

Committee on Trade and Development

BIENNIAL TECHNICAL ASSISTANCE AND TRAINING PLAN 2020 - 2021

Revision

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ACRONYMS

AIP	Accessions Internship Programme
ATPC	Advanced Trade Policy Course
CBFA	Committee on Budget, Finance and Administration
GPA	Government Procurement Agreement
GTF	Global Trust Fund
GVC	Global Value Chain
ITPCs	Intermediate Trade Policy Courses
ITTC	Institute for Training and Technical Cooperation
LDCs	Least developed countries
FIMIP	French & Irish Mission Internship Programme
MSMEs	Micro, Small and Medium Enterprises
MTS	Multilateral Trading System
NTP	Netherlands Trainee Programme
PLS	Progressive Learning Strategy
RBM	Results-Based Management
RCs	Reference Centres
RCI	Regional Coordinator Internship
RTPC	Regional Trade Policy Course
SPS	Sanitary and Phytosanitary Measures
TA	Technical Assistance
TA Plan	Biennial Technical Assistance and Training Plan
TAME	Technical Assistance Monitoring & Evaluation Unit
TBT	Technical Barriers to Trade
TFA	Trade Facilitation Agreement
ToT	Training of Trainers
TPR	Trade Policy Review
TRIPS	Trade-Related Aspects of Intellectual Property Rights
TRTA	Trade-Related Technical Assistance
WCP	WTO Chairs Programme
WTO	World Trade Organization
YPP	Young Professionals Programme

1 EXECUTIVE SUMMARY

1. Trade-related Technical Assistance (TRTA) is a core function of the WTO. Its main purpose is to enhance the human and institutional capacities of beneficiaries to take full advantage of the rules-based Multilateral Trading System (MTS), meet their obligations and enforce their rights as Members, and deal with emerging trade-related challenges.

2. This Biennial Technical Assistance and Training Plan (TA Plan) defines the strategy and priorities that will be followed by the Secretariat in this domain over 2020-21. The TA Plan is principally a policy framework that identifies priorities, anticipates results, mechanisms for implementation and sources of funding for the activities. The TA Plan is designed to deliver technical assistance taking into account the provisions of paragraph 38 of the Doha Declaration (and the 2001 TA strategy).

3. The TA Plan 2020-21 also aims to give continuity to and build on the work carried out under the 2018-19 TA Plan while adapting the TA offer to the evolving needs of the MTS and its Members and Observers. The overall design of this Plan is mainly guided by WTO's managing for results and progressive learning strategies and is structured around the following four Key Results:

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

4. The TA Plan explains how the above four Key Results will be pursued over the 2020-21 biennium, taking into consideration Members' needs and the outcome of the most recent Ministerial Conferences. In addition, the TA Plan identifies the performance indicators and targets that will be used to measure the attainment of the Key Results. The TA Plan also has sufficient flexibility to accommodate any specific outcomes from the 12th Ministerial Conference. In keeping with the introduction of RBM, and ensure the availability of comprehensive data, the Secretariat will continue working towards a fuller implementation of its monitoring and evaluation framework and tools where applicable.

5. During the 2020-21 biennium, the Secretariat will continue to promote TA activities that focus on the implementation of WTO Agreements, refine its internal Results-Based Management (RBM) tools, and consolidates the Progressive Learning Strategy (PLS) where applicable. The Secretariat will also continue to make further improvements to the eLearning programme, its pedagogical methods and Training of Trainers (ToT) scheme, and its use of value-adding partnerships.

6. Under the guidance of Members, the Secretariat will continue to carry out those actions that still require attention as outlined in its response to the TRTA External Evaluation conducted in 2016. This will include looking into the recommendations of the external evaluation of the WTO Chairs Programme (WCP) with a view to implementing a future Academic Programme that also attempts to develop a link between other TA activities targeted at academic institutions. Refining trade and gender issues and addressing the availability of course-offerings in all three languages will also continue to receive attention.

7. In parallel, the Secretariat will continue to engage with Members on issues brought to light by the MTS that might require action. These include alternative approaches to Reference Centres, examining the TA needs linked to new trade issues, and expanding the assessment of trainees' learning and their use of the skills gained through TA. The Secretariat will also redouble its efforts to address the constraints arising from the limited training infrastructure available in the WTO campus including, where possible, the setting up of a second training room appropriate for hosting the type of interactive courses promoted by the TA Plan.

8. The TA Plan has been developed in the context of a WTO Regular Budget that has been static in nominal terms since 2009, and of generously provided though declining voluntary extra-budgetary resources. Taking this into account, the TA Plan assumes that TA resources will be stable during this biennium, thereby allowing approximately the same level of TA activity as in previous years. Towards

this aim, the Secretariat will continue its efforts to improve the efficiency of the TA programme while enhancing its quality and benefits to recipients. These efforts will be guided by the lessons learnt as well as by the priorities identified by beneficiaries for this biennium.

2 INTRODUCTION

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

"The delivery of WTO technical assistance shall be designed to assist developing and least-developed countries and low-income countries in transition to adjust to WTO rules and disciplines, implement obligations and exercise the rights of membership, including drawing on the benefits of an open, rules-based multilateral trading system".¹

10. The importance of TA was more recently re-affirmed by Ministers at the 10th WTO Ministerial Conference in Nairobi when they stated that:

"We also reiterate the importance of targeted and sustainable financial, technical, and capacity building assistance programmes to support the developing country Members, in particular LDCs, to implement their agreements, to adjust to the reform process, and to benefit from opportunities presented".²

11. In the preparation of this TA Plan for 2020-21, the Secretariat worked with beneficiaries to articulate needs and to ensure the relevance of the TRTA activities offered. Starting points for the preparation of the TA Plan were the information gathered through a questionnaire submitted by TA beneficiaries and consultations with Members and Observers. This information is complemented by the lessons drawn from the implementation of the previous TA Plans.

12. The TA Plan 2020-21 maintains the overall strategy and approach adopted by the 2018-19 TA Plan and, continues to give priority to activities supporting Members' efforts to implement WTO Agreements, addressing their TRTA priorities, and promoting better TA results. Furthermore, the activities included in the TA Plan 2020-21 have been designed to achieve similar overall results as those of the 2018-19 Biennial TA Plan. The results expected for 2020-21 are elaborated in section 6 and in the detailed logframe included in Annex 1. The Annex is an integral part of the TA Plan.

13. The TA Plan has been developed against a background of rising global trade tensions and increased economic uncertainty. The majority of TA beneficiaries continue to have similar challenges as those that necessitated the development of the WTO TA programme over the years. Furthermore, a number of TA beneficiaries are seeking increased information about ongoing discussions on emerging trade issues such as e-commerce, investment facilitation, Micro, Small and Medium Enterprises (MSMEs), Global Value Chains (GVCs), etc.

14. The TA Plan for 2020-21 is designed to deliver technical assistance taking into account the provisions of paragraph 38 of the Doha Declaration and the relevant parts of the 2001 TA strategy which also indicates the TA beneficiaries.³ As in the previous TA Plan, the TA activities to be delivered will depend on Members' identified needs particularly at the national level, with regional activities reflecting overall needs of the various regions. The main TA activities and programmes associated with this TA Plan are listed in Annex 2.

15. The rest of this document comprises the following sections: a summary of the main lessons learnt from the implementation of the past TA activities and from the recommendations by the 2016 External Evaluation, the TA priorities identified by Members, the strategies and actions to respond to Members' and Observers' priorities, the overall results expected from the delivery of this TA Plan, and the funding requirements necessary to implement it.

¹ WTO Ministerial Declaration, WT/MIN(01)/DEC1, 20 November 2001, paragraph 38.

² WTO Ministerial Declaration, (WT/MIN(15)/DEC), 21 December 2015, paragraph 17.

³ WTO Ministerial Declaration, t WT/MIN(01)/DEC/1, 20 November 2001, and A New Strategy for WTO Technical Cooperation for Capacity Building, Growth and Integration, WT/COMTD/W/90, 21 September 2001.

3 LESSONS LEARNT FROM THE IMPLEMENTATION OF THE TA PLAN 2018-19 AND THE RECOMMENDATIONS OF THE EXTERNAL EVALUATION

3.1 Key achievements of the TA Plan 2018-19

16. The lessons learnt from the implementation of the TA Plan 2018-19, as well as from previous TA Plans, have helped guide the design of the TA Plan 2020-21. The Annual Performance Report on TA and Training for 2018 analysed in detail the TRTA provided by the WTO during the first year of implementation of the TA Plan 2018-19.⁴ The report shows that WTO TA produced excellent results in 2018 in the areas for which results could be measured. The initial results for 2019 indicate that the implementation of the TA Plan has remained on track to achieve similar results. The following paragraphs describe a selection of results for 2018 that help give context to this TA Plan.

17. The proportion of the targets met in 2018 reached its highest level since 2015. Targets listed in the logframe were met in 76% of the cases; this proportion was 57% on average during the period 2015-17. In 2018, only 4% of the targets were not met and 15% of them were missed by a small margin. Through the Secretariat's continuous efforts to enhance the quality of its TA performance indicators, significant progress has been made in terms of data availability. The proportion of indicators for which no data was available decreased progressively from 18% in 2016 and 10% in 2017 to 4% in 2018.

18. During 2018, the Secretariat carried out 307 TA activities (18% more than in 2017)- in Geneva and elsewhere- and participated in 52 (compared to 40 in 2017) TA-related activities mainly organized by partner institutions. Counting eLearning and face-to-face activities, around 22,800 participants were trained during the year indicating an increase of 25% compared to 2017. This growth was mostly due to a 65% increase in face-to-face activities. During the 2020-21 biennium, the Secretariat intends to continue with this level of activity.

19. In 2018, LDCs and Africa continued to be a priority for WTO TA. Africa recorded the highest number of TA activities, reversing a decline observed in the last few years. However, the participation of LDCs in TA activities was proportionately lower in 2018 than in 2017, mainly because demand for national activities from these countries grew at a slower pace than demand from other beneficiaries. LDCs cited funding limitations to host national activities and a number of LDCs were not eligible for WTO TA as they were in arrears on their annual contributions to the WTO budget. The challenges LDCs face in taking full advantage of TA are discussed later in the TA Plan.

20. As in previous years, in 2018 over 60% of the TA was provided in English, 15% each in French and Spanish, and the last 10% in more than one language. This mirrored approximately the language preferences of Members and Observers in the WTO. Subject specific regional seminars were conducted in all regions in 2018 and this trend will continue for the 2020-21 period. Overall, women represented approximately 47% of the participants in WTO activities, an increase of 25% compared to the 2012-17 average.

21. An overwhelming majority of TA activities (approximately 86%) contributed to Key Result 1: "Government officials are implementing WTO Agreements and making full use of Members' rights", for eLearning courses the proportion was close to 100%. For Key Result 2: "Acceding governments are participating in accession negotiations", 7% of the activities contributed to this result, followed by 5% of the activities to Key Result 3: "Academic institutions and other stakeholders are analysing WTO issues and reaching out to policy makers", followed by Key Result 4: "Outreach to non-governmental stakeholders and legislators are aware of and knowledgeable about WTO work and issues." The strategy for achieving these Key Results is explained in section 5 below.

22. Methods to improve participants' learning will continue to be pursued. Courses based on blended-learning approaches (using a combination of online and in-situ modules, self-study and practical follow-up work) will continue to be encouraged while also maintaining the balance between the three levels of training in the WTO's PLS, considering that full integration of the PLS across all different TA programmes is not always possible. In 2018, the share of activities without a defined PLS level stood at 9%. Activities at introductory level will continue to represent a small proportion of the total TA activities while ensuring that most of the growth in TA activities will come from

⁴ WTO document WT/COMTD/W/245, 27 May 2019.

advanced activities with regard to face-to-face activities. For eLearning most courses will continue to be offered at intermediate and introductory levels.

23. The number of activities targeting, on one hand, generalists and, on the other hand specialists will be guided by the identified needs and priorities of each category, while maintaining a similar balance as that of the 2018-19 TA Plan. The TA Annual Report for 2018 noted that work was ongoing to improve the TA offer in terms of both quality and adequacy to the actual needs of Members. In particular, the new online cloud-based platform that has been configured and includes all online courses from the E-Campus in the three WTO languages will improve the eLearning offer. Having ensured that the entire 2017 catalogue is available in all three WTO official languages, the aim in 2020-2021 is to ensure that the new courses developed in 2018 are all available in the other two languages. Five new interactive courses were finalized and made available in English in 2018: "Trade Facilitation Agreement"; "CITES and the WTO – Enhancing Cooperation for Sustainable Development"; "Agriculture Information Management System"; "Documents Online E-Subscriptions"; and "Mainstreaming Trade – The Fundamentals". In addition, the course "The Agriculture Xpress", finalized in December 2017, was offered in the 2018 programme. Two courses developed before 2014 were also updated in English: "Accession to the WTO – New version" and "Trade and Environment – New interactive version". Regular updates were also completed in the material to include latest trade-related developments in English, French and Spanish, and efforts were made in a number of areas to better tailor TA to the needs of beneficiaries.

24. Several activities focused on the implementation of the WTO Agreements in fields like SPS, TBT, TRIPS and government procurement, with some introducing new e-tools to facilitate Members' notification and their better compliance with specific provisions of the Agreements concerned.

25. Likewise, progress made towards the full implementation of a TA management system based on results, which included the introduction of significant improvements to the reporting on TA activities in 2018 and 19, leading to almost complete records, should lead to the full implementation of a TA management system.

3.2 Lessons learnt from implementing the TA Plan 2018-19

26. A number of relevant lessons can be drawn from the implementation of the TA activities in 2018-19 and in earlier years which will shape the implementation of this TA Plan. The lessons drawn relate to the implementation of the Secretariat's RBM approach, the PLS, participation of LDCs, product mix, language mix, and key result mix.

3.2.1 Managing for results

27. The progress made over the last five years, as indicated by the forgoing analysis of the Secretariat's TA programme, and its monitoring and evaluation, provides the basis for the TA Plan to continue the overall approach established in the last biennium with the necessary changes to reflect new TA demands to meet evolving circumstances surrounding the WTO work programme. Consequently, this TA Plan is structured according to the same philosophy and operational modalities as the previous TA Plan.

28. At the same time, adjustments have been made to the indicators, targets and assumptions for some Key Results and Outputs, as a result of lessons learned in the 2018-19 period. These changes will allow the Secretariat to collect the relevant data, taking account of the limited capacity of many developing and LDC Members and Observers to provide reliable information on the results of TA at the national level.

29. Furthermore, even though the proportion of targets met increased in 2018, some targets need to be reconsidered as they proved to be overly ambitious or irrelevant. This will also involve reconsidering the relevant assumptions. Consequently, the logframe (Annex 1) has been amended to address identified shortcomings.

3.2.2 The Progressive Learning Strategy

30. Further efforts will be applied to implement the PLS more thoroughly (explained in section 5 below). In particular, steps are needed to improve the understanding of the concepts underpinning

the different training levels; there is a need for more precision about the knowledge, concepts and principles that have to be acquired at each level. Moreover, the concept of progressivity needs to be facilitated by the introduction of new means to test participants' knowledge at the end of face-to-face TA activities. Further work is needed to develop a more coherent combination of face-to-face and online TA activities to respond to the identified needs of beneficiaries, and to support the design of face-to-face activities that assist Members in the implementation of WTO Agreements.

31. By and large, the External Evaluation conducted in 2016 validated the PLS approach adopted by the Secretariat to manage TA activities, while at the same time putting forward specific recommendations for improving this approach. The majority of these recommendations have been implemented or are on-going with a view to be completed during this biennium⁵. It is worth mentioning that a number of the recommendations made by the External Evaluation were already being addressed, at least partially, during the 2016-17 and 2018-19 TA Plans.

32. During this biennium, the Secretariat will also focus on consolidating the PLS to a wider scope of activities, particularly national activities. Applying the PLS approach to national activities is still a major challenge due to the limited control that the Secretariat has in determining participation in these activities.

33. The Secretariat will continue its efforts to develop a more coherent synergy between face-to-face and online activities to ensure progressivity according to the PLS while, at the same time, responding to the identified needs and priorities of the beneficiaries.

3.2.3 Pedagogical method

34. Efforts to adjust the curricula for the various courses, improve the pedagogical approach, better ascertain the needs of beneficiaries as may be identified through different mediums with a view to achieving desired target outcomes will continue. These will be elaborated under each respective Key Result. Against this background, the implementation of a coherent system of Training of Trainers (ToT) will continue to cater for Secretariat staff involved in the delivery of WTO TA.

35. The sections below cover some of the main issues for which specific recommendations had been made in the 2016 External Evaluation of the WTO TRTA and which had been incorporated in the 2018-19 TA Plan with an explanation on the steps taken by the Secretariat during the same period.

3.2.4 Language mix

36. The Secretariat offers training in the three WTO official languages (English, French and Spanish). Participants in TA activities may, therefore, follow TA courses in any of these languages, to the extent that a particular course is available in all the languages. The External Evaluation recommended regular reviews on the availability of course-offerings in French and Spanish in view of the fact that certain course-offerings at the advanced level available in English had not been available in the two other WTO official languages. As a response, the Secretariat conducted an analysis and its findings and recommendations on this subject were presented to Members.⁶

37. The Secretariat pilot-tested the use of interpretation for such courses in addition to the preferred option to offer the same courses in French and Spanish. Offering the same courses in other languages will remain the preferred option in order to keep as much interactivity as possible. To the extent allowed by human and financial constraints, interpretation from English to French and English to Spanish will continue to be used on a course-by-course basis in the 2020-21 TA Plan.

38. The TA Annual Report 2018 indicates that during the year there was a marginal increase in the proportion of face-to-face activities held in at least two WTO languages (with a few cases of activities in all three WTO languages). This was achieved through the use of simultaneous interpretation during the training. These activities represented 8% of the total face-to-face activities, which was a marginal improvement from 2017 (7%). Face-to-face activities conducted at a global

⁵ Annual Performance Report on Technical Assistance and Training for 2018, WT/COMTD/245.

⁶ WTO document WT/COMTD/W/229.

level (in Geneva) in English only accounted for 66% of total face-to-face global activities. This is within the 64% average for the years 2012-17.

39. The choice between the two solutions mentioned above depends on a number of factors, including the level of demand for the courses in the three languages as well as the cost implications and technical feasibility of each solution. In view of the preferences expressed by Members during the relevant consultations and the lessons to be learnt from trying out different solutions, the Secretariat will aim to increase the language diversity of the face-to-face training activities offered in Geneva during this biennium.

40. However, to achieve the desired balance in the language mix will also require making available sufficient training facilities to accommodate any additional course-offerings or additional participants. In this regard, the Secretariat does not expect any major increase in training facilities during the 2020-21 biennium that would result in a major increase in course-offerings in the other WTO languages. Consequently, only a modest increase in the course-offerings can realistically be expected in 2020-21.

3.2.5 Improvements to the Advanced Trade Policy Course

41. Following the recommendations of the External Evaluation, as well as the subsequent assessment of the ATPC carried out by the Secretariat in 2017, the Secretariat will continue to implement improvements to the Advanced Trade Policy Course (ATPC), as well as to other courses undertaken in Geneva.

42. The Secretariat will continue to monitor and update the ATPC programme in the context of the PLS path for generalists and the needs expressed by WTO Members. Some modules have already been reinforced and new modules included in the programme (such as Transparency/Notifications and Trade & Gender). Additional adjustments may be required as the programme for the Regional Trade Policy Course (RTPC), a prerequisite for attending the ATPC, is revised and updated.

43. In line with the recommendations in the External Evaluation, the Secretariat will introduce a final exam for the ATPC in 2020. The design of the final exam will take into account the practical nature of the ATPC, as well as the fact that it is an advanced level training course which requires a thorough consideration of the method of examination and the depth of the questions.

3.2.6 Follow-up to Trade Policy Reviews

44. The Trade Policy Review (TPR) exercise is a unique opportunity for a Member under review to consider in a holistic way the many components of its trade policy. During the fifth appraisal of the TPR Mechanism conducted in 2013:

"Members also considered it important to enhance, where required, the role of the TPRM in making available TA to developing-country Members, and in particular to LDC Members (in accordance with Annex 3 of the Marrakesh Agreement). Members agreed that there could be further follow-up to reviews of those Members, at their request. This follow-up could involve a workshop/seminar to discuss and disseminate the results of the review, as well as to identify the TRTA and capacity-building needs of the reviewed Member(s)".⁷

45. The External Evaluation proposed that new training options be identified by the Secretariat on the basis of proposals from TPRs.⁸ The WTO Secretariat Management Response to the External Evaluation agreed with this recommendation indicating that it had already been partially implemented and that full implementation would need to involve Members.⁹ The Management Response also pointed out that the Secretariat did not have the resources to increase the number of national TPR follow-up activities if there was to be a surge in such requests. The Secretariat has continued to offer the possibility to deliver follow-up workshops for Members who have undergone

⁷ WTO document WT/MIN(13)/5 28 October 2013, para 2.4.

⁸ WT/COMTD/89, 2 December 2016, Recommendation 15.

⁹ WT/COMTD/90, p. 13.

a TPR. However, data from national TA activity requests in 2018 does not show any significant increase in demand for such activities.

46. The TA Annual Report 2018 shows that TPRs were conducted in five (5) LDCs and that TPR follow-up workshops were requested in only two (2) of them.¹⁰ Furthermore, the challenges many LDCs and other low-income countries face in accessing national TA activities will also have an impact on the number of TPR follow-up activities requested. The challenges in accessing TA by these beneficiaries have been highlighted in the TA Report 2018.¹¹

47. Activities designed to follow-up on the findings and recommendations of TPRs will continue to be organized by the Secretariat based on request by any Member eligible for TA. TPR follow-ups are designed to disseminate the results of the review to national stakeholders, to identify the TA needs of the country in support of the implementation of the WTO obligations, and/or to help a Member identify areas in need of reform and mobilize the required sources to undertake such reforms. In some cases, some beneficiaries have requested an activity on the shortcomings identified in the TPR, rather than an activity to discuss the findings of the TPR.

48. Consequently, during the implementation of the TA Plan, the Secretariat will continue to respond to Members' requests for TPR follow-up activities to the extent possible. As already indicated above, demand for such activities is currently within manageable levels.

4 TECHNICAL ASSISTANCE NEEDS AND PRIORITIES

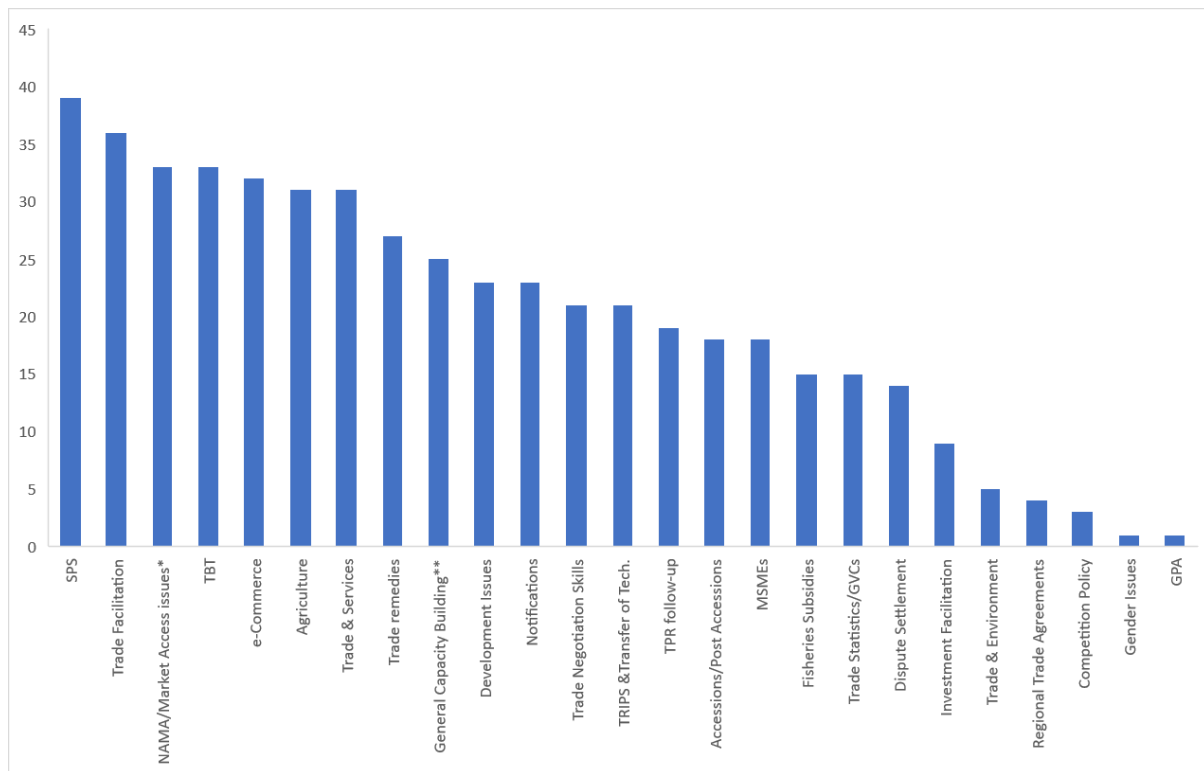
49. As part of the preparations for the TA Plan, and consistent with past practice, the Secretariat interacted with Members in order to identify their TA priorities. In this regard, an online Questionnaire was circulated to all permanent missions to the WTO, inviting feedback on a number of issues: their TA needs and priorities; the TA challenges they face in accessing TA; and their views on the involvement of various stakeholders in training activities. The responses received were analysed and used as the basis for the preparation of the TA Plan.

50. In total, the Secretariat received responses from 71 beneficiaries, representing approximately 55% of total potential beneficiaries. The information gathered can, therefore, be considered as representative of beneficiaries' views concerning their TA priorities and desired outputs from TA activities for this biennium. As shown in Chart 1, the responses on TA needs and priorities were generally similar to those provided in the preparation of the previous TA Plan with respect to the traditional WTO subjects such as SPS, TBT, NAMA, GATS, etc., but with a noticeable rise in demand for emerging issues such as e-commerce and investment facilitation. However, there were also regional divergences among the general range of subjects identified. Certain regions showed a continuing need for standard WTO training activities while a few regions exhibited a greater need for different forms of TA delivery, such as interactive dialogues with stakeholders or the provision of specific technical advice on various trade-related issues. These regional divergences will, to the extent possible, be reflected in the implementation of both national and regional activities under the TA Plan.

51. The Secretariat invited all WTO Members and Observers to informal consultations on 11 July 2019. The consultations were intended to update Members and Observers on the TA needs as formulated by respondents to the TA Questionnaire, as well as to discuss any other issues relating to the implementation of the 2018-19 TA Plan and the preparation of this TA Plan.

¹⁰ WT/COMTD/W/245, para. 4.9.

¹¹ *Ibid.*, para. 4.12.

Chart 1 TA Beneficiaries priorities for 2020-21

* NAMA/Market Access Issues also includes: Customs Valuation, Import Licensing & Rules of Origin.

** General Capacity Building refers to training on the WTO Agreements and other horizontal issues, including for officials who need a basic overview of the WTO.

52. According to the responses to the Questionnaire, some of the challenges faced by beneficiaries to address their TA needs include: insufficient human and financial resources; continued mobility of trained officials from department to department or exit from the public service, resulting in poor institutional memory; weak institutional capacity caused by inadequate staffing; and, generally, insufficient coordination at the national level between the ministry responsible for international trade and the various departments whose work is connected with any of the WTO Agreements.

53. Beneficiaries also considered it important to involve "other" stakeholders such as legislators, academia, researchers, civil society and media in TA activities in order to support domestic policy making and implementation of Member's rights and obligations under the WTO Agreements. In this regard, the range of views on the importance beneficiaries attach to involving other stakeholders as a means of enhancing capacity on WTO-related issues will be respected when designing activities targeting non-governmental stakeholders. Although the areas identified as useful for "other" stakeholders to be informed of were quite varied across the regions, they can be broadly stated to include general sensitization on the role and functioning of the WTO and its Agreements, ongoing discussions on institutional reform of the WTO, emerging issues such as e-commerce, MSMEs, and investment facilitation, as well as the interplay between trade and development generally. In this regard, therefore, activities targeting "other" stakeholders will need to respect the specific needs of each region.

54. On the basis of the information obtained from the Questionnaire, the additional information obtained from the informal consultations held on 11 July 2019, and lessons learnt from the implementation of previous TA Plans, the Secretariat will adopt the strategy indicated in the following paragraphs in implementing activities under the TA Plan.

55. In order to better tailor activities for each specific country rather than offer generic products, as is done at the regional or global level, the Secretariat will give priority to national activities. This is the best way in which each Member's or Observer's specific interests can be accommodated in the design of the TA activity.

56. In this regard, the national TA online request form will continue to be used as the main tool for requesting TA to be provided to Members and Observers. Many beneficiary countries have not made full use of national activities from the Secretariat. This is due to several challenges, including those specifically affecting LDCs and some low-income developing countries. Some of these challenges were highlighted in the TA Annual Report 2018. In particular, the Report pointed out that Africa was disproportionately affected by the administrative measures taken with respect to Members and Observers in arrears on their contributions to the WTO. Twelve (12) African countries (11 of which are LDCs) could not access TA from the WTO for approximately 80% of the year due to the administrative measures. If this trend continues in 2020 and 2021, it poses a challenge to the Secretariat in addressing the needs of a number of countries, especially LDCs.

57. With respect to regional activities conducted in the respective regions, the Secretariat will ensure that these activities are organized around subjects on which there is a collective interest among most of the countries in that region. In this regard, the programme content in regional thematic activities will reflect the specific needs of each region.

58. Some beneficiaries feel that the Secretariat should broaden its scope of assistance to include trade policy advice. However, the Secretariat is limited only to what it can do within its mandate and within the common understanding among Members on the role of the Secretariat. The Secretariat is willing to engage Members on this point for further guidance. In the meantime, for those activities delivered jointly with partners this role will continue to be assumed by those institutions whose mandate permits them to provide trade policy advice.

59. With regard to requests on emerging issues, the Secretariat, while acknowledging that such issues may not be agreed to by all Members and as such remain sensitive, will respond positively on the basis that WTO TA is demand-driven. The Secretariat will, therefore, provide TA in those cases where such TA is specifically requested. The Secretariat will particularly make use of partnerships in the delivery of such TA requests.

60. Some responses to the TA Questionnaire indicated that the Secretariat should increase the means of reaching potential beneficiaries of TA instead of limiting training announcements to one official channel in Geneva. Based on previous discussion and guidance on this matter from Members, Observers and from the consultations undertaken during the preparation of the TA Plan 2018-19, the Secretariat will maintain the agreed communication channel, which is the permanent missions to the WTO. However, to complement these efforts, the planned regional and global TA activities will continue to be published on the dedicated TA link to the WTO website (https://www.wto.org/english/tratop_e/devel_e/teccop_e/tct_e.htm). Applicants will be directed to contact the responsible Ministry/department or WTO Mission of their country for nomination to the TA activities announced on the website.

61. A number of responses to the questionnaire from acceding countries emphasised the need for the Secretariat to provide specific activities to assist in their accessions process. The Secretariat already conducts accession-related TA activities developed in consultation with the Accessions Division; almost all national activities in acceding countries are in furtherance of their accession to the WTO. Furthermore, countries which have recently acceded to the WTO also benefit from a number of post-accession activities, again implemented jointly with the Accessions Division. The Secretariat will continue with this approach in the 2020-21 biennium.

5 STRATEGIC APPROACH FOR TECHNICAL ASSISTANCE IN 2020-21

62. The Secretariat attaches great importance to needs assessments in developing TA activities that are tailored to the needs of each country. Nevertheless, the Secretariat believes that needs assessments are best undertaken by the beneficiaries themselves as they are best placed to determine their needs. However, in view of the fact that a number of beneficiaries, especially LDCs, would like assistance with the tools with which to conduct their own TRTA needs assessments, the Secretariat will continue to provide as much guidance as is practically possible, so as to assist beneficiaries in undertaking their own needs assessments.

63. Therefore, the TA Plan, while responding to the evolving needs of the MTS and its Members, seeks to make improvements in the quality and effectiveness of TA by prioritizing activities with the highest potential to produce results for beneficiaries. At the same time, the volume of TA offered

remains relatively the same, consistent with the assumption that TA human and financial resources will remain unchanged during the 2020-21 biennium.

64. The overall strategic approach for the design of the TA Plan is mainly established by two components: WTO's Managing for Results Strategy and the Progressive Learning Strategy (PLS). Those two strategies are complemented by the following considerations: implementation of WTO Agreements, use of eLearning, use of appropriate pedagogical methods, and use of partnerships.

5.1 Managing for results strategy

65. The TA Plan is designed on the basis of the Secretariat's managing for results strategy endorsed by Members in 2013. This strategy is framed by the concepts and terms defined by the Result-Based Management (RBM) approach, which focuses on achieving measurable results through improved planning, decision-making, transparency and accountability.

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

67. Since the adoption of the managing for results strategy, TA Plans have presented the two result levels and their causal relationships by using a Logical Framework Matrix or Logframe. This matrix provides the detailed performance indicators, baselines, targets, evidence and assumptions that guide the design and implementation of the TA Plan and also help measure achievements. For the TA Plan, the relevant logframe matrix is presented in Annex 1, which is an integral component of the TA Plan. The Outputs, Key Results and other components of the logframe for 2020-21 are discussed in section 6 below.

68. The logframe serves as the foundation to monitor and evaluate progress towards the expected results during the implementation of the TA Plan, which is essential for an efficient utilisation of TA resources. ITTC is responsible for coordinating the monitoring and evaluation of TA activities, and for producing at the end of each year an annual report on implementation of TA activities. The Secretariat will update the Monitoring and Evaluation Plan produced for the TA Plan 2018-19, taking into account any changes introduced by the TA Plan.

69. The Secretariat will prepare its Monitoring and Evaluation Plan, as well as continuing its internal evaluation of TA activities. As in the past, the TA annual reporting to Members will continue to focus on TA results as outlined in the TA logical framework with monitoring conducted by the programme managers, organizers and trainers focusing on the immediate results or Outputs of the various TA activities.

70. The Secretariat has already made several improvements to the continued implementation of RBM. Most significantly, these improvements include (i) the development of a new TA management system from January 2019; (ii) the streamlining of workflows on the new TA management system; (iii) an increase in, and better rationalization of evaluations of Secretariat TA activities; and (iv) a better review of recommendations contained in Secretariat Back to Office Reports (BTORs). The TA Annual Report 2018 shows that almost 100% of the Secretariat's TA activities have been fully reported. These improvements will be further consolidated in the 2020-21 biennium.¹²

5.2 Progressive Learning Strategy

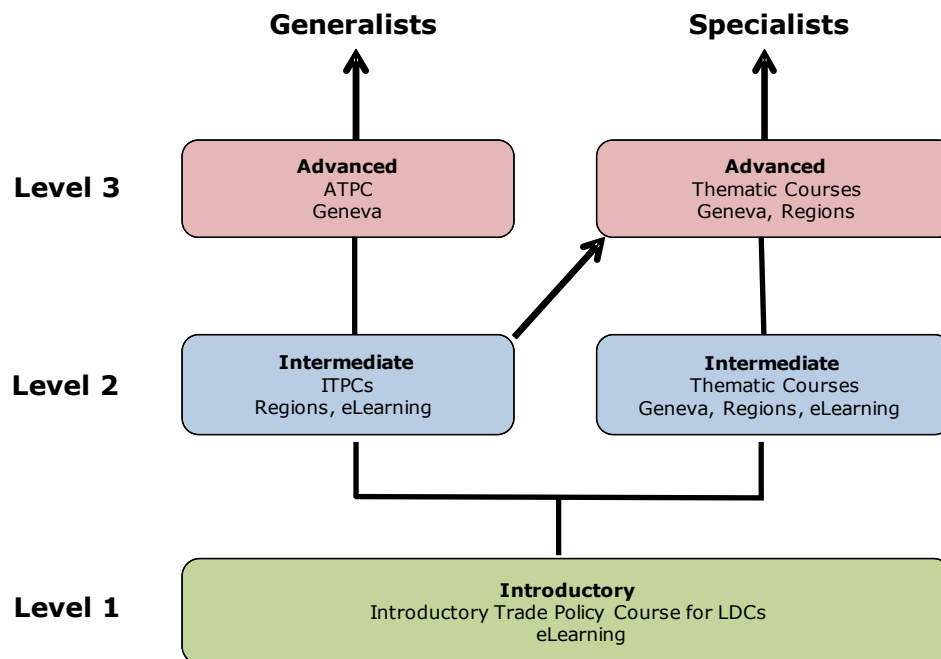
71. The other major component of the overall framework for the TA Plan is the Progressive Learning Strategy (PLS) endorsed by Members in 2011. The PLS has made it possible to tailor WTO activities more closely to the evolving needs of Members while improving the effectiveness and efficiency of WTO's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

¹² WT/COMTD/W/245, paragraphs 1.2 & 1.3.

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

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

Chart 2 WTO's Progressive Learning Strategy



73. The Secretariat has developed guidelines on the content of each of the three training levels, subject by subject, to define the substantive elements that should be mastered by generalists and specialists at the end of each training activity. Successful completion of each step constitutes a prerequisite for progression to the next level. Such progression might also be possible where a participant possesses knowledge or professional experience that is demonstrably commensurate with the requirements of a level stated as a prerequisite for training at the next level. WTO training programmes have been progressively revised in order to provide beneficiaries with a more clearly defined progressive training path, both for generalists and specialists.

74. The TA Annual Report 2018 noted that under 10% of total TA activities have no level ascribed to them, although efforts to introduce progressivity in the training courses have so far concentrated mainly on regional, global and online courses, especially for generalists. More than 90% of TA activities fall into a category of the PLS, which indicates very good absorption of PLS in the Secretariat's TA activities. The Secretariat will continue implementing this strategy in the 2020-21 biennium.

5.3 Use of partnerships

75. The WTO has entered into numerous partnerships to deliver TA throughout the years; more than 50% of the TA activities which the WTO organized or in which it participated were organized/delivered in association with a partner in the last biennium. The Secretariat will continue with this approach.

76. Partnerships are either long term, short term or *ad-hoc* for a particular TA activity. In this regard, the Secretariat will recommit to organizing as many activities as possible with partners. Furthermore, as one of the strategic approaches for 2020-21, the Secretariat will continue to focus on the four areas below in which partners could add value to the TA provided by the WTO:

- a. **Substance:** whether the cooperation is mandated by a WTO Agreement or not, the partner adds value to the content of the TA activities by bringing on board their specialized knowledge on a particular subject, a local context or the institutional role it plays in an area. Such partnerships would typically involve a joint preparation and delivery of the programme of the activity, or of part of it.
- b. **Cost-sharing:** the partner shares the costs associated with the organization of a particular TA activity. The contribution of the partner may be limited to some of these costs, defined in terms of percentage of the total or as a lump sum.
- c. **Field support / Logistics:** the partner takes care of part of the logistics related to the TA activity. This may involve tasks such as the identification of a venue for the activity, booking the hotel, preparing travel itineraries, sending invitations, organizing interpretation or local transportation, providing support staff on site, setting up and maintaining a virtual classroom, or distributing the Daily Subsistence Allowance (DSA) to participants, where applicable.
- d. **Outreach:** cooperation with certain institutions may give the WTO access to a different public or may increase its visibility in non-traditional circles.

77. The Secretariat will continue to analyse the functioning of different partnerships, including the encouragement of those that are more valuable to WTO's TA programme. Furthermore, the use of regional experts for its regional activities will be encouraged whenever possible. The Secretariat will consult further on the possibility of strengthening training capacities within beneficiary countries and regions in addition to existing activities that target the academia.

5.4 TA and gender issues

78. The participation of women and men in WTO TA activities will continue to be monitored and reported on with a view to addressing remaining gender imbalances. Furthermore, every opportunity will be made 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.

79. There has already been a marginal increase in women's participation in overall WTO activities in 2018 (47%) compared to an average of 44% since 2010. However, there were variations across the regions with increases in some regions, decreases in some regions, and stability in other regions. The Secretariat will continue to monitor and report the participation of women in WTO TA activities for the foreseeable future. In addition, reflecting the importance it attaches to gender issues, the Secretariat will maintain its efforts to ensure gender balance in WTO TA participation. The Secretariat will make particular effort to improve the participation of women in those regions which either showed a decrease or a stagnation in their participation.

80. The approach on gender issues and the decision to introduce modules on trade and gender in face-to-face activities reflects the Secretariat's conviction that more needs to be done to close the gender imbalance in accessing WTO TA activities. One of the main reasons that justify action in this sphere include the fact that women's economic empowerment has a positive impact on economic growth and helps to reduce poverty. Although trade has increased job opportunities for women and expanded their access to training, women still participate less in trade because they face numerous challenges and obstacles, including extra hurdles in acquiring trade-related knowledge.

81. This approach to gender empowerment will continue under the TA Plan, emphasizing the importance that the Secretariat attaches to using its capacity-building programmes to empower women. The Secretariat has recently piloted a module on trade and gender in the face-to-face courses that are of a duration of eight (8) weeks. This has been done in partnership with other organizations to leverage value addition and avoid duplicating efforts. In the context of implementing

this TA Plan, the Secretariat, while recognising that there are other international actors with a specific mandate on gender issues, will incorporate the trade and gender training module developed by the Secretariat. The impact of this will be assessed within the first year of implementation of the TA Plan.

5.5 Use of eLearning

82. eLearning has played a critical role in the provision of TA activities over the past years, proving to be an efficient and cost-effective way to train large numbers of individuals around the world on a number of WTO topics. The WTO eLearning courses are part of the PLS and provide training at the basic and intermediate levels. The course catalogue includes a generalist and a specialist path to respond to participants' profiles and to specific learning needs. In addition, some courses are offered outside the PLS to increase outreach and develop awareness of WTO issues.

83. In the period 2020-2021, the eLearning courses will continue to be available on the eLearning platform (<https://wtolearning.csod.com/client/wtolearning/default.aspx>) on a 24/7 basis. This allows participants to combine learning with their daily work and also to study at their own pace. Interested government officials will be able to register, have access to the catalogue of eLearning courses, select curricula that fit their needs, undertake courses, take part in interactive activities, access the module exams and obtain a WTO certificate at their convenience throughout the year.

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

85. The training material will remain available for self-study on the eLearning platform for those who are not eligible to register for a course but are interested in getting acquainted with the WTO and/or trade-related issues generally. This is an important component of the WTO eLearning programme, which aims to increase outreach to academics, parliamentarians, journalists, NGOs and the private sector.

86. The eLearning catalogue includes courses that may or may not be in interactive format (Sharable Content Object Reference Model - SCORM). The Secretariat will progressively develop new interactive courses and also replace those that were developed in a non-interactive format. On portfolio management, while courses on core trade-related topics will continue to be updated and enhanced, new topics will continue to be introduced to provide training on the main issues being discussed in the WTO work programme, in the three WTO official languages.

87. The new eLearning platform launched in 2019 will provide a more secure learning environment for participants as well as enhanced functionalities.

5.6 Use of appropriate pedagogical methods

88. The Secretariat continues to incorporate more interactive training methods like Q&A sessions, case studies, and small group discussions. In view of the importance of using the right training methods to create an effective learning environment, the ITTC has, in the last few years, closely monitored the use of the different training methods used by trainers when delivering TA. The 2018 Annual report indicates a turnaround in which interactive methods are increasingly being used.

89. The Secretariat will maintain the practice of having consultations with beneficiaries ahead of regional and national activities to tailor TA activities to the specificities of the local contexts of beneficiaries. This will help identify the most appropriate pedagogical approach to organizing a TA activity, and tailor the substance to the particular needs of the activity.

90. For Geneva courses, efforts will continue to encourage trainers to make greater use of interactive methods. The Secretariat encourages trainers to use an appropriate mixture of traditional lectures and interactivity with other methods such as hands-on training in those cases where this helps participants to learn and retain knowledge. The Secretariat will also continue its efforts to promote, improve or widen the availability of courses already available. This may involve altering

the programme or the methodology, or the possibility of proposing additional thematic courses in French or Spanish. Efforts will also continue to increase the number of selected candidates, such as for the ATPC and the RTPC, subject to physical capacity of the facilities at which these courses are held.

6 EXPECTED TECHNICAL ASSISTANCE KEY RESULTS

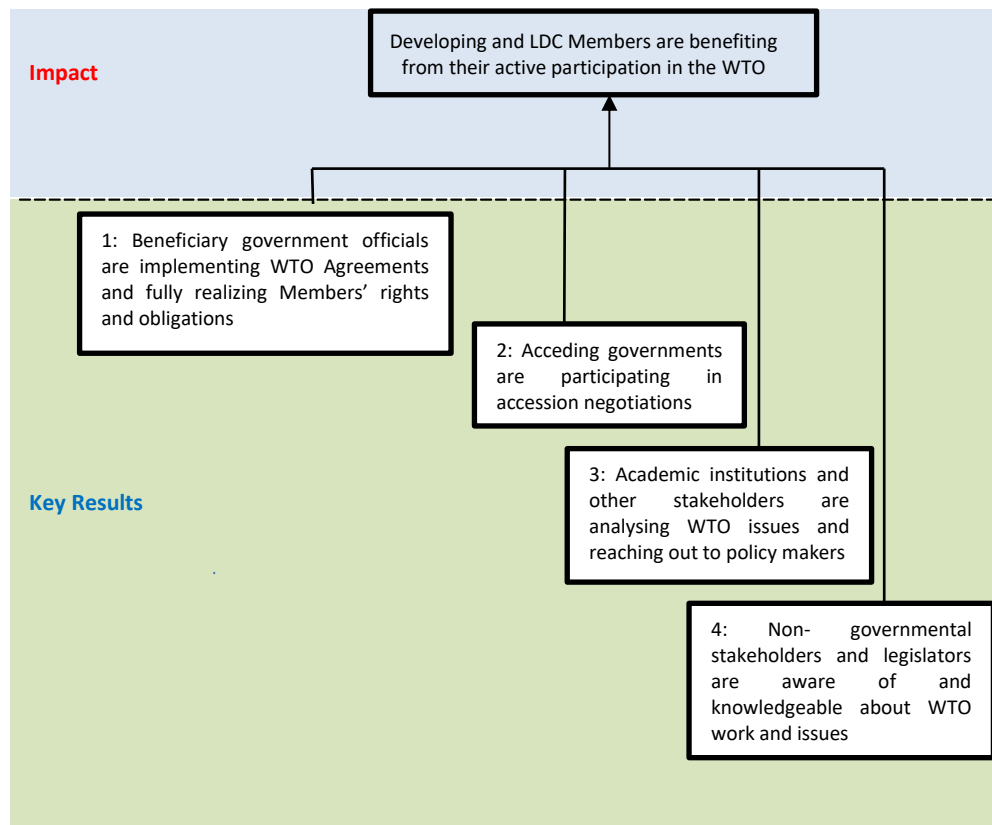
91. One of the Secretariat's main functions under the TA programme is to enhance the capacity of developing-country and LDC government officials to deal with the various issues under the WTO Agreements. WTO TA is aimed at enhancing capacity in developing countries and LDCs so that they can: (i) participate effectively in the core areas of the WTO's work and its respective Bodies; (ii) implement their WTO obligations; (iii) be able to defend the rights accruing to them under the WTO Agreements; and (iv) negotiate effectively.

92. The TA Plan primarily targets government officials since the main purpose of TA is to assist governments build capacity to implement the WTO Agreements and thereby enforce their rights under the Agreements. The Secretariat will continue to provide TA to government officials through a mixture of online training and face-to-face activities organized at national, regional and global level; global level activities in each of the three official WTO languages will continue to be held in Geneva.

93. It is also recognized that trade policy has multiple actors, in addition to government officials. The Secretariat will, therefore, continue to target other audiences such as academics, legislators, journalists and private sector operators, particularly in outreach activities.

94. The TA Plan has been designed to eventually achieve four Key Results indicated in Chart 3, which have remained the same as in the TA Plan 2018-19. As in the past, achieving the Key Results in the TA Plan will require a close cooperation between the Secretariat, governments and other non-governmental beneficiaries, financial contributors to the TA budget, and TA delivery partner institutions.

Chart 3 TA Key Results for 2020-21



Note: the chart is not drawn up with the intention of showing hierarchical levels among Key Results.

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

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

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

97. Key Result 1, which aims to enhance Members' capacity to comply better with their obligations under the WTO Agreements and make full use of their rights, represents the bulk of the TA provided by the WTO to Members and Observers. The goal is to ensure that government officials have enhanced knowledge about the WTO Agreements and trade issues and are able to participate effectively in the MTS. Indeed, the TA Annual Report 2018 confirmed that during the last biennium, 86% of TA activities contributed to Key Result 1 (see Sections 2 and 3 above). The Secretariat will maintain this threshold for the 2020-21 biennium.

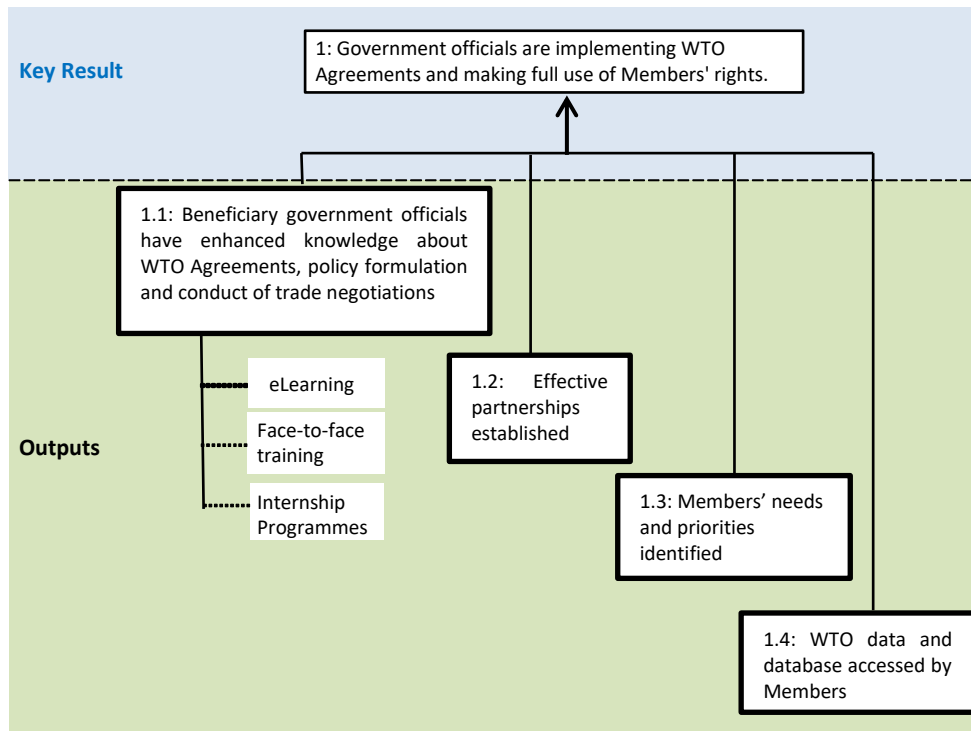
98. Drawing from the implementation of 2018 activities, the bulk of TA activities for this TA Plan are geared towards assisting Members to implement WTO Agreements and enhance knowledge about their rights and obligations, to better formulate their trade policies and effectively participate in trade negotiations. These include training activities on specific topics of interest to the TA beneficiaries as pursued in recent years.

99. To achieve Key Result 1, the Secretariat will continue to work closely with the permanent missions to the WTO and capital-based focal points responsible for WTO issues. Attaining this Key Result will also entail allocating time and resources to the design of new courses on the basis of Members' identified needs and PLS guidelines. In addition, this will also require support from beneficiaries, such as measures taken to retain trained participants in appropriate functions, the ability to impart the knowledge acquired across relevant ministries, as well as effective communication between the permanent missions and the capitals.

100. Details on indicators, baseline, target, evidence and assumptions associated with this Key Results are included in Annex 1. As indicated, Key Result 1 targets, among other things, an increase in beneficiaries' submissions to WTO bodies and a decrease in the number of outstanding notifications.

101. To achieve Key Result 1, the Secretariat will aim to achieve four main Outputs identified in Chart 4. The Secretariat will be responsible for the effectiveness and efficiency with which Outputs are achieved, while accountability for achieving the overall Key Result 1 will be shared with TA beneficiaries.

102. It is expected that a total of approximately CHF 13.779 million per year in 2020 and 2021 will be available to implement the planned activities contributing to Key Result 1, which represents about 77 % of the total TA funding planned for the four Key Results in both 2020 and 2021 (see Table 1 in section 7 on funding).

Chart 4 Key Result 1: Outputs

6.1.1 Output 1.1: Beneficiary government officials have enhanced knowledge about WTO Agreements, policy formulation and conduct of trade negotiations

103. Output 1.1 – Government officials having enhanced knowledge of the WTO Agreements, formulation of trade policies, and conduct of trade negotiations has historically been the main item under the Key Result 1 of the Logframe. The objective is to offer generalists and specialists progressive learning paths that help them improve their knowledge and effectiveness in performing their work and negotiations

104. The indicators, baseline, target, evidence and assumptions associated with this Output are detailed in Annex 1. The indicators related to the use of interactive teaching methods deserve explicit mention here as the External Evaluation remarked that WTO training activities could benefit from applying a greater share of more innovative and interactive techniques – see section 5.5 for a discussion of appropriate pedagogical methods in TA activities. The percentage of participants getting high marks in both the RTPC and the ATPC is one of the indicators that have been amended this year with the introduction of final exams in the ATPC starting in 2020.

105. As in the past, the majority of the TA activities under Output 1.1 will seek to enhance the WTO-related knowledge of junior to senior level government officials from eligible Members and Observers through generalised or specialised and targeted technical assistance. A description of the wide range of TA activities under Output 1.1 can be structured around the following three training modalities, each of which is discussed in the sub-sections below:

- eLearning,
- face-to-face training, and
- internship programmes

6.1.1.1 ELearning

106. eLearning courses are an indispensable entry portal for most TA activities, providing large numbers of participants with the opportunity to learn about the WTO, the WTO Agreements and other key trade-related issues. During the biennium, the Secretariat will seek to train the same number of participants as in the previous biennium so as to secure a good geographical balance

across the regions. Moreover, the Secretariat will seek to maintain the good results obtained previously regarding participants' success rate in the courses.

107. The Secretariat will also update and maintain the content of the courses in the eLearning catalogue in the three WTO official languages, to the maximum extent possible within the available resources. The strategy that will be implemented in 2020-21 will include the upgrading of the training material into a more interactive format and incorporating more multimedia elements, interactive exercises and other improved pedagogical methodologies. In particular, the objective is to develop new interactive versions of older courses or new material covering trade-related topics that had not been previously covered by the eLearning programme. These new courses will continue to be made available in English, French and Spanish. The detailed targets are covered in Annex 1 as part of the key results in the logframe.

108. An appropriate focus on the use of social media will also be maintained to develop outreach, raise awareness and promote WTO training activities. Blended learning will also continue to be maintained to develop strategic synergies with face-to-face activities. The use of blended learning combining face-to-face and online sessions will be explored as a way to increase the efficiency of traditional TA activities.

109. Interactivity will remain an important component of the eLearning courses to trigger interest, achieve effective knowledge transfer, reduce the digital gap and keep participants up to date with the latest developments. Therefore, chat sessions will continue to be organized and activity in the social media accounts (Twitter, Facebook, Instagram, LinkedIn and YouTube) will be maintained.

110. In addition, taking advantage of new functionalities in the new eLearning platform, and following-up on the assessment in the 2018 TA Annual Report, learning communities will be created in order to develop peer-to-peer interactions in the online courses, as well as allow participants to have updates on the latest news on trade-related issues, exchange views with other trade experts, and establish a global professional network.

6.1.1.2 Face-to-face training

111. The TA Plan aims to provide face-to-face training at the national, regional or sub-regional and global levels at any of the three PLS levels depending on the specific needs of beneficiaries. The face-to-face training for generalists includes trade policy courses at the introductory, intermediate and advanced PLS levels. These courses, held in Geneva and in the regions, aim to provide a strong general knowledge of the MTS and of the main provisions of the WTO Agreements, which should enable participants to work in a large variety of WTO-related areas or develop a more specialized expertise. The TA Plan will maintain a suitable concentration of candidates complying with the prerequisites of an activity to ensure the effectiveness of the PLS.

112. The Secretariat will continue to collaborate with beneficiary countries in order to promote the movement of participants through the three PLS levels. This requires, for example, ensuring that candidates nominated for the available courses satisfy the pre-requisites required for each course. Uniformity in application of this requirement will ensure that all participants for a particular course begin each training at the same level of knowledge.

113. At the introductory level, the TA training courses for generalist will comprise the Geneva-based Introductory Trade Policy Course for LDCs, which will continue to be offered once a year as it has proven to be in high demand by beneficiaries. This course will be delivered in English and/or French.

114. Face-to-face courses for generalists will also continue, including the Regional Trade Policy Courses (RTPCs). These eight-week courses, held in the WTO's seven global regions, will target government officials working on trade-related issues who have completed an introductory WTO training. RTPCs will continue to deliver a comprehensive syllabus covering the WTO Agreements and, generally, the MTS as a whole through pedagogical methods that can help strengthen participants' knowledge of the WTO Agreements, and their autonomy to use WTO resources and conduct WTO-related work. In addition, horizontal issues were already incorporated into the 2019 courses, and will also be fully captured in all RTPCs from 2020 to include modules on Trade and Gender, and on Transparency/Notification measures. Participants' progress will continue to be regularly monitored, through a final graded exam as well as a portion of the final grade capturing participants'

participation and engagement in the course. RTPCs will continue to be organized in partnership with a local academic institution.

115. The eight-week ATPCs, the most advanced training for generalists, has benefitted greatly from the improvements implemented in the last biennium, such as a better monitoring and measuring of results that makes possible a more rigorous evaluation of its benefits to Members. The existing arrangement of three ATPCs per year will be maintained, two being delivered in English each year and the third alternating between French and Spanish in each of the two years. This reflects the language demand of Members for this course.

116. The Secretariat intends to offer a comprehensive range of advanced thematic training activities for specialists in Geneva. This is in response to demands from a number of beneficiaries, who have clearly expressed an interest in more specialized thematic courses. Reflecting the lessons learnt in previous years, some of these activities will seek to focus on implementation challenges, including through the development of action plans and coaching of participants after an activity. Budgetary provision has been made for implementing approximately 20 advanced thematic activities per year.

117. The Geneva-based activities will also comprise symposia or seminars held at the request of WTO Committees, the Geneva Weeks and Focus Activities. The Secretariat will also continue to accommodate Focus Activities for Geneva-based delegates, NGOs, WTO staff members, interns working in the Secretariat and officials from international organizations. The aim of Focus Activities is to cover in depth a narrowly defined WTO subject over one or two days.

118. At the national level, face-to-face national activities will aim to contribute to building trade-related local capacities. Each national TA activity will be guided by its own specific objectives addressing the priority needs of the beneficiary. To achieve this, beneficiaries will continue to be asked to indicate their needs in a national TA request form (available online). The proposed budgetary provision included in this TA Plan is to implement up to 110 national activities per year.

119. At the regional and sub-regional levels, this TA Plan includes face-to-face activities for capital-based officials, mostly at intermediate level, focusing on areas identified as priorities by the beneficiaries concerned. Geography or common interests will guide the inclusion of a beneficiary in a region or sub-region. Where relevant, such activities will be conducted in collaboration with partner institutions to ensure that local considerations are incorporated into the training. The TA Plan includes budgetary provisions for implementing 30 regional or sub-regional activities per year.

120. Reflecting the wide range of face-to-face training activities, these activities are associated with several different indicators and accompanying targets, baseline values, evidence and assumptions. As shown in the logframe, the targets for face-to-face activities seek further improvements in several areas, such as reducing the share of instructor-led lectures, further enhancements to the courses' syllabus and greater rates of satisfaction by participants.

121. A final exam for the ATPC will be introduced with the first ATPC in 2020, as had been recommended in the internal assessment for this course; this approach will be replicated for all the trade policy courses for generalists offered at all PLS levels. This would, hopefully, also guide future efforts to extend the use of final exams to other face-to-face courses.

6.1.1.3 Internship programmes

122. The WTO operates four long-term internship programmes focused on "learning-by-doing". Three of these programmes focus on government officials while one focuses on non-government officials. These internships aim to give the beneficiaries an opportunity to acquire in-depth knowledge on WTO matters under the guidance of staff in the Secretariat or in the permanent missions to the WTO in Geneva. Given the strong evidence of the effectiveness of internship programmes, although with variations between them, the TA Plan includes three internship programmes under Key Result 1 and the AIP under Key Result 2. The three under Key result 1 are:

- a. NTP Netherlands Trainee Programme, financed by the Netherlands;
- b. FIMIP French and Irish Mission Internship Programme, financed by France and Ireland; and

c. RCI Regional Coordinator Internship, financed by the GTF.

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

124. Measuring how much was learnt by these interns is a real challenge. Therefore, a proxy indicator to measure how much the interns achieved during their stay in Geneva will be used as has been the case in previous years. As a result, interns will be required to prepare monthly report explaining how their time has been allocated between five broad categories of the NTP outputs: i) WTO meetings; ii) meetings of regional groups; iii) training sessions organized by the Secretariat; iv) research, briefing notes, needs assessments; and v) other activities. This data is incorporated when analysing the performance of the NTPs.

125. FIMIP interns are mid-level public officials from LDCs and economies in transition placed in the Geneva-based mission of their country for purposes of this internship. The internship has a maximum duration of ten months. FIMIP interns operate under the direction of the Ambassador and other officials of their mission, who evaluate the intern's work at the end of the internship based on the objectives agreed at the beginning of the internship. The programme targets primarily Members with small missions in Geneva whose capacity to follow WTO matters is very limited. A maximum of 16 FIMIP interns will be recruited annually.

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

127. RCI participants are mid-level public officials from any TA beneficiary Member selected to coordinate a regional grouping. These interns are posted in the Geneva-based mission of the Member acting as coordinator of a regional grouping, provided the Member is eligible for TA from the WTO. The RCIs work under the supervision of the head of the mission or his designate, who also evaluate the intern's work at the end of the internship based on the objectives agreed at the beginning. An RCI internship is for the duration of the tenure of the Member as group coordinator but cannot exceed twelve months. The allocation of an intern is demand-driven and depends on a request being received from a Member acting as coordinator for a region. A maximum of six (6) RCIs will be recruited annually, reflecting the number of WTO regional groupings of countries eligible for TA.

128. To facilitate the assessment of the RCI programme, each intern is required to produce a monthly report. The main tasks of the interns include attending meetings of WTO regional groups to which their country belongs, of WTO committees and other institutional bodies, and the related work to facilitate the country's coordination required for their WTO regional group. In addition, the interns also work on research to facilitate the work of the coordinator of the respective regional group and prepare briefing notes, as part of their general training. Available data confirms that the RCIs reinforce the capacity of the permanent missions acting as coordinators of WTO regional groups to perform their work. Therefore, this programme will continue to be operated on the same basis.

129. Details on the relevant targets and baseline values, evidence and assumptions for the above internship programmes are included in the logframe in Annex 1.

6.1.2 Output 1.2: Effective partnerships established

130. Under this Output, the Secretariat will continue to seek partnerships that add the most value to its TA activities according to the four parameters defined in its effective partnership strategy, namely: substance, cost-sharing, logistics and outreach (see section 5.3 for additional information).

131. In 2018, the Secretariat continued to leverage strategic partnership to deliver better-tailored TA activities in a cost-efficient way. As a result, the Secretariat collaborated with 117 different partners to deliver 169 TA activities. In addition, Secretariat staff contributed to 30 activities organized by other partner institutions.

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

6.1.3 Output 1.3: Members' needs and priorities identified periodically

133. This output relates to the need to assess on a regular basis the TA needs of beneficiaries to ensure that the WTO TA offer meets their priorities. With this aim, needs assessments will be conducted periodically, based on demand, to identify beneficiaries' needs and matching these to the most effective and efficient TA product.

134. As described in section 4 and illustrated in Chart 1, the consultations held in preparation of the TA Plan indicated several priorities for TA. This information has been confirmed through additional formal and informal consultations between the Secretariat and beneficiaries. The online form for national requests will complement the responses to the TA questionnaire. The online National TRTA Request Form will continue to be used to identify the changing needs and priorities of the beneficiaries of WTO TA. Despite a decline in national requests recorded in 2017, 2018 recorded an increase of 45% in the number of national activities requested leading to a comparable increase in the number of needs analysed.

135. The needs assessments conducted by the NTP interns will continue to be used where relevant to provide a comprehensive picture of the needs and priorities of a TA beneficiary. Further still, needs assessments prior to the delivery of advanced activities will continue to rely on pre-course questionnaires in one form or another. The responses are used to then tailor the content of the activity to the specifics of the participants.

136. The TPR process, as well as the TPR follow-up activities, which are conducted on request, will also continue to contribute to the identification of specific needs and necessary actions. To attain this target, beneficiary countries would need to utilize the TPR follow-up option by requesting a TPR-follow-up activity after a TPR is concluded. Only a few such requests for TPR follow-up activities have been received by the Secretariat in the last TA Plan.

137. Details on the indicators relevant to this Output are detailed in the logframe in Annex I. The number of responses to the TA questionnaires received prior to the preparation of TA Plans will continue to be the main source of information on the needs and priorities of the TA beneficiaries.

6.1.4 Output 1.4: WTO data and databases accessed by Members

138. The Secretariat aims to use TA to make WTO statistical tools and databases available to government officials dealing with trade-related issues, as well as to other interested parties, so as to improve the analysis of trade developments and trade negotiating positions. In previous years, the Reference Centres were considered a tool to enable Members to access and use WTO-related information to raise awareness of WTO matters with all stakeholders. However, Reference Centres have declined in usefulness even for those countries with established Reference Centres, due to the fact that online access in many LDC countries is mainly through mobile devices, which is relatively inexpensive, and not through the considerably more expensive fixed broadband internet, to which Reference Centres are connected.

139. The TA Plan does not envisage any further support to existing Reference Centres, which should be the responsibility of beneficiaries, as is already stated in the Guidelines signed by all beneficiaries of WTO Reference Centres at the time of the establishment of a particular Reference Centre. Reference Centres may exceptionally be provided to LDCs who have not already benefitted from the establishment of a WTO Reference Centre. This will mainly concern LDCs in the process of accession to the WTO. The Secretariat will continue to consult with Members with a view to find more effective tools to enable LDCs gain better access to WTO online information.

140. The Secretariat will continue to offer an array of online and face to face activities to enhance participants' ability to access WTO data and related information. In 2018, the Secretariat organised 73 such activities at the global, regional and national levels. Training on information sources and databases will continue to be provided as part of the activities for generalists, including the Introduction Course for LDCs, the Regional Trade Policy Courses (RTPCs), the Advanced Trade Policy Course (ATPC), specific training for Interns covered in thematic activities e.g. notifications, agriculture, NAMA etc.

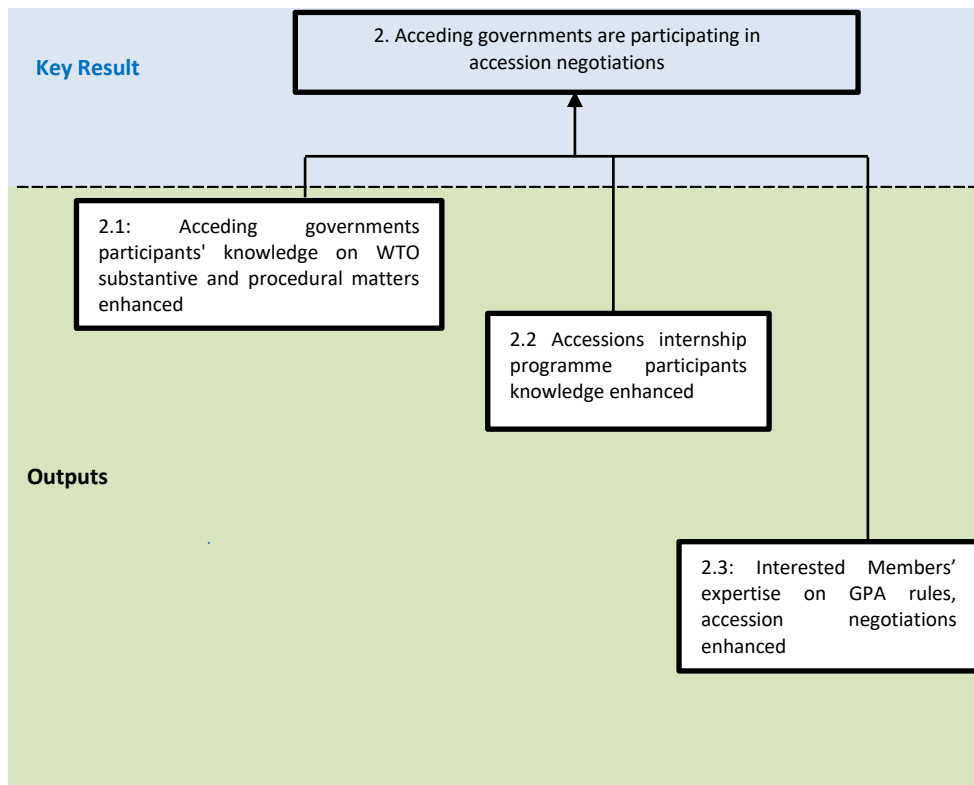
6.2 Key Result 2: Acceding governments are participating in accession negotiations

141. This Key Result aims to ensure that acceding governments are participating effectively in accession negotiations, in line with WTO accession processes and procedures. This reflects the strategic priority the WTO gives to accessions-related activities, with 22 governments at various stages of the accession process as at 31 October 2019. Key Result 2 seeks to support these ongoing efforts by helping acceding governments to define their long-term trade reform agendas and strategies. In this context, the TA provided to acceding governments is designed to: (i) enhance their understanding of WTO rights and obligations; (ii) support a WTO-relevant domestic policy and legal framework; and (iii) facilitate the accession process. In addition, this key result area will include the support the Secretariat provides to those seeking to accede to the Government Procurement Agreement (GPA).

142. The Secretariat will seek to support acceding governments on the design of accession-specific start-up roadmaps and endgame plans as appropriate.¹³ In addition, the "China Programme" will continue to assist acceding LDCs through the Accessions Internship programme, the follow-up to the TPRs of recently acceded Members, annual WTO Accession Round Table Meetings, and support for their participation in WTO meetings. This is in line with the priority given to the accession of LDCs by the agenda set out at the Doha Ministerial Conference in 2001.

143. Key Result 2 includes the two Outputs shown in Chart 5 Outputs 2.1 and 2.2 are guided by the same considerations mentioned in the previous paragraphs for the overall Key Result 2.

¹³ The Secretariat also makes available an Accession Transparency Tool Box, available at: https://www.wto.org/english/thewto_e/acc_e/attb_e.htm.

Chart 5 Key Result 2: Outputs

6.2.1 Output 2.1: Acceding governments participants' knowledge on WTO substantive and procedural matters enhanced

144. In 2018, 15 out of 22 acceding governments had an active accession process. Acceding governments were invited to 104 face-to-face activities. A total of 1,482 participants from the acceding governments benefited. National activities at the request of the acceding governments will continue to be organised to address their specific priorities. In 2018, 14 national activities were held attracting a total of 592 participants. The Secretariat will continue to address the specific needs of the acceding governments on a demand-driven basis. The targets during this biennium are to sustain the current number of accessions working party meetings. This assumes that accession negotiations remain active and that acceding governments submit the required documentation to their Working Parties.

6.2.2 Output 2.2: Accessions Internship Programme participants' knowledge enhanced

145. The Accessions Internship Programme is one of the four internships under this Plan. The beneficiaries of the Accessions Internship Programme (AIP) are recent graduates or postgraduate students from LDCs and developing Members. The AIP is funded by China under the auspices of the "China Programme" as part of its support for the Aid for Trade Initiative within the context of South-South cooperation. The AIP interns work primarily on accessions issues in the Accessions Division of the Secretariat under the supervision of a staff member. The AIP interns spend ten (10) months in the Secretariat spread over a two-year calendar. In 2018, four (4) interns were recruited, and for this biennium the Secretariat will target to increase this number to five (5) interns. The intake of interns is adjusted annually according to the workload of the Accessions Division. AIP interns are supervised by a professional staff in the Accessions Division who provides day-to-day guidance, coaching and training and evaluates their performance based on the objectives set at the beginning of the internship. As indicated in the logframe in Annex 1, a maximum of five (5) AIP interns will be recruited annually for a maximum period of ten (10) months.

6.2.3 Output 2.3: Interested Members' expertise on GPA rules, accession negotiations enhanced

146. This output also shows the TA support that the Secretariat has been providing for accession to the Government Procurement Agreement (GPA) for many years. With respect to the GPA, the TA Plan will focus on general compliance with the GPA and on empowering government officials to work with stakeholders in order to realize the benefits from the new procedures and market access possibilities to which they commit themselves in joining the Agreement. A significant amount of this support is provided in partnership with other organizations. In 2018, there were five active GPA accession negotiations involving TA eligible Members. During this biennium, the Secretariat will continue to provide TA to support the GPA accession process while building their implementation readiness. Six (6) national activities were requested and organized in 2018.

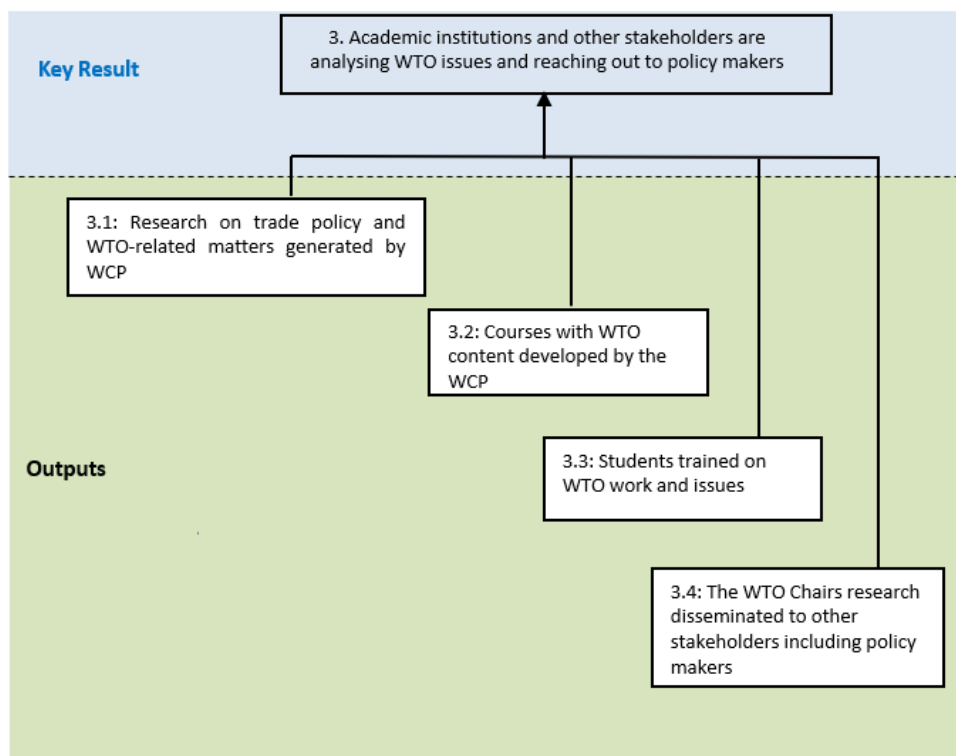
147. The 2018-19 Plan identified the volume of documentation related to GPA accession circulated by TA-eligible GPA acceding countries as a proxy to measure the extent to which TA provided by the Secretariat enhanced the capacities of these countries to effectively complete their accession negotiations. For this biennium, the Secretariat will apply the same approach to measure that capacities are enhanced.

148. The TA Plan provides for CHF 723,000 per year in 2020 and 2021 to implement the planned activities contributing to Key Result 2 and its three Outputs, which is equivalent to about 4 % of the total TA funding planned for the four Key Results for those years (see Table 1).

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

149. All activities designed to respond to the needs of the academic institutions are grouped under this Key Result. The WTO Chairs Programme (WCP), General Academic Support, the PhD fellowships and the John H. Jackson Moot Court Competition are what constitutes activities that fall within this Key Result. The Secretariat will continue to support a limited number of doctoral students and the annual Moot Court Competition (which now covers the whole world). For the latter, the Secretariat will provide technical support through the participation of WTO staff as judges in the regional rounds; and host the final competition at the WTO, thereby giving students an opportunity to interact with WTO staff. Other activities with the academia will be organized on merit and on the availability of resources, after taking into account the external evaluation findings.

150. The WCP is the largest programme under this Key Result. The TA external evaluation of 2016 recommended a comprehensive and independent evaluation of this programme to assess the sustainability of the results. The nature of the programme and its specific duration of four (4) years for each phase, and the fact that it is the only programme in which grants are given, makes it difficult to report annually or biennially on the outcomes and in particular, on its policy influence in the beneficiary countries. As a result, the outputs for the WCP defined in Key Result 3 have to take into account the adjustments to be made in the design of the WTO Chairs Programme, following the independent external evaluation conducted in the first half of 2019. While the outputs of activities contributing to other academic stakeholders to develop and access expertise on WTO issues and work will continue unchanged. The Secretariat, while waiting for a decision on the future of the WCP, has retained this key result and its related outputs with a view to revisit it once a decision is taken and Members have been consulted on the proposed future programme. Key Result 3 includes four (4) Outputs as shown in Chart 6.

Chart 6 Key Result 3: Outputs

151. Key Result 3 and 4 have been slightly amended in this TA Plan to distinguish TA activities for academia, including the WCP in the light of the external evaluation recommendations which are still under consideration by the Secretariat, and the YPP which has been grouped under the activities contributing to the general WTO outreach work.

6.3.1 Output 3.1: Research on trade policy and WTO-related matters generated by the WCP¹⁴

152. The WCP aims to enhance knowledge and understanding of the MTS among academics and students through teaching, research and outreach activities in the eligible academic institutions. Phase II of the WCP was concluded in 2018, and an evaluation of the programme to assess its results and sustainability, conducted by external evaluators, was presented to the Secretariat in July 2019. The recommendations from the evaluation will guide the Secretariat in the design of a future programme and activities to be undertaken under the WCP and TA to be provided to the academic community.

153. Output 3.1 aims to promote research on trade policy and WTO-related matters by WTO Chairs and other academics. This reflects the view that research once well disseminated targeting policy makers has the potential to influence trade developments and policy. Thus, the Secretariat will guide the Chairs' choice of research subjects to ensure that these are WTO relevant and may request the Chairs to contribute case studies to trade policy courses organised by the Secretariat for TA beneficiaries.

6.3.2 Output 3.2: Courses with WTO content developed by the WCP¹⁵

154. Output 3.2 seeks to use WTO support to help ensure that 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. The objective is to encourage Chair holders to train the future generations of trade policy experts. To help attain such objective, the Chairs will continue to be provided with access to the Secretariat didactic material, including eLearning and expert advice. As shown in the

¹⁴ Subject to the outcome of the consultations on external evaluation recommendations.

¹⁵ Subject to what recommendations will be agreed to once the consultations are completed.

logframe in Annex 1, this Output targets both an increase in the number of students trained and courses updated or developed with WTO content.

6.3.3 Output 3.3: Students trained on WTO work and issues

155. The PhD fellowships and the John H. Jackson Moot Court Competition are the activities that fall within this output. The Secretariat will continue to support a limited number of doctoral students and the annual Moot Court Competition which now covers all the regions. The aim is to enhance the participating students' knowledge on WTO law and the work programme of the WTO.

6.3.4 Output 3.4: The WTO Chairs research disseminated to other stakeholders including policy makers

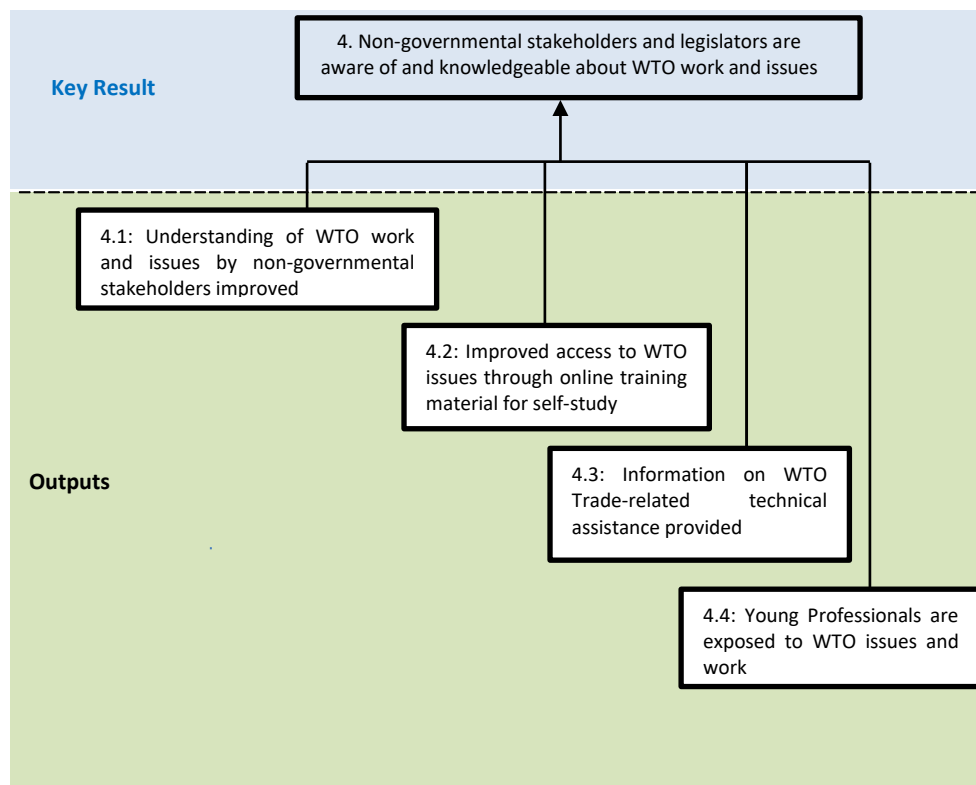
156. Output 3.4 calls for WTO Chairs to reach out to other stakeholders and key decision-makers. The objective is to increase the dissemination and visibility of academic research, for example through seminars, conferences or roundtables, with the ultimate aim of contributing to decision making. As indicated in the logframe in Annex 1, the target associated with this Output is to raise both the volume of outreach activities and the involvement of key decision-makers with a view to contribute to policy-making.

157. The TA Plan provides for approximately CHF 120,000 per year in 2020 and 2021 to implement the planned activities contributing to Key Result 3 and its four (4) Outputs, which are equivalent to about 1% of the total TA funding planned for the four Key Results for 2020 and 2021, respectively (see Table 1).

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

158. Under the TA Plan, Key Result 4 seeks to ensure that non-governmental stakeholders are knowledgeable about WTO work and issues. The aim is to increase their involvement in trade policy and WTO-related issues to stakeholders other than government officials, e.g., Young Professionals, legislators, journalists and civil society. The TA Plan aims to achieve this by strengthening the understanding and institutional capacities of non-governmental stakeholders so that they can reinforce the results of the TA directly provided to Members and their officials. Key Result 4 includes five (5) Outputs as shown in Chart 7.

Chart 7 Key Result 4: Outputs



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

159. Output 4.1 seeks to organize outreach activities to attain an improved understanding by legislators, journalists, civil society and private sector operators of WTO-related issues. The expectation is that broadening the pool of stakeholders with an appropriate knowledge and awareness of WTO matters will encourage support for more engagement in global trade. As indicated in the logframe in Annex 1, the TA Plan foresees maintaining the same number of stakeholders and activities. The number of courses or workshops organised will be one of the indicators to be used under this output. In 2017 and 2018 the activities were organized at global and regional levels. The same approach will be followed for this biennial. As in the past, these activities will be delivered in collaboration with WTO's regular TA partners.

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

160. Output 4.2 relates to access to online training material for self-study for those not eligible to enrol for WTO eLearning courses, which are reserved for government officials from eligible Members and Observers. Under this Output, online training material is made freely available to the public for self-study on the e-Campus website. As indicated in Annex 1, the target is to maintain the same number of downloaded training materials over 2020 and 2021.

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

161. Output 4.3 is related to access to trade-related TA information provided by the Secretariat, including through the Secretariat's Newsletters made available to the public through the WTO website. Social media channels are increasingly used by the Secretariat to give visibility to its TA activities. The Secretariat also disseminates information on its TA activities through a TRTA Newsletter available in all three languages. The Newsletter covers discussions during Ministerial Conferences, objectives of WTO TA, the results of the TA provided and the importance of voluntary contributions.

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

162. Output 4.4 relates to the Young Professional Programme (YPP) introduced in 2016, which aims to expose young professionals to WTO issues and work. The Secretariat aims to host a maximum of 15 young professionals per year, subject to the absorption capacity of the Secretariat in each year. As YPP recruits will work hand-in-hand with Secretariat staff, their work performance will be evaluated by their supervisors following a procedure similar to that applied to WTO staff members. The performance evaluation and the number of young professionals hosted annually will be used as indicators for this Output, as indicated in the logframe in Annex 1.

163. The WTO Young Professional's Programme (YPP) recruited its first six (6) YPs in 2017. The YPP targets young professionals with graduate degrees in international trade and trade policy. Recruitment for young professionals takes place through a competitive process based on merit.¹⁶ On the basis of a positive mid-term review and feedback from the young professionals, this programme expanded to cover fifteen YPs in 2018 and 2019. Priority will be given to professionals from LDC and developing Members not represented at the professional level in the Secretariat.

164. It is expected that a total of approximately CHF 1,262,300 per year in 2020 and 2021 will be available to implement the planned activities contributing to Key Result 4 and its four (4) Outputs (see Table 1).

7 FUNDING

165. The implementation of the TA Plan will be funded through the Regular Budget, extra budgetary funds from voluntary contributions by Members, and cost-sharing arrangements with identified partners. The management of the Regular Budget under the TA Plan will follow the same underlying

¹⁶ Details on the YPP were presented to Members in internal document INT/SUB/DDG/3, 11 May 2015.

principles as previous TA Plans, building on the improvements implemented during the last two TA Plans.

166. Table 1 provides a summary of the budget by Key Results of the TA Plan, while Annex 2 gives detailed information on the budget per Key Result and main activities and programmes.

Table 1 Costs by Key Result – 2020 and 2021

(in thousand Swiss francs)

Key results	Budget line - 2020			
	Regular Budget	GTF	Other TF	Total
Key result 1: Beneficiary government officials are implementing WTO Agreements and fully realizing Members' rights and obligations	4,398	7,542	1,839	13,779
Key result 2: Acceding governments are participating in accession negotiations	80	313	330	723
Key result 3: Academic institutions and other stakeholders are analysing WTO issues and reaching out to policy makers	5	115	-	120
Key result 4: Non-governmental stakeholders and legislators are aware of and knowledgeable about WTO work and issues	-	1,262	-	1,262
Sub-total	4,483	9,233	2,170	15,885
Other programmes	65	1,900	-	1,965
Total	4,548	11,133	2,170	17,850
Overheads (13%)	-	1,447	282	1,729
Grand total - 2020	4,548	12,580	2,452	19,579

Key results	Budget line - 2021			
	Regular Budget	GTF	Other TF	Total
Key result 1: Beneficiary government officials are implementing WTO Agreements and fully realizing Members' rights and obligations	4,398	7,542	1,840	13,779
Key result 2: Acceding governments are participating in accession negotiations	80	313	330	723
Key result 3: Academic institutions and other stakeholders are analysing WTO issues and reaching out to policy makers	5	115	-	120
Key result 4: Non-governmental stakeholders and legislators are aware of and knowledgeable about WTO work and issues	-	1,262	-	1,262
Sub-total	4,483	9,233	2,170	15,885
Other programmes	65	1,900	-	1,965
Total	4,548	11,133	2,170	17,850
Overheads (13%)	-	1,447	282	1,729
Grand total - 2021	4,548	12,580	2,452	19,579

7.1 Regular Budget for TA

167. The Regular Budget dedicated to TA stood at CHF 4.5 million per year during the last two biennia. The TA Plan has been prepared under the assumption that this part of the Regular Budget will remain stable. As was the case for the previous TA Plan, the Secretariat will continue with the

practice of redirecting savings registered on any of the activities during the year to finance other TA programmes included in the TA Plan and identified as priorities by Members and Observers

168. To preserve the minimum level of flexibility required to make the best possible use of the approved budget, the Regular Budget for TA will continue to be grouped in four (4) main envelopes:

- Geneva-based activities for generalists: These will include the ATPC, the Introductory Trade Policy Course for LDCs, Geneva Week for non-residents, specific activities for Geneva-based delegates and any other training activity with a general scope held in Geneva. The TA Plan intends to allocate CHF 1.8 million to these activities per year.
- Geneva-based thematic activities: These will include, among others, the current activities in the field of dispute settlement, the thematic advanced courses held in Geneva and thematic activities for LDCs. Some Geneva-based symposia or workshops organized by WTO Committees in relation to aspects of their work may also be financed as part of this envelope. It is proposed to allocate CHF 1.8 million to these activities per year.
- National activities: The TA Plan proposes to set the budget for this envelope at CHF 0.7 million.
- Miscellaneous: This will include the funding of consultants performing the advisory role under Article 27.2 of the Dispute Settlement Understanding and of external consultants on the implementation of RBM and eLearning courses. Some outreach activities for non-governmental audiences will also be funded under this envelope. Limited funds will be set aside to purchase WTO publications to be donated to universities and distributed at outreach events. Altogether, it is proposed to set aside CHF 0.2 million for these various purposes.

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

7.2 Extra-budgetary funds for TA

170. As has been the case for many years, the main proportion of the implementation of the TA Plan will again be funded through extra-budgetary funds during the 2020-21 biennium. The Global Trust Fund (GTF) will continue to play a central role in this regard, as it is the main channel through which Members' contributions support the TA provided by the WTO.

171. The TA resources available to the WTO (carried forward from previous years) to finance its TA to developing Members and Observers have been relatively stable since 2016. The Secretariat has assumed continued support from Members, in particular from contributors to the GTF during the previous biennium.

172. The TA Plan has been prepared on the premise that the support to the GTF will continue during this biennium at a slightly higher level than in the last TA Plan. This would allow the Secretariat to maintain recent increases in the volume of TA activities and the possibility of a new agreement on Fisheries Subsidies. Taking these elements into consideration, it is proposed to set the target amount for the GTF in 2020 and 2021 at CHF 12.580 million.

ANNEX 1: WTO TRTA LOGFRAME 2020-21

	Results	Indicators	Baseline	Target	Evidence	Assumption
Impact¹	Developing and LDC Members are benefiting from their active participation in the WTO	Share of developing Members' total trade (imports and exports)	2015-17 average: 40.4%	> 40%	WTO statistics	1. Global economic and political stability or improvement 2. The number of LDCs remains constant over the biennium
		Share of LDC Members' total trade (imports and exports)	2015-17 average: 1.07%	> 1.00%	WTO statistics	
Key Result	1: Beneficiary government officials are implementing WTO Agreements and fully realizing Members' rights and obligations	Number of documents submitted by beneficiary developing and LDC Members to WTO Bodies	Annual average 2016-18: Developing: 537 LDCs: 81	Increase	WTO Documents Online database	1. Political support for WTO-related issues 2. Trained staff retained in relevant positions 3. Human and financial resources available
		Number of outstanding notifications by TA beneficiary Member	28 per beneficiary Member on average in 2016-18	Decrease	Notifications database (CRN)	
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 average 2016-18: Level 1 - 4,271 Level 2 - 12,408 Level 3 - 1,802	Stability for levels 1 and 2 Increase in level 3	TAMS database	1. WTO negotiations remain active 2. Trained staff retained in relevant positions 3. Members present suitable candidates 4. WTO administrative measures do not reduce the access to TA 5. Availability of training facilities in Geneva
		Number of national activities requested	2016-18 average: 147	Increase	TAMS database	
		Number of beneficiary Members and Observers participating in TA courses	2016-18 average: 174	Stability	TAMS database	
		Number of beneficiary LDCs participating in TA courses	2016-18 average: 46	Stability	TAMS database	

¹ In accordance with the RBM approach, the impact is the highest-level result to which WTO contributes jointly with other stakeholders. It is not an exclusive attribution to WTO TA, but an indication of the contribution the WTO TA is making to a common impact – see section 6 for further information.

	Results	Indicators	Baseline	Target	Evidence	Assumption
		Interactive training methods' share of time in each activity (exercises, case studies, simulations, Q&A, participation in Committee meetings, etc.)	2016-18 average: - 43% lectures - 57% interactive methods	Increase share of interactive training methods to an average of 60%.	TAMS database	Enough WTO staff undergo training on pedagogical skills
		Success rate in 8-week RTPCs and ATPCs	2016-18 average (RTPC): 95%	Stability	BTORs	
		Distinction rate in 8-week RTPCs and ATPCs	2016-18 average (RTPC): 32%	Stability	BTORs	
		Percentage of participants giving a top mark to the overall content and results in RTPCs, ATPCs and advanced thematic courses	2016-18 average: - RTPCs: 61% - ATPCs: 83% - advanced thematic courses: 87%	Increase to 80% Stability Stability	BTORs	
		Number of participants trained in advanced trade negotiating skills courses	2016-18 average: 290	Stability	TAMS database	1. Enough demand for training activities 2. Availability of resources
		Number of advanced thematic courses using pre-diagnostics, coaching, leadership, action plans or follow-ups	2018: 4	Stability	BTORs TAMS database	3. Availability of training facilities in Geneva
		Number of interns trained in various Internship programmes	2016-18 average: FIMIP: 16; NTP: 16; RCI: 7	Stability	BTORs TAMS database	Funding remains constant
		Final evaluation of each intern by their supervisor	100% of at least fully satisfactory in 2016-18	Stability	Evaluation by the supervisors	
		New, revised or translated online courses released during the year	2016-18 average: 10	Stability	BTOR	1. Appropriate e-Learning resources 2. Absence of external disturbance in e-Campus
		Percentage of online courses in SCORM format	56% in 2018	Increase	BTOR	

	Results	Indicators	Baseline	Target	Evidence	Assumption
		Percentage of participants rating the quality of the online courses content with the two top marks	2016-18 average: 85%	Stability	BTOR	
		Percentage of participants rating the effectiveness of the e-Learning website with the two top marks	2016-18 average: 93%	Stability	BTOR	Absence of external disturbance in e-Campus
		eLearning success rate	2016-18 average: 67%	Stability	TAMS database	
		eLearning drop-out rate	2016-18 average: 28%	Stability	BTOR	
		eLearning distinction rate	2016-18 average: 51%	Stability		
Output	1.2: Effective partnerships established	Proportion of activities with the involvement of a partner	2016-18 average: 54%	Stability	TAMS database	Potential partners are interested and have the required resources
		Proportion of partners' contribution to the TA activities	2016-18 average: 46% low contributions	Decrease the proportion of low contributions		
Output	1.3: Members' TA needs and priorities identified	Number of responses to TA questionnaires.	2017-19 average: 76	Stability	BTORs Secretariat questionnaires	Members can identify and prioritize their needs
		No of TPR Follow-ups	2017-18 average: 8	Stability		
Output	1.4: WTO data and databases accessed by Members	Visits by Members' logging in to the WTO website	49,927 in 2018	Increase	WTO Webmaster	Members' willingness to use available WTO data sources
		Number of TA activities including training on WTO databases as one of their objectives	2016-18 average: 63	Increase	TAMS database BTORs	Enough demand for training on WTO databases

	Results	Indicators	Baseline	Target	Evidence	Assumption
Key Result	2: Acceding governments are participating in accession negotiations	Number of formal or informal Working Party meetings held for acceding beneficiary governments	2016-18 average: 6	Increase	DG Annual Report on Accessions	Accessions are active Governments submit required input to their Working Parties
Output	2.1: Acceding governments participants' knowledge on WTO substantive and procedural matters enhanced	Number of participants from acceding governments attending TA activities focused on accessions	To be collected in 2019	Stability	BTORs TAMS Database DG Annual Report on Accessions	1. WTO administrative measures do not reduce the access to TA 2. Trained staff are retained in relevant positions 1.. Members present suitable candidates
		Number of roadmaps and endgame plans designed	2016-18 average: 5	Stability		
Output	2.2: Accession Internship programme participants' knowledge enhanced	100% of at least fully satisfactory in 2016-18	100%	Stability	Evaluation by the Supervisors	1. GPA accession negotiations remain active
	2.3: Interested Members' expertise on GPA rules, accession negotiations enhanced	Average no. of relevant accession-related documents circulated per GPA acceding Member ²	2016-18 average: 6.8	Stability	Documents online	

² Eligible documents for purposes of the indicator include (i) GPA/ACC/* series documents; (ii) relevant documents in the GPA/*; WT/Let/*; GPA/W/*; GPA/CD/* (from 2018); RD/GPA/* series; and (iii) any other relevant documents.

	Results	Indicators	Baseline	Target	Evidence	Assumption
Key Result	3: Academic institutions and other stakeholders are analysing WTO issues and reaching out to policy makers	Number of consultative processes between WTO Chairs and Policy makers	Consultative processes in 2016: 13	Stability	Chair holders' annual reports BTORs	Members' willingness to engage with WTO Chairs and other stakeholders
		Number of National TA Requests for Academic institutions	To be collected in 2019	stability	BTORs	Members' willingness to engage with Academic stakeholders
Output	3.1: Research on trade policy and WTO-related matters generated	Number of publications in internationally peer-reviewed journals	13 in 2016	Increase	Publications Chair holders' annual reports WCP final evaluation	Compliance with programme guidelines
		Quality of research papers as measured by SJR and SNIP ratings of the journals in which the Chairs' research is published	Average SNIP rating in 2016: .69 Average SJP rating in 2016: .38	Increase	Publications Chair holders' annual reports WCP final evaluation	
Output	3.2: Courses with WTO content developed by the WCP	Number of students in WTO-related courses or getting a degree per year	2,091 students trained by the Chairs in 2016	Stability	Chair holders' annual reports	
Output	3.3 Students trained on WTO work and issues	Number of teams participating in the regional rounds	students trained by the WTO in 2018	Stability	BTORs	Financial resources are available for these activities
		Number of PhD students supervised	5 Students graduate with a PhD	Stability	BTORs	Financial resources are available
Output	3.4: WTO Chairs research papers disseminated to other stakeholders and policy makers	Number of outreach events per year	54 in 2016	Increase	Chair holders' annual reports	Chairs remain active
		Involvement of key policy makers	383 in 2016	Increase	Chair holders' annual reports	

	Results	Indicators	Baseline	Target	Evidence	Assumption
Key Result	4: Non-governmental stakeholders and legislators are aware of and knowledgeable about WTO work and issues	Diversity of WTO related topics covered by statements, reports, and papers produced by this group of stakeholders	In 2017: 26 reports?	Stability	Media reports when available Statements made by legislators, business associations, NGOs when available	1. Stakeholders remain interested in WTO issues 2. Partners remain interested in trade issues
Output	4.1: Understanding of WTO work and issues by non-governmental stakeholders improved	Number of seminars, workshops conducted	2016-18 average: 26 activities	Stability	TAMS database	Legislators, journalists and civil society remain interested in WTO issues Legislators, journalists and civil society stay interested in WTO issues
		Number of key non-governmental stakeholders reached during the year	2016-18 average: 437 legislators 66 journalists 32 civil society	Stability	BTORs	
Output	4.2: Improved access to WTO issues through online training material for self-study	Number of training material consulted	2016-18 average: 3,157	Stability	Online form	Public interest in WTO issues
Output	4.3 Information on WTO trade-related TA accessed	Number of views of the web pages on technical assistance including news items on this subject	2016-18 average: 59,105	Stability	WTO webmaster	Public interest in WTO issues
Output	4.4: Young professionals are exposed to WTO work and issues	Number of Young Professionals engaged annually by the WTO	15 in 2018	Stability	TAMS Database	Enough suitable applications received
		Final evaluation rate of each intern's performance by their supervisor	100% at least fully satisfactory in 2017-18	Stability	Evaluation by the supervisors	

ANNEX 2: ACTIVITY MATRIX
(in thousand swiss francs)

Key Result 1: Beneficiary government officials are implementing WTO Agreements and fully realizing Members' rights and obligations

Level	Path	Language(s)	Title	Region	Estimated cost 2020			Estimated cost 2021		
					RB	GTF	Other TF	RB	GTF	Other TF
Introduction	Generalist	E/F/S	Geneva-based Courses for LDCs - Introduction and Focus Activities - Geneva weeks	Global	441			441		
Advanced	Generalist	E/F/S	Applied Advanced Trade Policy Courses	Global	1,382			1,382		
Intermediate	Generalist	E/F/S	Intermediate level activities for: Africa; Middle East; Asia and Pacific Economies; Caribbean; Central and Eastern Europe, Central Asia and Caucasus; Latin America	All		2,972			2,972	
Advanced	Specialist	E/F/S	Geneva-based Advanced Thematic Courses and topic specific symposia for Capital-based officials	Global	1,820	950		1,820	950	
Advanced	Specialist	E/F/S	Advisory Role on Legal Issues (Art. 27.2 of DSU)	Global	60			60		
Intermediate	Generalist	E/F/S	Regional and/or sub-regional general capacity-building activities	All		370			370	
Intermediate / Advanced	Generalist/ Specialist	E/F/S	National seminars and workshops, including assistance for needs assessment and monitoring and evaluation	All	695	40		695	40	
Intermediate	Specialist	E/F/S	Regional and sub-regional topic-specific seminars	All		3,000			3,000	
		E/F/S	China's LDCs and Accessions Programme: Participation of LDCs in selected WTO meetings; LDCs TPR follow-up workshops; and, South-South Dialogue	All			95			95
Advanced	Generalist	E/F/S	Internships in the framework of the Netherlands Trainee Programme (NTP)	Global			774			774
Advanced	Generalist	E/F/S	Regional Coordinator Internships programme (RCI)	Global		210			210	
Advanced	Generalist	E/F/S	French-Irish Missions Internship programme (FIMIP)	Global			970			970
Introduction	Generalist	E/F/S	Online courses: Introduction level	Capital-based officials	x			x		
Intermediate	Generalist/ Specialist	E/F/S	Online courses: intermediate Level (Generalists and Specialists)		x			x		
	Generalist/ Specialist	English	Online course: Tailored Course - Create your own eLearning Courses		x			x		
Sub-total					4,398	7,542	1,840	4,398	7,542	1,840
Overheads @13%					-	980	239	-	980	239
Total					4,398	8,522	2,079	4,398	8,522	2,079

Key Result 2: Acceding governments are participating in accession negotiations

Level	Path	Language(s)	Title	Region	Estimated cost 2020			Estimated cost 2021		
					RB	GTF	Other TF	RB	GTF	Other TF
Intermediate / Advanced	Generalist/Specialist	E/F/S	National seminars, courses and workshops on Accessions	All	80	313		80	313	
		E	China's LDCs and Accessions Programme: WTO Accession Round Table meetings	Global			230			230
Introduction	Generalist	E/F/S	China's LDCs and Accessions Programme: WTO Accessions Internship Programme (AIP)	Global			100			100
Intermediate	Generalist	E/F/S	Online course: Accession to the WTO	Global	x			x		
Sub-total					80	313	330	80	313	330
Overheads @13%					-	41	43	-	41	43
Total					80	354	373	80	354	373

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

Level	Path	Language(s)	Title	Region	Estimated cost 2020			Estimated cost 2021		
					RB	GTF	Other TF	RB	GTF	Other TF
	Generalist	E/F/S	WTO Chairs programme	All		50			50	
		E/F/S	WTO Support programme for doctoral students	Global	-	65		-	65	
		E/F/S	Donation of WTO publications to Academic Institutions	All	5	-		5	-	
Sub-total					5	115	-	5	115	-
Overheads @13%					-	15	-	-	15	-
Total					5	130	-	5	130	-

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

Level	Path	Language(s)	Title	Region	Estimated cost 2020			Estimated cost 2021		
					RB	GTF	Other TF	RB	GTF	Other TF
		E/F/S	Outreach for legislators, journalists, civil society and businesses	All	-	605		-	605	
	Specialist	E/F/S	WTO Young Professionals' programme (YPP)	Global		657			657	
		E/F/S	Online training material for self-study	All		-			-	
Sub-total					-	1,262	-	-	1,262	-
Overheads @13%					-	164	-	-	164	-
Total					-	1,427	-	-	1,427	-

Other programmes' costs: programme staff and Monitoring and evaluation

Level	Path	Language(s)	Title	Region	Estimated cost 2020			Estimated cost 2021		
					RB	GTF	Other TF	RB	GTF	Other TF
			L-Posts			1,900			1,900	
			Implementation of RBM and development of eLearning courses		65			65		
Sub-total					65	1,900	-	65	1,900	-
Overheads @13%					-	247	-	-	247	-
Total					65	2,147	-	65	2,147	-

Summary Grand Total

Title	Region	Estimated cost 2020			Estimated cost 2021		
		RB	GTF	Other TF	RB	GTF	Other TF
Sub-total		4,548	11,133	2,170	4,548	11,133	2,170
Overheads @13%		-	1,447	282	-	1,447	282
Total		4,548	12,580	2,452	4,548	12,580	2,452