

**AFRICA TRAINING
INSTITUTE (ATI)**



**ANNUAL
REPORT
2020**



Contributing Partners - PHASE I



Mauritius



China



Korea



Seychelles



Angola



Togo



Australia

Contributing Partners - PHASE II



Mauritius



China



Germany



Guinea



Malawi



Nigeria



Sierra Leone



Zimbabwe



Ivory Coast



Zambia



Mali



South Africa



European Investment Bank

ATI serves 45 countries:

- | | |
|--------------------------|-----------------------|
| Angola | Liberia |
| Benin | Malawi |
| Botswana | Mali |
| Burkina Faso | Mauritius |
| Burundi | Madagascar |
| Cameroon | Mozambique |
| Cape Verde | Namibia |
| Central African Republic | Niger |
| Chad | Nigeria |
| Comoros | Rwanda |
| Congo, Dem. Rep. of | São Tomé and Príncipe |
| Congo, Rep. of | Senegal |
| Côte d'Ivoire | Seychelles |
| Equatorial Guinea | Sierra Leone |
| Eritrea | South Africa |
| Ethiopia | South Sudan |
| Gabon | ESwatini |
| The Gambia | Tanzania |
| Ghana | Togo |
| Guinea | Uganda |
| Guinea-Bissau | Zambia |
| Kenya | Zimbabwe |
| Lesotho | |

**AFRICA TRAINING
INSTITUTE (ATI)**



**ANNUAL
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MESSAGE FROM THE DIRECTOR



Abdoul Aziz Wane

Director

We will strive to respond with agility to the impact of the Covid-19 pandemic on capacity building delivery to our member countries.

Since its inception in 2013, ATI has continued to establish itself as a choice institution for macroeconomic training in sub-Saharan Africa (SSA). All 45 SSA countries benefited from ATI training during the first phase. The fast-growing demand for ATI's training and the significant increase in financial contributions by member countries demonstrate ATI's increasing relevance.

The 6th ATI Steering Committee meeting (Luanda, March 29, 2019) endorsed ATI's ambitious medium-term plans, which start with its second phase launched on May 1, 2019. The plan is guided by the recommendations of the external evaluation and the 2018 Review of the IMF's Capacity Development Strategy. Under Phase II, ATI aims to gradually scale up training, increase support to fragile states, and do more work on global priorities such as governance and corruption issues, climate change and gender macroeconomics. ATI will also support the IMF's Article IV and program engagement with members countries by focusing its training on areas and tools useful for these discussions.

The first year of ATI's second phase has brought exceptional challenges following the outbreak of the COVID-19 pandemic. After a strong start in the first half of the year, the outbreak of the COVID-19 adversely impacted the implementation of the first year of ATI's second phase.

Following the suspension of non-essential travel and the ensuing cancellation of almost one-third of ATI's planned offerings, ATI provided training to only 490 government and central bank officials. This represents a steep decline compared to FY19. In addition, planned conferences and customized training had to be cancelled to safeguard the health and security of staff and participants.

In response to the COVID-19 crisis, ATI leveraged its partnerships with functional departments to diversify delivery mechanisms. In addition to face-to-face regional classroom training, ATI explored solutions for remote delivery of training to adapt to the constraints related to the outbreak of COVID-19. ATI has also leveraged technology to disseminate the IMF's policy messages to SSA officials, including through webinars and peer-to-peer virtual conversations. ATI has also sustained its collaboration with AFRITACs, the African Union, the African Development Bank, the Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI), the South African Reserve Bank (SARB) and the West African Institute for Financial and Economic Management (WAIFEM), and other partners.

In addition to maintaining its agility, ATI has continued to ensure inclusive training. We have made a conscious effort to increase participation from fragile countries—which account for almost half of ATI's membership—and to engage members and sponsors in identifying more qualified women for ATI training. We also strived to level the language playing field. Several courses in FY21 were delivered in English with interpretation into French and/or Portuguese, and a large proportion in French only.

This report presents to the Steering Committee the achievements over the past year, the workplan for the next financial year and the strategy to achieve the plans. Continued donor support and beneficiary countries' contributions will be critical for another successful five-year phase. The report has been drafted in the context of profound uncertainty stemming from the protracted and deepening COVID-19 pandemic and the decline in oil prices. The work plan proposed for next financial year aims to offer services to help our members cope with this uncertainty.

ACRONYMS AND ABBREVIATIONS

AfDB	African Development Bank	DFAT	Australia's Department of Foreign Affairs and Trade
AFE	East AFRITAC	FAD	IMF's Fiscal Affairs Department
AFR	IMF's African Department	FIN	IMF's Finance Department
AFRITACs	Africa Regional Technical Assistance Centers	GIZ	German Agency for International Cooperation (Deutsche Gesellschaft für Internationale Zusammenarbeit)
ANU	Australia National University	ICD	IMF's Institute for Capacity Development
ATI	Africa Training Institute	IMF	International Monetary Fund
CBS	Core Elements of Banking Supervision	LEG	IMF's Legal Department
CD	Capacity development	LPPFM	Public Financial Management Legal Frameworks
CICDC	China- IMF Capacity Development Centre		

MCM	IMF's Monetary and Capital Markets Department	RTC	Regional Training Center
MEFMI	Macroeconomic and Financial Management Institute of Eastern and Southern Africa	SARB	South African Reserve Bank
MOOCs	Massive Open Online Courses	SC	Steering Committee
MRC	Macroeconomic Management in Resource Rich Countries	SDGs	Sustainable Development Goals
OECD-DAC	Organization for Economic Cooperation and Development -Development Assistance Committee	ICA	Indice de chiffre d'affaires
PFM	Public Financial Management	SSA	Sub-Saharan Africa
RBM	Results Based Management	STA	IMF 's Statistics Department
		TA	Technical Assistance
		WAIFEM	West African Institute for Financial and Economic Management

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SECTION I

ACTIVITIES IN FISCAL
YEAR 2020 (FY20)¹

¹ Refers to May 1, 2019 - April 30, 2020

ACTIVITIES IN FISCAL YEAR 2020 (FY20)

ATI is part of the IMF's global network of regional capacity development centers. Through these centers, the IMF helps strengthen countries' capacity for effective economic policymaking and management. ATI contributes to building effective policies and institutions and strengthening human capacity, mainly through face-to-face training. The center's training includes macroeconomic and financial sector issues, as well as more specialized topics such as domestic resource mobilization, legal topics, bank supervision, public expenditure and debt management, and macroeconomic data compilation and dissemination. Other topics such as regional integration and inclusive growth were recently added to the list of priorities. Work is ongoing to expand further the spectrum of training offered at ATI to reflect the evolving demand of the membership and IMF's priorities (Box 1).

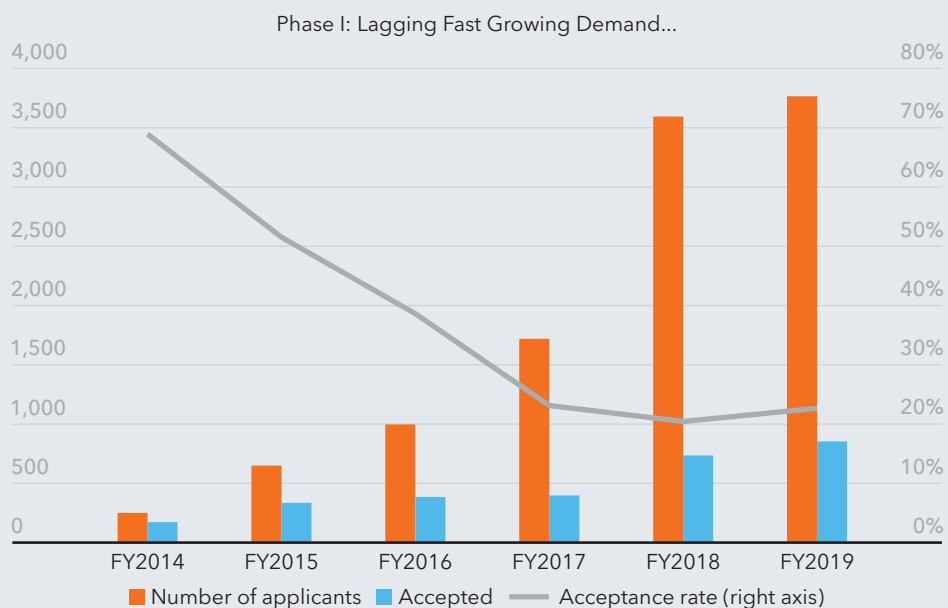
ATI activities in FY20 fell short of objectives because of the outbreak of the COVID-19 pandemic. After IMF management recommended suspension of all non-essential travel, ATI cancelled seven courses (one-third of the total number of courses) planned during the last two months of the fiscal year. Conferences¹ and tailored training—which were planned this year to diversify ATI's offering—were also cancelled. Nevertheless, ATI was able to work with UN Women and facilitate the development of training material on gender macroeconomics, under the leadership of the African department. The IMF functional departments are supporting the course development, including through rigorous reviews and the provision of content. In addition, ATI pursued its investment program to bolster the quality of its facility and expand its capability to support the planned scaling up over the medium term.

¹ The High-Level Conference on Governance and Corruption organized jointly with the African Union Commission was cancelled two weeks before its planned date of March 12.

BOX 1. PHASE II: A STRATEGY TO RESPOND TO HIGHER DEMAND FOR ATI'S SERVICES

ATI offered its first courses to sub-Saharan African (SSA) country officials in 2013, and was officially launched in June 2014, with significant support from Mauritius, and contributions from donors and few member countries. It is the only training institute covering the entire SSA region in macroeconomics and finance. By the end of its first phase (end-April 2019), ATI had trained 2880 officials from SSA countries. An independent evaluation of ATI in 2017 confirmed its success and impact. Nevertheless, the first Phase was characterized by difficulties catching up with fast growing demand.

The strategy for Phase II (May 2019–April 2024) was developed to address the main issues identified during the first phase by the 2017 independent evaluation and respond to new priorities. The key goal of Phase II is to scale up ATI's operations to respond to higher and evolving needs in the region. The center will continue to provide the regular broad curriculum of courses in the IMF's core areas of expertise, complemented by training in emerging areas (governance and corruption, gender, climate change). Phase II will also allow greater use of innovative delivery modalities to include more customized training tailored to country needs and peer-learning, which are essential for institutional transformation. Scaling up will also provide greater opportunities



to address the pressing needs of fragile states highlighted by the IMF's Independent Evaluation Office.

ATI's total financing needs for Phase II are estimated at about US\$34.8 million, of which US\$33.8 million will be externally funded. This amount will be funded by donors, the host country, Mauritius, and other beneficiary countries. While a good portion of the external funding has been identified, there is still ongoing work to confirm pledges. Likewise, progress was made in mobilizing contributions from 12 beneficiary countries (compared with only three during Phase I), but more is needed to ensure the sustainability of ATI's operations.

The COVID-19 pandemic represents a significant setback to ATI's objectives. As indicated above, with travel restrictions in place in February/March 2020 all remaining courses for the year were cancelled, making elusive any chance of nearing the target to increase the number of course participants for the year. The COVID-19 pandemic also effectively halted all fundraising efforts. Prospects for return to normalcy are uncertain and the center is investigating alternative ways and vehicles to achieve its commitments to provide the much-needed capacity development services to its members.

A

OVERVIEW OF FACE-TO-FACE
REGIONAL COURSE DELIVERY
IN FY20

FY20 was the first year of ATI's Phase II.¹ The training program remained aligned with the IMF's capacity development (CD) priorities for SSA, which include traditional areas (Box 2), and new priorities, such as governance and gender. CD plans were also geared to support article IV and program engagement with member countries. Following up on the implementation of the 2018 IMF CD strategy review, ATI sought to diversify its delivery mechanisms and further integrate technical assistance through collaboration with technical assistance centers.

BOX 2. CAPACITY DEVELOPMENT PRIORITIES FOR SSA AND RELATED TRAINING OFFERED AT ATI IN FY20

IMF capacity building priorities for SSA	ATI support in FY20^a
Domestic revenue mobilization, in fragile situations, countries with declining resource revenues, and resource rich countries.	Macroeconomic Management in Resource-Rich Countries (MRC), Macroeconomic Diagnostics (MDS)
Public financial management, including financial controls, management of fiscal risks (including those related to PPPs, public investment projects, and SOEs) and medium-term fiscal frameworks.	Fiscal Frameworks (FF), Fiscal Sustainability (FS), Public Financial Management Legal Frameworks (LFPFM), and Macroeconomic Management in Resource-Rich Countries (MRC).
Debt management, including recording, analyzing, disseminating, and formulating debt strategies to ensure debt sustainability and diversify sources of borrowing.	Fiscal Sustainability (FS), Economic Issues in Regional Integration (ERI) and MRC.
Financial sector, with an emphasis on financial deepening and inclusion, risk-based supervision, macro financial surveillance and regional spillovers, monetary policy frameworks, and financial sector stability.	Financial Development and Financial Inclusion (FDI), Financial Sector Policies (FSP), Financial Sector Surveillance (FSS), Core Elements of Banking Supervision (CBS), (Bank Restructuring and Resolution (BR), Monetary Policy (MP).
Macroeconomic management and statistics, with a focus on strengthening the production and analysis of national accounts, government finance statistics, balance of payments, international investment position and external debt data, and monetary and financial statistics, and macroeconomic forecasting.	Financial Programming and Policies (FPP), and STA courses, such as Compilation of Balance of Payments Statistics, High Frequency Indicators of Economic Activity, and National Accounts.
Regional organizations, with an emphasis on the operational aspects of the economic and monetary integration process.	Economic Issues in Regional Integration (ERI)

¹ A full discussion of Phase II plans is presented in ATI's program document.

^a See Appendix for course description.

As indicated above, ATI fell short of implementing its plans because of the outbreak of the Covid-19 pandemic. The number of participants in ATI courses declined to 490, below the average during the period FY15-19. ATI was able to host only 16 courses instead of 22 planned in the budget. As the result budget execution hovered around 78 percent (Figure 1).

Courses delivered at ATI in FY20 spanned the range of ICD’s curriculum. The full curriculum comprises a total of 19 courses, covering five areas: general macro-economics, fiscal issues, monetary issues, the external sector, and finance, along with special topics such as inclusive growth (Annex III). All the courses emphasize hands-on training, country case studies, cross-country experiences, and policy implications.

Delivery included courses and workshops in specialized topics presented by CD departments (Box 3).

In FY20 this covered themes such as Strengthening Fiscal Institutions and Managing Fiscal Risks (SFR) (FAD), Core Elements of Banking Supervision (MCM), and Financial Soundness Indicators (STA) and Safeguards Assessment for Central Banks (FIN). ATI again offered the Financial Development and Financial Inclusion (FDFI) course with the financial support of the China-IMF Capacity Development Center (CICDC). Work on governance and gender is ongoing (Box 4 and Box 5).

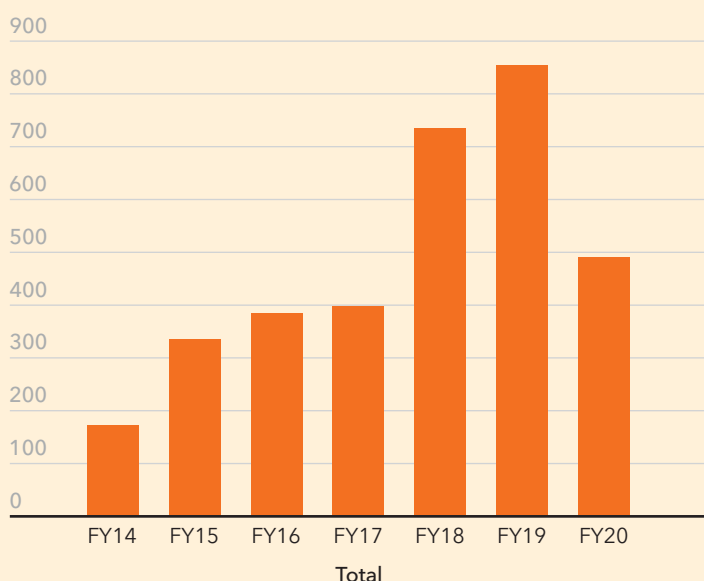
ATI’s efforts to deliver training to a more diverse audience are yielding fruits. Around 40 percent of the participants were women, compared to 35 percent on average over the previous six years. In addition, efforts to deliver courses in French and

Portuguese continued. Over 80 percent of the courses were provided in French or with interpretation into French. The popular Financial Programming and Policies course was again offered in English and Portuguese.

End-of-course surveys indicate that ATI courses are highly appreciated.

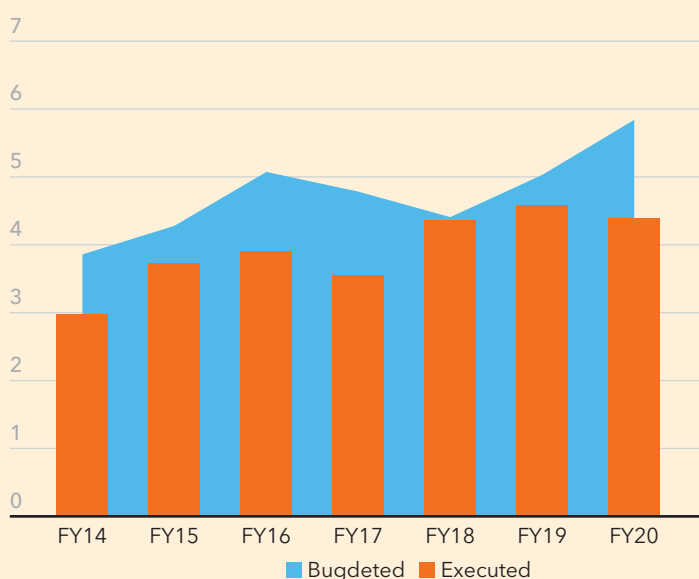
Participants’ average rating for both the overall value and for relevance of the completed courses was 4.7 (out of 5.0). For all the courses, pre- and post- course quizzes were conducted to assess the effectiveness of the training. Learning gains varied from 16 to 40 percentage points and averaged over 23 percentage points (compared to a target of 15). The authorities of the organizations sending trainees to ATI have also expressed positive feedback on ATI training, including during the Spring and Annual Meetings and outreach visits of the center director.

FIGURE 1.A: ATI—NUMBER OF PARTICIPANTS, FY14-FY20



Source: ATI staff

FIGURE 1.B: BUDGET EXECUTION, FY14-FY20 (MILLION OF US\$)



BOX 3. ATI AND CD DEPARTMENTS

Close collaboration with IMF functional departments and external partners remained critical for delivering high-quality training. For instance:

In FY20 STA organized seven courses at ATI. First, during November 25-December 6, 2019 34 participants from 16 francophone countries gathered at ATI to take a course on government finance statistics delivered by STA. The course focused on both the conceptual framework, as presented in the IMF's Government Finance Statistics Manual 2014, and practical aspects of data compilation. Basic concepts, accounting principles, and detailed classifications were reviewed in the context of the new methodology, which

is harmonized with the system of national accounts. With the outbreak of the Covid-19, two STA courses on the balance sheet approach and Monetary and Financial Statistics–Advanced had to be cancelled

FAD offered a course at ATI on Strengthening Fiscal Institutions and Managing Fiscal Risks (December 2-6, 2019). It focused on the role of fiscal institutions in budget management as well as the identification and management of fiscal risks. Participants discussed key institutions that help governments better understand risks confronting them and how governments can make the necessary institutional arrangements to mitigate these risks.

MCM delivered a course on Core Elements of Banking Supervision at ATI (February 10-21). This course provides a comprehensive view of conceptual and operational issues related to bank regulation and supervision. It covers elements of micro- and macroprudential supervision, including the Basel core principles, banking regulation developments, liquidity requirements, and stress testing.

FIN's seminar on Safeguard Assessments of Central Banks, which was planned during the week of March 16, was cancelled following the outbreak of COVID-19 pandemic. ATI and FIN have however stepped up collaboration to work toward more regular delivery of this course.

TABLE 1. ATI - COURSE DELIVERY IN FY20

Course	Dates	Language ¹	Number of Participants	o/w Women (in percent)	Participants' Evaluation of Course Value ²	Participants' Evaluation of Relevance to Work ³	Improvement in Knowledge (in percent) ²
Macroeconomic Management in Resource-Rich Countries (MRC)	May 6-17, '19	E/F	33	30	4.8	4.6	31
Economic Issues in Regional Integration (ERI)	Jun. 3-14, '19	E/F	35	40	4.7	4.5	15
Macroeconomic Diagnostics (MDS)	Jul. 1-12, '19	E/F	33	45	4.9	4.8	16
Public Sector Debt Statistics for Low and Lower Middle-Income Countries (PSDS)	Jul. 15-19, '19	F	33	21	4.5	4.7	-
Macroeconomic Management in Resource-Rich Countries (MRC)	Jul. 22-Aug. 2, '19	E/F	33	33	4.6	4.5	35
Financial Programming and Policies (FPP)	Aug. 5-16, '19	E/P	34	50	4.6	4.4	23
Financial Sector Policies (FSP)	Aug. 26-Sep. 6, '19	E/F	33	33	4.6	4.5	22

TABLE 1. CONTINUED

Course	Dates	Language ¹	Number of Participants	o/w Women (in percent)	Participants' Evaluation of Course Value ²	Participants' Evaluation of Relevance to Work ³	Improvement in Knowledge (in percent) ²
Inclusive Growth (IG)	Oct. 14-25, '19	E/F	32	38	4.7	4.6	40
Financial Development and Financial Inclusion (FDI)	Oct. 28-Nov. 8, '19	E	33	49	4.8	4.7	28
Fiscal Frameworks (FF)	Nov. 18-29, '19	E/F	28	46	4.7	4.7	17
Government Finance Statistics (GFS)	Nov. 25-Dec. 6, '19	F	33	27	5	4.9	18
Strengthening Fiscal Institutions and Managing Fiscal Risks (SFR)	Dec. 3-6, '19	E	33	58	4.7	4.8	17
Financial Soundness Indicators (FSI)	Jan. 13-24, '20	F	21	19	4.7	5	16
Core Elements of Banking Supervision (CBS)	Feb. 10-21, '20	E	36	61	4.7	4.9	14
Improving External Sector Statistics (ESS)- JSA/AFR	Feb. 24-28, '20	F	23	9	4.8	4.7	-
Improving External Sector Statistics (ESS)- EDDI2-DFID	Mar. 2-6, '20	E	17	17	4.8	4.9	-

Source: ATI staff.

¹ Ranking on a scale from 0 to 5.

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

³ E/F indicates course delivered in English and French. E/P indicates course with interpretation into Portuguese. E indicates course conducted in English only. F indicates course conducted in French only.

TABLE 2. ATI - COURSE DELIVERY, FY20: PARTICIPANTS BY COUNTRY AND GENDER

Country	Number of Participants	Of which women (in percent)	Country	Number of Participants	Of which women (in percent)
Angola	5	40	Madagascar	8	88
Benin	10	10	Malawi	14	57
Botswana	15	67	Mali	6	0
Burkina Faso	13	15	Mauritius	14	50
Burundi	16	38	Mozambique	14	21
Cameroon	29	28	Namibia	5	100
Cape Verde	1	0	Niger	7	0
Central African Republic	6	33	Nigeria	12	75
Chad	5	20	Rwanda	4	0
Comoros	9	22	Sao Tome and Principe	1	100
Congo, Dem. Rep. of	19	16	Senegal	18	11
Congo Rep. of	11	18	Seychelles	12	75
Cote D'Ivoire	19	32	Sierra Leone	6	33
Equatorial Guinea	1	0	South Africa	15	80
Eritrea	2	0	South Sudan	15	33
Ethiopia	8	13	Eswatini	12	50
Gabon	6	50	Tanzania	5	75
Ghana	23	39	The Gambia	9	56
Guinea	10	0	Togo	9	11
Guinea- Bissau	5	40	Uganda	19	68
Kenya	1	0	Zambia	14	43
Lesotho	10	40	Zimbabwe	30	47
Liberia	11	9	Others	7	29
			TOTAL	490	38

Source: ATI staff.

BOX 4. GOOD GOVERNANCE FOR SUSTAINABLE DEVELOPMENT

At its meeting in Luanda, Angola on March 29, 2019, the Steering Committee (SC) endorsed ATI's Phase II strategy, including its focus on fragile states, and new work on global priorities such as governance and corruption issues and gender macroeconomics. Since then, ATI has been collaborating closely with AFRITACs and relevant Fund departments to deliver capacity development services in these new institutional and global priorities.

To follow up on the recommendation of the SC, ATI initiated work to organize jointly with the African Union Commission (AUC) a High-Level Conference on Governance and Corruption. The conference scheduled for March 12, 2020, aimed to present the Fund's new framework for enhanced engagement on governance and explain how the Fund can assist through policy advice and

capacity development, including FAD/LEG planned training on governance to be delivered at ATI. It was designed as a full-day side event of the 4th session of the African Union (AU) Specialized Technical Committee (STC) on Finance, Monetary Affairs, Economic Planning and Integration planned for March 9-14, 2020. It was to be chaired by the deputy managing director of the IMF and the deputy chairperson of the AUC. Participants were drawn from a wide range of backgrounds and included ministers, central bank governors and other high-level government officials, representatives of African and international think tanks and academia, donors cooperating partners and civil society organizations. About 250 participants from almost all countries in Africa had confirmed attendance, including top policymakers (heads of regional organizations, ministers

and central bank governors), CSO leaders, academia, heads of anti-corruption agencies).

However, on March 2, 2020 in view of the increasing and high rate of Covid-19 cases in the world, the Ghanaian authorities decided to postpone the 4th STC and its side events, including the High-Level Conference on Governance and Corruption. The AUC and ATI are exploring options to hold the conference and to respond to calls from within Africa to advance governance reforms and ramp up the fight against corruption, which regional stakeholders view as critical for improved macroeconomic performance, effective institutions and inclusive development. In parallel, the AUC and the IMF plan to boost their cooperation and work on governance and anti-corruption efforts within the scope of their respective mandates.

BOX 5. INTEGRATED GENDER ECONOMICS

In the context of orienting ATI's Phase II strategy toward new global priorities, the African department (AFR) is developing with ATI a two-week course on gender and economics in cooperation with relevant IMF departments (AFR, FAD, and SPR) and UN Women (UNW).

The training will provide an overview of the economic research on the benefits of gender equality in economic processes. It will discuss the mechanisms through which more gender-equal opportunities and outcomes translate into improved resource allocation, higher productivity, and ultimately better macroeconomic outcomes and more inclusive and sustainable growth. It will also consider mutual feedback effects between economic gender



OPENING SESSION OF THE EXPERTS' MEETING, FEBRUARY 17, 2020



Outreach at the university of Mauritius, February 20, 2020

gaps and macroeconomic growth policies/patterns. The training will also provide an overview of tools economists use to gauge the macroeconomic and financial importance of gender equality. It will consider gender imbalances across many dimensions, including across outcomes, such as labor force participation, political representation and income, but also opportunities, including in access to finance, access to education and other basic social services, and it will discuss their drivers and implications.

As regards tools to address gender gaps, a significant portion of the training material will be devoted to gender budgeting and to the DSGE modeling work undertaken by the IMF to investigate the long-run macroeconomic impact from closing gender gaps. The material will review international efforts to implement gender budgeting, key concepts

and principles, and entry points in the budget process for addressing gender equality goals. It will review internationally recognized good practices for successful gender budgeting, drawing on IMF and UNW's extensive experience. Here, the course will strive to put emphasis on practical applications of the material, providing participants with a guide to principles, good practices trends and options to implement gender-budgeting in their home countries.

During February 18-20, ATI and UNW brought together a team of course developers, trainers and IMF staff, to develop an integrated set of materials that can be used for the training courses going forward. The workshop was attended by IMF staff that have contributed to research in this area and are currently working in relevant departments (AFR, FAD, ICD, SPR). The workshop discussed the

timing and launching of the delivery of the first course. With the worsening of the Covid-19 pandemic since February 2020, ATI has postponed this launch from end-April 2020 to FY21.

During the workshop, on February 20, ATI in association with the University of Mauritius (UoM) and the Regional Multidisciplinary Center of Excellence, organized at the UoM a talk on inequality and gender. Led by SPR's Stefania Fabrizio (Deputy Chief) and Daniel Gurara (Economist), the event focused on the main findings of the recent IMF work on the role of fiscal policies for women's economic empowerment. It was attended by UoM students, senior civil servants, and development partners in Mauritius (EU, World Bank, and UNDP). Discussants included speakers from the media, the Institute of Directors, Statistics Mauritius, and Ministry of Gender and Equality.

IN-COUNTRY TRAINING AND SEMINARS

In addition to standard face-to-face courses, ATI contributed to four in-country courses in FY20, in collaboration with AFRITACs. ATI has also supported peer-learning in the region. Some other peer-learning events were canceled due to the Covid-19 pandemic.

An East AFRITAC (AFE) / ATI mission visited Gisenyi, Rwanda from June 24 to July 4, 2019 to provide FPP training. The course followed ICD's syllabus but also drew heavily on Rwandan examples. Some workshops were led by Rwandan officials, who will be responsible for leading the training at the national level (Box 6).

In December 2019, as part of ATI's effort to support capacity building offered by AFRITACs, ATI contributed to a refresher course for SADC officials in Pretoria. The workshop took place in the context of the peer-review monitoring of the SADC Macroeconomic Convergence (MEC) program launched by SADC in May 2013. It aimed to provide refresher training on macroeconomic surveillance to strengthen country capacity to conduct peer-reviews.

In the same vein, ATI contributed to an AFRITAC South seminar on Forecasting and Policy Analysis Systems (FPAS). This joint AFS/ATI

event was held during December 9-13, and targeted AFS countries engaged in FPAS technical assistance (TA). The seminar was designed as an interactive exercise for central bank staff directly involved in the forecast process (i.e., the forecasting team). It gave them an opportunity to share tools, models, and processes with their peers. It also helped build a regional network of forecasters and modelers.

During February 6-7, 2020, ATI supported a peer-learning workshop on "Fostering Diversification to Escape the Middle-Income Trap".

The workshop was requested in the context of Article IV engagement. It brought together senior Botswana government officials with representatives from emerging market and advanced economies that have successfully diversified their economies. The workshop discussed topics such as—how macroeconomic frameworks and institutions are reformed; how successful they are, and why, in advancing diversification; what role did industrial policies and public finance management play; what lessons can be drawn from these successful experiences. AFS supported participants from Mauritius who shared their experiences and plans on export and economic diversification

Synergies between ATI and the AFRITACs continued through other avenues. ATI and AFRITAC advisors collaborated in course planning and delivery and the selection of participants for several ATI courses. ATI staff delivered ad-hoc lectures in workshops/seminars organized by AFRITACs at ATI premises and elsewhere. In terms of funding, joint activities are organized on the principle of reciprocity. ATI does not charge the AFRITACs for the time of its lecturers and the AFRITACs do not charge ATI for the time of their advisors.

As in other areas, some in-country deliveries were cancelled because of the onset of the Covid-19 pandemic.

The course on regional integration in Botswana planned during March 9-13, 2020 was cancelled as the IMF's management decided to suspend all nonessential travel. The course was to be organized jointly with SADC (The Committee of Central Bank Governors CCBG), the Bank of Botswana (BOB), and had targeted participants from central banks in the Southern African Development Community (SADC). Likewise, ATI decided to postpone to next fiscal year a peer-learning event on governance and corruption issues planned jointly with the IMF's legal department.

TABLE 3. ATI - IN-COUNTRY TRAINING FOR AFRITACS, AND COLLABORATION WITH OTHER PARTNERS, FY20

ATI Training Mission	AFRITAC/Other Partners	Country/Regional Institution	Dates
Financial Programming and Policies	East-AFRITAC	Rwanda	Jun. 25-Jul. 3, '19
Southern African Development Community (SADC) Economic Reviews	AFRITAC South/SARB	South Africa	Dec.9-11, '19
Forecasting and Policy Analysis	AFRITAC South/ AFRITAC West 2	Mauritius	Dec.9-13, '19
Fostering diversification to escape the middle-income trap	AFRITAC South	BoB, EU Delegation and SADC, DFID, and IMF team.	Feb. 6 - 7, '20

Source: ATI staff.

BOX 6. IN-COUNTRY TRAINING PROGRAM FOR RWANDA: FINANCIAL PROGRAMMING AND POLICIES

As part of its capacity building development plan, Rwanda is introducing an annual Financial Programming and Policies (FPP) training program for new staff in the Ministry of Finance and Economic Planning (MINECOFIN), the National Bank of Rwanda

(BNR), and the National Institute of Statistics Rwanda (NISR). Following a very successful first FPP delivery to Rwandan officials by AFE (East AFRITAC), ATI and the IMF African Department in 2017, authorities decided to gradually take ownership

of the delivery of a national FPP course. Firstly, they will provide training under the supervision of an IMF field team; and secondly, they will build their own FPP training material and data-sheets drawing on Rwandan data.

As a first step, the Rwandan authorities requested an AFE/ATI visit to Gisenyi, Rwanda from June 24 to July 4, 2019 to provide the FPP training. The workshop activities were led by Rwandan officials, who would subsequently be responsible for leading the training at the national level. They demonstrated substantial capacity to deliver the course material and lead the workshops. The second step toward the establishment of the national FPP will take place during FY2021 (Box 6).

A strength of the training was the broad institutional participation of officials, with representatives from MINECOFIN, the BNR, and the NISR. This diversity allowed participants to see how their day-to-day work influenced the broader macroeconomic environment and the work of officials in other sectors.





COLLABORATION WITH TRAINING PARTNERS AND USE OF FACILITIES

In FY20, ATI provided training facilities for several events organized by training partners (Table 4).

Collaboration took place with all four AFRITACs, leveraging ATI's proximity and the presence of AFS Advisors. The newly finished wing of the seventh floor offers much more

flexibility to ATI for the organization of events involving larger numbers of people than the traditional 30-person training. For example, the AFS/AFE/COMESA workshop gathered almost twice that number. Such workshops were hitherto not possible at ATI in the past.

TABLE 4. ATI - USE OF ATI TRAINING FACILITIES BY PARTNERS, FY20

Course	Partner	Dates	Language ¹	Number of Participants	o/w women (in %)
Macroeconomic Training - Financial Development and Financial Inclusion	AFS	Jun. 17-28, '19	E/F	25	16
IFRS 9 - Implementation Issues	AFS	Aug. 19-23, '19	E/F/P	30	47
FPAS - Forecasting and Policy Analysis System	AFE/AFS/AFW2	Dec. 9-13, '19	E	22	23
Regulatory, supervisory and oversight responsibilities towards compliance with the CPSS-IOSCO Principles for Financial Market Infrastructures	AFE/AFS/MEFMI	Dec. 10-13, '19	E/F/P	32	56
Effective Use of Data Analytical Tools to support the Implementation of a Risk-based Compliance Program	AFE/AFS/COMESA	Jan. 27-31, '20	E/F/P	57	42
Fiscal Policy Analysis	AFS/AFC	Feb. 17-28, '20	E/F	33	27

Source: AFRITAC South staff.

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

SECTION II

OUTREACH IN FY20

OUTREACH IN FY20

In line with its revamped outreach strategy ATI launched a range of activities in FY20. The revamped strategy aims to reach out not only to sponsors, donors, and participants, but also to the general public, by sharing information regularly on social media, publishing a biannual newsletter and disseminating more widely course information. ATI has volunteered to participate in a pilot to provide post-course graduates (alumni) a platform for collaboration beyond courses (Box 7). IMF resident representatives posted in SSA played a critical role in supporting ATI's outreach, including the disseminating of information on ATI.

Outreach missions by ATI Director helped further improve engagement with the authorities. The missions covered Eswatini, Lesotho, Madagascar, and Seychelles. The missions also presented an opportunity to discuss new CD priorities and support for ATI's Phase II. The authorities provided positive feedback on the quality of ATI's services and their vision regarding future CD needs. Most of the countries visited received positively ATI's request for financial contribution to support its Phase II.

Outreach efforts also targeted potential donors. During the 2019 Annual Meetings in Washington ATI director and deputy director attended a donor breakfast on *"How the IMF helps fight corruption—capacity*

development to support better governance". The purpose of the event was to inform traditional and potential CD partners on the new CD being designed to help fight corruption and engage partners in this dialogue. While LEG took the lead, other participants' presentations shed light on ongoing work in their departments and how beneficiaries use CD to make progress in their governance and anti-corruption agenda. ATI director presented ATI's role in promoting anti-corruption peer learning. The presentation illustrated how planned peer learning events at ATI can help better anti-corruption policies and practices. The breakfast offered an opportunity to promote the planned ATI/LEG Spring 2020 peer learning event at ATI.

Additional outreach events were carried out in Mauritius. These included meetings with local offices of other regional organizations, participation of local media and diplomatic corps to ATI events, visits to key stakeholders, etc. The Director also offered interviews with the media, including with Global Finance Mauritius (GFM), a not-for-profit trust broad-based financial services association in Mauritius.¹ The workshop on gender

¹ [GFM brings together leading players in the financial sector, including banks, management companies, accounting firms, law firms and institutional investors, the Stock Exchange of Mauritius and other licensees of the Financial Services Commission \(FSC\).](#)

macroeconomics organized by ATI in February 2020 offered also an opportunity to conduct outreach events at the university of Mauritius (see above).

In addition, ATI continues to reach out to regional and national training organizations. These organizations include existing and potential partners in delivering training on economic, structural, and governance issues. Partners and stakeholders, such as the Bank of Mauritius and Mauritius' Ministry of Finance and Economic Development, the GIZ, and the German Development Institute, have been invited to give guest lectures. By focusing on practical applications or lessons from the ground, the guest lectures help bridge theory and practice and support donor visibility.

On October 31, 2019, 35 MBA students of the Africa Leadership University (ALU) visited ATI. Based in Rwanda and Mauritius, the aim of the ALU is to develop 3 million ethical and entrepreneurial leaders for Africa and the world by 2035. It uses a personalized, student-driven, project-based, and mission-oriented approach to create agile, lifelong learners who can adapt to a changing world. The ALU School of Business (ALUSB) MBA program, a 20-month program for Africa's business leaders, is their flagship accredited postgraduate degree in business administration. As part of this program, students visit Mauritius for a two-week stint.

The preparation of the planned High-Level Conference on Governance also offered a good outreach opportunity.

ATI worked closely with the AUC, which is now contemplating further

collaboration with ATI on governance-related CD. ATI invited to the conference many country authorities, leaders in the private sector and CSO, and used the opportunity to present

ATI and its work to these invitees. The resident representatives played a critical role in securing confirmation of participation to the conference of a large number to high-level officials.

BOX 7. ATI'S FACEBOOK ALUMNI PROJECT

Our participants come from 45 countries in sub-Saharan Africa and travel a very long way to attend ATI courses in Mauritius. However, a one- or two-week course is not enough to build strong relationships. To help address this, ATI has set up an Alumni platform, with private Facebook groups for two courses (Financial Soundness Indicators in French and Macroeconomic Management for Resource Rich Countries) to maintain a link connecting participants, mentors and speakers.

The goal is to promote a mutually beneficial network that will help participants keep in touch with each other. Through the setting up of a highly motivated and dynamic community through discussion forums, they will be able to share knowledge, professional expertise, and experiences gained during their stay in Mauritius, and much more. This platform can also prove to be a useful tool to gather spontaneous

feedback on the course and thus detect a demand for further capacity development training. The involvement of former participants helps maintain a link with the IMF through messages, publications, and friendly meetings.

It also provides an opportunity to identify and connect with colleagues in 45 countries in sub-Saharan Africa who will also have participated in ATI courses and seminars. We expect that participants will seize this opportunity to build professional networks for their careers, to update their knowledge and to be introduced to new programs by engaging in meaningful collaboration and networking. If they become members of these groups, participants will also be able to act as ambassadors for ATI in their countries by sharing their knowledge and skills and helping to promote ATI and facilitate its fundraising efforts.

However, the implementation of the pilot project has been difficult, and its success has been uneven over time. Here is what we have learned so far:

- The active participation of the lecturers is crucial: they must regularly post materials in the group to initiate discussion.
- It is important to emphasize to participants that this is an informal group: Participants are reluctant to contribute because they are not sure where their contributions will end up.
- Administrative staff can help to motivate the group as they happen to know the participants better. If a specific role is assigned to the staff, they will be able to identify facilitators who can help keep the group motivated and interested.



SECTION III

PROGRAM FOR FY21

THE FY21 PROGRAM

The FY21 work program was developed amidst heightened uncertainty. The pandemic has been more protracted and severe than anticipated and the timeline for a cure remain uncertain. This uncertainty holds as well for the lifting of the COVID-19 travel restrictions and the reopening

of borders. At the time of submission of this report, ATI *in-situ* courses are suspended, and courses planned up to the end of the fiscal year have been rescheduled and repackaged for remote delivery. Additional risks include international oil price volatility, trade disputes between economic

powers, and, on the positive side, good prospects for progress on the Africa's Continental Free Trade Agreement.

CD demand is picking up, after a lull during which countries focused on securing funds to fight the disease. With help from IMF departments

FIGURE 2. ATI: ALL-VIRTUAL CAPACITY DEVELOPMENT (CD) DELIVERIES IN FISCAL YEAR 2021

FIGURE 2.A: NUMBER OF CD EVENTS BY DEPARTMENT

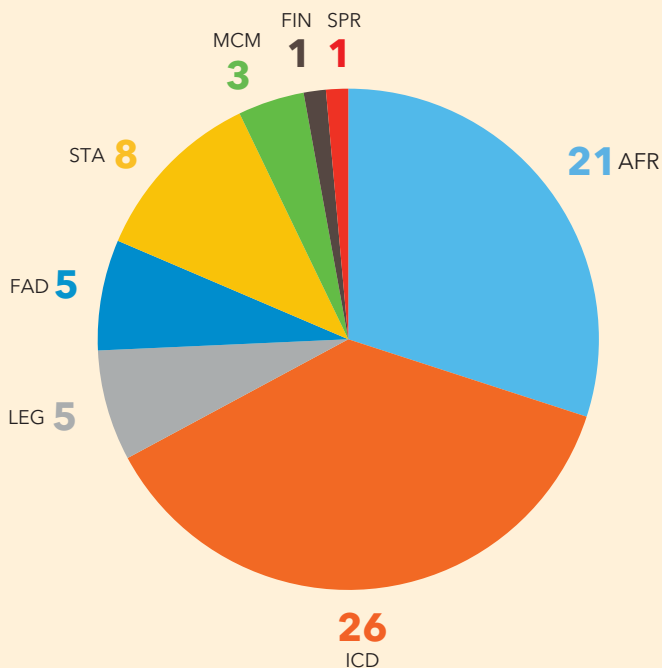
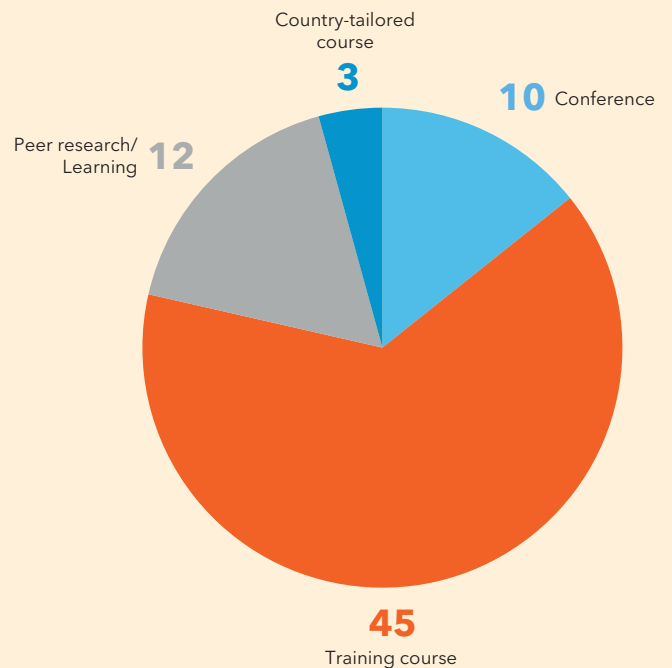


FIGURE 2.B: NUMBER OF CD EVENTS BY NATURE



Source: ATI staff.

ATI's reassessed demand for CD. The requests received in the first quarter of FY21 show the structure of demand has switched toward a search for skills to understand the transmission mechanisms of large shocks and how to address their adverse impacts. Members expressed interest also in learning from peers on the strategies to cope with COVID-19. The surge in emergency financing to help countries cope with the disease triggered concerns about the governance of these resources. Country teams have expressed interest in more support to authorities and other stakeholders on CD to enhance governance and curb corruption, and to help countries in the area of nowcasting and, more generally, Big Data (Box 8).

To respond to higher demand, ATI is leveraging technology and partnerships. The workplan approved by the

Steering Committee was modified to full virtual delivery and to reflect new demands. The virtualization of the FY21 work program required new IT equipment (headphones, cameras, etc.) and software (Zoom license), which was funded by saving from the travel budget.¹ ATI is also helping delivery departments virtualize training materials by providing financial and/or human resources.

The amended budget for FY21 based on virtual delivery is significantly lower than planned. It amounts US\$4.8 million, or US\$2.2 million below the US\$7 million budget approved by the Steering Committee. Under the revised baseline scenario, normal operations at ATI would resume in May 2021. If in-person courses are resumed before, ATI will review its FY21 budget and corresponding course offering.

ATI will prioritize CD that can help bolster countries' ability to assess the state of the economy and their resilience and ability to respond to large shocks. The reshuffling of the training program will help match the shift in demand triggered by the COVID-19 pandemic. Courses such as MRC and FPP offer a good framework to understand how shocks propagate through the economy. The ERI course and a workshop on climate change will attend to uncertainty relating to trade and climate, respectively. ATI will facilitate the dissemination of IMF guidance on policy responses to COVID-19 and the sharp drop in oil through workshops and training. The courses on gender and governance, which will be delivered for the first time in FY21, will contribute to putting in place policies that will raise productivity, bolster resilience, and reduce inequities. ATI will support a

BOX 8: BOOSTING MEMBER COUNTRIES CAPACITY TO ANALYZE BIG DATA: MAINSTREAMING NOWCASTING IN SSA

In collaboration with the AFR nowcasting team, STA and ICD, ATI will support a medium-term program to familiarize member countries with Big Data in macroeconomics by providing to relevant officials and organizations in SSA the cutting-edge tools in use or developed at the IMF on Big Data concepts and methods. At its core, the program will aim to mainstream nowcasting in all ATI's 45 member countries over the next five years. The planned CD service will (i) hone officials' skills on nowcasting techniques and big data concepts, and (ii) build institutions' nowcasting capacity. To achieve this objective ATI will support the development of training material on nowcasting that will be delivered to all the membership

over the next two years. The courses will be particularly useful to member countries interested in boosting capabilities developing a nowcasting framework to routinely forecast the recent past, the present, or the immediate future of GDP and other relevant measures of economic activity. The course will introduce participants to machine learning approach, relevant algorithms, and factor models. As indicated above, the course will aim to provide practical skills by introducing participants to the R software and teaching how nowcasting can be implemented with R.

The course delivery will be organized in collaboration with AFRITACs and will be virtual until travel restrictions are

eased to allow face-to-face regional courses. The CD program will include peer-learning sessions to facilitate exchanges amongst countries who have received training and have started or are considering implementing nowcasting. Technical assistance on nowcasting will be provided to countries who participated in the other legs of the program (training and peer learning) and interested to deepen expertise in the area and maintain a nowcasting team. The TA program will be implemented in close collaboration with country teams to integrate it with engagement on policies. STA's CD program to help countries produce good-quality high-frequency indicators will be an important support to ATI's CD on nowcasting.

⁴ This will push further down the first year of scaling up of ATI's activities. A full discussion of the scaling up strategy and ATI's plans for the phase are detailed in ATI's program document. FY21 was meant as the second year of the gradual scaling, but the Covid-19 pandemic has impaired activities, which declined in FY20 instead of increasing (see Section I).

medium-term CD program on big data aiming to mainstream nowcasting in AFR, among other deliverables (Box 8).

The FY21 work program reflects other considerations. First, it is driven by demand captured through interactions of country authorities with HQ, resident representatives, RTACs, and ATI. Second, it aims to respond to needs of IMF mission teams to facilitate engagement through Article IV consultation and program. ATI's aim to assist member countries cope with uncertainty reflects these two considerations. Third, the program aims to improve the authorities' absorptive capacity for traditional TA. Finally, ATI will endeavor to diversify vehicles for capacity building, by doing more peer-learning and country-tailored training (Box 5).

This strategy is consistent with IMF priorities for SSA. ATI will continue to be guided by its commitment to increase the number of officials from countries in fragile conditions and to reduce the gender imbalances by selecting more women in its courses. ATI will also aim to increase the delivery of courses to francophone and Portuguese-speaking member countries. This would require upgrading the center's interpretation equipment and software. Appropriations for upgrading the center's interpretation equipment explain the increase in the FY21 budget line for facilities and related expenses beyond the program document's projections.

ATI's training program is aligned with the Fund's RBM and Common

Evaluation Framework (CEF) when it comes to measuring the effectiveness and impact of ATI's training. The CEF aims at streamlining current practices and increasing comparability and use of results by adopting for all CD evaluations a common four-step process that includes use of the OECD Development Assistance Committee (DAC) evaluation criteria.

Implementation of the FY21 work program is fraught with risks. The main operational risk stems from a more severe COVID-19 outbreak that could hamper the authorities' interest and ability to absorb training. To mitigate this risk, ATI will develop alternative forms of CD engagement such as short webinars and conferences to facilitate knowledge exchange.

A

TRAINING
COURSES**In FY21, ATI plans to host a total of 48 virtual classroom courses.**

In selecting the 24 courses from ICD offerings (Table 5), priority was given to training that can help countries deal with shocks while maintaining macroeconomic sustainability. Other IMF departments will deliver 24 more specialized courses. By leveraging technology, ATI will host more than one thousand participants during FY21, significantly more than in FY20, which was affected by the outbreak of COVID-19 pandemic. This assumes the target size of 20-30 persons per course is achieved. The African department will also facilitate courses that necessitates competencies from several technical departments. Most of these courses reflect demand by the authorities for CD on assessing the impact of the pandemic and helping them cope with its aftermath.

ATI will continue to support course development work, including to customize ICD's courses for SSA participants.

The provision of practical skills and toolbox training will remain important, alongside efforts to link training with on-going TA delivered by AFRITACs. In addition, ATI will work with IMF functional departments to facilitate the development of relevant training materials, including on governance (FAD and LEG) and gender (AFR, FAD, and SPR). It will also facilitate member countries' access to CD to help them assess the macroeconomic implications of the COVID-19 pandemic and devise adequate policy responses. ATI will continue to facilitate the development of CD that can be delivered remotely (Box 9).

TABLE 5. ATI - TENTATIVE COURSE PROGRAM FOR FY21

Courses	Tentative Dates	Language
Institute for Capacity Development (ICD)		
Macroeconomic Management in Resource Rich Countries	Jun. 15-19, '20	E
Macroeconomic Management in Resource Rich Countries	Jun. 19-Jul. 1, '20	E/F
Training on debt dynamics (DDT) / DSAs - AfDB	Jul. 13-17, '20	E/F
Macroeconomic Diagnostics (MDS)	Sep. 21-Oct. 2, '20	E/F
Practical application of ICD's DDT Tool	Sep. 28-Oct. 2, '20	E/F
Financial Programming and Policies (FPP)	Oct. 5-16, '20	E/P
Economic Issues in Regional Integration (ERI)	Oct. 12-23, '20	E/F
Fiscal Frameworks (FF)	Oct. 26-Nov. 6, '20	E/F
Financial Sector Policies (FSP)	Nov. 9-20, '20	E/F
Monetary Policy (MP)	Dec. 7-18, '20	E/F
Financial Sector Surveillance (FSS)	Jan. 18-Jan. 29, '21	E/F
Fiscal Sustainability (FS)	Jan. 18-29, '21	E/F
Inclusive Growth (IG)	Feb. 1-12, '21	E/F
Managing Capital Flows: Macroeconomic Analysis and Policies (MCF) - Volatility	Feb. 8-19, '21	E/F
Macroeconomic Management in Resource Rich Countries (MRC)	Feb. 22-Mar. 5, '21	E/F
Financial Development and Financial Inclusion (FDI)	Mar. 1-12, '21	E/F
Exchange Rate Policy (ERP)	Mar. 8-19, '21	E/F
Fiscal Policy Analysis (FPA)	Mar. 15-26, '21	E/F
Model-Based Monetary Policy Analysis and Forecasting (MPAF)	Mar. 22-Apr. 2, '21	E/F
Monetary Policy (MP)	Apr. 5-16, '21	E/F
Nowcasting - Run 1 - English	TBD	E
Nowcasting - Run 2	TBD	E/F/P
Nowcasting - Run 3	TBD	E/F/P
Placeholder for a tailored Course (country/region)	TBD	E/F
African Department (AFR)		
COVID Impact Assessment (1 of 2)	Oct. 19-23, '20	E/F
Debt Sustainability and Debt Restructuring	TBD	E/F
COVID Impact Assessment (2 of 2)	TBD	E/F
Course on Gender	2 weeks	E/F
Gender Course - Sierra Leone (in October)	TBD	E/F
Fiscal Affairs Department (FAD)		
Follow up on Gender Responsive Budgeting	TBD	E/F
Tax Policy and Administration: Theory and Practice	2 weeks	E/F
Fiscal Risk Analysis and Management under COVID-19 (FAD)	1 week	E/F
Governance and corruption issues (with LEG)	Nov. 16-27, '20	E/F
Course on Climate Change	2 weeks	E/F
Legal Department (LEG)		
AML/CFT Supervision DNFBP		E/F
Platform for Collaboration on Tax (PCT - 3 Days)	3 Days	E/F

TABLE 5. CONTINUED

Statistics Department (STA)		
High-Frequency Indicators of Economic Activity	1 week	E/F
Government Finance Statistics (GFS)	2 weeks	E/F
Cross-Border Position Statistics	Feb. 8-12, '21	E/F
Compilation of Balance of Payments Statistics	Feb. 15-19, '21	E/F
PSDS - Public Sector Debt Statistics (Course followed up by Discussion Forum)	1 week	E/F
MFS - Monetary and Financial Sector Statistics	1 week	E/F
FSI - Financial Soundness Indicators Course	1 week	E/F
Monetary and Capital Markets Department (MCM)		
Core Elements of Banking Supervision	2 weeks	E/F
Monetary Policy Frameworks and Operations (SARB)	Feb. 15-19, '21	E
Bank Restructuring and Resolution - BR	1 week	E/F
Finance Department (FIN)		
Safeguards Assessments of Central Banks	1 week	E/F
Strategy and Policy Review Department (SPR)		
Debt Sustainability Analysis (1 week)	1 week	E/F

Source: ATI staff.

BOX 9. COVID-19 - A CATALYST FOR THE VIRTUAL DELIVERY OF CAPACITY DEVELOPMENT

The COVID-19 pandemic has resulted in the disruption of IMF's CD activities throughout the world. IMF management decided on February 28 to suspend all non-essential travel and on March 14, all staff working on Africa, including from resident representative offices and regional capacity development centers such as ATI, were requested to work remotely.

On March 18, Mauritius reported its first COVID-19 cases. On March 19, the authorities activated a national confinement to last until May 4, 2020, and later extended to May 30. This meant that participants could not travel to Mauritius.

As a result, all FY20 face-to-face CD events planned at ATI between March and April were initially cancelled

(Table Box 7). These courses represented one third of FY planned deliveries. In addition, given the uncertainty all courses planned up to end-June were cancelled, and the IMF decided to adopt an 8-week rolling window for cancellation of courses. As the crisis continued, further cancellations followed, and it is expected that there will be no face-to-face delivery until end-FY 21

TABLE BOX 7.1: ATI - TRAINING CANCELLED IN FY20 BECAUSE OF THE COVID-19 PANDEMIC

No	Course title	Department	Planned delivery dates	
			Start	End
1	Financial Sector Surveillance	ICD	23-Mar-20	3-Apr-20
2	Monetary Policy	ICD	6-Apr-20	17-Apr-20
3	Gender Macroeconomics	AFR	Dates were not finalized	
4	Macroeconomic Management in Resource-rich Countries	ICD	2-Mar-20	13-Mar-20
5	Fiscal Sustainability	ICD	20-Apr-20	1-May-20
6	Monetary and Financial Statistics - Advanced	STA	6-Apr-20	17-Apr-20
7	Balance Sheet Approach,	STA	4-May-20	15-May-20
8	Safeguards Assessments of Central Banks	FIN	16-Mar-20	20-Mar-20

To respond to this unprecedented situation, ATI's FY 21 work plan has been adapted to virtual delivery. At the time of the Steering Committee, ATI planned three remote courses and a virtual conference

on the impact of COVID-19 and the policy response. ATI has since diversified its offering by organizing several virtual events. The center has also included additional events in its workplan

on top of the training program. These events aim to promote research and peer learning and raise awareness on priorities such as gender, governance and corruption issues, and climate change.

TABLE BOX 7.2: ATI - VIRTUAL CONFERENCES AND WORKSHOPS IN FY21

Department	Event	Dates
Institute for Capacity Development (ICD)	COVID-19 Conference	May 19-Jun 2, '20
	Annual Meeting CD Talk - Governance of COVID-19 Finance in SSA	Oct. 12, '20
	Meeting of Training Directors	TBD
African Department (AFR)	Dissemination of REO (2 events)	May 13-14, '20
	Peer research seminars (8 events, incl. Uganda, Guinea, South Africa, Ghana, Rwanda)	Jul. '20-Apr. '21
	Gender Workshops	Aug. 20-25, '20
	Peer-to-peer on gender (2 events: Ghana/Nigeria and Lusophone countries)	Sept. 29, '20 & TBD
	Round Table on Sustainable Lending (2 events)	TBD -- Nov. '20
	Governance Webinar with African Union Commission	TBD -- Dec. '20
Fiscal Affairs Department (FAD)	AFS Climate Change Conference	Nov. 16-20, '20
Legal Department (LEG)	Outreach with SSA CSOs on Governance (LEG)	Jul. 14, '20
	Peer Learning on Governance and Corruption Issues (2 events)	TBD
Statistics Department (STA)	Roadshow of the new FSI data collection	TBD

In delivering virtual events, ATI will be guided by the following principles: (i) Make it a human experience by delivering the material in manageable segments and by empowering participants; (ii) Leverage multi-tasking productively by providing

the adequate tools to participants to participate in group works; (iii) Use experienced professionals as moderators to maximize interactivity and peer learning. These events are showing that, with the adequate IT platforms, it is possible to broaden

and enhance our ability and capacity to deliver capacity development to our members and reduce SSA's unmet training demand. It is important, however, to recognize that virtual interactions are shallower and cannot replace face to face engagement.

B

COLLABORATION WITH
AFRITACs AND OTHER
TRAINING PARTNERS

In FY21, ATI will continue partnering with AFRITACs and other training partners. ATI will organize a webinar to prepare the meeting of training directors that will aim to elicit feedback on the training SSA receives from regional centers located in Africa. ATI will seek to foster collaboration with the Joint Vienna Institute, the Middle East Center for Economics and Finance (CEF), the Singapore Training Institute (STI), and other IMF regional training centers (RTCs). It will seek to encourage exchanges of experiences including through conference calls and visits by administrative staffs and lecturers. As indicated above ATI will approach AFRITACs to discuss the joint organization of courses and workshops on nowcasting.

ATI will deepen its collaboration with IMF departments leading the institution's work on emerging priorities. The planned work on Big Data, in collaboration with AFR, ICD,

and STA will complement the three IMF emerging priorities included in ATI's medium-term program. ATI will approach the departments leading on governance and corruption issues to develop CD materials and enhance know-how and awareness of its member countries on governance and corruption issues. LEG & ATI will develop peer to peer seminars for anti-corruption experts on specific topics. LEG will deliver a 3-day course at ATI on the Platform for Collaboration on Tax (Box 10). ATI is facilitating cooperation between LEG & FAD for a course on the macroeconomic aspects of governance and corruption issues. ATI will continue to liaise with SPR, FAD, ICD, and AFR to finalize the material for the gender course being developed in consultation with UN Women. On climate change, ATI will initiate preliminary steps with the research department, the fiscal affairs department and the Institute for the development of a course.

As part of its institution- building mandate, ATI's facilities are used by training partners to better integrate training with technical assistance.

Table 6 summarizes the delivery of courses, seminars, and workshops planned at ATI training facilities by AFRITACs, and regional organizations. Given travel restrictions and the switch to full virtual delivery, this collaboration will focus mainly on the use of ATI's IT software for videoconferencing and its support on logistics, including IT, interpretation and administration. Box 10 describes also the partnership with STA to deliver training leveraging technology in new ways. In addition, ATI and ICD will continue consulting training partners, including internally with IMF technical assistance departments, to collaborate on course delivery. To be able to respond flexibly to CD needs, the budget includes a contingency for adjustments that may be needed during the year.

BOX 10. ADDITIONAL EXAMPLES OF NEW COLLABORATION WITH DEPARTMENTS TO DELIVER TRAINING AT ATI

WORKING WITH LEG TO DELIVER THE COURSE ON THE PLATFORM FOR COLLABORATION ON TAX

The IMF Legal department (LEG) and ATI plan to collaborate to deliver to ATI member countries a course on Tax Legal Frameworks. LEG would facilitate a 3-day course in ATI on the PCT Toolkit on Offshore Indirect Transfers.

The Platform for Collaboration on Tax (PCT) is a joint initiative of the IMF, OECD, UN and the WBG to strengthen collaboration on domestic resource mobilization (DRM), endorsed by the G20 and the IMFC (see [link](#)). One of its objectives is to foster informed and effective participation in international tax discussions by all stakeholders, especially developing countries, and help them access knowledge, experience, and best practices in tax policy and administration (including legal aspects), including by

“organizing targeted workshops for developing countries at the regional level which include inter alia disseminating finalized toolkits and other PCT products along with training and knowledge-sharing to ensure effective implementation” (see [here](#)).

The issue of Offshore Indirect Transfers is of particular relevance to resource rich (often developing) countries and involves a common tax planning technique used by multinational groups to avoid paying capital gains taxes in the location country on valuable resource assets (for instance, mining licenses) by using offshore structures. Several resource rich countries in Africa have experienced difficulties with this issue. The Toolkit offers domestic law mechanisms for such location countries to tackle this problem within the

existing international tax framework. The toolkit is expected to be finalized in the next few weeks; it was previously been posted for public consultation and has generated a lot of interest in the international tax community.

Fund staff has pioneered this issue by putting it on the international agenda (for instance, in the 2014 Board Paper on Spillovers from International Corporate Taxation), while LEG and FAD staff have since taken a leading role within the PCT in the development of the Toolkit, building on their respective expertise working with resource rich developing countries in a CD context. Offering a workshop on this topic in ATI in FY21 would therefore be very timely and relevant—and would be the first PCT branded workshop organized by the Fund.

COLLABORATION WITH STA: MERGING ONLINE AND VIRTUAL DELIVERY METHODS

With debt sustainability rising in many African countries, improving debt transparency is essential to assess sustainability concerns and, consequently, formulate appropriate policy responses. To leverage the traditional face to face training, the IMF's Statistics Department has developed an online course on Public Sector Debt Statistics (PSDSx). Since the launch of the course in September 2019, over 600 participants have

completed the course, significantly exceeding average participation in IMF online training courses.

With the constraints to train country officials during the pandemic, the online course offers innovative ways to training. In cooperation with ATI, the IMF's Statistics Department will offer African officials to participate in the PSDSx course, with regular opportunities to attend a

discussion forum moderated by IMF statistics experts. In addition to peer learning, it will provide a space to address country-specific challenges participants are facing.

This online course will be conducted in close coordination with other RCDCs to leverage the knowledge of the LTXs about challenges these countries are facing and to identify officials most suitable for this kind of training.

TABLE 6. USE OF ATI TRAINING FACILITIES BY PARTNERS, FY21

Course	Partner	Dates	Language
Public Debt Management	AFS	Apr. 27- May.4, '20	E
Program-Based Budgeting (PBB)	AFS/Indian Ocean Commission	May. 7-8, '20	E/F
Banking Regulation and Supervision during the COVID-19 Pandemic	AFS/MCM	Jun. 17, '20	E/F/P
Cybersecurity Risk of Remote Work during the COVID-19	AFS/MCM	Jul. 1, '20	E/F/P
Central Bank Support to Financial Markets During the COVID-19 Pandemic	AFS/MCM	Jul. 15, '20	E/F/P
Insurance Regulatory and Supervisory Responses During the COVID-19	AFS/MCM	Jul. 22, '20	E/F/P
Fiscal Risks and COVID-19 Fiscal Stress tests	AFS	Sep. 14-18, '20	E
Fiscal Risks and Debt Sustainability Analysis in Low Income Countries	AFS	Sep. 21-30, '20	E
Building resilience to natural disasters and climate change	AFS	Nov. 16-20, '20	E/F/P
Leadership and Management Development	AFS	Feb. 1-5, '21	E/F/P
Business Continuity and Disaster Planning	AFS	Mar. 8-12, '21	E/F/P
Modernizing payment and revenue collection system / IFMIS	AFS	Mar. 15-19, '21	E/F/P
Data Matching	AFE/AFS/COMESA	TBD	E/F/P
IFRS	AFS	TBD	E/F/P
National accounts for beginners on basics of national accounts compilation methods and practices	AFS	TBD	E/F/P
Cyber risks	AFS	TBD	E/F/P
Development of PPI	AFS	TBD	E/F/P
Sustainable financing for infrastructure (DFID China Project)	AFS/AFR	TBD	E/F/P
Fintech	AFS/COMESA	TBD	E/F/P

Source: ATI, ICD and AFRITAC staff.

SECTION IV

FUNDRAISING
AND BUDGET

FUNDRAISING AND BUDGET

For background and context, during the first phase, final financial contributions and commitments to ATI, including the IMF's contribution to the start-up costs, amounted to US\$22.7 million. The Government of Mauritius contributed US\$17.8 million, equivalent to almost 80 percent of the total working budget.

For the second phase, against a budget of US\$ 34.4 million, US\$33.8 million are expected to be raised from members and external partners. This budget represents a significant increase relative to Phase I and fundraising for the Phase is ongoing. Currently, US\$22.9 million have been mobilized (Table 7). Significant contributors to the Phase include the Host country (US\$8 million), China (US\$5.9 million) and Germany (US\$5.6 million). Increased efforts by ATI and IMF staff across the AFR region to increase contributions from the 45 member countries are already bearing fruits with contributions from Guinea, Malawi, Nigeria, Sierra Leone, South Africa and Zimbabwe confirmed and several others under negotiation. As indicated in the FY19 Annual Report, depending on progress with fundraising, a further gradual scaling-up could be discussed in the next 2-3 years.

Under the new Phase, expenses for FY20, covering May 2019 - April 2020, amount to US\$4.4 million. This is slightly lower than the outturn of US\$4.6 million for FY19. As mentioned, this low outturn is the result of fewer courses delivered than planned as a result of the travel restrictions put in place globally to control the spread of COVID-19 pandemic. Of the 22 courses planned for FY20, while implementation was on track, only 16 courses could be delivered before the travel ban came into force. Additionally, as mentioned above, in addition to the face to face training, fewer in-country training, and peer to peer learning activities were implemented than planned; a major conference on governance and corruption issues had to be cancelled at the last minute.

FY21 was scheduled to be the first year of the gradual scale up of operations for ATI Phase II. However, the virtualization of ATI's work plan will generate significant savings, while allowing to organize a larger number of events and reach more people. Accordingly, the proposed FY21 budget is US\$4.8 million (as opposed to an FY20 budget of \$5.8 million). Notwithstanding, as indicated above,

this budget will allow an increase in the number of courses, conferences and workshops, and finance outlays to upgrade ATI's equipment, including for interpretation.

Risks to ATI's planned operations particularly beyond FY21 are mainly financial. Around 32 percent of the required funding for Phase II has not yet been secured. The full virtualization of ATI's CD program will help reduce some of the funding gap. Other measure to mitigate the funding and the liquidity risks include adopting a more gradual scaling-up to provide time to reassess plans, in case required funding does not materialize. ATI also faces risks from the concentration of the funding base, given the low contributions from beneficiary countries and the relatively small list of external donors. IMF staff are engaging with SSA beneficiary countries to elicit more financial support from these members, while recognizing their budget constraints that have been aggravated by the Covid-19 pandemic. To boost fundraising prospects, IMF staff plans to undertake more outreach to present Phase II to potential donors and member countries. In addition, staff will seek to attract new partners.

TABLE 7. ATI - PHASE II: FUNDRAISING STATUS

Phase - 2: FY 2020 - FY 2024
Multilateral - Regional Centers: Financial Contributions
As of Jul 31, 2020

Agreement/Amendment Information					Contribution Received		Contribution Expected (U.S. Dollars)	
Partners/Members	Signed Date ^{1/}	Currency	Amount	U.S.Dollars	Agreement Currency	U.S.Dollars	Requested	Future Contributions ^{2/}
Partners				8,922,400		8,897,000	-	-
China	7/13/2018	USD	3,300,000	3,300,000	3,300,000	3,300,000	-	-
Germany	4/22/2019	EUR	5,000,000	5,622,400	5,500,000	5,597,000	-	-
Members				1,550,000		625,859	300,000	624,141
Guinea	8/28/2019	USD	150,000	150,000	-	-	150,000	-
Malawi	5/31/2019	USD	150,000	150,000	30,000	30,000	-	120,000
Nigeria	10/29/2019	USD	500,000	500,000	470,859	470,859	-	29,141
Sierra Leone	6/3/2019	USD	100,000	100,000	-	-	100,000	-
South Africa	4/23/2020	USD	500,000	500,000	125,000	125,000	-	375,000
Zimbabwe	5/31/2019	USD	150,000	150,000	-	-	50,000	100,000
Partners and Members Total				10,472,400		9,522,859	300,000	624,141
Internal Transfers^{3/}								
China				2,589,626	-	2,589,626	-	-
European Investment Bank				239,690	-	239,690	-	-
Internal Transfer Total				2,829,316		2,829,316	-	-
Under Negotiation								
Angola		USD	500,000	500,000				
Zambia		USD	250,000	250,000				
Under Negotiation Total				750,000				
Host Country & IMF								
Host Country								
Cash		USD	8,000,000	8,000,000		1,600,000	-	6,400,000
In-Kind				-				
IMF				847,016				
Host Country & IMF Total				8,847,016				
Grand Total				22,898,732		13,952,175	300,000	7,024,141
Program Document Budget				34,489,765				
Funding Gap				-11,591,033				

^{1/} May also refer to agreements that are under negotiation and approval date for Capacity Development Partnership agreements (e.g. flexible/umbrella agreements).

^{2/} The future contributions amount is set to zero for completed installments.

^{3/} Refers to transfers from one program phase to another (e.g. phase rollovers).

TABLE 8. ATI - BUDGET PROJECTIONS FOR PHASE II, MAY 2019 - APRIL 2024 (AS OF SEPTEMBER 23, 2020) - IN USD

Project	Phase II		FY2020		FY2021			FY2022
	Program Budget	Working Budget	Working Budget	Outturn	Working Budget	Expenses	Execution	Working Budget
Customized Training	1,595,589	1,095,447	253,300	0	36,250	0	0%	308,848
Training	1,525,361	1,077,923	242,536		36,250			295,356
Project Backstopping	41,829	0	5,404					7,817
Project Management	28,399	17,524	5,360					5,675
Training Project	29,650,616	26,963,308	5,039,034	3,947,979	4,259,391	764,537	18%	6,075,669
Long-Term Advisors	4,765,098	5,048,132	912,000	1,067,230	1,059,864	301,402	28%	952,569
HQ led missions including entire mission team								
Short-term Advisors - CD delivery								
Governance Costs including Steering Committee / Evaluations		5,693		4,482	1,211			
Seminars & Study Tours	3,758,326	3,114,082	633,157	99,551	628,271	6,861	1%	633,891
Local Staff	2,523,889	2,008,851	200,241	243,748	206,248	88,344	43%	212,435
Facilities and related expenses	2,474,391	2,651,642	466,063	420,425	702,934	187,627	27%	494,446
Training	15,677,478	13,180,667	2,486,800	1,814,525	1,297,268	84,530	7%	3,399,526
Project Backstopping	4,634	0				569		
Project Management	446,800	403,731	65,628	30,908	80,195	10,994	14%	90,900
Other		550,510	275,145	267,110	283,400	84,211	30%	291,902
Governance and Evaluation (including RBM Advisor / Backstopping)	384,905	368,655	16,250	0	16,608	0	0%	16,973
Governance Costs including Steering Committee / Evaluations	384,905	368,655	16,250		16,608			16,973
Sub Total	31,631,110	28,427,410	5,308,584	3,947,979	4,312,249	764,537	18%	6,401,490
Trust Fund Management	2,214,178	1,989,919	371,601	276,359	301,857	53,518		448,104
Total	33,845,288	30,417,329	5,680,185	4,224,338	4,614,106	818,055	18%	6,849,594
IMF Expenses	847,016	847,016	162,761	162,908	166,016	42,199	25%	169,337
Host Country In-kind								
Total	34,692,304	31,264,345	5,842,946	4,387,246	4,780,122	860,254	18%	7,018,931

^{1/} Future fiscal year budget are indicative

APPENDICES

APPENDIX I: ATI STAFF



DIRECTOR

Abdoul Aziz Wane



DEPUTY DIRECTOR (until August 2020)

Gillian Nkhata



DEPUTY DIRECTOR
(since September 2020)

Carlos De Resende



ECONOMIST

Charline Ramspacher



ECONOMIST

Ian Nield



STAFF ADMINISTRATOR

Marie Wenda Francesca Morin



CHIEF OF ADMINISTRATION

Kanand Gooly



STAFF ADMINISTRATOR

Diksha Ramdawa



STAFF ADMINISTRATOR

Deena Veerapen



SENIOR IT OFFICER

Kurvy Pillay Armoogum



INTERPRETER

Olivier Fléchais



IT TECHNICIAN

Steeve Rackin



INTERPRETER (until January 2020)

Antoine Freyburger



TRAINING CENTER ASSISTANT

Anna Joorun-Somna



INTERPRETER

Ramarajen Sawmy

APPENDIX II: PROGRESSION TABLE: ICD TRAINING CURRICULUM

The table lists courses by main topic that are offered as part of the revamped ICD curriculum.

The table illustrates a path country official attending ICD courses might take to progress from introductory offerings to the advanced courses for each topic. It also suggests which courses should be taken first as a foundation for topics discussed in the intermediate and advanced levels. Courses offered exclusively online are indicated with an “x” in the course abbreviation. The progression table applies only to ICD courses. Other IMF training departments should be contacted directly for suggestions on progression paths for their courses.

Topic	Introductory	Intermediate	Advanced
Financial Sector Policies	<ul style="list-style-type: none"> • Online Course on Financial Market Analysis (FMAx) 	<ul style="list-style-type: none"> • Financial Markets and Instruments (FMI) • Financial Development and Financial Inclusion (FDI) • Financial Sector Surveillance (FSS) 	<ul style="list-style-type: none"> • Financial Sector Policies (FSP)
Fiscal Policy	<ul style="list-style-type: none"> • Fiscal Policy Analysis (FPA) • Online Course on Debt Sustainability Analysis (DSAx) 	<ul style="list-style-type: none"> • Fiscal Frameworks (FF) • Fiscal Sustainability (FS) 	
General Macroeconomic Analysis	<ul style="list-style-type: none"> • Financial Programming and Policies (FPP) • Online Course on Financial Programming and Policies, Part 1: Macroeconomic Accounts and Analysis (FPP.1x) • Online Course on Financial Programming and Policies, Part 2: Program Design (FPP.2x) • Online Course on Macroeconometric Forecasting (MFx) • Online Course on Macroeconomic Diagnostics (MDSx) 	<ul style="list-style-type: none"> • Macroeconomic Diagnostics (MDS) 	<ul style="list-style-type: none"> • Macroeconometric Forecasting and Analysis (MFA) • Monetary and Fiscal Policy Analysis with DSGE Models (DSGE)
Monetary, Exchange Rate, and Capital Account Policies		<ul style="list-style-type: none"> • Monetary Policy (MP) • Exchange Rate Policy (ERP) • Managing Capital Flows: Macroeconomic Analysis and Policies (MCF) 	<ul style="list-style-type: none"> • Model-Based Monetary Policy Analysis and Forecasting (MPAF)
Special Topics	<ul style="list-style-type: none"> • Online Course on Energy Subsidy Reform (ESRx) • Online Course on Macroeconomic Management in Resource-Rich Countries (MRCx) 	<ul style="list-style-type: none"> • Inclusive Growth (IG) • Economic Issues in Regional Integration (ERI) • Macroeconomic Management in Resource-Rich Countries (MRC) 	<ul style="list-style-type: none"> • Vulnerability Diagnostics (VDS)



Africa Training Institute

7th Floor, Bramer Houe
66C2, Cybercity Ebene, Mauritius
T. +(230) 401.2700
F. +(230) 468.1647
aticom@IMF.org
IMFATI.org

INTERNATIONAL MONETARY FUND

Institute for Capacity Development
Global Partnerships Division
700 19th Street, NW
Washington, DC 20431 USA
T. +(1) 202.623.7636
F. +(1) 202.623.7106
GlobalPartnerships@IMF.org