

EXECUTIVE SUMMARY

The Africa Training Institute (ATI, or the Institute), established in 2013 with support of the Government of Mauritius, has trained more than 8,000 government officials in core macroeconomic issues and transformational areas over the past decade. Its policy-oriented courses combined with hands-on training, complemented by regional peerto-peer events, workshops, and non-course events, have strengthened capacity across sub-Saharan African countries, as acknowledged in the 2024 capacity development (CD) Strategy Review towards a more flexible, integrated, and tailored CD.

In light of the challenging regional context, pressing needs across its membership, and significant demand for training, ATI has set ambitious goals for the next five years of its operations (Phase III, 2024-29). These include broadening the training offerings while continuing to tailor them to the needs of the region, better integrating training and technical assistance (TA), further integration with IMF surveillance and programs, and fully leveraging the benefits of virtual, blended, and in-person training delivery.

During phase III, ATI will continue to enhance human and institutional capacity on fiscal policy, debt sustainability,

financial stability, and statistics, incorporating pressing regional priorities-climate, gender, digitalization, and governance. ATI will continue to pay particular attention to diversity of course participants, in terms of gender and language. The Institute will also continue to support training officials from fragile and conflict affected states (FCS).

With an estimated budget of US\$39 million for Phase III, support by the host country, its member countries, and development partners is crucial to meet ATI's financial needs. The Government of Mauritius has proven an unwavering partner of ATI, and a growing number of member countries have contributed to support ATI. To meet challenging funding needs and growing demands from ATI members, fundraising efforts will focus on existing and emerging development partners.

In Phase III, ATI's Steering Committee (SC) will continue to play a prominent role, guiding the Institute to meet the most pressing needs of its members. Monitoring and evaluation will help in this endeavor and remain central to ATI operations, ensuring that learning gains and overall impact are properly captured, and training delivery continues to improve.

ABBREVIATIONS AND ACRONYMS

AFR	African Department	ECOGOVA	Improving Economic Governance
AFRITAC	Africa Regional Technical Assistance Center		in sub-Saharan Africa
AFRIIAC	Affica Regional Technical Assistance Center	EU	European Union
AFS	Regional Technical Assistance	20	Luropean omon
	Centre South (AFRITAC South)	FAD	Fiscal Affairs Department
Al	Artificial Intelligence	FCS	Fragile and Conflict-Affected States
ANAL/CET	Anti Manarila malaniana and Cambatina		
AML/CFT	Anti-Money Laundering and Combating the Financing of Terrorism	FY	Fiscal Year
	the financing of ferrorism	CDD	
ATI	Africa Training Institute	GDP	Gross Domestic Product
		НΩ	Headquarters
AV	Audiovisual		Tiedd quarters
CARTAC DR	Central America, Panama, and	ICD	Institute for Capacity Development
CAI IAC-DI	the Dominican Republic Regional		
	Technical Assistance Center	IMF	International Monetary Fund
CBDC	Central Bank Digital Currencies	IT	Information Technology
CD	Constitut Development	JICA	Japan International Cooperation Agency
CD	Capacity Development	JICA	Japan International Cooperation Agency
CDD	Capacity Development Departments	LTX	Long Term Expert
CDSR	Capacity Development Strategy Review	MEFMI	Macroeconomic and Financial
60) (15, 46	0 : 5: 0010		Management Institute of Eastern
COVID-19	Coronavirus Disease 2019		and Southern Africa
DMD	Deputy Managing Director	MOU	Memorandum of Understanding
- DIVID	- Departy Managing Director	—— IVIOU	- Memorandum of onderstanding

ODA	Official Development Assistance	RIC	Regional Training Center
PFM	Public Financial Management	SADC	Southern African Development Community
PRGT	Poverty Reduction and Growth Trust	SC	Steering Committee
P2P	Peer-to-Peer	SDR	Special Drawing Rights
RBM	Results-based management	TA	Technical Assistance
RCDC	Regional Capacity Development Center	UNW	United Nations Women
REO	Regional Economic Outlook	WAIFEM	West African Institute for Financial and Economic Management
RST	Resilience and Sustainability Trust	WB	World Bank

ATI HIGHLIGHTS

Between 2013 and 2023, training offerings expanded from macroeconomics and finance to climate change, gender, digitalization, and governance.

260+ **Courses delivered**

8,000+**Course participants**

A strong and growing network of alumni through the continent

Officials from all member countries in the sub-Saharan African region have benefited from training at ATI

45 **Member countries**

130+ **Events**

Non-course events have been expanding to complement core training delivery

Since 2013, course participants have risen from about 200 to more than 1,000 per year

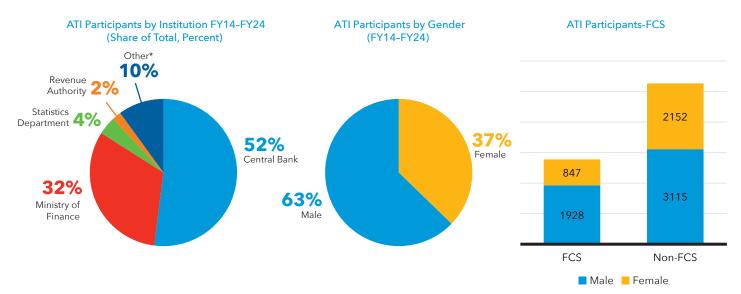
Over five-fold increase in the number of participants

5:1 average oversubscription ratio

Sustained demand for ATI training, with applications ranging from 60 to 500 for an average of 33 available seats per course

The evolution of courses saw a significant expansion in FY22, also covering financial sector topics and new topics such as climate, digitalization, gender, and governance

Training covers eight key policy areas



^{*}Other include Other Ministries, Monetary Institute, Flnancial Services Commission

LETTER BY THE DIRECTOR OF ATI



Sukhwinder Singh Director

The International Monetary Fund's (IMF) ATI is committed to strengthen human and institutional capacity across its 45 member countries in sub-Saharan Africa. Since it opened in 2013, ATI has become a center of excellence in supporting CD in sub-Saharan Africa, at a time when the returns to institutional and human capital development could not be higher.

ATI enters a new five-year phase (Phase III, 2024-29) leveraging the results achieved and lessons learned during its first decade of operations. ATI's curriculum has grown steadily, along with an equally impressive expansion of course delivery volume. Training delivery modalities have also evolved, allowing ATI participants to benefit from in-person, virtual, or blended deliveries. The expansion and innovation in delivery are testament to ATI's steadfast commitment to serve its member countries through worldclass policy training.

Against a background of challenging recovery from multiple shocks-the pandemic-induced crisis, regional conflicts, food and energy price crisis, and global economic fragmentation-sub-Saharan African countries have seen a tepid recovery and a need to address debt vulnerabilities, anchor price stability, and implement growth-enhancing reforms for longer term inclusion and resilience. Anchoring macroeconomic stability, CD in traditional areas-fiscal policy, financial sector policies, statistics-needs to be complemented with cross-cutting policies supporting inclusion, digitalization, a green transition, and improved governance. This will require large investments in capacity building across traditional and new workstreams.

ATI plays a unique role as the key IMF institution providing applied macroeconomic policy training in sub-Saharan Africa. As such, it faces large demand with diverse needs across its members. Current resource constraints will entail continuous reprioritization to ensure ATI CD delivery maximizes the impact in member countries.

To meet the region's needs and ATI's ambitious goals, I encourage all ATI member countries and development partners to continue to financially support the Institute's work, ensuring that ATI has the necessary resources to continue to strengthen human capacity and institutions across sub-Saharan Africa.

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SECTION I

TEN YEARS OF IMPACT AND RESULTS



BACKGROUND

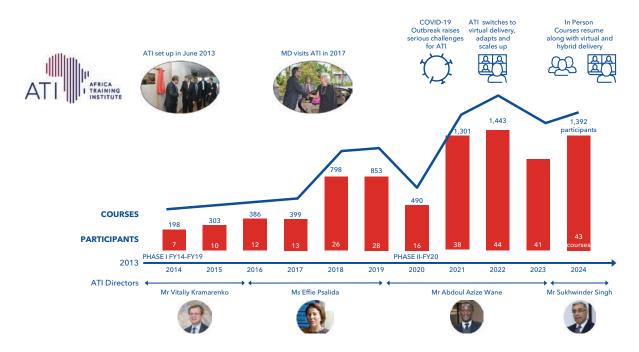
A global network. The ATI's opening in 2013 marked a strategic advancement in the Fund's capacity development (CD) support for sub-Saharan Africa. The new Regional Training Center (RTC), akin to those operating in Europe, Middle East, and Asia, filled a critical gap in the provision of macroeconomic training in the region. Member countries and development partners that joined the Fund in supporting the initiative sought to support efforts for higher and more

inclusive growth, and macroeconomic and financial stability. Against a background of strong growth, broadly stable macro environment, and reform momentum, the collective vision was to support this progress and increase resilience to shocks by stepping up efforts to build economic institutions and policymaking skills of government and central bank officials.

ATI's objectives. The ATI delivers courses curated by the IMF's Institute for Capacity Development (ICD), as well as

other specialized departments. These courses are delivered by IMF staff and external experts. ATI provides demand-driven macroeconomic and financial sector training combining theory with practical applications and places a strong emphasis on peer learning and building networks to share experience and good practices among member countries. The Institute has grown rapidly over the past decade and now has over 8,000 alumni across sub-Saharan Africa (Figure 1).

FIGURE 1. TEN YEARS OF ATI



Source: ATI Staff



PHASE I (FY14-19)

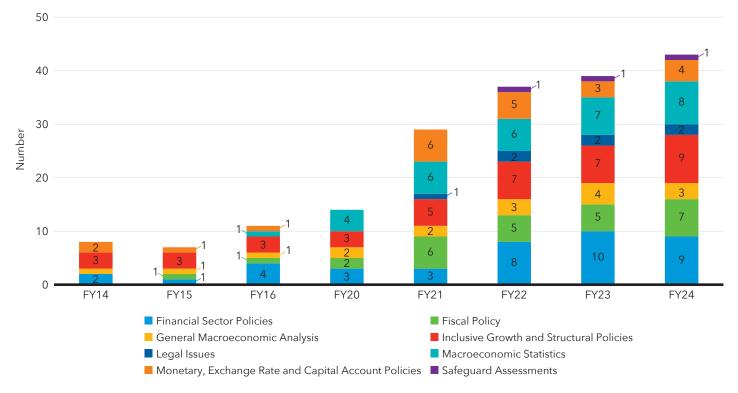
Establishing operations. Set-up with the financial and logistical support from the Government of Mauritius, the Institute launched its operations in June 2013. Australia, China, and South Korea also provided initial financial contributions. Co-location of ATI with the IMF's Africa Regional Technical Assistance Center (AFRITAC) South

(AFS) allows synergies with AFS' CD work, including by utilization of ATI and AFS staff in each institution's training activities.

Evolution of ATI curriculum. As the Institute's work became more widely known and it developed its operations, both the volume and range of training

had risen significantly by the end of Phase I (Figure 2). In FY14, seven two-week courses were delivered to 198 participants, and collaborations were established with regional training partners such as the Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI) and West African Institute for Financial

FIGURE 2. EVOLUTION OF TRAINING CURRICULUM



Source: ATI Staff



In person course on Selected Issues in the Regulation of FinTech at ATI in January 2025

and Economic Management (WAIFEM). By FY18, ATI's curriculum evolved to include economic diversification, financial development, domestic revenue mobilization, and public debt vulnerabilities. Some specialized courses, such as those focusing on macroeconomic management in resource-rich countries, were offered in response to demand from commodity exporters.

Growth in course delivery.

By 2019, ATI was delivering 28 courses and training over 800 officials each year. On average, 16 courses were delivered annually over Phase I. To fulfill its commitments, ATI mobilized \$21.7 million in external funding for Phase I, with the host country, Mauritius, financing over 80 percent. Indicative of growing ownership and appreciation of ATI's contribution, more member countries (Angola, Seychelles, and Togo) provided financial contributions. Annual expenses averaged \$3.8 million in Phase I, relative to \$3 million in the first year of operation.

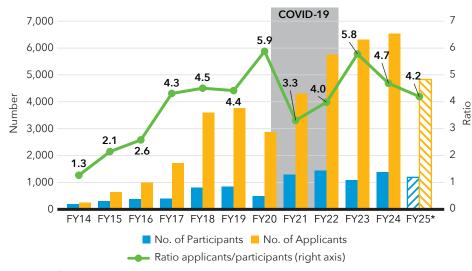
TABLE 1. PHASE I MILESTONES

- FY13: Memorandum of Understanding (MOU) signed with the Government of Mauritius in April 2013.
- FY14: Economics of Regional Integration delivered as inaugural course at ATI (June 2013).
- FY15: Inauguration of ATI by the President of Mauritius, attended by Deputy Managing Director (DMD) Mr. Min Zhu (June 2014).
- FY16: Expansion of the ATI curriculum from five to 12 offerings.
- FY17: First external evaluation of ATI activities
- FY18: Collaboration with other international financial organizations (e.g. MEFMI, WAIFEM); increase of francophone participants to 39 percent.
- FY19: Transition to Phase II, exceeding the target of 500 trainees (854 individuals trained); introduction of Portuguese interpretation to course delivery.

Key results of Phase I. By the end of Phase I, ATI had trained almost 2.500 officials across all 45 member countries. Reflecting ATI's wide coverage and significant demand for training across sub-Saharan Africa, Phase I was characterized by oversubscription for training (Figure 3), with an average of three applicants for every participant accepted (Oversubscription ratio). Based on the findings of the first mid-term external evaluation conducted in 2017,

the Institute had established itself as a leading venue for macroeconomic training in sub-Saharan Africa, and as an important member of the IMF's global network of regional capacity development centers (RCDCs). Delivery had expanded from courses provided by the IMF's ICD to those from specialized departments, which offered training in macroeconomic statistics, fiscal and legal issues, and monetary and financial topics.

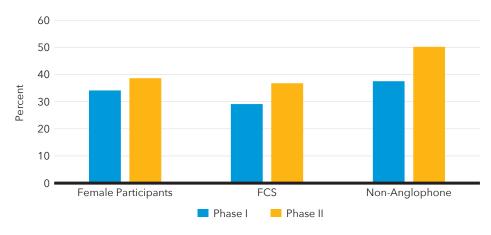
FIGURE 3. DEMAND AND SUPPLY OF ATI TRAINING



*Forecast for FY25

Source: ATI Staff

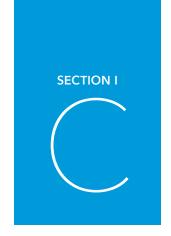
FIGURE 4. DIVERSITY OF PARTICIPANTS AT ATI



Source: ATI Staff

Diversity of course participants.

Over Phase I, female officials and officials from FCS accounted for 34 percent and 29 percent of participants, respectively (Figure 4). Most ATI courses since FY17 were delivered with interpretation into French, and Portuguese was added from FY19. The diversity indicators continued to trend upwards during Phase II (FY20-24).



PHASE II (FY20-24)

Renewed commitment. ATI's second Phase began with a mandate from its SC to scale up activity to meet the high training needs. ATI committed to both increasing training in the IMF's traditional areas and expanding its curriculum to address global priorities such as governance, and gender macroeconomics. In addition, the Institute sought to ensure enhanced access for FCS, seek increased applications from qualified female participants, and expanded the linguistic diversity of training delivery.

Virtual delivery. COVID-19 induced disruptions triggered a full shift to virtual delivery. The lower cost allowed for the delivery of 38 courses to over 1,300 officials in FY21. ATI worked with IMF CD delivery departments to

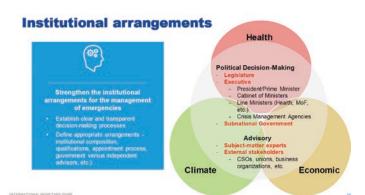
ensure training material was adapted to virtual delivery. New courses on the macroeconomics of pandemics and webinars on business continuity and experience with targeting social transfers were added. Training also became more diversified by topic with traditional fiscal and financial

topics supplemented by new priorities requested by the SC (e.g., governance and anti-corruption).

Transformational areas. Postpandemic, the rest of Phase II included renewed emphasis on transformational areas, such as climate change and

TABLE 2. PHASE II MILESTONES

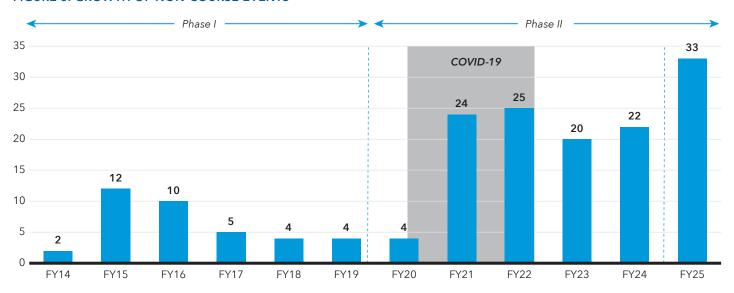
- FY20: Introduced remote delivery of training to adapt to the constraints related to the outbreak of the Coronavirus Disease 2019 (COVID-19); increased participation from FCS; a large proportion of training delivered in French only.
- FY21: Significant expansion of non-course events.
- FY22: Highest number of courses delivered (44) and a peak of 1,443 participants trained.
- FY23: Launch of a climate strategy and expansion of climate-related courses and events; rapid return to in-person training combined with virtual courses, webinars, peer-to-peer workshops and high-level conferences.
- FY24: Ten years of operations; historical high volume of course delivery.





Virtual course on Building Fiscal Institutions to Fight Corruption in June 2024

FIGURE 5. GROWTH OF NON-COURSE EVENTS



Source: ATI Staff

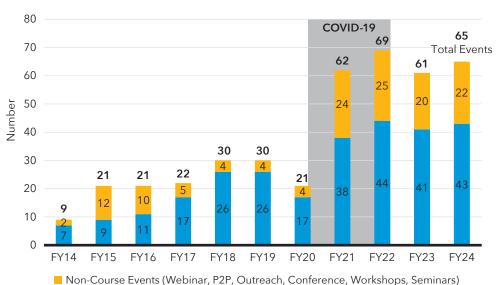
digitalization. Russia's war in Ukraine, compounded by the "big funding squeeze" facing sub-Saharan Africa's economies, added to an extremely challenging policy environment. ATI's training remained highly relevant to policy issues central to IMF surveillance and program support.

Expansion of non-course event.

ATI also leveraged virtual platforms to diversify its offering and deliver non-course events such as webinars and peer-to-peer research series, which have become a key component of the Institute's training activities. These non-course events have allowed ATI to convene leading academics, policymakers from sub-Saharan Africa and beyond, and IMF staff, academics, policymakers, senior officials at low costs. These events also enable ATI to expose a larger number of country officials to both timely policy discussions, sharing of experience, and the knowledge frontiers on several topics of relevance to the sub-Saharan Africa region (Figure 5).

Steady growth. ATI's operations continued to expand, with the volume of activity reaching a new historical high in FY22 (Figure 6), including due to new modes of delivery (webinars, peer-to-peer research seminars, and

FIGURE 6. GROWTH OF COURSE AND NON-COURSE EVENTS



Source: ATI Staff



In-person segment of the blended Government Finance Statistics course at ATI

Courses (1-2 Week Courses)







ATI Climate Webinar Series Climate Change and Fiscal Risks

Tuesday November 12th 2024, 3:00 – 5:00 p.m. (Mauritius Time) (with Arabic, French, and Portuguese Interpretation)



Moez Souissi Deputy Director, CEF



Sukhwinder Singh Director, ATI/AFRITAC South



Vimal Thakoor Resident Advisor, ATI



Hanene Belhaj Senior Economist, CEF



Moulay El Omari, Resident Advisor, AFRITAC-South

ATI's Climate Webinar Series on Climate Change and Fiscal Risks in November 2024

collaborations—such as exchange of faculty to teach at the AFRITACs and joint seminars or webinars with other RTCs). By early 2023, the ATI pivoted back to in-person training as pandemic-related travel restrictions eased, and ATI members expressed strong preferences to resume in person training (which accounted for over half of deliveries). Training delivery reached another high in FY24 to meet critical needs, even as in-person delivery increased costs. Over 40 percent of courses remained

virtual and/or blended, given its efficacy for some training and advantages in expanding access within a tight resource envelope. ATI's training was complemented by a significant expansion of the IMF's online learning program, with more than 30,000 officials from sub-Saharan Africa benefiting during the last decade.

Broadening support. Phase II envisaged \$33.8 million in external funding, with \$28 million mobilized

from 12 member countries and the European Union (EU). Initial funding gaps were managed and even reconciled due to cost savings from the switch to virtual training during the pandemic, notwithstanding the increase in delivery. However, financing pressures re-emerged in FY23-24, given strong post-pandemic demand for in-person training combined with strong demand for traditional and emerging areas such as gender, climate change, and digitalization.



IMPACT

ATI's relevance. Evaluations of ATI courses and learning gains have been strong over the past decade (Figure 7). Various levels of evaluation-individual post course, triennial survey of training recipients, mid-term evaluations, and a 2024 survey of ATI's key stakeholdersall point to ATI training being of high quality and relevance. Besides content and faculty, the most valued qualitative aspects are peer-to-peer learning opportunities and networks established between officials working on similar policy issues across countries. A growing number of ATI alumni are now among senior policymakers across the continent.

Strong overall satisfaction.

On a scale of 0 (lowest) to 5 (highest), average overall course ratings were 4.7 in Phase I and 4.6 in Phase II. The trend increase dipped during the initial stages of the pandemic, as the Fund developed its virtual delivery capabilities. The ratings are yet to return to pre-pandemic levels. One reason may be due to virtual courses accounting for approximately 40 percent of courses post pandemic, and the greater complexity of courses being offered may also be a factor. Overall, virtual courses are a costeffective way of delivering capacity while securing good learning gains.

They provide an important complement to in-person courses in the face of financing constraints and expand opportunities to involve global experts and experience from other regions. Blended training involving a synchronous/asynchronous virtual component followed by an in-person segment also offers promise for raising training effectiveness.

Impact of integration. ATI training has the potential to increase the impact of the TA provided by the IMF and RCDCs in Africa (see Box 1). Similarly, as highlighted in the 2024 CD Strategy

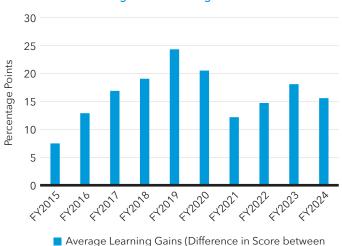
Review (CDSR) and the 2023 evaluation of the Fund's CD activities, effective integration of training with the Fund's surveillance and lending activity is central to the Fund's mandate. One area where the ATI has made significant in-roads is on climate change, where training has allowed for a strengthened dialogue between IMF surveillance and program missions with country authorities. Exposure to various hands-on tools has provided participants with an overview of the Fund's climate change toolkit and contributed to increased TA in the use of these tools.



Panelists at the ATI 10th Anniversary Conference held in Mauritius in January 2024 (From left to right: Mr Abebe Selassie, IMF; Prof. Christopher Adam, University of Oxford; Mr Michael Atingi-Ego, Bank of Uganda; Mr. Godefroid Misenga Milabyo, COREF, Democratic Republic of Congo)

FIGURE 7. LEARNING GAINS AND COURSE EVALUATION

Figure 7.A: Learning Gains at ATI



Note: Learning Gains are for all courses (Virtual and In-person)

Pre and Post Quiz, over 100)

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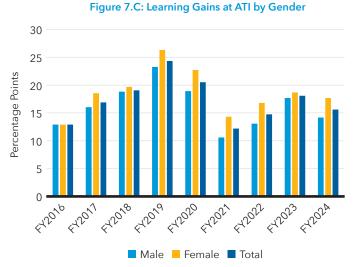
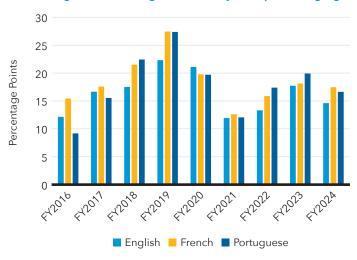


Figure 7.B: Course Evaluation by Participants



Figure 7.D: Learning Gains at ATI by Participants' Language



Sources: ATI Staff

BOX 1. GENDER-RESPONSIVE BUDGETING IN SIERRA LEONE

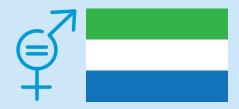
Training provided to officials from Sierra Leone in FY2021 contributed to the development of gender-responsive budgets in five ministries.

Background. In response to the authorities' request, ATI offered a virtual course on gender-responsive budgeting to support the development of a gender budgeting framework. The training space within the IMF resident representative office allowed for more focused interactions outside the work environment.

Outcome. During ATI's mid-term external evaluation, participants from Sierra Leone reported that they were able to use the training to develop recommendations on gender sensitive budgeting. The course led to the development of pilot projects for the implementation of gender sensitive budgets in five key ministries.

Link to surveillance/lending.

The course was followed by TA missions from FAD on the IMF Gender Budgeting Framework (August 2022), support on the implementation of



gender budgeting (September 2022), and a review of the implementation of gender-responsive budgeting (June 2023). This TA supported the National Development Plan and was tied with the review of IMF's Extended Credit Facility program.



uy Boulanga, Financial Analyst, Statistics, Monetary Analysis & Balance of Payments Department, BEAC, Gabon

This course linked new technologies such as FinTech to climate financing with green finance, which comes at the right time The tools and skills acquired during this training will be of great use to our central bank in order to improve the compilation of monetary statistics in our country.

Monetary and Financial Statistics-Advanced



Inspector, General Financial Finanças e do Plano,

I acquired more in-depth knowledge about corruption in state institutions, contributing to the fulfillment of duties in terms of controlling the public expenses of the institution that I am part of.

Building Fiscal Institutions to Fight Corruption in Africa



Franck Ramaharo Chief Ministère de l'économie Madagascar

The course enabled me to acquire cutting-edge tools and techniques, strengthening not only my ability to make accurate forecasts, but also my programming skills. The enthusiasm of the lecturers and their willingness to share their knowledge created a dynamic and stimulating learning environment.

Monetary Policy Frameworks and Operation

Alumni Testimonials

I gained insights into the motivations behind capital account restrictions, which are crucial in shaping policies in my country. The course has equipped me with the tools to engage in informed discussions aimed at fostering sustainable economic growth in the face of capital flow volatility.



Department, Central bank

Managing Capital Flows

The knowledge gained will have an impact on the work being carried out to define the regulatory framework for payment service providers and open banking in Angola.

Fintech Market Development and Regulatory Implications



Rosa De Vasconcelos

SECTION I

VIEW FROM STAKEHOLDERS

Survey background. In September 2024 ATI administered a survey to 4,397 Phase II alumni, 1,363 training sponsors, and SC members seeking feedback on ATI's activities, impact, and future offerings. About 1,100 responses were received, with strong participation of respondents among course participants.

Main results. Participants rated the quality of ATI training-virtual, blended, and in-person-overwhelmingly positive. More than 64 percent of respondents found virtual and blended delivery modalities to be very effective or effective (Figure 8). Almost 90 percent of respondents also found training to be aligned or very aligned to the Fund's TA and surveillance or program dialogue with the IMF, confirming the close integration of training with the IMF's broader mandate. Training participants also highlighted the large extent to which they are able to use the knowledge gained at ATI to perform their duties (through the use of new tools, economic analysis, design of policies, or better dialogue with the IMF). Training sponsors and directors of training highlighted that ATI courses have contributed to a large extent (62 percent) to increase staff knowledge and effectiveness, also through knowledge sharing and by building long-term relations with other institutions in the region.

FIGURE 8. HIGHLIGHTS FROM KEY STAKEHOLDERS SURVEY



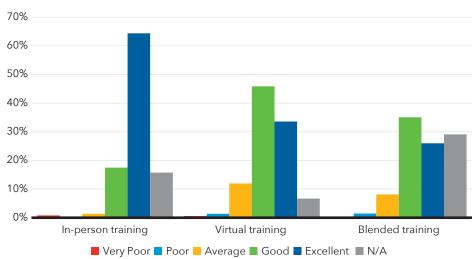


Figure 8.B: Most impactful ways of strengthening ATI training (Alumni responses)

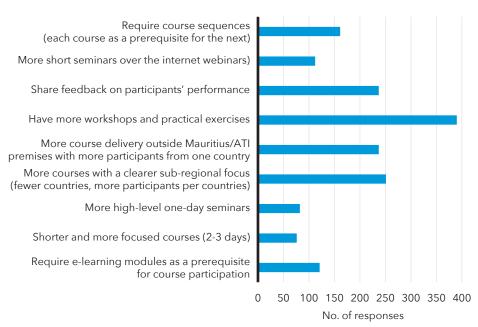


FIGURE 8. HIGHLIGHTS FROM KEY STAKEHOLDERS SURVEY (CONTINUED)

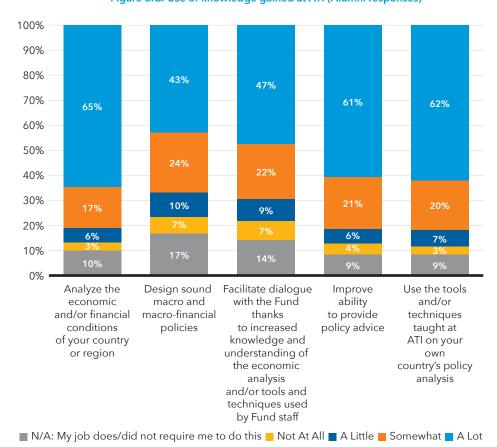


Figure 8.C: Use of knowledge gained at ATI (Alumni responses)

Insights for Phase III. Participants, their sponsors, and ATI SC members emphasize the relevance and impact of ATI training. ATI training participants indicated a strong preference to increase a cohort approach of ATI's offer, whereby a group of officials go through a progressive training curriculum closely coordinated with their work with IMF TA, and to increase regionalized training delivery, tailored to subregions across the continent, to foster regional synergies in partnership with local training institutions. These proposals are consistent with the feedback received about offering more courses with a clearer sub-regional

focus. Participants and training sponsors also suggested that workshops and practical cases are most impactful in their learning experience. Training sponsors furthermore emphasized that the selection, or nomination, of participants is a key element to ensure continued alignment of skill gaps and course offerings. More than 75 percent of responding SC members noted that current reporting arrangements-e.g. SC meetings, annual reports, newsletters-are appropriate, with sufficient level of engagement and a very positive view of ATI's ability to implement SC guidance.

Future demand. Looking ahead, participants indicated that general macroeconomics, macroeconomic statistics, financial sector policies, fiscal policies, and monetary policy rank among the most relevant topics for training (combining "important" and "very important" ratings), with training sponsors and SC members suggesting a very similar mix of priorities. Survey responses—along with SC's continued guidance, member needs, and IMF's institutional priorities-helped inform ATI programmatic approach to Phase III, trying to address growing needs within limited resources.

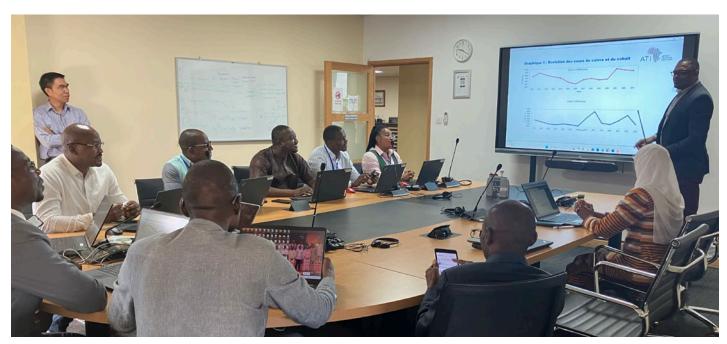


EXTERNAL EVALUATION

High quality training. ATI's Phase II external mid-term evaluation found that ATI provided high quality training and that ATI's structured content training played an important role in complementing TA and RTAC delivered training. ATI's Phase II external mid-term evaluation was a thematic assessment across three RCDCs including ATI-with a focus on training in tax, fiscal, and inclusive growth issues, delivered during FY20 to FY22. The overall results were positive, noting ATI adapted swiftly in response

to the Covid-19 pandemic and seized the opportunity to further digitalize its activities, shifting its CD activities to virtual delivery by FY21. ATI had also been proactive in raising awareness and funds from members. ATI had accommodated different language groups and made significant progress in tailoring support for fragile countries. In addition to multi-country, structured content course delivery, ATI had promoted new emerging themes especially in governance and gender.

Areas of improvement. The external evaluation suggests further work to assess needs and capacity gaps, deepening synergies with TA, and better aligning with AFR's regional and country strategies (more details in Annex I). To this end, leveraging partnerships, standardizing diagnostic tools, and ensuring that training is closely related to country-specific needs including through the involvement of long-term Experts (LTXs) are emphasized. Enhancing visibility through outreach, sharing



Workshop groups in discussion for the Macroeconomic Management in Resource Rich Countries course in March 2025

updates with development partners, and improving the results-based management (RBM) approachincluding better follow up of training-are also seen as vital for demonstrating the impact of CD. ATI will continue to share and discuss its work program with the IMF's Area Departments and will meet with

relevant training officials to enhance alignment with country and regional strategies. Evaluators also identified room for further improvement that will strengthen ATI operations/governance, including enhancement of the oversight role of the SC to ensure accountability and ownership, and the necessity of capital investments in training facilities.

Collaborating with development partners on financing and with local training institutions were also noted as areas for further exploration to meet the demand for ATI's courses. ATI has developed its own survey in FY25 to evaluate the use of the knowledge and skills by participants in the workplace (see Section 1E).

SECTION II PHASE III (FY25-29)

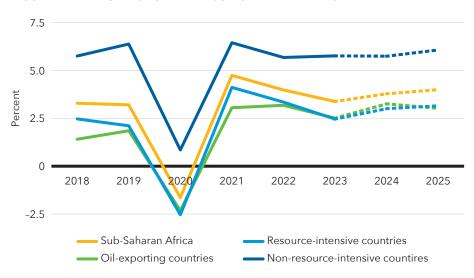


ECONOMIC CONTEXT

Risks and Vulnerabilities.

ATI's Phase III starts with many member countries emerging from four years of multiple shocks. While the regional outlook is expected to improve (Figure 9)-growth slowly picking up (REO April 2024), median inflation halving, and debt ratios stabilizingmany countries continue to face elevated debt levels and borrowing costs, high inflation, and increased financial stability risks. Some countries have recovered market access, but the funding squeeze remains acute, due to the halving of official development assistance (ODA). Some of the gains on poverty and inequality have been reversed. The funding squeeze and rising debt servicing are forcing countries to redirect resources away from much needed development spending. The region is concurrently facing numerous challenges including the impact of geoeconomic fragmentation on trade integration and economic diversification, growing political instability, and more frequent and costly climate-related shocks.

FIGURE 9. REAL GDP GROWTH IN SUB-SAHARAN AFRICA



Source: REO April 2024

SECTION II

CAPACITY DEVELOPMENT **NEEDS**

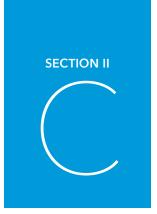
IMF support to the region.

Significant financial assistance is provided on concessional terms in addition to last Special Drawing Rights (SDR) allocation in 2021, reinforced by the rechanneling into the Resilience and Sustainability Trust (RST) as well as the Poverty Reduction and Growth Trust. As of April 2024, more than

half of sub-Saharan African countries had IMF financing arrangements. The IMF's efforts in the region are also exemplified by the increase in member quotas and the addition of a 3rd seat for the African constituency in the Executive Board. In 2023, sub-Saharan Africa received nearly 40 percent of the IMF's direct CD delivery.



ATI, AFW and AFC Climate Change and Macro-Financial Policies workshop in Abidjan in September 2023



POLICY PRIORITIES AND CD NEEDS

Growth- and resilience-enhancing reforms. For the region to grow, it is important to continue with strategies that allow countries to better withstand shocks. Some of the policy areas include furthering diversification and creating an environment conducive to private investment. Building resilience to climate shocks through adaptation and financing mechanisms is also necessary. A large structural agenda remains to further inclusive growth, including by advancing in areas such as gender, digitalization, trade integration, labor market, education, and governance.

Fiscal policy. In a context of constrained fiscal space and some of the lowest revenue-to-GDP ratios in the world, many sub-Saharan African countries must prioritize a combination of domestic revenue mobilization, expenditure rationalization, and furthering public financial management (PFM) reforms. With declining ODA, tax policy is essential in identifying areas to broaden the tax base and increase the overall efficiency of taxes. Domestic revenue mobilization also includes a strong element of crowding in financing from the private sector. In most instances, expenditure reprioritization, especially by reducing bloated wage bills, can support development

needs in health care, education, and public investment. Increasing the efficiency of public expenditure is necessary, including through strengthened governance.

Debt management. The region also bears significant debt vulnerabilities, with 19 out of 35 low-income countries either in debt distress or at high risk of distress as of end-2023. Managing high debt obligations while creating space for development spending therefore remains a priority for many countries. Strengthening debt management, including by containing fiscal risks from state owned enterprises, can also support fiscal reforms.

Central banks and monetary policy.

With about one third of countries facing double-digit inflation, careful calibration of the monetary stance and enhanced coordination between fiscal and monetary policies remain crucial. Central bank operations and supervision will also need to be calibrated to support the policy objectives, including maintaining financial stability. The introduction of forward-looking approaches and various modeling tools, including nowcasting, go in the direction of supporting central banks to strengthen their frameworks.

Financial sector. Regarding financial markets, while there has been significant progress, further deepening local financial markets can offer an alternative funding source to the region and alleviate some of the funding squeeze. Fintech and financial inclusion are also vital for achieving sustainable economic growth and resilience. Fintech innovations, such as mobile banking and digital payments, can boost economic participation by empowering small and medium-sized enterprises and individuals, facilitating job creation and diversification. Increased financial inclusion transitions users from informal to formal financial systems, enhancing transparency and supporting government initiatives for social safety nets.

Governance. In line with the IMF's 2018 Framework for Enhanced

Fund Engagement on Governance, CD delivery has integrated training to cover governance weaknesses and corruption vulnerabilities across the six core state functions - fiscal governance, rule of law, market regulation, central bank governance, financial sector oversight, and AML/CFT. This has included courses on Building Fiscal Institutions to Fight Corruption in Africa, courses related to Anti-Money Laundering and Combating the Financing of Terrorism (AML/CFT) frameworks, training on public debt transparency, and inclusion of lectures and workshops on governance in ATI courses. A governance and anti-corruption advisor is also posted at AFRITAC South but covers countries across ATI's membership.

 Over Phase III, ATI will continue to step-up governance related CD in member countries in line with

demands arising from its lending and surveillance work, with further work anticipated on both fiscal governance and debt transparency. Training, including a macro-critical course on corruption, will seek to build the capacity of public institutions, including those for oversight and anti-corruption.

Statistics. The importance of data to measure risks, inform policies, and monitor outcomes is clear. Digitalization and big data further increase the need for strong statistical capabilities. Beyond the traditional areas (monetary, fiscal, and financial statistics), statistical agencies find themselves having to find new ways to measure inclusion (for instance, gender, financial inclusion) as well as assess emerging risks (for examples, from climate) and bridge data gaps that allow for market development.



Groups in discussion preparing for their final presentations for the LIC-DSF course in February 2025

SECTION III PHASE III OBJECTIVES

PHASE III OBJECTIVES

Ambitious goals. In this challenging environment, capacity-building remains essential to help countries respond to short-term shocks, while strengthening economic institutions to address longterm challenges. Building on the past decade, ATI has set ambitious goals for the next five years. These goals

are aligned with the IMF mandate and the strategic review of its CD work. In Phase III, ATI activities will continue to emphasize (i) high-quality training of government officials in core macrorelevant areas and emerging issues, (ii) complementary non-course events on policy issues relevant to the region,

and (iii) TA on macro-frameworks and modeling. Training provided to officials will help enhance the absorptive capacity of TA and foster more effective policy dialogue between member countries and the IMF, particularly in countries receiving financial support from the IMF.

An average of 30-35 courses per year on core macroeconomic issues and emerging topics

150-175 **Course Deliveries**

About 6,000 Government Officials Trained

ATI will train about 6,000 new government officials in core macroeconomics and strategic policy areas.

All member countries in the region will directly benefit from ATI training offerings

Officials from 45 **Member Countries**

100+ **Non-course Events**

Non-course events, both in person and virtually, will bring together policy makers, ATI alumni, and experts to discuss key regional policy issues

ATI will continue to cater to lusophone, francophone, and anglophone participants from all sub-Saharan African countries and leverage a mix of in-person, virtual and blended modalities

Highly Diversified Training Offerings

Ensure Female Participation

Continue to increase women participation and gender balance in course attendance

Continued focus on FCS, and Fragile Countries in Transition

Strengthen Participation of Vulnerable Members

Broaden the Partnerships Base

Strengthen collaboration with member countries and development partners



TRAINING OF GOVERNMENT **OFFICIALS**

Broad curriculum. While maintaining focus on the IMF's traditional areas, ATI will aim to expand delivery in emerging areas (e.g., climate change, digitalization, gender, governance, and regional integration) in coordination with all relevant departments (Figure 10). ATI's plans are informed by the regional policy priorities in line with the IMF's African Department's (AFR) Regional Strategy Note on CD. Exploiting more fully potential synergies with TA

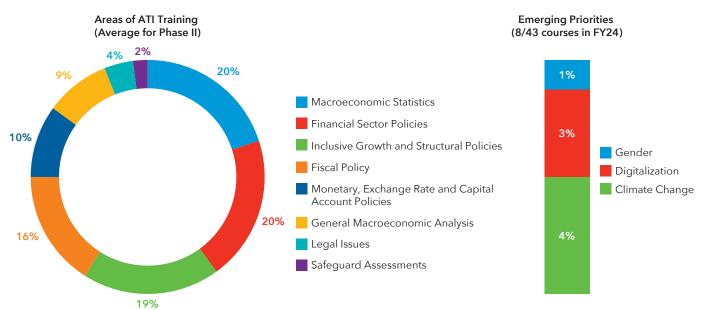
provided by IMF HQ (Headquarters) and the AFRITACs will also help boost the impact of IMF CD and enhance donor traction. ATI will also explore opportunities to engage with development partners to further enhance these efforts. Non-course CD events will be used strategically to complement training courses. Experimenting with new forms of delivery, such as blended learning, will continue to be explored to fill the gap in unmet demand.

TABLE 3. REGIONAL DEMAND FOR CD

- Fiscal issues (PFM, revenue administration, tax policy, expenditure policy)
- Debt management
- Financial sector supervision (payments and infrastructure, financial sector stability, financial crisis management, systemic risk analysis) and central bank operations
- Statistics (national accounts, government finance, external sector)
- Governance and anti-corruption
- General macroeconomics analysis

Source: AFR Survey 2023

FIGURE 10. ATI AREAS OF TRAINING



Source: ATI Staff

Fully integrated support. ATI seeks to integrate its training with the policy reforms prioritized in the IMF's program and surveillance work, with the expansion of CD in new areas as one such example. It also seeks to bridge skills gaps identified by surveillance work and through TA delivered by the Fund. Training courses are complemented by non-course events on key policy challenges, including on emerging topics such as governance, digitalization, gender and climate change and its impact on food security. During Phase III, further work is planned on training integration on both frontswith programs/surveillance and with TA to improve flexibility, tailoring, and impact. Many TA missions now contain an element of hands-on training, as a way to increase the absorption of TA. This combination of TA and training will further strengthen collaboration and knowledge-sharing across various IMF departments, in line with the recommendations of the IMF's 2024 Capacity Development Strategy Review (CDSR).

Participants diversity. The Institute will aim to further the inclusion of diverse participants over Phase III through prioritization of FCS, efforts to increase female participation, and language accessibility of all course aspects (interpretation of courses, translation of course materials, and also availability of course descriptions) to attract and cater to Francophone and Lusophone participants.

Cohorts/senior officials. ATI will examine the relative costs and benefits of tailored training for specific cohorts, particularly those engaged with Fund TA. Under this approach—sometimes referred to as customized training-a group of officials are taken together through a progressive training curriculum that is closely coordinated with their work and IMF TA. In addition, the impact of training at junior and mid-level may be enhanced by curating training or convening short workshops for senior officials. ATI has positive experience with such events,

including the high-level conference on Modernizing Monetary Policy in early 2022, with two more events planned in FY25 on "Climate Change Modeling for Monetary Policymaking" and "Climate Change at the Intersection with Central Banking and Banking: The Role of the Law". In Phase III, ATI will endeavor to expand training opportunities for senior officials, working closely with ICD on products suitable for this cohort. Finally, ATI will examine the scope for more training of trainers as highlighted by participants at the conference to mark its 10th anniversary, which will help build capacity of national training institutions.

CORE MACROECONOMIC AREAS

Core macro areas. There remains strong demand for general macroeconomic analysis, fiscal policy, financial sector, and macroeconomic statistics courses. Traditional areas of training include macro-frameworks, macroeconomic diagnostics, macroeconomic forecasting, fiscal and debt policies/ sustainability/frameworks, financial sector analysis and policies, as well as external sector topics such as exchange rate policy and capital flow issues. Likewise, member countries expect continued support in foundational training on banking supervision and



Presentation by Mr. Manuel Tiago Dias, Governor of Banco Nacional de Angola, during the Monetary Policy course in August 2023

FIGURE 11. ACTIVITIES ON MACRO-RELEVANT STRATEGIC TOPICS



Source: ATI Staff

much of ATI's training on statistical methodology and compilation across the main sectors of the economy in view of updated international statistical standards. In Phase III, foundational training will still represent a significant share of course offerings. Courses in diagnostic tools are important not just for the foundational skills but are necessary for follow-up CD and effective implementation of TA provided by the Fund.

MACRO-RELEVANT STRATEGIC TOPICS

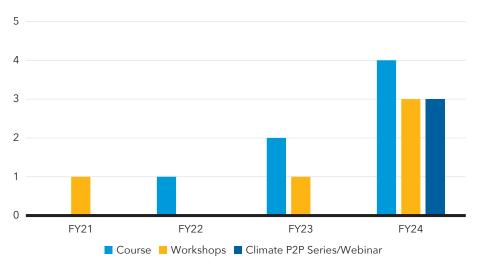
Domestic resource mobilization.

There is rapidly growing demand for CD on public finance, including training in domestic resource mobilization. ATI will support the Fund's efforts with the World Bank on the Joint Domestic Resource Mobilization Initiative and work closely with the Global Public Finance Partnership.

Climate change. ATI has been very proactive in climate change CD, building on the IMF's Climate Strategy and the flagship course on the Macroeconomics of Climate Change (Figure 12). Given the strong need for additional climate CD, securing resources to expand climate-related CD will be a priority for Phase III. ATI's Climate Change Capacity Development Strategy, of November 2022, focuses on integrating climate considerations into member countries' policy frameworks primarily through training and workshops. ATI has also launched a climate webinar series that convenes experts to discuss issues of common interest. The strategy also includes scope for TA to help members build capacity on incorporating climate risks into their macroeconomic frameworks.

 ATI will seek to expand training on the macroeconomics and fiscal aspects of climate mitigation and adaptation, including associated fiscal risks. ATI will also expand its engagement on climate issues with central banks that are experimenting with various approaches to adapting

FIGURE 12. CLIMATE-RELATED ACTIVITIES



Source: ATI Staff

monetary policy for climate-related risks or to adjusting their regulatory and supervisory frameworks to safeguard against climate-related vulnerabilities. In each of these areas, ATI will draw on the expertise of the Fund's CD departments (CDDs). Training will include various tools and frameworks, developed by CDDs, including Climate in Macroeconomic Framework Tools, Debt Investment Growth and Natural Disasters, Debt Dynamics Tool with Natural Disasters, green public financial management, and Climate Public Investment Management Assessments. The compilation of climate-related macroeconomic statistics, including environmental accounts, will also be prioritized.

• ATI will also integrate climate issues into existing courses and deliver new courses on climate developed by the IMF. The prioritization of training and TA and its integration with



Opening of Core Elements of Banking Supervision by First Deputy Governor of the Bank of Mauritius, Mr. Yerukunondu in March 2024

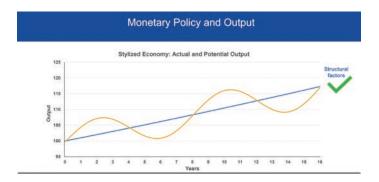
- surveillance and lending, is based on the overall IMF prioritization framework, with the AFR department defining the priorities in the context of the dialogue with the relevant CDDs.
- The climate training will also aim to support capacity building in countries accessing the Resilience and Sustainability Facility, which aims to support resilience building against longer-term climate-related risks.
 The mobilization of climate-related finance will be an element of this training.

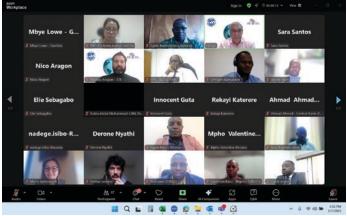
Digitalization. Digital payments are rapidly expanding across the continent and many central banks are examining Central Bank Digital Currencies (CBDCs), although the potential is accompanied by risks, and the impact of artificial intelligence (AI).

 ATI has been actively involved in training in these areas in line with the IMF's 2021 Digital Money Strategy. Especially over the later years of Phase II, and boosted by needs during the pandemic, ATI has expanded its coverage of Fintech and Govtech. On Fintech, it has hosted several courses and seminars on CBDCs, Fintech market development and regulatory implications, and financial market infrastructures. FinTech has also been integrated into courses such

- as Financial Development and Financial Inclusion.
- ATI will support government officials to fully leverage the potential for digitalization to promote financial development and inclusion at low cost, and improve the efficiency of public financial management. This will include more training on fintech and CBDCs, their recording and treatment in international statistical standards, as well as their regulation and supervision. Emphasis will also be placed on integrating digitalization with other workstreams such as training in fiscal policy and governance. The Institute will also aim to foster synergies between its training and TA to sub-Saharan Africa by IMF CDDs and RCDCs on digitalization, such as that provided in PFM and to revenue authorities.
- The IMF's work on generative AI, and use of this technology in CD, is evolving rapidly. In Phase III, ATI will seek to better ascertain demands on the use of AI for macroeconomic analysis and policymaking. This will involve dialogue with other partners working in this area, such as the African Center for Economic Transformation. ATI will also seek to implement any Fund advances in the use of AI for training, TA, and content delivery for its members.

- **Gender.** In line with the IMF's gender strategy, the ATI has been increasing gender related training since the pandemic and plans to continue mainstreaming this work.
- ATI, in collaboration with IMF's Fiscal Affairs Department (FAD), delivered its first gender course, Gender Budgeting, in FY21. In FY22, ATI piloted the IMF's first comprehensive course on Gender Inequality and Macroeconomics and hosted a high-level companion seminar. This was continued in FY23 supported by a presentation on the IMF's gender strategy and also delivered in FY24. The macroeconomics of gender have also been included in ATI's webinar program, for example through webinars on the Legal Department's work on addressing gender inequalities through fiscal law design, or discussions of the informal labor force which is disproportionally women. Training has involved collaborations with subject matter experts, such as from United Nations Women (UNW). And gender issues have also been incorporated into other courses where relevant, such as that on Inclusive Growth.
- During Phase III, ATI will continue to prioritize gender in its CD activities in line with the IMF's broader gender





Virtual Monetary Policy course with pre-recorded lecture materials in February 2024



Macroeconomic Diagnostics course in Accra, Ghana in August 2024

strategy. ATI plans to continue disseminating Fund research on the macroeconomic gains from gender empowerment and seek to expand its training on gender and macroeconomics. It also plans to collaborate with IMF centers in other regions-such as South Asia and the Middle East-to foster sharing of experiences, as well as continue cooperation with partners such as UNW.

Governance. ATI has been increasing its work on governance in line with the 2018 Framework for Enhanced Fund Engagement on Governance and will continue to step-up governance related CD in member countries in line with demands arising from its lending and surveillance work.

 ATI hosted a High-Level Conference on the Promotion of Good Governance and Fight Against Corruption in Botswana in June 2022. Training has covered or incorporated governance weaknesses across the six core state functions - fiscal governance, rule of law, market regulation, central bank governance, financial sector oversight, and AML/CFT. This has included courses on Building Institutions to Fight Corruption in Africa, courses related to AML/ CFT frameworks, training on public debt transparency, and incorporation of material on governance in courses such as those on Inclusive Growth. This has been supplemented by non-course events on governance and corruption and effective implementation of beneficial ownership registers, and governance has featured in the Peer-to-Peer (P2P) seminar series that disseminates the research of officials from sub-Saharan Africa.

 In an environment of fiscal consolidation and reducing debt risks, further work is anticipated on both fiscal governance and debt transparency. There is also a large agenda of macro-critical governance reforms to reduce corruption, improve the business environment and boost investor confidence, which serve as a

foundation for other reforms. Accordingly, opportunities to provide training on building the capacity of anti-corruption institutions will be sought, including in partnership with development partners.

Regional integration. Further capacity building to support regional integration in trade issues would be considered in Phase III.

 Training in this area has largely been through a course on Economic Issues in Regional Integration and sub-regional initiatives such as the Southern African Development Community (SADC)'s integration efforts. Further exchanges on implementation of preferential trading agreements, including through peerto-peer events, could be considered. This would complement the work already covered by RCDCs' customs technical advisors.

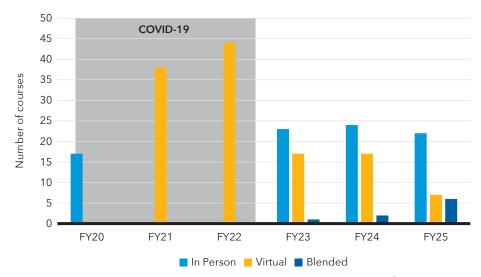
DELIVERY MODALITIES

In-person delivery. ATI utilizes a mix of in-person and virtual deliveries and has experimented with hybrid

courses (Figure 13). In-person delivery offers clear advantages compared to virtual deliveries, for instance for courses that are highly technical, or where network/P2P exchanges are critical. ATI will work closely with IMF departments to constantly improve the design of courses, particularly by aiming to get the right balance between lectures and workshops across the delivery modalities.

Virtual delivery. Given budget constraints, virtual delivery will remain an important component of ATI delivery to expand training and allow as many priority areas to be covered as possible. Virtual delivery also supports the integration of ATI's training with the Fund's surveillance and program work, expands scope for inter-regional learning and facilitates access to experts who may not be available in person. This is supported by the mid-term evaluation, where Phase III offers an opportunity to

FIGURE 13. DELIVERY MODALITY OF COURSES



Source: ATI Staff

continue to rebalance CD delivery modalities to foster agility and deepen CD impact, with a focus on leveraging virtual engagements.

Blended delivery. Early experience suggests that blended deliveriesoffer promise for improving training

efficiency, tailoring and impact by better preparing participants for in-person engagement. ATI will continue to innovate with hybrid and blended learning modalities as a costeffective way of delivering courses (Box 2).

BOX 2. BLENDED DELIVERY OF TRAINING

In response to the challenges presented by the global pandemic and the need to adapt training delivery, the ATI has experimented with virtual, hybrid, and blended teaching methods. Blended learning combines synchronous (realtime) and asynchronous (self-paced) learning elements, offering a flexible and effective approach to training.

Distinct from hybrid training, where in-person and virtual participants engage simultaneously, blended learning allows learners to independently work through course materials at their own pace before participating in live sessions. This approach ensures that live interactions are focused on in-depth discussions and collaborative learning, moving beyond the presentation of basic concepts.

The implementation of blended learning across several IMF

departments has demonstrated the value of this approach. For instance, the Financial Development and Financial Inclusion course was successfully conducted in a blended format for the first time in FY23, and its success led to a repeat of the format in FY24. The course Macroeconomic Management in Resource-Rich Countries, also delivered in a blended format for the first time in ATI, showed improved learning outcomes and higher satisfaction among participants compared to traditional formats. Also, the National Accounts Statistics workshop adopted a blended delivery approach. Some climate workshops have also used the blended approach to allow for more time for workshops during the in-person component.

Typically, ATI's blended courses are structured into two parts, each lasting one week. The first part consists of

virtual training that integrates both synchronous and asynchronous learning. Participants engage with preparatory materials, such as readings and videos, on their own, followed by virtual discussions with instructors and peers. Those who complete this phase are invited to the second part, an in-person session at ATI mainly focusing on case studies and workshops. Feedback from participants indicates that this model reduces fatigue and increases engagement, thereby enhancing learning outcomes.

During Phase III ATI will explore efficient ways to deliver cost-effective blended courses that maintain high levels of engagement and leverage asynchronous learning material. ATI has already developed a prototype to introduce the Monetary Policy course in a blended format.

BOX 3. ATI-SADC PARTNERSHIP

ATI has collaborated with the SADC since FY19 to deliver a SADC Economic Reviews workshop in the context of the peer-review monitoring of the SADC Macroeconomic Convergence (MEC) program launched by SADC in May 2013. The workshop is a collaborative effort by the IMF Resident Representative's office, the South African Reserve Bank (SARB), and the SADC Secretariat.

Throughout these years, ATI's efforts have been directed towards

strengthening the macroeconomic policy formulation and surveillance capabilities of SADC officials, which includes Angola, Botswana, Comoros, Democratic Republic of Congo, Eswatini, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, United Republic of Tanzania, Zambia, and Zimbabwe.

The SADC workshop was delivered for the past six years, with the first workshop delivered over three days in December 2018 in South Africa.

Due to the COVID-19 pandemic, the course was delivered virtually in FY21 and in FY22, with in-person resuming in FY23. For the first time in FY24, the SADC workshop was delivered over two weeks in South Africa. Overall, ATI has provided training to over 320 participants from SADC member states through this collaboration. Topics covered include IMF's approach to surveillance, macroeconomic diagnostics, debt sustainability analysis, structural policies, financial programming, and nowcasting topics.

Collaborations. ATI will continue to build on the wide range of partnerships it has established across the continent. These include collaboration on joint course and non-course events with partners such as the World Bank (WB), the African Development Bank, the SARB, the Central Bank of Nigeria, and research links with bodies such as the African Economic Research Consortium. They also include deliveries for sub-regional institutions such as SADC, the latter benefiting each year from a course to assist with its peer review mechanism (see Box 3). ATI has

well established partnerships with other RCDCs to allow cross-regional training by leveraging virtual modalities. ATI has already collaborated with other RTCs on joint events (such as with the IMF's Middle East Center for Economics and Finance on diversification) or leveraged new products to include sub-Saharan African countries (such as STI's Fintech series). ATI also plans to deepen its collaborations with the AFRITACs to support deeper integration of its training with their work. Phase III also offers scope to further leverage IMF resident representatives in supporting ATI CD.

Regionalization. ATI will consider expanding sub-regional delivery, such as the climate workshops that were rolled out over the last 18 months of Phase II, in partnership with the AFRITACs. Regionalized delivery offers one way of addressing excess demand tailoring to sub-regions and fostering synergies, reducing costs through partnering with local training institutions. There may be scope to deliver more multi-country training at a regional level, particularly for the courses in highest demand.



Participants to the Macroeconomic Surveillance Workshop for SADC in Johannesburg, South Africa in November 2024

SECTION III

NON-COURSE EVENTS

Non-course events. Training delivery is complemented by non-course events on key policy challenges, including webinars, peerto-peer events, and research seminars. In Phase III, non-course events will be used strategically to complement training courses.

- ATI will continue to offer a range of webinars which allow for dissemination of policy work or research and allow access to a larger number of participants than its training courses.
- Further fostering exchange of best practices and developing networks through multi-country events,
- including across the IMF's RCDCs, will also remain central to ATI's learning strategy.
- Research seminar series on key themes, including climate and gender, will allow researchers and practitioners in the region to showcase their work to a wider audience.



Panel session on the Evolving Role of IMF RCDCs at ATI Steering Committee Meeting in July 2024



TECHNICAL ASSISTANCE

Macro-framework and modeling TA.

In consultation with CDDs, ATI will assess and respond to countries' demand for TA in the macro-frameworks/modelling TA practice (including integrating climate risks) where gaps in capacity exist and there is demand following macroframeworks training. A suite of tools has been developed by ICD with some delivery underway across sub-Saharan Africa by IMF HQ and the AFRITACs. This raises the issue of the balance between TA and training at ATI, where again ATI will seek to respond to members' demands-relayed through the AFR's prioritization framework-on the appropriate mix.

A balanced mix. Above all, ATI's engagement on TA will consider the key role ATI plays in providing training on macroeconomic issues for sub-Saharan Africa within the Fund and the region.

ATI TA is an integral component of ICD's TA delivery, including that provided through ICD-backstopped LTXs at RTACs. ATI's proximity to the region complements the more specialized skills and global view available to ICD HQ. All of ICD's TA in the area, including as delivered by ATI, will be closely coordinated with the work of other IMF CDDs to avoid any duplication, including the Forecasting and Policy Analysis System/monetary modelling/central bank operations support provided by Monetary and Capital Markets Department and that in macro-fiscal functions and climate by FAD. ATI's TA would also take into account existing delivery via macro-frameworks LTXs being deployed at the AFRITACs, and the ability of ATI LTXs to coordinate training delivery with less predictable TA obligations.

SECTION IV

ATI OPERATIONS, GOVERNANCE, AND FINANCING



OPERATIONS

A strong team. Serving 45 member countries requires exceptional team efforts. ATI can rely on a lean structure of about 20 staff, including the Director, Deputy Director, Resident Advisors, one local economist, and support staff (program officers, IT administrators, and interpreters). Synergies from the co-sharing of officers by ATI and AFS also allow to leverage shared services and tap the experience of AFS regional experts.

Facility upgrade. Training facilities are an integral part of course delivery and directly affect the learning experience of government officials. The ATI has two lecture rooms and a number of breakout rooms with audiovisual (AV) and IT infrastructure that facilitate hands-on seminars and workshops. Returns on the quality and impact of

course delivery are a direct function of the training facilities. After a decade of operations, ATI's training space no longer meets longer-term needs. With a view to continuing to be the premium place for macro-economic training in sub-Saharan Africa, the Institute will need to upgrade its AV and IT infrastructure to ensure the best learning experience for its participants across all delivery modalities. More spacious lecture rooms will allow to train more officials, and modular spaces will enhance opportunities for workshops and peer-to-peer events. The prospective transition of the Institute to a new facility, envisioned during Phase III, will allow to offer a better training experience, and set ATI ready for a new decade of high-quality course delivery.

SECTION IV

GOVERNANCE

Steering Committee. The ATI Steering Committee (SC) is designated to provide strategic guidance to the Institute. The SC meets at least once yearly for members to provide strategic direction, set priorities, and endorse the annual budget and work plan the ATI. The composition of the SC has been enlarged to all member countries in addition to the chairpersons of the five AFRITACs, participating donors (which include contributing member countries), and the IMF following the expansion of financial contributions during Phase II.

Roles and responsibilities.

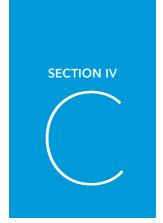
ATI members are encouraged to actively participate in discussions and input pertaining to the governance of the Institute. ATI, on its part, will engage with training directors across partner institutions to strengthen coordination on training operations (including selection) and deepen the monitoring and evaluation of post



ATI Steering Committee Meeting in July 2024 in Daar es Salaam, Tanzania in July 2024

training impact. These engagements will feed into reporting to, and guidance from, the SC.

Course delivery. CDDs provide ATI with the materials and faculty for training. Feedback from participants is relayed to HQ and also inform the work of ICD's course updates. All ATI courses have a core module, with some room for selecting lectures, including the inclusion of special lectures, to accommodate regional priorities.



MONITORING AND **EVALUATION**

Results-based management (RBM).

The IMF has long focused on monitoring the impact of its CD activities, vital also to prioritize interventions within limited resources. In the context of CD provided by ATI, RBM focuses on participant attainment of learning objectives. Recent thematic evaluations of CD in the region echo this need to further improve CD traction and impact. ATI will continue to strengthen the monitoring and evaluation of its activities during Phase III.

Strengthening monitoring.

There is scope to further consolidate the monitoring framework in Phase III by (i) more systematic engagement with the beneficiary institutions, (ii) increasing internal IMF evaluations, (iii) strengthening tracking of demand for multi-country training, and (iv) improving mechanisms for incorporating evaluation's recommendations into strategy documents. There is also room to incrementally strengthen the outcome monitoring from multicountry training.

Evaluation. ATI activities during Phase III will be subject to close evaluation and feedback, the main vehicles to assess whether training offered by ATI is meeting its objectives. Various layers of monitoring and evaluation are used to assess CD effectiveness. Each course is subject to pre-and post-course evaluations through which course learning gains are determined. At the institutional level, ATI is subject to a mid-phase external evaluation within 40 months from the start of every phase, and triennial surveys of recipient institutions.



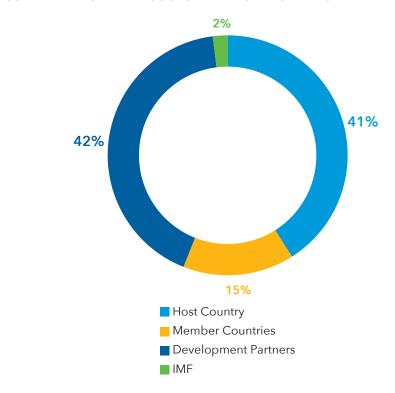
Estimated resource needs.

Phase III budget envelope is estimated at \$39 million, up from a \$33.8 million target in Phase II (of which, \$28 million were raised), and is expected to be met by a combination of support by the host country, the IMF, member countries, and development partners (Figure 14). This resource envelope represents a 30 percent increase relative to the amount secured under Phase II and balances the need to meet increasing demand with the difficult funding environment. The estimated envelope allows for a yearly budget of about US\$8 million, guaranteeing a solid level of training delivery and an adequate mix of in-person, virtual, and blended course offerings.

Efficient operations.

About 75 percent of the resources finance direct delivery of training, peer-learning events, TA, and non-course events, while management and administration of ATI (including facilities, IT, governance, and local staff) accounts for 25 percent of the resources, with the IMF's trust fund management fee at 7 percent of expenses. Co-location with AFS

FIGURE 14. INDICATIVE RESOURCE ENVELOPE FOR PHASE III



ensures cost-sharing arrangements that reduce the overhead of ATI and better procurement contracts, given the larger size of the two combined offices. Early ticketing for course participants, continuous review of

ongoing services and contracts, and broader support by the IMF headquarters (including Human Resources and IT services, security, real estate, procurement, etc.) allow to reduce headcount costs of ATI.

TABLE 4. ATI PHASE III: FY25-FY29, PROGRAM DOCUMENT INDICATIVE BUDGET

(in thousands of U.S. Dollars)

Project	FY25 ^{1/}	FY26	FY27	FY28	FY29	Total
Management and Administration ^{2/}	1,001	1,423	1,479	1,537	1,598	7,036
Training Delivery	4,785	5,436	5,593	5,754	5,921	27,489
Governance and Evaluation (including RBM advisor/backstopping)	18	19	319	22	22	400
Sub Total	5,804	6,877	7,391	7,313	7,540	34,925
Trust Fund Management	406	481	517	512	528	2,445
Total	6,210	7,358	7,908	7,825	8,068	37,369
IMF Expenses	367	367	376	385	394	1,889
Total ^{3/}	6,577	7,726	8,284	8,210	8,462	39,258

^{1/} The operational costs, including local staff and long-term experts salaries, lease, utilities, and other admin expenses, for the period of May 2024 to October 2024 were covered by phase 2 funding to fully utilize the resources.

Additional funding. As in Phase II, when possible, further funding will be sought from non-ATI sources such as IMF thematic trust funds to cover unmet demand for training alongside ATI funding. Phase II was extended to utilize available resources and

cover administrative expenses until October 2024, while Phase III started its operations in May 2024 to finance delivery costs. The two phases will run concurrently for a few months, thereby ensuring a smooth transition. Timely additional contributions from member

countries, development partners and thematic trust funds are crucial to ATI's funding objectives, as any delays or shortfalls could potentially lead to a scaling down of training offerings in a context of increasing demand.

^{2/} The administrative budget currently excludes the relocation costs, which are still under discussion and estimated to be \$4 million for

^{3/} The total budget covers the workplan that will be funded solely by ATI. An additional \$10 million is anticipated to be funded through other vehicles.



STRATEGIC PARTNERSHIPS

Broadening support. Mauritius, ATI's host country, has agreed to contribute approximately two-fifths of total Phase III costs (\$16 million), reiterating its strong

commitment to ATI's mission. In addition, China has committed to providing a contribution in the amount of \$3.5 million as part of a broader funding envelope for

IMF CD. The EU is supporting the activities at ATI since 2023 under the 'Improving Economic Governance in Sub-Saharan Africa' (ECOGOVA) umbrella agreement (see Box 4) and

BOX 4. IMF-EUROPEAN UNION PARTNERSHIP

The EU is supporting the activities of ATI and five AFRITACs through the ECOGOVA umbrella agreement. The EU contributed €50 million to improve economic governance throughout the region.

With its flexible funding allocation, this agreement will support key objectives and priority areas in the region, including PFM, revenue mobilization, financial regulation and supervision, monetary policy and operations, statistics, climate, and gender issues.

Within the framework of the agreement, ATI will deliver training on governance and corruption, gender macroeconomics, and macroeconomics of climate change to support and reinforce the TA provided by the AFRITACs.





EU Ambassador opening the Inclusive Growth course in July 2022

BOX 5. ATI-JICA PARTNERSHIP

The Japan International Cooperation Agency (JICA) and the IMF have started a successful collaboration to strengthen the human capital of officials in Africa and capacitate them in managing the macroeconomy of their countries. To this end, and given fiscal and debt sustainability challenges, JICA and the IMF joined forces to strengthen ATI training on fiscal issues. These courses are particularly useful for officials from ministries of finance, debt agencies, central banks, and other government agencies responsible for implementing macroeconomic and debt policies. It is expected that course participants will be better equipped with the necessary skills in relevant topics to formulate and implement sound macroeconomic and financial policies in their institutions. Two courses on Fiscal Sustainability and Fiscal Policy Analysis have already been successfully delivered under the ATI-JICA partnership and participant's feedback has been positive.



Signing of first-ever JICA-IMF capacity development funding partnership in November 2023



Opening of Fiscal Sustainability course in February 2024 by the Japanese Ambassador

will also contribute to ATI's training in FY25 through financing (joint with German Development Agency) of a regional course on AML/CFT. These upfront contributions will ensure a smooth phase transition and allow for continuity in training. Gradual scaling up of course offerings would be contingent on the evolution of financing, including from non-ATI sources such as IMF thematic trust funds. The IMF will continue outreach to both current as well as potential partners as a part of its ongoing efforts to broaden the partner base.

Member countries' ownership.

While donor support is critical, member country contributions are also an important element of the

fundraising strategy. Such contributions, which increased significantly in Phase II (albeit from a very low base), demonstrate ownership, which is essential for continued partner support and contribute to long-term financial sustainability of ATI.

Leveraging additional resources.

In addition to these efforts, the IMF will continue to pursue innovative ways to finance activities at ATI with the aim of increasing the flexibility and agility of CD resourcing. This is in line with the broader strategic objective to reduce funding risk. For example, the JICA has earmarked financing to support training in mutual areas of interest (Box 6). The topical angle such as climate could also provide

opportunities for partners to support ATI's activities. The IMF's other funding vehicles-such as thematic funds-play a complementary role to ATI through cross funding some of the training courses and scope for expanding such support will continue to be explored.

Partner visibility. Raising the profile of our CD partnerships and impact remains critical. IMF and ATI staff will continue to provide visibility for development partners and contributing members, promoting success stories through the IMF's communication channels, and leveraging global events such as the IMF-WB Annual and Spring Meetings. Invitations to partners to address participants during courses would also be leveraged.

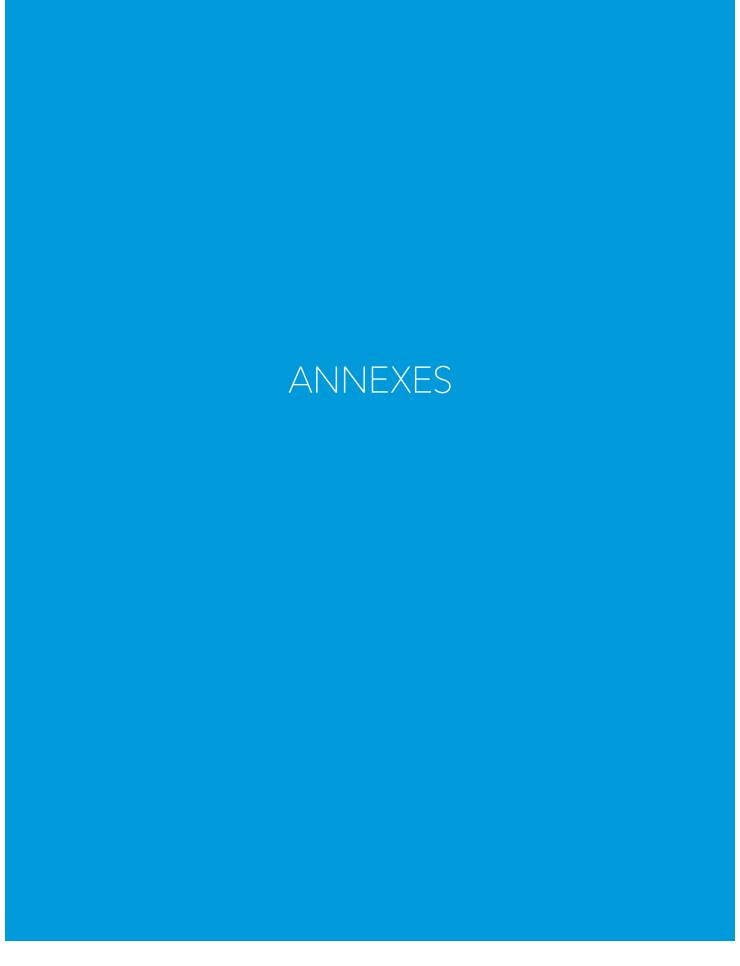


Financial risks. The principal risk to ATI's operations under Phase III remain financial. Primarily it arises from shortfalls or delays in external funding from both development partners and member countries who could face various issues such as competing demands for resources, shift in priorities, adverse economic trends, among others. The increased budget envelope combined with fundraising uncertainties require careful attention to medium-term planning to avoid any abrupt adjustments in training.

Mitigation measures. To mitigate such risks of liquidity shortfalls, any scaling up of the annual work plan under Phase III will be gradual, contingent on available resources and fundraising outlook. Contingency planning will be key including careful prioritization of demand with CDDs, switching to lower cost virtual modalities, and leveraging partnerships across the region with both Fund and member counterparts such as mutually beneficial activities co-financed with AFRITACs (such as

recent regional climate workshops) and in-kind contributions from members (akin to those such as use of training facilities that have allowed ATI's climate training to expand).

Operational risks. To support expanded and more flexible training operations, including virtual modalities, ATI's facilities need to be regularly updated and equipped for purpose. The current building is showing signs of wear and tear, and this is being partly mitigated by the various IT, AV, and air flow upgrades. Going forward, a relocation to newer facilities, better adapted to ATI's needs for the next decade, would minimize operational risks, reduce maintenance costs, and provide an improved learning environment. Any relocation will be contingent on the mobilization of new resources (in addition to the proposed budget for training delivery). The ATI will be furthering the conversation with the Mauritian government, the host country, on the options for relocation and cost implications.



Implementation of recommendation of the thematic evaluation of ATI

Lesson	Recommendation / Priority	IMF Staff Response	Comments	Actions	Timing/ Owners
1. Country CD strategy notes (CSNs) do not fulfil their intended purpose of guiding CD delivery strategically at country level as they are often outdated and sometimes fail to articulate how structured content training should complement TA at country level. Addressing this would be an important first step towards stronger synergies between structured content training and TA (duty station, in-person and virtually delivered), which is currently lacking in AFW2 and ATI case countries.	1. Area departments should ensure that CSNs are regularly updated and work with RCDCs to ensure that CSNs set out clear strategies for synergies between training and TA at country level. This should address how structured content courses delivered through ATI can be used to close critical capacity gaps in targeted agencies that also receive TA. This approach should be piloted for revenue administration CD in all countries that currently have outdated CSNs.	Partly agree	The 2023 CDSR has recommended to retire CSNs as mandatory standalone documents in favor of more substantive coverage in staff reports for heavy CD users. Furthermore, for Fragile and Conflict States (FCS), Country Engagement Strategies (CES) will be drafted. The CES are meant to identify the key drivers of fragility and conflict to better tailor Fund engagement; support the integration of surveillance, CD, and lending programs; inform program design and conditionality; and support a stronger dialogue with country authorities and partners. The ATI curriculum is designed to cater for the 45 member countries together within the delivery of 30-40 course events which meet the region's overlapping needs. Incorporating all country priorities (where non-overlapping) is both impractical and would require a significant scaling-up of resources. The current approach of engaging with AFR's CD team is appropriate. Any region-specific needs can be met through tailored regional courses (as is currently the case) in partnership with RTACs.	1. CSNs may be discontinued following the recent CD Strategy Review. Notwithstanding this, AFW2 and CAPTAC-DR continues to coordinate its assistance closely with area department teams and HQ providers and will provide input into the substantive coverage of CD through FAD HQ when included in staff reports. For FCS countries (1 in the case of AFW2 as of FY2025), a country engagement strategy will be prepared. ATI to continue to share and discuss its Work Program with AFR CD team in coordination with CDDs, and all departments relevant to course delivery (including FIN and SPR), and update the SC on the training courses being offered. AFW2 will continue to partner with ATI and ICD to deliver training tailored to the needs of the six member countries (following the example of a recent workshop).	Immediate/ On the CSNS AFR WHD On the Integration between TA and training ICDIP - ATI FAD

Lesson	Recommendation / Priority	IMF Staff Response	Comments	Actions	Timing/ Owners
2. Synergies between training and TA in revenue administration could be substantially strengthened by ensuring that TA recipients are selected for and follow relevant ATI courses. Close and systematic coordination between Res Reps, ATI course lecturers and LTXs is critical to make this happen. Emerging good practices from Sierra Leone and the Gambia should be replicated systematically in other countries to ensure that informed discussions take place prior to the planning of courses and TA projects.	2. ATI and ICD to make it a requirement for lecturers to consult Res Reps and LTXs in relevant workstreams on selection of participants with the result of the consultation being referenced in end-of-course reports. AFR and RTACs to make it mandatory for resident representatives and LTXs to respond to consultations. 3.1 ATI to grant Res Reps and LTXs access to the ATI participant database on a confidential basis.	Partially Agree 3.1 Disagree	ATI Program Officers already contact Res Reps to seek their views. This is however not practical in some cases where the size of the government is so large that the Res Rep may not know each and everyone of the participants to opine on. The approval of a participant's participation by the country sponsor already goes towards endorsement about candidate's participation in the course. ATI participant database keeps consolidated records of some 8,000 officials for over 150 courses. ATI could accede to data requests from Res Reps and LTXs subject to data privacy guidelines.	ATI will continue the practice of contacting Res Reps and RTACs for feedback on ATI course applicants. ATI will share data on country-specific participants as and when requested by Res Reps/LTXs, subject to data privacy guidelines. Access to database may involve privacy issues and ATI will explore ways to share data on participants. CAPTAC-DR will continue to strengthen the coherence between TA and training through monitoring closely and adequate design of its training activities. In addition to enable the exchange of experience among countries of the region and to address their priorities, and to identify new technical assistance requirements. AFW2 will continue to collaborate with ATI to ensure synergies between training and TA activities. AFW2 will ask LTXs to respond to consultations based on the information about their TA counterparts.	Ongoing for Action point 1. Ongoing for Action point 2. ICDIP-ATI

Lesson	Recommendation / Priority	IMF Staff Response	Comments	Actions	Timing/ Owners
6. ATI and ICD collect substantial evidence on the performance of courses and individual participants through pre- and post-course test results and more integrated RCDCs like CAPTAC-DR providing substantial amounts of structured content training would greatly enhance the ability to monitor and evaluate training by adopting a similar approach. The robust approach was more consistently applied to ICD courses than, for example, FAD courses and it was challenged by the shift to virtual delivery. Moreover, almost no information is collected in terms of follow-up on the use of the knowledge and skills by participants in the workplace which complicates the RBM rating and reduces sustainability of the training. The impact of courses is also likely to be strengthened if participants had the opportunity to consult with lecturers on the application of techniques and tools.	6. ATI and ICD should develop an approach to provide follow-up with course participants, partly to ensure collection of information on utilization of knowledge and skills, and partly to provide participants practical after training support in the application of knowledge and skills. To reduce the cost of follow-up, the approach could be semi-automated with a need for some direct engagement from course lecturers to be expected and factored into work planning.	Agree	Participants are already informed about the option to contact lecturers after a course in case they need further guidance on course material, techniques and tools. Many routinely do so and lecturers are by and large responsive, subject to the demand need and other work priorities.	Building on existing triennial survey done by the IMF, ATI will explore developing its own survey of training participants to strengthen follow-up. In designing its survey, ATI will assess survey experience from other RTCs. ICDIP is ready to support ATI in assessing RTCs experience in following up with course participants and in developing its own participants survey. To strengthen the alignment of ATI training with country priorities and post-training follow-up, ATI will set up a meeting with relevant training officials of member countries, as is done at some other RTCs. CAPTAC-DR will continue following up with participants through text messaging apps groups, google from, Moodle (with support of ICDIP) post-test and satisfactory survey, which are the existing systems established.	End- FY2025/ ICDIP, ATI And CAPTAC-DR

	Recommendation /	IMF Staff		A .:	Timing/
Lesson	Priority	Response	Comments	Actions	Owners
8. Realizing the potential for impact of the identified revenue administration projects and courses can be strengthened if the RCDCs take action in relation to aspects such as considering political economy and governance issues in collaboration with LEG for example in relation to the support for customs integrity frameworks, engage in efforts to broaden ownership of reforms beyond the core revenue administration entity, ensure close alignment with programming and surveillance, carefully consider absorption capacity and map critical capacity gaps, carefully consider over-reliance on technology, costly data analysis software and IT skills , foster soft skills such as change management, communication skills and cultural competencies. The resulting impact should be carefully and credibly documented and communicated to development partners at the end of the current phases	8. RCDCs to pay close attention to the areas and countries identified as having stronger potential for impact, scrutinize assigned RBM ratings at the end of the current phases closely and identify metrics to inform value-formoney assessment of impact. In addition, they should share the resulting impact stories with current and potential development partners.	Agreed	Since 2018 CDSR, the IMF has made important progress in strengthening the integration between CD, surveillance, and lending within a comprehensive countrycentered approach. Such integration contributes to increase the impact of CD by providing authorities the support required to implement economic reforms. As CD is demand-driven, Centers will however continue to provide CD in areas for which the impact may be less immediate. In the recent years, the IMF has increased its effort to identify impact stories, especially through mid-term evaluations, and share them with partners. Usage of artificial intelligence is expected to support the collection of success stories.	AFW2 is aiming to maximize its impact through close coordination with programs and surveillance and a focus on high-impact activities. In addition to collaborate with LEG on issues related to governance diagnostics. A brochure of successes over the past 10 years was compiled for AFW2 anniversary celebrations and will help donor reporting and fundraising. CAPTAC-DR will pay close attention to those countries and areas where the work of the Center is having a strong impact. CAPTAC-DR will identify and present impact stories in the Center's reports and the Center's other communication outlets. More concretely CAPTAC-DR, with support of COM ITD, and Creative, intends to better broadcast success stories through better use of social media and website and prepare specialized content. The newsletter has been renewed and now includes an outreach section and words from the Director. ATI will continue to offer training on Governance and Anti-Corruption Topics aiming at helping country authorities build their institutions and skills which will lay the foundation for the government to effectively implement reforms	FY2025/ AFW2, CAPTAC-DR ATI

