



## ATI Phase I



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Seychelles

## ATI Phase II



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Zimbabwe

# Unmet Demand for Training in Sub-Saharan Africa, Capacity Constraints, and Collaboration with other RCDCs

10TH MEETING OF THE AFRICA TRAINING INSTITUTE

KINSHASA, DRC

JUNE 15, 2023

Carlos de Resende

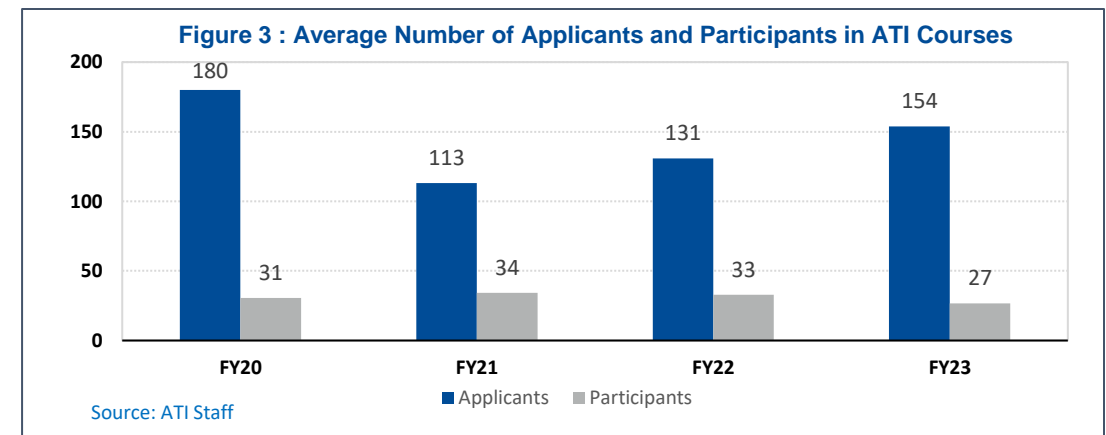
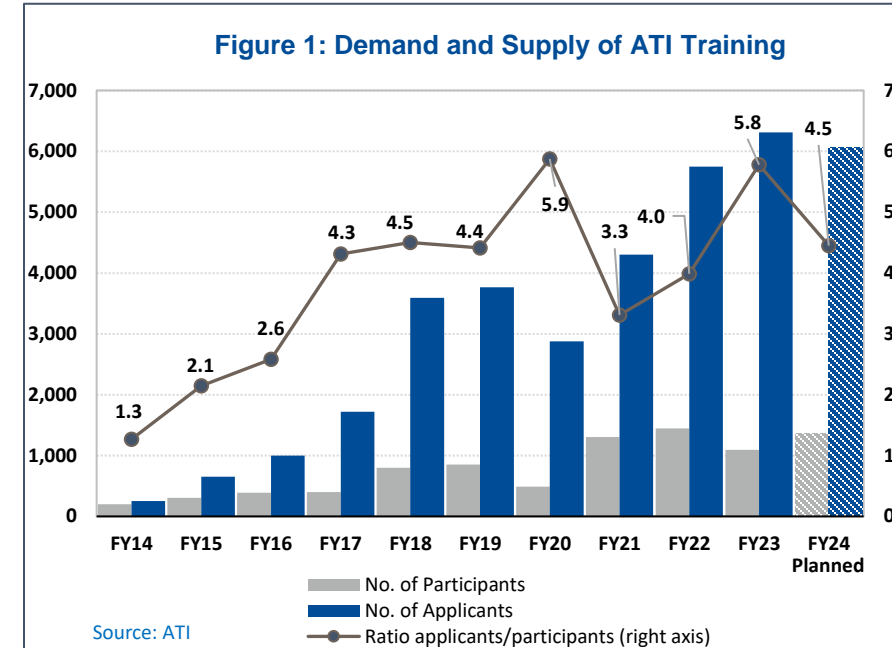
Deputy Director

Africa Training Institute

# FY21-22: Sharp reduction in unmet demand gap

## FY23: Return to in-person training attracted more candidates

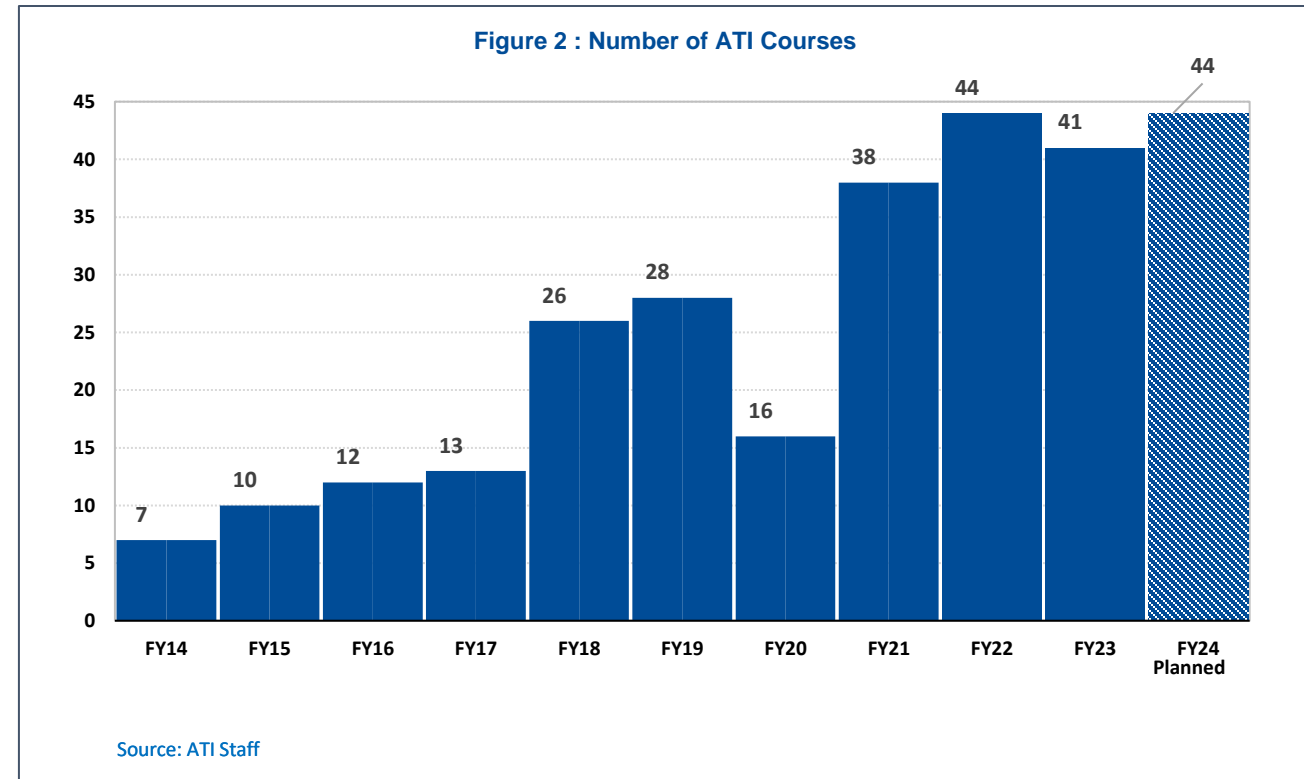
- **ATI's Phase I (FY14-FY19): Fast-growing unmet demand gap**
  - Pre-pandemic peak in FY18 = 4.5 applicants / participant (oversubscription ratio)
- **FY20: Effect of the pandemic**
  - New peak in oversubscription = 5.9
- **FY21–FY22: Sharp reduction in unmet demand**
  - Despite historical peak in applicants, sharp increase in participation as result of ATI scaling up operations
- **FY23 – Resumption of in-person training**
  - New peak in number of candidates (> 6,300)
  - Slight drop in number of courses (44 → 41) and decline in participants (1440 → 1100)
    - In-person courses more expensive / resource intensive
    - Covid-19 protocols reduced number of participants per in-person course



# ATI scaled up its operations in FY21-FY23

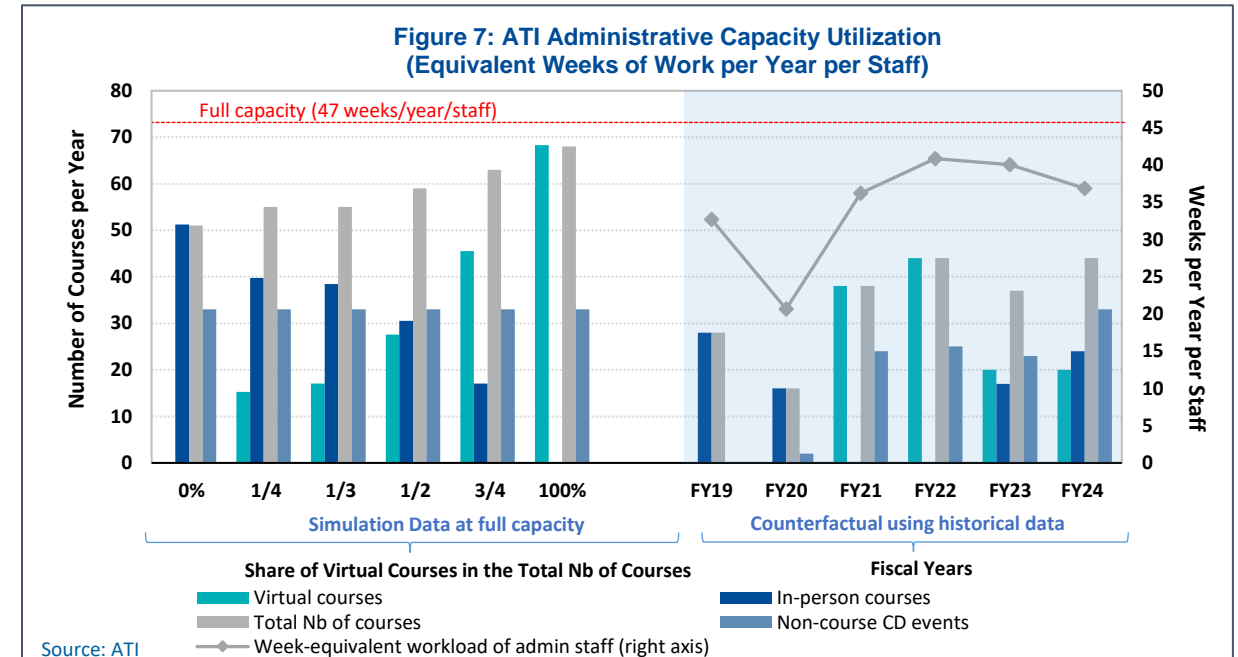


- **FY21-FY23: Strong rebound in number of applicants, participants, and courses**
  - Scaling up operations as outlined in strategy for Phase II, made easier by virtual environment
  - 41 courses in FY23 (44 in FY22, 28 in FY19)
  - Aggressive response to new priorities
- **Diversification of modalities of CD delivery**
  - 20 non-course events (webinars, peer-learning, and outreach) in FY23 (25 in FY22)
- **FY23: Resumption of in-person engagement**
  - 37 courses planned
  - 41 courses delivered, of which 19 fully virtual, and 2 blended.
- **FY24: Removal of Covid restrictions**
  - 44 courses planned, 20 fully virtual
  - 33 non-course CD events (including new Climate Series)



# Main constraint to ATI operations is no longer administrative capacity, but financial

- **Additional staff released administrative capacity constraint**
  - Two new POs and one research analyst
  - FY24 program fully inside the feasibility frontier
- **FY24: Main constraint is financial**
  - FY24 work program not yet fully funded, under conservative assumptions regarding contributions
  - Financial gap = US\$ 1.6 million under conservative scenario
- **FY24: Contingent strategy**
  - Quarterly monitoring of implementation of WP
  - Convert more in-person to virtual courses? Scale down?
- **Phase III: Sustainable funding?**



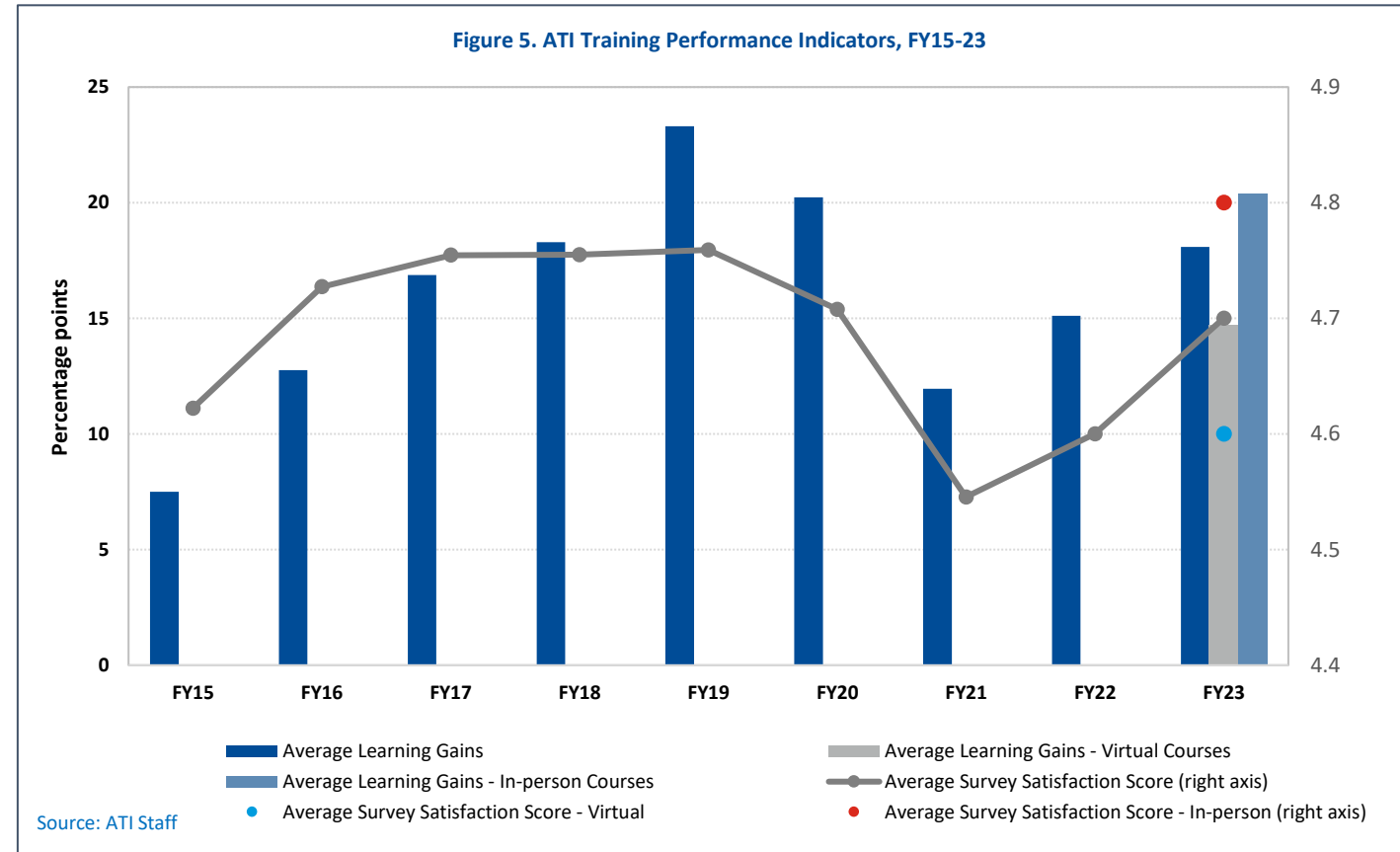
**ATI Financial Situation and the FY24 Work Program (44 courses, 33 non-course CD events)**

Scenario	Available Funds	Funding gap if 20 in-person courses	Max number of in-person courses with no financial gap
Optimistic	\$ 11,233,929.46	\$ 764,175.53	24
"Realistic"	\$ 9,853,929.46	\$ (615,824.47)	16
Conservative	\$ 8,853,929.46	\$ (1,615,824.47)	9

Source: ATI Staff

# There are trade-offs between in-person and virtual courses

- **Typical cost of two-week courses at ATI**
  - In-person: US\$ 221,000
  - Virtual: US\$ 64,000
  - Difference = US\$ 157,000
- **Virtual courses associated with lower learning gains and overall satisfaction**
  - Average learning gains and overall participant satisfaction both decline
  - FY21-FY23: learning gains drop on average 5.7 percentage points in virtual courses
- **Trade-off: savings vs. less learning gains**
  - Each additional pp of learning gain costs about US\$ 27,500 (= US\$ 918 / student)



# Collaboration with RCDCs: ATI Synergies with AFRITACs and RTCs



**In fulfilling its mandate of delivering demand-driven CD to its 45 member-countries, ATI:**

- Builds fundamentals and basic knowledge to support TA and ensuing training by AFRITACs.
- Promotes experience sharing and peer-to-peer learning opportunities at a broader scale.
- Leverages its capability of convening larger CD events, with collaboration with AFRITACs.
- Pool resources with AFRITACs to deliver CD
  - AFS advisors teach courses at ATI
  - ATI economists teach courses and facilitate workshops in AFRITACs (recently, AFW2, AFE, AFS)
  - ATI economists participate in AFS TA missions
  - CD events are jointly organized: i.e., recent and upcoming workshops on climate (AFS, AFE), fintech (STI and SARTTAC), Diversification (CEF)

## Joint ATI-AFS seminars/workshops/courses



### Recent and upcoming ATI events (FY22-FY23):

- Course on Fiscal Risks Management and Debt Sustainability (Sep 2021 and Nov 2022)
- Experience with Forecasting and Policy Analysis Systems in Sub-Saharan African Central Banks (Feb 2022; AFS/AFE)
- High Level Seminar on Evolving Monetary Policy Frameworks in Sub-Saharan Africa (Feb 2022; AFS/AFE)
- Course on Financial Market Infrastructures – Principles and Practices (April 2022 and April 2023)
- Regional workshop on how to prepare macro-fiscal scenarios to macroeconomic shocks (IMF HQ, AFE, ATI, AFS)
- High Level Conference on Corporate Governance (June 2022; AFS and all other AFRITACs)
- Course on Nowcasting (Sep 2022)
- Workshop on Long Term Fiscal Sustainability and Climate Related Fiscal Risk (Oct 2022; AFS/AFE)

# Sharing experts

## Participation of AFS experts in ATI events (FY22-FY24):

- Courses on Monetary Policy (April 2021 and Aug/Sep 2021)
- Monetary Policy Frameworks and Operations (February 2022)
- Macroeconomics of Climate Change (April 2022)
- DSGE and FS courses (FY24)

## Participation of ATI economists in AFS TA Missions (FY22-FY23):

- Lesotho: Strengthening Macro-fiscal framework for Lesotho (March/April 2022)
- Eswatini: Strengthening Macro-fiscal Framework for Eswatini (April 2022)

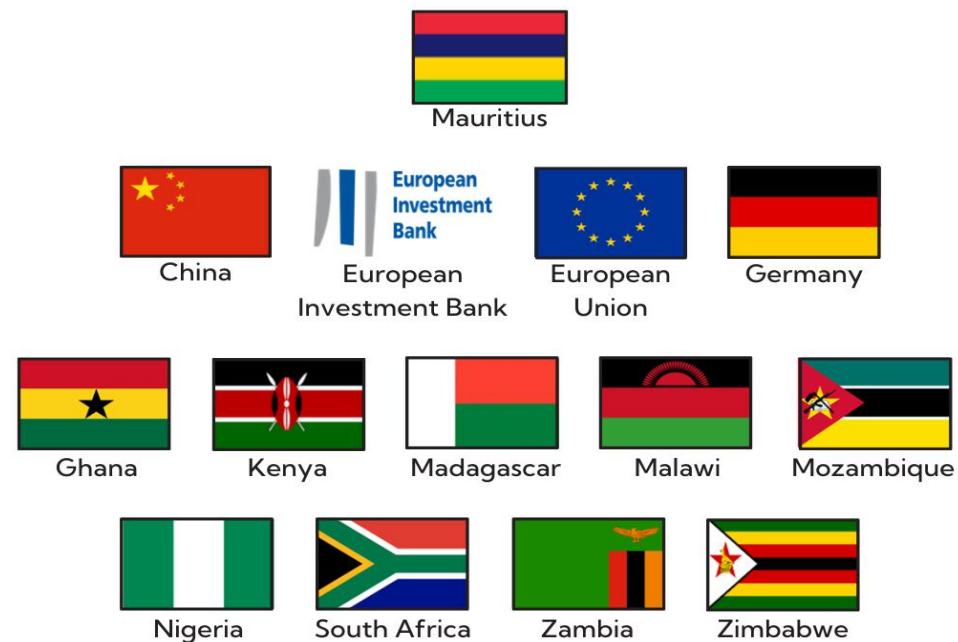




### Contributing Partners Phase I



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Thank You – Merci – Obrigado



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# Adapting ATI's Facilities to New Modalities of Delivery

10TH MEETING OF THE AFRICA TRAINING INSTITUTE

KINSHASA, DRC

JUNE 15, 2023

Nicolas Aragon  
Resident Advisor, ATI

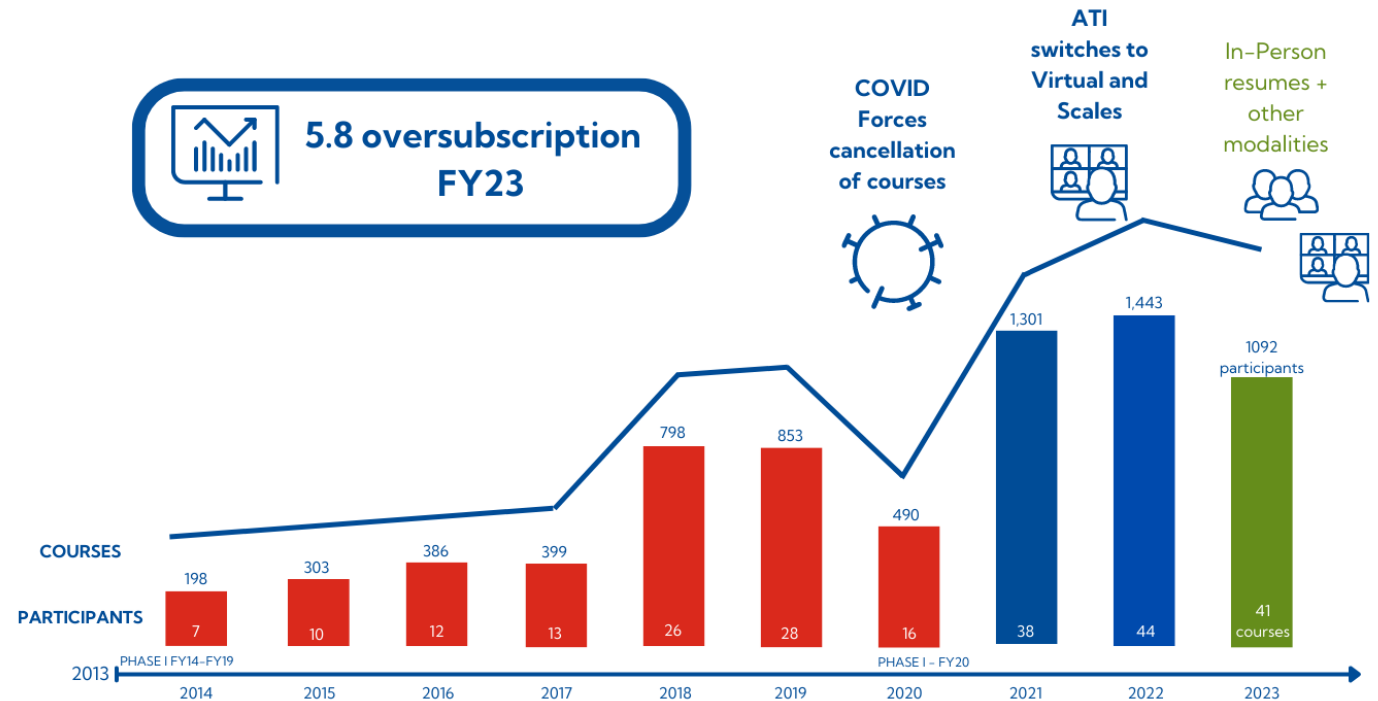
# ATI's Challenges and Adaptation

## ❑ Virtual delivery brought costs in Learning Gains but ATI has learned to deliver

- Statistical analysis shows that Learning Gains worsened in FY21, improved in FY22
- FY23: learning gains in virtual courses not statistically different than in in-Person courses, after controlling for other participant and course attributes.

## ❑ To address the growing training needs of member countries, ATI needs to keep new delivery modalities in the mix

- Virtual and hybrid
- Blended, with and without virtual components



# New Modalities

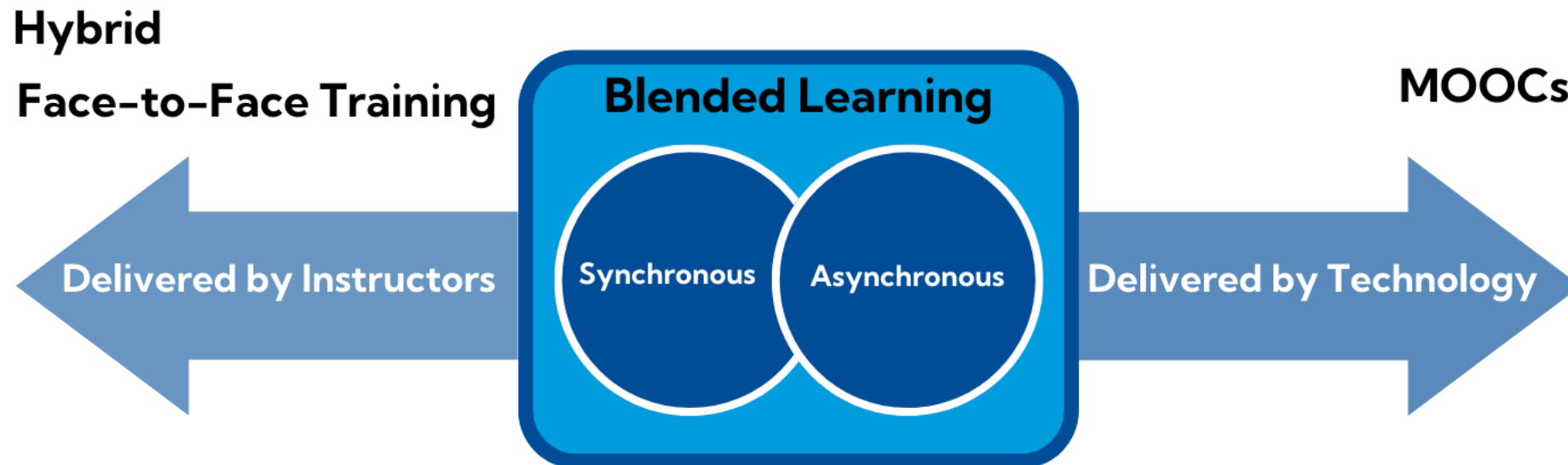
ATI is innovating with different modalities to phase out demand at a low cost

## Hybrid Training

Hybrid training is when we have **both in-person and virtual participants** joining the training at the **same time**.

## Blended Training

Blended training is a combination of **synchronous (real time)** and **asynchronous (self-paced) components**.



# New Modalities: A Blended Experiment

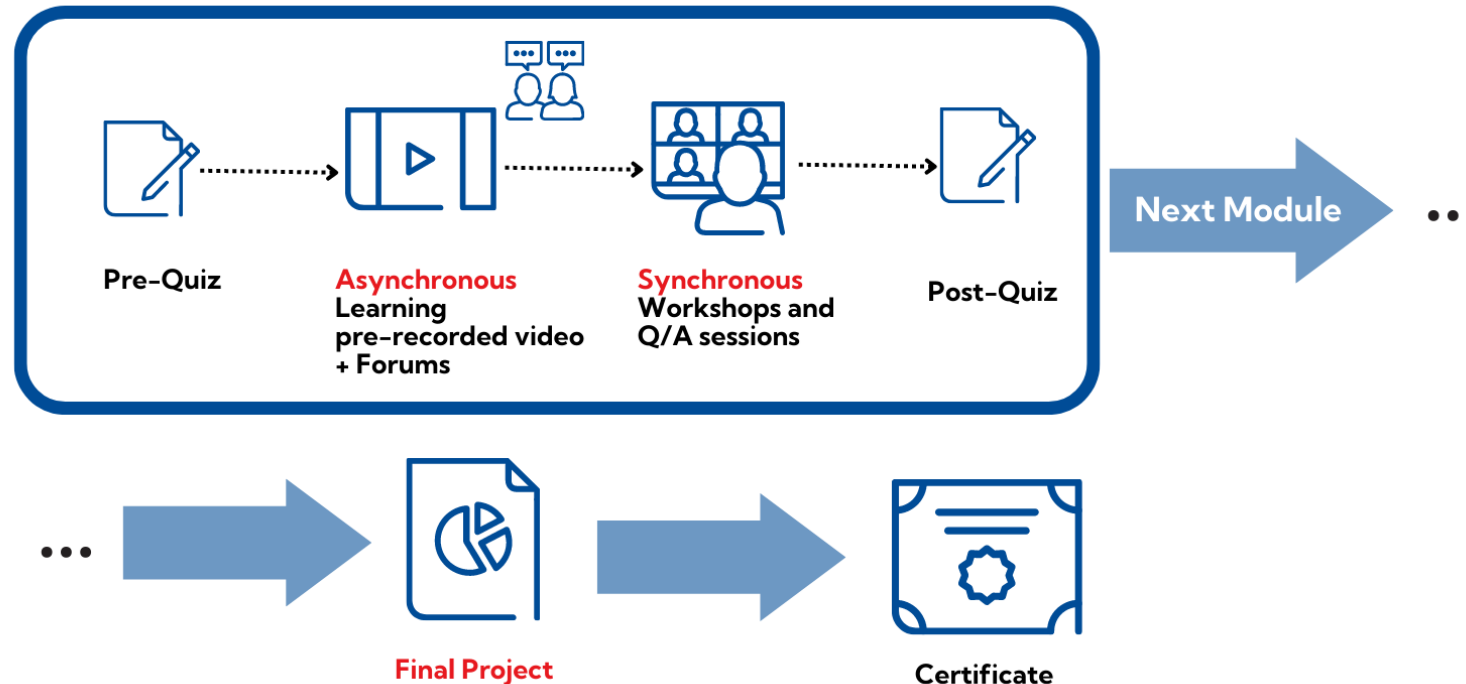
ATI is developing a virtual-blended Course for *Monetary Policy* (MP).

MP has no available MOOC and has one of the largest oversubscriptions ratio (approx. 6)

The goal is to provide better engagement than online courses and reach large audiences at low cost

The course is split into two-week modules that include asynchronous (pre-recorded) and live (online) sessions

## 2 Week Module



# Facilities Need Upgrading for Hybrid and Blended Deliveries

**Strategically, ATI is not equipped to meet the training needs of the region.**

**The following upgrades are essential:**

- *General Room Infrastructure:* improve ventilation system, interpretation booths, etc.
- *AV System:* Needs replacement to make it compatible with new platforms like Webex, Teams, and Zoom
- *Sound System:* Requires upgrading for making audio quality of recorded lectures acceptable
- *Interpretation and IT Control:* Keeps failing and requires replacement to ensure robustness
- *Breakout Room:* Requires adapting for interpretation and engagement in hybrid format
- *Video Recording and Editing Equipment:* Purchase equipment such as smart cameras to capture whiteboard content and participant questions for interpreters and participants.

## **Ongoing Plans for Revamping IT/AVC**

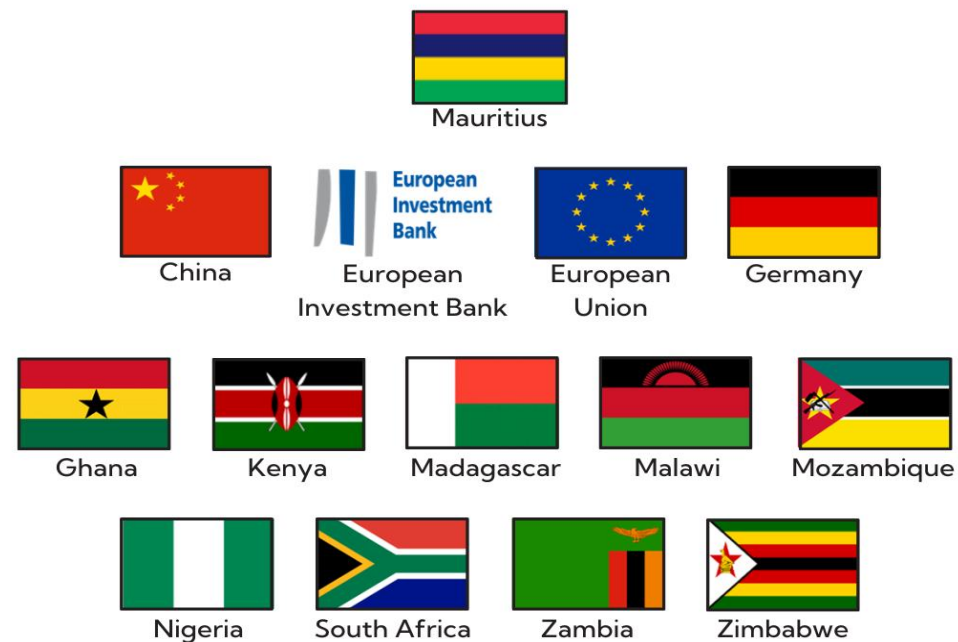
- Receipt of 100 laptops from HQ by end of July 2023.
- Preparation of a Statement of Works after HQ's visit in May 2023.
- Allocation of a \$400K budget in the FY24 Budget for AV revamping.
- Ensuring the upgrades are portable for future locations.



### Contributing Partners Phase I



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# Climate Change CD Program in Africa

10TH MEETING OF THE AFRICA TRAINING INSTITUTE

KINSHASA, DRC

JUNE 15, 2023

Vimal Thakoor

Resident Advisor

Africa Training Institute



# ATI Climate Change Capacity Development (CCCD) Strategy



- Supports rollout of the Fund's Climate Strategy, lending, including under the Resilience and Sustainability Trust (RST)



- Reflects feedback from country authorities and partners (including Australia, EU, FCDO)



- Scaling-up strategy includes courses, seminars/webinars, peer-to-peer events, and TA

**Goal: Integrate climate considerations in macro policy frameworks to build resilience**

**ATI has placed IMF's first resident advisor on Macroeconomic Resilience**

**ATI is collaborating with all Fund Departments to support rollout of Climate Strategy**

# CCCD Strategy – Implementation FY23 to FY24

## FY 23

- Flagship course on “**Macroeconomics of Climate Change**”
- Workshop on “**Fiscal Risks and Climate Change**”
- Workshop on “**Climate Change and Macro-Financial Policies**” to meet excess demand
- Webinar organized with AFS on “**Climate Change and Financial Sector Risks**”

## FY24 - What's New?

- New course on “**Climate Change Statistics**”
- New workshop on **Models and Analytical Tools** + Deliveries to **other SSA RTACs** + **Deepening of CD**
- Launch of “**ATI Climate Series**”
- Faculty and Peer-to-Peer **webinars**
- **High-level conference** to facilitate exchange of information and generate policy buy-in

**Limited funding** is creating trade-offs with other workstreams given **strong and increasing demand for CD**

# Meeting Demand for Climate CD – New Products



## Workshop: Climate Change and Macro-Financial Policies

Sponsor: Central Bank of Kenya

Countries: Ethiopia, Kenya, Malawi, Rwanda, South Sudan, Tanzania, and Uganda

## Additional Demand for CD

- Climate change and fiscal risks
- Climate Change and monetary policy

## Plans for FY24:

June      AFRITAC South (13 countries)

Sep      AFRITAC West 1

Sep      AFRITAC West 2

TBD      AFRITAC Central

# ATI CCCD Deliverables

	Rollout of ATI's Climate Change Capacity Development Strategy									
	ATI		AFS		Delivery					
	FY23	FY24	FY23	FY24	ICD/ATI	FAD	MCM	RES	STA	LEG
<b>Courses:</b>										
Macroeconomics of Climate Change	█	█		█	█					
Climate Change Statistics		█							█	
<b>Workshops:</b>										
Climate Change and Fiscal Risks	█	█	█		█	█	█	█		
Climate Change and Macro-Financial Policies*	█	█		█	█	█	█	█		█
Climate Change Models and Analytical Tools		█			█					
<b>Webinars:</b>										
Climate Change and Financial Sector Risks	█	█	█				█			
Climate Change in FSAPs		█								
Introduction to the DIGNAD		█						█		
Introduction to the Debt Dynamics Tool with Climate		█			█					
Introduction to the CPAT Tool		█				█				
Climate Change and Central Banks		█								█
<b>ATI Climate Seminar Series:**</b>										
- Climate Vulnerabilities and Adaptation		█								
- What does the Transition to Net-Zero mean?		█								
- Issues in Climate Finance		█								
- Debt for Climate Swaps		█								
<b>Peer-to-Peer Seminars:</b>										
Case of South Africa		█								
Case of Cameroon		█								
<b>High-Level Conference (Planned):</b>										
Building Resilience to Climate Change in SSA		█			█	█	█	█	█	█

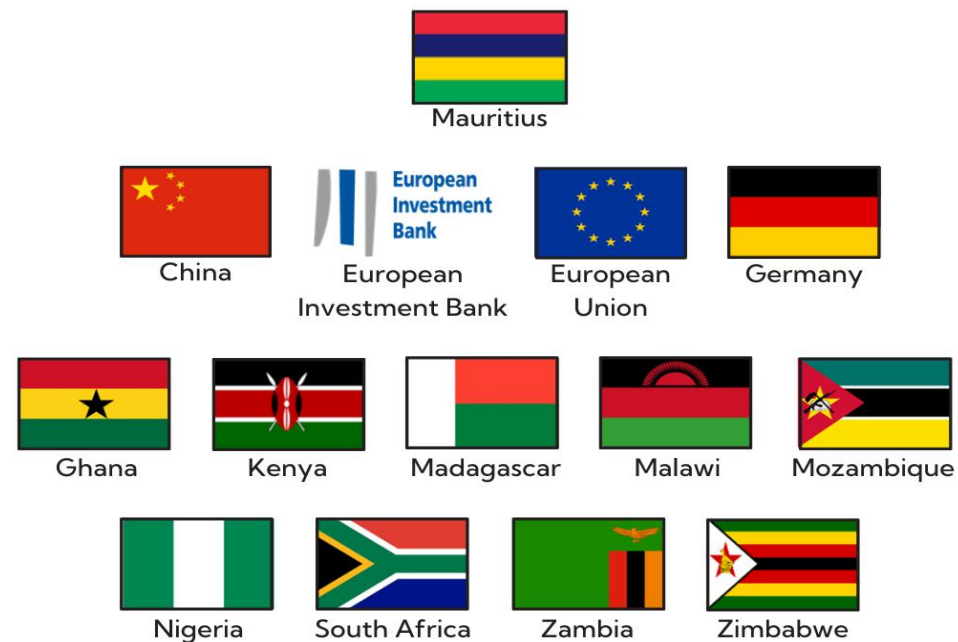
Notes: \* We expect to deliver the workshop to all AFR RTACs. \*\* The Climate Seminar Series would feature mostly external speakers.



### Contributing Partners Phase I



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# ATI's Gender Workstream

10TH MEETING OF THE AFRICA TRAINING INSTITUTE

KINSHASA, DRC

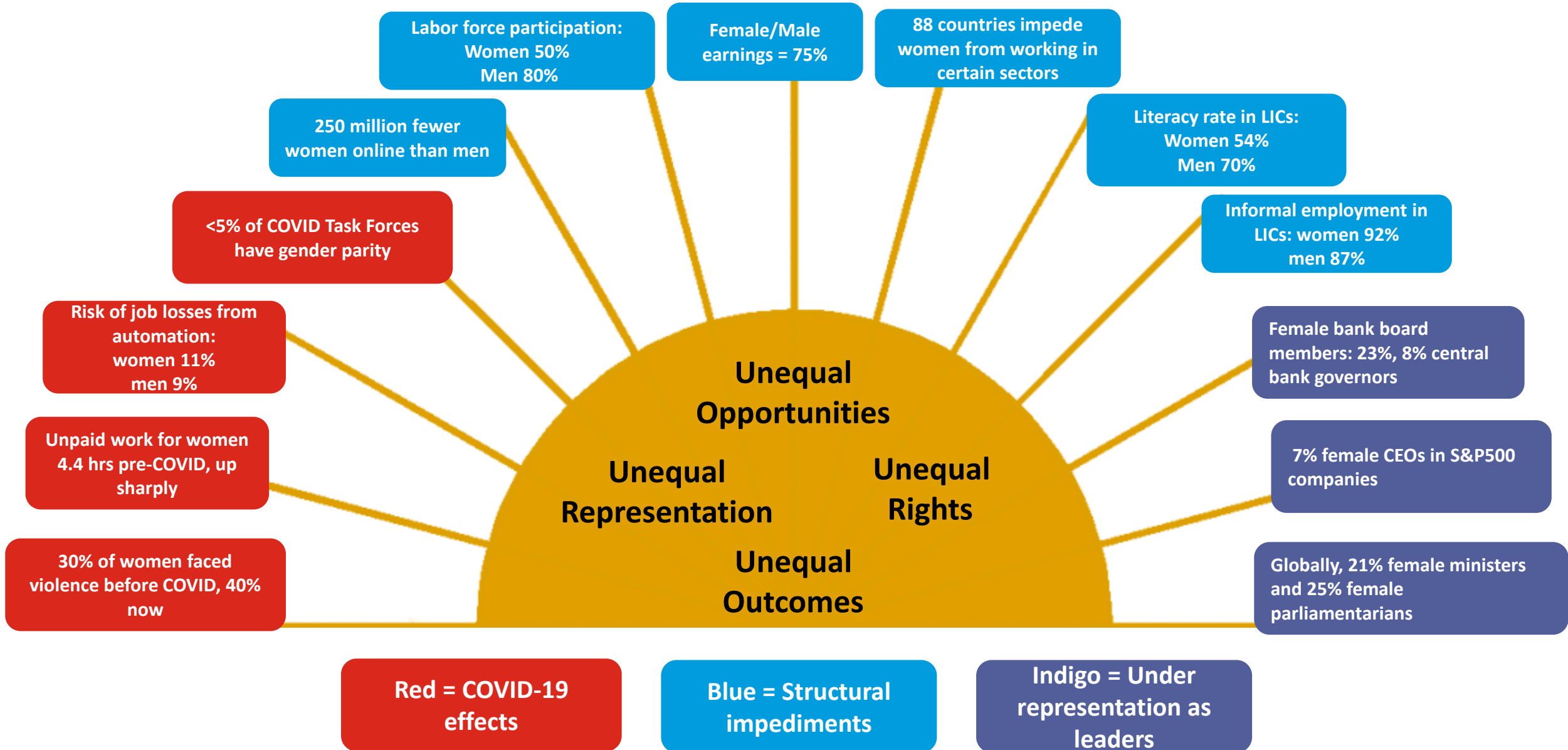
JUNE 15, 2023

Priscilla Muthoora

Resident Advisor

Africa Training Institute

# Gender Disparities are Many and Large



# The IMF's 2022 Gender Strategy

## Vision:

*Bring a gender lens to all aspects of the IMF's work*

Focus Fund's expertise where macrocritical gaps exist

Establish systematic criteria for engagement

Provide tailored advice and CD support to members

Leverage external partners to maximize impact



# Gender at ATI to date

- ▶ Coverage of gender issues in courses in ‘core’ areas of IMF expertise: ***Fiscal policy Analysis, Inclusive Growth***
- ▶ ***Peer learning workshops***, organized jointly with UN Women, with Francophone and Lusophone participants to discuss gendered policy solutions at the onset of the pandemic
- ▶ A collaboration with the IMF’s African and Fiscal Affairs Departments to pilot a ***five-day training on gender-responsive budgeting*** (January 2021)
- ▶ A collaboration with UN Women, the IMF’s African Department and Institute for Capacity Development and other departments to develop and offer a **course on *Gender and Macroeconomics*** (February 2022)—the IMF’s first offering in this area
- ▶ The first in person delivery of the new ICD external curriculum **course on *Gender Inequality and Macroeconomics*** (January 2023)
- ▶ **Webinar on *Addressing Gender Inequalities through Fiscal Law Design*** (March 2023)

# How does the ATI's Work support the 2022 IMF Gender Strategy?

ATI's multi-country training and webinars provide:

- Knowledge and tools for gender analysis from macroeconomic perspective:

Assess macroeconomic impact of gender gaps and policies to address them

Assess gender differentiated impact of policies and structural reforms to design them in a more balanced manner including mitigating measures

- Opportunities to gauge demand for CD needs and tighten links with surveillance, lending, and technical assistance
- Platforms for collaboration with external/development partners and policymakers from the region

A still evolving work agenda given the phased implementation of the Strategy by the IMF

# ATI's Planned Activities on Gender Economics in FY24

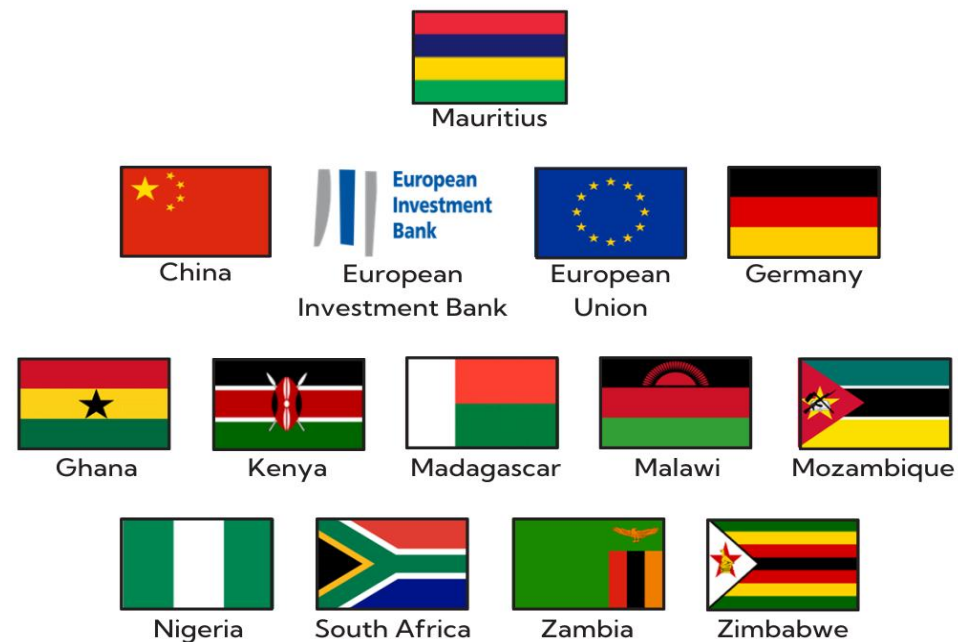
- ▶ **Course offerings:** *Gender Inequality and Macroeconomics* (GM)
- ▶ **Curriculum development:** to incorporate participants' and faculty's feedback on GM and dialogue between Country Authorities and IMF mission teams (surveillance and technical assistance)
- ▶ **Webinars:** External collaboration for a webinar on *Women and Financial Inclusion*
- ▶ **Peer-to-Peer (P2P) Research Seminar Series:** selection and dissemination of high-quality research papers within the region on gender issues, including those highlighting synergies with other megatrends/topics (climate change, digitalization, fragility).



### Contributing Partners Phase I



### Contributing Partners Phase II



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# Strategy for Phase III (FY 2025-29)

10TH MEETING OF THE AFRICA TRAINING INSTITUTE

KINSHASA, DRC

JUNE 15, 2023

Sukhwinder Singh

Director, ATI

# Strategy for Phase III (FY25-29)



## 1. Program Document currently under preparation

- Can the strategy of scaling up operations to reduce unmet demand gap be realistically sustained?  
Can financing be secured to scale up ATI given strong demand?
- Sustainable funding – broaden financing base, leverage lower cost modalities
- New modalities of delivery: hybrid, virtual, and blended
- Physical, IT and AVC infrastructure adapted to new modalities of delivery
- Change ATI's governance structure to increase member country engagement and ownership
- Leverage technology and IMF global network for more inter-regional peer learning
- Continued efforts to tailor training to the region
- More training targetting senior officials to complement junior and mid-level officials
- Continued deepening of partnerships with development partners and regional and national training institutions

# Strategy for Phase III (FY25-29)

## 1. Priorities

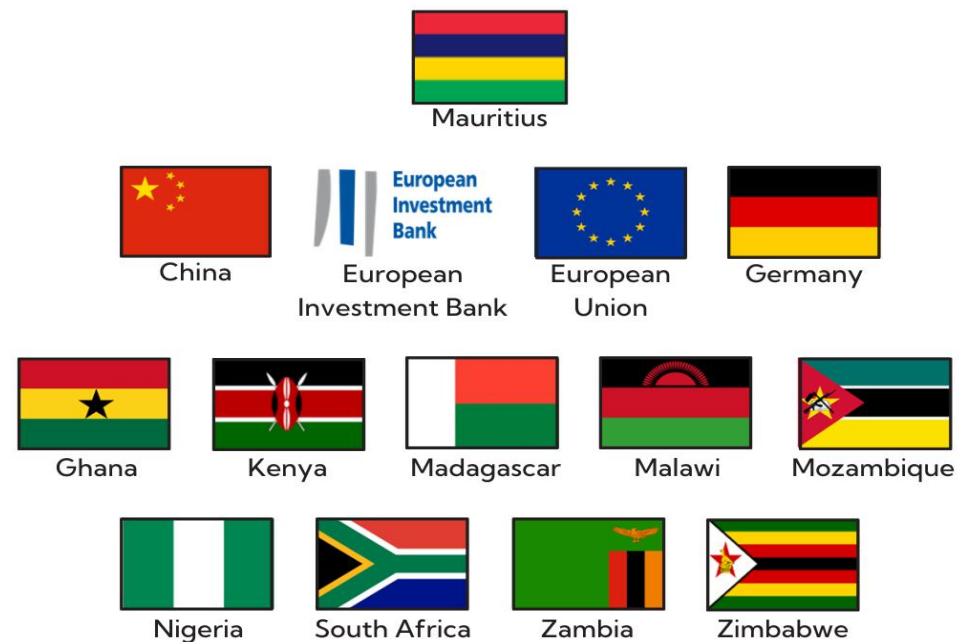
- Standard macro and financial topics: still high demand in SSA and importance highlighted by the recent shocks
- Climate change – cross cutting issue, step up in training in fiscal, debt, monetary, external and legal implications
- Digitalization – increase in support for FINTECH (CBDCs and mobile money) and GOVTECH – leveraging technology to improve
- More TA on macroframeworks, and blending of TA and training
- Further integrating CD with programs and surveillance
- Support for Fragile and Conflict Affected States
- Continued efforts on diversity – fostering female and francophone/lusophone participation



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# FY24 Work Program and Budget

10TH MEETING OF THE AFRICA TRAINING INSTITUTE

KINSHASA, DRC

JUNE 15, 2023

Carlos de Resende  
(Deputy Director, ATI)

Kanand Gooly  
(Chief of Administration, ATI)

# FY24 Work Program: Courses



## ATI Courses, FY21-24

CD Department	FY23				FY24 (Planned)			
	FY21	FY22	Total	Virtual	Total	Virtual	Blended	In-person <sup>1</sup>
ICD	23	22	19	7	19	8	1	10
AFR	2	1	1	0	1	0	0	1
FAD	2	3	3	2	5	3	0	2
LEG	2	3	2	2	3	2	0	1
STA	6	6	8	4	8	4	1	3
MCM	2	6	6	2	6	3	1	2
FIN	0	1	1	0	1	0	0	1
SPR	1	2	1	1	1	0	0	1
RES	0	0	0	0	0	0	0	0
<b>Total</b>	<b>38</b>	<b>44</b>	<b>41</b>	<b>18</b>	<b>44</b>	<b>20</b>	<b>3</b>	<b>21</b>

Source: ATI Staff

<sup>1</sup> It includes, fully in-person and hybrid virtual/in-person.

## Training Courses: Guiding Principles

- 44 courses
  - 20 fully in-person, 1 hybrid, 3 blended (2 with in-person module), 20 fully virtual
- Demand-driven (largest unmet demand), good ratings
- Core areas of expertise (macro and finance), with synergies with TA (consultation with AFRITACs)
- New CD priorities and growing demand (climate, digitalization, governance, and gender).
- Mix of virtual and in-person/hybrid courses balances scaling up goals with budget constraints
  - Careful selection to minimize loss in learning gains
- Intra-year adjustments may be needed in case of funding shortfalls
  - Funding gap ≈ \$ 1.6 million under conservative donor financing assumptions

# FY24 Work Program: Non-course CD events



## ATI Non-course events, FY21-24

CD Department	FY21	FY22	FY23	FY24
ICD	5	7	3	12
AFR	14	10	10	14
FAD	1	1	2	1
LEG	1	0	3	2
STA	3	2	1	0
MCM	0	3	1	0
FIN	0	0	0	0
SPR	0	0	1	2
RES	0	2	2	2
<b>Total</b>	<b>24</b>	<b>25</b>	<b>23</b>	<b>33</b>

*of which:*

Webinars	11	14	11	26
<i>Peer-to-Peer</i>	10	6	6	11
<i>Climate Series</i>	-	-	-	9
Workshop	-	-	-	1
Conferences	-	-	-	3
Outreach	3	5	5	3

Source: ATI Staff

## Non-course events: Guiding Principles

- 33 events courses, mostly virtual
  - ATI 10<sup>th</sup> Anniversary planned as high-level, in-person
  - P2PRS
  - New seminar series on climate change
- Demand-driven, complement ATI’s training
- Bring together leading experts, academics, and authorities in SSA—including members of ATI’s steering committee, and ATI Alumni
- Discuss both conjunctural and longer-term economic challenges for the region
- Help strengthen the links between IMF surveillance, lending and capacity development and foster collaboration with external development partners.

# FY24 Work Program: Non-course CD events



Department	Event	Dates
Institute for Capacity Development (ICD)	ATI FY23 Steering committee Meeting	Jun. 15, '23
	Climate Change Webinar Series (8 additional webinars)	May 09, '23
	Workshop on Macroeconomics of Climate Change – Models and Analytical Tools	Jan. 15-19, '24
	High-level Conference on Climate Change in Sub-Saharan Africa	TBD
Africa Department (AFR)	Peer-to-Peer Research Seminar Series (10 additional P2P Events)	May 02, '23
	Regional Economic Outlook – SSA	June 07, '23
	Event on Accelerating Trade Integration in SSA and Risks from Economic Fragmentation	TBD
	10-Year Anniversary	TBD
Research Department (RES)	Spring 2023 WEO	June 12, '23
	Fall 2023 WEO	TBD
Fiscal Affairs Department (FAD)	Webinar on Digital Public Finances	TBD
Strategy and Policy Review Department (SPR)	Webinar on Economic Diversification	TBD
	Women and Financial Inclusion	TBD
Legal Department (LEG)	Climate Change and Central Banks	TBD
	Webinar on Anti-Corruption	TBD

# FY24: Budget Assumptions

- Staff
  - Recruitment of additional IT staff
  - Economist Staff increased from 3 to 5
- AV Interim Upgrade of \$400K provided in the Facilities Budget
- Potential Relocation Costs not included (\$1.5m)
- Mid Term Thematic Evaluation to be completed in FY24.
- Increase in Travel Costs of Participants

# ATI FY24 Budget



Project	Phase Summary				FY2023		FY2024
	Program Budget	Working Budget	Expenses	Working Budget	Expenses	Execution (%)	Working Budget <sup>1/</sup>
Customized Training	1,596	175	25	75	-	-	75
Training project	29,651	29,166	17,209	8,101	6,063	75%	9,349
Governance and Evaluation (including RBM advisor/backstopping)	385	256	15	200	15	7%	56
<b>Sub Total</b>	<b>31,631</b>	<b>29,597</b>	<b>17,249</b>	<b>8,376</b>	<b>6,078</b>	<b>73%</b>	<b>9,480</b>
Trust Fund Management	2,214	2,072	1,207	586	425		664
<b>Total</b>	<b>33,845</b>	<b>31,669</b>	<b>18,456</b>	<b>8,963</b>	<b>6,504</b>	<b>73%</b>	<b>10,144</b>
IMF Expenses 2/	847	997	709	173	193	112%	326
Host Country In-kind	-	-	-	-	-	-	-
<b>Total</b>	<b>34,692</b>	<b>32,666</b>	<b>19,165</b>	<b>9,135</b>	<b>6,696</b>	<b>73%</b>	<b>10,470</b>

1/ Future fiscal year budgets are indicative.

## ATI Liquidity Situation

	FY20	FY21	FY22	FY23	FY24		
					Optimistic	"Realistic"	Conservative
Total Inflows <sup>/1</sup>	9.1	5.0	3.8	3.2	8.6	7.2	6.2
Total Expenses	4.2	3.4	4.3	6.5	10.5	10.5	10.5
Liquidity	4.8	6.5	5.9	2.6	0.8	-0.6	-1.6

/1 Includes interest received

Source: ATI Staff Calculations

# ATI FY24 Detailed Budget



Budget Item	FY23			FY24	
	Budget	Actual	Variance (Budget-Actual)	Budget	Variance (Budget FY24-Actual FY23)
<b>Training project</b>	<b>8,176,426</b>	<b>6,064,404</b>		<b>9,424,094</b>	
Long-term Advisors	1,282,303	1,239,617	42,686	1,759,508	519,891
Local Staff (including Interpreters)	569,467	473,896	95,571	580,857	106,961
Facilities and related expenses	1,250,000	268,063	981,937	924,558	656,495
<i>Training</i>	<i>4,430,671</i>	<i>3,926,728</i>	<i>926,548</i>	<i>5,358,536</i>	<i>1,628,543</i>
<i>Project Management</i>	<i>93,612</i>			<i>104,283</i>	
<i>Peer Learning</i>	<i>275,620</i>			<i>92,453</i>	
Outreach Costs	53,373				
Other	146,380	156,100	-9,720	149,600	-6,500
Meeting of Directors of Training				179,300	179,300
ATI 10th Anniversary				200,000	200,000
Customized / In Country training (US\$)	75,000		75,000	75,000	75,000
<b>Governance and Evaluation (including RBM advisor/backstopping)</b>	<b>200,000</b>	<b>14,832</b>		<b>55,728</b>	
Governance Costs including Steering Committee / Evaluations	200,000	14,832	185,168	55,728	40,896
<b>Sub Total</b>	<b>8,376,426</b>	<b>6,079,236</b>		<b>9,479,822</b>	
Trust Fund Management	586,350	425,000		663,588	
<b>Total</b>	<b>8,962,776</b>	<b>6,504,236</b>		<b>10,143,410</b>	
IMF Expenses	172,724			326,178	
<b>Total</b>	<b>9,135,500</b>	<b>6,504,236</b>		<b>10,469,588</b>	

# FY24 Budget – Variance Analysis



- FY23 Budget versus FY23 Actual
  - A provision of \$800K was made for IT Upgrade. Laptops provided by HQ. AV upgrade rescheduled for FY24 (+980K)
  - 7 courses were financed through IMF01 budget (+926K)
  - Mid Term Evaluation costs was shared with 2 other centers.
  
- FY23 Budget versus FY24 Budget
  - Provision for additional staff (Program Officers for full Year, IT and Economists)
  - Interim Upgrade of AV equipment
  - Provision for Meeting of Training Directors
  - Provision for a High-Level Event linked to ATI 10<sup>th</sup> Anniversary
  - Outreach Costs to be covered by IMF01

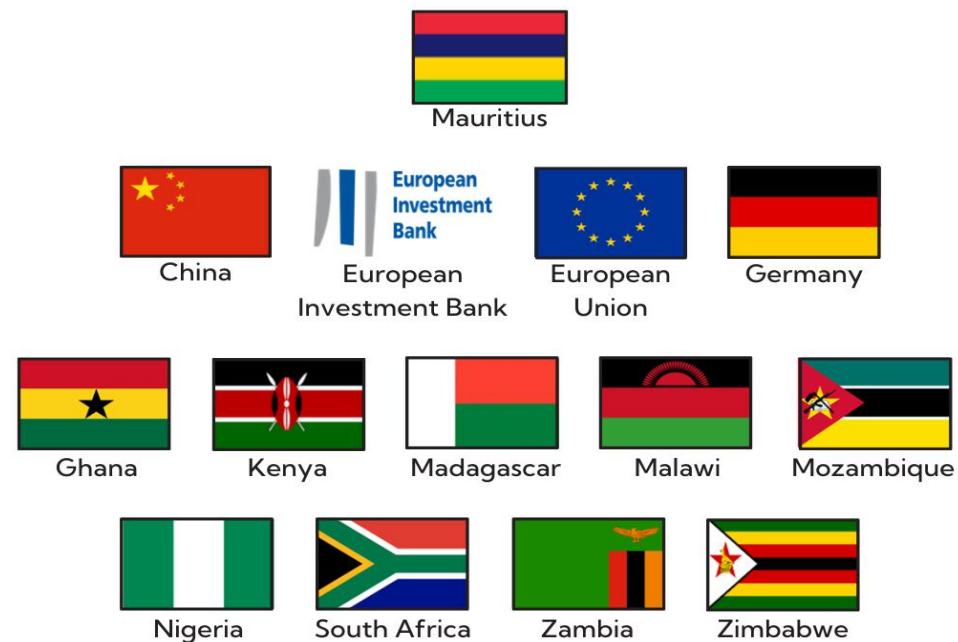




### Contributing Partners Phase I



### Contributing Partners Phase II



Thank You – Merci – Obrigado



## ATI Phase I



Mauritius



Australia



China



Korea



Angola



Togo



Seychelles

## ATI Phase II



Mauritius



China



European  
Investment  
Bank



European  
Union



Germany



Ghana



Kenya



Madagascar



Malawi



Mozambique



Nigeria



South Africa



Zambia



Zimbabwe

# Recommendations for Endorsement by the Steering Committee

10TH MEETING OF THE AFRICA TRAINING INSTITUTE

KINSHASA, DRC

JUNE 15, 2023

Sukhwinder Singh

Director, ATI

# Items Requiring Endorsement by the Steering Committee



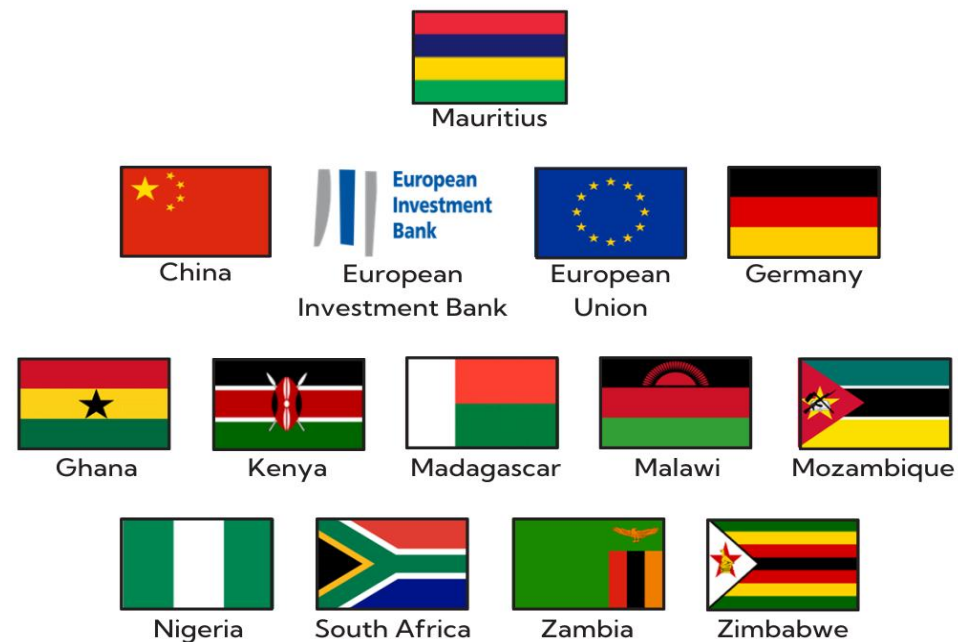
- 1. Workplan for FY24 and contingencies for funding shortfalls**
  - Respond to high demand, broadly keeping operations at the FY23 level
  - Accommodate new CD priorities—including gender, governance, digitalization, and resilience-building on climate
  - Balance sustaining level of operations with budget constraints
    - Budget directives in ATI’s Program Document ➡ Restrict number of (more costly) in-person courses
    - Contingency measures: scale down overall, increase share of virtual courses, regionalize delivery
- 2. Mid-year Steering Committee Meeting to discuss:**
  - Options and costs to revamp building and IT infrastructure, address existing shortcomings, and modernize ATI
  - ATI Program Document for Phase III
  - Ongoing external thematic evaluation of ATI
- 3. Work to regionalize some course delivery and reduce costs by sharing facilities with training partners**
- 4. Further exploration of the blended modality to respond to excess demand for some of ATI courses**



### Contributing Partners Phase I



### Contributing Partners Phase II



Thank You – Merci – Obrigado