



2025 WTO Technical Assistance Results at a glance

Resilient results under tighter resources

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



Xiangchen Zhang
*Deputy Director-General
World Trade Organization*

With reduced resources, many programmes traditionally delivered in person had to be adapted to virtual or blended formats. Despite these constraints, TA results remained broadly stable: 80% of targets were fully or partially met, only slightly below the high level recorded in 2024 and well above the ten-year average of 73%. The sustainability of the TA results over time, despite adverse circumstances is impressive.

One of the most visible consequences of the accelerated shift towards virtual and blended delivery was a significant reduction in the number of government officials trained during the year: just over 13,000, a 31% decline compared with 2024, while the proportion of participants from LDCs remained stable at 29%. Most global activities held in Geneva had to be cancelled, and many other face-to-face activities were postponed or redesigned. The lower number of activities also reduced the incentive to self-study through e-Learning, where participation declined by 33%.

In this constrained environment, partnerships with other institutions were deepened to pool resources and build on complementary expertise, including in areas such as preparations for MC14, Trade in Services for Development and post-accession implementation.

A core function of the WTO, technical assistance and capacity-building activities seek to enhance professional and institutional trade capacities in developing and least-developed WTO Member and Observer governments. WTO TA provides beneficiaries with enhanced know-how to take full advantage of the opportunities from the rules-based multilateral trading system and address potential challenges. Within the WTO Secretariat, the Institute for Training and Technical Cooperation (ITTC) oversees these activities.



This brochure is a summary of the content of the WTO Technical Assistance Annual Report 2025 (WT/COMTD/W/307 - 26-2452), and it has been produced for informative purposes only.

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WTO TA 2025 - Key takeaways

- WTO TA results remained resilient in 2025, with 80% of performance targets fully or partially achieved despite significant resource constraints.
- Funding restrictions led to a 12% decrease in the number of TA activities and a 31% decline in participation, with just over 13,000 government officials trained.
- Participation from LDCs remained proportionately stable, accounting for 29% of beneficiaries, while women's participation increased to 49%.
- Blended delivery became the defining feature of the year, with approximately two thirds of the TA activities adopting this format.
- Action-oriented TA expanded sharply, reflecting beneficiaries' growing demand for practical and results-focused support.
- The Trade in Services for Development initiative advanced through new diagnostic and analytical tools, country case studies and training activities.
- Partnerships were strengthened, helping the Secretariat combine expertise, resources and outreach in a constrained financial environment.



Stable results

In 2025, WTO TA reached a turning point. The liquidity crisis that affected the WTO led to the suspension of most face-to-face TA activities from mid-April and required the Secretariat to adapt its delivery model. Against this background, TA results remained broadly stable. The TA success rate reached 80%, slightly below the five-year high of 82% recorded in 2024, but still above the ten-year average of 73%.

Fully met targets increased slightly to 58%, from 57% in 2024, while partially met targets declined to 22%, compared with 25% the previous year. Missed targets rose from 16% to 19%, broadly in line with their long-term average. With almost no missing data in 2025, these results provide a reliable picture of TA performance in a more constrained operating environment.

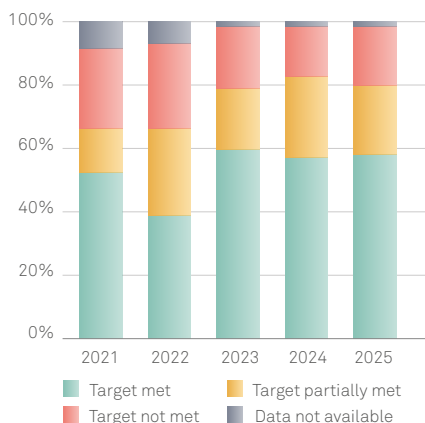
Reduced participation

In terms of participation, 2025 was a year of transition, as the Secretariat started reengineering its TA offer in response to the reduced resources available. Total participation fell by 31%, from 19,132 participants in 2024 to 13,250 in 2025.

e-Learning remained the predominant format, accounting for around 70% of total participation. Participation in e-Learning nevertheless declined by 33%, partly because the suspension of most Trade Policy Courses and advanced specialist courses reduced the incentive to complete online prerequisites or preparatory courses. Face-to-face participation also declined following the suspension of most in-person TA activities from mid-April, while virtual activities proposed as alternatives attracted lower participation. Many beneficiaries preferred to wait for face-to-face delivery to resume.

National activities, however, remained available throughout the year and gained relative importance, outstripping regional and global activities. Demand for tailored,

Success Rate (2021 – 2025)



country-specific support remained strong. In 2025, 90 requests for national activities were recorded, only marginally below 2024 and still above the five-year average of 82. The number of requesting beneficiaries fell to 40, but the average number of requests per beneficiary increased to 2.3.

In addition to training courses, the Secretariat continued to offer learning-by-doing opportunities through long-term placement programmes. A total of 65 participants joined these programmes, mirroring the 2024 intake.

A more targeted curriculum to address beneficiaries' needs

The Secretariat continued to adapt its TA curriculum to the evolving needs of beneficiary Members and Observers. In a context of tighter resources and reduced face-to-face delivery, ensuring that TA programmes remained closely aligned with beneficiaries' priorities became even more important.

Action-oriented TA expanded significantly, increasing from an average of five activities per year during 2021–24 to 21 activities in 2025. These activities combined technical training with diagnostics, coaching, action

plans and follow-up, and covered a broader range of areas, including agriculture, market access, services, TRIPS, accession and post-accession implementation.

Several activities were delivered under the WTO–World Bank Trade in Services for Development initiative, introducing participants to new diagnostic tools and policy frameworks for evidence-based policymaking.

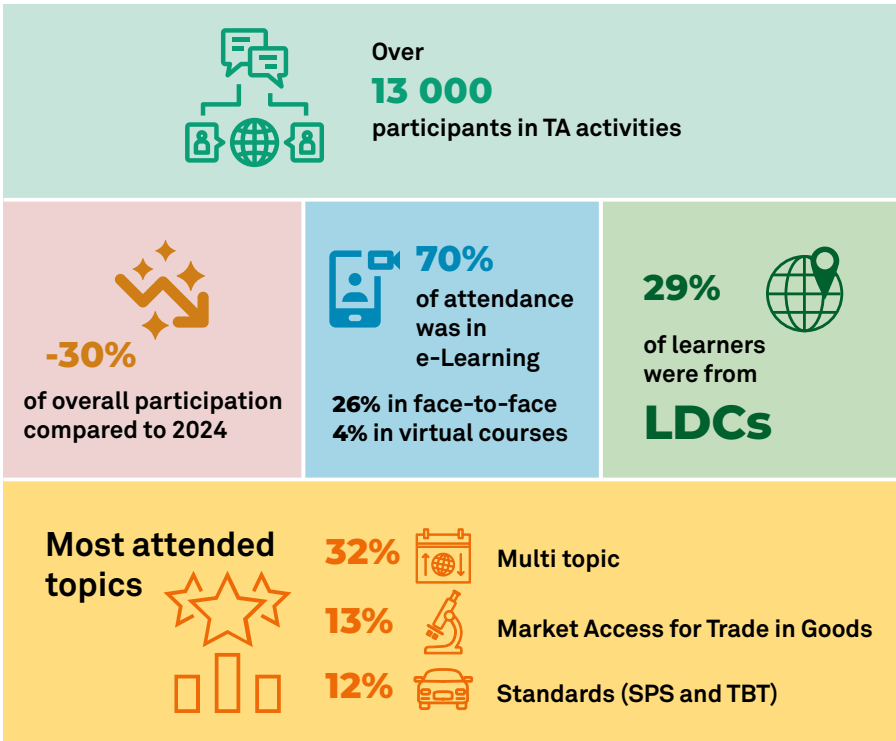
Targeted activities also helped officials prepare for MC14 and better understand ongoing negotiations and emerging priorities, including fisheries subsidies. The e-Learning catalogue continued to expand, reaching 180 online courses, while around 20 live sessions and webinars complemented self-paced learning with real-time interaction.

Responding to demand with ever-shrinking resources

WTO TA faced severe financial constraints in 2025. Regular Budget resources for TA were cut by 73%, while unearmarked voluntary contributions remained below CHF 3 million for the second consecutive year. Although five new donors supported the Global Trust Fund, three did not renew their contributions and one reduced its support by 90%, keeping funding at its lowest level in 25 years.

The Secretariat responded by strengthening cost-control measures, reducing the number and scope of activities, and relying more heavily on virtual and blended delivery. While this helped preserve the quality of many activities, overall TA delivery fell significantly during the year.

Participation highlights



2025 results at a glance

RESULTS

The overall **WTO TA success rate reached 80%**, remaining broadly stable following the five-year high recorded in 2024



Requests for **e-Learning training material from non-traditional WTO audiences** (e.g., businesses, NGOs, journalists, and legislators) **increased** in 2025



Overall **participation** in TA activities **declined by 31%** compared to 2024, reversing the upward trend since the COVID-19 pandemic

The number of face-to-face TA activities decreased by 26% due to budget restrictions



The **five new Phase IV WTO Chairs** made a strong start on research, curriculum development and outreach



The performance of e-Learners remained strong. The success rate was 77% and the drop-out rate 21%

TA supported the
**accession processes of
Ethiopia and Uzbekistan**



Participation in the various on-the-job training programmes **remained at record levels**



Beneficiary Members maintained a high level of participation in the WTO through **Specific Trade Concerns**, although the number of substantive documents submitted declined by 20%

Legend:



INCLUSION

Participation from LDCs in TA activities remained **proportionately stable** compared to 2024, in a context of declining overall participation



The geographical coverage of TA activities remained **wide**, reaching **140 WTO Members and Observers**



≈ **LDCs**

Women's participation in WTO TA reached **49% in 2025**, a **two-percentage-point increase** compared to 2024



Language diversity increased, as 53% of TA activities were delivered in languages other than English (+2 percentage points compared to 2024)



Regular Budget resources for TA were cut by 73%



Voluntary contributions stabilised at their lowest level ever



The **number of Donors to the GTF increased** for the first time in a decade

MANAGEMENT

The **contribution of partners was strengthened** in 2025



The Secretariat created the **Training Exchange & Good Practice Hub** and targeted **Training of Trainers** sessions.



Demand for national activities remained strong



e-Learning remained the dominant TA format, representing around 70% of total participation



CURRICULUM

The **blended approach**, combining face-to-face sessions with virtual elements for the same audience, **became the predominant TA delivery mode** (65% of activities) to mitigate reduced TA resources



Interactive training methods represented nearly two-thirds of training time in face-to-face activities



Action-oriented TA expanded sharply (x 4 compared to 2024), reflecting **beneficiaries' growing demand** for practical and results-focused support

TPR follow-ups resumed

In the spotlight

Supporting recently acceded Members

New WTO Members face the challenge of translating accession commitments into practical implementation. In 2025, targeted TA supported Comoros and Timor-Leste in moving from accession to implementation and deeper participation in WTO Agreements.

In Comoros, WTO TA helped advance implementation of the TRIPS Agreement through a national workshop delivered in cooperation with EIF, WIPO and national authorities. The activity focused on practical priorities such as copyright, geographical indications, technology transfer and institutional coordination. It also generated concrete follow-up, including

Comoros' first TRIPS transparency notification under Article 63.2 and further engagement on the e-TRIPS submission system.

In Timor-Leste, TA focused on building officials' understanding of the Agreement on Government Procurement (GPA), its accession procedures and the technical steps involved in preparing for discussions with GPA Parties. Following its WTO accession, Timor-Leste became an observer to the Committee on Government Procurement and submitted an application to accede to the GPA, becoming the first LDC Member to take this step.

The Trade in Services for Development (TS4D) initiative

In 2025, the WTO–World Bank Trade in Services for Development initiative moved from concept to practical application. Building on earlier analytical work, the initiative helped developing Members assess how services trade can contribute to competitiveness, diversification and development.

The support combined national and regional activities with new tools for evidence-based policymaking. Guyana, Nigeria and the Philippines held national workshops on good regulatory practices, services trade competitiveness and applied services policies. Two regional workshops on services trade statistics were also held in Chile and Kenya.

The first Thematic Course on Trade in Services for Development brought together officials from developing and least-developed economies in

Geneva. Participants used the Services Trade Competitiveness Dashboard, the Handbook on Good Regulatory Practices, the Services Trade Policy Database and the Services Trade Restrictions Index to examine their economies' services performance and compare policy indicators. The course was held alongside the first Global Conference on Trade in Services for Development, creating links between technical training, peer learning and policy dialogue. The Conference also marked the launch of the Services Trade Competitiveness Dashboard, the Handbook on Good Regulatory Practices and a new TS4D platform bringing together services-related capacity-building resources.

new TS4D platform:



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

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

In the spotlight

Shift towards blended learning approaches in TA delivery

In 2025, reduced resources accelerated the shift towards blended delivery. Excluding e-Learning, 65% of WTO TA activities combined face-to-face sessions with virtual and online components, while 16% were delivered fully virtually and 19% exclusively face-to-face.

Blended activities brought together different formats for the same group of participants. They often combined preparatory e-Learning, live virtual sessions, online materials, face-to-face interaction, group work and follow-up assignments. This allowed training to be spread over time and helped participants prepare before, engage during and consolidate learning after the activity.

The shift also required adjustments in training design. Virtual classrooms, breakout rooms, quizzes, polls and online exchanges were used to maintain interaction and support active learning. At the same time, face-to-face sessions remained important for peer learning, practical exercises and networking.

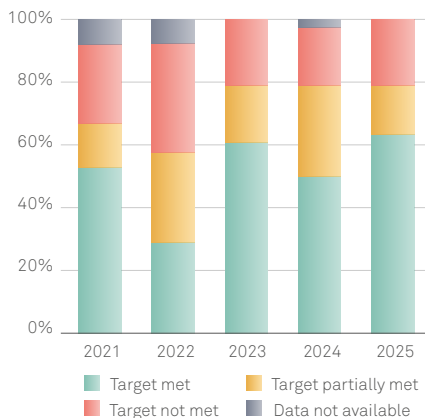
To support this transition, the Secretariat strengthened pedagogical guidance for trainers, including through targeted Training of Trainers sessions and the Training Exchange and Good Practice Hub. These efforts aimed to help trainers design more interactive and learner-centred activities across delivery formats.



KEY RESULT 1



Implementation of WTO Agreements



Continued support for Members and Observers

The primary objective of WTO TA is to enhance the capacity of government officials from developing and LDC Members and Observers to fulfil their WTO commitments and leverage their rights within the multilateral trading system.

Whether delivered online, virtually, face-to-face or through on-the-job training, WTO TA continued to support knowledge and skills acquisition in 2025. Learning results remained strong, as confirmed by participants' performance in final exams and by supervisors' evaluations.

Transparency-related initiatives remained a priority. TA activities continued to provide practical guidance on notification requirements, the use of WTO transparency tools and the preparation of notifications. These activities helped keep the notification backlog of TA beneficiaries under control, with targeted support in areas such as agriculture, SPS and TBT.

TA beneficiary Members remained active in WTO committees. On their own or together with developed Members, they raised 76% of new SPS Specific Trade Concerns and 60% of new TBT Specific Trade Concerns in 2025, demonstrating continued engagement in WTO committee work.



Pia Aranya Huamani

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

Video interview

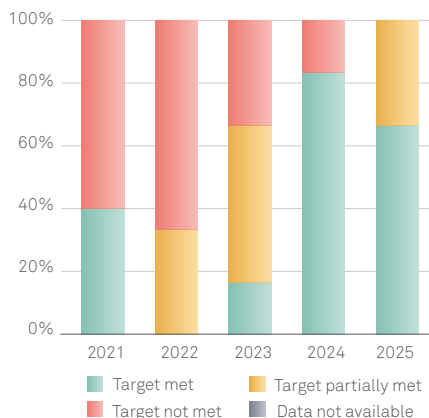


“The course on Essentials for SPS Committee Participation strengthened my confidence to contribute more effectively to the Committee’s work and enabled me to apply in practice what I learned. Participating in the SPS Committee has also been highly valuable for my country, particularly in strengthening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

**KEY
RESULT
2**



Acceding governments
are participating in
accession negotiations



Accompanying new accessions

In 2025, Ethiopia and Uzbekistan made substantial progress in their accession processes, each holding two Working Party meetings during the year. Guinea also reached an important milestone with the first meeting of its Working Party, while other Observers, including Bhutan and Equatorial Guinea, advanced in their accession processes.

Targeted support from the Secretariat helped acceding governments prepare accession-related documentation, understand procedural requirements and engage more effectively in the negotiating process.



Sonam Tshering Dorji

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

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

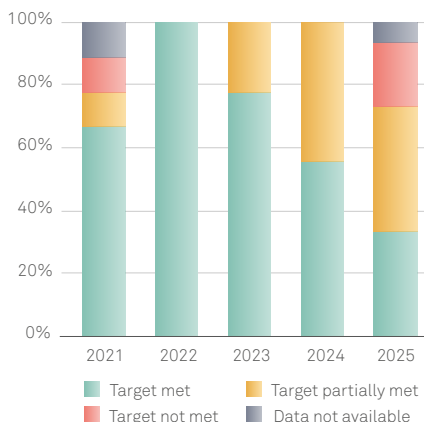
WTO
Accession



KEY RESULT 3



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



Advancing academic research and policy dialogue

In 2025, Phase III of the WTO Chairs Programme was extended at no cost until the end of 2026 to allow the 15 participating Chairs additional time to complete their work plans. As a result, several targets initially planned for 2025 were carried over.

At the same time, the WCP remained active across its three pillars. WCP Chairs produced over 950 research outputs, delivered more than 230 WTO-related courses and engaged in over 430 exchanges with policymakers and relevant stakeholders.

Phase IV also got under way, with five new Chairs from the Dominican Republic, Nigeria, Qatar, Togo and Vanuatu joining the network. This brought the WCP to 39 Chairs and further strengthened its role as a platform for research, training and policy dialogue.



José R. Sánchez-Fung

*Ambassador,
Chair of the Committee on Balance-of-Payments Restrictions
Permanent Mission of Dominican Republic to the WTO*

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

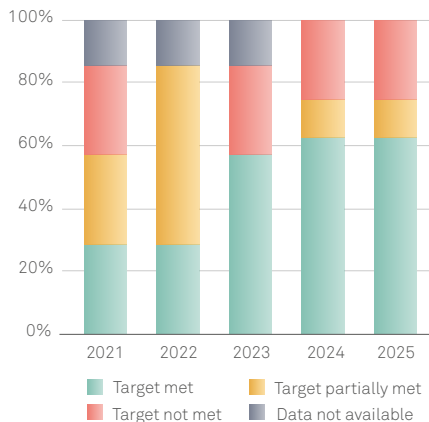
WTO Chairs
Programme



**KEY
RESULT
4**



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



Enhancing outreach and engagement with non-traditional stakeholders

WTO also seeks to reach non-governmental stakeholders, including journalists, civil society, businesses and legislators, who can contribute to a broader understanding of WTO work and trade-related issues.

In 2025, budgetary constraints limited direct outreach to these audiences. One global activity for journalists was held during the year, while other planned activities with non-governmental stakeholders were cancelled.

Demand for WTO learning materials nevertheless remained strong. Self-study e-Learning materials available to the general public received 9,300 requests, reflecting sustained interest in WTO-related knowledge beyond government institutions.

The Secretariat also continued to use digital communication channels to raise the visibility of TA activities. Overall traffic on WTO TA web pages declined compared with 2024, in line with the lower number of activities organized during the year. Social media nevertheless remained an important source of information on WTO capacity-building activities for Members, Observers and the general public.

Prioritizing inclusion



36 LDCs
benefited from
WTO TA

In 2025, 29% of TA beneficiaries were nationals from LDCs, representing 36 WTO Members and Observers. This share remained proportionately stable compared with 2024, despite the overall decline in participation. LDCs also accounted for 30% of e-Learning participants and 40% of participants in on-the-job training programmes.

The geographical coverage of TA activities remained wide, reaching 140 WTO Members and Observers. Africa and Asia-Pacific continued to be the primary beneficiaries, together representing two-thirds of total participation. National and regional activities were hosted in 50 Members and Observers, compared with 62 in 2024, reflecting the reduced number of face-to-face activities and the shift towards virtual and blended delivery.



Md Selim Hossen

*Delegate of Bangladesh to the WTO and LDC
Group Focal Point for TRIPS Affairs*

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



49%
of **Women**
participation

Women's participation in WTO TA increased to 49%, two percentage points higher than in 2024 and above the five-year average. In 2025, a regional workshop for Central Asia, organized with UNDP, also strengthened participants' capacity to integrate gender considerations into trade policy-making and collect gender-disaggregated data.

Language diversity also increased. In 2025, 53% of TA activities were delivered in languages other than English, two percentage points more than in 2024. Overall, 47% of activities were delivered in English, 27% in Spanish and 22% in French, while the remaining 4% were multilingual activities.



Marwa Mohamed Fahmy Abouelezz

*Deputy General Manager, Central Bank of Egypt
Participant in the Regional Workshop
on Measuring Digital Trade*

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

Responding to demand with ever-shrinking resources

TA expenditure fell sharply in 2025, reaching CHF 9.8 million, 28% below 2024. This reduction was driven mainly by the WTO liquidity crisis, which led to a 73% cut in Regular Budget resources for TA. Expenditures on extra-budgetary funds remained comparatively stable (-4%), but the overall number and scope of activities had to be reduced.

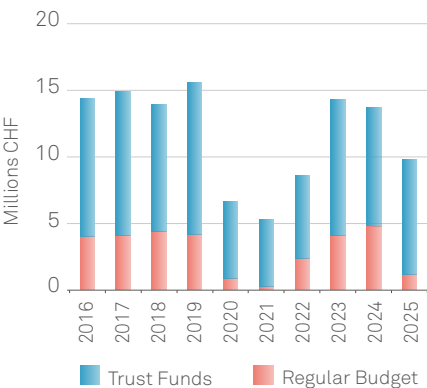
The Secretariat strengthened cost-control measures, relied more heavily on virtual and blended delivery, and increased cooperation with partners to help preserve the quality of activities delivered. Partners contributed an estimated CHF 650,000 to WTO TA activities in 2025.

WTO TA is traditionally financed through a combination of Regular Budget resources and voluntary contributions to trust funds, whether earmarked or unearmarked. While Members had maintained the Regular Budget allocation for TA at CHF 4.5 million since 2012, the 2025 liquidity crisis required a major reduction in this envelope, resulting in a contraction in both the number and scope of TA activities.

Unearmarked voluntary contributions to the Global Trust Fund remained just below CHF 3 million for the second consecutive year, one of the lowest levels since the GTF was created in 2001 and equivalent to only 13% of the amounts received during the peak years of 2006–09. Five donors contributed to the GTF, but three did not renew their contributions and one reduced its support by 90%.

Meanwhile, earmarked voluntary contributions held steady and continued to exceed unearmarked contributions, increasing the donor-driven proportion of the WTO TA offer. Overall, the TA resources available to the Secretariat in 2025 were 36% lower than in 2024 and 42% below the amount budgeted in the TA Plan approved by Members.

Technical Assistance Expenses (2016–2025)

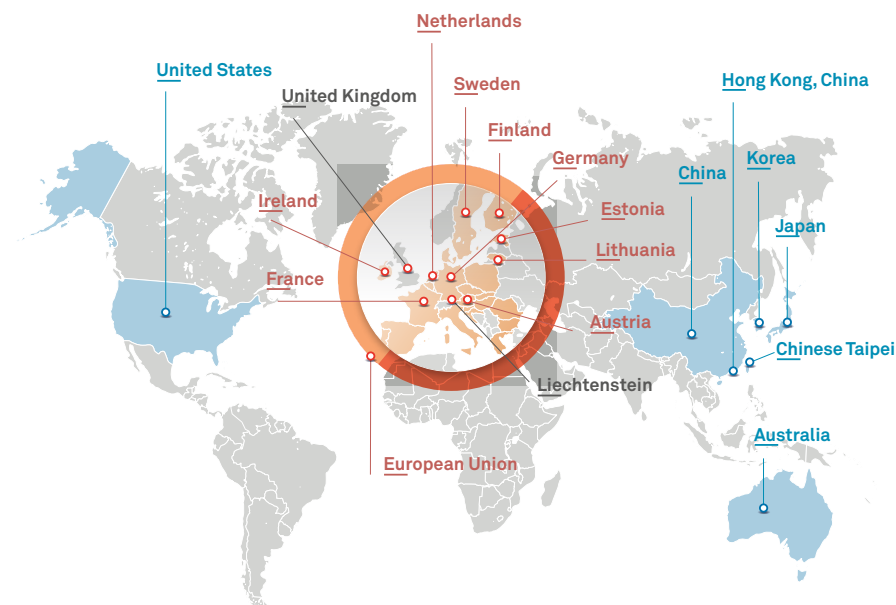


Ambassador Li Yongjie
Permanent Representative
of China to the WTO

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

WTO TA funding

85% of WTO TA resources in 2025 were voluntary contributions from the donor Members, while the remaining 15% came from the WTO regular budget.



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