

**AFRICA TRAINING
INSTITUTE (ATI)**



**PROGRAM
DOCUMENT**

PHASE II

May 1, 2019-April 30, 2024



Building on ATI's achievements over the last six years, this program document (PD) outlines the strategic plan for the second phase (Phase II), set to begin on May 1, 2019.

A key feature of Phase II is the scaling up of ATI's operations to keep up with the fast-growing demand for IMF capacity development in the region, including in emerging global and IMF priorities.

The PD outlines the conditions for sustained delivery of high quality, demand-driven and relevant training, well-integrated with traditional technical assistance and the IMF's surveillance and program work in sub-Saharan Africa (SSA). The PD suggests deepening donor engagement, strengthening ownership by beneficiary countries, and bolstering reporting and accountability.

EXECUTIVE SUMMARY

2018 marked the fifth anniversary of the Africa Training Institute (ATI). Based in Mauritius, ATI is part of a global network of IMF regional training centers, which aim to strengthen member countries' policymaking capacity by transferring economic skills and promoting best practices. These centers deliver practical and high-quality training in areas essential to macroeconomic management. 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, as well as from other donor and member country partners.

During its first five years of existence, ATI has established itself as a key location for training on topics related to the IMF's core mandate. ATI provides training to 45 countries in SSA, of which nearly half are classified as States in Conflict and Fragile Conditions (FCS)¹. Currently, it is the only training institute that offers courses to the entire SSA region² in the core topics of the IMF's mandate of macroeconomics and finance³. In that context, ATI has delivered a broad range of hands-on classroom training, customized training, and peer-to-peer exchanges. In addition, ATI facilities are used by the Africa Regional Technical Assistance Centers (AFRITACs) and IMF Capacity Development (CD) Departments and external partners for training, workshops and seminars. By end FY 2018, ATI had trained more than 2000 officials from SSA countries.

Nevertheless, there is still significant and increasing unmet demand. Training needs in SSA have continued to grow apace, given demographic upward trends and corresponding increases in the public workforce. Notwithstanding the growth in the average number of applications per

course, the region receives relatively little face-to-face training. In addition, demand is likely to intensify, given the increasing complexities of SSA, including from climate change, global uncertainties and trade tensions, and demographic transitions. The significant downside risks documented in the IMF's October 2018 African Regional Economic Outlook⁴ underscore the importance of continuing to build strong skills, to help policy-makers maintain macroeconomic stability and harness opportunities. Risks and opportunities also underscore the importance of developing capacity on emerging priorities such as governance, gender macroeconomics and climate change.

An independent evaluation in 2017 confirmed the success and impact of ATI. The evaluation concluded that ATI is highly valued by stakeholders and has a very strong institutional reputation. ATI has helped increase the supply of training to SSA that responds well to regional priorities. The evaluation found that ATI not only delivers very strongly in many areas but does so with a high level of administrative

¹ Hereinafter referred to as "fragile states".

² Except for Sudan and Somalia, for which there are dedicated Trust Funds, and Mauritania.

³ The Fund's Role and Mandate—An Overview: <http://www.imf.org/external/np/pp/eng/2010/012210a.pdf>

⁴ Regional Economic Outlook: Capital Flows and The Future of Work: <https://www.imf.org/en/Publications/REO/SSA/Issues/2018/09/20/sreo1018>

efficiency.⁵ The courses delivered through ATI are deemed relevant and associated with significant learning gains. Additionally, the high-level and peer-to-peer events at ATI are also much appreciated.

Going forward, during Phase II, ATI will build on its strengths, taking account of lessons learnt, while responding to increased and evolving needs in the region. The operations will be guided and informed by the recommendations of the external evaluation, regional prioritization of capacity development activities by the IMF's African Department, its Management Key Goals⁶, and the 2018 Review of the IMF's Capacity Development Strategy⁷. It will continue to build on progress, providing the regular broad curriculum of courses in the IMF's core areas of expertise, complemented by training in emerging areas. Continued close collaboration with CD-providing departments within the IMF and external partners will remain critical in this regard.

Given the positive impact and continuing training demand pressures, IMF plans to scale up ATI's activities during

Phase II. Building on the Phase I successes, scaling up will help ATI increase its capacity to respond to the high demand for training in SSA in IMF core and emerging areas. It 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, which were highlighted in a recent report by the IMF's Independent Evaluation Office⁸.

ATI's total financing needs for Phase II are estimated at about US\$34.5 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 and mobilize significantly more contributions from beneficiary countries than during the first phase to ensure the sustainability of ATI's operations. The IMF will contribute about US\$644,477.

⁵ The 2017 external evaluation of ATI assessed only the efficiency of IMF courses delivered at ATI. It should be noted that RTCs also coordinate non-IMF courses: <http://www.imfati.org/external-evaluation-of-the-africa-training-institute/>

⁶ Management Key Goals are derived from the IMF Managing Director's Global Policy Agenda and provide strategic guidance to departments in aligning their work with the institutional priorities.

⁷ 2018 Review of the Fund's Capacity Development Strategy: <https://www.imf.org/en/Publications/Policy-Papers/Issues/2018/11/20/2018-review-of-the-funds-capacity-development-strategy>

⁸ IEO Report on The IMF and Fragile States: <https://ieo.imf.org/en/our-work/evaluation-reports/Completed/2018-0403-the-imf-and-fragile-states>

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SECTION I

INTRODUCTION



The year 2018 marks ATI's fifth anniversary. During these five years, ATI has established itself as a core part of the IMF's network of Regional Capacity Development Centers (RCDC) around the world. ATI, which is located in Mauritius (pictured above) provides training to 45 countries in sub-Saharan Africa (SSA), of which almost half are classified as fragile states.

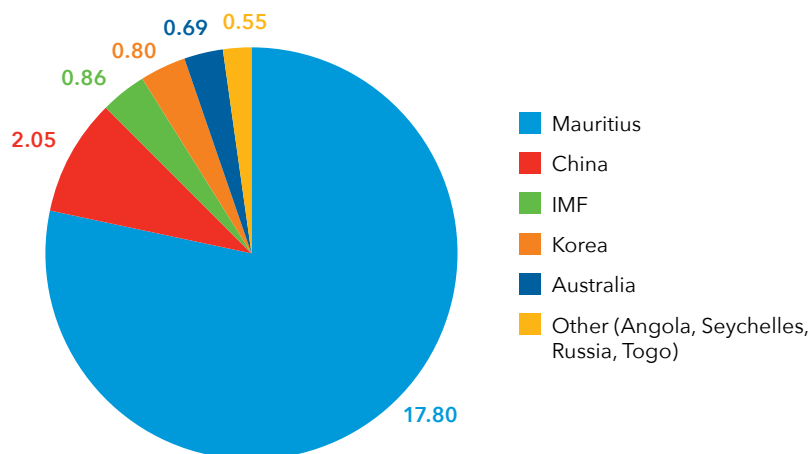
The Institute was officially launched in June 2014, with the significant support of the government of Mauritius, alongside external partners such as China, South Korea, and Australia, and contributions from a small group of member countries comprised of Seychelles, Angola, and Togo (Figure 1). ATI delivers a broad range of hands-on classroom training, customized training, and peer-to-peer exchanges, and in addition, its facilities are used by AFRITACs and other IMF Departments for training, workshops and seminars.

While ATI's training offerings have increased gradually, it is still facing significant unmet demand. Over the years, ATI has grown to account for a large share of training in the core areas of the IMF mandate in SSA. Nevertheless, the region's training demand is high and has grown rapidly (Figure 2), reflecting economic growth and the increase in the size of its public workforce. Training demand has

also been boosted by the increasing complexity of policy challenges, especially in fast-growing economies, and the emergence of new macroeconomic priorities.

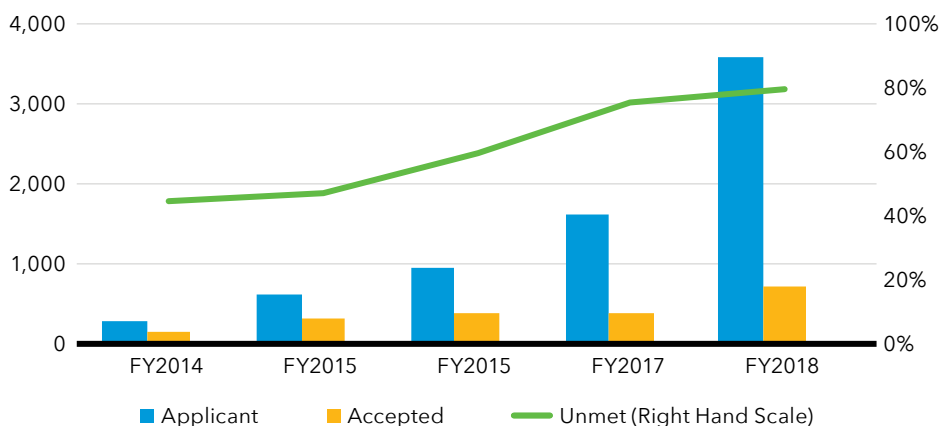
The five-year Phase II, which begins on May 1st, 2019, aims to leverage donor support and foster stronger ownership of member countries to address these gaps. Phase II is predicated on

FIGURE 1. ATI'S PHASE I CONTRIBUTORS (FY2014-18)
(in millions of US Dollars)



Source: IMF staff.

FIGURE 2. ATI UNMET DEMAND FOR TRAINING DURING PHASE I^{1/}



^{1/} During the first year, participation was mostly by invitation
Source: IMF staff.

a significant scaling-up of contributions by ATI donors, who recognize the widening capacity development needs of the region, as well as on envisaged larger contributions of member countries. ATI plans to increase training offerings to SSA countries, including in emerging global priorities relevant to the IMF's mandate. It also aims to broaden delivery modalities to include more customized training and peer-learning, to promote needed institutional changes that can unlock the benefits of better trained officials, in line with the recommendations of the IMF's 2018 CD Strategy Review (Box 1).

BOX 1. LESSONS FROM THE 2018 REVIEW OF THE IMF'S CD STRATEGY

The IMF undertakes a comprehensive review of its CD efforts every five years. The 2018 review approved by the IMF Executive Board on November 14, 2018 builds on previous CD reviews, policy reviews on related topics, and ongoing work on strategies relevant to CD. Informed by a wide range of inputs, including broad outreach both internally and externally, the 2018 CD Strategy Review examines progress under the 2013 CD Strategy and proposes five areas of recommendations, which will guide ATI going forward:

- Further clarify roles and responsibilities for stakeholders in the CD process, including by deepening engagement with country authorities throughout the CD process (see Section IV).
- Continued strengthening of prioritization and monitoring by narrowing the list of priorities and improving information systems. A clear governance framework for RBM and the common evaluation framework will be needed.
- Improve the tailoring and modernization of CD delivery with a focus

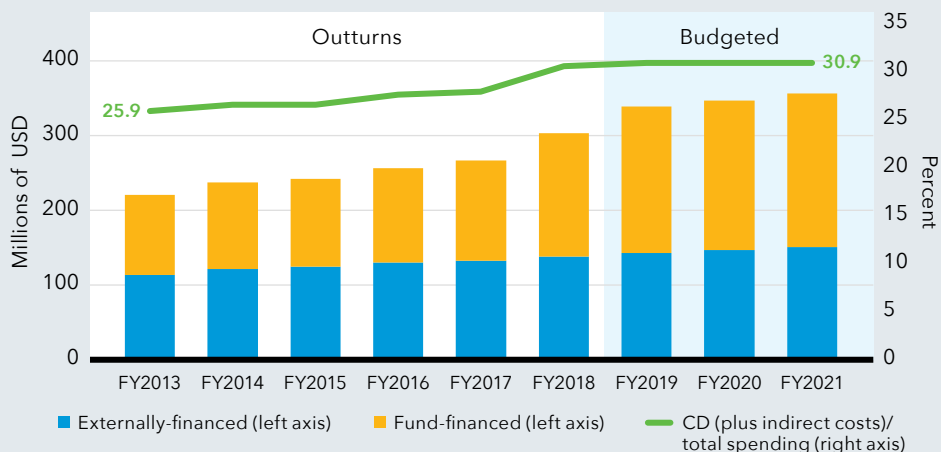
on implementation of TA recommendations. Staff will continue to experiment with new technologies to support more flexible delivery.

- Deepen internal consultation and sharing of CD information, including by enhancing knowledge management, and improving access to data, and analytical and productivity tools, and informing the IMF Executive Board more regularly on CD (CD MAP initiative).
- Further progress in external coordination, communication, and dissemination of information by pursuing innovative CD communications approaches to raise awareness of the Fund's CD work.

The implementation of these recommendations takes on increased importance with CD spending projected to stabilize. Under the FY19-21 budget, CD's share of spending will level off at 31 percent following rapid growth based on external funding. With demand continuing to exceed available resources, prioritization will be key to growth in critical areas. To accommodate work on emerging global and Fund priorities, flexibility will be critical, as the Fund's broader strategic priorities continue to evolve.

SPENDING ON CD, FY13-FY21

(in millions of US\$, unless otherwise indicated)



Sources: Office of Budget and Planning, Analytical Costing and Estimation System, and IMF staff calculations.

This program document presents the strategy to reduce unmet demand and ensure that the training curriculum and delivery modalities remain consistent with the member countries' evolving needs. Section II provides an overview of the current economic context in SSA countries, underlining the increasing importance of capacity development efforts to ensure that macroeconomic policies are well-designed and well-implemented. Section III discusses ATI's achievements since its inception and shows how ATI has helped increase the supply of training, while allowing for tailoring to regional and sub-regional needs and fostering collaboration and peer learning within the region. Section IV describes strategies for scaling up, including stronger integration of training and TA to ensure continued delivery of high-quality, demand-driven training in a more diversified context, with new and emerging priorities. Section IV also reviews ATI's governance structure, options for further strengthening ATI's administration, and the financing outlook.



Gender balance: About 34 percent of participants were women during Phase I.



Portuguese translation team at work: ATI endeavors to increase capacity development services in languages other than English including Portuguese.

SECTION II

SUB-SAHARAN AFRICA
(SSA): CHANGING
TRAINING CONTEXT

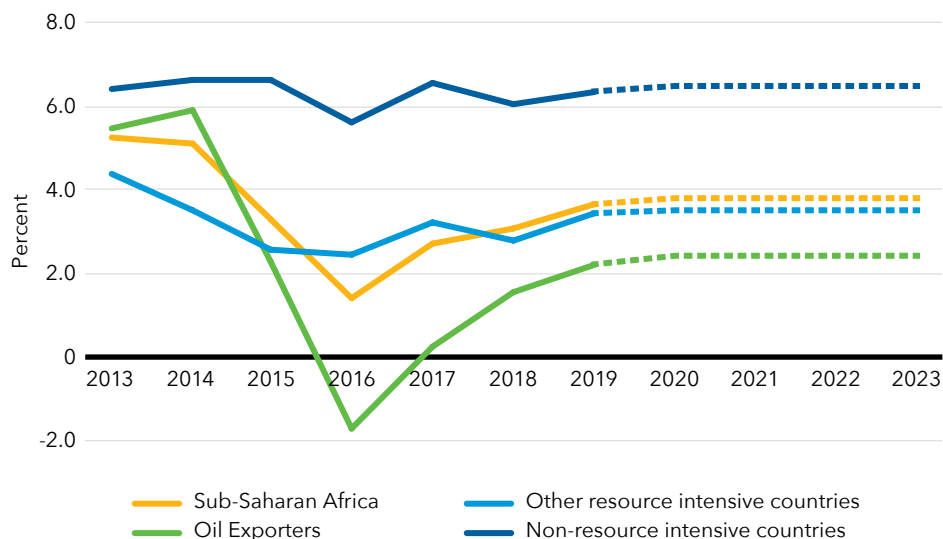


Since 2014, growth in SSA has slowed, and African countries face several challenges reviving sustainable growth. Growth in SSA is expected to increase from 2.9 percent in 2018 to 3.5 percent in 2019-20 (Figure 3). Fiscal deficits are narrowing, but debt vulnerabilities remain high. The outlook is clouded by downside external risks, including lower commodity prices, spillovers from trade tensions, slower growth in China, and domestic security issues, climate shocks, and social instability. To address these risks, many SSA countries are improving their policy frameworks in several areas, including to enhance revenue mobilization and create sustainable space for development spending. In addition, SSA youth have been asking for faster and deeper progress on governance, as technological advances, expose them to best practices.

These challenges and risks underscore the critical importance of strengthening human capital. To support the projected growth, SSA countries will need to continue strengthening institutions and developing skills in traditional areas, while catering for new needs. In that context, IMF capacity development to the region will aim over the medium term to help SSA countries achieve their Sustainable Development Goals (SDGs) and advance their Financing for Development (FFD) Agendas (Annex I)⁹, especially through reforms to foster

⁹ See also IMF Staff Discussion Note SDN/19/03. Fiscal Policy and Development: Human, Social and Physical Investment for the SDGs. Vitor Gaspar, David Amaglobeli, Mercedes Garcia-Escribano, Delphine Prady, and Mauricio Soto, January 2019.

FIGURE 3. SUB-SAHARAN AFRICA: REAL GDP GROWTH, 2013-22





sustainable and inclusive growth and generate the tax revenue needed. Addressing spending inefficiencies is also critical. ATI could support country officials, including by strengthening governance and addressing corruption vulnerabilities through related training. ATI will also provide training to help countries build resilience in the face of rising vulnerabilities, including from debt, and climate change. In addition, to enhance the complementarity of TA and training it is important that training activities are further developed to usefully complement the large TA provided by the Fund to SSA.¹⁰

¹⁰ SSA receives around 30 percent of the Fund's total spending on TA, but only 17 percent of the total training.

However, the analysis of recent provision of IMF training to SSA, highlights continuing demand pressures, especially compared to other regions. Training demand from SSA is particularly high as suggested by the higher average number of applications per course than other regional training centers. Indeed, applications to ATI only lag applications to headquarters. SSA's strong training demand is confirmed by its very strong participation in the online training program. Indeed, as the average number of applicants was higher at ATI than in other regional training centers, the share of applicants that could be accommodated was the lowest, at less than

20 percent on average during Phase I. For FY2019, the acceptance rate is projected to be only around 17 percent, based on end-September outturns.



Deputy Managing Director Carla Grasso during her visit in 2016 presenting a donation to Foundation Nature and Resources (FORENA), which is engaged in project of providing training to the local community and farmers in organic farming techniques.

SECTION III

ATI—A FIVE-YEAR
SUCCESS STORY



Bramer building in Ebene, Mauritius. ATI occupies the 6th and 7th floors.

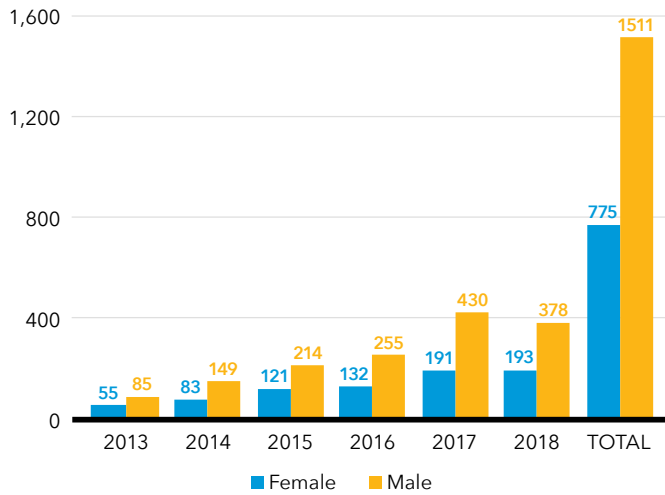
Over its five-year existence ATI has established itself as a key location for training in SSA.

Since the Institute first started its operations in Mauritius in 2013, it has helped increase the supply of training, while helping to tailor courses to regional needs and foster collaboration and peer learning. ATI's approach has remained aligned with the IMF's overall strategy for capacity development in SSA, which continues to focus on countries with a track record in implementing undertaking critical reforms, and on fragile states. Participants are diverse in terms of income level in their country of origin, language, age, agency of affiliation and gender (Figure 4).

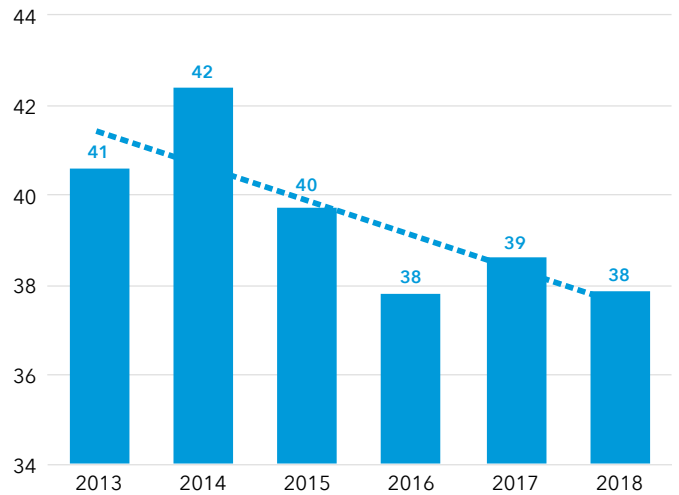
The Institute's pan-SSA approach complements training provided at the sub-regional level by other institutions. These include institutions such as the West African Institute for Financial and Economic Management (WAIFEM), and the Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI). ATI has made efforts to work with these organizations, in cases where potential synergies and complementarities were identified, including to expand training opportunities in languages other than English.

FIGURE 4. DEMOGRAPHICS OF ATI PARTICIPANTS OVER THE YEARS

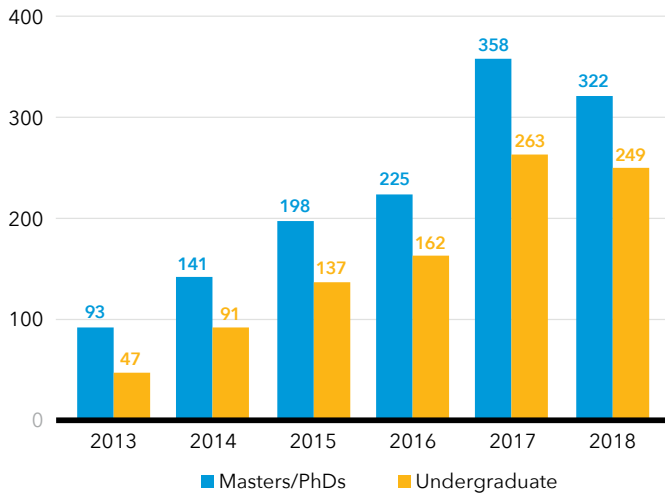
Gender...



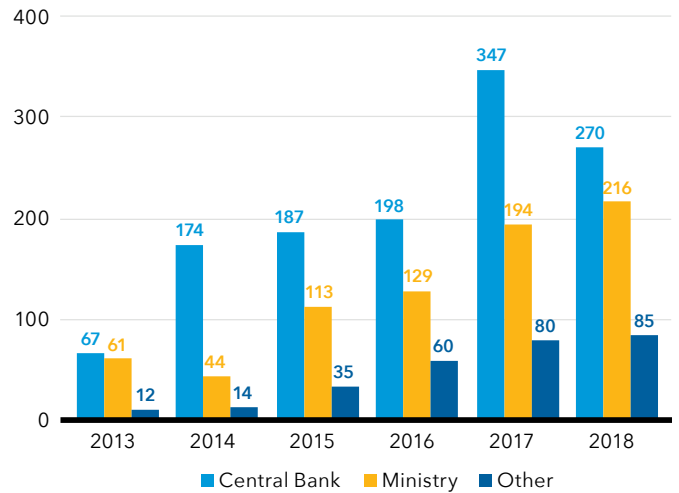
Age...



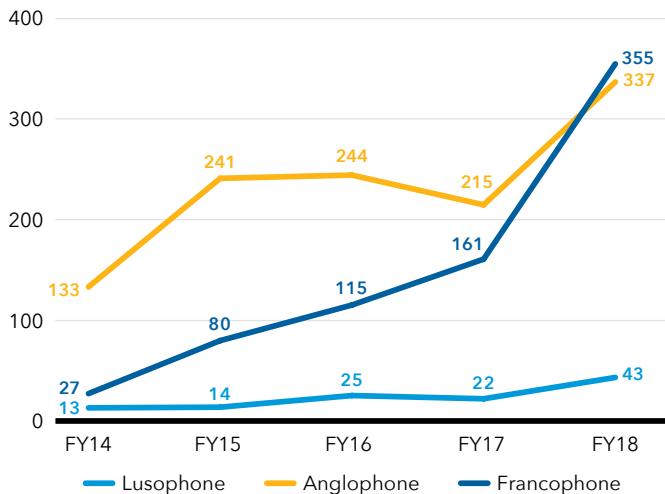
Educational Background...



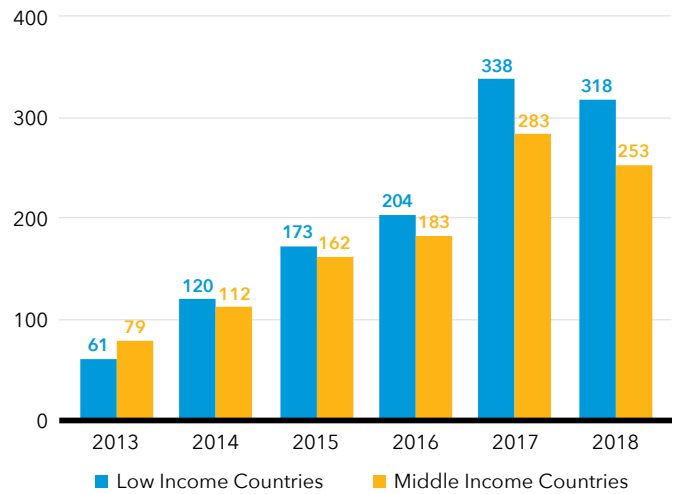
Agency of affiliation...



Language...



Country Income Level...



A

MAIN
ACHIEVEMENTS**STANDARD FACE-TO-FACE TRAINING**

Over the past five years, ATI has consistently achieved, and in some areas exceeded, its training objectives. ATI played a lead role in providing training to SSA officials in the core topics of the IMF's mandate (macroeconomics and finance). By end-FY 2018, ATI had trained 2025 participants from 45 SSA countries, of which 34 percent on average were women. By the end of Phase I, it is predicted that ATI will have trained [2325]. An additional [2,188] SSA officials had received training from ATI partners using ATI facilities. Starting in 2017, ATI's delivery was boosted by the addition of courses formerly taught in other parts of Africa, and an additional course offered with the financial support of the new China-IMF Capacity Development Center (CICDC). In most years, ATI delivered more courses than planned (Figure 5).

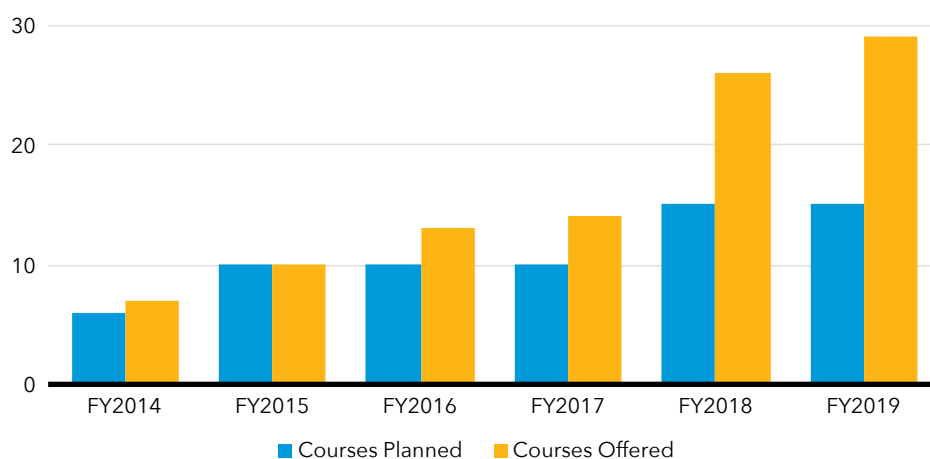
The additional courses and workshops, not initially planned, were hosted at the request of AFRITACs, IMF's specialized CD departments, and external partners, such as the Australia Awards Program. This allowed for delivery in specialized topics such as Fiscal Institutions and Fiscal Discipline, Safeguards Assessments, Bank Restructuring and Resolution, High Frequency Indicators

of Economic Activity, Public Financial Management Legal Frameworks, and Natural Resource Management.

Special attention has been devoted to providing training to participants from fragile states. Two offerings of the highly demanded financial policies and programming (FPP) course were exclusively dedicated to participants from fragile states. Amongst the 45 countries it covers, ATI has provided training to officials from all 20 fragile states. The emphasis has increased over time: the number of participants from fragile states countries represented in ATI training increased from 36 in 2013 to

235 in 2018 (Figure 6). Likewise, the share of participants from FCS in the total increased from 26 percent to 41 percent during the period.

During Phase I, ATI substantially increased the provision of its training in languages other than English. ATI has increased the number of courses offered in French or with French simultaneous interpretation, resulting in a growing share of participants from francophone countries from 1 percent in 2013 to [39 percent] in 2018 (Box 2). In addition, ATI has been instrumental in delivering training in managing natural resource wealth and in PFM to the five Lusophone

FIGURE 5. ATI NUMBER OF COURSES OFFERED DURING PHASE I

Source: International Monetary Fund/ATI Training Delivery Data

BOX 2. ATI TRAINING IN LANGUAGES OTHER THAN ENGLISH

ATI has grown substantially over its 5 years of existence to become an indispensable training location for all African countries, offering training not only in English, but also in French and Portuguese. ATI faces significant unmet demand, and this is even more the case for francophone participants, given the low share of courses offered in French at other RTCs. Except for some rare exceptions, all the courses delivered at ATI since FY2014

are offered as “bilingual courses” (French/English) with simultaneous interpretation into both languages. There was also one course offered in Portuguese and English.

Thanks to efforts to increase the provision of training over the years, of the 2025 participants hosted since ATI was first established, 36 percent were from francophone countries, and 6 percent were from lusophone countries.

In FY18 the total number of francophone participants more than doubled compared to the previous year, and even slightly exceeded the total number of anglophone participants (355 francophone as compared to 337 anglophone participants). It is expected that the scaling up of training in Phase II of ATI will increase participation of all sub-regions, thus maintaining the momentum of francophone training.

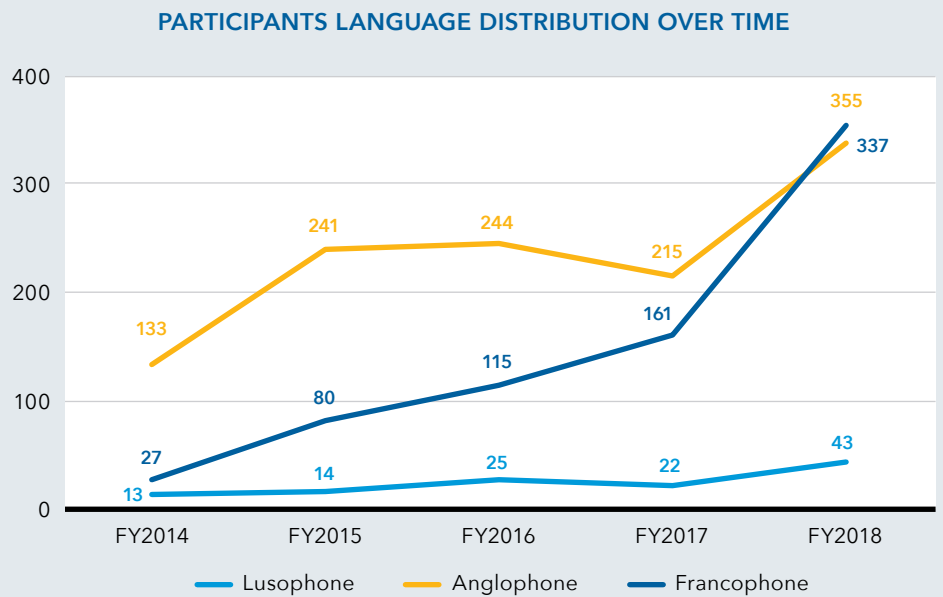
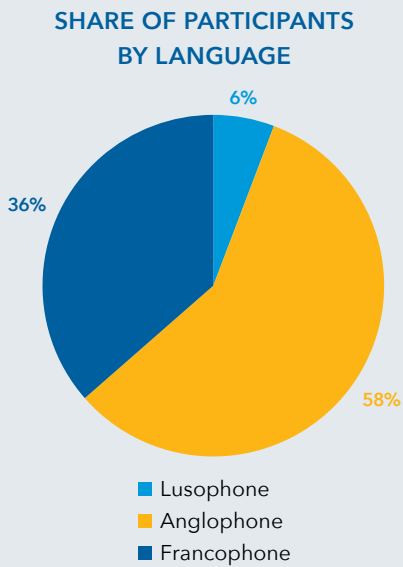


FIGURE 6. PARTICIPANTS FROM FRAGILE STATES (CY2014-18)

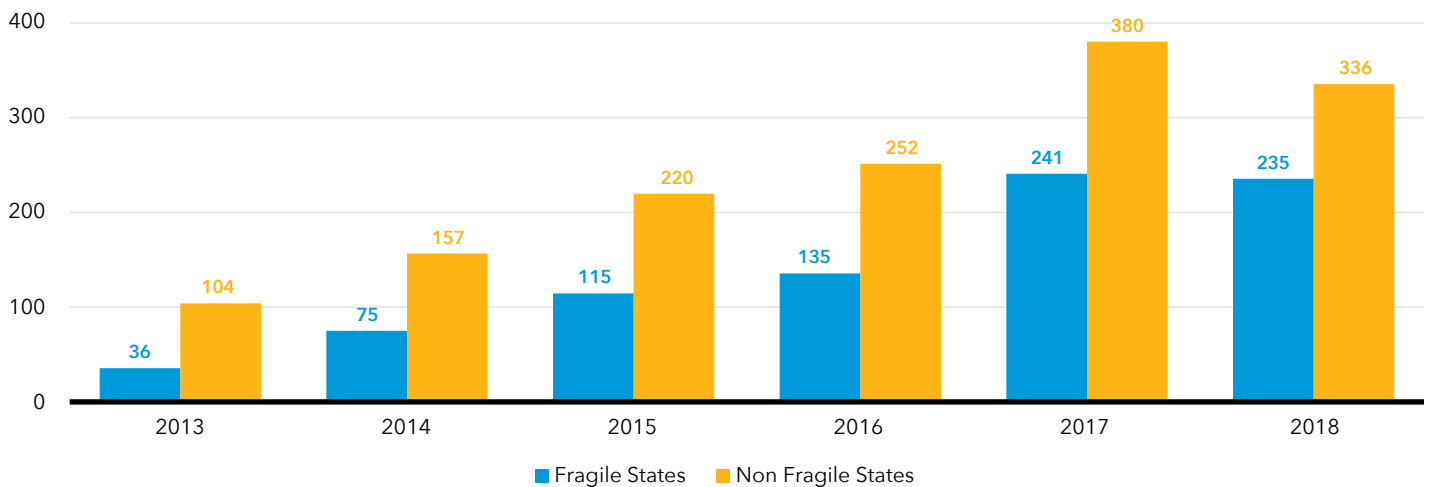


TABLE 1. CUSTOMIZED AND IN-COUNTRY TRAINING

Event/Topic	Dates	Participants
Macro-Fiscal Analysis	Dec. 10-14, 2013	Policy Analysis Department of Tanzania’s Ministry of Finance.
Monetary Policy Framework	Jan. 06-17, 2014	Bank of Mauritius
AFS Seminar (Problem Bank Resolution)	Apr. 07-08, 2014	SADC
Macroeconomic Modeling	Jul. 28- Aug. 1, 2014	SARB
Problem Banks Resolution	Sept. 2, 2014	Bank of Tanzania senior management
Risk-Based Supervision (Basel II and III)	Nov. 3-7, 2014	SADC/SARB Academy
Macroeconomic Modeling	Dec. 3-5, 2014	SARB officials
ATI/AFS/AFW2/RMCE/EU Training for 7 Small States in SSA	Nov. 18-21, 2014	Small middle-income countries in SSA–SMICs (Botswana, Cabo Verde, Lesotho, Mauritius, Namibia, and eSwatini).
Bank Supervision, Regulation and Bank Resolution	Dec. 8-12, 2014	Junior supervisory staff and staff of relatively new financial stability departments.
Macroeconomic and Natural Resource Management	Feb. 23-27, 2015	EAC Secretariat and Ministry of Finance and Planning officials from Burundi, Kenya, Uganda, and Tanzania
RES/DFID/ATI High-Level Conference on Capital Flows	Mar. 2, 2015	
ATI/RES/DFID/AFS/AFE/AFW2 Peer Conference on Forecasting Frameworks for Forward-Looking Monetary Policy	Mar. 9-13, 2015	12 SSA central banks officials directly involved in forecasting
Bank Supervision, Regulation and Resolution	Mar. 30-Apr. 3, 2015	Officials from BEAC and COBAC
Inflation Forecasting	Jul. 20-24, 2015	Central Bank of Seychelles
Macroeconomic Modeling	Jul. 27-31, 2015	SARB
Inflation Forecasting	Oct. 5-9, 2015	Central Bank of Seychelles

SSA countries in 2016. The first FPP in Portuguese and English was delivered at ATI in August 2018, including with the participation of the IMF Resident Representative for Mozambique.

CUSTOMIZED AND IN-COUNTRY TRAINING

In addition to delivering standard face-to-face training, ATI collaborated with IMF CD departments customized and tailored in-country training. These training vehicles also complement TA prioritized by AFRITACs and on-line training.¹¹ The co-location and

¹¹ Participants are encouraged to take OL courses before face-to-face courses, especially in the case of medium-term customized training engagement.

joint management of ATI and AFS enables ATI to explore more regularly the synergies between training and technical assistance (TA) and as a result to work more closely with all five AFRITACs. ATI’s training support for AFRITACs covers both individual countries and sub-regional groups, with some involving more than one AFRITAC. In addition, ATI and AFRITAC advisors collaborate in course planning and delivery and the selection of participants for some ATI courses, while ATI staff delivers ad-hoc lectures in workshops and seminars organized by AFRITACs at ATI premises.

The first ATI customized training in support of TA took place in Tanzania,

in December 2013, in collaboration with AFE. The mission provided training to staff of the Policy Analysis Department of the Ministry of Finance of Tanzania. The program included several topics: estimation of the output gap, cyclical and structural fiscal balances, measurement of the impact of fiscal policy on the economy, and the analysis of debt dynamics. The training helped develop skills and knowledge in support of a technical assistance project on fiscal analysis and debt sustainability. Since then, ATI, in cooperation with other IMF departments, has provided a wide range of customized and in-country training (Table 1).

TABLE 1. (continued)

Event/Topic	Dates	Participants
Macroeconomic Forecasting	Oct. 12-16, 2015	
Monetary Policy under Money Targeting	Nov. 23-27, 2015	National Bank of Ethiopia
Macroeconomic Modeling	Nov. 30-Dec. 3, 2015	SARB
Inflation Forecasting	Dec. 7-18, 2015	Central Bank of Madagascar
Inflation Forecasting	Feb. 22-26, 2016	Central Bank of Seychelles
Fiscal Management of Natural Resource Wealth, Remittances, and Aid Flows to Lusophone countries	Mar. 22-26, 2016	Angola
Monetary Policy Framework	Sep. 12-23, 2016	Bank of Mauritius
Macroeconomic Modeling	Sep. 27-29, 2016	SARB
Workshop on Macroeconomic Forecasting	Nov. 7-11, 2016	Nigeria/WAIFEM
Workshop on Improving Monetary Policy Frameworks	Nov. 7-11, 2016	AFS and AFW2 country officials
Monetary Policy	Jun. 12-16, 2017	MEFMI/Botswana
Financial Programming and Policies	Jul. 17-22, 2017	Rwanda’s Ministry of Finance, Revenue Authority and central Bank
DSGE modelling seminar	Jan. 29-Feb. 2, 2018	Nigeria/WAIFEM
Economic Issues in Regional Integration	Sep. 17-21, 2018	AFE countries, plus Burundi and South Sudan, two non-AFE EAC members and EAC Secretariat.
Southern African Development Community (SADC) Economic Reviews	Dec. 2-6, 2018	SADC Secretariat, SADC Committee of Central Bank Governors and SARB academy
Economic Issues in Regional Integration	Jan. 28-Feb. 1, 2019	AFW2 members and WAMI countries

CONTRIBUTIONS TO CURRICULUM UPDATES AND REVISIONS

ATI has been actively involved in adapting courses to the SSA context, especially after the introduction of the new ICD curriculum. In 2017, the new curriculum was rolled out, following the first comprehensive review in 50 years. The review aimed to refocus training on the IMF’s core areas, eliminate overlap and gaps, create a logical training progression, further emphasize workshops and case studies, and build evaluation into the “DNA” of the courses. The new curriculum includes nineteen new and restructured courses, which are classified into five areas: General Macroeconomics, Fiscal Policy, Monetary and External

Sector Policies, Finance, and Inclusive Growth and Structural Policies. ATI has been active in regional customization of the courses, and developing SSA case studies, especially for courses that are in high demand in SSA, such as regional economic integration, management of natural resource wealth, and inclusive growth. The modular design of the courses in the new curriculum facilitates the regional adaptation of workshops and lecture materials.

COLLABORATION WITH REGIONAL ORGANIZATIONS AND OTHERS

ATI’s regular collaboration with others involved in capacity development has

been a critical factor for its success. ATI has continued to strengthen its collaboration with partners, including, the Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI) and the West African Institute for Financial and Economic Management (WAIFEM). ATI collaborated on workshops financed with topical trust funds (such as the Managing Natural Resource Wealth (MNRW) and Debt Management Facility II (DMF II) funds. ATI has also hosted training organized by other partners, such as the Australia National University (ANU) in cooperation with Australia’s Department of Foreign

TABLE 2. ATI HIGH-LEVEL AND PEER-LEARNING EVENTS

Event	Dates	Participants	Key Note Speakers
Transition to a Forward-Looking Monetary Policy Framework (AT14.01)	June 23–25, 2014	Heads of Training	IMF DMD Min Zhu (attended the inauguration), Mojmír Hampl (Deputy Governor, Czech National Bank), Charles Koori (Director Research, Bank of Kenya)
The Future of Monetary Integration (OT16.60)	March 8–9, 2016	African Governors, Ministers, Regional Organizations	IMF DMD Carla Grasso (attended the opening ceremony), Dr. Carlos Lopez, Executive Secretary UNECA delivered the Presidential lecture, Bruno Cabrillac (Director for International and European Affairs at Banque de France) attended.
Modernizing Monetary Policy Frameworks (OT16.61)	November 3–4, 2016	Deputy Governors overseeing Monetary Policy or Directors of Research and/or Monetary Policy Analysis and Operations Departments	Andrew Berg (Deputy Director, ICD), Michael Atingi Ego (Deputy Director, AFR)
Cross-border Banking and Regulatory Reforms: What Africa Can Learn from International Experiences	February 1–2, 2017	High-level policy makers in financial stability and supervision	IMF MD, Madame Lagarde, Stefan Ingves, Chair of Basel Committee on Banking Supervision and Governor of the Sveriges Riksbank
Peer-to-peer Seminar on Gender Responsive Budgeting	February 20–22, 2018	Technical level participants from finance and relevant sectoral ministries, Academics from Malawi, Mauritius, Mozambique, Tanzania, Uganda	N/A (technical workshop format)

Affairs and Trade (DFAT), under its Australia Awards Africa program.¹²

HIGH-LEVEL SEMINARS AND PEER LEARNING EVENTS

ATI has been instrumental in bringing together participants from all SSA countries for high level seminars and peer-to-peer learning events (Table 2). These events aim to strengthen policy-making and encourage the exchange of ideas, and are usually organized in collaboration with IMF departments, government officials, academics, and development partners. They follow up on the ATI Steering Committee endorsement in FY2015 of a presidential lecture series for high-level officials.

¹² IMF staff is discussing a possible framework to foster collaboration with external partners while retaining accountability of the training deliveries by the IMF.



Managing Director Christine Lagarde at ATI (2017) discussing options to strengthen the resilience of the financial sector.

B

KEY FACTORS UNDERPINNING
ATI'S SUCCESS AND LESSONS
LEARNT FROM PHASE I

Several factors have underpinned ATI's success. These include the integration of its training with other IMF activities, agile delivery, which adapts modalities to needs, a focus on peer learning, and increased attention to results under the strategic guidance of its Steering Committee.

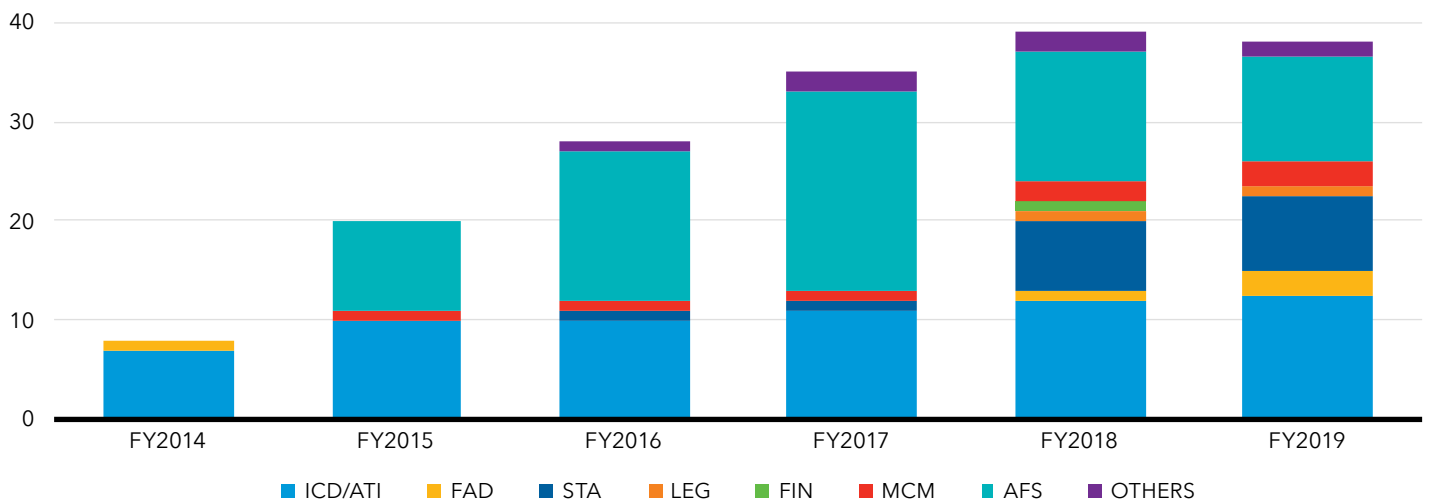
INTEGRATION WITH OTHER IMF ACTIVITIES

Joint management and co-location with AFRITAC South have allowed for synergies between training and technical assistance (TA) and helped limit administrative costs. Co-locating,

under one Director, a training center (ATI) and one of the continent's five regional TA centers (AFS), was an explicit decision reflecting the IMF's commitment to increase the integration of TA and training. This arrangement facilitates a continuum of CD activities from standard courses, to customized training, peer-to-peer learning and TA. Specifically, it allows for:

- On-the-ground exchange of ideas: the physical proximity of resident lecturers (ATI) and advisors (AFS) facilitates dialogue on optimal sequencing of CD;
- Cross-pollination: ATI courses include guest lectures/workshops from AFS advisors, and vice versa. ATI draws on country-specific TA provided by AFS to customize or regionalize training with country examples—both policy and data;
- AFRITAC/ATI coordination and collaboration: the experience gained from TA delivery and direct communication of TA priorities through the AFRITACs informs the choice of ATI courses, including from specialized divisions (Figure 7) and helps ensure more hands-on training.

FIGURE 7. SHARE OF SPECIALIZED CD DEPARTMENTS IN COURSES HOSTED BY ATI



- Sub-regional or in-country customized training combines ATI and AFRITAC trainers and has included participation of IMF resident representatives.

Regular consultations between Fund staff and country authorities have helped identify specific TA and training needs. For instance, central banks that wish to shift from policy frameworks targeting monetary aggregates to targeting key policy rates, needed to build up specific technical capacities to analyze developments, build models, interpret, and maintain data and communicate monetary policy. Accordingly, ATI has been collaborating with three AFRITACs (AFE, AFS, AFW2) to provide training on Monetary Policy Analysis and Forecasting (MPAF-CT), which focuses on building capacities in model-based macroeconomic forecasting and policy analysis. In addition to being sequenced to complement TA provided to the AFRITACs, the effort aims to train three people from each central bank, which will help build institutional capacity and the ability to integrate the knowledge into policymaking and surveillance.

ADAPTING DELIVERY MODALITIES

The flexibility to use different modalities for delivering training has contributed to ATI's effectiveness. ATI's standardized face-to-face courses are complemented by customized training, online training and region-based training:

- Customized training. The co-location and joint management of ATI and AFRITAC South enables ATI to work closely with all five AFRITACs and to achieve synergies between training and technical assistance (TA) (see Table 1).
- Online courses are a particularly valuable resource to reach a broader audience in SSA, as they are free and open to anyone with an Internet connection. Online

training covers about 30 percent of the Fund's training and is growing. Participants to face-to-face courses are systematically informed about online courses, which are strongly encouraged or on occasion even a pre-requisite to enroll in some face-to-face courses. ATI will also work with IMF local offices to disseminate information on on-line courses and facilitate access to these resources

- Peer learning has also been an effective vehicle to disseminate best practices. In addition to the peer learning seminars, in February 2018, in collaboration with SPR and UN Women, ATI hosted a workshop on gender responsive budgeting.
- The regional approach to training has also helped increase the scope to explore complementarities across the TA/training continuum (training, TA delivered by HQ, AFRITACs, resident advisors).

INCREASED FOCUS ON RESULTS

Since it was set up, ATI has been continuously focused on enhancing the effectiveness of its training, in line with the IMF's common evaluation framework. The following short-term attainment indicators have helped assess gains and motivate further improvements:

- Results of the pre- and post-course tests to measure learning gains. Each course includes well-defined learning objectives and pre- and post-tests to assess learning gains against the objectives. Staff have an obligation to continuously improve the course material and teaching methods to improve learning gains. At ATI learning gains have averaged over 17 percentage points. A review of all entry and exit quizzes was undertaken as part of the curriculum review.
- End-of-course surveys filled out by participants. These surveys measure participants' satisfaction

with the course content, modalities, facilitators and facilities. The courses conducted at ATI have received high average ratings of 4.7 out of 5.0 for both the overall value and the relevance of completed courses.



VIEWS FROM EXTERNAL STAKEHOLDERS

Another key factor behind ATI's progress has been the continuous dialogue with external stakeholders. This included regular consultations with country authorities and partners, including through the ATI Steering Committee, and an independent external evaluation.

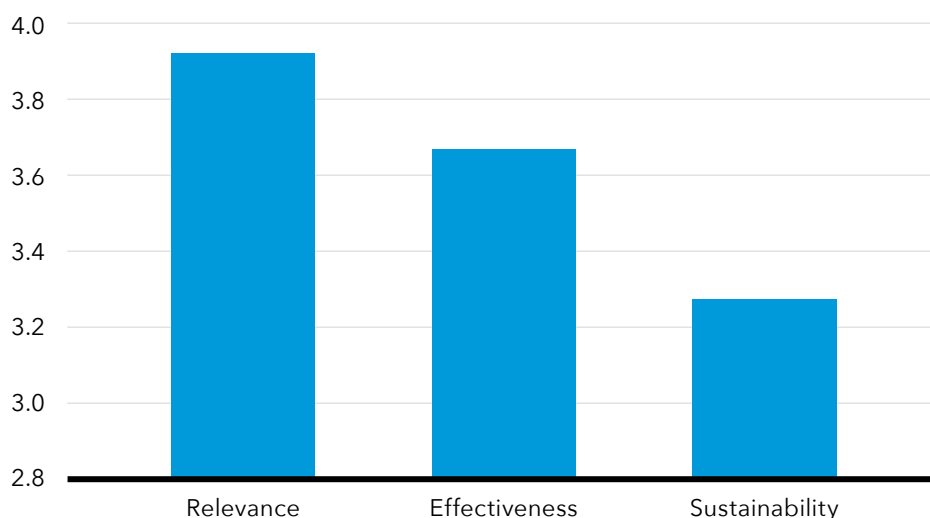
An independent external evaluation report on ATI's effectiveness was completed in April. The main objective of the evaluation was to assess the relevance, effectiveness, efficiency, impact, and sustainability of ATI's operations and to make recommendations for the future. Given the diversity of ATI's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

The overall assessment was positive. The evaluation found that ATI performs very well in many areas related to the three OECD Development Assistance Committee (DAC) criteria (Figure 8), but also in other areas. The Institute is highly valued by all stakeholders and has a good institutional reputation; the courses are deemed highly relevant and associated with significant learning gains. ATI's tailored in-country and/or customized training has brought clear success stories. The evaluation found

that the peer-to-peer activities are very much appreciated by participants. Finally, the evaluation found that ATI possesses a high level of administrative efficiency.

The evaluation also identified some challenges and lessons for the future. First, regional representation of course participants is not proportional, with participants from southern Africa being overrepresented compared to those from the central

FIGURE 8. PERFORMANCE OF ATI ON DAC CRITERIA (RELEVANCE, EFFECTIVENESS AND SUSTAINABILITY)



Source: External Evaluation Report, OG Research, April 2017



Ms. Gillian Nkhata, Deputy Director at ATI, making opening remarks for an ICD training.

and western regions. This concern was also echoed by country authorities. Second, there is a need for more follow-up to support the sustainability of course impact. Third, there is room to increase course cost efficiency. Fourth, governance through the Steering Committee could be strengthened and the funding base broadened to ensure long-term donor satisfaction and financial sustainability.

Several key recommendations have been addressed and work is under way to address several more. These include a better sequence of the curriculum; more hands-on courses, workshops and case studies; ensuring greater transparency in the selection process; increasing the rate of utilization of the facilities; reducing staff turnover; intensifying fundraising and brand-building; strengthening governance; and having a more equal regional representation

in courses. There were a few recommendations that went beyond the scope of ATI's mandate or that warrant a more in-depth cost-benefit analysis (see Annex IX).

Consultations with partners and with country authorities highlighted the demand for more in-country training and hands on-training. Country authorities noted that, while single country or regional customized training is delivered by ATI in select cases, training more participants in their own institutional context would help better tailor training to country needs. In addition, country authorities called for further customization of case studies and workshops for SSA delivery, and more hands-on training on methodologies/manuals, like training on balance of payments, financial soundness indicators, high-frequency indicators of economic activity. They also noted that

the software used during training is not always accessible outside of the training courses.

Another important area highlighted through consultations was that there is scope to take better advantage of synergies between TA and training. External stakeholders felt that efforts to increase synergies through joint planning between ATI and AFRITACs will help in responding quickly to evolving training needs. They noted that the new curriculum embeds the inclusion of TA-related content (e.g. modules based on material used in TA missions by other CD departments) supports TA/training synergies.



BUILDING ON SUCCESSES TO RESPOND TO EVOLVING NEEDS

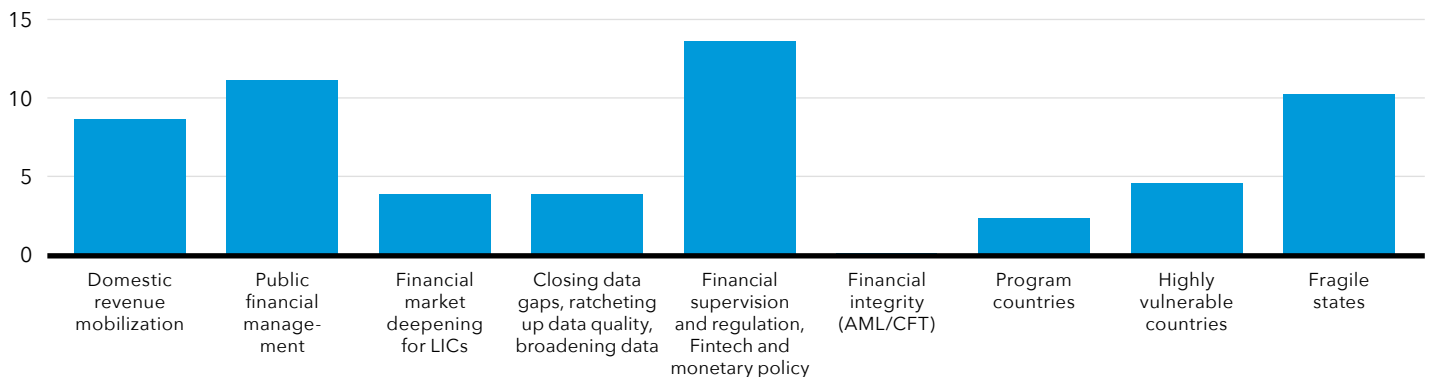
ATI will continue to cater to needs currently prevailing in SSA countries, while adapting to increasingly diverse requirements (Figure 9). SSA includes a wide range of countries with heterogenous needs in terms

of capacity development priorities. Several countries are in a fragile or conflict situation (FCS). Low-income countries coexist with a growing number of middle-income countries, some of which are becoming frontier

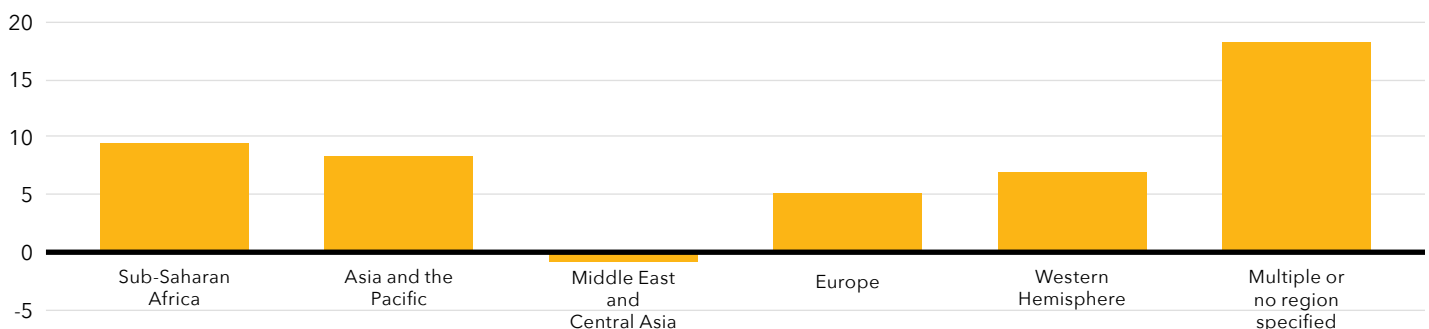
markets. In addition, a growing number of countries—across the income spectrum—are managing natural resources, requiring a different set of policies and skills, and most are involved in regional integration

FIGURE 9. PROJECTED GROWTH RATES BY TOPIC AND BY REGION

By Priority Topics and Country Groups



By Region



Source: IMF 2018 CD Strategy Review Overview Paper

TABLE 3. PHASE II DELIVERY PLANS

	Estimates	Projections					
	2019	2020	2021	2022	2023	2024	Total
No. of Two-Week equivalent	26.5	31.8	35.8	36.8	36.8	36.8	178.2
Two-week courses ^{1/}	19.0	23.3	26.3	27.3	27.3	27.3	131.7
ATI / ICD / TA Departments	14.5	17.3	20.3	21.3	21.3	21.3	101.7
AFRITACs / Others	4.5	6.0	6.0	6.0	6.0	6.0	30.0
One-week courses ^{1/}	15.0	17.0	19.0	19.0	19.0	19.0	93.0
ATI / ICD / TA Departments	3.0	4.0	6.0	6.0	6.0	6.0	28.0
AFRITACs / Others	12.0	13.0	13.0	13.0	13.0	13.0	65.0
Customized / In Country training	1.0	5	5	6	7	8	31.0
Peer-learning	0.0	4	3	3	3	5	18.0
Meeting of Directors of Training—Once every 3 Year		0	1	0	0	1	2.0
Capacity Utilization	55%	66%	75%	77%	77%	77%	74%
Funding envelope US\$ million	4.939	5.3595	6.556	6.850	7.354	7.725	33.845

initiatives, which adds an additional layer of macroeconomic management skill needs.

The training offered to SSA needs to reflect these heterogenous needs. For low-income countries, and fragile states, a high turnover in governments' workforces means that demand for general introductory and intermediate macroeconomic training such as Financial Programming and Policies and Macroeconomic Diagnostics should remain high in the coming years. For more mature markets, or evolving regimes, there could be more demand for improved forecasting tools and model-based financial programming. In most countries, the need for training in the fiscal area will remain a priority. For commodity exporters strong demand for training on Managing Natural Resource Wealth, Inclusive Growth and Financial Development and Financial Inclusion should remain a priority, while for

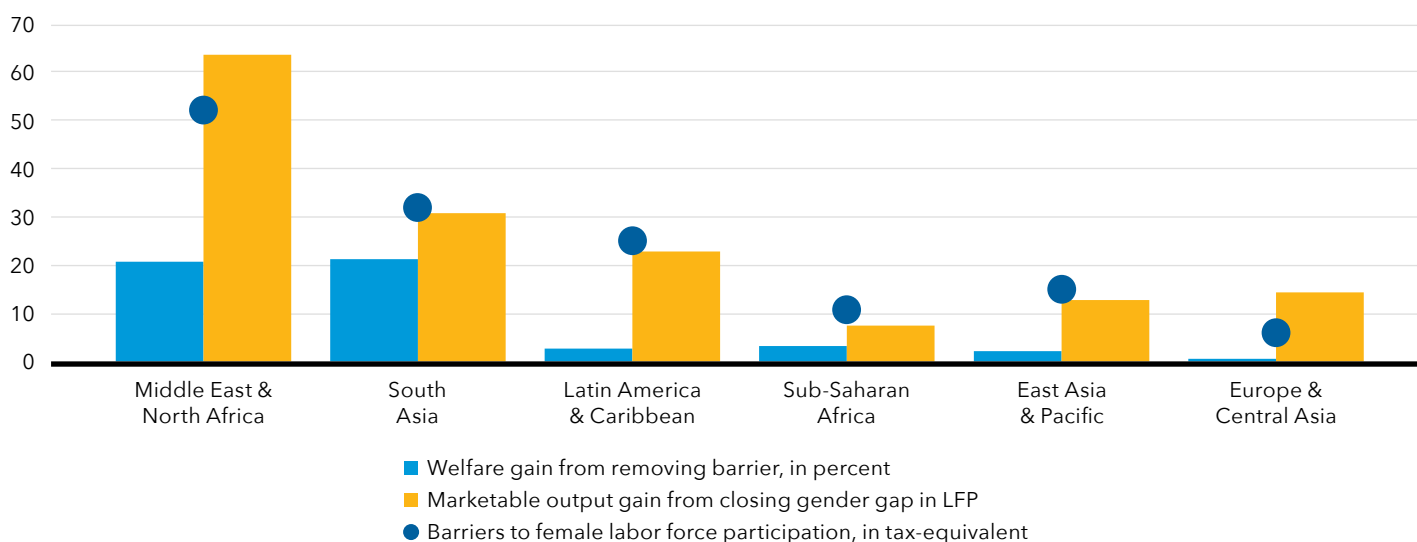
countries with a regional integration agenda demand for courses on Economic Issues in Regional Integration could pick up.

In Phase II, ATI will continue to cater to traditional training needs to implement sound macroeconomic policies. Using a range of modalities, ATI will continue to deliver the current broad curriculum of courses linked with IMF surveillance, lending and technical assistance (e.g. fiscal policy analysis, debt sustainability, exchange rate policies, monetary policies and forecasting, financial sector assessments, statistics, and legal issues) (Table 3). The curriculum will continue to cover inclusive growth, regional integration, and macroeconomic management in resource rich countries. In addition, in line with emerging Fund and global priorities, ATI would collaborate with relevant IMF departments to increase offerings in areas such as governance and corruption (Box 3), gender

macroeconomics (Box 4), and climate change (Box 5).

ATI plans to collaborate with relevant IMF departments for the development of training material on governance and corruption issues. To launch this work, ATI plans to organize in FY2020, with interested AFRITACs, a high-level conference on governance and corruption issues to disseminate the reform of the IMF framework to help countries assess governance and corruption issues (Box 3). The conference would be followed by a peer learning event targeting mid- to senior-level officials (heads of corruption units, heads of other departments, such as the revenue authority, central bankers, etc.) to exchange views on common challenges and best practices. The outcome of these events would contribute to a course to be developed by the relevant specialized CD departments. As indicated in the

FIGURE 10. WELFARE GAINS FROM CLOSING GENDER GAPS



Source: IMF Staff calculations: "Economic Gains from Gender Inclusion: New Evidence", IMF Staff Discussion note No. 18/06

2018 CD Review, these specialized CD departments may collaborate with academics and international organizations that have relevant expertise in these areas. ATI will facilitate such collaboration.

Ongoing work in AFR, UN Women and SPR could be leveraged to develop a curriculum on gender macroeconomics and gender-responsive budgeting. The objective would be to build understanding of the positive macroeconomic impacts of curbing exclusion based on gender, and skills to implement gender-sensitive policies. Indeed, research undertaken at the Fund shows that countries can reap benefits from closing gender gaps, including higher economic growth, reduction of income inequality, and stronger economic resiliency (Figure 10). Despite significant progress in recent decades, labor markets across the world remain divided along gender lines. Female labor force participation has remained lower than male participation, gender wage gaps are high, and women are overrepresented in the informal sector and among the poor. In many countries, legal

restrictions persist which constrain women from developing their full economic potential.

The material for the planned training on gender macroeconomics and gender-responsive budgeting will be developed with technical inputs from relevant IMF departments and interested external partners. It will complement a course on Inclusive Growth which is part of the current curriculum since 2013. The course includes discussion about gender inequality as one dimension of inequality and inclusiveness, how gender issues are impacted in the context of growth and job diagnostics; and gender budgeting as part of how policies can mitigate inequality.

Climate change has become a key policy challenge, especially for low-income countries, but skills to formulate climate change resilient policies remain scarce in SSA. The environmental consequences—global warming, smog, acid rain, rising sea levels, and extreme weather conditions—and their impact on human survival and public health often take center stage in the discussion (Box 5). Several studies point to potentially

catastrophic outcomes for humans if greenhouse gas emissions are not reduced (Stern, 2007). Attention is being increasingly drawn to the economic consequences, which pose additional challenges for low-income countries. However, there is no dedicated training material on climate change. Such training material designed to develop policy-making skills would usefully complement the work being done through TA and surveillance and focus on increasing countries' capacity to adapt. This could include training on building resilience to climate risks and reforming tax systems to deal much more effectively with climate related issues. ATI could also host and facilitate peer learning and high-level discussions on this topic for African leaders.

BOX 3. TOWARD A GOVERNANCE TRAINING CURRICULUM

In April 2018, the Board approved a New Framework for Enhanced Engagement on Governance. The new framework recognizes that governance lapses and corruption come with substantial economic and social costs and attempts to set up a more “systematic, evenhanded, effective, and candid engagement on these issues with member countries”. This framework followed up on the Fund’s 1997 policy on how to address economic governance, which attracted a strong Board consensus on the importance of good governance for economic efficiency and growth.

Up to now, the Fund has covered governance issues that fall within its mandate and expertise, concentrating on those that might have a significant impact on macroeconomic performance and the country authorities’ ability to pursue sound economic

policies (mainly management of public resources through reforms covering public sector institutions, and development and maintenance of a transparent and stable economic and regulatory environment conducive to private sector activities).

During the 2018 Board discussion on governance, Directors agreed that the Fund’s capacity development in governance and corruption should be “appropriately prioritized with—and well-integrated into—surveillance and UFR”. In addition, recognizing the need for sustained efforts where weaknesses are entrenched, particularly in fragile states, Directors emphasized that the importance of a capacity development strategy anchored within a longer-term framework. This means addressing not only urgent cases, with imminent and severe macroeconomic impact, but also systemic vulnerabilities.

Over time, the discussion on governance has grown from focusing mainly on public-sector management in the 1980s to 1990s to include a wide-range of issues, notably security, human rights, and corruption. Nevertheless, the need for concrete action has not abated in Africa. Development needs remain high, while African countries continue to have the weakest capacity for identifying and punishing corruption. The 2017 Transparency International Corruption Perception Index found that, out of 180 countries, only four African countries rank in the top fifty for the least corrupt (Botswana, Seychelles, Cape Verde, and Rwanda), while six are in the bottom ten.

BOX 4. PEER LEARNING IN GENDER MACROECONOMICS

Achieving gender equality and the empowerment of women and girls is a global policy priority. Yet, across the world women continue to have less opportunity and access to education, employment, health care and political representation. While equality between men and women is, in itself, an important development goal, women’s economic participation is also a part of the growth and stability equation. In rapidly aging economies, higher female labor force participation can boost growth by mitigating the impact of a shrinking workforce. Better opportunities for women can also contribute to broader economic development in developing economies, for instance through higher levels of school enrollment for girls.

The Fund has begun operationalizing gender issues in its work. Staff has contributed to the economic literature through country-level and cross-country analytical studies, confirming the macro-criticality of gender issues in a broad set of circumstances. Gender issues are also increasingly becoming an integral part of capacity development though technical assistance and training; and in country work, two waves of gender pilots have been completed—encompassing both surveillance and Fund-supported programs and covering all regions of the world and all levels of income—and a third wave is under way.

Coverage of gender issues in staff reports is selective and calibrated

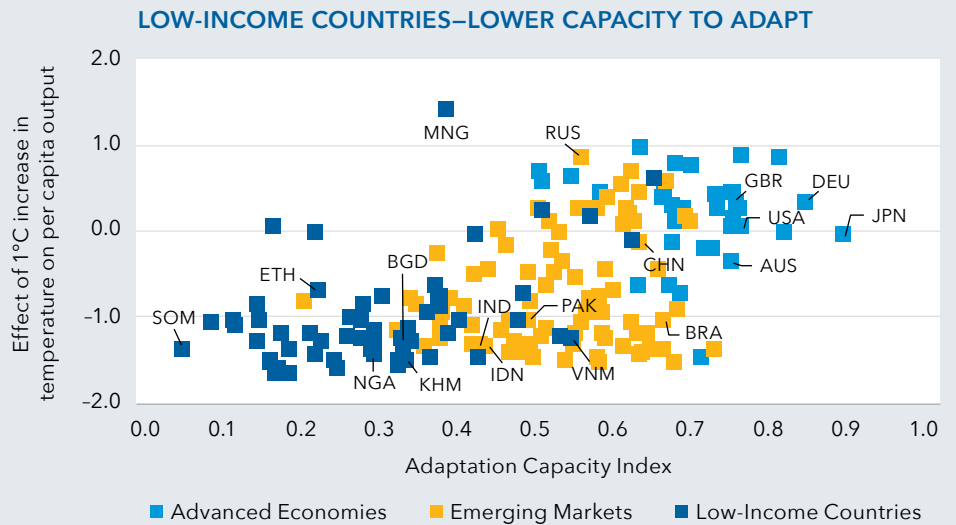
to the degree of macroeconomic significance. In addition, the Fund has begun training and capacity development through workshops in IMF regional capacity development centers (CAPTAC, CARTAC, AFE and METAC) and TA on gender budgeting, including recently in Austria, Bahrain, Cambodia, and Ukraine.

See also: IMF, “Fiscal Policy and Gender Inequality,” Edited by Lisa Kolovitch

BOX 5. ENHANCING SKILLS TO TACKLE CLIMATE CHANGE IN SSA

Extreme weather events such as hurricanes, droughts and floods can have an enormous impact on output, labor productivity and efforts to ensure inclusive growth. IMF staff analysis shows that a 1°C increase in temperature in a country with an average annual temperature of 25°C would reduce per capita output by 1.5 percent—a loss that persists for at least 7 years. According to World Bank, the impact of extreme natural disasters is equivalent to a global \$520 billion loss in annual consumption. Without urgent action, climate events could “push an additional 100 million people into poverty by 2030” Eventually, climate change will affect food supply, and by 2050, 143 million people across three developing regions could become climate migrants, which in turn might fuel conflict risks.

Although Africa currently accounts for only a small share of global energy-related CO2 emissions, around 3 percent in 2013, the region is expected to suffer more from climate change than others. Recent studies show that poor countries, many of them in SSA, are generally predicted to bear more of the burden of rising average temperatures, and to suffer



Source: World Economic Outlook, October 2017, Chapter 3 “The Effects of Weather Shocks on Economic Activity: How Can Low-Income Countries Cope?”

from higher variations. In addition, African energy-related CO2 emissions are rising and projected to increase by around 40 percent by 2030.

While a global consensus emerged under the December 2015 Paris Agreement on limiting the rise in global temperatures, implementing the right policies is challenging, and points to the need for developing skills in this area. Currently, the IMF offers advice

through its lending and surveillance activities, and technical assistance. In line with its mandate and expertise, the IMF focuses on the fiscal, financial, and macroeconomic challenges, using several approaches to help countries reduce vulnerability to climate shocks (including by building resilience to climate risks, and designing carbon pricing and fiscal reforms to promote greener growth more broadly).

E

CONTINUOUS INNOVATIONS
IN DELIVERY

Several innovations will be critical as ATI moves through the next phase. These innovations will be discussed at the next Steering Committee Meeting and include efforts to:

- *Introduce Results-Based Management (RBM).* This widely-recognized method will help ATI monitor the impact of its activities and link them to outcomes and resources. Customized trainings are natural candidates to pilot RBM (see below). ATI will seek to collaborate with agencies that benefit from many training courses to assess the impact of ATI training on individual performance and on the achievements of the sourcing organizational unit.
 - *Broaden the spectrum of training modalities.* While Phase II aims to increase face-to-face training, it also aims to extend the use of other modalities, such as customized and/or tailored in-country training, and peer-to-peer learning, with a strong focus on supporting institutional change. In collaboration with HQ, ATI will continue to explore new and innovative ways to deliver courses, such as broadcasting or organizing webinars. The extension of ATI facilities will provide a new space to hold conferences.
 - *Further regionalize and customize courses.* New case studies, including by engaging more with participants in their institutional and work place context.
 - *Improve course effectiveness.* ATI will continue to help implement the sequencing of course content, and to participate in the development of workshops and SSA case studies.
 - *Boost the sustainability of learning gains.* ATI will intensify efforts to enhance course follow-up activities (such as participating in the pilot to create an alumni platform, for each course, following-up on participant progress, disseminating new developments related to course, e.g. literature, techniques, country cases, software, etc.). ATI was selected as pilot for establishing an Alumni project.
 - *Strengthen synergies with AFRITACs through the selection process.* A concerted drive is needed to increase recognition in the selection process of synergies between delivery modes (courses, customized and/or tailored in-country training and TA).
 - *Reinforce efforts to ensure participation of all sub-regions.*
- This should be accompanied by more online introductory training to reduce differences in prior knowledge.
- *Strengthen partnerships.* ATI will maintain partnerships with existing contributors and external partners, (e.g. South African Reserve Bank Academy, MEFMI, WAIFEM). It will identify opportunities for further cooperation with other organizations such as COMESA, SADC, and the African Development Bank, including through encouraging peer exchanges and training for relevant officials.
 - *Formulate advance plans for high-level seminar series and peer-to-peer conferences.* ATI will continue exploring the scope for greater collaboration with partners, leveraging ATI's convening power to encourage more peer-to-peer learning and collaboration with other partners, as suggested by the Steering Committee.

BOX 6. EVALUATING ATI TRAINING: DRIVERS OF COURSE RATINGS AND LEARNING GAINS^{1/}

The IMF uses several evaluation instruments for training, based on the Kirkpatrick (1993) four-level Training Evaluation model. The analysis of each level (reaction, learning, behavior and results) offers an understanding of the effectiveness of training and what to improve in future. Regular assessments of ATI training help identify strategies to raise effectiveness, improve learning sustainability, and ensure ATI's accountability. At ATI, the evaluation focuses on two components: (i) pre- and post-course tests gauging participants' learning gains; (ii) end-of-course surveys, which gather information on the immediate perception of training focusing on skills acquired, whether participant would recommend the course to others and their overall satisfaction. An analysis of the data collected through six years of experience (2013-18) provides useful hints for further analysis.

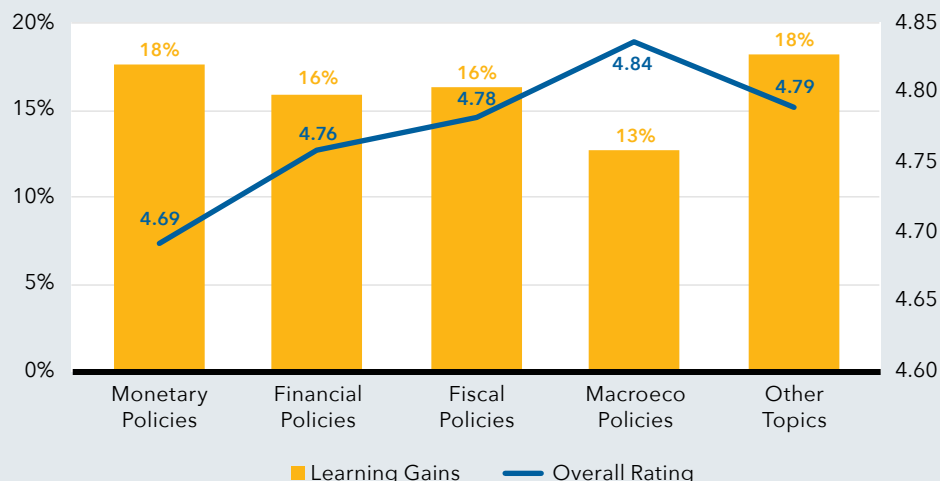
The assessment of this evaluation model is combined with participants demographics data (gender, agency type, education, age, country income level, language) to gain a better understanding of the effectiveness of training, but also to link the various data sources and distill lessons.

This first graph above suggests that participants might appreciate macro-economic courses more than others. However, the associated learning gains are the lowest. New topics such as inclusive growth or regional integration, in addition to being very well appreciated, appear to have higher learning gains on average.

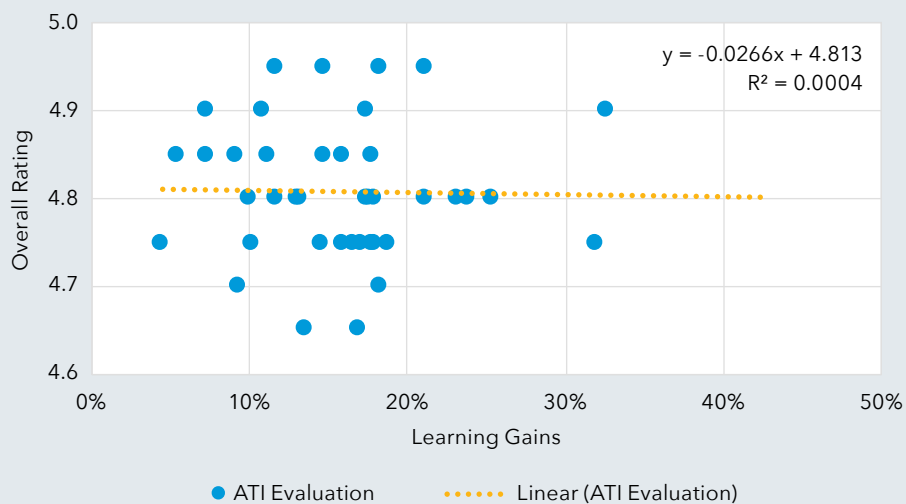
The second graph suggests little relationship between learning gains and overall rating (the average skill usefulness, recommendation to others and overall satisfaction categories).

Simple regression analyses were conducted to identify factors that affect pre-and post-course tests.

LEARNING GAINS AND OVERALL RATING PER COURSE TYPE (2013-2018)



RELATIONSHIP BETWEEN TRAINING LEARNING GAINS AND OVERALL RATING



The predictive power of the models is low, but a couple of results emerge:

- *Francophone participants appear to start the training with a disadvantage (lower pre-test scores), which tends to disappear during the training.* The share of participants from anglophone countries has a positive impact on pre-course tests but does not affect post-course test results.
- *Learning gains are significantly affected by the average academic level of the cohort; for a given course, a higher share of participants*

with at least a masters' degree leads to higher learning gains.

- *Anglophones and participants from LICs tend to give lower ratings to the training.* A higher share of anglophone participants or participants from LICs shows lower overall ratings at the end-of-course survey, which could suggest a need to ensure more relevant content for these groups.

^{1/} See also by Hali Edison, Dimitre Milkov, and Josephat Koima, Evaluating IMF Training: What Can We Learn? IMF Working Paper



SECTION IV

ATI EFFECTIVENESS,
GOVERNANCE
AND FINANCING



Integrating Technical Assistance with Training; Joint AFS and ATI seminar.

This section discusses ATI’s operations, the related governance structure, and financing. Priorities include maintaining agility, while strengthening effectiveness, enhancing outreach and branding and governance through the Steering Committee.

A

MAINTAINING EFFICIENT,
AGILE, AND INTEGRATED
DELIVERY

ATI Resident economist, Ms. Charline Ramspacher, delivering a course at ATI.

ATI will continue to deploy resources flexibly to achieve its objectives. The ATI work plan will continue to be delivered by resident economists/lecturers, complemented by HQ staff and online training and short-term experts (STX).

An additional resident economist/lecturer will be required to cover the scaling up scenario. This will help expand the use of flexible delivery modalities, such as customized and/or tailored in-country training and peer learning events, and unlock synergies with TA, in line with the 2018 CD Strategy Review.

ATI will align its work with Fund-wide efforts to enhance the impact and efficiency of CD. This will include efforts to strengthen integration with the Fund's policy advice and lending operations and tailoring strategies to each country's institutional capacity and specific needs, while focusing on implementation and outcomes. ATI will also

implement measures to increase the efficiency of CD by improving processes and databases, aimed at enhancing transparency and accountability, and strengthening the basis for strategic decision-making. ATI will continue the practice of end-of-course meetings with training teams to identify room for improvement.

VISIBILITY AND COMMUNICATION



ATI COM Team in action.

ATI will refocus its outreach and communications with more use of social media and enhanced visibility of external partners. ATI devised new outreach and brand-building strategies to raise awareness of ATI and provide partners broad visibility.

New initiatives include (a) revamped on-line presence (social media, news-feeds, website, Twitter); (b) more regular engagement with development partners, media, and other stakeholders; (c) greater communication through AFRITACs, leveraging the rotation of ATI Steering Committee meetings across AFRITACs;

(d) intensified outreach to key IMF Executive Board constituencies (African and donors'), academics and think tanks working on SSA economies; (e) collaboration on training events with potential contributors, academia and think tanks, for instance in the context of presidential lectures (see Table 2); (f) exchange

of experiences with other RTCs; and (g) bi-Annual Newsletter, which provides regular updates on ATI's activities and achievements (Box 7). ATI will also continue to include Mauritian authorities and members of the international community (GIZ, EU) in Mauritius in opening and closing ceremonies for training, as well as guest lecturers.

BOX 7. AFRICA TRAINING INSTITUTE (ATI)–COMMUNICATION AND OUTREACH

ATI is developing a communication outreach strategy with the purpose of engaging and involving specific stakeholder groups and disseminating information on its activities. The strategy is aligned with ATI's mission, which is to help build capacities for improved macroeconomic and financial policies through high-quality training, and thus support sustainable economic growth and poverty reduction in SSA.

Through this communication strategy, ATI reaches out not only to sponsors, donors, and participants, but also to the general population, sharing information on its activities regularly on social media, publishing a biannual newsletter, and disseminating course information. ATI is also involved in a IMF pilot for providing post-course graduates an alumni platform for continued collaboration beyond courses.

ATI has revamped its on-line presence, especially on Facebook and Twitter, keeping its followers in the loop on

ongoing courses and other relevant news. The posts from IMF and ICD's Facebook page are also shared to update the public on the broader context for ATI's work, especially other capacity development activities of the Fund globally and emerging economic issues. Video coverage of courses can also be viewed on YouTube, Facebook and Twitter depicting the opening sessions, interviews and feedbacks from lecturers and participants.

To engage further with partners, ATI invites country authorities, donors and members of the diplomatic corps present in Mauritius to openings and closings of its training sessions. In addition, ATI participates in events organized by AFRITAC South, such as orientation for newly recruited staff at the Central Bank of Mauritius. In addition, ATI instituted a Presidential Lecture series in 2015 for high-level officials, which helps connect to academia, policy makers and think tanks world-wide

The first newsletter was launched in July 2018 and will be issued on a six-month basis. The newsletter is posted on ATI's website and Facebook and in addition transmitted to 700 sponsors across the African continent, with a request for feedback, which is expected to help engage them further.

To further consolidate engagement with the 45 SSA countries, and better evaluate the impact of ATI courses on the careers and acquired skills of participants, ATI plans to organize a Meeting of Directors in FY2020. This will also provide the institution with a sound board to assess training demand.

For more direct contact with former participants, ATI is working on a pilot for providing post-course graduates with an alumni platform for sharing success stories, and relevant information on selected course themes. This will also allow ATI to remain engaged with alumni, and allow them to act as ambassadors for ATI, ICD and IMF.



REINFORCING GOVERNANCE THROUGH THE STEERING COMMITTEE

ATI's governance is expected to remain broadly unchanged.

The work plan for ATI will remain aligned with priorities expressed by member countries, including through IMF country teams and RTACs, while the Steering Committee will provide strategic guidance and contribute to the setting of policies and priorities, including through the endorsement of the indicative annual workplan (Box 8).

IMF staff will continue to engage donors to ensure the implementation of the work plan, which they support financially, remains consistent with their own priorities.

In addition, going forward efforts will be intensified to enhance safeguards and ensure greater engagement with stakeholders in between Steering Committee meetings. ATI will intensify engagement with partners and safeguards will be enhanced to foster financial accountability, effectiveness, and sustainability of the training. These include regular monitoring of



Members and Observers of the Steering Committee discussing Governance.

results (pre- and post-course evaluations, Results-Based Management, as well as information on operational quality control, including: (a) the internal IMF review mechanisms; (b) the screening and selection process for experts; and (c) regular self-assessments.

A mid-term external evaluation will be undertaken. The next external

evaluation of ATI will take place three years following the launch of Phase II. It will address: (i) the relevance of the training provided by ATI; (ii) the efficacy and impact of the training; (iii) the impact of the training in relation to the established objectives; and (iv) the sustainability of learning gains and other topics as may be recommended by the Steering Committee.

BOX 8. ATI STEERING COMMITTEE

The ATI Steering Committee (SC) has an advisory role, with meetings held annually and additional meetings or discussions via e-mail or video/phone calls as necessary. The Secretariat, headed by the ATI Director, ensures a regular flow of information throughout the year and, if necessary, consults informally with the SC.

The SC's function is to provide strategic guidance and contribute to the setting of training priorities, including through the endorsement of an indicative annual work plan. The SC reviews progress under the work plan, as well as performance under the longer-term program. The SC is also a forum for coordinating training on macroeconomic and financial analysis and policy design, including

fiscal, monetary and financial sector policies, and statistics. To ensure efficient coordination, the Secretariat shares with SC members training plans and reports and feedback from participants. The SC may also be invited to provide strategic input into reviews of the curriculum offered under the trust fund, to ensure its alignment with existing and newly arising training needs in beneficiary countries.

COMPOSITION OF STEERING COMMITTEE

Members, including
AFRITAC Chairs

Partners

IMF Staff

Invited Observers

- African Union (AU)
- African Development Bank
- The Bank of Central African States (BEAC)
- The Central Bank of West African States (BCEAO)
- College of the South African Reserve Bank (SARB)
- The Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI)
- The West African Institute for Financial and Economic Management (WAIFEM)
- Training Forum of the Southern African Development Community (SADC)
- Regional Multidisciplinary Centre of Excellence (RMCE)
- New Partnership for Africa's Development (NEPAD)
- European Union
- UK Department for International Development (DFID)
- Swiss Economic Cooperation (SECO)

ATI FINANCING, RISKS, AND MITIGATION

FINANCING OF PHASE II

Scaling up will allow ATI to respond to the high demand for IMF training from the region. Incremental funds will support (i) scaling up of training delivery across SSA in traditional macroeconomic areas and emerging issues (including governance, gender macroeconomics, climate change), (ii) strengthen the focus on fragile states (about half of 45 SSA countries), (iii) unlock further synergies between TA provided by the Fund and external partners and training, including by expanding the use of flexible delivery modalities, such as customized and/or in-country training and peer learning events, in line with the 2018 CD Strategy Review.

Financing needs are estimated at US\$ 34.5 million and would be largely met by external partners, the host country, Mauritius, and contributions from other members. The proposed Phase II budget represents a significant increase relative to Phase I (total budget of \$23 million). Of the total, US\$ 33.8 million are expected to be raised by external partners (Table 4). The IMF will contribute US\$644477. Given the enormous needs, this scaling-up will still leave some unmet demand. Depending on progress with



Inauguration of ATI by the President of Mauritius; Mauritius is major donor for ATI—Involvement of both internal and external stakeholders in ATI operations.

fundraising, a further gradual scaling-up could be discussed in the next 2-3 years.

So far, around US\$20 million in funding has been secured or identified. Germany, China, and the European Investment Bank have committed US\$12 million, in total, as part of broader funding envelopes for IMF CD.

Staff is in the process of discussing with Mauritius to firm up their contribution. The IMF is approaching other potential donor partners and ATI member countries to raise the funds to cover the remaining gap. The financing already identified would support a smooth continuation.

TABLE 4. PHASE II BUDGET

Project	Phase 1		Phase 2					Total
	Phase 1	2019	2020	2021	2022	2023	2024	
Admin Project	732,903	175,000	-	-	-	-	-	-
HQ led missions including entire mission team	732,903	175,000	-	-	-	-	-	-
Training project	20,230,337	4,441,067	4,992,334	6,111,143	6,384,519	6,556,049	7,202,161	31,246,206
Long-term Advisors	4,371,990	1,010,681	912,000	932,064	952,569	973,526	994,944	4,765,103
Local Staff (including Interpreters)	1,051,729	301,000	475,386	489,648	504,337	519,467	535,051	2,523,889
Facilities and related expenses	2,555,285	664,309	466,063	480,045	494,446	509,279	524,558	2,474,391
Training	11,432,998	2,346,353	2,096,828	3,134,783	3,399,526	3,455,870	3,513,453	15,600,460
Project Management	426,658	30,000	65,628	80,195	90,900	97,469	104,283	438,475
Other	391,677	88,724	137,129	140,146	143,229	146,380	149,600	716,484
Peer Learning	-	-	536,000	392,292	438,438	438,438	730,730	2,535,898
Meeting of Directors of Training	-	-	-	155,371	-	-	179,300	334,671
Outreach Costs	-	-	50,000	51,100	52,224	53,373	54,547	261,245
Customized / In Country training (US\$)	-	-	253,300	255,500	308,848	362,246	415,695	1,595,589
Governance and Evaluation (including RBM advisor/backstopping)	165,226	-	16,250	16,608	16,973	317,346	17,728	384,905
Governance Costs including Steering Committee / Evaluations	165,226	-	16,250	16,608	16,973	317,346	17,728	384,905
Sub Total	21,128,466	4,616,067	5,008,584	6,127,750	6,401,492	6,873,395	7,219,889	31,631,110
Trust Fund Management	1,478,993	323,125	350,601	428,943	448,104	481,138	505,392	2,214,178
Total	22,607,459	4,939,192	5,359,185	6,556,693	6,849,596	7,354,533	7,725,281	33,845,288
IMF Expenses	862,704	-	123,842	126,318	128,845	131,422	134,050	644,477
Host Country In-kind	-	-	-	-	-	-	-	-
Total	23,470,163	4,939,192	5,483,026	6,683,011	6,978,441	7,485,955	7,859,331	34,489,765
Total Donor Funded Budget	21,874,556	4,764,192	5,359,185	6,556,693	6,849,596	7,354,533	7,725,281	33,845,288

^{1/} There is no Admin project in Phase II

RISKS AND MITIGATION MEASURES

ATI's operations face mainly financial, operational and system, and reputational risks.

- *Financing shortfalls.* This is the largest risk to the implementation of the scaling up of ATI's activities as about 40 percent of the funding has not yet been secured (see Para 48). To mitigate this risk, any scaling up will be gradual, to provide time to reassess plans, in case required

funding does not materialize. In that case, ATI will focus on its current core curriculum and reduce the amount of high-level and peer-learning events and encourage countries that request tailored in-country training to contribute to the financing. Staff has developed alternative scenarios, including maintaining operations at their FY2019 level, and a more modest scaling up scenario. Risks will also continue to be partially mitigated

through new financing modalities. Options for other IMF vehicles to meet some of the costs of training at the ATI will also be explored.

- *Concentration of funding base.* This risk, which materialized during Phase I, results mainly from the low contributions from beneficiary countries and the relatively small list of external donors. This could lead to financing shortfalls in case of the existing donor is not able to honor



ATI is also benefiting from China-IMF Capacity Development Center (CICDC) support. The CICDC Coordinator, Ms. Ling Hui Tan, is second from left.

its funding commitment. To mitigate the risk, IMF staff are engaging with SSA beneficiary countries to elicit more financial support from these members, while recognizing their budget constraints. 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.

- *Under delivery owing to non-availability of new course materials.* The delay in developing the material for the additional courses could adversely affect the strategy. To minimize this risk some resources have been appropriated for the development of the course. Should the risk materialize, ATI will flexibly liaise with HQ AFRITACs and other partners on appropriate use of available space.
- *Economic shocks that could change priorities and training needs.* This risk is mitigated by continuous consultations with beneficiary countries, donors, and IMF country teams. In case of significant

deviations, ATI will seek guidance from the ATI Steering Committee on changes to priorities.

- *Reputational risks.* This relates mainly to the risk from a possible decline in the perception of the quality of the training. ATI will monitor closely participants' end-of-course evaluations and seek continuous informal feedback from these participants and training teams. Related to this type of risks is the perception that participants from non-Anglophone countries do not have equal access to training. ATI will monitor closely the distribution of participation by country and provide participants with adequate equipment for learning.
- *Operational risks.* Other risks include business continuity risks, such as those related to travel, human capital and other assets needed to fulfill ATI's functions including possible collapse in systems (electric, internet, water, etc.). Business continuity risks are mitigated by negotiated access to hotel facilities for short durations, and ATI's adherence to the IMF's

travel security recommendations and the information security policy framework. In addition, Mauritius is prone to periodic cyclonic conditions and health risks. ATI participates in the local UN Security Management Team. In case of weather-related risks, it is guided by instructions issued by the UN. For regional health risks, ATI follows the guidelines issued by local authorities (for instance compulsory malaria checks for participants), by the Fund, and internationally, in case of serious international health risks (such as Ebola). ATI also follows the Fund contingency plans for evacuation of staff in case of emergency.

ANNEXES

The 2030 Agenda for Sustainable Development

The Sustainable Development Goals (SDGs) are a collection of 17 global goals set by the United Nations General Assembly in 2015. They represent a universal set of goals, targets and indicators that UN member states were expected to use to frame their agendas and political policies over the 15 years following the setting of the goals. The SDGs follow and expand on the millennium development goals (MDGs), which were agreed by governments in 2001 and were due to expire end-2015. The aim is to complete by 2030 the implementation of the 17 goals:

- **GOAL 1:** End poverty in all its forms everywhere
- **GOAL 2:** End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- **GOAL 3:** Ensure healthy lives and promote well-being for all at all ages
- **GOAL 4:** Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- **GOAL 5:** Achieve gender equality and empower all women and girls
- **GOAL 6:** Ensure availability and sustainable management of water and sanitation for all
- **GOAL 7:** Ensure access to affordable, reliable, sustainable and modern energy for all
- **GOAL 8:** Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- **GOAL 9:** Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
- **GOAL 10:** Reduce inequality within and among countries
- **GOAL 11:** Make cities and human settlements inclusive, safe, resilient and sustainable
- **GOAL 12:** Ensure sustainable consumption and production patterns
- **GOAL 13:** Take urgent action to combat climate change and its impacts
- **GOAL 14:** Conserve and sustainably use the oceans, seas and marine resources for sustainable development
- **GOAL 15:** Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
- **GOAL 16:** Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
- **GOAL 17:** Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.

FINANCING FOR DEVELOPMENT

The Financing for Development process aims to support the follow-up to international agreements and commitments, including the SDGs. The UN estimates the gap in financing to achieve the SDGs at \$2.5 trillion per year in developing countries alone. The agreements and commitments include those reached during three major international conferences – Financing for Development: Monterrey, Mexico (2002), Doha, Qatar (2008), Addis Ababa, Ethiopia (2015), as well as major UN conferences and summits in the economic and social fields, including the above 2030 Agenda and the Sustainable Development Goals (SDGs).

To deliver on the SDG agenda in education, health, roads, electricity, and water and sanitation alone will be costly. It is estimated that this would require additional spending in 2030 of US\$0.5 trillion for low-income

developing countries and US\$2.1 trillion for emerging market economies. The challenge is greater for low-income developing countries, where average additional spending represents 15 percentage points of GDP. For emerging market economies, the average additional spending required represents about 4 percentage points of GDP. Countries themselves are responsible for achieving the SDGs, especially through reforms to foster sustainable and inclusive growth that will in turn generate the tax revenue needed. Addressing spending inefficiencies is also critical. The scale of the additional spending needs in low-income developing countries requires support from all stakeholders—including the private sector, donors, philanthropists, and international financial institutions.

The specific action areas of the Addis Agenda are:

- Domestic public resources;
- Domestic and international private business and finance;
- International development cooperation;
- International trade as an engine for development;
- Debt and debt sustainability;
- Addressing systemic issues;
- Science, technology, innovation and capacity building.



ATI Training: Fragile States Participation by Country in FY2018

Country	Total participant (FY18)	Fragile situation (yes/no)	Language	GDP/capita (2017 \$)	Income level
Angola	34	no	Portuguese	3,924	Middle
Benin	28	no	French	923	Low
Botswana	57	no	English	8,168	Middle
Burkina Faso	25	no	French	734	Low
Burundi	49	yes	French	307	Low
Cabo Verde	8	no	Portuguese	3,622	Middle
Cameroon	96	no	French	1,545	Middle
Central African Republic	6	yes	French	454	Low
Chad	28	yes	French	890	Low
Comoros	16	yes	French	877	Low
Congo, D.R.C.	56	yes	French	478	Low
Congo, Rep. of	7	yes	French	2,572	Middle
Côte d'Ivoire	49	yes	French	1,791	Middle
Equatorial Guinea	2	no	Spanish	15,294	Middle
Eritrea	6	yes	English	1,112	Low
Eswatini	25	no	English	4,093	Middle
Ethiopia	72	no	English	891	Low
Gabon	17	no	French	8,385	Middle
Gambia	81	yes	English	740	Low
Ghana	108	no	English	1,787	Middle
Guinea	32	yes	French	865	Low
Guinea-Bissau	11	yes	Portuguese	852	Low
Kenya	59	no	English	1,865	Middle
Lesotho	40	no	English	1,466	Middle
Liberia	21	yes	English	663	Low
Madagascar	53	yes	French	475	Low
Malawi	95	yes	English	349	Low
Mali	13	yes	French	892	Low

Country	Total participant (FY18)	Fragile situation (yes/no)	Language	GDP/capita (2017 \$)	Income level
Mauritius	86	no	English	11,015	Middle
Mozambique	60	no	Portuguese	481	Low
Namibia	30	no	English	5,923	Middle
Niger	16	no	French	489	Low
Nigeria	102	no	English	2,050	Middle
Rwanda	14	no	English	800	Low
São Tomé and Príncipe	4	yes	Portuguese	2,069	Middle
Senegal	48	no	French	1,485	Middle
Seychelles	72	no	English	16,377	Middle
Sierra Leone	24	yes	English	496	Low
South Africa	58	no	English	6,560	Middle
South Sudan	45	yes	English	307	Low
Tanzania	68	no	English	1,090	Low
Togo	25	yes	French	668	Low
Uganda	134	no	English	717	Low
Zambia	42	no	English	1,450	Middle
Zimbabwe	103	yes	English	1,269	Low

ANNEX III.

Participation in ATI Courses by Country (FY2014–18)

	Country	FY 14	FY 15	FY 16	FY 17	FY 18	Total
1	Angola	3	3	12	7	9	34
2	Benin	0	1	5	5	17	28
3	Botswana	7	15	16	5	14	57
4	Burkina Faso	0	2	4	7	12	25
5	Burundi	0	7	8	10	24	49
6	Cameroon	0	13	22	17	44	96
7	Cape Verde	1	2	3	0	2	8
8	Central African Republic	0	0	0	1	5	6
9	Chad	0	1	2	9	16	28
10	Comoros	0	1	0	5	10	16
11	Congo, Dem. Rep. of	0	4	9	19	24	56
12	Congo Rep. of	0	0	0	3	4	7
13	Cote D'Ivoire	0	5	8	8	28	49
14	Equatorial Guinea	0	0	0	0	2	2
15	Eritrea	0	2	3	0	1	6
16	Ethiopia	9	10	14	15	24	72
17	Gabon	0	1	4	4	8	17
18	Ghana	10	16	28	17	37	108
19	Guinea	0	0	0	6	26	32
20	Guinea-Bissau	0	0	0	2	9	11
21	Kenya	9	13	12	10	15	59
22	Lesotho	6	5	7	10	12	40
23	Liberia	4	0	0	1	16	21
24	Madagascar	0	12	6	15	20	53
25	Malawi	10	15	21	22	27	95
26	Mali	0	0	2	3	8	13
27	Mauritius	13	12	16	11	34	86
28	Mozambique	9	9	10	12	20	60

	Country	FY 14	FY 15	FY 16	FY 17	FY 18	Total
29	Namibia	1	9	8	7	5	30
30	Niger	0	1	2	3	10	16
31	Nigeria	8	22	16	25	31	102
32	Rwanda	4	1	2	2	5	14
33	Sao Tome and Principe	0	0	0	1	3	4
34	Senegal	0	3	6	13	26	48
35	Seychelles	10	16	13	14	19	72
36	Sierra Leone	5	4	0	5	10	24
37	South Africa	7	12	16	10	13	58
38	South Sudan	3	13	13	4	12	45
39	Swaziland	3	3	6	1	12	25
40	Tanzania	10	21	9	13	15	68
41	The Gambia	7	24	19	11	20	81
42	Togo	0	0	6	6	13	25
43	Uganda	12	29	30	31	32	134
44	Zambia	9	6	7	4	16	42
45	Zimbabwe	13	22	19	24	25	103
	Total	173	335	384	398	735	2,025

Number of Applicants for ATI Courses and Acceptance Rates by Course

Code	Course Title	Applicants	Accepted	Rate
FPP	Financial Programming and Policies (FPP)	1053	195	19%
ERI	Economic Issues in Regional Integration (ERI)	679	159	23%
IG	Inclusive Growth Policies (IG)	665	92	14%
MDS	Macroeconomic Diagnostics (MDS)	580	62	11%
MRC	Macroeconomic Management in Resource Rich Countries (MRC)	522	152	29%
FF	Fiscal Frameworks (FF)	480	98	20%
CBS	Core Elements of Banking Supervision (CBS)	434	199	46%
FSP	Financial Sector Policies	383	67	17%
FSP	Financial Sector Surveillance	374	65	17%
EFS	Economic Policies for Financial Stability (EFS)	346	118	34%
MPA	Monetary Policy Analysis (MPA)	310	93	30%
MERP	Monetary and Exchange Rate Policies (MERP)	303	121	40%
MFP	Macroeconomic Management and Fiscal Policy (MFP)	276	62	22%
MMFP	Macroeconomic Management and Fiscal Policy	242	33	14%
FIFD	Fiscal Institutions and Fiscal Discipline	227	34	15%
FS	Fiscal Sustainability	439	69	16%
MF	Macroeconomic Forecasting (MF)	208	65	31%
IEA	High-Frequency Indicators of Economic Activity	200	31	16%
SFR	Strengthening Fiscal Institutions and Managing Fiscal Risks (SFR)	170	32	19%
FPA	Fiscal Policy Analysis	346	66	19%
TPAT	Tax Policy and Administration: Theory and Practice	157	32	20%
PFM-LF	Public Financial Management Legal Frameworks	145	33	23%
FMA	Financial Market Analysis (FMA)	143	59	41%
FDPI	Financial Development and Financial Inclusion	121	27	22%
IDS	International Data Standards in Country OpenData Platforms	118	30	25%
CBPS	Compilation of Balance of Payment Statistics	117	29	25%
BR	Bank Restructuring and Resolution (BR)	114	33	29%
CBPS	Cross-Border Position Statistics	105	33	31%

Code	Course Title	Applicants	Accepted	Rate
MMF	Macroeconomic Management and Financial Sector Issues (MMF)	88	34	39%
CPS	Core Elements of Prudential Supervision (CPS)	82	37	45%
NAS	Course on National Accounts Statistics (NAS)	72	34	47%
MFSA	Monetary and Financial Statistics–Advanced	64	24	38%
MMNR	Macroeconomic Management and Natural Resource Management (MMNR)	59	28	47%
FI	Financial Inclusion (FI)	49	31	63%
EXV	External Vulnerabilities and Policies (EXV)	48	29	60%
CBPS	Compilation of Balance of Payment Statistics	37	31	84%
TFMPF	Transition to A Forward-Looking Monetary Policy Framework (TFMPF)	36	30	83%
SACB	Safeguards Assessments of Central Banks	36	33	92%
FSI	Financial Soundness Indicators	29	23	79%

Other Organizations in Africa Providing Regional Training

Organization	Objective	Target Group	Number of Persons Trained
Africa Institute for Capacity Development (AICD)	Training and extension activities aimed at providing need-driven skills and knowledge for socio-economic development in the African region.	Farmers, universities, researchers, development and training organizations, Non-Governmental Organizations (NGOs), government departments, small-scale industries and businesses, women, artisans and craftsmen.	
African Capacity Building Foundation(ACBF)	The ACBF is the African Union's Specialized Agency for Capacity Development. Its mandate is to enhance skills, strengthen institutions and promote regional integration. To achieve this, ACBF supports capacity development through investments, technical support, knowledge generation and sharing across Africa.	Public sector officials, civil society, private sector, higher education institutions, regional organizations	To date, the Foundation has assisted governments, parliaments, civic society, private sector and higher education institutions in more than 45 countries and six regional economic communities. ACBF has invested in over 321 capacity development projects, produced 73 knowledge products advocating emerging development issues. 50,000 people have been trained over 25 years.
African Economic Research Consortium (AERC)	Established in 1988, AERC is a capacity building institution to inform economic policies in SSA. It has three primary components: research, training and policy outreach. AERC's objectives are to: (i) enhance the capacity of locally based researchers to conduct policy-relevant economic inquiry; (ii) promote the retention of such capacity within the continent, and (iii) encourage its application in the policy context. The AERC training supports postgraduate studies in economics and agricultural economics and enhances the capacities of the respective departments of economics in African public universities. The key elements of the training program are the Collaborative Master's Program in economics (CMAP), Collaborative Master's Program in Agricultural and Applied economics (CMAAE) and the Collaborative PhD Program (CPP).	Researchers, students, mid-level managers and policy analysts.	The CPP involves 8 degree-awarding universities, 4 of which are host degree-awarding. The CMAP currently involves 26 universities in 21 countries. The CMAAE for Eastern, Central and South Africa covers 17 universities in 13 countries. In June 2017, a total of 35 Master's and 20 Ph.D. Bridge Program fellowships were awarded to students drawn from Gambia, Lesotho, Liberia, Sierra Leone, Somalia, South Sudan, Swaziland, Burundi, Central African Republic, Chad, DR. Congo, Guinea, Mali, Togo, Madagascar and Mozambique.

Organization	Objective	Target Group	Number of Persons Trained
African Institute for Economic Development and Planning (IDEP)	IDEP is a pan-African institution created in 1962 by the General Assembly of the United Nations. It began its operations in November 1963 with the primary purpose of accompanying and supporting newly independent African countries in their quest to build their human resource capacities as a prerequisite for sustaining independence and promoting socio-economic development. Most of the training program offered at the Institute are anchored around economic management and development planning.	Senior and mid-level career officials, drawn mainly from the executive arm of governments across Africa.	The Training Program of the Institute has three main components: <ul style="list-style-type: none"> • Master of Arts (M.A.) degree program in Economic Policy and Management (18 months) • Short-term courses program (2-6 weeks each) • Tailor-made training workshops (upon request).
Centre Ouest Africain de Formation et d'Etudes Bancaires (COFEB)	The COFEB was created in 1977 by the Central Bank of West African States (BCEAO) to offer all financial institutions of the member states of the West African Monetary Union (WAMU) the opportunity to promote the professional qualification of their agents.	Aimed primarily at BCEAO executives and credit institutions established in the WAMU Member States, gradually extended to officials of the economic and financial administrations of the Union and staff of Central Banks of French-speaking African countries.	
Development Bank of Southern Africa (DBSA) Vulindlela Academy	The DBSA, through the Vulindlela Academy offers accredited capacity building and training in the priority skills areas of planning, finance, management and leadership	Development intermediaries in Southern Africa, including municipalities, government departments, parastatals, public utilities, non-governmental organizations and development finance institutions.	
Pan African Capacity Building Program (PACBP)	<p>The Pan African Capacity Building Program (PACBP) is a partnership initiative of the Development Bank of Southern Africa (DBSA), and the Industrial Development Corporation (IDC). The partnership initiative was initiated in 2008, and operations commenced in 2009. The DBSA is the implementing agent of the partnership initiative. It aims to train and further empower qualified public sector and other professionals across Africa with relevant skills, and to support African governments, state-owned entities and training institutions' efforts to make public sector institutions and utilities more efficient, effective and productive.</p> <p>The PACBP has four capacity building pillars:</p> <ul style="list-style-type: none"> • Masters' in Public Infrastructure Management (MPIM) • Short Courses (3-5 day long professional skills enhancement sessions) • Developing Black Industrialists (only in South Africa for now) • Leadership Skills Development (Institutional Strengthening) 	All African institutions of development, including local councils or authorities, utilities, universities, state-owned companies, regional DFIs, and Government Departments.	

Organization	Objective	Target Group	Number of Persons Trained
Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI)	The overall objective of MEFMI's capacity building interventions is to improve macroeconomic and financial management performance that supports economic growth and poverty reduction in Eastern and Southern Africa. Its mission is to build sustainable human and institutional capacity and foster best practices for prudent macroeconomic, debt and financial management in central banks, ministries of finance and of planning, and other relevant institutions. The mission is guided by the Institute's Vision, which is "to be the center of excellence that provides sustainable capacity building in macroeconomic and financial management. It started as the Eastern and Southern Africa Initiative in Debt and Reserves Management (ESAIDARM) in 1994. It was renamed in 1997, with a mandate broadened to cover macroeconomic and financial management issues.	Officials from ministries of finance, ministries of economic development and planning or equivalent, central banks and other public institutions that interface with these core institutions. Regionally owned (currently includes 14-member countries: Angola, Botswana, Burundi, Kenya, Lesotho, Malawi, Mozambique, Namibia, Rwanda, Swaziland, Tanzania, Uganda, Zambia and Zimbabwe).	During the period 2012-15, 4,013 officials were trained (Phase V strategic plan). The number of trained officials was projected to exceed 6000 by end-2016.
South African Reserve Bank (SARB) Academy	SARB Academy aims to design, source and deliver impactful learning not only for performance improvement but also for personal staff transformation at the SARB. The focus is on central bank functions.	SARB staff.	
The West African Institute for Financial and Economic Management (WAIFEM)	The overall objective of WAIFEM is to strengthen capacity for debt, financial and economic management in the relevant institutions in Anglophone West African countries, with attention to Liberia and Sierra Leone as post conflict countries.	Central banks, ministries of finance and economic planning, and other public-sector institutions with macroeconomic management responsibilities.	From 1997 to October 2018, WAIFEM made a total of 686 capacity building interventions in pursuit of its mandate. Of these events, 594 or 86.6 percent represents knowledge and skills upgrading through training courses/ workshop/seminars, while 92 or 13.4 percent represented missions (needs assessment and follow-up) and other capacity building-related activities, such as progress review meetings and impact assessment surveys/ studies. A total of 18,432 participants benefited from the program.

Tentative List of Possible Additional Training Events for First 3 Years of Phase II

This list is tentative and will be updated based on ongoing internal consultations, prioritization of CD activities, and ATI Steering Committee guidance. The phasing of events will also depend on the availability of technical resources to develop new courses.

FY2020	<p>Face-to-Face Courses</p> <ol style="list-style-type: none"> 1. Gender Macroeconomics with UN Women (AFR/SPR/ICD) 2. Governance and Corruption Issues (LEG/FAD) <p>Peer-to-Peer</p> <ol style="list-style-type: none"> 1. High Level Conference on Governance and Corruption Issues in SSA combined with Peer Learning Event in collaboration with ATI and AFRITACs 2. High Level Conference on Debt Challenges <p>Customized and/or Tailored In-Country Training</p> <ol style="list-style-type: none"> 1. FPP+ for Angola in collaboration with AFS 2. FPP Cote d'Ivoire
FY2021	<p>Face-to-Face Courses</p> <ol style="list-style-type: none"> 1. Gender Macroeconomics with UN Women (AFR/ SPR/ICD) 2. Governance and Corruption Issues (LEG/FAD) 3. Macroeconomic Implications of Climate Change in collaboration with FAD <p>Peer-to-Peer</p> <ol style="list-style-type: none"> 1. Peer Learning Event on Macroeconomic Policies of Climate Change in collaboration with AFRITACs and AfDB 2. Peer to Peer on Gender-Responsive Budgeting <p>Customized and/or Tailored In-Country Training</p> <ol style="list-style-type: none"> 1. FPP+ for Kenya in collaboration with AFE 2. FPP+ for Rwanda in collaboration with AFE 3. FPP for one CEMAC country in collaboration with AFC
FY2022	<p>Face-to-Face Courses</p> <ol style="list-style-type: none"> 1. Gender Macroeconomics with UN Women (AFR/SPR/ICD) 2. Governance and Corruption Issues (LEG/FAD) 3. Macroeconomic Implications of Climate Change in collaboration with FAD 4. Core Macroeconomic course <p>Peer-to-Peer</p> <ol style="list-style-type: none"> 1. High Level Conference on Fintech 2. Peer Learning Event on Statistics and Data–To be determined in collaboration with AFRITACs 3. Peer Learning Event–Macroeconomics of Free Trade Agreements <p>Customized and/or Tailored In-Country Training</p> <ol style="list-style-type: none"> 1. Customized Training in collaboration with AFC 2. Customized Training in collaboration with AFW1 3. Customized Training in collaboration with AFW2 4. Customized Training in collaboration with AFS / AFE

IMF Training Progression Table

The table provides a listing of the courses offered by the IMF Institute through the redesigned curriculum and grouped around main thematic areas. The table illustrates paths country officials 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.

	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 Development and Financial Inclusion (FDFI) • Financial Sector Surveillance (FSS) • Financial Sector Policies (FSP) 	<ul style="list-style-type: none"> • Financial Markets and Instruments (FMI)
FISCAL POLICY	<ul style="list-style-type: none"> • Fiscal Policy Analysis (FPA) 	<ul style="list-style-type: none"> • Fiscal Frameworks (FF) • Fiscal Sustainability (FS) • Online course on Debt Sustainability and Debt Management (DSMx) 	
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) 	<ul style="list-style-type: none"> • Macroeconomic Diagnostics (MDS) • Online Course on Macroeconomic Forecasting (MFx) • Online Course on Macroeconomic Diagnostics (MDSx) 	<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) • Online Course on Model-Based Monetary Policy Analysis and Forecasting (MPAFx) 	<ul style="list-style-type: none"> • Model-Based Monetary Policy Analysis and Forecasting (MPAF)
INCLUSIVE GROWTH AND STRUCTURAL POLICIES	<ul style="list-style-type: none"> • Online Course on Energy Subsidy Reform (ESRx) 	<ul style="list-style-type: none"> • Inclusive Growth (IG) • Economic Issues in Regional Integration (ERI) • Macroeconomic Management in Resource-Rich Countries (MRC) • Online Course on Macroeconomic Management in Resource-Rich Countries (MRCx) 	<ul style="list-style-type: none"> • Vulnerability Diagnostics (VDS)

Source: ICD 2018 Training Catalogue

IMF Training Course Topics

DEPARTMENT	TOPIC/SESSION TITLE
FINANCIAL SECTOR POLICIES	
MCM	Asset Classification and Provisioning from Prudential and IFRS Perspectives (PACP)
MCM	Bank Restructuring and Resolution (BR)
MCM	Core Elements of Banking Supervision (CBS)
MCM	Current Issues in Banking Supervision and Regulation (BRS)
MCM	Developing Domestic Debt Markets (DDM)
ICD	Financial Development and Financial Inclusion (FDI)
ICD	Financial Market Analysis (FMAx)
ICD	Financial Markets and Instruments (FMI)
ICD	Financial Sector Policies (FSP)
ICD	Financial Sector Surveillance (FSS)
MCM	Macro-Stress Testing (MST)
MCM	Medium-Term Debt Strategy (MTDS)
MCM	NPL Resolution and Corporate Debt Restructuring (NPL-CDR)
MCM	Risk-Based Banking Supervision (BSO)
MCM	Selected Issues in the Evolving Financial Regulatory Framework (FRF)
MCM	Sovereign Liability and Risk Management (SLRM)
MCM	Systemic Macro Financial Risk Analysis (MFRA)
FISCAL POLICY	
ICD	Assessing and Managing Fiscal Risks (AMFR)
ICD	Debt Sustainability and Debt Management (DSMx)
FAD	Fiscal Analysis and Forecasting (FAF)
ICD	Fiscal Frameworks (FF)
ICD	Fiscal Policy Analysis (FPA)
ICD	Fiscal Sustainability (FS)
FAD	Gender Budgeting (GB)
FAD	Medium-Term Budgetary Frameworks, Fiscal Rules, and Fiscal Councils: Options to Ensure Fiscal Sustainability (MTBF)
FAD	Public Financial Management (PFMx)
FAD	RA-GAP - Tax Gap Analysis (VGAPx)
FAD	Reforming Fuel Subsidies (RFS)
FAD	Revenue Forecasting and Analysis (RFAx)
FAD	Strengthening Budget Institutions (SBI)
FAD	Strengthening Fiscal Institutions and Managing Fiscal Risks (SFR)
FAD	Tax Policy and Administration: Theory and Practice (TPAT)

GENERAL MACROECONOMIC ANALYSIS

ICD	Financial Programming and Policies, Part 1: Macroeconomic Accounts and Analysis (FPP.1x)
ICD	Financial Programming and Policies, Part 2: Program Design (FPP.2x)
ICD	Financial Programming and Policies (FPP)
ICD	Macroeconomic Diagnostics (MDSx)
ICD	Macroeconomic Diagnostics (MDS)
ICD	Macroeconometric Forecasting (MFx)
ICD	Macroeconometric Forecasting and Analysis (MFA)
ICD	Monetary and Fiscal Policy Analysis with DSGE Models (DSGE)

INCLUSIVE GROWTH AND STRUCTURAL POLICIES

ICD	Economic Issues in Regional Integration (ERI)
ICD	Energy Subsidy Reform (ESRx)
ICD	Inclusive Growth (IG)
ICD	Macroeconomic Management in Resource-Rich Countries (MRCx)
ICD	Macroeconomic Management in Resource-Rich Countries (MRC)
ICD	Vulnerability Diagnostics (VDS)

LEGAL ISSUES

LEG	Foundations of Central Bank Law (FCBLx)
LEG	Implementing the International AML/CFT Standards (AMLS)
LEG	Legal Aspects of International Financial Institutions (LAIF)
LEG	Legal Design of Taxation Frameworks Relevant to the Sub-Saharan African Region (TLWD)
LEG	Legal Frameworks for Banking Supervision and Resolution (LBSR)
LEG	Public Financial Management Legal Frameworks (LPPFM)
LEG	Selected Issues in Fiscal Law and Governance (FLG)
LEG	Selected Legal Issues for Central Banks (CBLI)
LEG	Workshop on Corporate and Household Insolvency (CHI)

MACROECONOMIC STATISTICS

STA	Balance Sheets and Accumulation Accounts (BSAA)
STA	Compilation Basics for Macroeconomic Statistics (CBMSx)
STA	Compilation of Balance of Payments Statistics (BPSCG)
STA	Financial Soundness Indicators (FSI)
STA	Government Finance Statistics (GFS)
STA	Monetary and Financial Statistics–Advanced (MFS-A)
STA	Monetary and Financial Statistics–Introductory (MFS-I)
STA	Price Statistics (PRS)
STA	Quarterly National Accounts (QNA)
STA	Residential Property Price Indices (RPPI)
STA	Securities Statistics (SS)
STA	Statistics on International Trade in Goods and Services (ITGS)

MONETARY, EXCHANGE RATE, AND CAPITAL ACCOUNTS POLICIES

ICD Exchange Rate Policy (ERP)

ICD Managing Capital Flows: Macroeconomic Analysis and Policies (MCF)

ICD Model-Based Monetary Policy Analysis and Forecasting Course (MPAFx)

ICD Model-Based Monetary Policy Analysis and Forecasting (MPAF)

ICD Monetary Policy (MP)

ICD Exchange Rate Policy (ERP)

SAFEGUARDS ASSESSMENTS

FIN Safeguards Assessments of Central Banks (SAC)

ATI 2017 External Evaluation: IMF Staff Response to the Recommendations

We welcome the comprehensive analysis and the balanced and overall positive assessment of the Africa Training Institute (ATI) by the external evaluation team. We share the main objectives of the evaluation's recommendations to strengthen ATI's operations and capability to improve the policymaking capacities in its member countries through the enhancement of human capital (the learning component) and the implementation of best practices in terms of processes, organization, and the codes of conduct in the members' policymaking institutions (the implementation component). We welcome the overall assessment that the Center is highly valued by all stakeholders and has a good institutional reputation; the courses are deemed highly relevant and are associated with significant learning gains; ATI's customized training has brought clear success stories; the high-level seminars have revealed that peer-to-peer activities are highly appreciated by the participants; and ATI possesses a high level of administrative efficiency.

We particularly welcome the recommendations to have more transparency on the participants' selection process; increase the facilities' utilization and reduce staff turnover; engage in more intense fundraising and brand-building; further strengthen governance; and have a more equal regional representation in courses. Work is already under way to address most of these recommendations.

A few recommendations are beyond the scope of ATI's mandate or would be difficult to implement due to resource constraints.

We agree with the evaluators that in these cases a more elaborate cost-benefit analysis is warranted.

The specific comments of IMF staff are detailed below by recommendation.

V. RECOMMENDATION 1: More sustainable learning gains

Sustaining learning gains in participants' institutions upon return is a challenge for external professional training in general. As the evaluators note, the key factors, such as poor dissemination policies and lack of clear commitment from management at participating institutions, are external to ATI. That said, various innovations under way, especially the recent ICD curriculum enhancement (see also Recommendation 3 below) and further customized training, is likely to increase the sustainability of learning gains. In addition, the recommendation to upgrade follow-up practices by organizing course fora by topic is currently in the process of being implemented for the Monetary Policy Analysis and Forecasting course. If this recommendation is to be implemented more broadly, a cost-benefit analysis would be needed of staff time to accommodate these additional customized activities versus delivering additional standard ICD courses, online training, or high-level seminars.

Regarding customized training, ATI plans to continue to expand this activity in the priority topics for the region, while being mindful of the costs

VI. RECOMMENDATION 2: More transparency and better targeting in the selection procedure

The general selection criteria are now posted on the ATI website for greater transparency. In addition to having had appropriate preparatory training and a relevant current position, other factors that weigh in on the selection are whether participants have attended the same or very similar IMF course in the past or any other IMF training very close to the date of the course under consideration. It should be noted that a number of ATI courses receive eight times more applications than can be accommodated. Looking forward, ATI will work on a way of announcing online when a course is full to help inform in a timely manner those that have not been selected.

VII. RECOMMENDATION 3: Strengthen the course experience

The innovations currently being implemented, including the ICD curriculum enhancement, will go a long way to strengthen the course experience. These include: (i) the continuing increase in online course offerings. Online courses can help participants be better prepared for face-to-face (F2F) courses and may be used, in the near future, as a prerequisite for attending F2F courses; (ii) the finalization and roll out of a new, more focused curriculum which better integrates with members' needs and focuses more on hands-on policy analysis and case studies from the region. The new curriculum also clearly denotes the sequence of F2F courses from less to more advanced; and (iii) more customized training, which is tailored to the country-specific or sub-regional needs.

VIII. RECOMMENDATION 4: Develop a strategy for improving cost efficiency

The report rightly puts a high priority on realizing cost efficiency gains and, in particular, notes the need to raise the capacity (facilities) utilization and to lower staff turnover and gaps between departures and new arrivals of staff. Both these issues have been symptomatic of ATI's teething pains and are already being addressed by ATI. Specifically, as ATI's position is more firmly established, more courses are now delivered at ATI, with plans to increase the facilities' utilization rate from 45 percent in FY16 to an expected 75 percent in FY19. The gaps between the departure of ATI resident lecturers and the arrival of their successors are also being dealt with as now ATI has a full complement of three resident economists and an active future pipeline in place. ATI will also consider increasing on the margin the resident trainers' workload, once they have completed one year's residency experience, with consideration given to meeting priority customized training demand as proposed in the report.

IX. RECOMMENDATION 5: Engage in more intense fundraising and brand-building, improve on governance

We acknowledge the need to build the ATI brand both with senior government officials in sub-Saharan Africa and with current and potential development partners worldwide. As such, we will further increase our engagement with both beneficiaries and (potential) donors with a view to raise the regional and global visibility of ATI. With a view to strengthening the governance of ATI, the Director plans to attend the AFRITACs' Steering Committee meetings and to enhance informal communications with stakeholders during the year. ATI staff are also in the process of sharing experiences with the Joint Vienna Institute and other IMF Regional Training Centers (RTCs), including conference calls and select visits.

X. RECOMMENDATION 6: More equal regional representation on training courses

Despite the marked improvement, as shown in the evaluators' report, we agree that the regional representation in ATI courses still needs to better reflect regional parities. Some of the underrepresentation of West African participants, for example, may partially reflect the availability of additional IMF training in that region. We agree, however, that there is scope for balancing the geographic representation as well as the offering of courses in French at ATI. To that effect, two of the three recently hired resident lecturers are bilingual in English and French. Moreover, ATI is in the process of upgrading its French simultaneous interpretation. The report's proposal to open a second RTC in West/Central Africa as a means to address the issue of underrepresentation is beyond the scope of ATI's evaluation. In this context, we also note the still unused capacity at ATI; ongoing efforts to improve the geographic balance of representation; and the additional costs, potential inefficiencies, fundraising challenges, and opportunity costs associated with adding a second center in sub-Saharan Africa.

ATI Learning Gains Per Course (2015–18)

Year	ATI Course Number	Learning Gains	Overall Rating
2015	AT15.03	5%	4.75
	AT15.04	7%	4.85
	AT15.05	13%	4.8
	AT15.07	13%	4.8
	AT15.08	15%	4.75
	AT15.09	11%	4.9
2016	AT16.01	9%	4.85
	AT16.02	10%	4.75
	AT16.03	5%	4.85
	AT16.05	14%	4.65
	AT16.06	11%	4.85
	AT16.07	19%	4.75
	AT16.08	10%	4.8
	AT16.09	7%	4.9
	AT16.10	17%	4.8
	AT16.11	23%	4.8
	2017	AT17.01	24%
AT17.02		18%	4.7
AT17.03		15%	4.95
AT17.05		17%	4.9
AT17.06		17%	4.75
AT17.07		15%	4.85
AT17.09		18%	4.8
AT17.10		18%	4.8
AT17.11		12%	4.8
AT17.12		9%	4.7
AT17.14		18%	4.85

Year	ATI Course Number	Learning Gains	Overall Rating
2018	AT18.03	25%	4.8
	AT18.04	18%	4.95
	AT18.05	21%	4.8
	AT18.06	16%	4.85
	AT18.07	21%	4.95
	AT18.08	18%	4.75
	AT18.09	12%	4.95
	AT18.10	17%	4.75
	AT18.12	18%	4.75
	AT18.14	33%	4.9
	AT18.15	17%	4.65
	AT18.18	32%	4.75
AT18.20	16%	4.75	

Staff of ATI



ATI Staff welcoming ICD Senior Personal Manager, Ajay Ghei, during his visit to ATI in March 2019.

	Lecturer	Admin Staff	IT Resource	Interpreters	Total
FY2014	3	2	1		6
FY2015	3	3	1		7
FY2016	2	4	1		7
FY2017	2	4	1		7
FY2018	3	5	2	3	13
FY2019	3	5	2	3	13



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