to produce positive results on the ground. Research continues in this domain, considering participants' feedback on the module and Members' input. The objective is to expand and refine the training materials and approaches; to create an e-Learning platform on Trade & Gender; and to develop a training strategy and a two-day course for Geneva-based delegates.

3.4.2.2 Supporting ongoing negotiations

3.38. Seven regional workshops on fisheries subsidies were organized in 2019 in all TA regions (Middle East in Oman in March, Caribbean in Jamaica and Latin America in El Salvador in April, French-speaking Africa in Senegal and Asia in Thailand in June, English-speaking Africa in South

Africa and Pacific in Fiji in July). In these three-day workshops, officials from trade and fisheries' authorities considered in detail the different components of the fisheries subsidies negotiations and exchanged experiences and views on the specific concerns of their countries in the light of their current policies. The dialogue between fisheries management experts, capital-based trade officials and Geneva-based delegates was particularly productive and improved significantly their mutual understanding of the issues. It should facilitate their future cooperation, which is so critical in these negotiations.

3.39. The capacity of the Secretariat to respond in a few months to the request of Members in this domain to support the work of the negotiating group on Rules ahead of the end-of-year deadline was probably one of the most spectacular TA accomplishments of the year. An internal evaluation of the programme confirmed the relevance of the programme, its high quality and the efficient achievement of its objectives.

3.4.2.3 Promoting good training practices

3.40. Efforts continued in 2019 to improve the design of course programmes and training materials (presentations, exercises, case studies, etc.), the choice of training approaches and the implementation of the PLS. The use of good practices illustrated in previous annual reports expanded further. For example, several TA activities promoted the development of participants' soft skills, such as communication and stakeholder engagement (e.g. advanced workshop on Agriculture notifications, Regional workshop on QRs for CEECAC, etc.); and relied on gamification and instant polling systems for exercises and quizzes.

3.41. New curricula and training materials were developed during the year to cover the new activities described above and: (i) to reflect recent developments and the growing interest of Members in Trade & Investment, domestic regulation and e-Tourism; (ii) to take into account the effects of artificial intelligence on trade policy, of gene-editing technologies on IP and public health policies; and (iii) to support the module on Trade & Gender deployed in ATPCs and ITPCs.

3.42. Experts from regional institutions and former TA participants continued to be involved in the delivery of TA activities to illustrate local and regional contexts and share their experience. For example, on average one third of the training days were taught by regional experts in ITPCs; former participants contributed to various TA activities such as the global TBT transparency workshop, national SPS seminars in Jamaica and Peru, regional TRIPS workshop in Senegal, the introduction course for LDCs in Geneva, etc.

3.43. Trainers continued to facilitate the delivery of specialized knowledge to non-specialists, especially when activities cut across multiple disciplines. For instance, the workshop on Trade & Public Health held in Geneva in November proposed two parallel breakout refresher sessions on "Health" (delivered by WHO) and "IP & Trade" (delivered by WTO) to bridge any knowledge deficit in either area, as participants from health, trade or commerce ministries and IP offices have very different backgrounds. The programme of the national workshop on dispute settlement for Turkish officials specialized in agriculture held in November in Geneva was tailored to their limited initial knowledge of the subject. Details on panel and Appellate Body reports on agriculture-related cases helped them understand their impact on agriculture policy and on their daily tasks.

3.44. TA activities remained valuable networking opportunities for participants with international and regional organizations who delivered part of the programme when TA activities were held back-to-back with committee meetings and other larger events. For example, the WIPO-WTO Colloquium for IP Teachers held in June in Geneva integrated for the second year the IP Researchers Europe Conference (IPRE) into the programme. In 2019, the participants and approximately fifteen world-renowned IPRE scholars attended a networking event hosted by the WTO and exchanged views on emerging IP policy and research.

4 IMPLEMENTATION OF TA PLAN AND MAIN FEATURES OF THE TA PROVIDED IN 2019

4.1. In 2019, 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 278 TA activities, both in Geneva and in other locations. 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 chapter considers 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.

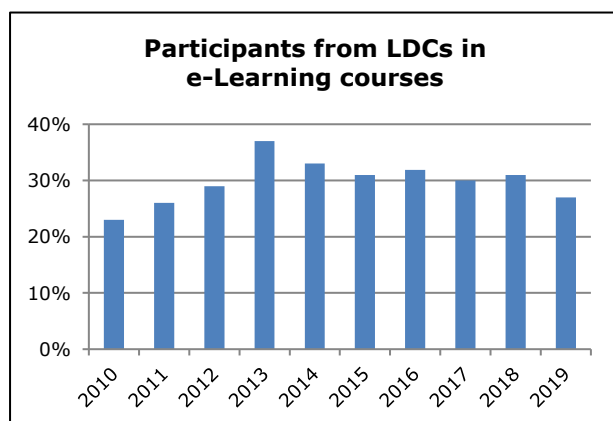
4.2. No data on the duration (in days or hours) of the online courses is presented. This is due to the self-paced nature of e-Learning. Online courses are available throughout the year and participants can register any time. Online training courses must in principle be completed within two months of 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 (10 months on average when the duration of most other TA activities is counted in days), cost (CHF 2 million per year on average over 2012-19 when the average cost of other TA activities is CHF 40,000) and number of participants (45±3 a year on average out of an average of 16,200 participants per year during that period), 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 2019 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)¹⁹

4.5. LDCs continue to be a priority for the WTO TA. They were invited to 67% of all WTO TA activities organised in 2019 (62% in 2018, 68% in 2017, 72% in 2016, 61% in 2015) and approximately one quarter of the face-to-face activities were specifically designed for them. The fact that Africa and Asia-Pacific received the highest number of TA field activities in 2019 (see section 4.2) reinforced this priority, as all the LDCs except one are in these two regions. In Africa, LDCs accounted for 38% of the participants in regional activities and 52% in national ones. 31% of the requests for national activities came from LDCs, marginally above previous years' level (28% in 2018 and 31% in 2017).²⁰



4.6. Participants from LDCs represented 27% of the total e-learning audience in 2019, less than the 2012-19 average (31%±3). This means that the participation of LDCs shrank in absolute terms at a faster pace than the overall audience of online course. However, as explained in section 3.4.1, 2019 was a particular year for e-Learning, with the launch of a new platform and the streamlining of the registration process. The full effects of these improvements will not be felt before 2020, when it is hoped that the participation of LDCs will return to its average level.²¹ Statistics for face-to-face activities are less precise, as participants are not systematically registered in

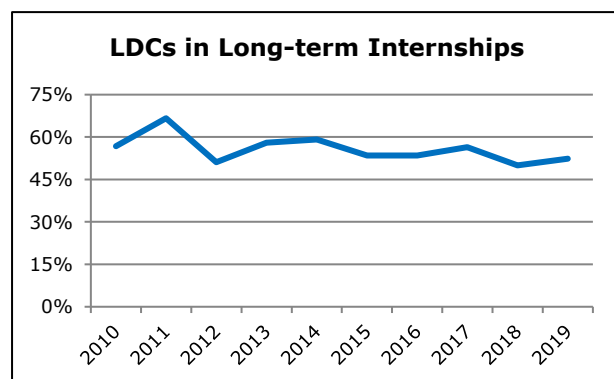
the database when they are not financed by the WTO (e.g. in national activities). Overall, a fifth of the participants in face-to-face activities were from LDCs in 2019, against a quarter in 2018.

¹⁹ Out of 47 LDCs in 2019, 36 were Members and 8 were Observers. Together, they represent less than a third of all potential WTO TA beneficiaries.

²⁰ See also the comments on the impact of administrative measures on African LDCs in section 4.2.

²¹ The 2018 figures showed that, on average, the online learning capacities of these countries are no longer significantly lower than in their non-LDC counterparts, as their participation in online courses can grow at the same pace under normal circumstances.

4.7. Several TA programmes are designed to respond more specifically to the needs of LDCs. In 2019 LDC nationals represented 52% of the total participants in other long-term internship programmes in Geneva (2 percentage points more than in 2018). This proportion has been fluctuating between 50 and 60% since 2010. The 2019 improvement benefited from the resumption of the Netherlands Trainee Programme (NTP), which has traditionally recruited two thirds of its interns from LDCs. In 2019, the LDC representation in each of the internship programmes was as follows: 25% in the Accession Internship Programme (AIP), 55% in the French-Irish Mission Internship Programme (FIMIP), 70% in the NTP and 20% in the Regional Coordinator Internship Programme (RCI).



4.8. LDCs accounted for 32% of the participants in Geneva-based courses in 2019. 4 of the 39 global activities and 4 of the 47 regional activities were specifically designed for LDCs, and several others included elements of special interest to them. The three-week introduction course for LDCs, the course on facilitating the participation of LDCs in Trade in Services and the World Cotton Day were held in the three WTO official languages. With the thematic course on priority issues for LDCs in the Multilateral Trading System (MTS), they gathered many LDC delegates. Two rounds of

consultations on cotton development aid targeted mainly the African LDCs of the C4 and two workshops on LDC graduation were held in Asia and the Pacific. The dedicated session to review the operation of the preferences notified under the LDC Services Waiver was considered by the LDC group as a milestone in the WTO efforts to promote the participation of LDCs in world services trade.

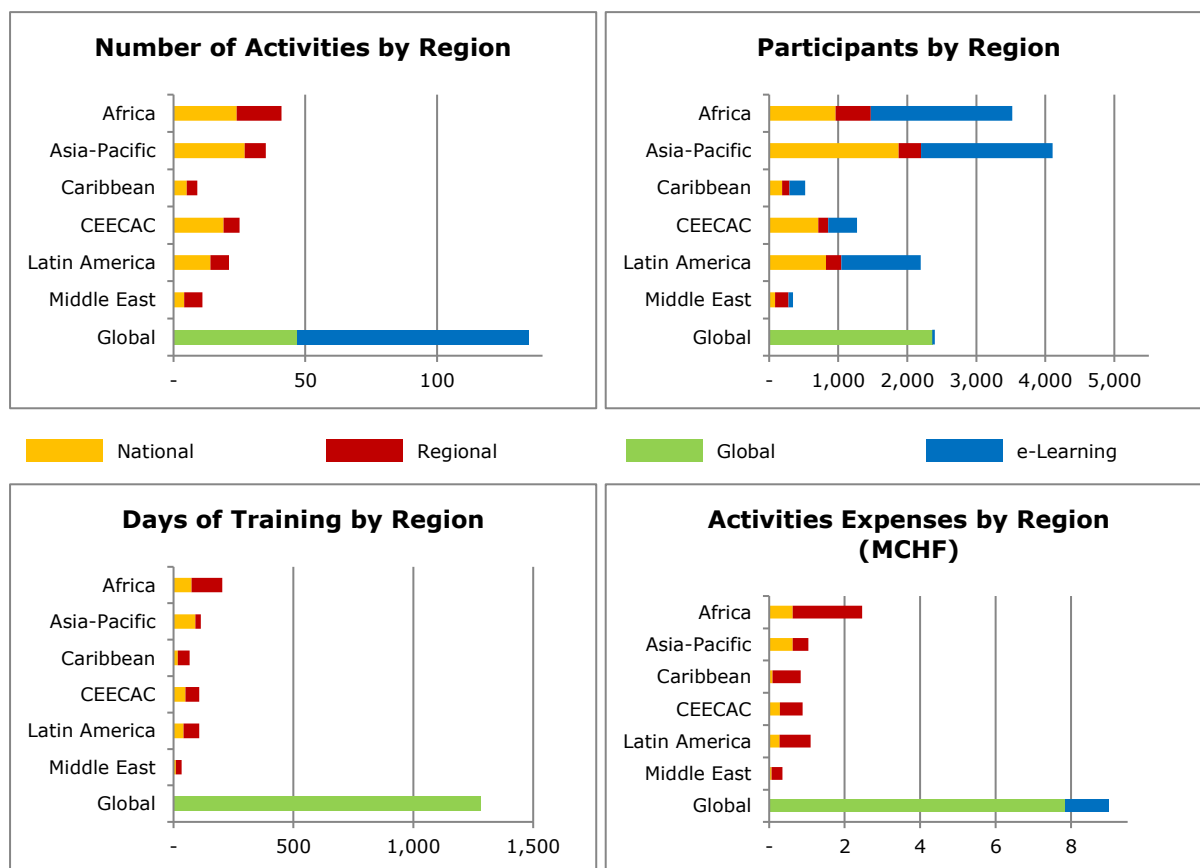
4.9. The TA Plan also considered LDCs as a priority target for TPR follow-up activities. However, these activities depend on the prior review of the trade policy of LDCs and are based on national requests, few of which came from LDCs in 2019. Six LDCs had their TPR in 2019, above the average since 2009.²² Two of the six TPR follow-ups in 2019 were held in an LDC,²³ a higher proportion than in 2018. These follow-ups focused on the dissemination of the findings of the TPR and the reforms required to respond to the concerns and inconsistencies raised in the TPR.

4.10. Whilst the Secretariat continued to prioritise LDCs in the provision of TA in 2019, factors such as low demand from LDC governments and a much higher tendency to postpone TA activities (44% of their national requests were postponed to 2020, against only 6% on average for other beneficiaries) led to a decrease in the proportion of participants from LDC representatives in face-to-face activities during the year compared to 2018.

²² Bangladesh, Burundi, Laos, Rwanda, Tanzania and Uganda.

²³ In Cambodia and Vanuatu.

4.2 Geographical distribution



4.11. Global activities, whether online or face-to-face, represented 48% of the TA activities organized in 2019, five percentage points more than in 2018. The 9% growth of the number of online courses, which are global activities by design, compensated the decrease of global face-to-face activities held in Geneva (-7% compared to 2018). The volume of national activities decreased and amounted to 34% of the total (-7 percentage points), followed by 18% of regional ones (+2 percentage points), whilst the share of online courses went up from 26% in 2018 to 31%, confirming the global shift towards distance and/or blended education. Meanwhile, the spread of the face-to-face activities across regions continued to evolve in 2019. The share of activities held in Africa reversed its past decline and reached 22% of the face-to-face activities (19% in 2018 and 20% in 2017). The share of Asia-Pacific (18%) increased by one percentage point and remained in line with its average since 2012. The share of CEECAC (13%) and the Caribbean (5%) was also stable, whilst Latin America (11%, -4 percentage points) and the Middle East (6%, -2 percentage points) declined. In Latin America, this resulted from increased political instability in some countries or decisions to postpone some activities to 2020.

4.12. As in previous years, Africa remained disproportionately affected in 2019 by the administrative measures taken regarding Members and Observers in arrears on their contribution to the WTO: out of the 11 Members and 2 Observers in category III at the beginning of the year, 11 were African countries (of which 8 were LDC Members) and lost access to WTO TA.²⁴ This meant that 20% of the African Members (31% of African LDCs) and 22% of the African Observers were not eligible to TA during at least part of the year. Only half of the Members concerned were able to regularise their situation during the year, sometimes at the very end. This also meant that the eleven African countries concerned could not benefit from WTO TA during 77% of the year on average. Except for Guinea, which joined category III in 2019, the other African LDCs affected by the administrative measures have lost access to TA almost without interruption since the reform of

²⁴ Members: Antigua & Barbuda, Burundi, Cameroon, Chad, Djibouti, The Gambia, Guinea, Guinea-Bissau, Niger, Sierra Leone and Bolivarian Republic of Venezuela. Observers: Libya and Sao Tomé & Príncipe.

these measures implemented on 1 January 2013. These figures show the actual impact of the administrative measures on some of the African LDCs.

4.13. The number of global face-to-face activities held in 2019 decreased by 7% compared to 2018 to 48 activities, above the average since 2012 (43±5). The number of such activities was negatively influenced by current physical limitations imposed on the availability of proper training rooms on the WTO campus, which obliged several activities to take place in meeting rooms instead. Whilst activities with a global geographical reach held in Geneva represented 23% of face-to-face activities, they accounted for 27% of the participants, 68% of the training days delivered by the Secretariat and 52% of the TA costs. As in previous years, these activities tended to benefit individuals who stayed for extended periods of time in Geneva, as is the case for long-term internship programmes (see above).

4.14. Participation in activities held in Africa (1,471 participants) was back below its average since 2012 (1,854 participants), as it declined by 26% in 2019. The decrease in the other regions was equally significant: -44% in CEECAC (857 participants), -36% in Latin America (1,045 participants) and -48% in the Middle East (280 participants). The only two regions which remained stable with minimum variations were the Caribbean (294 participants) and Asia-Pacific (2,202 participants). Even if overall, participation in face-to-face activities diminished by 23% compared to 2018 to reach 8,512 participants in 2019, this was the second highest level since 2012, well above the past eight years average (8,142 participants).²⁵

4.15. A total of 5,846 participants from all regions (153 countries) completed e-Learning courses in 2019.²⁶ Participation in Africa was again the highest and accounted for 35% of the total number of participants (6 percentage points less than in 2018). Asia-Pacific was the only region in which participation grew (+11%) and became the second biggest region for online education (33% of total participants). The relative importance of the Caribbean, Middle East, and CEECAC was stable (4%, 1% and 7% respectively). Finally, Latin America registered a 4% decrease in participation. It accounted for 20% of total participation in e-Learning in 2019, close to its 2016 level.

4.16. As far as days of training are concerned, global face-to-face activities represented 70% of the total in 2019, as in 2018. 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 208 working days each on average). The share of each region in the remaining 30% of training days was closely correlated with the share of each region in the total number of activities.

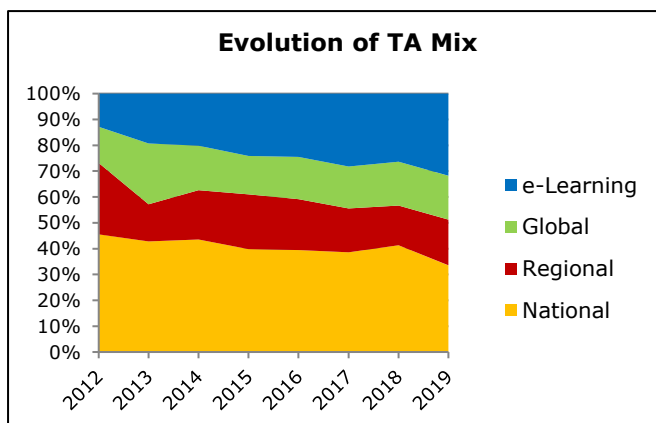
4.17. The total expenditure of 15.6 MCHF was distributed following the same pattern as in 2018. Activities held in Geneva, categorized as "Global" in the graph, accounted for 56% of the total TA costs (49% excluding e-Learning). This is mainly attributable to the high cost of the various long-term internship programmes, owing to their extended duration (on average 10 months in 2019). The distribution of expenses by region in 2019 was proportional to the number of activities and participants per region.

4.3 Product mix

4.18. This section considers the share of the various categories of activities in the total volume of TA activities delivered in 2019, and the evolution of this breakdown since 2012. 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), except for e-Learning and videoconferences which are standalone categories owing to their distinct delivery mode.

²⁵ With 11,057 participants, year 2018 appears to have been exceptional.

²⁶ Another 3,051 participants joined e-Learning courses in the last part of the year and may complete them in 2020.



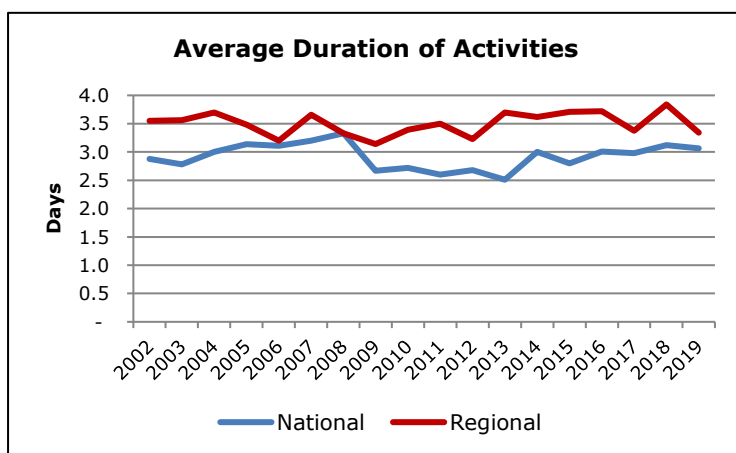
4.19. The evolution of the TA portfolio mix is a slow process taking years to produce significant changes. Two categories grew in 2019: regional and e-Learning activities. Regional activities represented 18% of the total TA activities (15% in 2018), while e-Learning reached its highest level ever (32% vs. 26% in 2018). The relative importance of online courses increased significantly in 2019 as a result of the drop in the number of face-to-face activities (-15%). The share of national activities continued to be the largest, with one third of total activities (seven percentage points less than in 2018) but was lower than the

2012-19 average (40%). The share of global face-to-face activities remained stable (17%) and in line with the past average. All the regions displayed the same preference for national activities in 2019. 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) are factors which explain their high popularity. Online courses are also widely appreciated. If this trend continues, the Secretariat should consider increasing its blended learning offer combining e-Learning and face-to-face training.²⁷

Proportion of National/Regional Activities

	Africa	Asia-Pacific	Caribbean	CEECAC	Latin America	Middle East
National	59%	77%	56%	76%	67%	36%
Regional	41%	23%	44%	24%	33%	64%

4.20. National activities gathered 76% 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. Regional and global activities tend to include a wide array of products (workshops of 1 or 2 days, long-term internships and advanced courses lasting between one and eight weeks). Therefore, annual variations in the average duration of regional and global activities depend on the type of activities on offer each year.

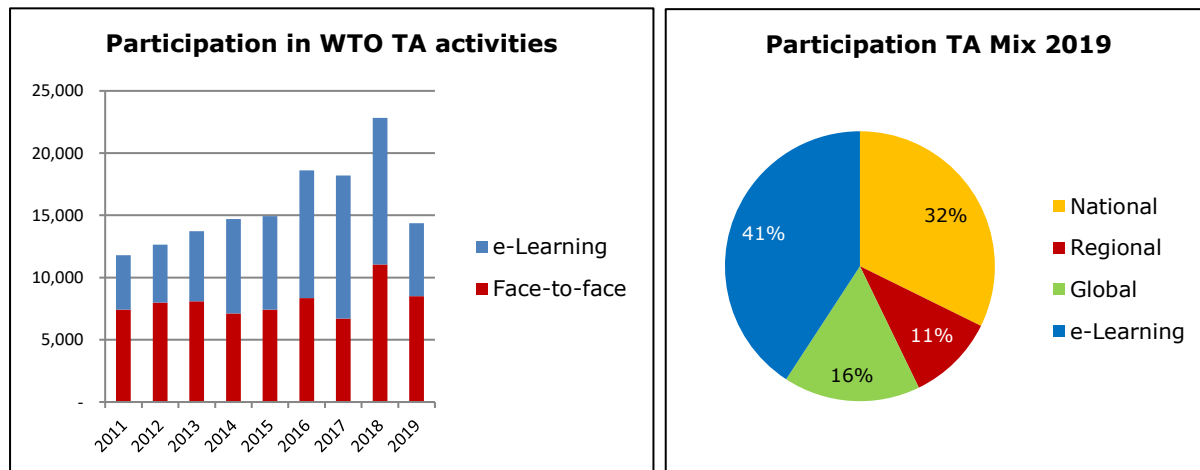
Within regional and global activities at intermediate or advanced level, the average duration of training is significantly longer for generalists (17.6 days) than for specialists (3.9 days). Overall, excluding the longer trade policy courses (3 weeks or more), the average duration of regional and global activities was shorter in 2019 than in 2018 (3.3 days instead of 3.8).

4.22. The average duration of national activities remained unchanged in 2019 (3.1 days), marginally above the average since 2014. Increasing the duration of national activities, as often

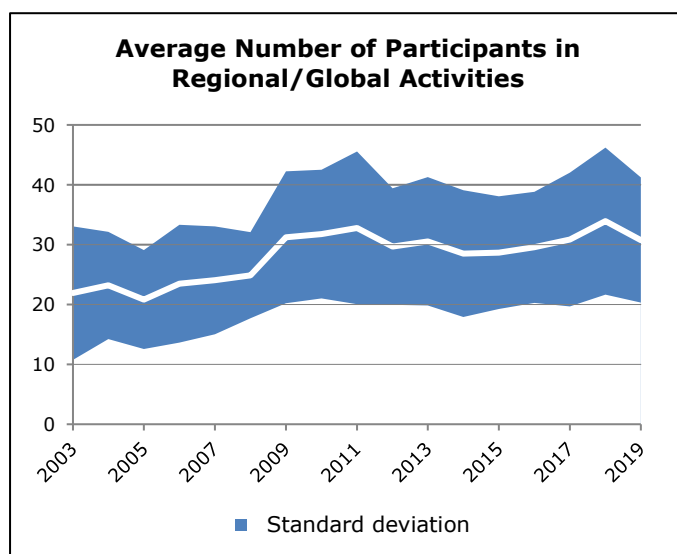
²⁷ The so-called "blended learning" combines online courses with traditional face-to-face training methods. Examples include completion of a preliminary distance learning before joining the residential phase; continuous online coaching of the participants; or online reporting on the follow-up to a residential workshop. Studies and meta-analysis concluded that participants' achievement was higher in blended learning experiences when compared to either fully online or fully face-to-face ones.

requested by the participants themselves and repeatedly reported in the past, remains a persistent difficulty.

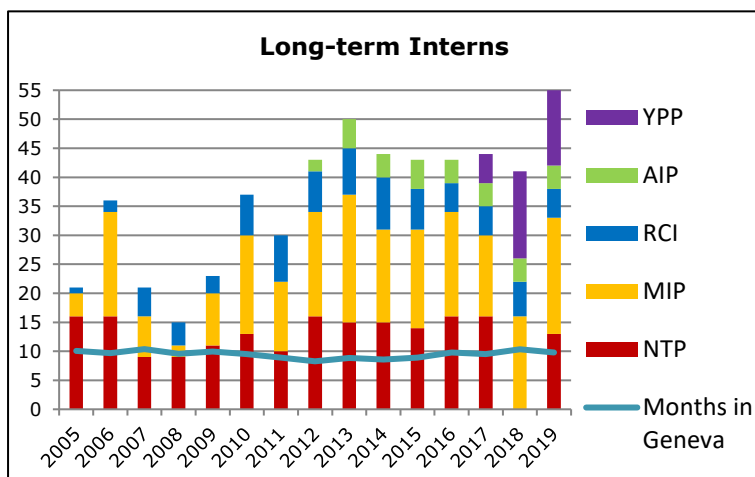
4.23. The balance between national and regional activities has an incidence on the distribution of TA expenditure across regions. Regional activities cost on average close to 5 times more than national ones, since the WTO finances the travel and subsistence for both trainers and participants. This is 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. As written above, last year's overall participation suffered a sharp fall, returning to the pre-2016 levels. The WTO trained 37% less participants in 2019 than in 2018 (14,358 persons in total). Even if it decreased by 23% compared to the exceptional number registered in 2018, participation in face-to-face activities reached its second highest level in a decade (8,512 participants). The 15% reduction in the number of face-to-face activities coincided with a smaller reduction (6%) of the average number of participants per activity. On the other hand, the e-Learning audience halved (5,846 participants). As a result, in 2019 only 41% of the participants were trained online, well below the 2015-19 average of 52%. Whether this drop was a consequence of the new registration procedure or new cloud-based e-Learning platform (see section 3.4.1 above) introduced in 2019 is unclear, since e-Learning volumes are entirely demand-driven. The secretariat is investigating the matter to get a better understanding of the causes behind this evolution. The cost-effectiveness of e-Learning remained very high in 2019, as it trained 41% of the participants for 7% 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 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 had been stable since 2009 (30.5 persons). In 2019, it reached 31 participants, three participants less than in 2018 when it reached its maximum since such statistics are kept.



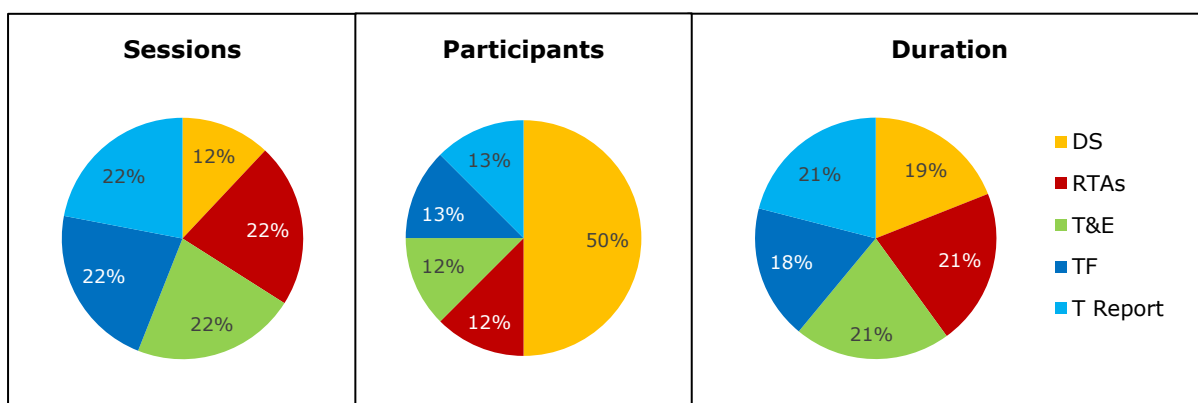
4.26. Long-term internship and traineeship programmes are part of the global face-to-face activities held in Geneva and cover five different programmes: the Accession Internship Programme (AIP), French & Irish Missions Internship Programme (FIMIP), Netherlands Trainee Programme (NTP), Regional Coordinator Internship (RCI) and Young Professional Programme (YPP). Each of them benefits 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/trainees represented 0.6% of the total participants in face-to-face activities and 2.3% of those in global ones in 2019. They spent almost 10 months in Geneva on average (6.7 months for RCI, 9.5 for FIMIP, 10 for NTP and AIP and 11.2 months for YPP). In 2019, the overall number of recruited long-term interns/trainees reached its maximum ever, with 55 individuals. The NTP resumed and recruited 13 interns, after the 2018 interruption caused by the delay in the receipt of the earmarked contribution financing the programme. The FIMIP recruited 20 interns, 4 more than in 2018, and the YPP 2 less (13 participants in 2019). The number of AIP and RCI interns was stable.

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 contributions 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/traineeships represented a significant share (16%) of the total TA expenditure in 2019, four percentage points more than in 2018 and in line with the average level 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 stable since 2012.

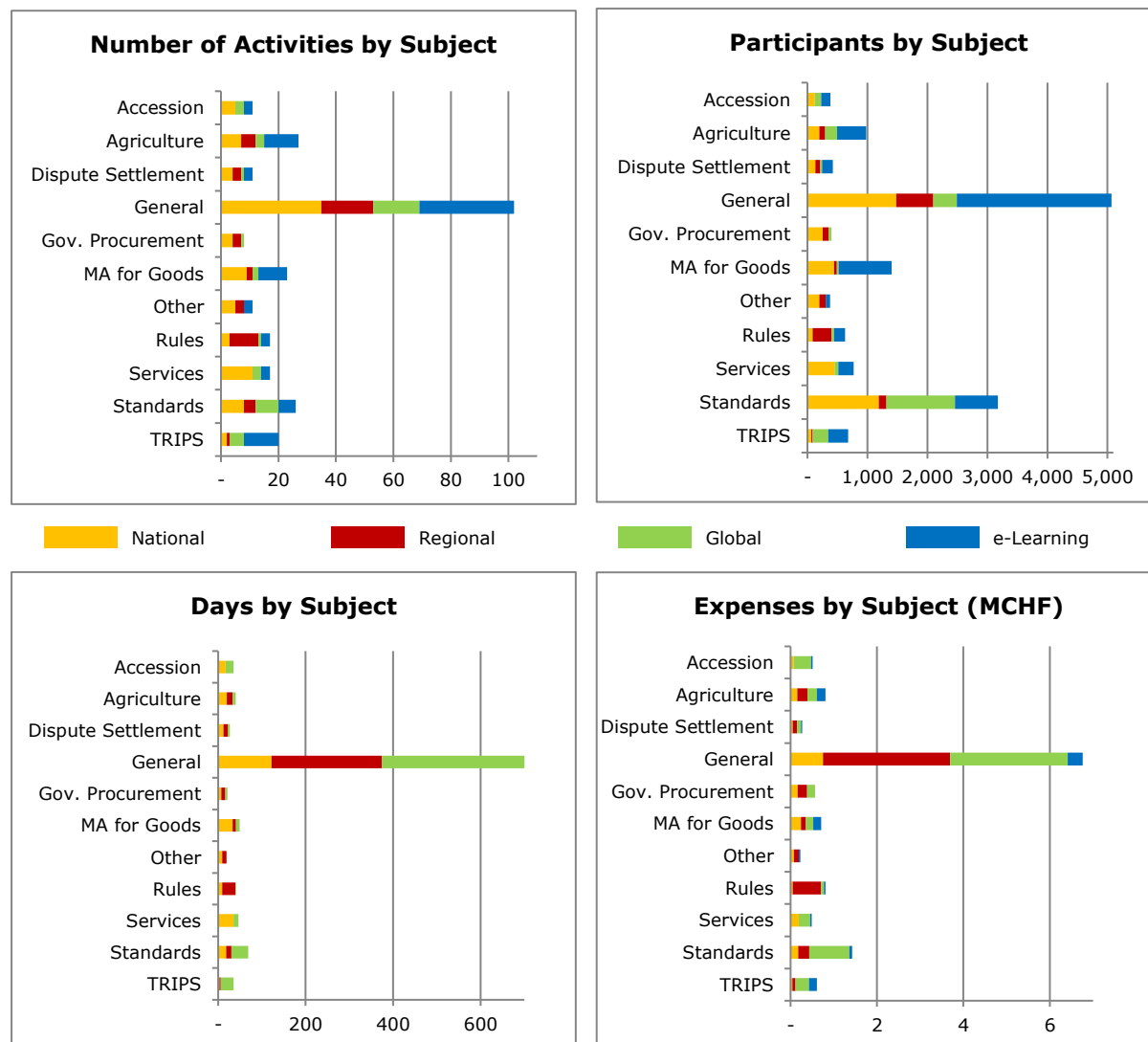
Videoconferences



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 not always systematic and are mainly available for Latin America. These sessions provided a timely and very efficient response to specific requests received from Members and helped limit the WTO carbon footprint. In 2019, 5 videoconferences (-7 compared to 2018) were held with two different partners: Latin American Integration Association (ALADI) and University for Development (UDD) in Chile.

They gathered at least 250 participants in total,²⁸ and had a cumulated duration of over 7 hours. As in previous years, several videoconferences were held during the short trade policy course held for ALADI members in Uruguay in November to avoid flying a WTO official for half-day sessions.

4.4 Distribution by subject



4.30. The share of activities with a general scope covering, if not all WTO subjects, at least several of them, was stable in 2019. Excluding the long-term internship programmes, 37% of the TA activities (+1 percentage point compared to 2018) fell in this category. They included all the activities for generalists (3 ATPCs, 5 ITPCs, 1 introduction course for LDCs, 1 Introduction Day, etc.) and other activities addressing more than one WTO subject or focusing on skills (7 activities, one less than in 2018) or themes cutting across several (if not all) WTO subjects such as TPR follow-ups (5 activities); outreach activities for MPs, journalists and civil society (7 activities); etc.

4.31. Activities with a general scope gathered 35% of the total participants that benefitted from TA in 2019 (-7 percentage points). National and global activities tended to be more subject-specific (only 32% and 17% of participants in activities with a general scope), and online courses and regional activities less so (41% and 51% of participants in activities with a general scope). This is again a continuation of the situation in 2018. A single activity on Standards (International Forum on Food Safety and Trade) gathered approximately a third of the participants in global activities.

²⁸ For the session organised with UDD, it has been assumed that on average thirty students from four different Law Degrees attended the session, without counting the Professors and academics. Most of these have not been counted in the figures on participation mentioned above in this section.

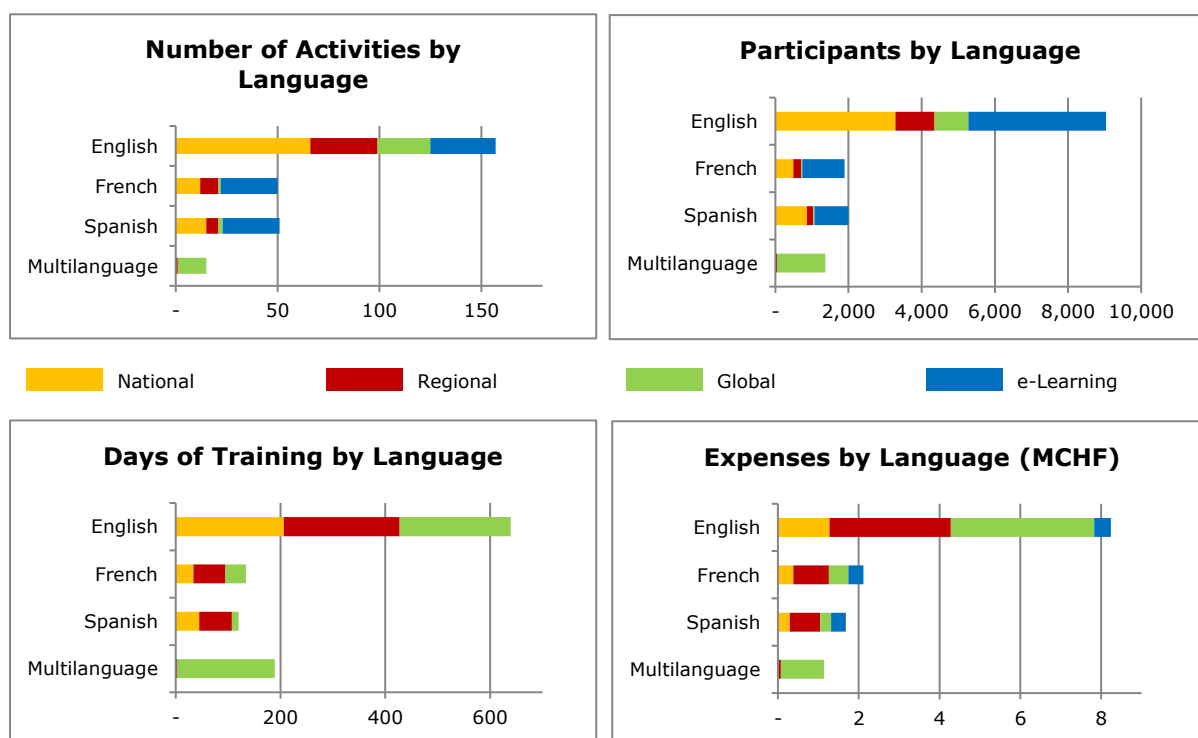
Activities with a general scope accounted for 65% of the total training days and 51% of the total expenditure (as in 2018). The expenditure on general-scope activities was split between regional (44%), global (40%), national (11%) and e-Learning (5%) activities.

4.32. In 2019, due to the growth of the number of online courses available, Agriculture was the most popular subject, followed by Standards (includes SPS and TBT; due to the number of national activities), Market Access (MA) for Goods,²⁹ TRIPS (due to a relatively high number of different online courses), Services and Rules. In terms of participants, Standards is the most popular subject, due to the high attendance in global activities, followed by MA for Goods, which is the most demanded subject in online courses.

4.33. The highest number of training days was dedicated to Standards (5% of the total for 10% of the total share of activities), due to the length of global activities, followed by MA for Goods, Services, Rules, Agriculture, TRIPS and Dispute Settlement, which was first in 2018. This change is the result of a reclassification as an activity with a general scope of the services of two consultants throughout the year (58 days in 2019) under Article 27.2 of the Dispute Settlement Understanding (DSU), since they potentially address all the WTO Agreements and not only Dispute Settlement.

4.34. Participation in online courses by subject in 2019 went through some changes to the pattern observed in previous years. The WTO introduction course continued to be the most popular among e-Learning users (22% of the total e-Learning audience in 2019, 2 percentage points less than in 2018). TFA was the second most attended online course with 476 participants (+136% compared to 2018),³⁰ followed by SPS (-33%), TBT (-40%), Agriculture (-46%), Services (-52%), RTAs (-57%) etc. Together, the various MA for Goods courses attracted 884 participants (-22%), making it the area with the highest number of participants. These evolutions must be assessed against a general decrease of 50% in the participation in online courses in 2019.

4.5 Language mix

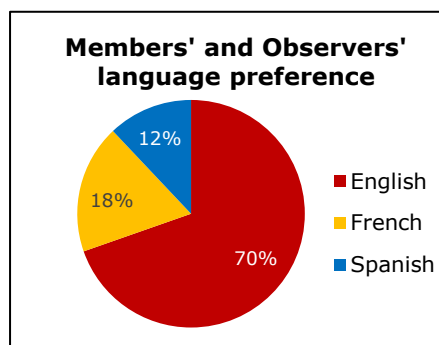


²⁹ What is meant by Market Access for Goods includes: general GATT obligations, Schedules of concessions, tariffs and non-tariff measures, the modification of tariff concessions, the Information Technology Agreement, customs valuation, pre-shipment inspection, rules of origin, import licensing procedures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

³⁰ The online course on the TFA was available for six months only in 2018.

4.35. The only marked change in 2019 was a decrease of the proportion of training days held in at least two of the three WTO languages, and in most cases in all three languages, for face-to-face activities (-19 percentage point compared to 2018); and an increase of the proportion of training days in English (+13 percentage points compared to 2018), particularly for global activities (+22 percentage points). Otherwise, the distribution of activities by language observed in previous years persisted in 2019. Face-to-face activities in English represented 68% of the total, excluding long-term internships, consistent with the 2013-18 average of 64%. The share of the audiences trained face-to-face in English only (55%), of the days of training (59%) and of face-to-face expenditure (65%) was similar.

4.36. The share of face-to-face activities delivered only in French and Spanish (13% for 23 activities and 12% for 22 activities respectively) was stable compared to 2018, but below previous years averages, as a consequence of the reduction of the share of face-to-face activities held in Africa and Latin America already discussed in section 4.2 above.

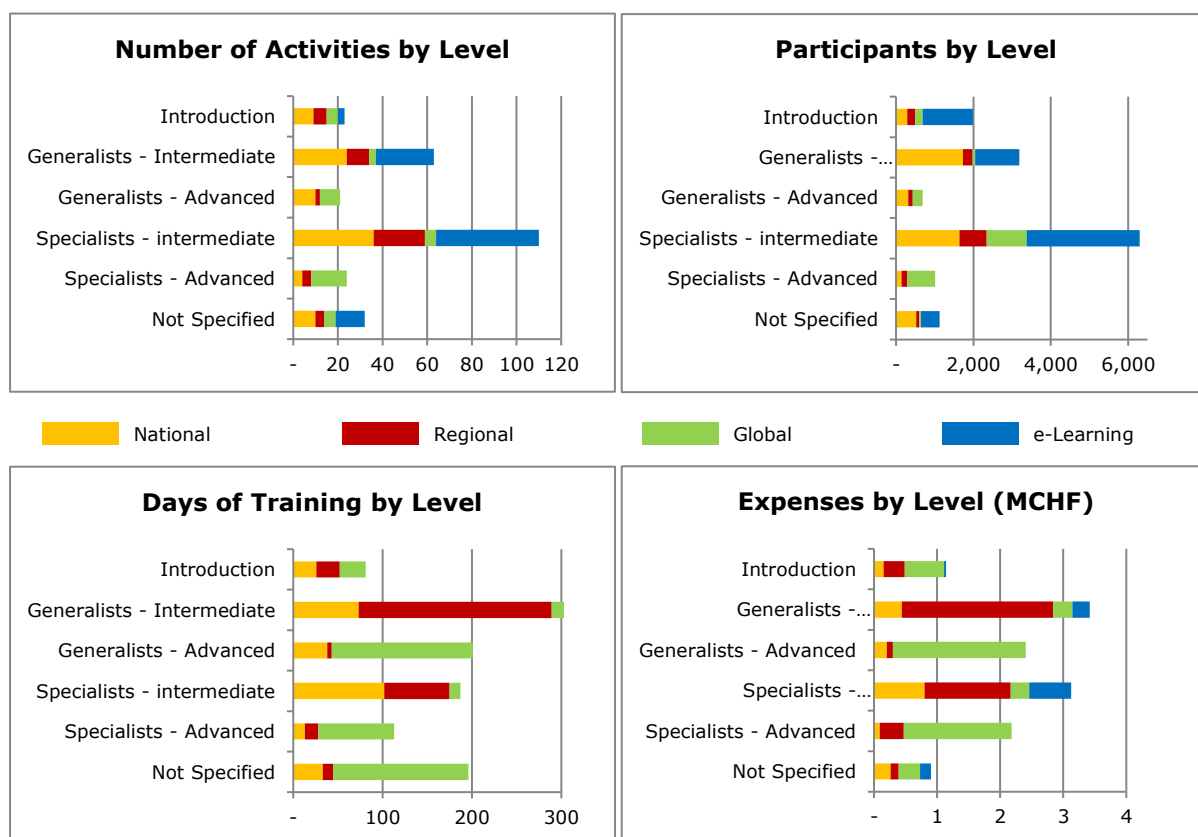


4.37. As a result, the distribution of the TA offer by language in 2019 was not entirely consistent with the distribution of working languages amongst WTO Members and Observers, even if it continued to match by and large beneficiaries' preferences.

4.38. The size of the audience, number of training days and expenses in face-to-face activities held in French and Spanish was roughly proportional to their relative share of activities in 2019. Participation in multilingual activities was proportionately much higher and represented 14% of the total for face-to-face activities. Multilingual activities were also longer (representing 18% of the total training days). Their cost was 10% of the total for face-to-face activities, even if interpretation services – the highest extra cost item of these activities compared to monolingual activities – are not systematically charged to the TA budget but are frequently absorbed by the interpretation budget of the WTO.

4.39. Analysing the breakdown of e-Learning participants by language provides an accurate snapshot of beneficiary's actual language preferences. Except for the TFA course and the new courses released during the year, online courses were equally available in each of the three languages throughout the year. Participants could choose their training language on a case by case basis. In 2019, the breakdown was similar to what was observed for face-to-face activities: 64% of participants followed courses in English, 20% in French and 16% in Spanish. The average share of the three languages since 2011 has been remarkably stable (English: 60%±1%, French: 21%±1%, and Spanish: 19%±2%).

4.6 Progressivity of training



4.40. Following the adoption of the Progressive Learning Strategy (PLS) in 2010, a set of guidelines on the substantive content of each of the three training levels (introduction, intermediate and advanced) 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. Identifying an emerging pattern in the implementation of PLS proved difficult in previous reports, as its full integration across different TA programmes is not always possible. Several activities are conceived more as isolated training events than as a component in a longer programme, even when such activities are ascribed a specific level. The analysis excludes the long-term internships considered as advanced activities for generalists.

4.41. The share of activities without a defined level was 12% in 2019 (9% in 2018), as the Secretariat refrained from systematically allocating a level to activities which did not fit easily into the PLS, like the new outreach e-Learning courses. Such activities gathered 8% of the participants (10% in 2018, 2% in 2017) for 18% of the training days (6% in 2018, 11% in 2017) and 7% of the expenditure (6% in 2018, 5% in 2017).

4.42. Activities at introductory level continued to represent a small proportion of the total TA activities, as their relative share in 2019 was halved compared to 2018 (8% instead of 17%) and was well below the range observed since 2012 (on average $14\% \pm 3\%$). The share of participants trained at introductory level decreased (14%; -7 percentage points), for a total number of 1,190 persons. The financial resources allocated remained stable in 2019 (9%; -2 percentage points), even if the share of days dedicated to this level decreased to 8% (-8 percentage points).

4.43. The share of activities provided at intermediate level (63%) was higher in 2019 (+6 percentage points). They also accounted for 66% of participants (4,198 persons), 45% of training days (as in 2018) and 50% of expenditure (+9 percentage points compared to 2018).

4.44. There was a slight decrease in the TA activities at advanced level in 2019, for almost all the indicators considered. Their relative share decreased compared to 2018: 17% of activities

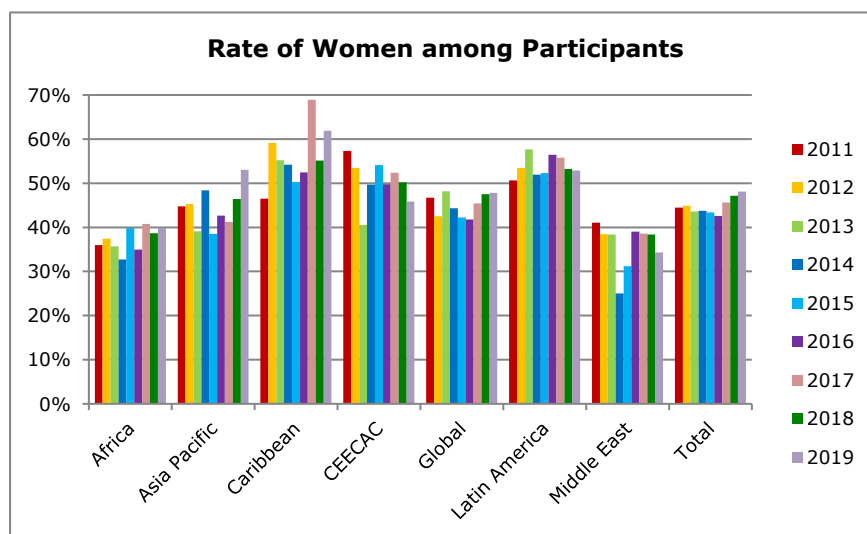
(-1 percentage point), 12% of participants (as in 2018; 1,701 persons), 29% of training days (-4 percentage points) and 35% of expenses (-7 percentage points). As in previous years, most advanced level activities (77% as in 2018) were delivered through global or regional activities for both generalists and specialists in 2019.

4.45. Most e-Learning courses continued to be offered at intermediate level (82% of the total) as in previous years, even if the emergence of new online courses outside of the PLS structure reduced this proportion compared to 2018 (-3 percentage points). The remainder were at introductory level (6%) or with no specified PLS level (9%), since no advanced training is offered online. Participants in e-Learning courses were split between intermediate (70%, +1 percentage point), introductory (22%, -2 percentage points) and unspecified (8%, +1 percentage point) levels.

4.46. In 2019, 39% of the activities targeted generalists (2 percentage points less than in 2018): 8% at introductory level, 23% at intermediate level and 8% at advanced level; and 49% targeted specialists (-5 percentage points): 40% at intermediate level (+2 percentage points) and 9% at advanced level (-7 percentage points). For participants, the split between generalists and specialists was 41%-47%, as the original imbalance in favour of specialists is progressively erased over the years. Training days were shared 55%-27% between generalists and specialists, since the activities for generalists tended to be significantly longer than for specialists on average. Expenses were shared 53%-41% between generalists and specialists.

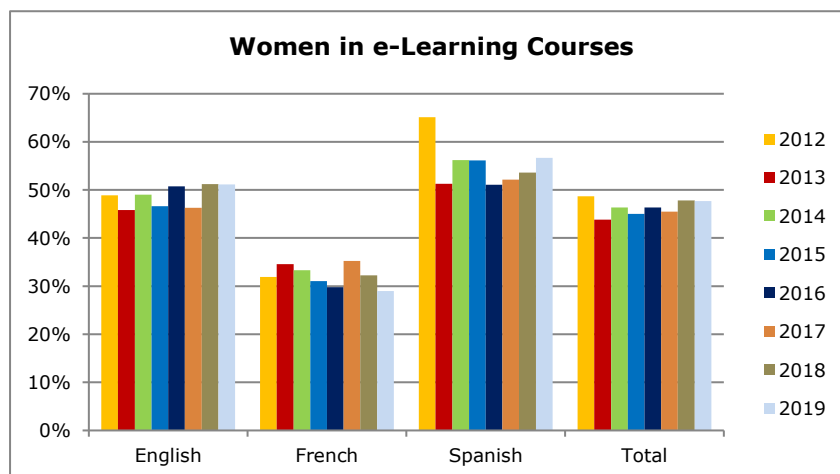
4.7 Gender mix

4.47. In 2019, female participation in WTO TA (48% of the total TA audience) continued to rise (+1 percentage point compared to 2018). It was higher than the 2010-19 average (44%±1%).



4.48. Variations across regions of the share of women amongst TA participants in 2019 present a slightly different pattern compared to previous years in some regions: gender parity, if not female predominance was still observed in the Caribbean (62% of participants; +7 percentage points) and Latin America (53%, as in 2018), but decreased in the CEECAC (46%; -4 percentage points). The participants

in activities held in Asia Pacific were predominately women (53%; +7 percentage points) for the first time in ten years (44% on average in 2010-19). The participation rate of women in Africa and the Middle East is still the lowest: it slightly increased in Africa (40%; +1 percentage point) and decreased further in the Middle East (34%, -4 percentage points). The proportion of women in global activities is still at 48% (3 percentage points above the 2010-19 average).



4.49. Information on gender distribution among e-Learning audiences does not give a materially different picture compared to face-to-face activities. Indeed, the proportion of women amongst WTO TA participants is similar regardless of the training medium (face-to-face or e-Learning). In 2019, women represented 48% of total beneficiaries of e-Learning courses, in line with the 2013-19 average (46%±1%). Despite minor

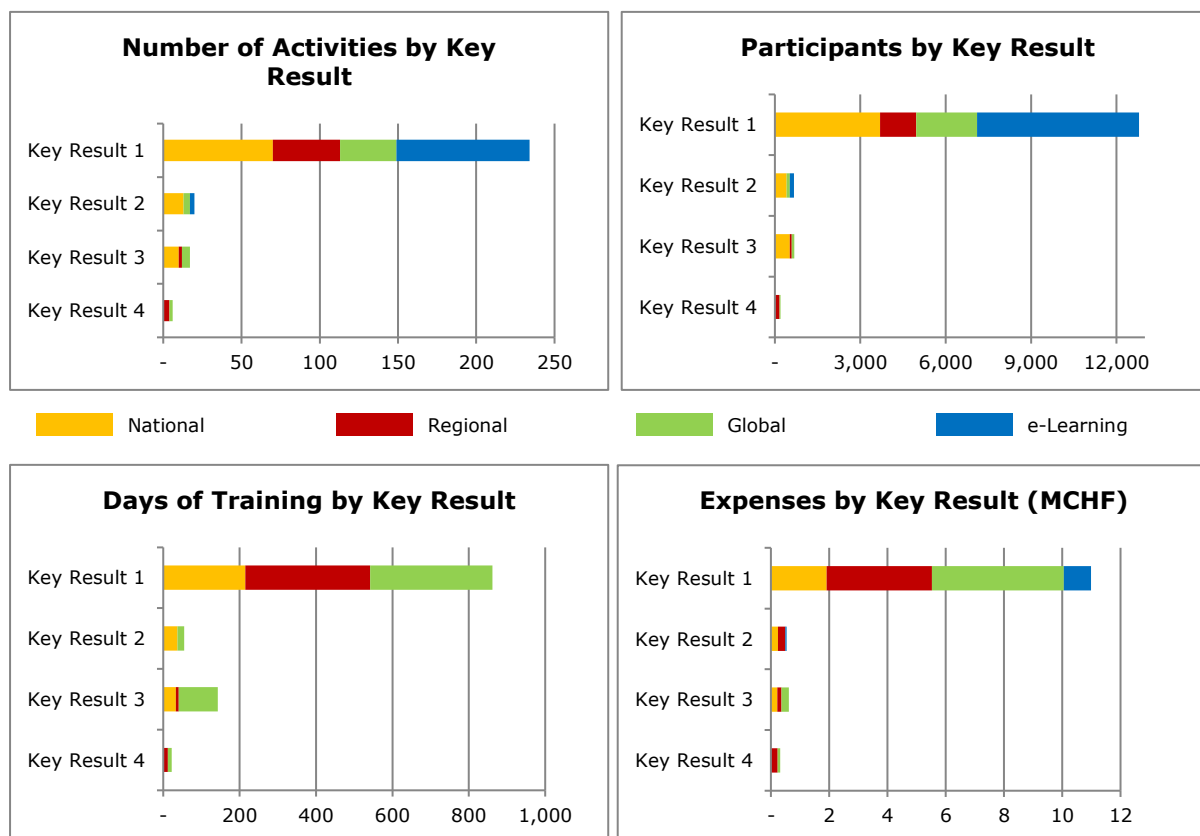
fluctuations, female participation in e-Learning has been relatively stable since 2010. The breakdown of gender data per training language points to a quasi-equality between female and male participation in e-Learning courses in English (51% of women, as in 2018) and Spanish (57% of women, +3 percentage points). The share of women in French-speaking online courses went down by 3 percentage points in 2019, as had happened in 2018, and is now below the 2010-18 average. These language specificities mirror the gender preferences of the regions where French and Spanish are the main spoken language.

4.8 Key Result mix

4.50. 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 several outputs, have been identified in the TA Plan for 2018-19:

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

4.51. The TA Plan 2018-19 introduced some changes in Key Results 3 and 4 compared to the previous two TA Plans. As recommended by the 2016 external evaluation, the former Key Result 3 on the access and use of WTO-related information, which had met with a low rate of success (25% on average), was discontinued. What had been covered under Key Result 4 was then divided in two, to segregate the programmes targeting the academic world under a new Key Result 3 from those targeting other non-governmental publics under a new Key Result 4.



4.52. In 2019 as in previous years, the overwhelming majority of activities (85%, -1 percentage point) contributed to Key Result 1. That proportion was higher in e-Learning courses (97%, +1 percentage point), as most of them focus on the text of the Agreements and their provisions, and in regional activities (88%, +9 percentage points). It was lower for national activities (75%, -6 percentage points), in which beneficiaries have a greater freedom to enlarge the agenda. Key Result 1 also gathered 89% of the participants (+1 percentage point), represented 80% of the training days (+17 percentage points) and 88% of the total TA expenses (as in 2018). 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.

4.53. Key Result 2 remained the second most important one in 2019, whether measured in terms of number of activities (7%, as in 2018) or expenses (5%, +1 percentage point). Its share of participants (5%, -1 percentage point) and training days (5%, as in 2018) was marginally smaller than for Key Result 3. Most of Key Result 2 activities (65%) were implemented nationally, since the needs of acceding countries are very specific and depend entirely from the particularities of their negotiating situation. National activities gathered 61% of those who were trained under this Key Result, and 23% of them followed the online course on accessions.

4.54. Key Results 3 and 4 represented 6% (+1 percentage point) and 2% (as in 2018) of the activities implemented in 2019 respectively, 5% and 1% of the participants (as in 2018), 13% (+8 percentage points) and 2% (as in 2018) of the training days, and 4% (-1 percentage point) and 3% (as in 2018) of the total expenses. A majority of the activities under Key Result 3 were national (59%), which gathered 77% of the participants, whereas regional activities were preferred under Key Result 4 (67%), gathering 84% of the participants.

5 EVALUATION OF PERFORMANCE IN 2019

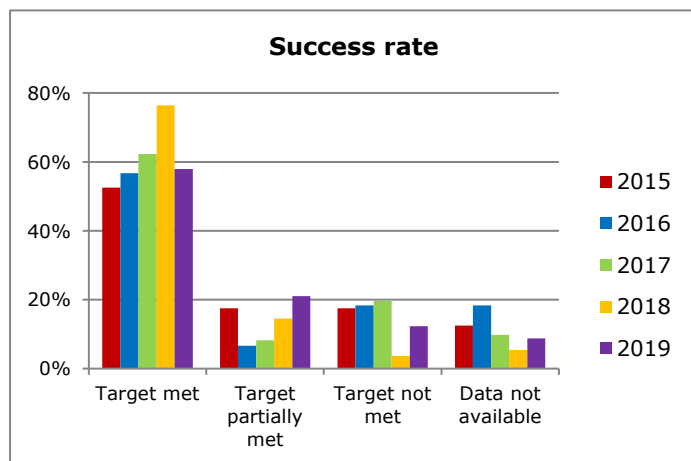
5.1. This section focuses on the elements that could be measured during the year and which constitute evidence of the immediate, medium-term or progress towards long-term results produced by the TA provided by the WTO to its Members and Observers, based on the indicators identified in the TA Plan 2018-19. 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 Plan they

initially approved. To that effect, each section starts with a short table summarising the situation at the end of 2019 for each of the indicators and targets retained in the logframe annexed to the TA Plan 2018-19.

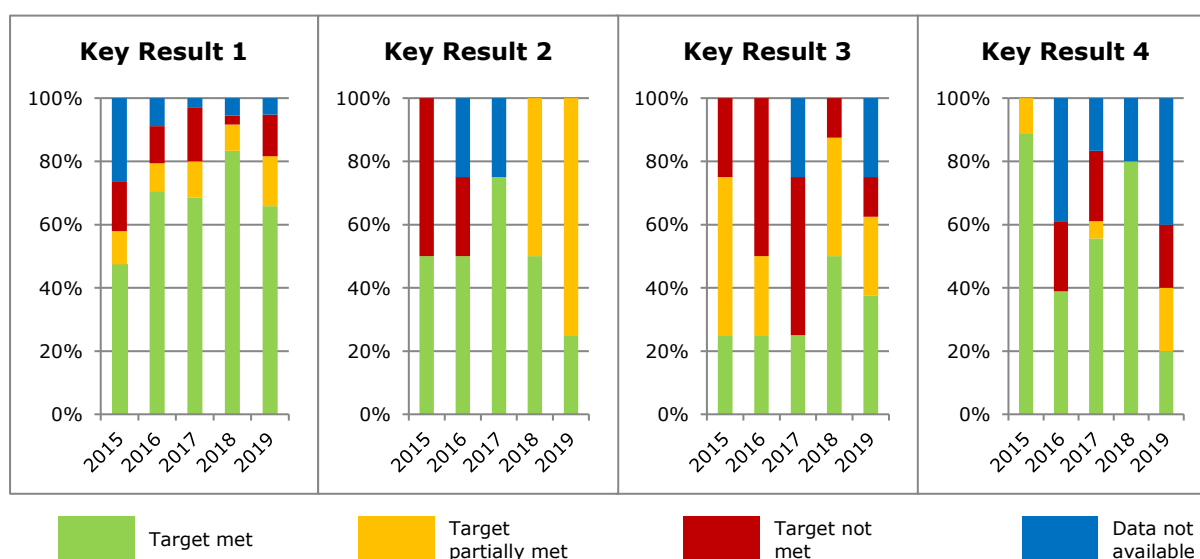
5.2. The following codes have been used in this section:

- 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. Indicators used to measure the results of the TA provided by the Secretariat in 2019 were identical to those used in 2018, since the TA Plan covered two years.



5.4. Year 2019 was less successful than 2018 for the WTO TA. The overall success rate reached 58% (as in 2016), erasing three successive years of improvement, whilst the percentage of targets not met was 12%, below the 2016-18 average. The significant improvement in data availability recorded in 2018 was also reversed, as the proportion of indicators for which no data was available was back to 9% from 5% in 2018, also below the 2016-18 average. Twelves targets were partially met (i.e. missed by a small margin) which represented 21% of the indicators (double the 2016-18 average).



5.5. The analysis of Key Results individually confirmed this deterioration both in terms of ability to meet the objectives and in the availability of data. Key Results 2 and 4 involved few indicators

(respectively 4 and 5), which means that any change registered during the year on any of the indicators has a disproportionate effect on the overall performance under these Key Results.

5.6. Key Results 1 was the only one to meet most of its targets in 2019 (66%). Since Key Result 1 encompasses 65% of the indicators and covered 85% of the activities and 89% of the participants, its positive performance still means that, overall, the WTO TA produced valuable results for beneficiaries in 2019, although at a lower level than in previous years. Under Key Result 1, the decrease in targets met was essentially the consequence of the much lower level of participation in various TA programmes (e.g. e-Learning, internships, other face-to-face activities), which accounted for a 16 percentage-point cut in the success rate. Had the participation stayed above the baseline approved in the TA Plan, the success rate under Key Result 1 would have been stable compared to the outstanding performance of 2018. This shows that the WTO TA success was lower in 2019 in terms of volume, but not in terms of quality, which remained at the same high level as in the past, as confirmed by the various qualitative measures presented in this report. Indeed, these figures should not hide the spectacular results reached in 2019 in certain areas, like notifications or the support to the fisheries subsidies negotiations, which are not always fully captured by the indicators identified in the TA Plan.

5.7. Under Key Result 2, the success rate depends to a very large extent from the acceding governments' engagement, which is the main assumption identified in the logframe. This assumption did not materialise in 2019, and the TA performance of the year was the logical consequence of Members' and Observers' behaviour. Only one target was met.

5.8. Year 2019 was a period of transition for Key Result 3,³¹ which met 38% of its targets. Phase II of the WCP reached its end and most of the attention focused on the independent evaluation of the programme. Poor reporting by the WTO Chairs explains the unavailability of data.

5.9. Reporting under Key Result 4 was also poor,³² as 40% of the indicators could not be assessed for lack of data. It met 20% of its targets. The much lower success rate was also the consequence of a lower level of activity and participants, as under Key Result 1.

5.1 Impact: Developing and LDC Members are benefiting from their active participation in the WTO

Indicators	Target	2019
Share of developing Members' total trade (imports and exports) in world trade	> 40%	Target met
Share of LDC Members' total trade (imports and exports) in world trade	> 1.00%	Target met

5.10. Any success at that level is first and foremost the result of the work of Members themselves. However, the 2016 external evaluation illustrated through a multiplicity of anecdotal evidence that the WTO TA had a real and tangible widespread impact on the human and institutional capacities of beneficiary countries in terms of trade policy-making, legislative compliance, multilateral/regional trade negotiations and implementation of international trade agreements. Over time, this certainly supports the growth of the share of beneficiary Members in world trade.

Share in world trade (excl. HK RX)	2013	2014	2015	2016	2017	2018
Developing economies WTO Members, excl. HK RX						
Exports	41.6%	41.8%	42.2%	41.4%	41.6%	41.7%
Imports	39.4%	39.4%	39.4%	38.4%	39.2%	39.7%
Turnover (Exports + Imports)	40.5%	40.6%	40.8%	39.9%	40.4%	40.6%
LDC WTO Members						
Exports	1.00%	0.97%	0.87%	0.89%	0.94%	0.97%
Imports	1.14%	1.21%	1.25%	1.22%	1.23%	1.25%
Turnover (Exports + Imports)	1.07%	1.09%	1.06%	1.06%	1.09%	1.11%

³¹ The scope of Key Result 3 changed in 2018 (see WT/COMTD/W/227/Rev.1).

³² The scope of Key Result 4 also changed in 2018 (see WT/COMTD/W/227/Rev.1).

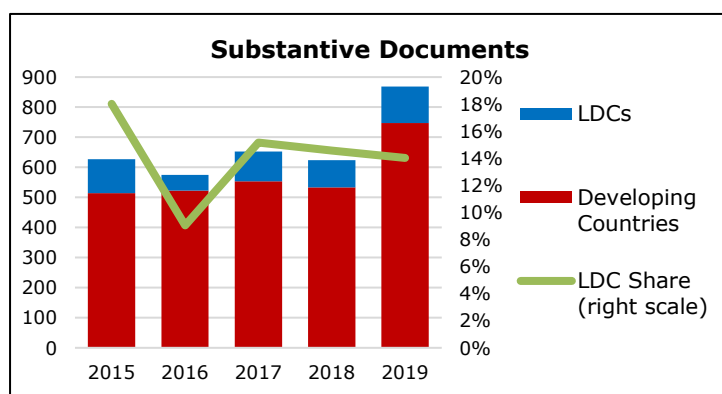
5.11. The latest year for which comprehensive trade data is available is 2018. Excluding re-exports of Hong Kong, China, the share of developing-economy Members of the WTO in world trade was 40.6%, marginally above the minimum threshold targeted by the TA Plan. **Target met**

5.12. The share of LDC WTO Members in world trade in 2018 was 1.11%, also above the minimum threshold targeted by the TA Plan. **Target met**

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

Indicators	Target	2019
Number of documents submitted by developing and LDC Members in WTO Bodies	Increase in participation / submissions of documents	Target met
Number of outstanding notifications of TA beneficiary Members	5% decrease of outstanding notifications	Target met

5.13. 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.



5.14. To extract statistics from DocsOnline, the Secretariat focused on substantive documents (i.e. excluding the contributions from the Secretariat and documents of a procedural nature such as agendas, minutes, reports, etc.) to the preparation of which at least one developing or LDC Member had been associated. In the case of documents submitted by more than one Member, this frequently meant that developed Members or Observers had also been associated with their preparation. Notifications and

documents submitted to the DSB were excluded, since these are discussed separately below. The statistics show that, the number of substantive documents submitted by developing and LDC Members in WTO bodies tended to grow ahead of Ministerial Conferences (2015, 2017 and second part of 2019) and to recede afterwards. The overall trend pointed towards growth, as the total was higher in 2019 than in 2017 (+33%) and in 2015 (+4%), and higher again in 2018 than in 2016 (+9%). However, the evolution of the number of substantive documents submitted by LDC Members was more erratic: it was lower in 2017 than in 2015 (-12%) but higher again in 2019 (+23%). The TA Plan 2018-19 did not provide for a clear baseline and targeted an increase in the submission of documents. **Target met**

5.15. As far as beneficiary Members' outstanding notifications are concerned, according to the Central Registry of Notifications (CRN) the figure stood at 3,156 at the end of 2019, which is 126 notifications less than at the end of 2018 (-4%).³³ The actual decrease in un-complied notification obligations by beneficiary Members was even more significant, as the annual agricultural notifications mechanically increase annually the volume of notifications due during the year. Once this is neutralised and focusing on those notifications which were already outstanding at the end of the previous year, there was a 10.6% reduction in 2019. The target was an overall reduction of 5%. **Target met**

5.16. Whilst many externalities may also have played a role in these results, the evidence available to the Secretariat confirms that the TA provided by the WTO was critical in helping many beneficiary Members to comply with their notification obligations. For example, in the meeting of the TBT committee held on 26 February 2020, the delegation of Côte d'Ivoire officially linked their recent

³³ Further to a decision of the Market Access Committee in May 2019 (G/MA/367), IDB information is no longer included in the process of notification calls and reminders sent by the CRN and is no longer counted in the outstanding notifications. As a result of this decision, the rebased total of outstanding notifications at the end of 2018 was 3,282.

notification under Art 15.2 to the assistance received from the Secretariat in the regional TBT workshop held in Abidjan in October 2019, adding: "The Secretariat, which assisted us in this process, must be commended for its invaluable support."³⁴

5.17. Outstanding agriculture notifications represented 61.2% of the total outstanding notifications at the end of 2019 (3 percentage points more than a year ago). Focusing exclusively on those notifications already outstanding at the end of 2018 to neutralise the mechanical increase due to the annual notification obligations, 2019 saw a 15% reduction of outstanding agriculture notifications, which confirms the progress noted in previous years. For the second year in a row, 2019 registered the highest number of submitted agricultural notifications since the creation of the WTO, with a total of 443, compared to 280 in 2018 and an average well below 200 in the previous decade.

5.18. As agriculture has always represented the lion's share of outstanding notifications and given the complexity of notifications requirements on 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 systematically devoted to individual sessions with staff ("notification clinic") to allow participants to discuss country-specific notification issues.

5.19. Members with many 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 notifications 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.³⁵

5.20. In 2019, nine national activities focused on notifications and transparency provisions of the WTO Agreements or of some of them.³⁶ These activities associate 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 analysing other Members' notifications. Two regional seminars and one advanced course on Import Licensing addressed how to prepare and submit notifications under different provisions of the Agreement. In addition, all the 8 national and 12 regional/global activities organised on SPS or TBT included a session on transparency and the ePing platform to take advantage of notifications in these domains. As ePing becomes increasingly popular amongst Members, training demand grows to help users reap its full benefits. And the more users know it, the more they use ePing and value transparency.³⁷ In 2019 alone the number of registered users in ePing increased by another 58% and reached 8,821 in 179 countries, half of them from non-governmental circles.

5.21. Participants in these activities are also familiarised with the various online notification systems introduced by the WTO over the past few years (e.g. Ag-IMS for agriculture notifications, TBT NSS, SPS NSS,³⁸ e-TRIPS, etc.) to facilitate Members' compliance with their notification obligations. In

³⁴ See the notification in G/TBT/2/Add.127 and the statement of Côte d'Ivoire in its Suppl.1, viewed at <https://docs.wto.org/dol2fe/Pages/SS/directdoc.aspx?filename=q:/G/TBT/2A127S1.pdf> and the minutes of the meeting in G/TBT/M/80.

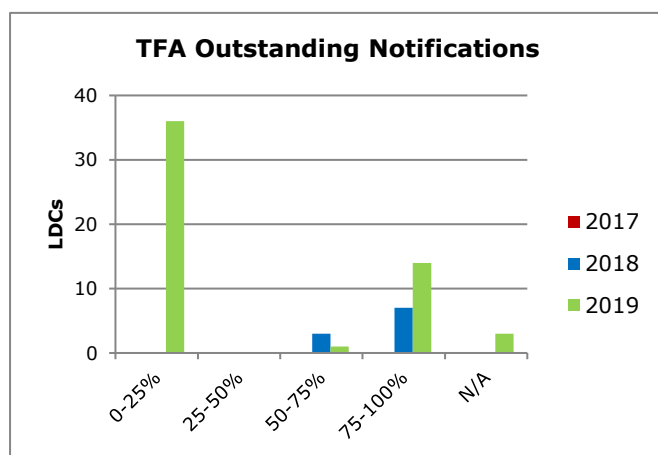
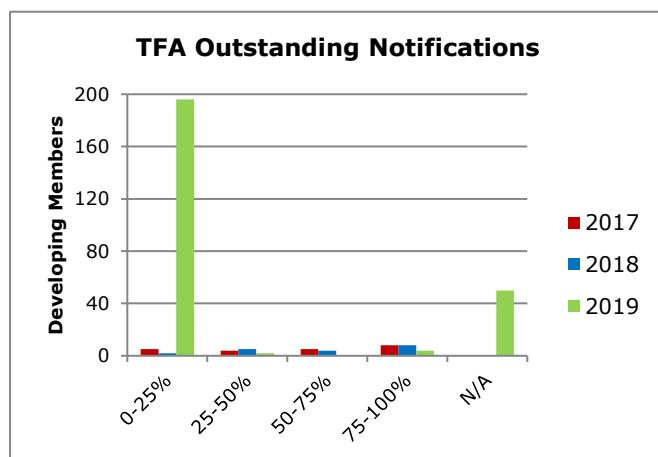
³⁵ See the report on compliance with agriculture notification requirements in G/AG/GEN/86/Rev.36, viewed at <https://docs.wto.org/dol2fe/Pages/SS/directdoc.aspx?filename=q:/G/AG/GEN86R36.pdf>. This report is updated several times per year.

³⁶ They took place in Bangladesh, Cuba, Guatemala (SPS), Kyrgyz Republic (Agriculture subsidies), Macao (Import Licences), Myanmar (Import Licences), Chinese Taipei (Import Licences), Tonga (Agriculture and SPS) and Zimbabwe. In Latin America, a regional activity supposed to replace several national ones on subsidies notifications was later postponed to 2020 due to political instability in Chile.

³⁷ See section 3.1.8.2 in document G/TBT/44 (viewed at <https://docs.wto.org/dol2fe/Pages/SS/directdoc.aspx?filename=q:/G/TBT/44.pdf>) for more details on ePing, and in particular footnote 43.

³⁸ See the overview regarding the level of implementation of the transparency provisions of the SPS Agreement in G/SPS/GEN/804/Rev.12, viewed at <https://docs.wto.org/dol2fe/Pages/SS/directdoc.aspx?filename=q:/G/SPS/GEN804R12.pdf>. This report is updated annually.

2019, the number of notifications reached unprecedented levels,³⁹ from an ever-increasing number of different Members,⁴⁰ and most of them were submitted through these online tools (e.g. 88% for TBT, 60% for TRIPS). Since the launch of the e-TRIPS Submission System in March 2019,⁴¹ 67 Members have registered as users and 73 of the 122 notifications in 2019 were submitted via the system. The Secretariat held five one-to-one training sessions on the e-TRIPS-SS with individual Members and one global one in the margin of the June TRIPS Council.



5.22. The TFA foresees a staggered entry into force of its notification obligations for those Members who ratified the Agreement, with different calendars for developed, developing and LDC Members. This is the reason why the number of notification obligations under the TFA progressively increases over the years and why it varies by category of Members. Some notification obligations also depend on the options chosen by Members (e.g. which measures they included in categories A, B or C), and may therefore not be equally applicable to them all. By the end of 2019, 84 developing Members and 27 LDCs had ratified the TFA. Approximately two thirds of the developing and LDC Members had fully complied with their notification obligations. The graph shows that the compliance of developing Members with their TFA notification obligations remains very high and is even increasing compared to the previous two years. Even if LDCs were a bit slower to comply with the new notification obligations which entered into force in 2019, overall their level of compliance increased compared to the previous year, as they had not yet complied with 29% of their notification obligations by the year end against 87% in 2018. In 2019, only one national activity was organised on the TFA and addressed, *inter alia*, notifications

requirements. Several other activities were financed by the TFAF and are not covered by this report.⁴² Together, these activities contributed to helping beneficiary Members comply with their TFA notification obligations, irrespective of the origin of the funding for the activities.

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

Indicators	Targets	2019
Number of participants completing each PLS level	Annual stability	Target not met
Number of participants in WTO TRTA activities	Annual stability	Target not met
Interactive training methods' share of time in each activity	Annual decrease in share of lectures	Target met

5.23. Section 4.3 above explained that the overall participation in TA activities decreased by 37% in 2019 compared to the previous year, as face-to-face activities registered a 23% decrease

³⁹ 443 agriculture notifications against an average of less than 200 since 1995; 3,337 TBT notifications against an average of 2,000 since 2006; 1,762 SPS notifications against an average of less than 1,400 since 2006; etc.

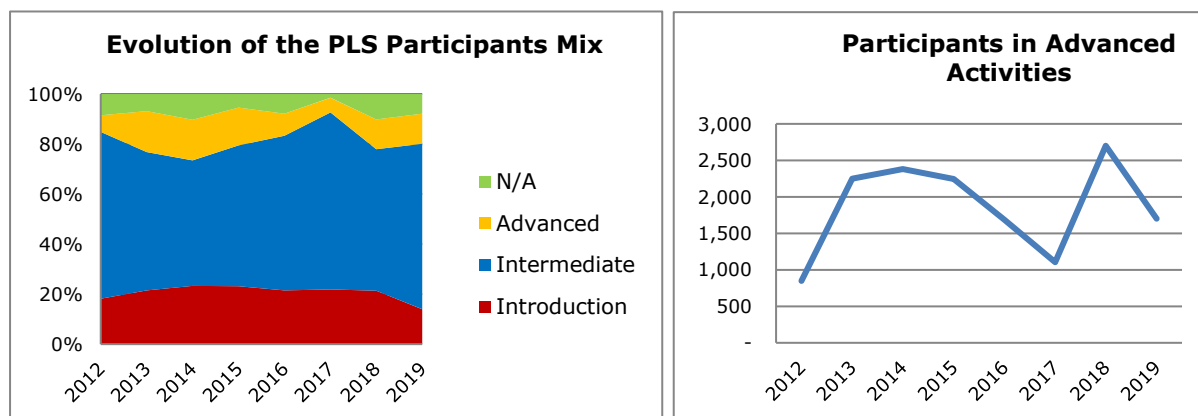
⁴⁰ 93 Members submitted at least one TBT notification in 2019.

⁴¹ <https://nss.wto.org/tripsmembers>.

⁴² See footnote 4 above.

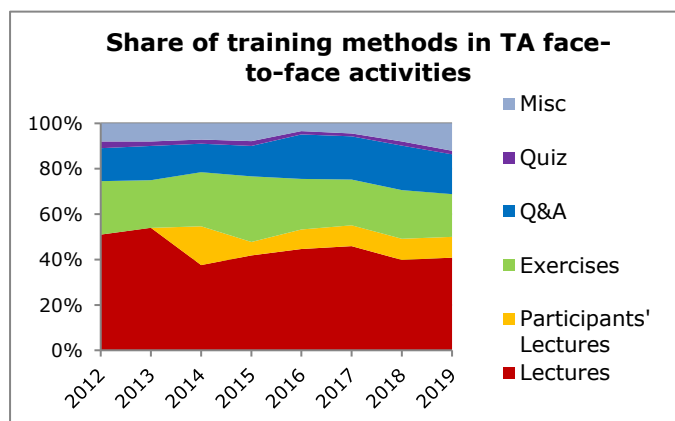
(although staying within the 2016-18 average) and e-Learning courses a 50% shrink (reaching only half of the 2016-18 average). The TA plan targeted annual stability. **Target not met**

5.24. Section 4.6 then analysed the number of participants trained at each of the three levels (introduction, intermediate, advanced) in 2019. Since 2012, the graphs below show that the proportion of participants in each of the three levels fluctuated and that the progressive decline in the proportion of participants in advanced activities was reversed in 2018. That proportion was stable in 2019. However, in absolute terms, participation in advanced activities declined by 37% to 1,701 (marginally below the 2016-18 average of 1,831, but above the 2016 baseline of 1,674).



5.25. The relative importance of the participation at introduction level (14%) was much lower in 2019 than in 2018 or than the 2016-18 average (21.6%), meaning that the number of participants at this level shrank faster than the overall participation in TA (from 4,874 to 1,990; i.e. -60%) and reached only half of the 2016 baseline of 3,988. Another 8% (2 percentage points less than in 2018 but still above the 2016-18 average) of the participants attended activities with no specific level (e.g. activities for academia, symposia requested by WTO bodies, some accession activities, outreach online courses, etc.), since they did not fit into the PLS logic. Therefore, intermediate activities attracted a growing share of the participants in 2019 (66%; + 10 percentage points, marginally above the 2016-18 average). In absolute terms, this represented 9,488 participants, well below the 2016 baseline of 11,457. In a context in which the overall participation in TA activities decreased significantly in 2019, these variations were insufficient to maintain the stability of the participation in absolute terms which had been targeted by the TA Plan. The number of participants in the advanced level was the only one above the 2016 baseline. **Target not met**

5.26. While acknowledging that people learn in different ways and use different means of receiving information, the use of interactive training methods remains a recommended best practice 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 dedicated to 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.



5.27. 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 2019. Lectures remained the predominant medium used by trainers to deliver TA activities. 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 40% of the time on average, and those provided by the participants 9% (as in 2018). These averages hide significant differences

between certain types of activities, but the general trend in 2019 points towards stabilization. Total lecture time (Secretariat + participants) was below 50% for the fourth time in a decade. The number of activities almost entirely based on lectures was also stable.⁴³

5.28. The use of other training methods showed a moderate reshuffle amongst the more interactive training methods. Exercises or case studies represented 19% of the time on average (-2 percentage points compared to 2018), Question & Answer 18% (-2 percentage points) and other methods 14% (+4 percentage points). The share of the activities for which statistics were available and which did not use any exercise or case study was higher (42%, i.e. +4 percentage points). A majority of the time was dedicated to exercises or case studies in 10% of the activities only (e.g. on Trade Negotiating Skills and in several national activities). Other miscellaneous training methods used in TA activities included group work or group discussions and panels among others. **Target met**

5.2.1.1 e-Learning

Indicators	Targets	2019
Number of participants in WTO TRTA activities	Annual Stability	Target not met
Spread of level of development of Members' participation in e-Learning courses	Annual stability in the participation of LDCs	Target not met
Spread of geographical coverage of Members' participation in e-Learning courses	Maintain spread annually	Target met
New and revised online courses released each year	3 new or revised courses/year	Target 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 user-friendliness of the e-Campus and the rate of availability of the website throughout the year in the online courses as good or excellent	70% during the biennium	Target met
e-Learning success rate	Annual increase	Target met
e-Learning drop-out rate	Annual stability	Target met
e-Learning rate of correct answers in the exam	Annual stability	Target met
e-Learning distinction rate	Annual stability	Target met

5.29. The various country assessments conducted in 2019 confirmed that the e-Learning courses are very effective as a low-cost entry portal to equip large numbers of learners with the necessary basic information on WTO, its legal texts and other key trade-related issues. Their permanent availability throughout the year is seen as a big advantage by Members and Observers, as it minimises work disruptions. At the same time, the consensus amongst beneficiaries is that there is a limit to what can be learnt online. Physical interaction with the trainers in a face-to-face activity is indispensable to go beyond that limit. This confirms the validity of the approach adopted for many years to focus online courses on the first two PLS levels (introduction and intermediate) and to offer advanced training exclusively through face-to-face activities.

⁴³ In 2019, lectures (Secretariat + participants) represented more than 80% of the time in 20 activities for which statistics were available, in line with the average over the last few years.

5.30. Year 2019 was a transitional period for the WTO distance learning offer since a new e-Learning platform was launched mid-January, and the registration process was streamlined. Several of the above indicators have already been examined in different parts of this report:

- a. Sections 4.1 and 4.2 explained that participation in e-Learning courses halved in 2019 compared to 2018 and reached a total of 5,846 participants. This sharp reduction may be the consequence of the introduction of the new platform, as during the transition period participants had to get used to a new interface and registration process. Therefore, most of the participation was registered during the second part of the year, after the release of tutorials and briefing information on the new environment.⁴⁴ The TA Plan targeted annual stability using 2016 as a baseline (10,279 participants). **Target not met**
- b. Participants from LDCs represented 27% of the total e-Learning audience in 2019. This is lower than the 2016-18 average (31%±1%). This means that last year the reduction of LDCs participation was higher than the reduction of the overall audience of WTO online courses and hence annual stability was not achieved. The TA Plan targeted annual stability using 2016 as a baseline (32% of LDC participants). **Target not met**
- c. The decline of the overall e-Learning participation did not influence negatively the geographical spread of participants, which remained comprehensive as analysed in section 4.2. **Target met**
- d. As indicated in section 3.4.1 above, several online courses were translated, released and updated in 2019. Five courses, "CITES and the WTO", "Agriculture Information Management System", "Documents Online", "WTO Accessions" and "Trade & Environment and the WTO" were made available in French and Spanish. The course "Mainstreaming Trade in Action" was released in English in 2019. This course is the second part of the series on Trade mainstreaming. All these courses were in the SCORM standard and were compatible with multiple devices (laptop, mobile phone, tablet). The TA Plan targeted the release of 3 new or revised courses per year. **Target met**

5.31. Feedback from e-Learning participants revealed that 87% of them rated the balance between theory and practice in online courses as good or excellent, and 95% rated the quality of the online courses content as good or excellent. These figures are in line with averages from previous years. The TA Plan targeted a rate of satisfaction of 70% or above for each indicator. **Targets met**

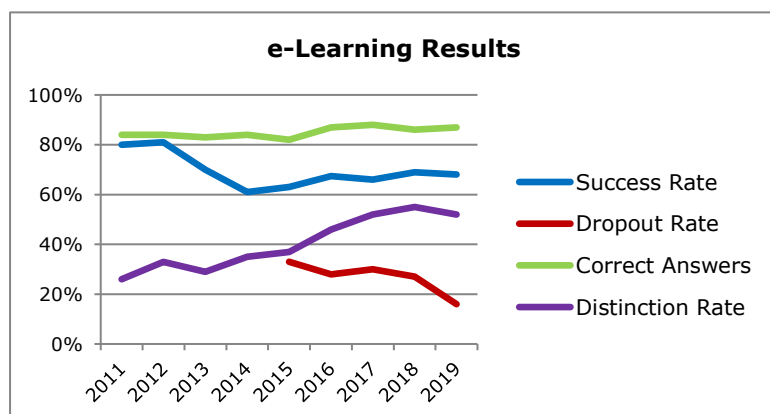
5.32. Concerning the remaining indicators, measuring the immediate results of e-Learning courses is much easier than for most other activities, since the results of each participant can be monitored individually, and completion of an online training always requires taking an exam at the end. The following statistics focus on the 5,846 participants whose registration for an online course was closed in 2019 and for whom data is available. As in previous years and as foreseen in the TA Plan 2018-19, 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).

⁴⁴ The new cloud-based e-Learning website - designed and configured in 2018 - was open for registration mid-January 2019, while the former e-Campus was decommissioned at the end of March 2019.

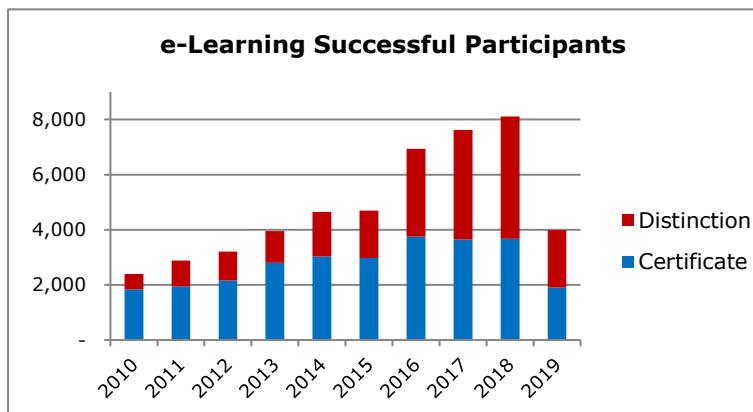
Immediate results of online courses

Course	Attended	Successful	Success Rate	Dropout	Dropout Rate	Correct Answers	Distinction	Distinction Rate
Accessions	152	102	67%	23	15%	87%	54	53%
Agriculture	260	85	33%	105	40%	80%	14	16%
Agriculture IMS	75	62	83%	10	13%	100%	62	100%
Agriculture Xpress	111	88	79%	16	14%	94%	64	73%
CITES & WTO	40	34	85%	0	0%	94%	26	76%
Copyright	62	31	50%	15	24%	87%	14	45%
Development	110	92	84%	0	0%	83%	29	32%
Dispute Settlement	179	89	50%	51	28%	83%	15	17%
Doc Online	60	53	88%	4	7%	93%	48	91%
Environment	73	42	58%	8	11%	88%	10	24%
Introduction to WTO	1,304	1,063	82%	90	7%	94%	845	79%
Legal Underpinnings	62	47	76%	1	2%	87%	23	49%
Mainstreaming Trade	53	51	96%	0	0%	94%	36	71%
MA Intelligence	64	34	53%	15	23%	80%	7	21%
Market Access Goods	176	95	54%	37	21%	87%	15	16%
Multilateral Trade Ag	184	134	73%	0	0%	80%	27	20%
Notifications	70	62	89%	0	0%	82%	16	26%
Patents	35	26	74%	0	0%	79%	4	15%
RTAs	239	197	82%	4	2%	84%	79	40%
Rules	184	96	52%	59	32%	80%	25	26%
Rules of Origin	168	125	74%	0	0%	80%	38	30%
Services	260	111	43%	88	34%	80%	24	22%
SPS	425	233	55%	116	27%	87%	53	23%
Tailored Course	3	0	--	3	100%		0	--
TBT	289	209	72%	22	8%	84%	56	27%
Trade Economics	178	138	78%	27	15%	88%	87	63%
Trade Facilitation	476	288	61%	169	36%	88%	146	51%
Trade Finance	93	74	80%	8	9%	93%	43	58%
Short Trip to TRIPS	119	78	66%	2	2%	83%	29	37%
TRIPS	117	54	46%	32	27%	84%	16	30%
WTO in 10'	225	195	87%	21	9%	100%	172	88%
Total	5,846	3,988	68%	926	16%	87%	2,077	52%



5.33. The average success rate reached 68% last year, in line with the average of the past four years. The TA Plan had targeted an annual increase on the 2016 baseline of 67%. The current rate of success is highly satisfactory compared to the results measured in the rest of the online training industry.⁴⁵ **Target met**

⁴⁵ This rate is 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 84% (68% successful + 16% 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.



5.34. The rapid growth of the distinction rate observed since 2011 stopped in 2019, returning to the level registered in 2017 (52%). This rate was 3 percentage points lower than in 2018 but still higher than the 2016-18 average (51%). As demonstrated in previous annual reports, this high rate could be the result of the Secretariat's efforts to increase e-learners' success rates by promoting interactivity and improved pedagogy in online courses. The new courses of the

year were indeed amongst the most successful ones in terms of distinction rates in 2019: Agriculture IMS (100%), DocOnline (91%), CITES & WTO (76%) and Mainstreaming Trade (71%). **Target met**

5.35. At 87%, the average rate of correct answers was one percentage point higher than in 2018 and in line with the 2016-18 average. The TA Plan had targeted stability on the 2016 baseline of 85%. **Target met**

5.36. As explained in the report for 2017, the dropout rate had to be rebased two years ago, following the identification of a methodological error in the analysis of statistics on unsuccessful candidates.⁴⁶ This means that the 2016 baseline dropout rate identified in the TA Plan was incorrect and should have been 28%. Annual stability had been targeted in this domain. The average dropout rate across online courses was 16% in 2019, far below the level registered in 2018 (27%) and in previous years. This is the lowest dropout rate since 2015 and shows the success of the Secretariat in keeping e-learners engaged until the end of their course. This suggests that the insertion of interactive and multimedia elements, such as videos, animations, audios and interactive exercises, may have a positive impact on participants' interest in an online course until the end. The TA Plan targeted annual stability using 2016 as a baseline (28% dropout rate). **Target met**

5.37. The same set of courses keep turning out consistently lower than average results over the years under each of the four indicators: Agriculture, Dispute Settlement, MA Intelligence, Services and TRIPS. These are old generation courses in several respects. Their pedagogy involves a limited level of interactivity and hardly relies on any multimedia component, and they cover a vast field of knowledge in one single course which makes them long and bulky. At the other end of the spectrum and as in previous years, Agriculture IMS, Agriculture Xpress, CITES & WTO, DocOnline, Mainstreaming Trade, Trade Finance and WTO in 10' consistently exceeded the average results for the four indicators. These are much shorter, better focused new generation courses with a highly interactive pedagogy relying on many multimedia components. The course on Introduction to the WTO also had a very high distinction rate and rate of correct answers, as in 2018. These consistent results over the years confirm the validity of the analysis presented in last year's report and vindicates the approach pursued for several years to upgrade existing courses to SCORM standards, make them more interactive and slice them into shorter more focused pieces which the participants find easier to absorb, complete and digest.

5.38. 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	3,765	2,601	69%	612	16%	88%	1,408	54%
French	1,153	742	64%	166	14%	85%	320	43%
Spanish	928	645	70%	148	16%	88%	349	54%
Total	5,846	3,988	68%	926	16%	87%	2,077	52%

⁴⁶ See §§ 5.32 and 5.33 in WT/COMTD/W/235, viewed at https://docs.wto.org/dol2festaff/Pages/FE_Search/DDFDDocuments/246143/q/WT/COMTD/W235.pdf.

5.39. The pattern during 2019 was similar as in previous years, with a relatively high homogeneity of results across language versions of the same course. The exception was the lower rate of correct answers and of distinction for courses in French, as in the past, even if the gap with the English and Spanish versions narrowed during the year. This improvement is even more remarkable since they were the language group who had the lowest reduction of participants in 2019, compared to the English and Spanish versions.

5.40. 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 was again very low in 2019 (1 percentage point) compared to 2018 (3 percentage points). The gap is larger for the distinction rate (3 percentage points: 54% for women against 51% for men), meaning that the proportion of women was higher amongst high performers. However, these averages hide significant variations between the courses.

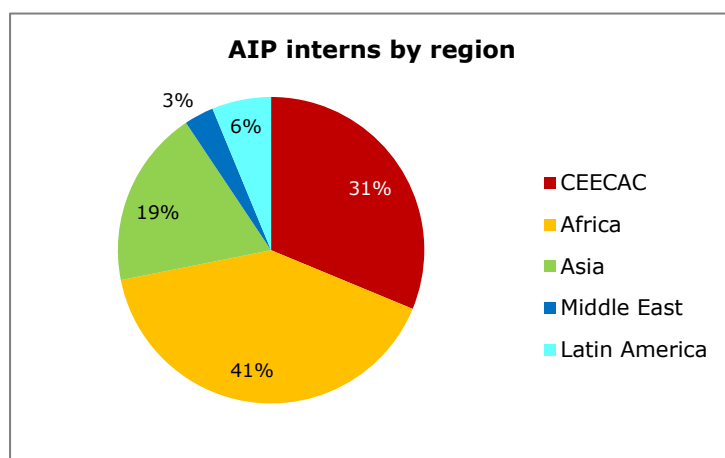
5.41. In conclusion, 2019 was a year of high contrasts for e-Learning, with significant improvements for most indicators (especially the qualitative ones) and a dramatic loss of public. Most of the targets assigned for 2019 have been reached. Year 2020 will tell whether the participation gap seen in 2019 was provoked by the change in online platform, and whether this new tool has the potential to boost participation back to its former levels and beyond, as expected.

5.2.1.2 Internship programmes

Indicators	Targets	2019
Number of interns in FIMIP, NTP and RCI	Per year: FIMIP: 15; NTP: 15; RCI: 8	FIMIP: target met NTP: target partially met RCI: target partially met
Final evaluation rate of each intern	100% fully satisfactory	AIP: target met FIMIP: target met NTP: Target met RCI: target met

5.42. "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 is to measure how much the interns did during their stay in Geneva. To that effect, the interns were requested in 2019 to report monthly on the allocation of their time between five broad categories of outputs: i) WTO meetings; ii) meetings of regional groups; iii) training sessions; iv) research, briefing notes, needs' assessments; and v) other activities. The compilation of the monthly reports gives a snapshot of the interns' work in Geneva. These data form the basis of this analysis.

5.2.1.2.1 Accession Internship Programme (AIP)



5.43. Since its inception in 2012, 32 interns have participated in this programme, of which 14 (44%) were from LDC Members or Observers. 34% of them were from acceding governments and 69% were women. Most interns came from Africa or CEECAC, the two regions with the highest concentration of acceding governments.

5.44. Internships under the AIP generally last 10 months and may spread over two calendar years. In 2019, four new interns were recruited under this programme,⁴⁷ as in the

four previous years, and four interns recruited in 2018 completed their internships. Participants in the AIP are either nationals of acceding governments or developing, LDC and Article XII Members.

⁴⁷ From Belarus, Ethiopia, Nigeria and Uzbekistan.

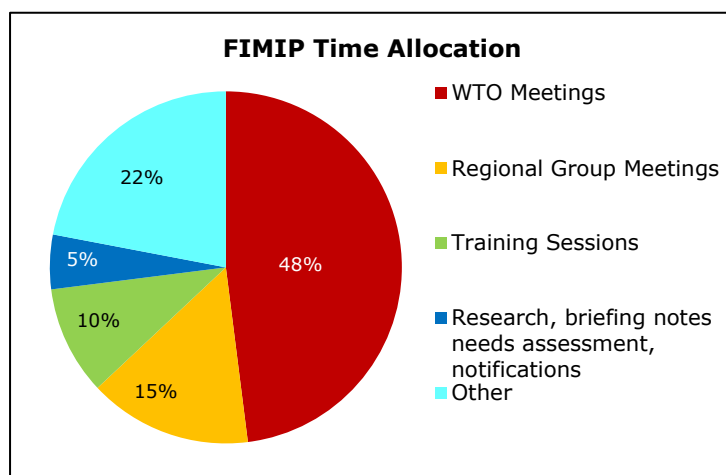
They were hosted in the Secretariat during their stay in Geneva. Participation in the AIP has remained steady since 2013 with an average of four new recruitments per year. No numerical target was assigned to the AIP in the TA Plan. However, its smooth implementation over the years is a clear sign of success.

5.45. Each intern was supervised by a professional staff member 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 reported weekly to the Director on their activities and the achievement of their objectives. A final evaluation of the four interns who completed their internships in 2019 was eventually completed 12 months after they had left the WTO on average. Retrospectively, they were evaluated as fully satisfactory.

Target met

5.2.1.2.2 French-Irish Mission Internship Programme (FIMIP)

5.46. In 2019, 20 interns, including 11 from LDCs, were selected out of the 136 applications received from 56 Members and Observers for this programme. During the period 2012-19, an average of 17 interns per year were recruited by the Secretariat. The target in the TA Plan was to recruit at least 15 interns per year. **Target met**



5.47. The interns' stay in Geneva lasted 9.5 months. The availability of their monthly reports continued to improve and reached 100% except for the month of August (holiday period) and December (end of internship), as did the reliability and coherence of such reports. All final reports were submitted. On average, the interns spent 63% of their time on meeting-related work (WTO bodies and 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

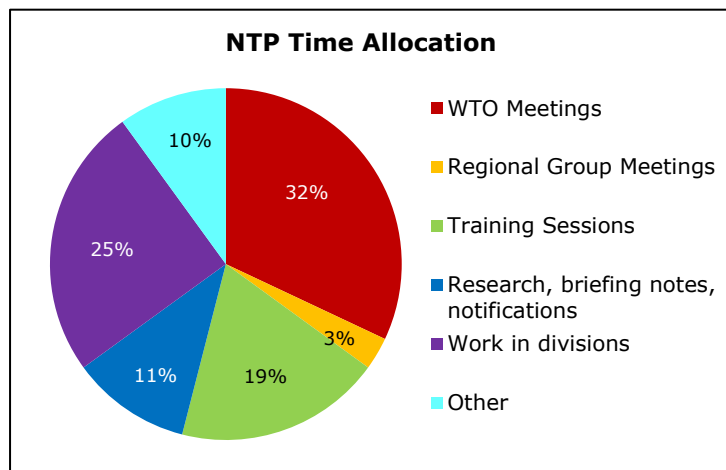
attend such meetings. The interns spent 10% of their time attending training sessions, including monthly meetings with the Secretariat and presentations by divisions, following e-Learning courses, etc.; and another 5% of their time preparing research, briefing notes and notifications. A substantive share of the interns' time was devoted to other activities (22% on average), such as administrative tasks, attending bilateral meetings with other delegations or meetings of other Geneva-based organisations, networking, etc.

5.48. 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 and trade policy review follow ups. 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. For the second time, a two-day visit to Paris was organised for the interns to meet with different senior French government officials and discuss various trade negotiating topics, including development and capacity building issues.

5.49. 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. Twelve interns were evaluated as "fully satisfactory", while eight "significantly exceeded performance requirements". **Target met**

5.2.1.2.3 Netherlands Trainee Programme (NTP)

5.50. After its suspension in 2018 due to the late receipt of the earmarked contribution financing this programme, 13 interns, 9 from LDCs, were selected early 2019 to work in the Secretariat under the NTP, from May 2019 to the end of February 2020. This number was marginally lower than the target of 15. **Target partially met**



5.51. Nearly all the interns' monthly reports were available (99%), an improvement over the already high level recorded in previous years (96% in 2016 and 2017). On average, the interns spent 35% (+6 percentage points compared to 2017) of their time attending meetings on various aspects of the WTO work programme and performing the related preparatory and follow-up work and 25% working in the assigned divisions, as in 2017. The interns worked in the following divisions: ITTC, Trade Policies Review, Trade & Environment (TBT), Trade in Services, Market Access (including Trade Facilitation), Agriculture

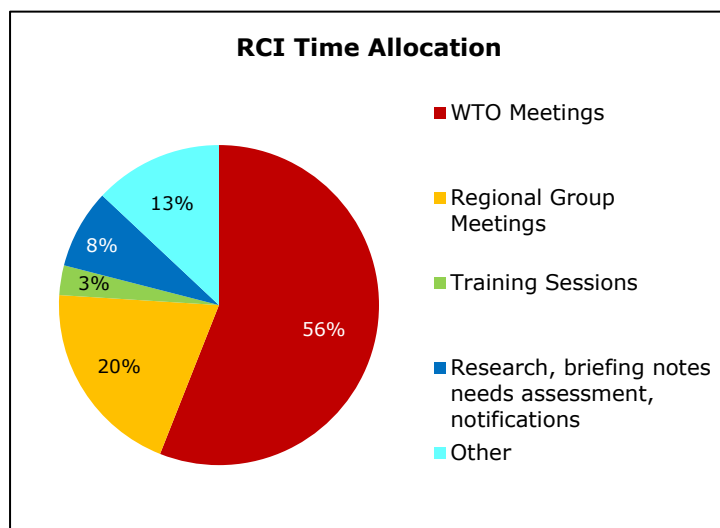
(including STDF) and the Enhanced Integrated Framework (EIF) Secretariat, which is housed in the WTO. Interns dedicated 19% of their time (as in 2017) to training activities specifically organized for them by the Secretariat, to follow online courses, to visit other Geneva-based organizations (ITC, ACWL, WIPO, etc.) and to perform a study tour in the Netherlands. The remaining 21% of their time was almost equally split between the preparation of their country's TA needs assessment and updated list of outstanding notifications (11%), and other MTS-related research (10%).

5.52. The internships ended in February 2020. At the time of reporting, 3 interns were evaluated as "fully satisfactory" and 10 "significantly exceeded performance requirements". **Target met**

5.2.1.2.4 Regional Coordinator Internship programme (RCI)

5.53. In 2019, five interns, including one from an LDC, were selected to work for a regional secretariat (PIFS) or for the mission of Members acting as regional coordinators for the GRULAC, CARICOM, ACP and the LDC Group. Their stay in Geneva depended on the duration of the coordinator's mandate. The PIFS intern stayed for 6 months and the GRULAC intern for 3 months. The other three interns recruited in the course of the year will complete their internship in 2020. The allocation of an intern to a regional coordinator is entirely demand-driven and thus depends on the requests received from those Members who act as coordinator for a region or group of Members. The extent to which the Secretariat can respond to the demand also depends on whether the Members presented candidates who met the benchmark requirements for such applications.

5.54. This was the lowest RCI intake since numerical targets were introduced in 2014 and below the annual 2014-18 average of 6.4 interns. The TA Plan retained the 2016 level as a baseline (7 interns) for this indicator and identified a target to recruit 8 interns per year provided sufficient requests were received from those Members or regional secretariats acting as coordinators for a region or group of Members; and that suitable candidates were presented. In 2019, the number of interns was below the target and the baseline as only five requests were received. All of them were granted. **Target partially met**

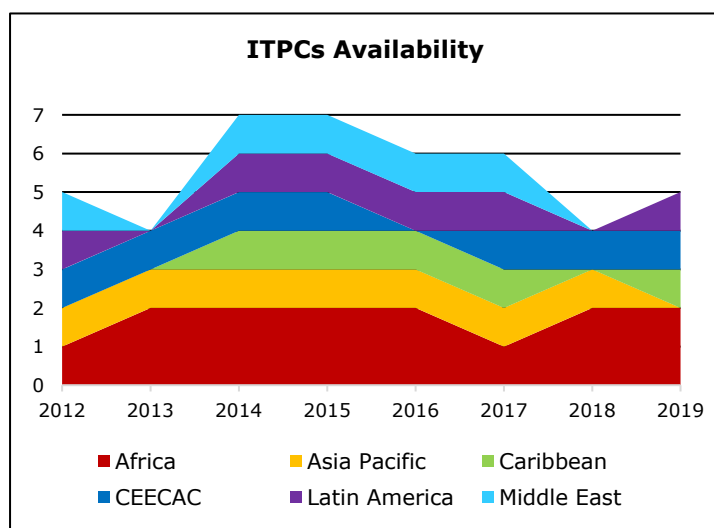


5.55. All monthly reports of the interns were received in a timely manner (100%). On average 76% of the interns' time was dedicated to regional group and WTO meetings and the related work. The interns spent 8% of their time in activities linked with research and preparation of briefing notes; and 3% attending training sessions. The remaining 13% of their time was devoted to other tasks and requests made by regional coordinators. These figures confirm that the RCI reinforces the capacity of the missions acting as regional coordinator to participate in the meetings of WTO bodies and regional groupings, and to perform the related work.

5.56. The assessment of the programme in 2019 considered the internships completed during the year, regardless of the date of recruitment. Three interns completed their internship in 2019 (one recruited in 2018 and two in 2019).⁴⁸ Two of the interns were evaluated as "fully satisfactory" and one "significantly exceeded performance requirement". **Target met**

5.2.1.3 Intermediate Trade Policy Courses (ITPCs)

Indicators	Targets	2019
Success rate in 8-week ITPC final exam	At least 90% annually	Target met
% of participants giving an excellent rating to ITPCs' overall content and results	Annual increase	Target met



5.57. In 2019, the Secretariat implemented five Intermediate Trade Policy Courses (ITPCs),⁴⁹ one more than the previous year and slightly less than the 2012-19 average of 5.5 courses per year. The courses were held in Côte d'Ivoire, Kazakhstan, Mauritius, Mexico and Trinidad & Tobago, for a total of 124 participants. For the first time since 2012, no course was held in Asia-Pacific, whilst a new partner was being selected. A course has now been missed in every region at the end of each four-year partnership. Since 2012, ITPCs have been offered in all seven regions only twice (i.e. 25% of the time) and the average availability of ITPCs has been 79%.

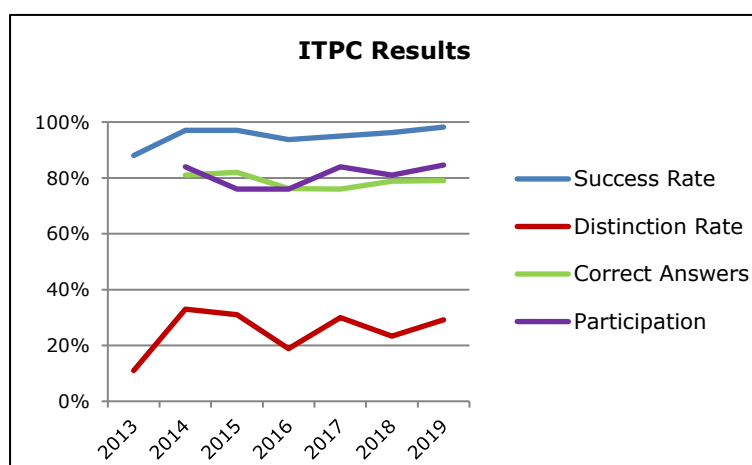
5.58. Since 2013, a final exam is used to evaluate the participants in all ITPCs. Participants take the exam at the end of a three-day revision workshop in which they revisit the entire content of the ITPC in a horizontal manner. Participants' final grades were comprised of an assessment of their participation during the course (30%) and their 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 to move to a weekly system and also take the opinion of the trainers into account. The final

⁴⁸ The remaining 3 interns recruited in 2019 will complete their internship in 2020. Their evaluation will be considered in the 2020 report.

⁴⁹ Also known as Regional Trade policy Courses (RTPCs) since they are organised on a regional basis.

participation grade of each participant is the average of the weekly grades. The results measured in 2019 were the following:

	Africa (French)	Africa (English)	Caribbean	Latin America	CEECAC	Average
Attendance	29	30	22	25	18	25
Passed	29	29	22	25	17	24
Distinction	7	7	5	5	8	6
Success	22	22	17	17	9	17
Success Rate	100%	97%	100%	100%	94%	98%
Distinction Rate	24%	23%	23%	32%	44%	29%
Correct Answers	72%	80%	79%	83%	81%	79%
Participation	87%	76%	84%	85%	91%	85%
Excellent Opinion	52%	80%	55%	80%	56%	65%
Good Opinion	48%	20%	36%	20%	39%	33%



5.59. All five ITPCs were successful, three of them very successful, in transferring an appropriate level of knowledge and skills on WTO matters to their participants, especially on the WTO Agreements and the way to use the WTO legal texts. The average success rate of the participants has been the highest since 2013 (98% in 2019), improving on last year's success rate (96%). Participation in class has also been very high (85%) due to the variety of interactive methods that assist effective learning.

5.60. The percentage of correct answers to the final exam was 79% on average and the distinction rate (i.e. final mark above 90%) 29% on average, six points higher than last year. These results demonstrate a continuous improvement in the course delivery and a positive engagement of participants. This means that the ITPC objectives (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) were satisfactorily achieved in 2019. These results are above the 94% success rate achieved in 2016 (TA Plan baseline) and the 90% targeted by the TA Plan. **Target met**

5.61. During 2019, a new module on Transparency (1.5 days) and a session on Trade & Gender (½ day) were incorporated into the ITPC curriculum at the request of Members. Tailored training materials were also developed in these two areas. The module on trade negotiations was removed and now forms part of the Advanced Trade Policy Course (ATPC). At the request of participants, two ½-day modules on Government Procurement and TRIMS are now part of the curriculum since 2018.

5.62. In 2019, regional experts taught 31% of the course time on average (i.e. 12.5 days out of 40). Efforts continued to also involve regional institutions.

5.63. The use of interactive training methods during the year was characterized by a return to 2017 levels after the decline noted in 2018. The percentage of pure lectures decreased on average from 61% in 2018 to 56% in 2019 (while it was 60% in 2016 and 55% in 2017). Accordingly, the use of case studies and exercises increased to 23% and Q&A sessions to 16%. The remainder of the time involved quizzes, professional visits and other discussions. These pedagogical improvements aimed to enhance participants' capacity to consolidate their knowledge.

5.64. The course content of the ITPCs was highly appreciated by the participants. On average, 58% of them considered that the courses were generally excellent, and the remaining 42% that they were generally good. Hence in total, ITPCs gathered 100% of top two marks from the participants. The TA Plan had targeted an increase on the 2016 baseline of 93%. **Target met**

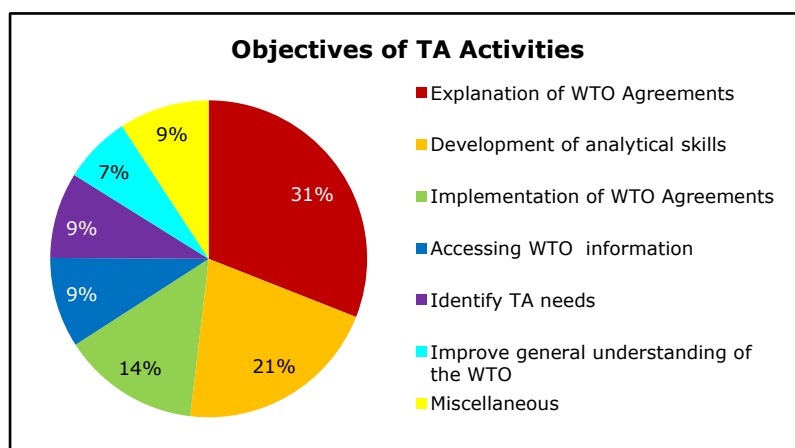
5.2.1.4 Other face-to-face activities

Indicators	Targets	2019
Spread of geographical coverage of Members' participating in face-to-face TA courses	Maintain spread annually	Target met
Spread of level of development of Members' participating in face-to-face TA courses	Annual stability in the participation of LDCs	Target partially met
% of participants giving an excellent rating to ATPCs' and advanced thematic courses' overall content and results	Annual increase	Target met
Number of revised modules or case studies in ATPCs	Two per year	Target met
Number of participants trained on trade negotiating skills	Annual stability	Target partially met
Advanced thematic courses focused on implementation	Three in 2017 and four in 2018	Target met
Implementation of Action Plans within 12 months	Annual stability	SPS: Target met TBT: Target not met

5.65. The geographical spread of participation in face-to-face TA activities was analysed in section 4.2 above. It showed a moderate reshuffling of participation levels across TA beneficiary regions. Despite this variation, and except for Africa and Latin America, the share of each region in the total participation in face-to-face activities remained above its corresponding level for 2016, identified as the baseline for this indicator in the TA Plan. The TA Plan targeted annual stability of the geographical spread of participation in face-to-face activities. **Target met**

5.66. Participation of LDCs in WTO TA was analysed in section 4.1. Whilst the Secretariat continued to prioritise LDCs in the provision of its TA, their decreasing demand for national activities, their propensity to postpone or cancel activities once requested negatively affected their overall participation in WTO TA. One quarter of face-to-face activities were directed at them in 2019, as in the previous year. The proportion of LDC participants went down in 2019 (21% of total participants, -4 percentage points), as LDC participation in absolute terms declined faster than the overall TA participation. LDCs' participation in face-to-face activities in 2019 remained below the baseline identified in the TA Plan for this indicator (22% of total participants in 2016). **Target partially met**

5.67. The TA Plan identified several proxy indicators related to training methodology described in the above table to assess the extent to which face-to-face activities other than those covered in previous sections have achieved their objectives and enhanced Members' knowledge in the areas identified under Output 1.1. No final exam is administered to measure participants' learning in most face-to-face activities.⁵⁰ The overall success of each activity and the extent to which it has met its stated objectives is evaluated by the trainers themselves in the BTOR. BTORs constitute the core evaluation tool for these activities. As their availability is critical, the Secretariat invested significant time and energy to make reporting on face-to-face activities systematic, comprehensive and structured. These efforts have brought the reporting rate up to nearly 100% since 2016.



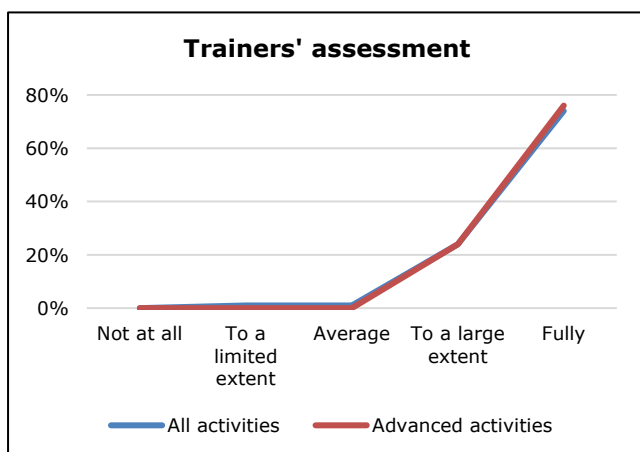
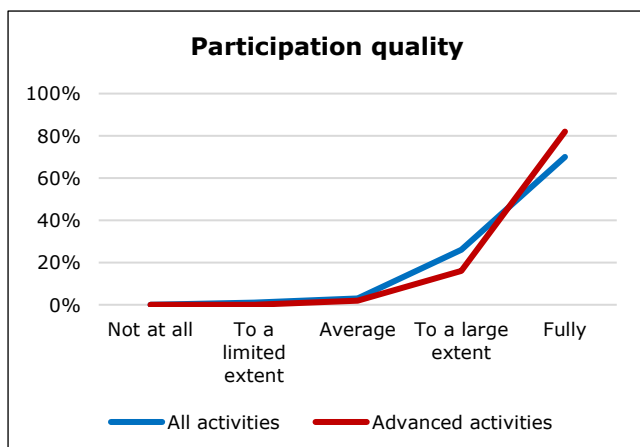
5.68. There was some rebalancing in 2019 in the relative importance of the different categories of objectives assigned to TA activities. Enhancing the understanding of beneficiaries on one or several WTO Agreements represented 31% of the objectives (40% in 2018 and 43% in 2017). The improvement of analytical, communication or negotiating skills and of the capability to assess the implications of, and deal with, a given WTO subject

⁵⁰ To date, only the ITPCs and since 2017, the Introduction Course for LDCs include a final exam to assess knowledge acquisition by participants.

came next (21% in 2019 vs. 15% in 2017 and 21% in 2018), followed by enhancing the capacity of government officials to operationalize and correctly implement provisions of WTO Agreements (14%; +3 percentage points). The remaining 34% (against 28% in 2018) of the objectives were related to strengthening a diversity of skills such as the capacity to access WTO data, ability to work in teams and development of a network of contacts. The proportion of objectives targeting the enhancement of participants' soft skills and analytical capabilities remained stable in 2019 compared to the previous two years (32% against 35% in 2018 and 26% in 2017), reflecting the Secretariat's efforts to enhance TA's relevance and usefulness for participants. Most TA activities had several objectives, with an average of approximately 3 objectives per activity in 2019, as in previous years.



subjective self-evaluations. The assessment by an independent evaluator, whenever available, generally gives more nuanced results. In 2019, five TA activities were subject to an onsite evaluation by the Secretariat internal TA Monitoring & Evaluation team (TAME), which did not come to a



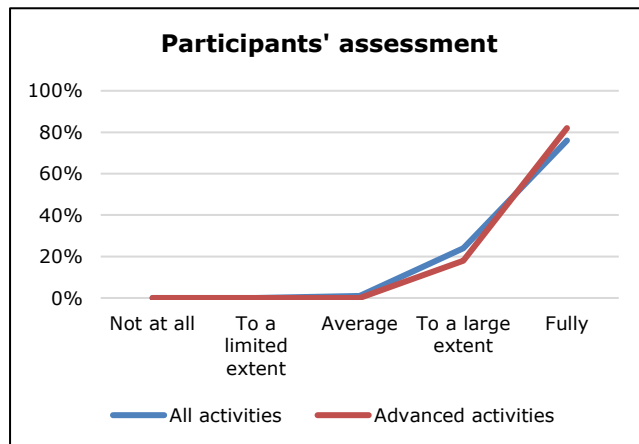
5.69. When evaluating the achievement of the immediate objectives of the activities, trainers gave an average mark of 4.7 out of a maximum of 5, in line with the figures from the previous years. Amongst the 458 immediate objectives of TA activities for which data were available in 2019, only three objectives were given a mark of 3, three a mark of 2, and none a mark of 1. Therefore, the achievement of 98% of the objectives was rated as satisfactory or outstanding in 2019. These figures show a continuation of the high performance observed since 2016.⁵¹ Nevertheless, they are to be interpreted with caution as they are based on the trainers' subjective self-evaluations. The assessment by an independent evaluator, whenever available, generally gives more nuanced results. In 2019, five TA activities were subject to an onsite evaluation by the Secretariat internal TA Monitoring & Evaluation team (TAME), which did not come to a materially different conclusions concerning the achievement of the various objectives. If anything, the optimism of the trainers about the actual results of their activities was more limited than in those activities assessed by TAME in 2018. This confirms that the WTO system based on BTORs to monitor TA activities' results is robust and credible. Relying on self-evaluations is both effective and efficient.

5.70. Another element of performance of face-to-face activities that can be extracted from the BTORs is the quality of participation. The data for 2019 showed that the Secretariat kept up the pace of high performance achieved on this front since 2016. In 96% of the BTORs, the quality of participation was considered generally satisfactory (70% fully and 26% to a large extent, against 66% and 25% respectively in 2018). As in previous years, this assessment was even better for the advanced activities for which data are available, as 98% of them had a satisfactory level of participation.

5.71. Trainers were mostly positive when assessing the overall content and results of the activities, as 74% of the activities were deemed fully satisfactory and the remaining satisfactory to a large extent. Advanced

⁵¹ The achievement of 98% of the objectives was rated as "Satisfactory" or "Outstanding" in 2018 and 2017. In 2016, this rate was 92%.

activities received almost identical ratings from the trainers, with 76% considered as fully satisfactory and 24% to a large extent.

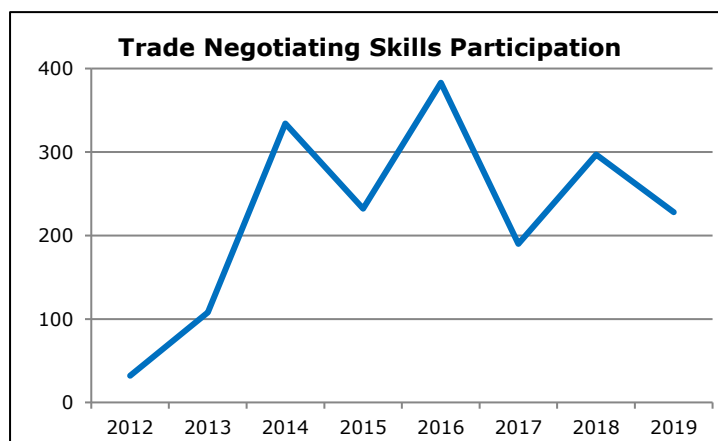


5.72. Participants were generally more enthusiastic than the trainers in their assessment of activities' overall content and results. As in previous years, only the top two ratings were used in 2018.⁵² The content and results of the activities, regardless of their level, were considered fully satisfactory in 76% of the cases and to a large extent the rest of the time. Participants' assessments of advanced activities followed the same trend with a higher level of satisfaction in the ATPCs compared to other advanced activities. ATPC participants found the overall content and results fully satisfactory in all the three courses (100%). Results in the advanced thematic activities were slightly

lower with 82% fully satisfactory and 18% to a large extent. For both categories of activities, participants gave an excellent rating in 100% of cases. The baseline identified in the TA Plan was 100% of excellent rating by participants for the ATPCs and 91% for the advanced thematic courses.

Target met

5.73. Revision of modules and case studies in the ATPCs was identified as another proxy indicator for face-to-face activities' performance. A session on Trade & Gender was introduced in ATPCs in 2019, initially as a sandwich lunch and subsequently as a regular session during the development module. A pre-test was administered at the beginning of the course to identify participants' knowledge gaps and adjust the course accordingly. Its results were shared for the first time with all the trainers in the last ATPC of the year, in order to identify gaps and improve knowledge transfer. The module on trade negotiations skills was reviewed, as it is no longer split between the ITPCs and ATPCs. The TA Plan targeted the revision of two modules or case studies per year. **Target met**



5.74. After a significant rise in the number of participants trained on trade negotiation skills in 2018, year 2019 saw a decline of 23%, reaching a total of 228 participants. The Secretariat delivered seven activities (1 regional and 6 nationals).⁵³ The total number of activities remained below the historical record reached in 2016 (9 activities) and above the minimum of 2017 (5 activities). Overall participation level in 2019 was below the 2016 record, retained as the baseline in the TA Plan. **Target partially met**

5.75. Whilst the vast majority of the TA provided by the WTO focuses on the implementation of the WTO Agreements in a general sense, few activities have explored innovative methodologies combining problem identification, development of an action plan, promotion of leadership, individual coaching of participants, simulations, independent study and follow-up over a long period. As acknowledged in the TA Plan 2018-19 and in the 2016 external evaluation, these latter approaches allow participants to learn by doing and stimulate their implementation capacity. Section 3.4.2 provided various illustrations of the Secretariat's efforts to further expand the focus on implementation in its advanced thematic activities. In 2019, five activities embodied several of the above-mentioned approaches: the advanced course on SPS (which also held a follow-up session to

⁵² "Fully satisfactory" and "Satisfactory to a large extent", which are considered as excellent ratings.

⁵³ On average, a national activity on TNS gathers around 24 participants and a regional 42.

the 2018 course), the advanced workshop on agriculture notifications, the advanced course on TBT, the advanced course on Import Licensing and notifications and the thematic course on trade in services statistics. The latter consisted of a mix of case studies, lectures and numerical exercises. Participants were invited to submit concrete examples of difficulties faced in data collection, discuss possible solutions with experts and prepare a checklist of good practices. Prior to the face-to-face component, participants attended a preliminary UNCTAD-WTO online course on trade in services statistics, which included some coaching and follow-up. The TA Plan identified the organization of four advanced thematic activities focused on implementation in 2018 with no numerical target for 2019. However, the higher number of activities with the above-mentioned characteristics in 2019 confirmed the spread of such pedagogical methods inside. **Target met**

5.76. Among the activities focusing on implementation, the SPS advanced course was the only one to comprise the preparation of an action plan by participants, the provision of continuous distant coaching and the organization of a follow-up training session. The follow-up session to the 2018 advanced SPS course took place in July 2019. Among the 25 participants who attended the main session in October-November 2018, only those who had submitted two progress reports on the implementation of their action plan were invited to the follow-up activity. Six of the 25 participants who met the requirement could not attend for reasons beyond their control. The remaining nineteen participants attended the follow-up activity. They shared a wealth of information on the lessons learnt and experiences in the implementation of their action plans. Returning participants demonstrated their self-confidence, leadership and communication skills in the presentation of their action plans. These are part of the soft skills that the advanced SPS course aims to develop. All participants made efforts to implement their action plan and, as expected, experienced varying levels of success, often influenced by the level of support received from their supervisor.

5.77. Assessing the actual implementation rate of action plans after one year is difficult because these plans may require a longer period for proper implementation and may not be finalized at the time of reporting during the Follow-up Session. This also depends on the level of ambition of the action plan and the extent to which it is within the sole control of the participant. Participants are encouraged to choose ambitious action plans and to adapt them to the circumstances. For instance, some participants target the development of guidelines or training materials, while others target the strengthening of specific SPS-related processes or systems. The latter may require two years or more to be implemented. These factors lead to significant variations in the level of implementation of the action plans among participants during the reporting period. In 2019, only one participant achieved limited progress in the action plan implementation. This was due to a lack of support following institutional changes, including a change in supervisor. The overwhelming majority had either completed (28%) or made significant progress (68%) in the implementation of their action plans. With an overall rate of 96% (+26 percentage points compared to 2018), 2019 has been the most successful years for implementation of action plans, far exceeding the 2016 implementation rate (slightly more than 60%), which was identified as the baseline for this indicator in the TA Plan. The TA Plan had targeted an annual stability of the implementation rate. **Target met**

5.78. The advanced course on TBT adopted a similar approach in 2015 but was then discontinued in 2016 and 2017. In 2019, as in the previous year, it did not include a fully-fledged follow-up component nor any coaching to support participants in the development and implementation of their action plans. Some examples of concrete results could still be found. The TBT Committee had identified tracking and reacting to the high number of TBT notifications circulated as a challenge and asked the Secretariat to develop an alert system for notifications to assist in this process and address a very concrete need. Now that the system is in place (ePing), requests for capacity building and follow-up on ePing are growing. **Target not met**

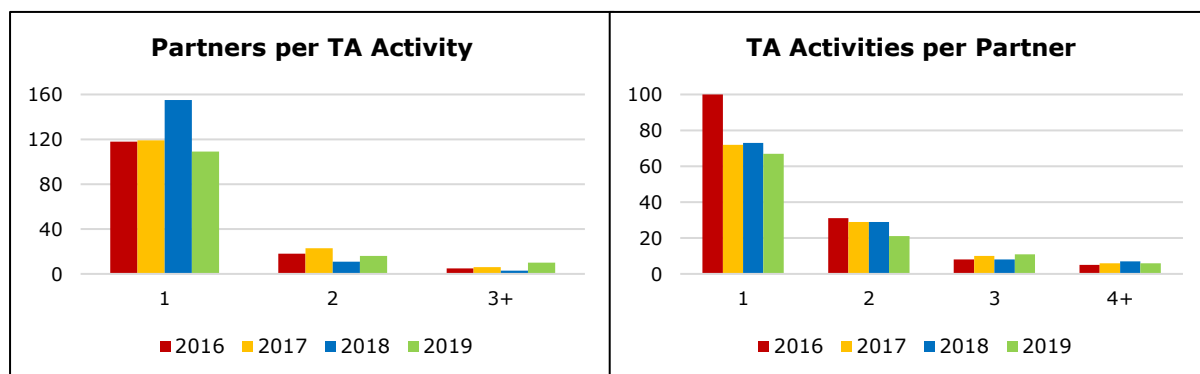
5.2.2 Output 1.2: Effective partnerships established resulting in substantive contributions of human and financial resources for TA activities

Indicators	Targets	2019
Proportion of activities with the involvement of a partner	Annual stability	Target partially met
Proportion of partners' contribution to the TA activities	Annual increase of substantive contributions	Target partially met

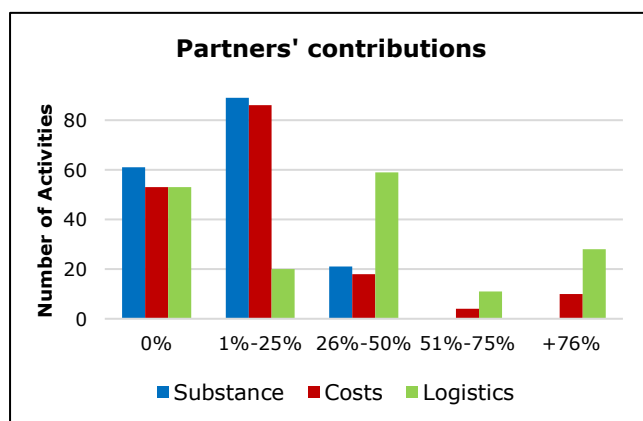
5.79. As foreseen in the TA Plan, in 2019 the Secretariat continued to leverage strategic partnerships to deliver better-tailored TA activities in a cost-efficient manner. The cooperation with

an extensive network of partners was essential for the achievement of the TA outcomes. The EIF, TFAF and STDF, which also contribute substantively and financially to the implementation of TA and the achievement of its objectives, were not considered as separate partnerships for this indicator even if, for instance, the STDF was involved in the delivery of most SPS TA activities in 2019 and the TFAF in many TA activities on MA for goods.

5.80. In 2019, the Secretariat cooperated with 105 different partners to organize and deliver 135 TA activities. In addition, the Secretariat participated as a partner in 18 TA activities organized by other institutions. Together, these 153 activities represent 52% of the TA activities which the WTO organized or in which it participated in 2019. The proportion was 59% in 2018, 60% in 2017 and 54% in 2016 (baseline). The TA Plan targeted stability since 2016. **Target partially met**



5.81. In 2019, 64% of WTO TA partners were involved in one single WTO TA activity, and 20% in two. 81% of the TA activities which involved a partnership were organised with one single partner and 12% with two partners. This means that in the vast majority of cases and as already noted in previous years, a specific partnership was developed in order to organize one single activity with this partner and with this partner only. The turnover of partners was significant in 2019, as no TA activity was organised with 53 of the 2018 partners and 40 new partners were enlisted during the year. Overall, the number of partners was down by 11% compared to 2018.

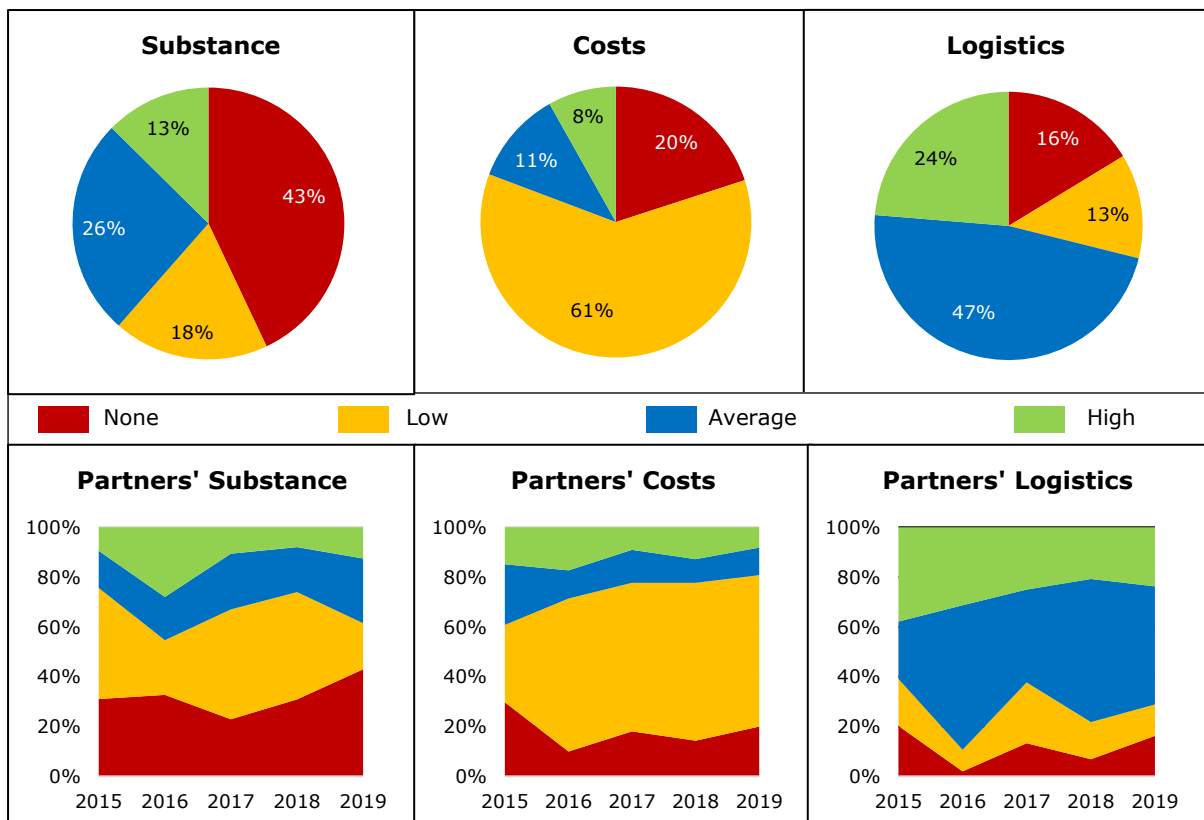


5.82. The TA Plan identified four domains in which partners could usefully add value to the TA provided by the WTO: substance, cost-sharing, logistics and outreach. For an activity to qualify as WTO TA, it was assumed that the Secretariat would need to provide a majority of its substance. This means that the contribution of partners to substance was 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 was consequently considered as low between 0% and 34%, as average between 35% and 69% and as high above 70%.

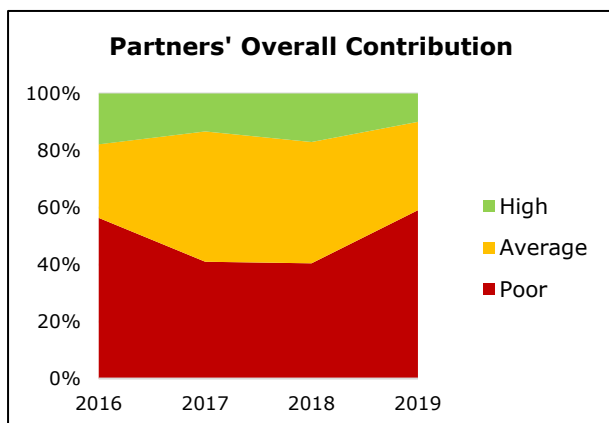
5.83. In 62% of cases, the partners were the governmental authorities hosting national activities who bear the domestic costs and take care of invitations and the local logistics. Contribution of the host government to the substance of national activities was highly encouraged. It exceeded 20% of the total substance in 19% of the cases.

5.84. The partnerships allowed the WTO to reach out to a wider public than its traditional audience in 7% of cases. This is four percentage points less than in 2018 and well below the 2016-19 average of 10%. This proportion was considerably higher for the activities under Key Results 3 and 4 (21%, but 12 percentage points less than in 2018, also well below previous years' average).

Partners' contribution to:

5.85. In terms of substance, the average contribution from partners continued to decrease in 2019. The share of partners who did not contribute at all to the substance of TA activities increased from 31% to 43% compared to 2018, while the share of partners who made a low contribution halved from 43% to 18%. Average and high contributions increased from 18% to 26% and from 8% to 13% respectively. This evolution illustrates how challenging and variable the involvement of partners in the substance of TA activities can often be.

5.86. The evolution on the TA costs and logistics side was more stable in 2019 compared to previous years, even if the share of partners making no cost or logistical contribution grew from 14% to 20% and from 7% to 16% respectively and stood above the 2016-18 averages (14% and 7% respectively). The share of more significant contributions (average and high) shrank from 22% to 19% for costs and from 78% to 71% for logistics and were also below the 2016-18 averages. Beyond unavoidable annual fluctuations, the general trend points towards a lower involvement of partners overall.



5.87. Indeed, analysing these three dimensions together shows that approximately 60% of the partners made a very modest contribution to the 2019 TA activities in any area (+50% compared to 2018, 13 percentage points above the 2016-18 average). In 31% of cases, the partner made an average contribution to WTO's activities (43% in 2018, 38% on average in 2016-18) participating mainly in logistics and substance. Like in previous years, logistics is the area where the Secretariat received the highest contribution from its partners. Partners took care of most of the logistical arrangements to implement its TA activities in 24% of the cases.

5.88. Partners' overall contribution in the three areas was high in 10% of cases (17% in 2018), below the 2016-18 average (16%). This was particularly the case for outreach activities, and activities with WIPO on Intellectual Property Rights and the IMF-CEF in the Middle East. The TA Plan had targeted an annual increase of the contribution from partners compared to the 2016 level.

Target partially met

5.2.3 Output 1.3: Members' needs and priorities are identified

Indicator	Target	2019
Number of needs assessments conducted annually, either independently or as part of a TPR	Increase during the biennium	Target met

5.89. The successive TA Plans emphasized the importance of assessing Members' TA needs on a regular basis to ensure that the WTO TA offer meets their priorities.⁵⁴ Consultations were held in 2017 in preparation of the TA Plan 2018-19 through the circulation of questionnaires to Members. In total, the Secretariat received responses from 85 beneficiaries, representing approximately 60% of total potential beneficiaries. The information gathered was representative of beneficiaries' views concerning their TA priorities and desired outputs for the 2018-19 biennium. It showed that beneficiaries' priority needs were, in order of decreasing importance, on the following subjects: Trade Facilitation, Services, SPS, TBT, negotiation skills, Trade Remedies, Agriculture, MA for Goods, TRIPS, e-Commerce, RTAs, development, Notifications, TPR follow-up and Dispute Settlement.⁵⁵ Informal consultations between the Secretariat and Members held early 2019 confirmed these priorities, which have been stable for several years. The analysis presented in chapter 4 above showed that the TA provided by the WTO in 2019 responded to a very large extent to these needs and priorities.

5.90. Except when preparing a new TA Plan, most of the consultations held with Members and Observers about their TA needs and priorities are informal and not systematically documented. This was the case when analysing and responding to the requests for national activities. These requests always trigger multiple bilateral exchanges between the Secretariat and the authorities of the requesting country, to specify more precisely their actual needs in order to design the most suited TA activity. As reported in previous years, this process continued to be a challenge for many beneficiaries who found it difficult to define precisely the shortcomings they sought to address or the objectives they wanted to reach at the end of an activity. Another difficulty came from requests seeking the Secretariat's advice on negotiating strategies, for example for regional trade agreements. 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. As indicated in the section 3.1.2 of this report, the number of national activity requests declined by 22% compared to the previous year, leading to a commensurate decrease in the number of needs assessments carried-out.

5.91. The focus of national requests submitted in 2019 showed that the need for general capacity building remained high (13% of the requests). This confirms the importance of the challenges identified by Members during the 2018-19 TA Plan consultations (overall weak institutional capacity with a high staff turnover leading to loss of institutional memory).⁵⁶ Out of the 14 most frequently requested topics in 2019, 12 had been identified as top priorities in the TA Plan, although not in the same order: Notifications, Standards,⁵⁷ Trade Remedies, MA for Goods, Services, Trade Facilitation, Trade Negotiations, TRIPS, Agriculture and e-Commerce. Topics such as Statistics and Dispute Settlement received a lower priority in national activity requests in 2019, in favour of topics such as Accession and GPA.

5.92. As noted in previous annual reports, needs assessment prior to the delivery of advanced activities continued to frequently rely on pre-course questionnaires in one form or another. The responses received were used to tailor the content of the activities to the specificities of the

⁵⁴ See section 6.1.3 in documents WT/COMTD/W/211 and WT/COMTD/W/277/Rev.1, viewed at https://docs.wto.org/dol2festaff/Pages/FE_Search/DDFDocuments/239616/q/WT/COMTD/W227R1.pdf.

⁵⁵ See section 4 in document WT/COMTD/W/227/Rev.1.

⁵⁶ See section 4 in document WT/COMTD/W/227/Rev.1, viewed at https://docs.wto.org/dol2festaff/Pages/FE_Search/DDFDocuments/239616/q/WT/COMTD/W227R1.pdf.

⁵⁷ SPS and TBT were grouped under a single category named Standards to account for activities addressing both topics together.

participating countries. In 2019, pre-course questionnaires were used in preparation of the advanced thematic courses on GPA, MA, TRIPS, Services, SPS, Rules, etc. For the workshop on QRs for the CEECAC region, as part of the selection process participants had to identify the challenges faced during the preparation of QR notifications in their countries, and to identify real notifications they would finalise during the workshop. Applicants to the WIPO-WTO Colloquium for Teachers had to identify topical legal and policy IP issues under debate or review in their country or region. These issues were discussed during the colloquium. The regional workshop on Antidumping for Latin American and Caribbean investigating authorities discussed the coherence between national approaches and the specificities of the regulatory or judicial environment in the countries concerned, based on participants' responses to the pre-course questionnaire circulated by the Secretariat.

5.93. The four country assessments performed in 2019 (see section 3.3 above) discussed their TA needs with national stakeholders. These were documented in reports shared widely with Secretariat staff involved in TA delivery, mainly through the TA Coordination Task Force.

5.94. The 2018-19 TA Plan saw the TPR (including both the TPR process and TPR follow-up activities) as a crucial opportunity to identify TA needs, and referred to TPRs in the indicator for Output 1.3.⁵⁸ In 2019, 16 TPRs were completed, among which 15 concerned TA beneficiary Members: Bangladesh, Burundi, Costa Rica, Kenya, Laos, North Macedonia, Papua New Guinea, Peru, Rwanda, Samoa, Suriname, Tanzania, Trinidad & Tobago and Uganda. None of these reviews analysed the TA needs of Members.⁵⁹ The Secretariat carried out 6 national TPR follow-up activities in Côte d'Ivoire, Cambodia, Ecuador, Mexico, Peru and Vanuatu. In all these activities, participants discussed TA needs required for the implementation of trade policy reforms recommended by the TPR, either as part of a dedicated session or across various sessions of the programme.

5.95. The TA Plan had targeted an increase in the number of TA needs assessments conducted during the biennium by the Secretariat. The number of responses to the questionnaire used for Members' consultations during the elaboration of the TA Plan 2016-17 was used as a baseline (71 responses received in 2015) against which the evolution in the needs' assessments for the 2018-19 biennium would be appraised. In 2017, 85 responses were received for the identification of priority needs for the 2018-19 TA Plan. Although it predates the reporting year, this figure is applicable for the entire biennium and shows a 20% increase compared to the baseline. This improvement is also accompanied by a consolidation in 2019 of the Secretariat's efforts (documented in previous annual reports) to carry-out needs' assessments as part of the preparation of TA activities, as illustrated by the anecdotal evidence mentioned above. **Target met**

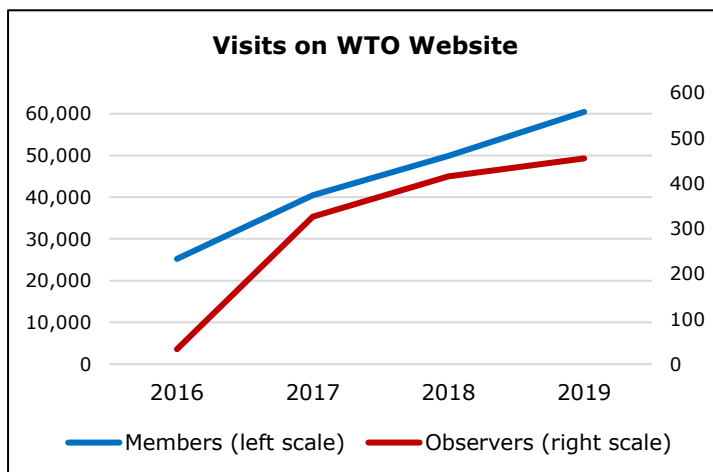
5.2.4 Output 1.4: WTO data accessed and used by Members to analyse trade-related matters

Indicators	Targets	2019
Visits by Members' logging into the WTO website	Annual stability	Target met
Number of officials trained annually on what is available and how to retrieve the information from WTO databases	Annual increase	Target met
Number of requests for training on WTO databases	Annual increase	Data not available

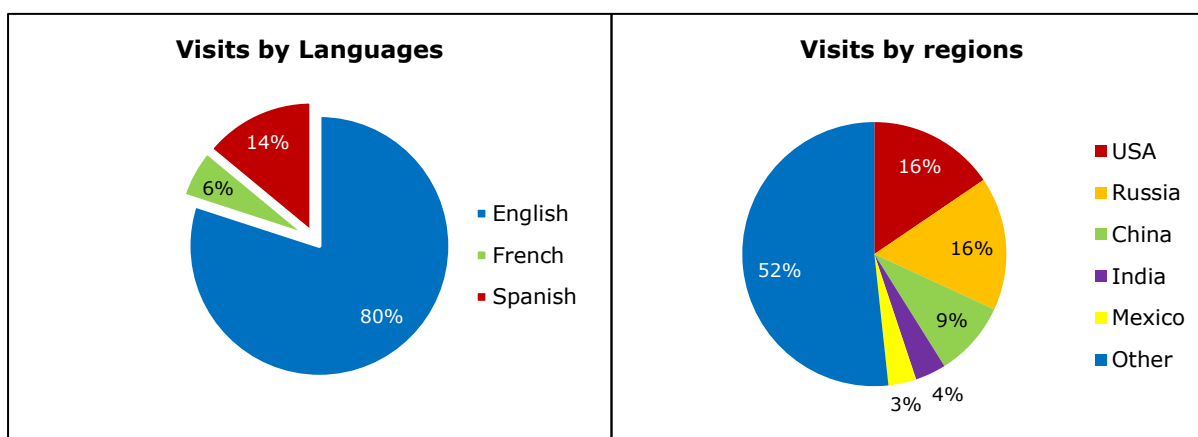
5.96. Access to relevant and timely data on trade-related matters is key to allow Members and Observers to improve their analysis of trade developments and trade negotiating positions. According to the responses to the TA questionnaire used to prepare the TA Plan, the WTO website is the main source of information for most TA beneficiaries. The WTO website is constantly updated, and its main features are regularly improved, for example to periodically review its content and to include more interactive elements such as videos and links to WTO social media accounts. The public and Members' website were merged in 2017 to facilitate access. Journalists have subsequently been granted the possibility to create a personal account and since 2019, registration is open to any other interested individual. The features and functionalities of the website vary according to the category of users. For instance, delegates and government officials have access to some restricted web pages and to documents through DocsOnline.

⁵⁸ See Annex 1 in document WT/COMTD/W/227/Rev.1, viewed at https://docs.wto.org/dol2feetaff/Pages/FE_Search/DDFDocuments/239616/q/WT/COMTD/W227R1.pdf.

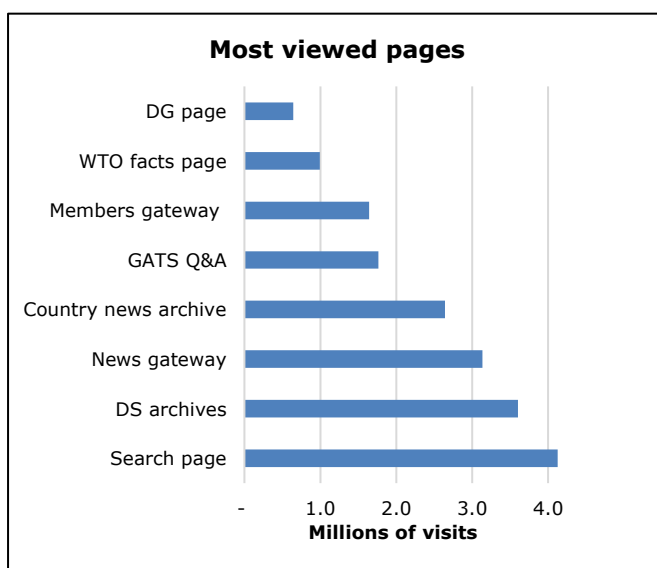
⁵⁹ This is more frequently done during TPR follow-up activities.



5.97. Over the last four years, as users became more and more aware of the benefits of accessing the website by logging in into the system, the number of visits has increased significantly. Visits of delegates and government officials from Members increased by 21% between 2018 (49,927 visits) and 2019 (60,427) and more than doubled between 2016 (25,218 visits) and 2019. Visits from Observers grew from 415 in 2018 to 455 in 2019 (+10%), as growth became slower after the initial years. The TA Plan targeted stability, which was largely exceeded. **Target met**



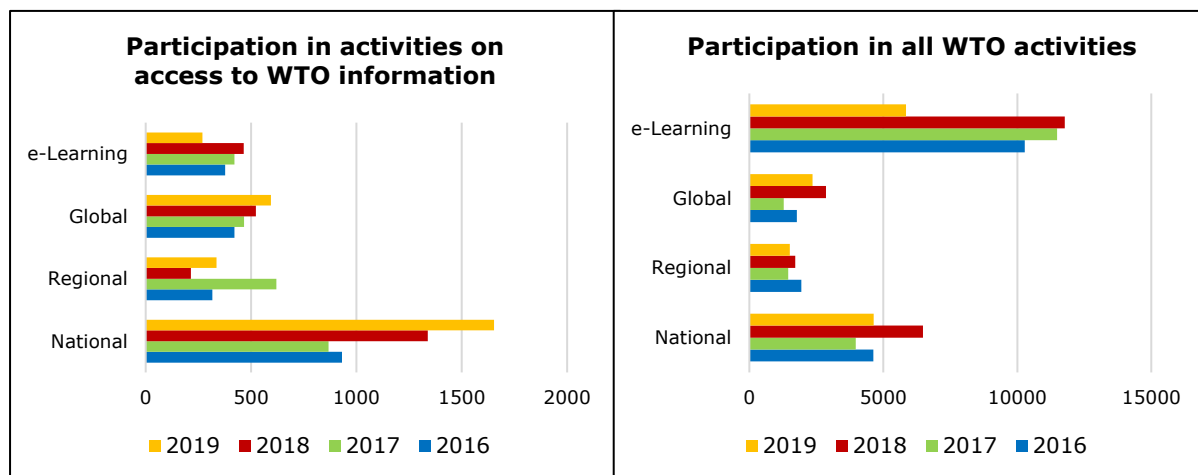
5.98. Most users (80%) accessed the website in the English language version. Access to the Spanish and French versions of the website represented respectively 14% and 6% of the visits. Almost one third of the top users of the WTO website were from developed countries. Visits from the US and Russia each represented around 16% of the total, followed by China (9%), India (4%) and Mexico (3%). Other key users in the top-ten included the UK and Netherlands (approximately 4% each), France, Canada and Germany (approximately 3% each).



5.99. In 2019, the number of visits to the WTO website increased overall by 67% compared to 2018. Visitors were interested in information of a specific nature which they filtered through the search tool (23% of total views), followed by WTO news (17%) and Country-related news (14%).⁶⁰ The topics of most interest in 2019 were dispute settlement (the archives on dispute settlement accounted for 20% of the views), in particular for disputes on steel and aluminium products and those related to the EU energy package; and trade in services (10% of the views). Other highly visited pages were the Member's gateway, through which delegates and government officials can consult restricted documents (9% of views), the WTO facts page (5%) and the DG page (3%).

⁶⁰ Excluding the homepage which captured 9,371,374 views, as it opens automatically when connecting onto the website.

5.100. The Secretariat provides a wide array of online and face-to-face activities to enhance participants' ability to access WTO data and related information. In 2019, the Secretariat organised 64 such activities at the global, regional and national levels, less than in 2018 but slightly more than in 2017 (69 in 2018 and 62 in 2017). Training on information sources and databases was either part of activities for generalists (e.g. Introduction Course for LDCs, ITPCs, ATPCs, long-term internships, etc.) or of thematic activities for specialists (e.g. on Notifications, Agriculture, NAMA, Services, Standards, Trade in Services Statistics, etc.).



5.101. In generalist activities (Introduction Course, ITPCs, Intermediate Course on Priority Issues for LDCs and ATPCs) for which building participants' ability to find autonomously WTO-related information is one of the main objectives, several sessions were dedicated to presenting WTO information tools and resources. In 2019, 355 participants, long-term interns and YPs were taught how to access WTO tariff information and trade data, where to find information on the WTO website, library and DocsOnline, and how to use other tools such as the Integrated Trade Intelligence Portal, databases on non-tariff measures (e.g. ePing, IMS, etc.) and tools for trade analysis.

5.102. In 2019, at least 50 subject-specific face-to-face activities covered training on information resources.⁶¹ For instance, three national activities on services statistics and two on notification obligations brought together 124 and 67 participants respectively. Another three TBT activities trained 980 participants on the ePing alert system.⁶²

5.103. Four online courses incorporating specific modules on accessing WTO data and information are available: the courses on WTO Market Intelligence and on Transparency and Notification Obligations which have long been part of the e-Learning portfolio and are available in the three WTO languages; and two courses updated and made available in the three WTO languages in 2019 on "Doc Online e-Subscription" and "Agriculture IMS" (see section 3.4.1). In 2019, 269 participants were trained through these four courses.

5.104. In total, these activities benefited 2,582 participants (19.86% of the total participation in all WTO TA in 2019). This figure has improved progressively over the last three years (2,374 in 2017 and 2,542 in 2018). The TA Plan targeted an annual increase in the number of officials trained.

Target met

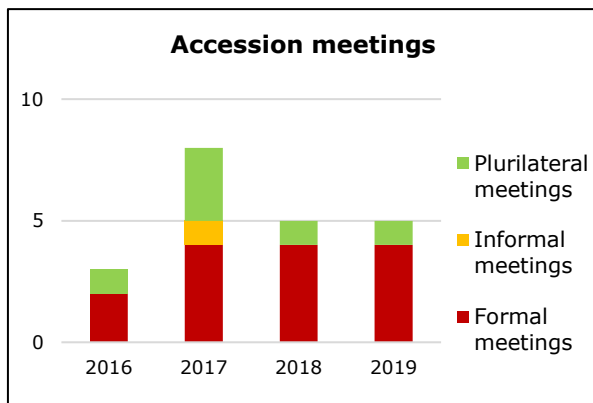
5.105. The TA Plan had also identified the number of requests for training on WTO databases as an indicator for this output. Such information is not available as most of the requests for activities received by the Secretariat are not sufficiently detailed and focus first on the subject rather than the means to address it (e.g. through accessing WTO information). **Data not available**

⁶¹ Counting only those activities including a specific objective on access to WTO information.

⁶² The national workshop on SPS and TBT held in China, brought together 925 government officials, 125 on-site and 880 by videoconference.

5.3 Key Result 2: Acceding governments are participating in accession negotiations

Indicator	Target	2019
Number of Acceding governments, including LDCs, with a formal or informal Working Party meeting held	Annual increase	Target partially met

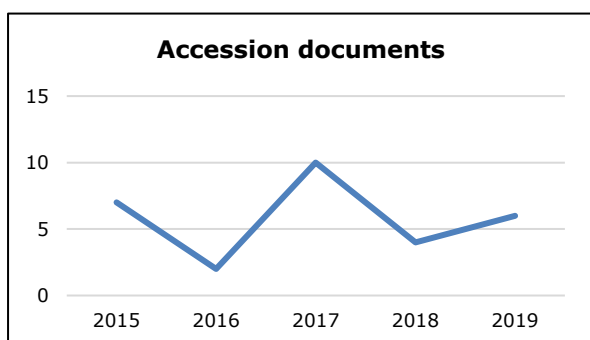


5.106. The Annual Report on WTO Accessions for 2019 presented the main developments of the year on the accession front, reporting mixed progress in the 22 ongoing accessions.⁶³ The focus was on the accessions of Belarus, Bosnia & Herzegovina and Comoros, which were identified as strategic priorities, since their accessions could be concluded in 2020, based on the level of technical advancement of the dossiers. Efforts were made to reactivate the accessions of Equatorial Guinea, Ethiopia, Iraq, Lebanon, Serbia and Uzbekistan, while work was still in activation process with Somalia and Timor-Leste after the establishment of their Working Parties.

5.107. In 2019, four formal Working Party meetings, one plurilateral meeting and no informal Working Party meeting were held:

- four formal Working Party meetings were held (4 in 2018 for 4 countries, 7 in 2017 for 5 countries): Bahamas (one meeting), Belarus (two meetings) and South Sudan (one meeting);
- one meeting addressing specific technical issues in the area of agriculture was held for Belarus, as in 2018;
- no informal meeting and no technical verification meeting (as in 2018).

5.108. The TA Plan targeted an annual increase, which did not materialise in 2019, even if the number remains above the 2016 baseline (three meetings). **Target partially met**



5.109. Six documents were prepared or revised during the year as opposed to 4 in 2018: the Memorandum on the Foreign Trade Regime (MFTR) of South Sudan was circulated; the MFTR of Uzbekistan was updated; A Factual Summary of Points Raised was revised for the Working Party on the accession of the Bahamas; a Factual Summary of Points Raised was revised for the Working Party on the accession of Sudan; a Factual Summary of Points Raised was revised for the Working Party on the accession of Ethiopia; and a draft Report of the Working Party was revised twice for the accession of Belarus. The statistics show that the production of documents in the field of accession follow the same pattern already noted at the beginning of section 5.2 above for the submission to WTO bodies of substantive documents by developing and LDC Members. Beyond unavoidable annual fluctuations, the trend seems stable overall as the total number of accession documents produced in 2019 was in line with the 2015-19 average (5.8 documents/ year).

⁶³ WT/ACC/36, viewed at <https://docs.wto.org/dol2festaff/Pages/SS/directdoc.aspx?filename=q:/WT/ACC/36.pdf>.

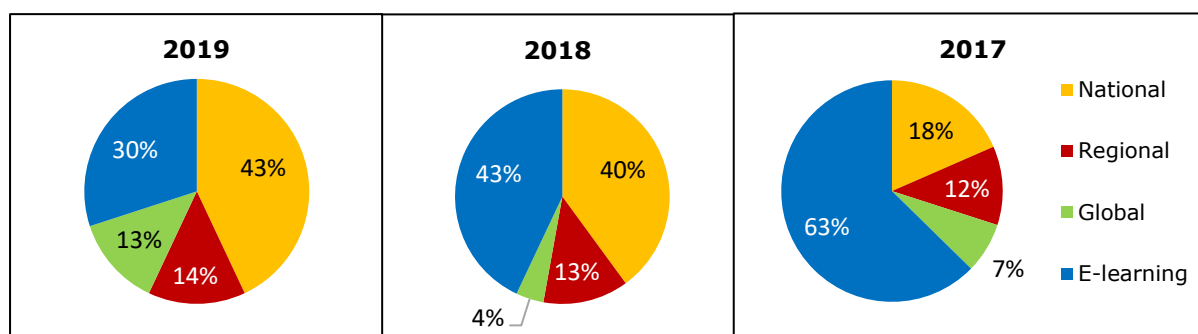
5.3.1 Output 2.1: Accessing governments are familiar with WTO substantive and procedural matters

Indicators	Targets	2019
Number of participants from acceding governments attending Outcome 1 TA activities	Annual stability	Target partially met
Number of roadmaps and endgame plans designed	Annual stability	Target met

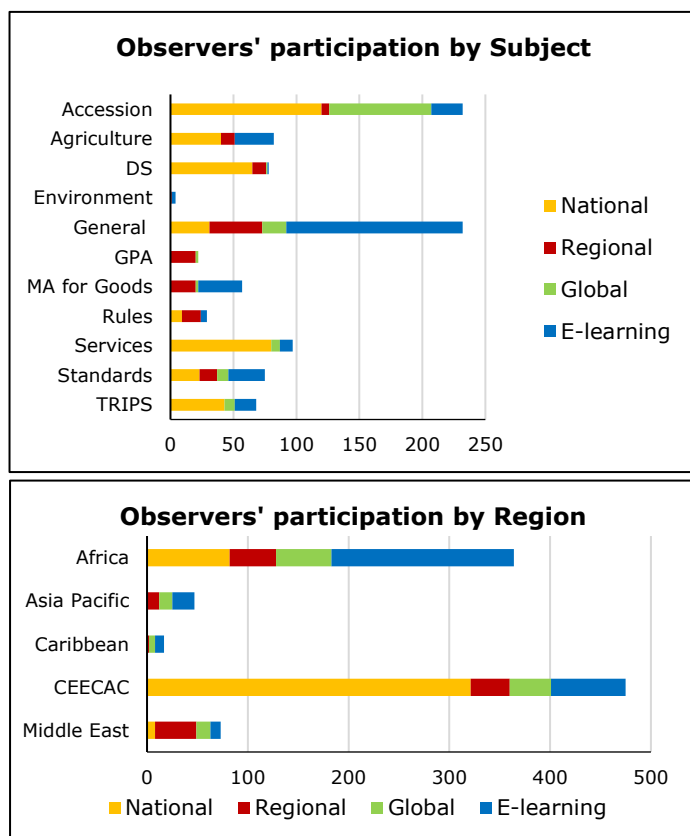
5.110. In 2019, as in the previous year, 15 out of the 22 Observers had an active accession process. The accessions of Algeria, Andorra, Bhutan, Iran, Libya, Sao Tomé & Principe and Syria were inactive. Acceding governments were invited to 81 face-to-face activities (i.e. 42% of the face-to-face activities, against 46% in 2018) and to all 88 online activities, i.e. to 169 TA activities in total (185 in 2018: 104 face-to-face activities and 81 online courses). Libya and Sao Tomé & Principe were under administrative measures in category III and their participation to TA activities could not be funded. Three Libyan officials participated in two regional activities on a self-funded basis. On average, 21 other acceding governments were invited to 46 face-to-face activities each (60 in 2018).

5.111. In total, 976 acceding countries representatives participated in TA activities in 2019, whether online or face-to-face (-34% compared to 2018, -3% compared to 2016). The share of participants from acceding countries in TA activities was at 7%, as it was in 2018. The TA Plan had targeted annual stability compared to 2016. **Target partially met**

Observers' participation in TA Activities



5.112. Observers' participation continued to evolve towards greater reliance on face-to-face activities. The proportion was almost the opposite of what it was two years ago. The prevalence of national activities was confirmed (+3 percentage points). Regional (+1 percentage point) and global activities (+9 percentage points) had approximately the same importance, when online courses gathered only 30% of the Observers' participants (-13 percentage points), most probably because of the change of e-Learning platform (see section 3.4.1 above). In absolute terms, Observers' participation decreased in online courses (54%) and in national (-31%) and regional (-27%) activities and increased in global activities (+108%). 13 national activities were held in acceding countries (14 in 2018, 7 in 2017). Uzbekistan hosted four national activities; Belarus three; Serbia two; and Ethiopia, Equatorial Guinea, Iraq and South Sudan one each. In total, national activities attracted 411 individuals in 2019 (592 in 2017 and 250 in 2017). Countries who hosted national activities represented 64% of the total Observers' participants. Belarus was the Observer with the highest number of participants, followed by Uzbekistan, Serbia, Sudan, Ethiopia and South Sudan.



5.113. Accession (mainly in national activities) and activities with a general scope were the most popular subjects in 2019 (232 participants each), followed by Services (essentially through national activities), Agriculture (in an almost balanced number between national and online activities) and Dispute Settlement (principally through national activities).

5.114. As in previous years, accessions-related TA focused on the regions with the largest number of ongoing accessions (Africa, CEECAC and the Middle East). The number of participants decreased in Africa (-53%), particularly in national activities (-72%); and in the Middle East (-47%). It increased in CEECAC (+6%), mainly through the national activities (+38%). In 2019, the Secretariat organized a new 2-week training seminar on WTO Accession Rules. This was the first specialised training on accession rules, to complement the two trainings focusing on bilateral market access negotiations for goods and for services.

5.115. In 2019, apparently 8 roadmaps were prepared (five in 2018).⁶⁴ No accession process was mature enough to warrant the development of an endgame plan either. The baseline in the TA Plan was 4 roadmaps in 2016 and the target annual stability. **Target met**

5.3.2 Output 2.2: Interested Members have expertise on GPA rules, accession negotiations, best practices and core access obligations

Indicator	Target	2019
Number of GPA accession-related documents circulated for all currently active GPA accessions involving TA-eligible Members	Annual stability	Target partially met

5.116. Accession to the Government Procurement Agreement (GPA) remained active in 2019: Australia acceded in May.⁶⁵ Five active GPA accession negotiations involved TA-eligible Members: China, Kyrgyz Republic, North Macedonia, Russia and Tajikistan, and Kazakhstan initiated its GPA accession in December 2019.

5.117. The TA provided by the Secretariat to support GPA accessions aims to strengthen beneficiaries' negotiating capacity and build their implementation readiness; and to enhance the expertise of non-GPA observers to help decide on a possible GPA accession. Eight TA activities on GPA were held in 2019, against 12 in 2018 and 7 in 2017: three regional activities (in Mexico for Latin America, Kuwait for the Middle East and Austria for CEECAC), one advanced global course and four national activities (in Côte d'Ivoire, Indonesia, Morocco and a joint activity for Afghanistan and Uzbekistan).

⁶⁴ For Belarus, Bosnia & Herzegovina, Equatorial Guinea, Ethiopia, Iraq, Somalia, South Sudan and Sudan, even if section II.4.i of the annual report on Accessions (WT/ACC/36) does not mention Belarus, Bosnia & Herzegovina, Somalia and Sudan as TA recipients in 2019.

⁶⁵ https://www.wto.org/english/tratop_e/gproc_e/memobs_e.htm.

GPA Documents circulated	2016	2017	2018	2019
Documents related to GPA accessions (GPA/ACC/* Series)	53	25	28	24
All other GPA Documents ⁶⁶	4	1	-	-
Total	57	26	28	24
Average Number of documents circulated per GPA acceding Member	9.5	5.2	5.6	4.8

5.118. The TA Plan identified the volume of documentation related to GPA accession circulated by TA-eligible GPA acceding countries as a proxy to measure the extent to which TA provided by the Secretariat enhanced the capacity of Members to effectively complete their accession negotiations. The total number of documents circulated in 2019 was marginally lower than in 2018 and 2017. The average number of documents per GPA acceding Member stood at 4.8, well below the 2016 level. The GPA renegotiation and subsequent accession to the revised version created some inflation in the number of GPA accession documents circulated in 2016. This has been corrected in the TA Plan for 2020-21, which set a three-year average as a baseline. A slight decrease in the number of documents circulated compared to 2018 can be explained by the fact that several accession countries are now in the final phase of negotiations and are addressing any final issues to be clarified directly in bilateral negotiations with interested parties. The TA Plan targeted stability of this indicator and identified the 2016 level as baseline. **Target partially met**

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

Indicator	Target	2019
Number of consultative processes in which WTO Chairs or young professionals have been involved	Annual stability	Target partially met

5.119. The second Phase of the WTO Chairs Programme (WCP) was extended by a few months and concluded early in 2019. Phase II Chairs closed their WCP accounts at the end of 2018 and presented their final reports to the WTO during the first half of 2019. An independent evaluation of the WCP since its inception in 2010 was completed in 2019. Its report was released in August. As a result, a good part of 2019 was used to windup and close phase II of the WCP, and to develop an approach for the continuation of the programme afterwards, based on the recommendations made by the independent evaluation.

5.120. None of the Chairs received any further financial support from the WTO in 2019, which means that any outcome or output reported under this Key Result was the result of the support provided in previous years. In the absence of a reporting requirement beyond the end of the WCP, only five of the six Phase II Chairs (Benin, Brazil, Oman, South Africa and Tunisia) provided information on their 2019 WCP-related activities, most of which was incomplete.⁶⁷ Therefore, the extent to which the targets for each of the indicators was met was more difficult to assess and a rigorous comparison with previous years more challenging.

5.121. As explained in the 2018 annual report, the number of consultative processes involving WTO Chairs was identified in the 2018-19 TA Plan as a proxy indicator to assess the Chairs' contribution to their country's trade policy formulation.⁶⁸ The independent evaluation confirmed that the *"Chairs have achieved impact at the policy level, although this sometimes happens 'behind the scenes', informally and not openly. Chair-holding professors and key academic staff of many Chairs are usually influential individuals with good access to policy makers at national government level and in regional and international organisations"*. Since the evaluation did not distinguish between the results of Phases I and II, it should be assumed that this conclusion is valid for both phases.

5.122. According to the information received in 2019, the Chairs continued to be involved in consultative processes on a variety of trade-related matters. They reported 13 such processes:

⁶⁶ This includes documents such as: responses to comments and questions raised, responses to questionnaires on specific topics, compilation of submissions, various statistics, etc.

⁶⁷ Turkey did not provide information.

⁶⁸ Consultative processes involving the Chairs include consultations with one or more Chair staff members, and any study or policy paper commissioned by the government.

- a. The deputy Chairholder in Brazil was appointed as the Secretary of Foreign Trade of the government, which is likely to strengthen the trade policy impact of the Chair.
- b. In Oman, the Chair developed a strong collaboration with the Innovation and Technology Transfer Centre and with other stakeholders from various institutions involved in innovation. The Chairholder was appointed to contribute to the strategy 2040 on food security. He collaborated with the Chamber of Commerce for economic analysis and was involved as a co-investigator on the effect of Oman-FTAs on firm productivity.
- c. In Tunisia, the Chairholder was appointed as member of the Central Bank Board to provide economic and trade-related advice.
- d. In South Africa, the Chair expanded its advisory role with the Western Cape provincial government's trade and investment promotion agency; the Eastern Cape provincial government's economic development agency, the Eastern Cape Development Corporation; the KwaZulu-Natal provincial government's trade and investment promotion agency, Trade and Investment KwaZulu-Natal; the Free State provincial government's Department of Economic, Small Business Development, Tourism and Environmental Affairs; the Limpopo provincial government's Department of Economic Development, Environment and Tourism; the North-West provincial government's North-West Development Corporation; the North-West provincial government's Department of Economic Development, and Environment, Conservation and Tourism.

5.123. The 2018-19 TA Plan targeted an annual stability in the number of consultative process in which the Chairs were involved with a baseline of 13 processes in 2016. In 2018, 17 processes were recorded. With the Chair of Turkey representing nearly 30% of the consultations considered in this indicator in 2018, the drop to only 13 processes observed in 2019 could be attributed to under-reporting. **Target partially met**

5.124. The WCP independent evaluation highlighted that *"financial support of WTO to the Chairs, in most cases, was complemented by significant efforts by the Chair [holder]s and their host institutions to ensure that planned activities and outputs were achieved. This own contribution of host academic institutions to the Chair [holder]s generally provides good prospects for continuing activities of the Chairs"*. This section attempts to confirm the robustness of this finding after the termination of the WCP financial support to the Chairs, although underreporting in 2019 makes it difficult to draw definite conclusions in this regard.

5.125. Data available on WCP teams showed an average decrease of 53% in the size of the team in Brazil, South Africa and Tunisia, while it remained stable in Benin and Oman. The WCP teams are comprised of faculty members and PhD students. The yearly variation in the size of WCP teams can be explained by the natural turnover in PhD students and the absence of the WTO grant in 2019.

	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
WCP Team in 2018	18	13	7	40	16	8
WCP Team in 2019	18	7	6	25	7	N/A

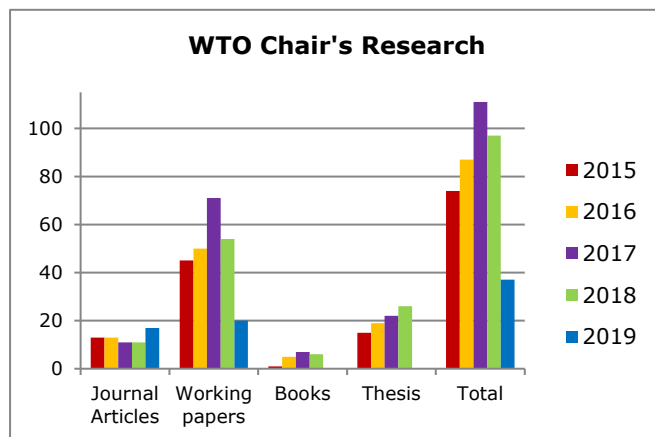
5.4.1 Output 3.1: Research on trade policy and WTO-related matters generated by WTO Chairs and other academics through provision of grants

Indicators	Targets	2019
Number of publications in internationally peer-reviewed journals	Annual increase	Target met
Quality of research papers as measured by SJR and SNIP ratings of the journals in which the Chairs' research is published	Annual increase	Target met

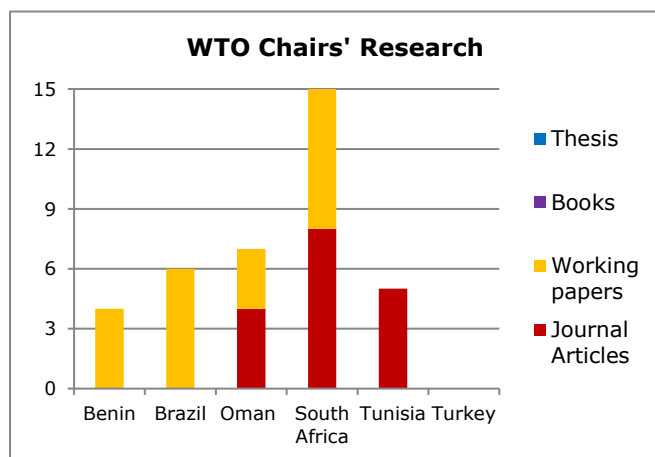
5.126. The research conducted by the Chairs is usually published through a variety of channels and has been regrouped in previous TA annual reports into:⁶⁹ Theses (for Masters' or PhD research),

⁶⁹ For the second consecutive year, no data was available regarding possible Newsletters published by the Chairs. This category was not considered in the analysis of the evolution of publications over time.

Working Papers (presented in public fora such as seminars or conferences), Books (including book chapters) and Journal Articles (published in peer-reviewed journals). In 2019, Phase II Chairs did not report on theses or books produced, which means that *Publications* covers only research outputs publicly accessible in the form of Working Papers and Journal Articles.

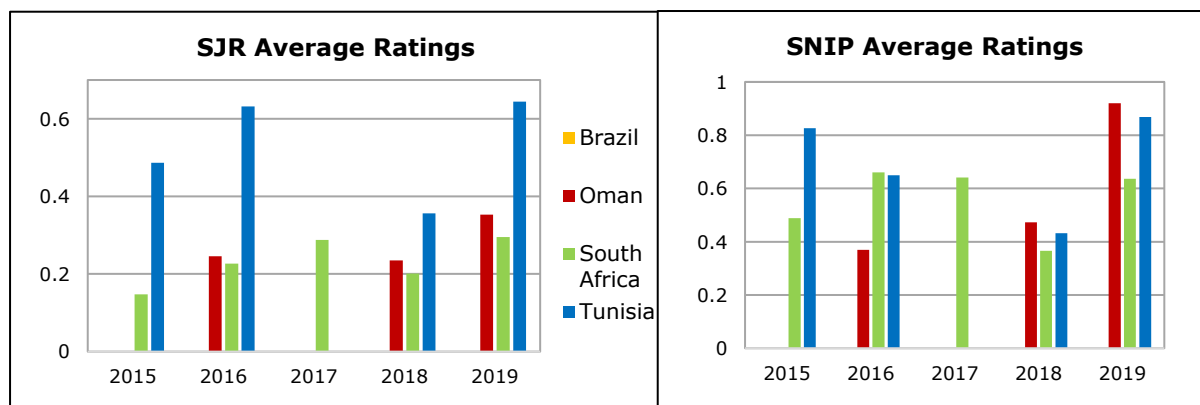


5.127. The number of research outputs for 2019 is the lowest recorded since 2015 (-62% compared to 2018). However, in the absence of data from the Chair in Turkey and in view of the partial information provided by the five other Chairs, no conclusion can be drawn on the actual volume of research published in 2019. In 2015-18, the Chair of Turkey contributed approximately 4% of the total research attributed to the WCP. The same trend is likely to have continued in 2019 and Turkey's absence of reporting only explains a very marginal part of the overall decrease observed as a result.



5.128. A total of 37 publicly accessible journal articles and working papers were produced by the Chairs in 2019, against 65 in 2018 (-43%).⁷⁰ The reporting Chairs produced more journal articles than in 2018 (17 against 11). This can safely be attributed to the support provided by WCP, as in 2018 the Chairs had reported a pipeline of 24 research articles at different stages of submission to peer-reviewed journals (pending review, peer-reviewed, being amended, resubmitted after amendment, pending publication). The TA Plan targeted an annual increase in the number of peer-reviewed publications. The baseline was 13 articles published in 2016. **Target met**

5.129. The ranking of the peer-reviewed journals in which the Chairs publish their articles has been used since 2016 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 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



⁷⁰ This excludes 6 books and 26 theses published or released in 2018, to make a homogeneous comparison in the absence of data on books and theses for 2019. The Turkish Chair published 2 working papers and no journal article in 2018.

subject. 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 benchmarks.

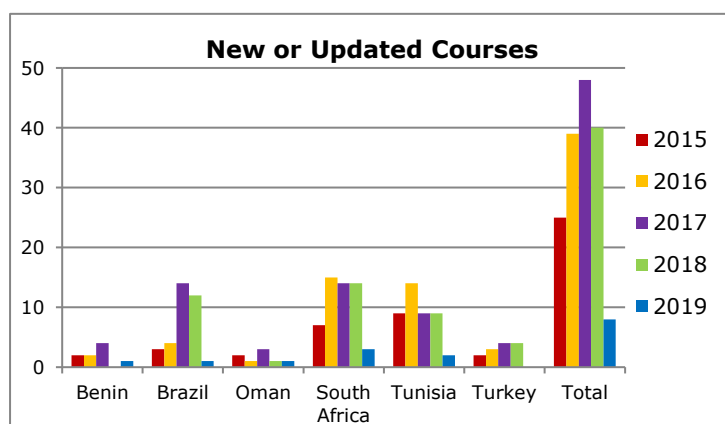
Journal	SJR	SNIP
World Customs Journal (South Africa)	0.139	N/A
Social Indicators Research (South Africa)	0.881	1.36
Journal of Indian Ocean Region (South Africa)	0.297	N/A
Sustainability (South Africa)	0.171	0.300
Int. Journal of Economics and Management (South Africa)	0.179	0.520
Acta oeconomica (South Africa)	0.311	0.780
Int. Journal of Innovation, Creativity and Change (South Africa)	0.187	0.310
International Economic Journal (South Africa)	0.194	0.550
Energy Economics (Tunisia)	2.003	1.830
Journal of International Trade and Economic Dev. (Tunisia)	0.420	0.930
Journal of Economic Integration (Tunisia)	0.21	0.55
Review of Development Economics (Tunisia)	0.396	0.720
Economics Bulletin (Tunisia)	0.193	0.310
Int. Journal of Energy Economics and Policy (Oman)	0.465	1.27
SAGE Open (Oman)	0.241	0.57
Review of Middle East Economics and Finance (Oman)	N/A	N/A
Asian Journal of Empirical Research (Oman)	N/A	N/A
Average	0.42	0.77
Journal of International Economics	2.67	3.72

5.130. Fifteen and 13 out of the 17 articles published by the Chairs in 2019 were published in journals for which SJR or SNIP ratings were respectively available. For these journals, the average SJR was 0.42 and the average SNIP 0.77, above the averages achieved in 2016 (baseline) and 2018 for both ratings (0.38 and 0.34 for SJR; and 0.69 and 0.61 for SNIP respectively). The evolution of the average SJR and SNIP scores of the publications of the Chairs during Phase II tends to indicate a slow improvement of the quality of the published articles. Chairs of South Africa, Tunisia and Oman are publishing in journals with SJR/SNIP rankings on a regular basis. The TA Plan targeted an annual increase in both ratings. **Target met**

5.4.2 Output 3.2: Courses developed by the relevant academic institutions have WTO content and students are being trained on WTO-related subjects by the WTO and its Chairs

Indicator	Target	2019
Number of students in WTO-related courses or getting a degree per year	Annual increase	Data not available

5.131. The TA Plan targeted an annual increase in the number of students in WTO-related courses. No data was provided by Phase II Chairs on the number of undergraduate and graduate students who benefitted from training on WTO-related topics in 2019. **Data not available**



5.132. The total number of newly designed or updated courses introduced by the Chairs dropped to its lowest level since 2015 with only 8 courses developed against 40 courses in 2018. In 2015-18, the Chair of Turkey contributed approximately 9% of the total new or updated courses attributed to the WCP. If the same trend continued in 2019, Turkey's absence of reporting only explains a marginal part of the overall decrease observed. The decrease was most probably the result of the absence of WCP grants. South Africa remained

the best performing Chair in this area for the third consecutive year. This Chair dedicated less than 10% of the WCP budget to curriculum development during the 2015-18 period, which may have made this activity less vulnerable to the end of the WCP funding.

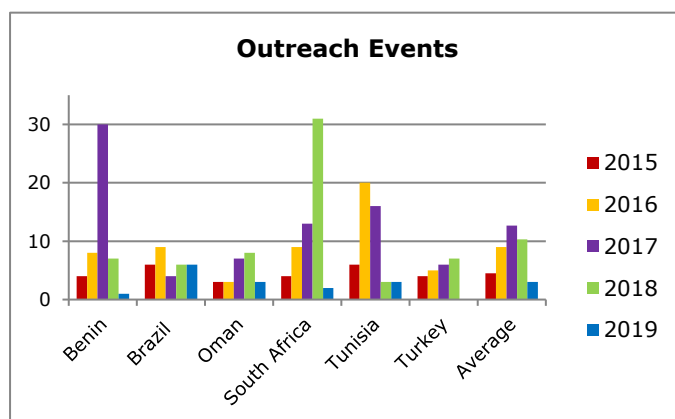
5.133. New courses and programmes developed during the year sought to address the latest developments and challenges in international trade. The Chair in Oman developed a training course on Trade in Ideas, in collaboration with the Innovation & Technology Transfer Centre at SQU, on the theory and functions of the patent market. The course targeted PhD and MSc students, university professionals, ministry officials, the Research Council (TRC) and innovation stakeholders from various institutions in Oman. The Chair in South Africa updated its course on Advanced Research Methodology with a focus on Trade Analysis, also using updated sources and materials and initiated work on a new module on International Cargo Movement and Transportation Management.

5.134. As in previous years, several partnerships supported curriculum development and diversification by the Chairs. For example, the WCP team in Brazil and in Argentina joined forces to carry out a research project on digital trade under current legislation in both countries that was used to update the curriculum in Brazil. The Chair in South Africa signed an MoU with UNECA (IDEP) and another with the University of Dhaka in Bangladesh to develop its post-doctoral programme.

5.4.3 Output 3.3: The WTO Chairs are reaching out to other stakeholders and key decision-makers

Indicators	Targets	2019
Number of outreach events per year	Annual increase	Target not met
Involvement of key decision-makers	Annual increase	Data not available

5.135. 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.



5.136. The number of outreach events organized by the Chairs in 2019 dropped to its lowest level since 2015, with only 15 events organized by the five reporting Phase II Chairs (-76% compared to 2018). In 2015-18, the Chair of Turkey contributed approximately 10% of the total outreach events attributed to the WCP on average. If the same trend continued in 2019, Turkey's absence of reporting only explains a marginal part of the overall decrease observed. In 2019, each of the five reporting Chairs organized 2.5 events on average, against 11 in 2018. Brazil recorded the highest number

of events, while Benin the lowest. The TA plan targeted an annual increase in the total number of events. **Target not met**

5.137. The size of the audience attending the events organized by the Chairs in 2019 was not reported. However, based on the information on the outreach events posted on the WCP e-platform, it would seem that these events continued to attract a significant number of participants, including high level policy makers. The WCP independent evaluation concluded that "the Chairsin many occasions have been able to reach out to policymakers and other relevant external stakeholders". The participation of key decision makers in these events is used as a proxy to assess the impact of the Chairs' outreach efforts. Key trade policy makers 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. The TA Plan had targeted an increase in the involvement of key decision-makers during the year, which cannot be verified for 2019. **Data not available**

5.4.4 Output 3.4: Young professionals under the Young Professional Programme are exposed to WTO issues and work

Indicators	Targets	2019
Number of YPs hosted annually by the WTO	Per year: 15	Target partially met
Final evaluation rate of each YP by their supervisor	100% fully satisfactory	Target met

5.138. Out of the 1,105 applications initially received, only 111 from 33 different Members (229 from 47 Members out of 1,502 applications in 2018, i.e. -52%) met the requirements and priorities of the Young Professionals Programme (YPP). Based on merit, 15 candidates were selected, but two of them declined the WTO offer due to other engagements and could not be replaced. Priority was again given to candidates from Members with no professional representation in the Secretariat. In its third year of existence, the YPP welcomed 13 Young Professionals (YPs) from developing and LDC Members in 2019,⁷¹ who were hosted in 12 different Secretariat divisions for a period of 12 months (January to December 2019).⁷² Nationals from 45 non-represented Members have benefited from the YPP since its inception in 2017. **Target partially met**

5.139. The specific objectives of each YP were defined jointly with their respective supervisors at the beginning of the programme and progress towards their achievement was regularly monitored thereafter. All 13 YPs indicated that they fully achieved their specific objectives; benefited tremendously from the Programme; and enhanced their knowledge of the WTO. They expanded their professional network in the WTO community.

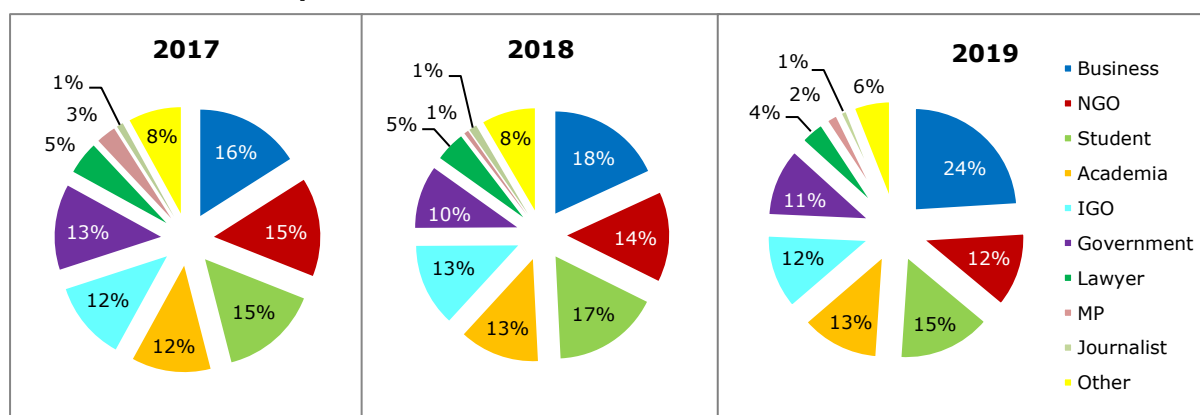
5.140. The YPs made valuable contributions to the work of their respective divisions, under the supervision of a senior staff member. Some of their key achievements include: contributing to papers and reports issued by the Secretariat relating to Accessions, Dispute Settlement, trade statistics and TPRs; updating of the DS Analytical Index, TA Handbook on Notifications; publications concerning the SDGs, A4T and LDCs; assisting in servicing WTO bodies, attending meetings and preparing minutes; and, preparing and co-delivering presentations in TA events held in Geneva. The YPs' supervisors were very pleased with the quality of their work. In their final evaluations, 5 YPs were rated as having significantly exceeded performance requirements and the 8 others as fully satisfactory. This exceeds the target in the TA Plan of 100% fully satisfactory ratings. **Target met**

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

Indicator	Target	2019
Richness of debates and reports on trade issues, diversity of WTO-related topics covered by papers produced by this group of stakeholders	Annual stability	Data not available

5.141. In 2019, the outreach activities focused on the preparation for MC12, the impact of current trade tensions on the MTS and WTO reform. Six activities were organised at the global and regional levels to raise the awareness on trade-related matters of non-traditional audiences, such as legislators, journalists and representatives of civil society. The WTO is also using social media to reach out to a larger public of non-specialists. For example, the communication on the WTO official Twitter account about regional activities for Africa, Asia-Pacific, CEECAC and Latin America registered a total of 174,484 views.

Public Forum Participation⁷³



⁷¹ The YPs were from: Afghanistan; Cambodia; Haiti; Honduras; Hong Kong, China; Liberia; Macao, China; Maldives; Namibia; Oman; Papua New Guinea; Sri Lanka; and Tajikistan.

⁷² One YP left Geneva mid-September, one early October and a third at the end of November.

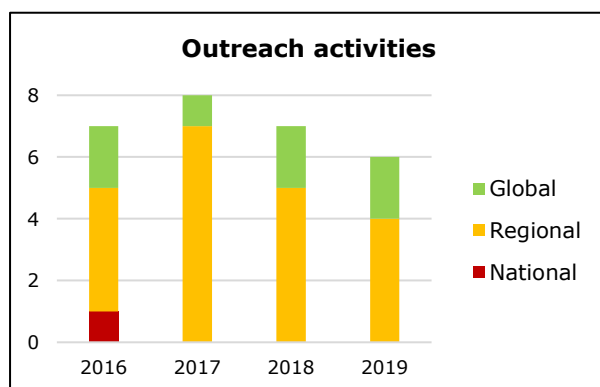
⁷³ In the absence of media reports and statements made by this category of stakeholders, the diversity of participation in the Public Forum was taken as a proxy although the Public Forum is not a TA activity per se.

5.142. The WTO Public Forum is the WTO largest annual outreach event. It gathers for four days in Geneva hundreds of people from diverse backgrounds. In 2019, 1,598 individuals participated on the theme "Trading Forward: Adapting to a Changing World" (1,268 in 2018 and 1,221 in 2017), including MPs, leading global businesspeople, students, academics and non-governmental organisations. Academics and students represented almost 30% of the participants, representatives from NGOs and IGOs 24%, representatives from the private sector 24%, etc. Since 2016, the proportion of private sector participants grew by 50%, whereas it decreased by 20% for NGOs. With minor annual fluctuations, the proportions for other categories have been stable.

5.143. The TA Plan had identified the richness of debates and reports on trade issues and the diversity of WTO-related topics covered by papers produced by non-governmental stakeholders and legislators as the indicator to measure the achievement of the Key Result. It referred to the diversity of participants in the Public Forum, media reports and statements by stakeholders as a source of evidence of this richness and diversity. Unfortunately, data on media reports and the statements made by legislators, business associations and NGOs following these activities were not available in 2019. The diversity of participants in the Public Forum is consequently the only source of evidence available. The TA Plan targeted annual stability. **Data not available**

5.5.1 Output 4.1: Specific outreach activities organised for legislators, journalists, business and NGOs on WTO issues and trade policies

Indicator	Target	2019
Number of seminars, workshops conducted	Annual stability	Target partially met



5.144. The Secretariat held six outreach activities in 2019, at regional (4) and global levels (2). This was one activity less than in 2018 and slightly below the average of the last four years. Regional activities were held in South Africa and Morocco for English and French-speaking participants in the African region, in Austria for CEECAC and in Singapore for Asia-Pacific. The activities scheduled in the Middle East and Latin America were cancelled because of local political situations. Two global seminars for participants from developing countries took place in Geneva: in May for English-speaking journalists and in June for

Spanish-speaking journalists. The TA Plan targeted stability compared to the 2016 level. **Target partially met**

5.5.2 Output 4.2: Improved understanding by journalists, civil society and business of WTO issues and trade policies

Indicator	Target	2019
Number of key stakeholders reached during the year	Annual stability	Target not met

5.145. The regional activity for English-speaking Africa in South Africa gathered 33 representatives from civil society and 21 journalists from various countries in the region. They discussed the roles and missions of the WTO, the current status of negotiations and the challenges and opportunities for the Southern Africa region in the MTS. The CEECAC regional workshop for members of parliament (MPs - 18 participants), now on its third year in partnership with the Joint Vienna Institute, engaged legislators on the importance of the WTO and the MTS in preparation for MC12 to be held in Kazakhstan. The 10th regional workshop for Asia-Pacific gathered 60 MPs in Singapore to discuss the post-MC11 agenda and raising trade tensions. Multi-stakeholder consultations on MC12 were held in Marrakech in December, in partnership with the OIF, and gathered 33 participants from diverse constituencies in Africa, including senior government officials, representatives from African Regional Economic Communities, Geneva-based delegates, private sector, and academics.

5.146. Two global seminars on international trade policy for English and Spanish-speaking journalists were organised in Geneva in partnership with FES, gathering 14 and 17 journalists respectively. Enhancing the volume and quality of the media coverage of the WTO and trade issues in developing countries, and in Africa in particular, is one of the priorities of the Secretariat in terms of outreach. These activities built the capacity of journalists on trade-related matters and taught them how to retrieve autonomously WTO-related data and information through various sources.

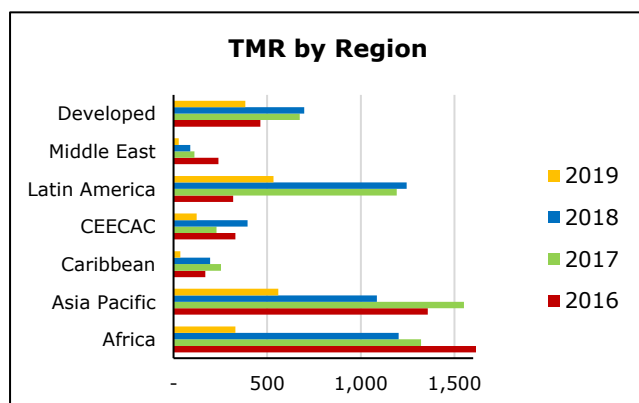
5.147. Other opportunities for contacts and outreach with MPs generally include the Parliamentary Conference on WTO (PCWTO), a joint undertaking of the Inter-Parliamentary Union and the European Parliament, that brings legislators' perspectives on international trade and the WTO to the attention of negotiators and other stakeholders. No PCWTO was held in 2019, as organizers decided to have it coincide with MC12. Since the conference brings together an average of over 300 legislators specialized on trade issues in their respective parliaments, its absence had a big impact on the total MPs reached in 2019 compared to 2018. The WTO reached out to the Mediterranean MPs through the Parliamentary Assembly of the Mediterranean in meetings held in Serbia and Italy.

5.148. Overall, the six outreach activities and the international meetings of MPs reached 246 legislators, 56 journalists and 37 representatives of the civil society (NGOs and private sector). The cancellation or postponement of some activities contributed to lower numbers compared to previous years. The baseline in the TA Plan was 492 legislators, 37 journalists and 50 civil society reached in 2016. The target was annual stability. **Target not met**

5.5.3 Output 4.3: Improved access to WTO issues through online training material for self-study

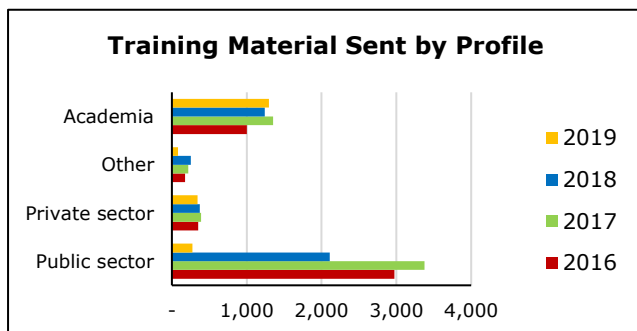
Indicator	Target	2019
Number of downloaded training materials	Annual stability	Target met

5.149. This Output was introduced by the TA Plan 2018-19. It seeks to capture information related to the access of WTO online training materials for self-study by individuals not eligible to register for WTO online courses. Access to WTO online courses is restricted to government officials from developing countries. Other stakeholders such as academics, the private sector, legislators, etc. or government officials from developed countries cannot register for these courses. Since 2015, the Secretariat monitors the use of the Training Material Request (TMR) facility. The data collected show a continued interest from non-traditional TA audiences.



5.150. The WTO received 1,996 TMRs in 2019, the lowest level since 2016, 59% less than in 2018, 63% less than in 2017 and 56% less than in 2016. As explained in section 3.4.1 above, the launch of a new distance learning platform in 2019 had a significant impact on online participation. The TMRs rely on the same platform and their volume was affected in similar proportions. 46 TMRs were submitted through the old platform prior to its decommissioning and 1,950 through the new one (1,416 in English; 386 in Spanish; and 148 in French). All regions were affected, to different extent. Asia-Pacific (28%), Latin

America (27%) and developed countries (19%) represented a higher share of requests compared to previous years. TMRs from Africa (17%) and the Caribbean (2%) dropped significantly while CEECAC (6%) and Middle East (1%) remained stable. The new platform allows participants, once registered, to select the training materials of their choice. The difference with the past is that the new system gives them an automatic access to the materials for self-study without any need for further approval. Therefore, all the new TMRs were satisfied. Regarding those submitted under the previous platform, 85% (39 out of 46) TMRs were satisfied by the Secretariat. This is a marked improvement compared to the two previous years: 81% in 2018 and 76% in 2017. The TA Plan had targeted annual stability at the 2016 level. **Target met**



5.151. More than half of the TMRs (65%) were presented by academics, showing a continuous growth of interest by this kind of audience, followed by the private (17%) and public sectors (14%, a very significant reduction). The remaining 4% was shared between NGOs, journalists and other civil society representatives. The origin of TMRs by profiles was different across regions. In Latin America, Asia-Pacific and the Caribbean, academics accounted for over 70% of the TMRs and the private sector for

less than a fifth, whereas in the other regions, the proportion of TMRs submitted by academics and the private sector was slightly more balanced (67% and 23% in CEECAC, 57% and 24% in the Middle-East, 52% and 25% in Africa). Since government officials from developed countries are not entitled to benefit from TA, requests for self-study materials from this audience is bigger than in other regions with 38% of requests coming from the public sector, 40% from academia and 19% from the private sector.

5.152. In terms of subject, General training on the WTO Agreements (34%), TRIPS (18%), Market Access for Goods (12%), Standards (11%) and Agriculture (9%) attracted together 80% of the TMRs as in 2018. The most frequently accessed self-study courses were: "Introduction to the WTO" (12%); "Trade Facilitation Agreement" (6%); "Dispute Settlement System" (5%); "Trade Economics – Theory and Policy" (4%); and "Technical Barriers to Trade" (4%).

5.5.4 Output 4.4: Information on trade-related TA provided, including through the ITTC Newsletter

Indicator	Target	2019
Number of views	Annual stability	Data not available



5.153. The Secretariat uses several channels to disseminate information on its TA activities. These channels include the WTO website, social media and a Newsletter on TRTA. Access to information through the WTO website was discussed in section 5.2.4 above. Social media channels are increasingly used by the Secretariat to give visibility to its TA activities. For instance, promotion materials such as short videos and media stories were used to promote the YPP in 2019. This was very effective in disseminating information on this relatively new programme, helping to triple the applications received between the first three years. The Secretariat disseminates information on its TA activities through the TRTA Newsletters since 2009. This electronic publication is issued once or twice a year in the three WTO languages.⁷⁴ In 2019, the Secretariat published a Newsletter in April. It included a summary of the negotiations on fisheries subsidies, presented the objectives of WTO TA and recalled the importance of voluntary contributions for TA. TA on notifications in Africa, the importance of trade and women empowerment and progress in the implementation of the YPP since its launch in 2016 were addressed in special focus articles. A list of TA activities

planned in the second part of the year was also included.

5.154. The European rules for mass distribution through e-mails changed in 2018, making the 2016 baseline included in the TA Plan obsolete. Addressees are now required to explicitly authorise the communication from the sender, which reduced considerably the number of Newsletter recipients. Whilst circulation figures now look much less impressive, they may be more realistic. The newsletter was sent by email to 3,664 recipients, who had accepted to receive informative emails from the

⁷⁴ Two editions were issued in 2015 and 2017, and one in 2014, 2016, 2018 and 2019.

Secretariat. This represented a 22% outreach increase compared to 2018. However, the penetration rate, proportion of actual readers among the recipients, decreased from 52% in 2018 to 41% in 2019. This could signal a need to better adapt the newsletter format and approach to users' expectations in order to strengthen outreach results. In terms of language preferences, most readers downloaded the Newsletter in English (59%). French (22%) and Spanish (19%) readers shared the rest. The Newsletter generated a total of 1,488 clicks on the WTO website in 2019. The stability targeted by the TA Plan cannot be assessed, due to the change of the regulatory environment. **Data not available**

ANNEX I
FOLLOW-UP ON THE RECOMMENDATIONS OF THE TA EXTERNAL EVALUATION

The details of the WTO Management Response to the various recommendations of the 2016 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 until 2019	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	<ul style="list-style-type: none"> Progress of implementation of the recommendations of the 2016 external evaluation presented to the CTD on 5 July 2018 as part of the agenda item dedicated to 2017 TA Annual Performance Report (WTO/AIR/COMTD/14/Rev.1, item C.). 	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	<ul style="list-style-type: none"> Decrease in GTF carry-over balance since 2014 highlighted in the 2017 TA Annual Report (WT/COMTD/W/235 - section 3.1.1.). Members strongly supported the need for continuous replenishment of the GTF during the CTD held on 5 July 2018. ITTC enhanced the visibility of GTF donors on the WTO TA webpage to encourage contributions. 	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	<ul style="list-style-type: none"> Members validated the continuation of past approach. Good practice to strengthen sustainable training capacity is highlighted in TA Annual Performance Reports as appropriate. 	Implemented/ongoing
4	Use the reviews of Annual TA Reports and biennial Plans as more important strategic openings than in the past to take stock of progress and key issues in WTO's TA.	This is more appropriate for Members	<ul style="list-style-type: none"> The 2016 Annual Performance Report on TA and Training (WT/COMTD/W/235) was discussed in the CTD meeting of 5 July 2018 (WTO/AIR/COMTD/14/Rev.1, item C.). 	Implemented/ongoing

#	Recommendation	WTO Response	Action until 2019	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 inter-divisional task force chaired by ITTC and charged with identifying cross-cutting problems and opportunities and proposing appropriate actions.	Partially agreed	<ul style="list-style-type: none"> TACTF continued to provide input and guidance to streamline TA workflows and to select the most suitable way to integrate them in TAMS. TAMS promotes the shared responsibility for TA results across the Secretariat (chapter 3 of the report). 	Implemented/ongoing
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	<ul style="list-style-type: none"> Further reorganisation took place in ITTC in 2019 as a result of natural staff movements (i.e. internal mobility, retirement, etc.). Resources will continue to be re-allocated within ITTC according to evolving TA priorities. 	Implemented/ongoing
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	<ul style="list-style-type: none"> In view of Members' decision in 2017 not to pursue this recommendation, it is considered closed with no further action required. 	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 style="list-style-type: none"> An online calendar of events was established and is broadly accessible on WTO public website. This webpage was presented to Members during the CTD meeting on 05 July 2018 and disseminated widely through existing channels (e.g. through existing Committee's distribution lists, ITTC newsletter, e-Learning social media accounts, etc.). 	Implemented/ongoing
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 fee-paying basis.	Agreed – This will also need to involve Members	<ul style="list-style-type: none"> In view of Members' rejection of options presented in WT/COMTD/W/226, this recommendation is considered closed with no further action required. 	Implemented/ongoing
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	<ul style="list-style-type: none"> Selection process reviewed by the TACTF at its meeting of 8 February 2018 considering trainers' experience, participants' feedback and input from beneficiary Members. Current selection system is efficient and does not require revision. 	Implemented/ongoing

#	Recommendation	WTO Response	Action until 2019	Status
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	<ul style="list-style-type: none"> • Same approach since 2012. • Data for 2017 in WT/COMTD/W/235 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	<ul style="list-style-type: none"> • No action suggested by Members in the TA Plan 2018-2019 (WT/COMTD/W/227/Rev.1, Section 3,3,5 par. 56). Therefore, this recommendation is closed with no further action required. 	Implemented/ongoing
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	<ul style="list-style-type: none"> • No change in staff allocation to e-Learning in the context of zero nominal budget growth. • This recommendation is considered closed. However, it could be revisited, should the TA regular budget increase. 	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	<ul style="list-style-type: none"> • Ad hoc informal exchanges with Geneva-based delegates from TA beneficiaries and feedback collected through TA evaluation activities (in-country assessments and ex-post evaluations) carried in 2019 confirmed the ATPC relevance and its unique features. • Adjustments continued to the ATPC curriculum and a "framework" for consultation and feedback loop among trainers and course coordinators was introduced to identify areas in need of update or upgrade. 	Implemented/ongoing
15	Investigate and report on the possibilities for developing new training options to follow-up on recommendations from Trade Policy Reviews (TPR).	Agreed – Already partially implemented – This will also need to involve Members	<ul style="list-style-type: none"> • Investigations and Members' consultation in 2017 did not lead to any other training option (see WT/COMTD/W/227/Rev.1 Section 3.3.5 and §§ 59 and 133). The recommendation was closed with no further action required. • The Secretariat will continue to report on approaches used in TPR follow-up activities, as appropriate (chapter 3 in WT/COMTD/W/245). 	Implemented/ongoing

#	Recommendation	WTO Response	Action until 2019	Status
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	<ul style="list-style-type: none"> Improvements of course materials and curricula are reported in chapter 3 of this report. Efforts will continue to expand this positive trend through dissemination of good practice. 	Implemented/ongoing
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	<ul style="list-style-type: none"> After Members' consultation in 2017 (see WT/COMTD/W/227/Rev.1 Section 3.3.5 and § 57), the recommendation was closed with no further action required. 	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	<ul style="list-style-type: none"> External evaluation finalized in August 2018. Recommendations taken into account in the TA Plan for 2020-2021 (WT/COMTD/W/248/Rev.1 section 6.3). 	Implemented/ongoing
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	<ul style="list-style-type: none"> Training module on Trade & Gender launched in March. Trade & Gender module introduced in ATPCs, ITPCs and several other TA activities (chapter 3 of this report). 	Implemented/ongoing
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	<ul style="list-style-type: none"> Several activities implemented in 2018 in response to Members' requests (chapter 3 in WT/COMTD/W/245). 	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	<ul style="list-style-type: none"> ToT remained on offer on a voluntary basis. Means to further integrate staff performance as trainers in TA activities into the overall job performance evaluation were considered. 	Implemented/ongoing
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	<ul style="list-style-type: none"> Onsite and ex-post evaluations of TA activities in 2019 gathered useful information on PLS application. Findings of onsite evaluations will continue to be disseminated through the TACTF. Performance measurement tests were and will continue to be monitored through BTORs, this report and onsite evaluations of TA activities. 	Implemented/ongoing

#	Recommendation	WTO Response	Action until 2019	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 style="list-style-type: none"> Language diversification continued to be monitored as documented in chapter 4 of this report. 	Implemented/ongoing
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 style="list-style-type: none"> The meetings of the TACTF provided an opportunity to share good TA practices. Onsite and ex-post evaluation of activities and country assessments identified good practice disseminated through internal reports. Thirteen such evaluations performed in 2018 (chapter 3 in WT/COMTD/W/245). 	Implemented/ongoing
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	<ul style="list-style-type: none"> Examples of blended-learning approaches are described in TA Annual Reports. Chapter 3 in WT/COMTD/W/245 highlights some developments in this regard. 	Implemented/ongoing
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 style="list-style-type: none"> Further improvements introduced into TAMS to simplify TA workflows and facilitate tracking of TA results. M&E workplan for 2019 implemented (chapter 3 of this report). 	Implemented/ongoing
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 style="list-style-type: none"> Quarterly CBFA reports linking expenditure to Key Results of the TA Plans were introduced for the CBFA meeting of 13 November 2018. 	Implemented/ongoing
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	<ul style="list-style-type: none"> Follow-ups on BTOR recommendations were carried-out in 2017 and 2018. TAMS module on BTOR recommendation management under development. 	Implemented/ongoing

ANNEX II

MAIN RESULTS MEASURED IN 2019

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. The assessment is mainly based on a desk analysis and was complemented in 2019 with only a limited number of field visits. When relevant and useful, some of the findings of the 2016 external evaluation have also been taken into account.

	Results	Indicators	Targets	Remarks
Impact	Developing and LDC Members are benefiting from their active participation in the WTO	Share of developing Members' total trade (imports and exports) in world trade	> 40%	Target met
		Share of LDC Members' total trade in the world trade	> 1.00%	Target met
Outcome	1: Government officials are implementing WTO Agreements and fully realising Members' rights and obligations	Number of documents submitted by developing and LDC Members in WTO Bodies	Increase in participation/submissions of documents	Target met
		Number of outstanding notifications by TA beneficiaries Members	5% decrease of outstanding notifications	Target met
Output	1.1: Government officials have enhanced knowledge about the WTO Agreements, formulation of trade policies and conduct of trade negotiations	Number of participants completing each PLS level	Annual stability	Target not met
		Number of participants in WTO face-to-face TRTA activities	Annual stability	Target not met
		Interactive training methods' share of time in each activity (e.g. exercises, case studies, simulations, Q&A, presentation by participants, participation in Committee meetings, etc.)	Annual decrease in share of lectures	Target met
		Spread of level of development of Members' participation in TA face-to-face courses	Annual stability	Target partially met
		Spread of geographical coverage of Members' participation in TA face-to-face courses	Maintain spread annually as indicated in the TA Plan	Target met
		Success rate in 8-week ITPC final exam	At least 90% annually	Target met
		% of participants giving an excellent rating to ITCs' overall content and results	Annual increase	Target met
		% of participants giving an excellent rating to ATPCs' and advanced thematic courses' overall content and results	Annual increase	Target met
		Number of revised modules or case studies in ATPCs	Two per year	Target met
		Number of participants trained on trade negotiating skills	Annual stability	Target partially met
		Advanced thematic courses focused on implementation	Three in 2017 and four in 2018	Target met
		Implementation of Action Plans within 12 months (Advanced SPS course)	Annual stability	Target met
		Implementation of Action Plans within 12 months (Advanced TBT course)	Annual stability	Target not met

	Results	Indicators	Targets	Remarks
		Number of interns in FIMIP	Per year: FIMIP: 15	Target partially met
		Number of interns in NTP	Per year: NTP: 15	Target met
		Number of interns in RCI	Per year: RCI: 8	Target partially met
		Final evaluation rate of each intern by their supervisor (AIP)	100% fully satisfactory	Target met
		Final evaluation rate of each intern by their supervisor (FIMIP)	100% fully satisfactory	Target met
		Final evaluation rate of each intern by their supervisor (NTP)	100% fully satisfactory	Target met
		Final evaluation rate of each intern by their supervisor (RCI)	100% fully satisfactory	Target met
		Number of participants in WTO e-Learning TRTA activities	Annual stability	Target not met
		Spread of level of development of Members' participation in TA online courses	Annual stability	Target not met
		Spread of geographical coverage of Members' participation in TA online courses	Maintain spread annually as indicated in the TA Plan	Target met
		New and revised online courses released each year	3 new or revised courses/year	Target 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 user-friendliness of the e-Campus and the rate of availability of the website throughout the year in the online courses as good or excellent	70% during the biennium	Target met
		e-Learning success rate	Annual increase	Target met
		e-Learning drop-out rate	Annual stability	Target met
		e-Learning rate of correct answers in the exam	Annual stability	Target met
		e-Learning distinction rate	Annual stability	Target met
Output	1.2: Effective partnerships established resulting in substantive contributions of human and financial resources for TA activities	Proportion of activities with the involvement of a partner	Annual stability	Target partially met
		Proportion of partners' contribution to the TA activities	Annual increase of substantive contributions	Target partially met
Output	1.3: Members' needs and priorities identified	Number of needs assessments conducted annually, either independently or as part of a TPR	Increase during the biennium	Target met
Output	1.4: WTO data accessed and used by Members to analyse trade-related matters	Visits by Members' logging in to the WTO website	Annual stability	Target met
		Number of officials trained annually on what is available and how to retrieve the information from WTO databases	Annual increase	Target met
		Number of requests for training on WTO Databases	Annual increase	Data not available

	Results	Indicators	Targets	Remarks
Outcome	2: Acceding governments are participating in accession negotiations	Number of acceding governments, including LDCs, with a formal or informal Working Party meeting held	Annual increase	Target partially met
Output	2.1: Acceding governments are familiar with WTO substantive and procedural matters	Number of participants from acceding governments attending Outcome 1 TA activities	Annual stability	Target partially met
		Number of roadmaps and endgame plans designed	Annual stability	Target met
Output	2.2: Interested Members have expertise on GPA rules, accession negotiations, best practices and core access obligations	No. of GPA accession-related documents circulated for all currently active GPA accessions involving TA-eligible Members	Annual stability	Target partially met
Outcome	3: Academic institutions and other stakeholders are analysing WTO issues and reaching out to policy makers	Number of consultative processes in which WTO Chairs or young professionals have been involved	Annual stability	Target partially met
Output	3.1: Research on trade policy and WTO-related matters generated by WTO Chairs and other academics through provision of grants	Number of publications in internationally peer-reviewed journals	Annual increase	Target met
		Quality of research papers as measured by SJR and SNIP ratings of the journals in which the Chairs' research is published	Annual increase	Target met
Output	3.2: Courses developed by the relevant academic institutions have WTO content and students are being trained on WTO-related subjects by the WTO and its Chairs	Number of students in WTO-related courses or getting a degree per year	Annual increase	Data not available
Output	3.3: The WTO Chairs are reaching out to other stakeholders and key decision	Number of outreach events per year	Annual increase	Target not met
		Involvement of key decision-makers	Annual increase	Data not available
Output	3.4: YPPs are exposed to WTO issues and work	Number of YPs hosted annually by the WTO	Per year: 15	Target partially met
		Final evaluation rate of each intern by their supervisor	100% fully satisfactory	Target met
Outcome	4: Non-governmental stakeholders and legislators are aware of and knowledgeable about WTO work and issues	Richness of debates and reports on trade issues, diversity of WTO related topics covered by papers produced by this group of stakeholders	Annual stability	Data not available
Output	4.1: Specific outreach activities organized for legislators, journalists, business and NGOs on WTO issues and trade policies	Number of seminars, workshops conducted	Annual stability	Target partially met
Output	4.2: Improved understanding by journalists, civil society and businesses of WTO issues and trade policies	Number of key stakeholders reached during the year	Annual stability	Target not met
Output	4.3: Improved access to WTO issues through online training material for self-study	Number of downloaded training materials	Annual stability	Target met
Output	4.4: Information on trade-related TA provided including through the ITTC Newsletter	Number of views	Annual stability	Data not available