



AFRICA TRAINING INSTITUTE

Annual Report

(Fiscal Year 2018)





ATI Partners:



Mauritius



China



Ministry of Strategy
and Finance

Korea



Australia



Seychelles



Angola



Togo

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Acronyms

AfDB	African Development Bank
AFE	East AFRITAC
AFR	IMF's African Department
AFRITACs	Africa Regional Technical Assistance Centers
ANU	Australia National University
ATI	Africa Training Institute
CBS	Core Elements of Banking Supervision
CD	Capacity development
CICDC	China-IMF Capacity Development Centre
DFAT	Australia's Department of Foreign Affairs and Trade
FAD	IMF's Fiscal Affairs Department
FIN	IMF's Finance Department
GIZ	German Agency for International Cooperation
ICD	IMF's Institute for Capacity Development
IMF	International Monetary Fund
LEG	IMF's Legal Department
MCM	IMF's Monetary and Capital Markets Department
MEFMI	Macroeconomic and Financial Management Institute of Eastern and Southern Africa
MOOCs	Massive Open Online Courses
MRC	Macroeconomic Management in Resource Rich Countries
PFM	Public Financial Management
RBM	Results Based Management
RTC	Regional Training Center
SARB	South African Reserve Bank
SC	Steering Committee
SDGs	Sustainable Development Goals
SSA	Sub-Saharan Africa
STA	IMF's Statistics Department
TA	Technical Assistance
WAIFEM	West African Institute for Financial and Economic Management

Message from the Director

Since ATI first started operations in Mauritius in 2013, with the financial support of the governments of Mauritius, China, Korea, and Australia, other countries (Seychelles, Angola, and Togo) have added their support, which demonstrates a growing sense of ownership of the Institute by ATI member countries. In its five years of operations, ATI has established itself as a part of the IMF's network of regional capacity development centers around the world, which help strengthen countries' institutional and human capacity for effective macroeconomic policymaking and management. In addition to delivering standardized training, ATI is a leading source of customized training and peer-to-peer learning in the region.

An external evaluation, undertaken in 2017, noted that ATI is highly valued by stakeholders and has a strong institutional reputation. The standardized training is very relevant and associated with significant learning gains, and participants have greatly appreciated the customized training and peer-to-peer seminars. In addition, ATI demonstrates a high level of administrative efficiency.

In terms of numbers, ATI trains an increasing share of officials participating in IMF courses. By end-December 2017, ATI has trained 1,822 participants from 45 sub-Saharan Africa (SSA) countries, and an additional 2,188 SSA officials have received training from ATI partners using ATI facilities. ATI has continued to increase the number of courses offered in French or with French simultaneous interpretation, resulting in a steady increase in the share of participants from francophone countries from 1 percent in 2013 to 39 percent in 2017. In 2017, delivery was also boosted by the addition to ATI's schedule of new courses, formerly taught in other parts of Africa, while in 2018 one additional course will be offered with the financial support of the new China-IMF Capacity Development Center (CICDC).

Collaboration between ATI and other institutions involved in developing capacity has been a critical factor for success. In 2017 ATI strengthened its collaboration with partners, including the IMF's five Africa Regional Technical Assistance Centers (AFRITACs), the Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI), and the West African Institute for Financial and Economic Management (WAIFEM). As in the past, joint management and co-location with AFRITAC South allowed for synergies between training and technical assistance (TA) and helped limit administrative costs. ATI also hosted training organized by other partners, such as the Australia National University (ANU) in cooperation with Australia's Department of Foreign Affairs and Trade (DFAT), under its Australia Awards Africa program.

ATI is likely to continue to face growing demand. The IMF's April 2018 Regional Economic Outlook for Africa found that high institutional quality strongly supports growth spells in the SSA region, consistently more than in any other regions, underlining the continuing relevance of institutions such as ATI. As SSA countries grow and several achieve middle-income status, the need will increase for more effective institutions, legal frameworks, policies, and practices to promote economic stability, sustainable and inclusive economic growth, and poverty reduction. This underscores the continuing relevance of efforts such as those undertaken by ATI.

This year will also see the completion of the 2018 Quinquennial Review of the Fund's Capacity Development Strategy, which will assess progress since the 2013 Review, identify remaining challenges, and lay out reform priorities for the period ahead. Key topics for the Review include further integrating capacity development with surveillance and IMF policy advice, improving targeting to country needs, including through innovative delivery approaches, sharing knowledge with the membership, and entrenching the results-oriented approach to capacity development monitoring and evaluation to ensure increasing focus on achieving results on the ground.

ATI's work will be guided and informed by the 2018 Quinquennial Review of the Fund's Capacity Development Strategy and the recent external evaluation. It will continue to build on progress made, providing the regular broad curriculum of courses in the IMF's core areas of expertise, complemented by more hands-on training consistent with evolving needs in the region. Greater ownership by members and the support of global partners will be critical in this context.

Activities in fiscal year 2018 (FY18)¹

In its recent Global Policy Agenda, the IMF aims to identify policies to unlock members' growth potential and enhance resilience to shocks, including by advancing economic diversification, enhancing domestic revenue mobilization, and containing rising public debt vulnerabilities. To support such efforts, the Fund is integrating the 2030 SDGs and the Financing for Development Agenda into its work where relevant to its mandate, including by scaling up capacity development (CD) on domestic revenue mobilization; continuing to build fiscal capacity in fragile states; deepening financial markets; and fostering data quality and timeliness.

The Africa Training Institute (ATI) is part of the IMF's global network of regional capacity development centers, which help strengthen countries' capacity for effective economic policymaking and management. As such, its work focuses on training to help build effective policies and institutions and strengthen related human capacity. Key areas include domestic resource mobilization, public expenditure and debt management, financial development and financial stability, and macroeconomic data compilation and dissemination. Other topics such as regional integration and inclusive growth were recently added to the list of priorities.

In line with its comparative advantage, ATI continues to focus on developing capacity primarily in macroeconomics and finance, while some other priority areas for SSA, such as more specialized revenue mobilization and public financial management (PFM) topics, are covered in more depth by the AFRITACs. The ATI training program is coordinated with other IMF capacity development deliveries in SSA. Consistent with its program document, ATI continues to deliver training courses with strong demand from the entire region (Box 1).

Box 1. Capacity Development Priorities for SSA and ATI Training in FY18

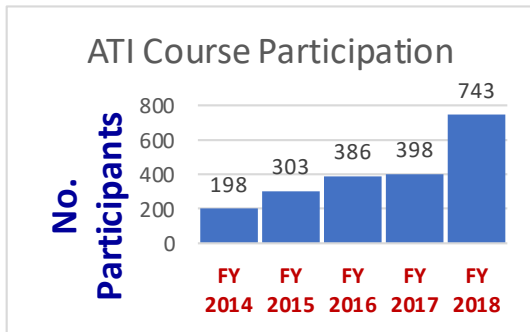
<i>IMF capacity building priorities for SSA</i>	<i>ATI support in FY18^{1/}</i>
Revenue administration , particularly revenue mobilization in fragile states and countries with declining resource revenues, as well as resource rich countries.	MRC, MDS
Public financial management , including financial controls, management of fiscal risks (including those related to PPPs, public investment projects, and SOEs) and medium-term fiscal frameworks.	FF, FS, MRC, ERI, MDS, IG, LFPFM
Debt management , including recording, analyzing, disseminating, and formulating debt strategies to ensure debt sustainability and diversify sources of borrowing.	FS, MRC, and ERI
Financial sector , with an emphasis on financial deepening and inclusion, risk-based supervision, macro financial surveillance and regional spillovers, monetary policy frameworks, and financial sector stability.	FDFI, FSP, FSS, CBS, BR, MP
Macroeconomic statistics , with a focus on strengthening the production of national accounts, government finance statistics, balance of payments, international investment position and external debt data, and monetary and financial statistics, and macroeconomic forecasting.	FPP, and STA courses (BPSCG, HFIEA on national accounts)
Regional organizations , with an emphasis on the operational aspects of the economic and monetary integration process.	ERI

1/ See Appendix for a description of the courses.

Consistent with these priorities and following strategic guidance provided by the Fifth Steering Committee (SC) meeting held in Abidjan, Côte d'Ivoire in April 2018, ATI has made progress in achieving the objectives of the indicative annual workplan.

¹ FY18 refers to May 1, 2017 – April 30, 2018.

Overview of course delivery



ATI's objectives for course delivery in FY18 were more than fully achieved. All courses planned were delivered by end-April 2018, with an additional six courses formerly taught in other parts of Africa and two hands-on workshops (Table 1). The number of participants in these courses reached a total of 743 by end-April 2018, far exceeding the 490 participant target for FY18 as a whole, of which 31 percent were women (Table 2). The distribution of courses by topic and language (fifteen in English/French and five each in French and in English) is consistent with the guidance from the SC and the amended results-based management (RBM) framework (Annex II). In addition, in July 2017 ATI, in collaboration with the Australia National University (ANU), ATI delivered two-thirds of a back-to-back "compound" course. It consisted of the

standard two-week course on Macroeconomic Management in Resource-Rich Countries (MRC) from the curriculum of the IMF's Institute for Capacity Development (ICD), followed by a one-week training—delivered by ANU—on (i) good governance; (ii) an assessment of investment proposals; and (iii) contract preparation in the extractive industries.

Table 1. ATI - Course Delivery in FY18

Course	Dates	Language	Number of Participants	o/w Women (in percent)	Participants' Evaluation of Course Value ¹	Participants' Evaluation of Relevance to Work ¹	Improvement in Knowledge (in percent) ²
Monetary Policy (MP)	May. 8-19, '17	E/F	33	30	4.8	4.7	18
Financial Soundness Indicators	May. 15-26, '17	F	23	26	4.6	4.9	-
Macroeconomic Management in Resource-Rich Countries (MRC)	May. 22-Jun. 2, '17	E/F	29	31	4.6	4.6	17
Economic Issues in Regional Integration (ERI)	Jun. 5-16, '17	E/F	32	34	4.8	4.7	15
Compilation of Balance of Payments Statistics (BPSCG)	Jun. 5-16, '17	E	31	24	-	-	-
Macroeconomic Diagnostics (MDS)	Jul. 3-14, '17	E/F	32	19	4.8	4.9	17
Cross-Border Position Statistics	Jul. 10-21, '17	F	33	27	4.6	4.6	-
Safeguards Assessment at Central Banks(SAC)	Jul. 17-21, '17	E/F	33	42	4.7	4.8	-
Financial Programming and Policies (FPP)	Aug. 7-18, '17	E/F	33	27	4.4	4.8	18
Financial Sector Policies (FSP)	Sep. 11-22, '17	E/F	33	36	4.6	4.6	12
Monetary and Financial Statistics-Advanced	Sep. 25-Oct. 6, '17	F	24	29	4.7	4.9	-
International Data Standards in Country Open Data Platforms	Oct. 16-20, '17	F	30	13	4.5	4.6	-
Inclusive Growth (IG)	Oct. 16-27, '17	E/F	32	34	4.6	4.6	9
Core Elements of Banking Supervision (CBS)	Nov. 7-17, '17	E/F	32	50	4.6	4.7	-
Fiscal Frameworks (FF)	Nov. 6-17, '17	E/F	31	42	4.6	4.8	18
Exchange and SRO Regulation and Supervision/IOSCO MMoU Workshop	Dec. 5-8, '17	E	31	35	4.7	4.8	-
Fiscal Institutions and Fiscal Discipline (FIFD)	Dec. 11-15, '17	E/F	34	29	4.8	4.7	-
PFM Legal Frameworks	Jan. 29-Feb. 2, '18	E/F	33	45	4.8	4.9	-
Fiscal Sustainability (FS)	Feb. 5-16, '18	E/F	36	31	4.8	4.6	30
Financial Sector Surveillance (FSS)	Mar. 26-Apr. 6, '18	E/F	32	50	4.5	4.5	27
Financial Programming and Policies (FPP)	Apr. 9-20, '18	F	33	18	4.7	4.9	19
Natural Resources in National Accounts	Apr. 16-20, '18	E	25	32	4.6	4.7	30
STA's Balance Sheet Approach	Apr. 23-27, '18	E	27	30	4.1	4.5	-
Monetary Policy (MP)	Apr. 23-May. 4, '18	E/F	31	29	4.5	4.7	21

¹ Ranking on a scale from 0 to 5.

² Improvement (in percent) in the mean score of a 20-question quiz before and after the course. The mean score ranges from 0 to 10 and an improvement of 15 percent means change of the mean score from 6 to 6.9 (for instance).

Source: ATI staff.

The short-term attainment indicators were also positive in FY18. The participants' average ratings both for the overall value and for relevance of the completed courses were 4.7 (out of 5.0). The large majority of participants (more than 90 percent) rated courses at least 4 or above in terms of their overall value and relevance, exceeding the targeted values (80 percent). In terms of knowledge gain, which is measured by conducting pre- and post- course quizzes, results for the 13 courses, which conducted quizzes, learning gains varied from 9 to 30 percentage points and averaged over 19 percent (the target was 15 percent).

Table 2. ATI - Course Delivery, FY18: Participants by Country and Gender

Country	Number of Participants	Of which women (in percent)
Angola	9	44
Benin	17	0
Botswana	14	79
Burkina Faso	12	8
Burundi	24	33
Cameroon	44	25
Cape Verde	2	0
Central African Republic	5	60
Chad	16	6
Comoros	10	10
Congo, Dem. Rep. of	24	38
Congo Rep. of	4	0
Cote D'Ivoire	28	21
Equatorial Guinea	2	0
Eritrea	1	0
Ethiopia	24	13
Gabon	8	25
Ghana	37	22
Guinea	26	15
Guinea- Bissau	9	22
Kenya	15	33
Lesotho	12	33
Liberia	16	25
Madagascar	20	45
Malawi	27	48
Mali	8	38
Mauritius	34	44
Mozambique	20	15
Namibia	5	40
Niger	10	20
Nigeria	31	42
Rwanda	5	0
Sao Tome and Principe	3	33
Senegal	26	27
Seychelles	19	58
Sierra Leone	10	20
South Africa	13	62
South Sudan	12	17
Swaziland	12	50
Tanzania	15	40
The Gambia	20	45
Togo	13	31
Uganda	32	47
Zambia	16	31
Zimbabwe	25	24
Total	735	31

Source: ATI staff.

¹/ Eight participants came from non-SSA countries

This was the first full year of delivering the comprehensively revamped ICD curriculum, on which ATI staff worked closely with ICD staff. The new curriculum builds on its roots in policy-oriented macroeconomics and includes topics that meet the changing needs of its members and of the IMF's evolving mandate. The effort was critical in ensuring successful course delivery. The full curriculum comprises a total of 19 new courses, covering five areas: general macroeconomics, fiscal issues, monetary issues, the external sector, and finance, along with special topics such as inclusive growth (Annex III). They all emphasize hands-on training, country case studies, cross-country experience, and policy implications. ATI staff have also been instrumental in adapting the courses to the SSA context.

In response to requests from member countries, ATI also offered more hands-on courses that are more closely linked to the technical assistance (TA) delivered by the IMF. These were organized by IMF departments, including Finance (FIN), Fiscal Affairs (FAD), Legal (LEG), Monetary and Capital Markets (MCM), and Statistics (STA).

Customized Training and Seminar

In addition to the standard courses, ATI delivered three customized training activities. In June 2017 ATI delivered a customized one-week version of the monetary policy course in Botswana for the Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI). The program was customized with the choice of lectures and workshop, driven largely by the prioritized requests from MEFMI (Table 3). In July 2017 ATI delivered a customized FPP training in Rwanda, in close collaboration with AFR and East AFRITAC (AFE). The training was attended by 23 officials from Rwanda's Ministry of Finance, Revenue Authority and the Rwanda Central Bank. In January/February 2018, ATI provided customized training to West African Institute for Financial and Economic Management (WAIFEM) central banks staff in line with its commitment to support the TA provided by AFRITACs. This follows up on customized training delivered to WAIFEM in November 2016.

In addition to course work, ATI has established its annual seminar series, as endorsed by the SC. In FY18 ATI organized a peer-to-peer workshop on gender responsive budgeting, in cooperation with the IMF's Strategy, Policy, and Review Department and UN Women (Box 2).

Box 2. Peer learning workshop on gender responsive budgeting

Following a highly successful event in Rwanda last year, the IMF collaborated with UN Women to offer a peer learning workshop to share best-practices in gender budgeting, or using tax and spending policies and public financial management to reduce gender disparities and promote gender equality. The workshop took place at ATI on February 20-22, 2018 and brought together officials from ministries of finance and relevant sectoral ministries, UN Women, and academics in Malawi, Mauritius, Mozambique, Tanzania, and Uganda. It provided a useful forum for sharing information on and approaches to successful fiscal initiatives designed to close gender gaps.

Starting with an overview of global efforts to implement gender budgeting, key concepts and principles, and entry points in the budget process for addressing gender equality goals, the workshop reviewed internationally recognized standards for successful gender responsive budgeting programs, drawing on UN Women's extensive experience. Participants also had the opportunity to discuss how to collect data to monitor and assess strategies, programs, and outcomes, and cultivate productive relationships with parliamentarians, CSOs, NGOs, and academics.

Table 3. ATI – Customized Training for AFRITACs and in Collaboration with Other Partners, FY18

ATI Training Mission	AFRITAC/Other Partner	Country/Regional Institution	Dates
Monetary Policy	MEFMI	Botswana	Jun.12-16, '17
Financial Programming and Policies	East	Rwanda/East-AFRITAC	Jul.17-22, '17
DSGE modelling seminar	WAIFEM	Nigeria/WAIFEM	Jan.29-Feb.2, '18

Source: ATI staff

As in previous years, synergies between ATI and the AFRITACs were also realized in other dimensions. ATI and AFRITAC advisors collaborated in course planning and delivery and the selection of participants for several ATI courses. ATI staff delivered ad-hoc lectures in workshops/seminars organized by AFRITACs at ATI premises. Based on the principle of reciprocity, in all joint activities, ATI does not charge the AFRITACs for the time of its lecturers and the AFRITACs do not charge ATI for the time of their advisors. In selected ATI courses, partners and stakeholders, such as the Bank of Mauritius and Mauritius's Ministry of Finance and Economic Development, the GIZ, and the German Development Institute, have given well-received guest lectures. By focusing on practical applications or lessons from the ground, the guest lectures helped bridge theory and practice and support donor visibility.

Collaboration with training partners

In FY18, ATI provided training facilities for 13 courses and seminars organized by training partners (Table 4), in addition to a "compound" course which ATI offered jointly with Australia's DFAT (see section above on Overview of Course Delivery). The training delivered by partners was mostly organized by AFRITAC South, benefiting from its physical proximity, and included training by other AFRITACs (Central and East) and the Australia Awards Africa program.

Table 4. ATI - Use of ATI Training Facilities by Partners, FY18

Course	Partner	Dates	Language ¹	Number of Participants	o/w women (in percent)
Financial Development and Financial Inclusion	AFS	Jun. 19-30, '17	E/F/P	33	48
Macroeconomic Management in Resource Rich Countries (MMRRC)	Australia Awards Africa	Jun. 19- Jul. 7, '17	E	30	27
Fiscal Risk Analysis and Management-Theory and Practice	AFS	Jul. 31-Aug. 4, '17	E/F/P	34	50
Enhancing the Basel Process-Recent Developments in Basel II & Basel III	AFE/AFS/COMESA	Aug. 21–25, '17	E/F/P	43	42
Oceans Management-Sustainable Fisheries and Governance	Australia Awards Africa	Sep. 4–15, '17	E	29	52
Intelligence and investigation in Customs	AFS	Sep. 25–Oct. 6, '17	E/F/P	39	62
Prevention and Management of Government Expenditure Arrears- Theory and Practice	AFS	Oct. 30-Nov. 3, '17	E/F/P	41	46
Modernizing the Legal Framework in Compliance with the CPSS-IOSCO Principles for financial market infrastructures	AFE/AFS	Nov. 27-Dec. 1, '17	E/F/P	34	56
Compilation of National Account	AFS	Dec. 4-8, '17	E/F/P	38	39
Compilation of Price Statistics	AFE/AFS/COMESA	Feb. 19-23, '18	E/F/P	36	44
Fiscal Policy Analysis	AFS	Feb. 26-Mar. 9, '18	E/F/P	30	73
Macroeconomic Management in Resource-Rich Countries	AFC/AFS	Mar.5-16, '18	F	30	23
International Financial Reporting Standards	AFS	Mar. 19-23, '18	E/F/P	31	39

¹E/F/P denotes English with French and Portuguese interpretation.

Source: AFRITAC South staff.

Outreach in FY18

ATI has intensified its efforts to build the ATI brand both with senior government officials in SSA and with current and potential development partners worldwide. As such, it has further increased its engagement with both beneficiaries and (potential) donors, as well as possible training partners.

Additional outreach has been conducted through visits to key stakeholders, press releases, and interviews with the media, as well as through the ATI annual report, website, Facebook profile, and Twitter account. The ATI Facebook page reached over 5700 likes in June 2018, with the number of daily engaged users reaching over 600 on days when news about upcoming courses is posted. The ATI Twitter account has 500 followers and rising. Visit us on: Facebook (<https://www.facebook.com/africatraininginstitute/>) and Twitter (https://twitter.com/ATI_IMF).

IMF and ATI have continued to approach potential donor partners, with a view to mobilizing additional donor funding. ATI continues to encourage the staff from donor agencies to participate in its courses to familiarize them with ATI's training program and to enable them to assess the value and impact of ATI training.

As part of an IMF-wide approach to delivering integrated training and technical assistance, ATI delivers joint training events with AFRITACs. ATI also reaches out to regional and national training organizations, with which it collaborates or could form future partnerships in delivering training on economic, structural, and governance issues. In addition, with a view to strengthening ATI governance, ATI plans to attend AFRITAC Steering Committee meetings, when possible, and to enhance informal communications with stakeholders during the year. ATI staff are also in the process of sharing experiences with the Joint Vienna Institute, the Singapore Training Institute, and other IMF regional training centers (RTCs), including conference calls and select visits.

Scaling-Up Strategy

During FY18, ATI continued to deliver on the endorsed proposals to include, annually, one additional course from the ICD portfolio of courses, and one by MCM on core elements of banking supervision, one by STA on balance of payments statistics, and one each by FAD, FIN, and LEG. The addition of courses formerly taught in other parts of Africa enabled the delivery of one FAD and four more STA courses.

In FY19, based on the current medium-term priorities for capacity development in SSA and in response to prioritized requests from AFRITACs, ATI will support the delivery of the following courses by IMF departments:

- Two FAD: (i) Strengthening fiscal institutions and managing fiscal risks; and (ii) Tax policy and administration: theory and practice
- One LEG: Legal frameworks for banking supervision and resolution
- Two MCM: (i) Bank restructuring and resolution; and (ii) Core elements of banking supervision
- Three STA: (i) Balance of payments statistics; (ii) High-frequency indicators of economic activity; and (iii) Monetary and financial statistics – Introductory

With financial support under the new China-IMF Capacity Development Center (CICDC), ATI is able to add a course in FY19 in the financial sector area (Box 3).

Box 3. The IMF-China Partnership on Capacity Development

In May 2017, the People's Bank of China and the IMF signed a Memorandum of Understanding to establish a new China-IMF Capacity Development Center (CICDC) to support government officials from China and other countries, including those associated with the "Belt and Road" Initiative, in building strong economic institutions and developing human capacity.

The CICDC will be anchored in Beijing and will support activities both inside and outside China. CICDC events will be delivered in facilities provided by China, including Dalian and Shenzhen. CICDC-sponsored events may also take place in other locations, including outside China.

The CICDC's precursor, the Joint China-IMF Training Program (CTP), was established in 2003 with the People's Bank of China (PBC) to provide policy-oriented training in economics and related fields for officials from China. Most financing for the CTP is provided by China.

It is expected that CICDC will support the Financial Development and Financial Inclusion (FDI) (October 29 – November 6, 2018).

The priorities for capacity development in SSA will be reviewed annually to ensure consistency with evolving priorities, curriculum development, and staff availability in the relevant IMF departments. In scaling up its activities, ATI remains committed to delivering courses to francophone and lusophone member countries.

ATI's Strategy Going Forward

During FY19 the IMF will undertake the 2018 Quinquennial Review of its Capacity Development Strategy, which will assess progress since the 2013 Review, identify remaining challenges, and lay out reform priorities for the period ahead. The forthcoming review will focus on further integrating CD with surveillance and policy advice and better target country needs, supported by a focus on results and innovative delivery which leverages technology, such as massive open online courses (MOOCs), to maximize traction within a results-based framework.

ATI's work will be guided and informed by the findings and recommendations of the Quinquennial Review and the recently completed external evaluation's recommendations (Box 4). It will continue to build on current progress, provide the regular broad curriculum of courses in the IMF's core areas of expertise, and ensure that training remains consistent with meeting evolving needs in the region. ATI will also strengthen strategic partnerships with existing contributors and external partners, and develop new partnerships.

After a full year's experience of the revamped ICD curriculum and the external evaluation finalized, ATI is refining its strategy to best meet the training priorities of its member countries.

- ICD, with input from ATI staff, has redesigned its training curriculum to meet the changing needs of IMF member countries and has expanded the number of courses offered online. One feature of the new curriculum is that courses are grouped by topic into introductory, intermediate, and advanced levels to illustrate a recommended path of attendance by government officials (Annex III). In addition, new courses, including those from other IMF functional departments, are more focused, practical, and effective in delivering their learning objectives and better integrated with surveillance and technical assistance.
- As the IMF increasingly expands its online learning offerings, it broadens its capacity development reach through modern technologies and MOOCs, which are open to everyone across the globe. ATI's face-to-face courses increase in effectiveness if relevant online courses are taken ahead. Therefore, for some courses, prior passing of an online course will be a strong recommendation before taking a course at ATI.

- As indicated at the March 2018 Steering Committee meeting, ATI will also leverage on the recommendations of the external evaluation in formulating its future work program. ATI will strive to build on the overall positive assessment of the evaluation, which found the Center to be highly valued by all stakeholders and with a good institutional reputation; the courses very relevant and associated with significant learning gains; the customized training to have brought clear success stories; the peer-to-peer seminars to be highly appreciated by the participants; and the center to possess a high level of administrative efficiency.

Box 4. External Evaluation of the Africa Training Institute: 2013-16

The main objective of the evaluation was to assess the relevance, effectiveness, efficiency, impact, and sustainability of ATI's operations and to make recommendations for the future. Given the diversity of ATI's activities, the evaluation paid close attention to both the synergies and any potential overlaps with the work of other institutions. The analysis covered the period 2013-16 and relied on a wide range of evaluation tools: course participants' end-of-course evaluations; an online survey; and interviews with donors, former course participants, supervisors and staff in AFRITACs, IMF headquarters, other Regional Training Centers and the lusophone training Institute for Financial and Economic Management (IGEF).

The overall assessment was positive. The evaluation found that ATI delivers very strongly in many areas. The Institute is highly valued by all stakeholders and has a good institutional reputation; the courses are deemed highly relevant and associated with significant learning gains; ATI's customized training has brought clear success stories; the high-level seminars have revealed that peer-to-peer activities are very much appreciated by participants; and ATI possesses a high level of administrative efficiency.

The evaluation also identified some challenges. First, regional representation of course participants is not proportional, with participants from southern Africa being overrepresented compared to those from the central and western regions. Second, there is a need for more follow-up to support the sustainability of course impact. Third, there is room to increase course cost efficiency. Fourth, governance through the Steering Committee could be strengthened and the funding base broadened to ensure long-term donor satisfaction and financial sustainability.

The evaluation proposed the following six sets of recommendations to improve ATI's functioning in the future:

- Improve the sustainability of learning gains by enhancing course follow-up activities.** While recognizing that the sustainability of learning gains is largely beyond ATI's control, the evaluation recommended follow-up such as keeping permanently the forum and mailing list for each course; maintaining post-course involvement through follow-up questions on institutional progress and assignments; using the course forum to disseminate new developments in course topics (literature, techniques, country experiences, software, etc.).
- Adopt clear rules for the selection process and disseminate them to all applicants and their institutions.** The selection procedure should also better acknowledge the synergies between the different modes of CD deliveries (courses, customized training, TA). A common database of these activities, institutions and participants, established and maintained together with the RTACs, could help track participants' exposure to these different modes of CD delivery and the institutional capacity needs.
- Improve course effectiveness.** First, the sequencing of course content should be enhanced. While the latest ICD curriculum revision goes in this direction, more could be done in developing, targeting and advertising specific course curriculum paths. Second, the share of workshops and case studies could be increased with a special focus on SSA country experiences. Finally, using cheap and widely available software would enable easier application of course techniques outside of the training courses.
- Improve course cost efficiency.** The evaluation suggested reconsidering the no charge policy for other IMF entities and donor-related institutes, and seeking opportunities to rent out the facilities at market value. An assessment of the pros and cons of employing permanent resident lecturers as opposed to short-term experts could also be needed. Finally, the workload of resident lecturers could be reconsidered in favor of more ATI specific tasks (e.g. customizing the course material and providing relevant region-specific cases).
- Reinforce fundraising and governance through the Steering Committee.** First, brand-building strategies should be reinforced to improve the value perceived by donors. Second, the experience of other RTCs suggests that working out less formal channels of communication between the donors and ATI could make the governance through the SC more effective. Finally, the centralized fundraising efforts by IMF headquarters and local initiatives by ATI could be better coordinated.
- Ensure a selection of course participants that reflects regional parities more strongly.** This could be accompanied by more online introductory training to reduce the differences in prior knowledge, which may become an issue with a more proportional representation. A more strategic option would be to set up another RTC for SSA, focusing on the underserved countries.



A large proportion of the key recommendations was addressed in 2017 and continuing work is under way to address several more recommendations. These include a better sequence of the curriculum; more hands-on courses, workshops and case studies; ensuring greater transparency in the selection process; increasing the rate of utilization of the facilities; reducing staff turnover; intensifying fundraising and brand-building; strengthening governance; and having a more equal regional representation in courses. There were a few recommendations that went beyond the scope of ATI's mandate or that warrant a more in-depth cost-benefit analysis.

- Much work has been underway since early 2017 to satisfy the evaluation's key recommendations: have more

transparency on the participants' selection process; increase the facilities' utilization and reduce staff turnover; engage in more intense fundraising and brand-building; further strengthen governance; and have a more balanced regional representation in courses. Moreover, as experience from the revamped ICD course curriculum and the online courses has shown, ATI courses need to be sequenced from less to more advanced to increase their effectiveness. In response to the evaluation's recommendations and to direct feedback from participants and member countries, ATI now delivers more hands-on courses, workshops, and case studies.

Program for FY19

For FY19 the IMF strategy for capacity development in SSA remains focused on countries with a track record of implementation undergoing critical reforms and selected fragile states and regional organizations. Key areas of enhanced support are domestic resource mobilization; public expenditure and debt management; banking supervision, including cross-border elements given the integration efforts in the region; and data compilation and timeliness.

The proposed training program for ATI is aligned with the IMF's capacity building priorities for SSA (Box 5 provides a mapping between the two for FY19). The ATI training program is coordinated with other IMF training deliveries in SSA (Annex IV).

Box 5. Setting ATI Training Priorities in FY19

IMF capacity building priorities for SSA	ATI support in FY19 ^{1/}
Revenue mobilization , with a focus on fragile states and countries with declining resource revenues	FPA and MRC
Public expenditure	FPA, MRC, ERI, MFx
Debt management , in light of the new IMF debt limits policy	FPA, FS, MRC, and ERI
Financial sector , with a focus on cross border spillovers	FDFI, FSP, FSS, CBS, BR, MP, FMAx
Data , with a focus on national accounts, government finance, and the balance of payments	FPP, and STA courses
Regional organizations with a focus on the operational aspects of the integration process	ERI

^{1/} See Appendix for a description of the courses.

Training Courses

ATI plans to organize a total of 24 courses comprising 12 two-week courses from the ICD course portfolio and a number of specialized courses including: Tax Policy and Administration; and Strengthening Fiscal Institutions and Managing Fiscal Risks (both FAD); Bank Restructuring and Resolution (MCM); and High-Frequency Indicators of Economic Activity (Table 5). 15 of these courses will be either bilingual or interpreted into French and one into Portuguese. Overall, ATI plans to train over 500 participants in FY19. In addition, ATI plans to organize a high-level seminar on a topic to be announced.

ATI will continue its curriculum development, including customizing ICD's training curriculum for SSA participants. The acquisition of practical skills and toolbox training, will remain priorities, together with linking training and on-going TA by AFRITACs.

Table 5. ATI - Course Program for FY19

Course	Dates	Language
Debt and Cash Management: A Debt Portfolio Risk Approach	May. 14-18, '18	E/F
Economic issues in Regional Integration (ERI)	Jun. 4-15, '18	E/F
Macroeconomic Diagnostics (MD)	Jul. 2-13, '18	E/F
Tax Policy and Administration: Theory and Practice	Jul 16-27, '18	E
Macroeconomic Management in Resource-Rich Countries	Jul. 23-Aug. 3, '18	E/F
Financial Programming and Policies (FPP)	Aug. 6-17, '18	E/P
External Debt Statistics (EDS)	Aug. 13-17, '18	E
Financial Sector Policies (FSP)	Aug. 20-31, '18	E/F
Compilation of Balance of Payments Statistics (CBPS)	Sep. 10-21, '18	E
Fiscal Frameworks (FF)	Sep. 24-Oct. 5, '18	E/F
Strengthening Fiscal Institutions and Managing Fiscal Risks	Oct. 8-12, '18	E/F
Inclusive Growth (IG)	Oct. 15-26, '18	E/F
Natural Resource Revenue- Management and Analysis	Oct. 15-17, '18	E
Bank Restructuring and Resolution (BR)	Oct. 29-Nov. 2, '18	E/F
Financial Development and Financial Inclusion	Oct. 29-Nov. 9, '18	E
High-Frequency Indicators of Economic Activity	Nov. 12-16, '18	E/F
Core Elements of Banking Supervision	Dec. 4-14, '18	E
Legal Frameworks for Banking Supervision and Resolution	Feb. 4-15, '19	E
Fiscal Policy Analysis	Feb. 4-15, '19	E/F
Monetary and Financial Statistics- Introductory (MFS-I)	Mar. 11-22, '19	E/F
Financial Sector Surveillance	Mar. 25-Apr. 5, '19	E/F
Financial Programming and Policies	Apr. 8-19, '19	E/F
Monetary Policy (MP)	Apr. 22-May. 3, '19	E/F
Natural Resource Revenue- Management and Analysis	Apr. 29-May. 1, '19	E

Source: ATI staff.

Collaboration with AFRITACs and Other Training Partners

In FY19, ATI plans to continue its partnership with AFRITACs in customized training activities in support of ongoing TA prioritized by AFRITACs (Table 6). Additional training may be added during the year. Should ATI receive additional requests, it will prepare amendments to the list of its customized training activities for endorsement by the Steering Committee.

Table 6. Delivery of ATI Training for AFRITACs and in Collaboration with Other Partners, FY19

ATI training	AFRITAC or other	Country/ Regional Institution
Macroeconomic Modeling and Forecasting	Central	Cameroon (TBC)
Financial Programming and Policies	East	Kenya/Malawi (TBC)
Monetary Policy	MEFMI	Botswana/MEFMI

Source: ATI staff

Use of ATI Facilities by Partners

As part of its broader institution-building mandate, ATI's facilities are used by training partners to better integrate technical assistance with training. Table 7 summarizes the delivery of courses, seminars, and workshops at ATI training facilities, which are planned by AFRITACs, regional organizations, and topical trust funds such as the one on Managing Natural Resource Wealth (MNRW TTF). In addition, ATI and ICD will continue discussions with training partners, including internally with IMF technical assistance departments, to collaborate in course delivery.

Table 7. Use of ATI Training Facilities by Partners, FY19

Course	Partner	Dates	Language
Financial Development and Financial Inclusion	AFS	Jun. 18-29, '18	E/F/P
Impact of Basel II reforms in the implementation of Basel II/III in Emerging Market and Developing Economies	AFS	Jul. 16-20, '18	E/F/P
Macro-fiscal Forecasting Toolkit and Fiscal Stress Test	AFS	Sep. 3-7, '18	E/F/P
Strengthening the Administration and Control of Excise	AFS	Sep. 17-21, '18	E/F/P
Model Based Policy Analysis and Forecasting (MPAF)	AFE/AFS/AFW2	Nov. 5-16, '18	E
Compliance and Risk Management	AFS	Nov. 19-23, '18	E/F/P
Legal Aspects of the Payment & Settlement Systems	AFS	Nov. 26-30, '18	E/F/P
National Accounts	AFS	Dec. 3-7, '18	E/F/P
Moving towards IPSAS	AFE/AFS/COMESA	Jan. 21-25, '19	E/F/P
Advanced Rulings, Valuation and Origin	AFS	Jan. 28- Feb.1, '19	E/F/P
Price Statistics	AFS	Feb. 18-22, '19	E/F/P
Macroeconomic Management in Resource-Rich Countries	AFC/AFS	Mar. 11-22, '19	F
Natural Resources in National Accounts	MNRW TTF	Apr. 29- May.1, '19	E

Source: ATI, ICD, and AFRITAC staff.

Fundraising and Budget

At present, financial contributions and commitments to ATI, including the IMF's contribution to the start-up costs, amount to \$22.7 million, thanks to the financial contributions of the Government of Mauritius—which contributes \$17.8 million, equivalent to almost 80 percent of the total working budget—as well as additional funding from China, Korea, and Australia (Table 8). The People's Bank of China is funding an additional course in 2018 through the new China-IMF Capacity Development Center (CICDC).

Increased member country contributions will be critical for ATI's long-term viability and to signal ownership. Few member country contributions have come to complement those of the host country Mauritius: those of Seychelles, Angola, and Togo. Additional member contributions would not only secure the long-term financial sustainability of ATI and signal strong ownership, but also encourage more external partners to financially support the center. If, for example, all 45 member countries were to follow the example of Angola and Seychelles and contribute \$50,000 on an annual basis, member states would in effect meet approximately 40 percent of ATI's annual budget. This would be equal to providing 9-10 additional two-week courses per year.

Expenses for FY18, covering May 2017 – April 2018, amounted to \$4.4 million, lower than the outturn in FY17 for a larger number of courses and participants (Table 9).

Table 8. ATI—Fundraising Status, end-June 2018

(In U.S. dollars)

	<i>Pledged</i> ¹	<i>Signed Agreements</i>	<i>Cash Received</i> ²	<i>Remaining</i>	<i>Date Signed</i>
Donors					
Australia	529,558	529,558	529,558	-	Aug 2013
Australia	160,000	160,000	160,000	-	Apr 2017
China	2,051,201	2,051,201	1,883,106	-	Oct 2013
Korea	800,000	800,000	800,000	-	Apr 2015
Russia	6,306	6,306	6,306	-	Nov 2015
Subtotal – Donors	3,547,065	3,547,065	3,378,970	-	
Beneficiaries of ATI Training Services					
Mauritius	17,800,000	17,800,000	17,800,000	-	May 2013
Angola	250,000	250,000	250,000	-	Oct 2015
Seychelles	200,000	200,000	150,000	50,000	Apr 2015
Togo	86,667	86,667	86,667	-	Mar 2015
Subtotal – Beneficiaries	18,336,667	18,336,667	18,286,667	50,000	
Total externally expected contributions	21,883,733	21,883,733	21,665,637	50,000	
IMF	862,704	862,704	862,704	-	
1. Total expected contributions	22,746,437	22,746,437	22,528,341	50,000	

Source: Institute for Capacity Development, IMF

¹ Signed agreements plus other pledges.

² Receipts to date converted to US\$ at the exchange rate at the time of the exchange.

Table 9. ATI Budget Estimates and Outcomes

(In U.S. dollars)

Activity Description	Phase I Total Budget	FY16 Outcome	FY17 Outcome	FY18 Budget	FY18 Outcome	FY19 Budget
Center Management	6,191,628	1,572,015	1,454,040	1,241,293	1,047,235	1,245,473
Personnel	3,004,152	552,910	625,026	579,214	579,058	581,164
Non-personnel administrative costs	3,187,476	1,019,105	829,014	662,079	468,177	664,309
Courses/Seminars	14,103,360	3,169,238	3,016,097	3,187,780	3,031,834	3,370,594
Trainers	4,915,275	1,243,051	1,229,703	1,007,988	1,064,465	1,010,681
Staff Travel	1,325,328	327,387	304,562	345,177	111,966	346,037
Short-term experts	958,428	89,000	215,730	319,416	314,324	320,211
Participants (travel, hotel, subsistence)	6,460,825	1,380,800	1,136,442	1,426,693	1,403,949	1,604,939
High-level Seminars	66,660	33,000	33,660	-	-	-
Interpretation/Translation	376,844	96,000	96,000	88,505	137,130	88,725
Subtotal	20,294,988	4,741,253	4,470,137	4,429,072	4,079,069	4,616,067
Trust Fund Mgmt. Fee - 7%	1,420,649	331,888	312,910	310,035	285,535	323,125
Total Externally-Funded Cost	21,715,637	5,073,141	4,783,047	4,739,107	4,364,604	4,939,192
IMF-funded Cost	862,704	-	-	-	-	-
Grand Total	22,578,341	5,073,141	4,783,047	4,739,107	4,364,604	4,939,192

Source: Institute for Capacity Development and ATI staff, IMF

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ATI Topic Area Logical Framework

ATI Strategic Logical Framework (June 26, 2018)			
Overall Objective: To improve country officials' understanding of general macroeconomic management, enhance their skills in specific key economic and financial areas, deepen their knowledge in selected specialized issues, and provide them with customized training to support technical assistance as needed, with a view to helping maintain macroeconomic stability and foster inclusive economic growth.			
Topic Objectives	Outcomes	Verifiable Indicators	General Risks/Assumptions/ Risk Mitigation
1. Improve government officials' understanding of general macroeconomic management , including in the context of resource rich countries and regional arrangements.	Participants benefit from and value training on general macroeconomic issues.	Positive post-course survey assessments relating to the impact of training on macroeconomic management. Satisfaction ratings as measured by such surveys should be in the favorable range (4.4 and above). Levels of learning gains. Average post-test score should increase by at least 15 percentage points compared to the average pre-test score.	There is a risk that some participants may not be employed in positions where they can make effective use of the knowledge gained, or that their educational background or prior experience inhibits their understanding of the content of the course. The IMF endeavors to mitigate this risk through active communication with country authorities on participant selection.
2. Expand government officials' skills in specific key macroeconomic and financial sector areas such as monetary and fiscal policies, financial sector assessment and debt management policies.	Participants value the training in specific key areas and demonstrate effective acquisition of skills in those areas.	Positive post-course survey assessments relating to the impact of training on specific key areas such as monetary and fiscal policies, financial sector assessment and debt management policies. Satisfaction ratings as measured by such surveys should be in the favorable range (4.4 and above). Levels of learning gains. Average post-test score should increase by at least 15 percentage points compared to the average pre-test score.	
3. Deepen government officials' understanding of more specialized issues , such as advanced monetary and financial statistics and balance sheet approaches.	Participants value and show improved understanding of more specialized issues.	Positive post-course survey assessments relating to the impact of training on specialized issues. Satisfaction ratings as measured by such surveys should be in the favorable range (4.4 and above). Levels of learning gains. Average post-test score should increase by at least 15 percentage points compared to the average pre-test score.	
4. Provide government officials with customized training, mainly to support technical assistance , tailored to specific country requests.	Participants effectively use the knowledge skills taught in the course and assess the customized training as well tailored to their specific request.	In follow-up surveys participants and sponsors report that participants have effectively used the skills acquired during the training.	

Topic Area Logical Framework - ATI (June 26, 2018)

Topic Objective: Improve government officials' understanding of general macroeconomic management, including in the context of resource rich countries and regional arrangements.

Outcomes	Verifiable Indicators	Milestones (And Date)	Milestone Achievement	Specific Risks/ Assumptions
Training is provided to government officials from ministries of finance, central banks and other relevant agencies of SSA countries to improve their understanding of general macroeconomic management, including in the context of resource rich countries and regional arrangements. Participants benefit from and value training on general macroeconomic issues.	Number of officials trained and their positions in government agencies	Around 180 participants in FY16 Around 190 participants in FY17 Around 190 participants in FY18	Over 188 participants in FY16 Over 263 participants in FY17 Around 191 participants in FY18 Participants were selected from ministries of finance, central banks and other relevant agencies.	There is a risk that some participants may not be employed in positions where they can make effective use of the knowledge gained, or that their educational background or prior experience inhibits their understanding of the content of the course. The IMF endeavors to mitigate this risk through active communication—with the authorities of the member countries, the IMF resident representatives in the member countries—on the selection of the participants.
Training is well-targeted in terms of audience and level of education	Ratings by participants in the end-of-course evaluations in relation to the relevance of the course to their jobs and career development, and their overall satisfaction with the course.	Participants evaluate relevance for the job and the overall value of the course at 4.4 or more out of 5.0	<ul style="list-style-type: none"> • In FY16, on average, participants evaluated both the relevance of the courses for their jobs and overall value of the courses at an average of 4.7 out of 5.0 • In FY17, on average, participants rated the relevance of the courses for their job at 4.8 percent and the overall value of the courses at 4.7 out of 5.0 • In FY18, on average, participants rated the relevance of the courses for their job at 4.8 percent and the overall value of the courses at 4.7 out of 5.0 	
Learning has taken place during the course	Improvement in the result of quiz administered at the end of the course, compared to the results of the same quiz at the beginning of the course	Improvement in quiz results of an average of at least 15 percent	<ul style="list-style-type: none"> • In FY16, on average, participants achieved an improvement in quiz results of around 17 percent. • In FY17 on average the participants achieved an improvement in quiz results of around 11.8 percent. • In FY18 on average the participants achieved an improvement in quiz results of around 16 percent. 	
Training enables participants to do their jobs better.	Positive responses of participants and their supervisors to the follow-up on survey (after one year and after three years) regarding impact of training on policy implementation and on career perspectives of participants.	N/A	N/A	
ATI Inputs				
FY16 —6 courses	12 lecturer weeks in FY16			
FY17 —8 courses	12 lecturer weeks in FY17			
FY18 — 6 courses	12 lecturer weeks in FY18			

Topic Area Logical Framework - ATI (June 26, 2018)

Topic Objective: Training in specific areas of macroeconomic management (monetary, fiscal, financial, debt).

Outcomes	Verifiable Indicators	Milestones (And Date)	Milestone Achievement	Specific Risks/ Assumptions
Training is provided to senior level government officials of SSA countries to improve their skills in specific areas of macroeconomic management (monetary, fiscal, financial, debt). These participants come from ministries of finance, central banks and other relevant agencies.	Number of officials trained and their positions in government agencies	Around 180 participants in FY16 Around 189 participants in FY17 Around 160 participants in FY18	189 participants in FY16 Almost 250 participants in FY17 Almost 230228 participants in FY18 Participants were selected from ministries of finance, central banks and other relevant agencies.	There is a risk that some participants may not be employed in positions where they can make effective use of the knowledge gained, or that their educational background or prior experience inhibits their understanding of the content of the course. The IMF endeavors to mitigate this risk through active communication—with the authorities of the member countries, the IMF resident representatives in the member countries—on the selection of the participants.
Training is well-targeted in terms of audience and level of education	Ratings by participants in the end-of-course evaluations in relation to the relevance of the course to their jobs and career development, and their overall satisfaction with the course. Counselors' assessment of the level of participant involvement and learning.	Participants evaluate relevance for the job and the overall value of the course at 4.4 or more out of 5.0	<ul style="list-style-type: none"> • In FY16, on average, participants rated the relevance of the courses for their job at 4.7 percent and the overall value of the courses at 4.6 out of 5.0 • In FY17, on average, participants rated the relevance of the courses for their job at 4.7 percent and the overall value of the courses at 4.6 out of 5.0 • In FY18, on average, participants rated the relevance of the courses for their job at 4.7 percent and the overall value of the courses at 4.6 out of 5.0 	
Learning has taken place during the course	Improvement in the result of quiz administered at the end of the course, compared to the results of the same quiz at the beginning of the course	Improvement in quiz results of an average of at least 15 percent	<ul style="list-style-type: none"> • In FY16, on average, participants achieved an improvement in quiz results of around 13 percent. • In FY17 on average the participants achieved an improvement in quiz results of around 22 percent. • In FY18 on average the participants achieved an improvement in quiz results of around 21 percent. 	
Training enables participants to do their jobs better.	Positive responses of participants and their supervisors to the follow-up on survey (after one year and after three years) regarding impact of training on policy implementation and on career perspectives of participants.	N/A	N/A	
Inputs				
6 courses in FY16	12 lecturer weeks in FY16			
8 courses in FY17	16 lecturer weeks in FY17			
7 courses in FY18	14 lecturer weeks in FY18			

Topic Area Logical Framework - ATI (June 26, 2018)

Topic Objective: Deepen government officials' understanding of more specialized issues, such as advanced monetary and financial statistics and balance sheet approaches

Outcomes	Verifiable Indicators	Milestones (And Date)	Milestone Achievement	Specific Risks/ Assumptions
Training is provided to up to 35 mid- to senior level government officials of SSA countries to improve their understanding of general macroeconomic management, including in the context of resource rich countries and regional arrangements. These participants come from ministries of finance, central banks and other relevant agencies.	Number of officials trained and their positions in government agencies	Up to 35 participants in FY16 Up to 35 participants in FY17 Up to 90 participants in FY18	34 participants in FY16 46 participants in FY17 323 participants in FY18 Participants were selected from ministries of finance, central banks and other relevant agencies.	There is a risk that some participants may not be employed in positions where they can make effective use of the knowledge gained, or that their educational background or prior experience inhibits their understanding of the content of the course. The IMF endeavors to mitigate this risk through active communication—with the authorities of the member countries, the IMF resident representatives in the member countries—on the selection of the participants.
Training is well-targeted in terms of audience and level of education	Ratings by participants in the end-of-course evaluations in relation to the relevance of the course to their jobs and career development, and their overall satisfaction with the course.	Participants evaluate relevance for the job and the overall value of the course at 4.4 or more out of 5.0	<ul style="list-style-type: none"> • In FY16, only one course was rated on these scores. The ratings were 4.9 and 4.7 for the relevance of the courses and its overall value respectively. • In FY17, no ratings available. In this area. • In FY18, on average, participants rated the relevance of the courses for their job at 4.7 percent and the overall value of the courses at 4.6 out of 5.0 	
Learning has taken place during the course	Improvement in the result of quiz administered at the end of the course, compared to the results of the same quiz at the beginning of the course	Improvement in quiz results of an average of at least 15 percent	Quizzes were not taken for these courses, except in a few cases.	
Training enables participants to do their jobs better.	Positive responses of participants and their supervisors to the follow-up on survey (after one year and after three years) regarding impact of training on policy implementation and on career perspectives of participants.	N/A	N/A	
Inputs				
One course in FY16	2 lecturer weeks in FY16			
Two courses in FY17	4 lecturer weeks in FY17			
12 courses in FY18	4 lecturer weeks in FY 18			

Topic Area Logical Framework - ATI (June 26, 2018)				
Topic Objective: Provide government officials with customized training, mainly to support technical assistance,				
Outcomes	Verifiable Indicators	Milestones (and Date)	Milestone Achievement	Specific Risks/ Assumptions
Customized training is provided to government officials in support of technical assistance.	Number of events in a year	Up to 8 events in FY16 (participants) Up to 7 events in FY17 Up to 4 events in FY18	9 events in FY16 4 events in FY17 3 events in FY18	There is a risk that some participants may not be employed in positions where they can make effective use of the knowledge gained, or that their educational background or prior experience inhibits their understanding of the content of the course. The IMF endeavors to mitigate this risk through active communication—with the authorities of the member countries, the IMF resident representatives in the member countries—on the selection of the participants.
Training enables participants to do their jobs better.	Positive responses of participants and their supervisors to the follow-up on survey (after one year and after three years) regarding impact of training on policy implementation and on career perspectives of participants.	N/A	N/A	
	Inputs			
8 courses in FY16	12 lecturer weeks in FY16			
4 courses in FY17	12 lecturer weeks in FY17			
3 courses in FY18	9 lecturer weeks			

Progression Table: ICD Training Curriculum

The table below provides a listing of the courses offered through the revamped curriculum of the

IMF's Institute for Capacity Development (ICD). Topics are grouped in five main topic categories.

The table illustrates a progression path from the introductory offerings to the advanced level courses for each subject area. It gives an idea of which courses should be taken first to serve as a foundation for the topics discussed in the intermediate and advanced levels.

Courses that are offered exclusively online are indicated with an "x" in the course abbreviation. The progression table applies only to ICD courses.

TOPIC	INTRO	INTERMEDIATE	ADVANCED
Financial Sector Policies	Online Course on Financial Market Analysis (FMAx)	Financial Markets and Instruments (FMI) Financial Development and Financial Inclusion (FDI) Financial Sector Surveillance (FSS)	Financial Sector Policies (FSP)
Fiscal Policy	Fiscal Policy Analysis (FPA) Online course on Debt Sustainability Analysis (DSAx)	Fiscal Frameworks (FF) Fiscal Sustainability (FS)	
General Macroeconomic Analysis	Financial Programming and Policies (FPP) Online Course on Financial Programming and Policies, Part 1: Macroeconomic Accounts and Analysis (FPP.1x) Online Course on Financial Programming and Policies, Part 2: Program Design (FPP.2x) Online Course on Macroeconomic Forecasting (MFx)	Macroeconomic Diagnostics (MDS)	Macroeconomic Forecasting and Analysis (MFA) Monetary and Fiscal Policy Analysis with DSGE Models (DSGE)
Monetary, Exchange Rate, and Capital Account Policies		Monetary Policy (MP) Exchange Rate Policy (ERP) Managing Capital Flows: Macroeconomic Analysis and Policies (MCF)	Model-Based Monetary Policy Analysis and Forecasting (MPAF)
Special Topics	Online Course on Energy Subsidy Reform (ESRx)	Inclusive Growth (IG) Economic Issues in Regional Integration (ERI) Macroeconomic Management in Resource-Rich Countries (MRC) Vulnerability Diagnostics (VDS)	

ANNEX IV

Other IMF Training for sub-Saharan Africa, CY17¹

Course	Place and funding
Financial Programming and Policies	Bank of Portugal (Lisbon – March 20-31, 2017 – Portuguese) AFW (Dakar, Senegal – April 24 – May 5, 2017 – French) WAIFEM (Accra, Ghana – December 4-15, 2017 – English) IMF HQ (December 4-15, 2017 – French)
External Vulnerabilities	Bank of France (Paris – March 13-17, 2017 – French/English)
Financial Markets and Instruments	SARB (Pretoria, ZAF – April 3-14, 2017 – English)
Exchange Rate Policy	Customized Training (Abuja, Nigeria – July 17-19, 2017 – English) AFE (Dar es Salam Tanzania – September 18-22, 2017)
Fiscal Policy Analysis	IMF HQ (October 23 – November 3, 2017 – French)
Monetary Policy	WAIFEM/AFW2 (Accra, Ghana – October 2-13, 2017 – English)

1/ Indicates training delivered in sub-Saharan Africa by ICD in locations other than ATI.

2/ IMF courses delivered at headquarters are for a global audience. However, the courses in French tend to have mostly SSA participant.