INTERNATIONAL MONETARY FUND

August 2018

FY2018—OUTPUT COST ESTIMATES AND BUDGET OUTTURN

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International Monetary Fund
Washington, D.C.

INTERNATIONAL MONETARY FUND

July 23, 2018

FY2018—OUTPUT COST ESTIMATES AND BUDGET OUTTURN

EXECUTIVE SUMMARY

The Fund continues to make efforts to maximize the use of available resources in order to deliver on the priorities and initiatives laid out in the Global Policy Agenda (GPA). The FY 18 outturn reflects reallocations and efficiency gains, as well as flexibility provided by carry forward resources.

With the number of Fund arrangements falling, the Fund's outputs shifted from spending on lending activity to multilateral surveillance. On the input side, the structural budget was fully utilized.

This paper presents key highlights of the FY 18 outturn, including a discussion of the outputs and inputs. Details on Capacity Development (CD) are presented in Annex I.

Approved By
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CONTENTS

FY2018 HIGHLIGHTS

$1.099 billion

Net administrative spending was virtually at budget, or 99.5 percent utilization, compared with 99.4 percent in FY 17. Relative to total net available resources (including carry forward), the utilization rate was 95.7 percent.

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36 programs

This represents a decline in the number of active programs (General Resources Account (GRA), Poverty Reduction and Growth Trust (PRGT), and Policy Support Instrument (PSI)) of 16 percent, from 43 active programs at end FY 17. Spending on lending fell accordingly.

Average spending per country. Country work (excluding regional technical and training centers) represents 47 percent of total direct spending.

$2 million

$174 million

Externally financed CD activities grew by 14 percent in FY 18.

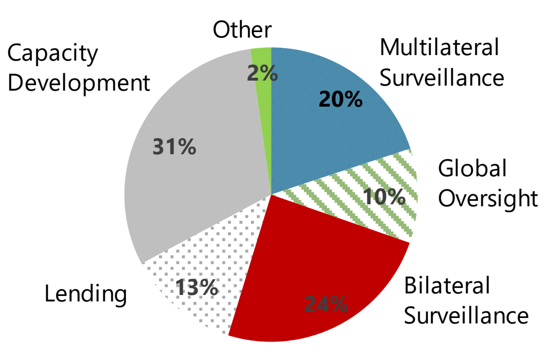
Carry forward available for FY 19 to meet transitional needs; $31 million for staff departments and the remainder for Office of Executive Directors (OED) and Independent Evaluation Office (IEO).

$46 million

$116 million

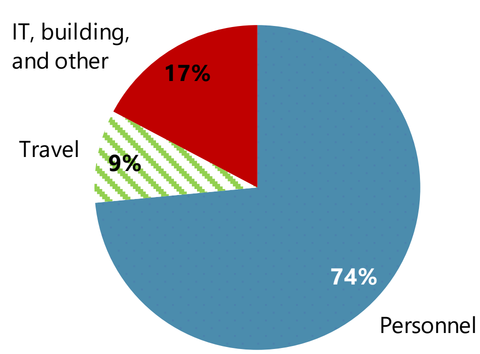
Capital spending. Around half for HQ1 renewal, 27 percent for information technology projects, and the remainder for building facilities and audio-visual work.

Composition of Spending by Outputs



Note: Support and governance costs included in outputs.

Composition of Spending by Inputs



OVERVIEW

Spending was in line with the priorities laid out in the GPA, while remaining within the envelope of a flat real budget. In FY 18, there was a shift towards cross-country analytical and policy work, while spending on lending activities fell. The overall net administrative outturn was within the approved budget, with an execution rate of close to 100 percent, similar to last year. Relative to total net available resources (including structural and carry forward), the execution rate was 95.7 percent.

SPENDING BY OUTPUT[1,2]

A. Relative to Budget

1. **Spending in FY 18 was in line with the strategic priorities set in the FY 18–20 Medium-Term Budget (MTB), except for lower than planned spending on lending and near-lending activities** (Table 1). The FY 18–20 MTB set out the following output priorities: a shift from surveillance to lending as more countries were expected to request programs; continuing support for financial sector surveillance; and policy and analytical work on structural issues and new challenges. The budget expected intensified program work, which materialized in the African department (AFR) while declining in other departments (see below). Resources were provided to support macro-financial mainstreaming, and for macro-structural and fiscal space policy and country work.

Table 1. Gross Administrative Fund-financed Resources: by Output, FY 16–18

(Millions of FY 18 U.S. dollars)

	FY 16 Outturn	FY 17 Outturn	FY 18 Estimated Resources	FY 18 Outturn
Total	**1,127**	**1,137**	**1,143**	**1,140**
Multilateral Surveillance	168	166	167	171
Oversight of Global Systems	84	86	88	87
Bilateral Surveillance	199	204	205	205
Lending	124	112	115	107
Capacity Development	136	136	138	138
Support and Governance	371	378	391	402
Miscellaneous 1/	29	27	28	22
Contingency	. . .	. . .	11	. . .
Reconciliation item 2/	17	27	. . .	8

Source: Office of Budget and Planning, Analytic Costing and Estimation System (ACES).
1/ The "Miscellaneous" classification covers expenditures that currently cannot be allocated to specific outputs within the ACES model.
2/ Difference between output-based ACES expenditures and input-based gross administrative expenditures as per the Fund's financial system.

[1] This section describes the main trends in spending observed using the Analytic Costing and Estimation System (ACES), which has been in use since FY 11. The ACES model takes the Fund's input costs and allocates them to outputs, with the single most important input being self-reported time. Support and governance costs are tracked as intermediate inputs that feed into the production of outputs. For details on ACES, see "FY2015 Administrative and Capital Expenses and Output Cost Estimates", Box 2.

[2] In developing ACES, a balance was struck between precision (for meaningful results) and complexity (to not overburden staff in their time reporting). The goal of mapping at least 95 percent of gross administrative expenditures to a final output has been achieved. Nevertheless, efforts continue to narrow the differences between the Fund's financial system and ACES data, including in "Miscellaneous" and the reconciliation item (see Table 1).

2. Spending on support and governance continued to experience pressure, some of which was anticipated. This includes priority areas for transforming IT and HR services, and enhanced risk mitigation and knowledge management (KM), as the KM unit was established to support cross-country analysis and knowledge transfer.

B. Relative to FY 17

3. Spending on lending declined, offset by an increase in multilateral surveillance; greater use of external financing boosted CD spending.

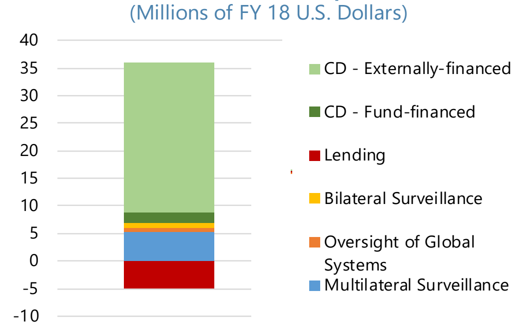
- The real decline in spending on lending of around $5 million was offset by an increase in spending on multilateral surveillance of a similar magnitude. Externally-financed CD increased by $27 million, reflecting improved execution, additional experts in the field, and also improved measurement.[3]

- Despite an increase in spending on lending for new programs in Africa, there was lower spending on lending overall. This reflects countries exiting from programs or engaging less intensively through non-financial instruments[4] in Europe, Latin America and the Caribbean, and other countries in Africa.

- Lending declined by more than the increase in bilateral surveillance because of a shift to multilateral surveillance and CD in functional departments, and because spending on Financial Sector Assessment Programs (FSAPs) declined after a peak in the cycle of systemic FSAPs.

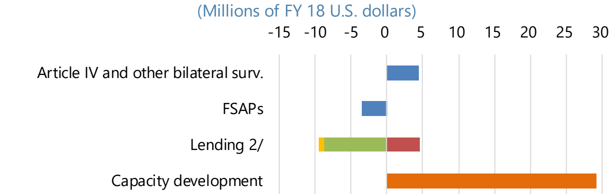
- CD growth was seen in all Technical Assistance (TA) functional departments except ICD (Annex I). The decline in the Institute for Capacity Development's (ICD) CD spending is largely due to a change in the administration of CD spending that shifted some expenditures to the other TA functional and area departments.

Change in Gross Fundwide Spending by Output, FY 18 vs FY 17 1/
(Millions of FY 18 U.S. Dollars)



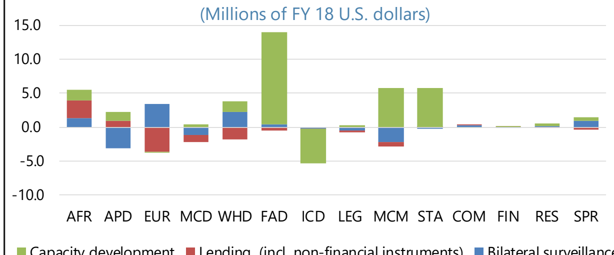
Source: Office of Budget and Planning, ACES.
1/ Spending of department's own resources, not including support and governance costs.

Change in Direct Spending on Country Work, FY 18 vs. FY 17 1/
(Millions of FY 18 U.S. dollars)



Source: Office of Budget and Planning, ACES.
1/ Spending of department's own resources on both Fund-financed (IMF01) and externally-financed (IMF02) activities.
2/ Exit from program (green), new program (red), and no change in status (yellow).

Change in Direct Spending on Country Work by Department, FY 18 vs. FY 17 1/
(Millions of FY 18 U.S. dollars)



Source: Office of Budget and Planning, ACES.
1/ Spending of department's own resources on both Fund-financed and externally-financed activities.

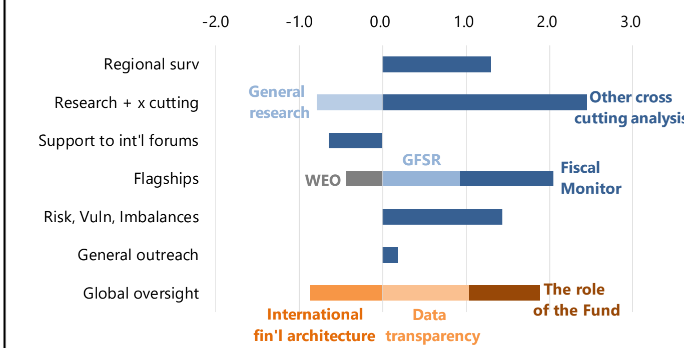
[3] Changes in source data led to an additional $13 million of externally-financed CD expenditures in FY 18 being captured by ACES. Most of it related to time reported by experts outside the system as well as centrally managed expenses for field offices, including training activities.

[4] Such as PSI, Post Program Monitoring (PPM), Staff Monitored Program (SMP), or near program status.

4. The increase in multilateral surveillance spending reflects more work on cross-cutting issues, non-WEO flagships, vulnerabilities and imbalances, and regional surveillance (Figure 1). Policy work shifted along with the cycle of reviews, in line with the Board's Work Program.

- The increase in multilateral surveillance reflects work on the External Balance Assessment (EBA) and EBA-lite methodologies (seen in risk, vulnerabilities, and imbalances), cross-cutting analytical work in area departments and the Research department (RES), projects at a regional level, and the GFSR and Fiscal Monitor.

Figure 1. Change in Direct Spending on Multilateral Surveillance, Analytical Work, and Global Oversight FY 18 vs. FY 17 1/



Source: Office of Budget and Planning, ACES.
1/ Spending of department's own resources on both Fund-financed (IMF01) and externally-financed (IMF02) activities.

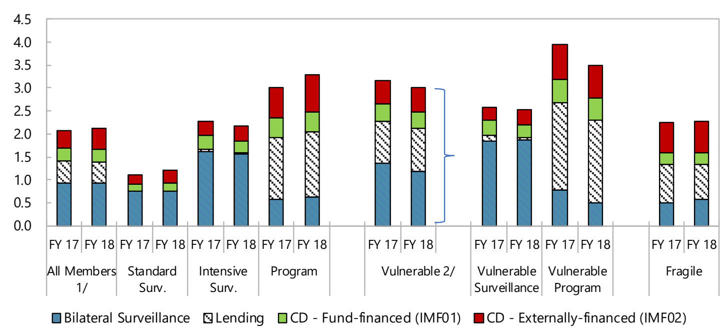
- Within global oversight, policy work shifted from the Global Financial Safety Net to other policy reviews (Interim Surveillance Review, Multiple Currency Practices, CD strategy) and data transparency issues.

C. Average Spending per Country

5. Resource allocation across countries continues to be risk-based, while spending on fragile states is on par with average per country spending for members under intensive surveillance.

- Average spending per country is broadly stable, at around $2 million (Figure 2). This masks differences in spending according to risk, as measured by program or vulnerability status. Spending on surveillance countries is below that on program and vulnerable countries.

Figure 2. Average Spending per Country, FY 17–18
(Direct cost in millions of FY 18 U.S. dollars)



Source: Office of Budget and Planning, ACES.
1/ Includes spending that is attributed specifically to individual member countries, territories or regional bodies, and therefore excludes some spending by the regional technical assistance or training centers.
2/ Vulnerable and Fragile are a subset of, and overlap with, all main groupings.

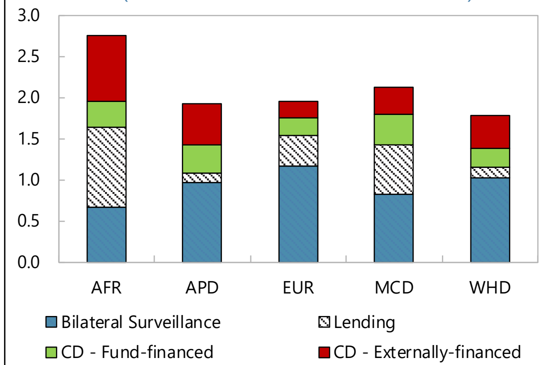
- The average program country spend increased to $3.2 million in FY 18, driven mainly by increased CD. The difference between average spending on vulnerable program countries and program countries in general declined in FY 18, as the intensity of engagement in a number of vulnerable program countries fell.

- Spending on fragile states is around as much on average as for intensive surveillance countries; around $2.2–2.3 million in FY 17 and 18. This category spans a wide range of country sizes and circumstances, such as small islands, high security risk locations, surveillance as well as program countries, and different vulnerability status. Spending on these countries varies as widely, though average and median spending are close to each other. More than half of the fragile states exceed $2 million per year.

6. Average spending per country is highest for African economies and low-income countries.

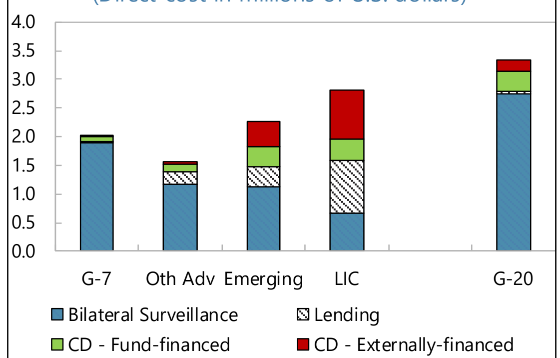
- Spending on countries in AFR is higher on average than other regions, reflecting the costs of lending and CD.
- Other regions average between $1.8 to $2.1 million per country, with the mix between surveillance, lending and CD depending on country status.
- By country grouping, spending on low-income countries averaged $2.8 million per country, with a high share of lending and CD. Average spending on emerging market countries was lower at $2.3 million, and advanced economies averaged $1.6 million. Higher average spending on G-20 countries reflects FSAPs which were conducted in many G-20 countries in the past two years (e.g. Brazil, China, Euro area, Saudi Arabia).

Average Country Spend by Region, FY 18
(Direct cost in millions of U.S. dollars)



Source: Office of Budget and Planning, ACES.

Average Country Spend by Income Grouping, FY 18
(Direct cost in millions of U.S. dollars)

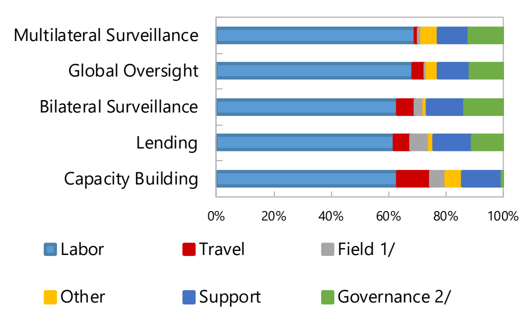


Source: Office of Budget and Planning, ACES.

7. Drivers of costs vary across outputs, with travel and governance costs showing the largest differences.

- As expected, with 70 percent of the budget spent on personnel, the labor share is the key cost driver for all output groups.
- Travel costs vary with the number of missions, with multilateral surveillance the lowest and CD the highest.
- CD has the lowest governance costs, as the Board sets overall CD strategy but does not discuss individual countries' TA reports.
- With new Regional CD Centers (RCDS) in place (e.g., SARTTAC) and spending from thematic vehicles, FY 18 saw an increase in the share of field spending on CD. The share of other input components across output categories remained stable compared to FY 17.

Inputs as Percent of Each Output, FY 18



Source: Office of Budget and Planning, ACES.
1/ Operating cost of Resident Representative posts and Regional Technical Assistance Centers.
2/ Governance cost refers to expenditures related to Fund management, the Executive Board, Independing Evaluation Office and Secretary's Department, as well as time recording to governance activities.

SPENDING BY INPUT

A. Fund-financed and Total Spending Relative to Budget

8. Total Fund-financed net administrative expenditures ended the year exactly at the approved structural budget of $1,104 million (Table 2). With actual spending at the approved budget, the full FY 18 carry forward is available as envisaged in the FY2019–2021 medium-term budget paper.

- Personnel spending ended the year at budget. A slightly higher spending on contractual resources offset the underspend from staff vacancies.
- Travel spending fell short of budget by $5 million mainly due to mission delays in Functional TA departments.

Table 2. Administrative Budget and Expenditures, FY 17–18
(Millions of U.S. dollars, unless otherwise noted)

	FY 17					FY 18			
	Budget	Outturn		Difference	Utilization (percent)	Budget	Outturn	Difference	Utilization (percent)
Total Gross Expenditures	1,273	1,255		18	98.6	1,315	1,309	6	99.6
Total Net Expenditures	1,072	1,066		6	99.4	1,104	1,099	5	99.5
Fund-financed:									
Gross expenditures	1,113	1,105		8	99.3	1,143	1,140	3	99.8
Personnel	825	825	1/	1	99.9	851	851	0	100.0
Travel	83	75		8	90.4	81	76	5	93.4
Building and other expenses	193	205		-11	105.9	199	213	-14	107.0
Contingency 2/	11	0		11	-	11	0	11	-
Receipts	-40	-35		-5	88.0	-39	-37	-3	93.5
Net expenditures	1,072	1,070		3	99.7	1,104	1,104	0	100.0
Externally-financed:									
Gross expenditures	160	150		10	93.6	172	169	3	98.2
Personnel	108	98		11	90.2	117	111	6	94.7
Travel	40	39		1	98.2	45	45	0	101.0
Building and other expenses	11	13		-1	110.7	10	13	-3	126.9
Receipts	-160	-153		-7	95.9	-172	-174	2	101.1
Net expenditures 3/	0	-4		4		0	-5	5	
Memorandum items:									
Carry forward from previous year	43					44			
Total net available resources	1,116	1,066		50	95.5	1,148	1,099	49	95.7

Source: Office of Budget and Planning.

Note: Figures may not add to totals due to rounding.

1/ Includes an additional contribution of $2 million in FY 17 to the Retired Staff Benefit Investment Account (RSBIA).

2/ Includes the contingencies for OED, IEO, and staff.

3/ Externally-financed expenses do not always equal externally-financed receipts due to timing and costing differences.

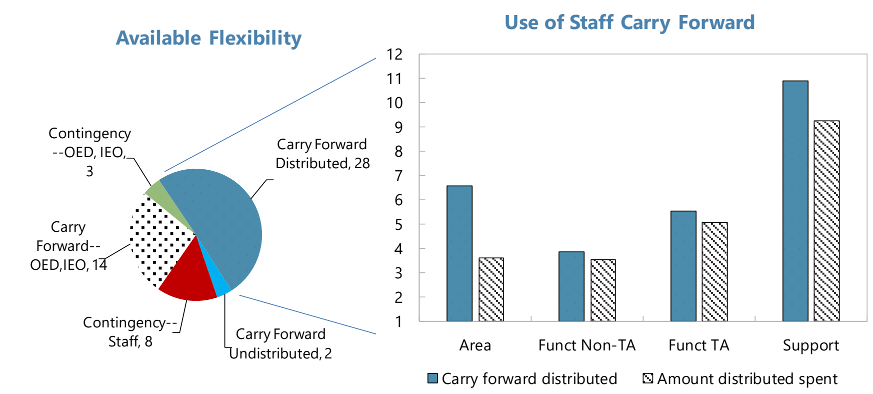
- Spending on building and other services exceeded the structural budget by $14 million. This was largely anticipated and funded by an upfront allocation of the carry forward. The additional spending related to a range of needs, mainly: field office leases, high demand for language services, contractual services related to the review of compensation and also of the HR strategy, and transition costs for TransformIT initiatives.[5]
- A $3 million shortfall in Fund-financed receipts relates to lower-than-planned income and reimbursements under the cost-sharing agreements with the World Bank.

9. Total net expenditures were below budget because of externally-financed activities. Externally funded receipts, and thus activities, were $2 million above planned levels. Relative to last year, this represents an increase of close to 13 percent and reflects improved execution of CD. Gross externally financed expenditures are slightly below receipts due to timing and recording of revenues and expenditures (see Annex I).

B. Fund-financed Spending Relative to Total Available Resources

10. In FY 18, execution against total available resources (structural plus carry forward funds) was at 95.7 percent, similar to last year. $44 million was carried over from FY 17 (Figure 3), of which $30 million was available to staff departments (with the remainder for OED and IEO). $21 million was distributed at the beginning of the year to provide flexibility in meeting transitional needs in departmental work programs. An additional $7 million was distributed later during the year as additional needs were anticipated. The use of staff carry forward varied by type of department, with functional departments spending almost all their allocated resources and area and support departments underspending their carry forward resources.

Figure 3. Available Resources and Use of Carry Forward, FY 18



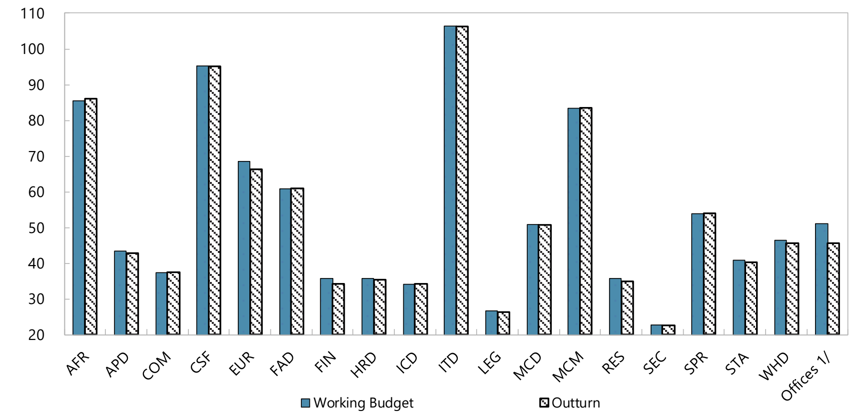
Source: Office of Budget and Planning.

[5] TransformIT was initiated in FY 16, and aimed to change the Fund's IT operating model through greater agility, improved partnerships, and cost control and reduction. See Box 4 in the FY2018-FY2020 Medium Term Budget paper.

11. The carry forward available for FY 19 remains largely the same, as the use of carry forward by some departments was offset by other departments underspending their total available resources (Figure 4). In FY 18, AFR used transitional funding to address pressures from new programs and an increase in intensive surveillance countries. The Strategy Policy and Review Department (SPR) provided increased support to AFR countries and the G-20 presidency, work on on fiscal space, trade, and debt. Meanwhile, the underutilization of allocated resources in the European Department (EUR) related to lower travel spending and vacancy lags, the postponement of Safeguards missions and vacancy lags in the Finance department (FIN), and the early closure of certain field offices in the Western Hemisphere Department (WHD), partially offset the additional resources provided. Offices (Office of Budget and Planning, Office of Internal Audit, Office of the Managing Director, Office of Risk Management, and overseas and small offices), as well as unspent contingency funds in central accounts contributed to the underspend relative to total available resources.

Figure 4. Spending by Main Departments and Offices, FY 18

(Millions of U.S. dollars)



Source: Office of Budget and Planning.
1/ Includes OBP, ORM, OMD, OIA, overseas and other small offices.

C. Total Spending on Inputs in Greater Detail

12. With regard to total personnel spending:

- The personnel budget was almost fully utilized, representing an increase of 4.3 percent from FY 17, reflecting a 3 percent increase in Fund-financed and 14 percent in externally financed personnel expenditures. (Figure 5, panel 1).
- The average salary paid increased in line with the budget, with budget space generated for merit pay comparable to FY 17.

Figure 5. Trends in Personnel Spending

The increase in overall staffing levels was primarily driven by externally-financed contractuals delivering CD, particularly short and long-term experts.

FTE Utilization, FY 16–18

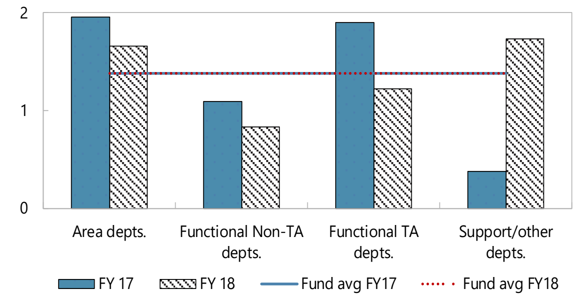
	FY 16	FY 17	FY 18 Budget	FY 18 Outturn
Total	3,705	3,762	...	3,881
Fund-financed				
Regular and term	2,767	2,813	2,867	2,836
Expert and contractual 1/	556	556	n/a	586
Externally-financed				
Regular and term	69	77	77	87
Expert and contractual 1/	313	316	n/a	372

Source: Office of Budget and Planning.

1/ Fund-financed and externally-financed experts (including short term), contractuals, visiting scholars, secretarial support, and other.

The overall vacancy rate remains low, at 1.4 percent. It is lower in frontline than in support departments.

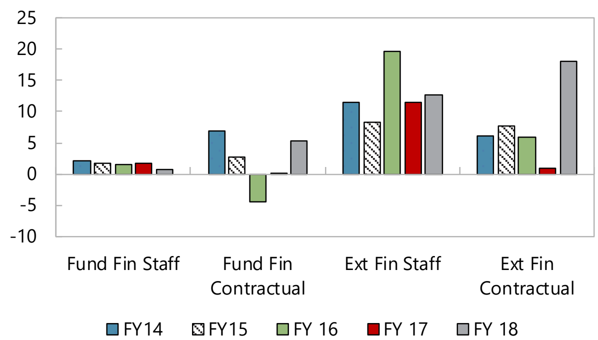
Vacancy Rate by Department Type, FY 17–18 1/
(Percent)



Source: Office of Budget and Planning
1/ Lines represent Fundwide averages for both Fund- and externally-financed.

Contractual staffing growth (especially externally-financed) has been highly volatile; the decline in FY 16 reflects the impact of Categories of Employment reforms.

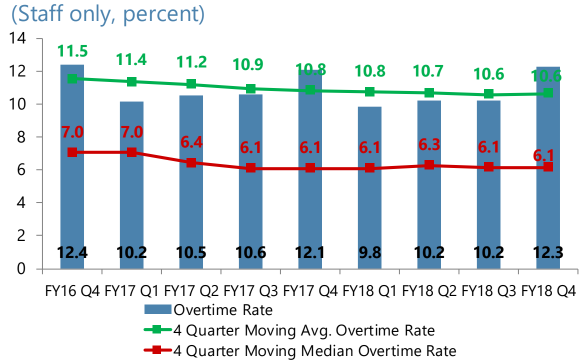
Staffing levels
(Percent change)



Source: Office of Budget and Planning.

While the average overtime rate has stabilized at around 11 percent,

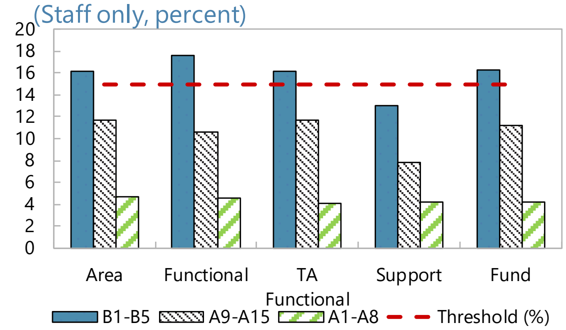
Average Fund-wide Overtime Rate Past 2 Years 1/
(Staff only, percent)



Source: TRACES, TIMS, HRPROD.
1/ Data excludes regional offices. Expressed as percentage of actual hours worked (i.e., regular hours minus leave).

... rates remain above the 15 percent threshold for most B-level staff.

Overtime Rate by Grade Group, FY 18 1/
(Staff only, percent)



Source: TRACES, TIMS, HRPROD.
1/ Data excludes regional offices. Expressed as a percentage of actual hours worked (i.e., regular hours minus leave).

13. Spending on travel increased by 5 percent, reflecting both price and volume increases for business travel of around 2½ percent and 1½ percent, respectively.

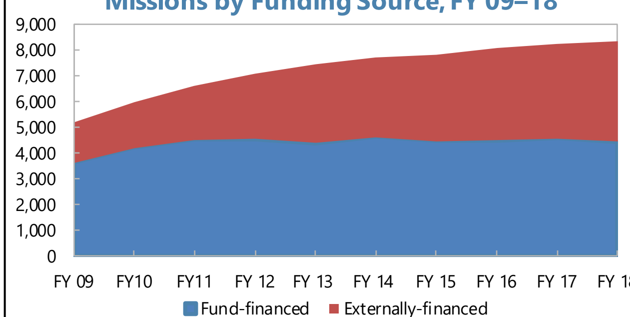
- Utilization of the travel budget amounted to 96 percent. The small underspend of $5 million was largely in Functional TA Departments (principally Fiscal Affairs Department and Statistics Department) due to mission delays.
- Volume growth in travel was mostly related to externally-financed missions, mirroring the trend of continued growth in externally financed CD activities mainly in FAD, MCM, and STA.
- Growth was particularly prominent in CD missions to Asia, which increased by 14 percent, as SARTTAC saw its first full year of operation. Countries that saw a significant increase included SARTTAC beneficiaries India, Bhutan and Sri Lanka.
- The average mission length fell from 11½ person days to 11 person days.[6] This shift reflected the growth in share of TA Functional Department missions, which tend to have more frequent short duration missions relative to other department types (Annex II, Table 5).

Travel, FY 16–18
(Millions of U.S. dollars)

	FY 16	FY 17	FY 18 Budget	FY 18 Outturn
Expenditures	**120**	**115**	**126**	**121**
Fund-financed	**81**	**75**	**81**	**76**
Business travel	64 1/	59	65	59
Seminars	6	5	6	6
Other travel 2/	11	11	11	11
Externally-financed	**39**	**39**	**45**	**45**
Business travel	28	29	35	33
Seminars and other travel	11	10	10	12

Source: Office of Budget and Planning.
Note: Figures may not add to totals due to rounding.
1/ Includes an estimated $3.8m of costs related to travel to the Annual Meetings in Lima.
2/ Includes travel expenditures related to interviews, settlement, and evacuations.

Missions by Funding Source, FY 09–18



Source: Office of Budget and Planning.

Travel Metrics by Region, FY 16–18 1/

	FY 16	FY 17	FY 18
Number of missions	**8,005**	**8,170**	**8,296**
AFR	1,793	1,948	1,991
APD	1,262	1,316	1,495
EUR	1,868	1,828	1,805
MCD	709	744	751
WHD	2,373	2,334	2,254
Mission nights	**92,979**	**93,668**	**91,255**
AFR	26,178	29,345	29,172
APD	15,735	16,914	16,264
EUR	20,554	17,508	16,332
MCD	10,565	11,744	11,127
WHD	19,947	18,157	18,360
Mission persons	**13,114**	**13,153**	**13,490**
AFR	2,885	3,157	3,279
APD	2,077	2,242	2,418
EUR	3,318	3,073	3,133
MCD	1,329	1,395	1,375
WHD	3,505	3,286	3,285

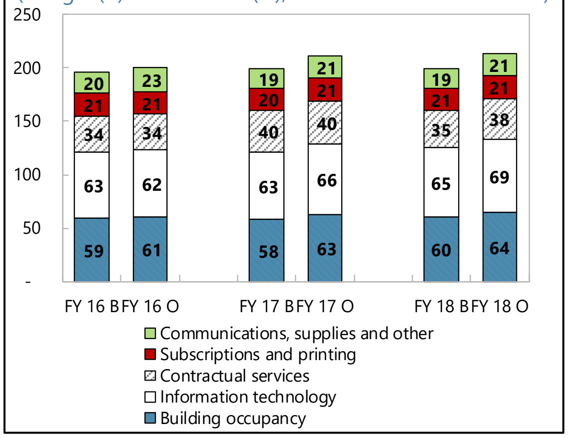
Source: Office of Budget and Planning.
1/ Excludes Annual Meetings, IEO, OED.

[6] Person days is measured as mission nights relative to the number of missions.

14. Budgets on IT, buildings and other expenses have been under pressure.

- Pressures were felt across most categories.
- These included needs such as lease arrangements for swing space during HQ1 renewal (in building occupancy), one-off TransformIT initiatives that will result in significant savings going forward (in IT), external consulting services for various initiatives, security, and continued high demand for corporate services, such as audio visual (AV) and language services (all in contractual services). Differences from approved budget were financed mainly with transitional funding.

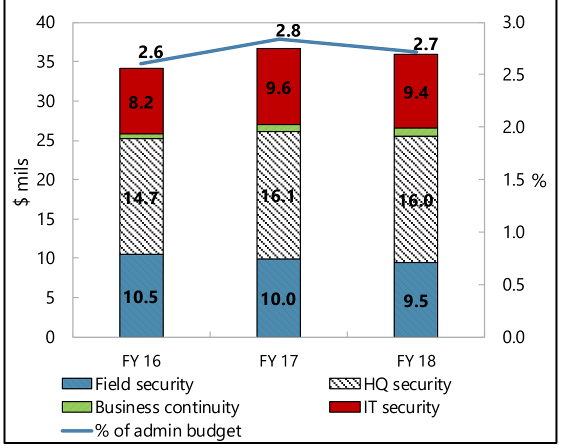
Fund-financed IT, Buildings and Other, FY 16-18
(Budget (B) and Outturn (O), in millions of FY 18 dollars)



15. Security continued to make up a substantial share of total spending.

- Security-related spending remained at $36 million, roughly unchanged from FY 17.
- Field security costs were lower than previous years. This reflected the absence of overseas security evacuation (for the first time in several years), and lower purchases of armored vehicles. These savings were partially offset by higher physical protection costs.
- Capital expenditures associated with security are discussed below.

Security-related Spending, FY16-18
(Millions of FY 18 dollars, unless otherwise indicated)



16. The growth in receipts has been driven by reimbursements for externally funded CD.

- Receipts grew considerably. The growth was driven by reimbursements from externally funded CD due to increased activity through regional and thematic vehicles, RCDCs and additional experts in the field.
- General receipts were slightly higher than FY 17 but lower than budget, which was partly due to lower than planned income from Concordia, publications, and reimbursements under cost-sharing agreements with the World Bank, mainly related to the Joint Library.

Receipts, FY 16–18
(Millions of U.S. dollars)

	FY 16	FY 17	FY 18	
			Budget	Outturn
Total	**176**	**189**	**211**	**211**
Externally-financed capacity development (direct cost only)	142	153	172	174
General receipts	34	35	39	37
Of which:				
Administrative and trust fund management fees 1/	10	11	12	12
Publications income	2	2	2	2
Fund-sponsored sharing agreements 2/	3	3	4	3
HQ2 lease 3/	4	5	4	5
Concordia	3	3	4	3

Source: Office of Budget and Planning.
Note: Figures may not add to totals due to rounding.
1/ Trust fund management fee of 7 percent under the new financing instrument.
2/ Includes reimbursements principally provided by the World Bank for administrative services provided under sharing agreements.
3/ Includes lease of space to the World Bank, Credit Union and retail tenants.

17. Capital spending totaled $116 million in FY18 out of the $303 million available in appropriations. Remaining unspent funds are primarily related to the HQ1 renewal project and related facilities projects for furniture and AV replacements and upgrades. Additionally, a number of IT multi-year capital projects are in progress, and appropriations for security improvements for HQ facilities are on hold pending feasibility studies.

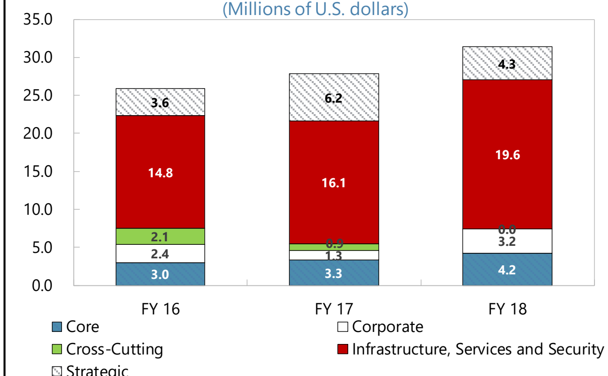
- HQ1 renewal is on track, with reoccupation through the 9th floor and anticipated completion by Fall 2019.
- $22 million was spent on building facilities: mostly AV and furniture, aligning with HQ1 renewal progress.
- $31 million was spent in IT investments: protection against cyber security threats, improved data and knowledge management, replacement of aging infrastructure (including personal computer refresh), funding for initial phases of critical projects such as Human Capital Management and document management system replacements.
- Capital expenditures of $5 million were incurred for security projects, primarily for continued improvements to guard against cyberattacks (in IT infrastructure).
- While investments in Core, Strategic and Corporate capabilities have changed slightly from year to year, the increases over the last two years are mainly due to the cyclical refresh of personal computers (shown in IT infrastructure).

Capital Expenditures, FY 18
(Millions of U.S. dollars)

	Facilities	IT	Total Facilities and IT	HQ1 Renewal	Total Capital
FY 18 Budget Appropriations	31	35	66	-	66
+ Unspent FY 16 and FY 17 Funding	39	15	53	183	236
= Total funds available in FY 18 1/	70	50	120	183	303
Expenditures FY 18	22	31	54	62	116
Expenditures FY 17	18	28	46	76	122

Sources: Office of Budget and Planning and Corporate Services and Facilities
1/ Approved capital funding is available for three consecutive years, except for HQ1 Renewal which is available until April 2025.

IT Capital Spending by Capability, FY 16-18
(Millions of U.S. dollars)



Sources:

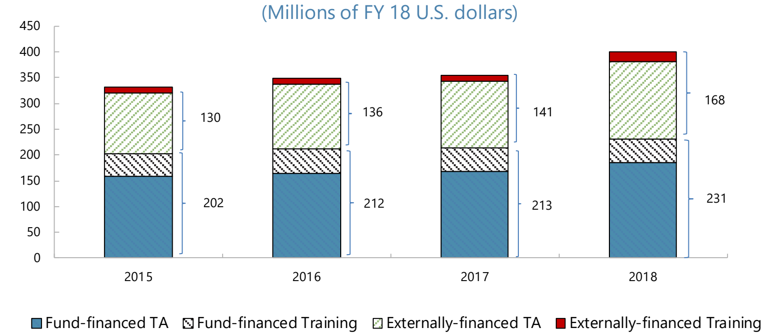
Annex I. Capacity Development[1]

1. **This annex provides additional information on capacity development (CD) activities.** It reports on overall spending on CD activities, sources of external financing, CD distribution, and training participation.[2]

A. Overall Spending on CD Activities

2. **The share of spending on CD has increased steadily since FY09, supported by successful partnerships.** CD, which comprises TA and external training, has been the Fund's largest single output since FY12, rising from about 24 percent of total spending in FY12 to about 28 percent in FY17 and 31 percent in FY18. The increase in CD spending over the past five years has been in line with Fund objectives, and continues to reflect growing country demand for CD, with CD delivery having been facilitated by greater external financing (Figure 1).[3]

Figure 1. Capacity Development Expenditures, FY 15–18 [1]
(Millions of FY 18 U.S. dollars)



Source: Office of Budget and Planning.
[1] Fund-financed and externally-financed expenditures, including support and governance.

3. **Execution rates for externally-financed CD activities rose in FY18 (Table 1).** The marginal overrun against budget, in sharp contrast to significant underperformance in earlier years, reflected improved implementation due mainly to fewer disruptions from security and funding delays. Externally-financed direct CD spending grew strongly as a result of higher delivery in RCDCs (including the newly established South Asia Regional Training and Technical Assistance Center, SARTTAC), increased CD in thematic funds, such as the first phase of Resource Mobilization Trust Fund, and sizeable scaling up of CD activities financed by bilateral subaccounts (including China, Japan, the Netherlands, and Switzerland).

Table 1. Externally-Financed CD Activities, FY 15–18 1/
(Millions of U.S. Dollars)

	FY 15	FY 16	FY 17	FY 18
Outturn [1]	131	142	153	174
Budget	154	157	160	172
Difference	23	15	7	-2

Source: Institute for Capacity Development (ICD) Global Partnerships Division.

Note: The difference between ACES estimates and IMF02 receipts arises from the recording of some benefits for long-term experts as Fund-financed; missing or non-CD output for some externally-financed expenses; and timing and standard cost differences.

1/ Outturn and budget exclude a trust fund management fee of 7 percent. In-kind contributions to the Regional Training Centers (RTCs) are excluded.

[1] Prepared by Lidia Brito, Nathalie Carcenac, Felix Fischer, Yiruo Li, Mercy Pinargote, Wasima Rahman-Garrett, Yan Sun, and Andre Vieira de Carvalho (all ICD).

[2] Different but complementary data sources are used to present information on CD, specifically: (i) data on spending on CD activities are from ACES, consistent with the main paper; (ii) data on external financing by development partners comes from the Capacity Development Information Management System (CDIMS), and (iii) data on TA field delivery are drawn from the Travel Information Management System (TIMS), while the training data on number of participants is from the Participant and Applicant Tracking System (PATS).

[3] CD spending data from ACES, as discussed in the main report, presents a broader view of CD as it reflects spending at headquarters as well as in the field. Overall, CD funded by development partners accounts for about 55 percent of direct spending on CD (excluding support and governance costs) in FY18.

B. Sources of External Funding

4. Over the last three years, the top 25 partners contributed 88 percent of total external funding (Table 2). The top five partners each contributed more than five percent of the total. Other key characteristics of external funding are as follows:

- Partner contributions are made to multi-partner vehicles—including Regional Technical Assistance Centers (RTACs), Regional Training Centers (RTCs))—also referred to jointly as regional CD centers (RCDCs)—, thematic and country funds, and bilateral programs/projects. In addition, host countries manage a few regional training programs, where Fund staff provide training. Over the last three years, the top ten partners provided just over half of their contributions to multi-partner vehicles (Table 3).

- Contributions to multi-partner funding vehicles remain relatively concentrated (Table 4). However, an expansion in the partner base has helped to lower the share of funding from the top three partners for RTACs and thematic funds, which now stands at 43 and 44 percent, respectively. In addition, the share of recipient members' contributions for RTACs remains significant at 27 percent—reflecting strong ownership and supporting sustainability.

Table 2. Partner Contributions, FY 16-18 1/

Donor	Contributions (Mil. of U.S. dollars)	Share (Percent of total)
European Commission	110	20
Japan	93	17
Switzerland	48	9
United Kingdom	36	7
India	33	6
Netherlands	27	5
China	24	4
Kuwait	20	4
Germany	15	3
Austria	14	2
Canada	12	2
Luxembourg	10	2
Korea	8	1
Singapore	6	1
Australia	6	1
Belgium	6	1
New Zealand	5	1
Norway	5	1
Ghana	4	1
Italy	4	1
France	3	1
European Investment Bank	2	0
Denmark	2	0
The Arab Fund (AFESD)	2	0
Caribbean Development Bank	2	0
Other donors and institutions	65	12
of which: private foundations 2/	1	0
Total	560	100

Source: Capacity Development Information Management System
Note: Figures adjusted for RTC costs covered directly by the hosts, which are not reflected in IMF accounts. They may not add to totals due to rounding.
1/Contributions received during FY16–18.
2/ The foundations involved are the Gates and Hewlett foundations.

Table 3. Capacity Development Vehicles: Top 10 Partner Contributions, FY 16–18 1/

	Contribution (Millions of U.S. dollars)	Share (Percent of Total)
Multi-partner	**370**	**66**
Thematic (and country) Trust Funds (TTFs)	98	17
Regional Technical Assistance Centers (RTACs)	218	39
Regional Training Centers (RTCs)	54	10
Bilateral	**190**	**34**
Total	**560**	**100**

Source: Capacity Development Information Management System (CDIMS).
Note: Figures adjusted for RTC costs covered directly by the hosts, which are not reflected in IMF accounts. They may not add to totals due to rounding.
[1] Funds received during FY 16–18.

Table 4. RTACs and TTFs: Partner and Member Contributions to Current Cycle 1/

	RTACs (Millions of U.S. dollars)	RTACs (Percent of total)	TTFs (Millions of U.S. dollars)	TTFs (Percent of total)
Top 3 donors	161	43	90	44
Other (other donors and international institutions)	114	30	112	56
Members (RTAC recipients)	103	27		
Total	**378**	**100**	**202**	**100**

Source: Capacity Development Information Management System (CDIMS).
Note: Figures may not add to totals due to rounding.
1/ Signed contributions and pledges for current cycle as of April 30, 2018.

5. Funding risks related to externally financed CD have been and continue to be actively managed on a range of fronts:

- Pursuing broader and more sustained partnerships through more active fundraising to a wider range of partners. More diversified partnerships will reduce dependence on large contributors as shortfalls from one partner can be more easily absorbed by the others. Longer and more strategic partnerships provide greater funding certainty over the medium term.
- Increasing flexibility by promoting multi-partner and umbrella agreements that enable the Fund to allocate funding across a range of CD activities.
- Reducing operational risks by (a) securing financing upfront before carrying out CD delivery, and (b) flexibly adjusting the components of a work program if funding falls short. All CD projects or programs have built-in degrees of flexibility to allow adjustments.

C. CD Distribution

6. The broad composition of CD spending across regions and topics is driven by the demands and needs of member countries and guided by the CD priorities of the Fund. As outlined in the 2014 CD policy statement, Fund policies seek to ensure adequate funding for CD in crisis situations, allowing donor financing when donor interests are consistent with Fund priorities and objectives, and relying on Fund financing when donor support is not available.[4] The planning and prioritization of CD activities takes place at the institutional level and are informed by IMFC communiques, the Global Policy Agenda, the Fund's work program, and other initiatives discussed by the Executive Board, e.g., on Financing for Development and the Sustainable Development Goals, as well as area departments' Regional Strategy Notes and CD country strategies.

7. Direct spending on CD was $303 million in FY18, reflecting 14 percent growth from FY17 (Table 5). By region, the strongest growth in CD spending was to the Asia and Pacific Department (APD), thanks to SARTTAC coming onstream and increased financing from existing vehicles (an increase in the budget for the Pacific Financial Technical Assistance Center, PFTAC, in its new phase, the recovery in JSA funding, and financing from

Table 5. Direct Spending on CD by Region, Income Group, FY 15–18
(Millions of U.S. dollars)

	FY 15	FY 16	FY 17	FY 18
Total	**242**	**256**	**267**	**303**
Region				
Sub-saharan Africa	75	79	86	93
Asia and Pacific	42	41	37	55
Europe	22	24	26	28
Middle East and Central Asia	22	26	30	34
Western Hemisphere	35	36	34	38
Multiple regions	35	44	44	45
Non-specific Region	12	7	9	9
Income Group 1/ 2/				
Advanced economies	22	16	17	13
Emerging market and middle-income economies	70	74	73	90
Low-income developing countries	74	75	83	97
Other 3/	75	91	93	103

Sources: Monitoring of Fund Arrangements (MONA) database; and Office of Budget and Planning; Analytic Costing and Estimation System (ACES)
1/ Spending on CD delivered to regional groups has been distributed evenly among member countries of each group.
2/ Advanced economies are classified according to the April 2018 World Economic Outlook. Low-income developing countries as defined in *IMF, Macroeconomic Developments and Prospects in Low-Income Developing Countries - 2018*. Emerging market and middle-income economies include those not classified as advanced economies or low-income developing countries.
3/ Other includes spending on CD governance and fund-raising; CD to mixed income groups and regional economic institution staff.

[4] IMF Policy and Practices on Capacity Development, August 26, 2014.

RMTF). AFR continues to receive the largest share of CD spending. CD to emerging market and middle-income countries (EMs) and low-income developing countries (LIDCs) grew strongly by about 23 percent and 17 percent respectively in FY18. FAD continues to account for most (37 percent in FY18) of the CD spending, followed by MCM and ICD (Table 6).

Table 6. Spending on CD by Department, FY 15–18
(Millions of U.S. dollars)

	FY 15	FY 16	FY 17	FY 18
Total	**242**	**256**	**267**	**303**
Department				
Fiscal Affairs Department	83	89	96	113
Ins. for Capacity Development 1/	43	44	45	41
Legal Department	12	12	13	14
Monetary and Capital Markets	45	49	49	56
Statistics Department	28	28	29	36
Other 2/	31	35	35	45

Source: Office of Budget and Planning.

1/ Includes only ICD's CD delivery. About $8 mn in Regional CD Centers-related spending was transferred from ICD to other departments in FY 17–18.

2/ Includes ICD's CD governance and donor-related activities.

8. **Delivery continues to be broadly targeted to the CD priorities** (Table 7). Delivery related to financial market deepening for LICs, Domestic Revenue Mobilization, Public Financial Management, financial supervision and regulation, closing data gaps, and financial integrity experienced the strongest growth. Delivery to fragile states increased almost 9 percent in FY18. Delivery to program countries grew in FY 18 to 40 percent of total, as the number of Fund-supported programs increased.

Table 7. Growth Rate Technical Assistance Delivery to Priority Area, FY 15–18 1/ 2/
(Person-years)

	Y-o-Y Growth Rates (%)				Share
	FY 15	FY 16	FY 17	FY 18	FY2018
Total	1.0	5.2	-0.7	9.8	100%
Fragile states 3/	4.2	1.1	2.8	8.9	28%
Highly vulnerable countries					
Current list (37 countries)	-0.1	5.8	2.4	-2.4	21%
Historic list (number changes annually)	-0.4	46.9	-13.2	-25.6	21%
(number of countries)	*44*	*57*	*51*	*37*	…
Program countries 4/					
Current list (46 countries)	1.1	12.5	11.4	11.2	40%
Historic list (number changes annually)	-5.9	0.1	19.7	20.6	40%
(number of countries)	*44*	*41*	*44*	*46*	…
Priority topics					
Domestic revenue mobilization	-2.6	7.2	6.9	13.8	28%
Public financial management	-3.6	-1.7	4.4	10.8	25%
Financial Market Deepening for LICs 5/	-38.4	42.2	8.5	19.9	3%
Financial Supervision and Regulation, Fintech and Monetary Policy Frameworks (ex. AEs)	-2.0	11.8	0.5	12.9	16%
Closing Data Gaps, Ratcheting up Data Quality, Broadening Data Dissemination	15.8	-9.9	-7.9	9.3	12%
Financial integrity (AML/CFT)	-3.5	4.3	1.1	12.2	3%

Sources: Monitoring of Fund Arrangements (MONA) database; and Travel Information Management System (TIMS).

1/ An effective person-year of field delivery of technical assistance is defined as 260-262 working days of Fund staff or experts.

2/ The priority groups overlap. Compositions of highly-vulnerable and program countries change on annual basis. Financial supervision and regulation data excludes advanced economies.

3/ Fragile states reflect the IMF lists countries with a World Bank CPIA below 3.20, or presence of UN peacekeeping operations on the ground, as Fragile and Conflict States.

4/ Program status from MONA database. A country is classified as a program country if it had a Fund financing or non-financing arrangement in place at any time during the fiscal year.

5/ Includes correspondent banking, debt sustainability, debt management, and regulatory, supervisory, risk and crisis management frameworks.

D. Training Participation

9. Participation in IMF training grew by 18 percent in FY18 (Table 8). ICD remains the largest provider of training, followed by FAD and STA. Training participation increased across most regions, particularly in APD, reflecting a full year of SARTTAC operations. AFR received the largest share of training at about 28 percent, followed by APD and MCD. Training to participants from EMs and LIDCs grew strongly, with EMs continuing to receive the largest share of training at 55 percent, followed by LIDCs at 38 percent (Table 9).

10. Online learning continues to grow (Table 10). Training under the online learning program started in FY14, and has grown to account for about 30 percent of participants in FY18. The number of online courses offered increased to twenty-two in FY18 from thirteen in FY16. Driven especially by strong growth in AFR and MCD, the number of officials trained online grew by over 40 percent in FY18. During FY18, there was a significant increase in training participation for courses in specialized fiscal issues, and monetary, exchange rate, and capital account policies. General macroeconomic analysis continues to be the largest category of courses offered by the Fund, followed by courses on specialized fiscal issues and macroeconomic statistics.

Table 8. Total Training Participation by Department and Region of Origin, FY 15–18

(Number of participants)

	FY 15	FY 16	FY 17	FY 18
Department				
Fiscal Affairs Department	613	804	1,021	1,873
Ins. for Capacity Development	4,848	7,323	7,265	8,781
Legal Department	400	593	481	430
Monetary and Capital Markets	391	448	367	575
Statistics Department	1,450	1,606	1,566	1,819
Other including RTACs 1/	3,736	3,736	3,168	2,932
Region				
Sub-saharan Africa	2,903	3,997	4,345	4,657
Asia and Pacific	2,840	2,931	2,513	3,624
Europe	1,306	2,140	1,883	1,884
Middle East and Central Asia	2,114	2,554	2,831	3,499
Western Hemisphere	2,275	2,888	2,296	2,746
Total	**11,438**	**14,510**	**13,868**	**16,410**

Source: Participant and Applicant Tracking System.
Note: FY 18 data are preliminary.
1/ Includes reported training not attributed to above

Table 9. Total Training Participation by Income Group, FY 15–18

(Number of participants)

	FY 15	FY 16	FY 17	FY 18
Income Group				
Advanced economies	700	1,044	794	736
Emerging market and middle-income economies	6,087	7,831	7,334	9,056
Low-income developing countries	4,390	5,329	5,514	6,255
Other[1]	261	306	226	363
Total	**11,438**	**14,510**	**13,868**	**16,410**

Source: Participant and Applicant Tracking System.
Note: FY 18 data are preliminary.
1/ Includes regional training delivered to participants from regional institutions.

Table 10. Total Training Participation by Venue and Course Group, FY 15–18

(Number of participants)

	FY 15	FY 16	FY 17	FY 18
Training Venue				
Regional Training Centers	3,751	4,084	4,142	5,500
IMF HQ	647	790	719	801
Other training locations	5,552	5,757	5,637	5,249
Online learning 1/	1,488	3,879	3,370	4,860
Course Category				
Financial Sector Policies	971	1,020	1,434	1,206
Fiscal Policy	643	1,034	1,068	798
Specialized Fiscal Issues	991	1,312	602	1,730
General Macroeconomic Analysis	2,286	4,226	3,526	4,737
Macroeconomic Statistics	1,543	1,802	1,762	1,709
Legal courses including AML-CFT	400	625	438	390
Monetary and Financial Sector	400	742	433	625
Monetary, Exchange Rate, and Capital Account Policies	224	211	410	1,031
Safeguards Assessments	59	112	58	89
Inclusive Growth and Structural Policies	671	768	764	939
Other Courses	3,250	2,658	3,373	3,156
Total	**11,438**	**14,510**	**13,868**	**16,410**

Source: Participant and Applicant Tracking System.

Note: FY 18 data are preliminary.

1/ Online learning course volume calculated using conversion factors to estimate the equivalent number of full training days for each course.

11. **Training participation by CD country priority groups was mixed in FY 18** (Table 11). Training participation from fragile states and countries with Fund-supported program grew strongly by about 17 percent and 14 percent, respectively. Training to highly-vulnerable countries also rose sharply by 25 percent.

Table 11. Total Training Participation by Priority Area, FY 15–18

(Number of participants)

	FY 15	FY 16	FY 17	FY 18
Priority Area				
Fragile states 1/	2,410	2,785	2,910	3,401
Highly-vulnerable countries				
Current list (37 countries)	2,121	2,742	2,818	3,520
Historic list (number changes annually)	2,700	4,717	4,032	3,520
(number of countries)	*44*	*57*	*51*	*37*
Program countries 2/				
Current list (46 countries)	3,055	4,579	4,629	5,282
Historic list (number changes annually)	2,817	3,791	4,325	5,282
(number of countries)	*44*	*41*	*44*	*46*

Sources: Monitoring of Fund Arrangements (MONA) database; and Participant and Applicant Tracking System.

Note: FY 18 data are preliminary.

1/ Fragile states reflect the IMF lists countries with a WB CPIA below 3.20, or presence of UN peacekeeping operations on the ground, as Fragile and Conflict States.

2/ Program status from MONA database.

Annex II. Statistical Tables

Table 1. Gross Administrative Fund and Externally-financed Spending Estimates by Output 1/

	Millions of FY 18 U.S. dollars						Percent of total					
					FY 18						FY 18	
	FY 14	FY 15	FY 16	FY 17	Estimated Resources	Outturn	FY 14	FY 15	FY 16	FY 17	Estimated Resources	Outturn
Total	**1,252**	**1,258**	**1,274**	**1,291**	**1,315**	**1,309**	**100**	**100**	**100**	**100**	**100**	**100**
Multilateral surveillance	**254**	**260**	**252**	**249**	**259**	**261**	**20.3**	**20.7**	**19.8**	**19.3**	**19.7**	**19.9**
Global economic analysis	**127**	**127**	**124**	**123**	**125**	**124**	**10.1**	**10.1**	**9.7**	**9.5**	**9.5**	**9.5**
WEO	17	18	18	17	16	17	1.3	1.4	1.4	1.3	1.2	1.3
GFSR	15	16	15	15	16	16	1.2	1.2	1.2	1.2	1.2	1.2
General research	38	40	41	37	39	37	3.1	3.2	3.2	2.9	2.9	2.8
General outreach	57	53	50	54	54	55	4.5	4.3	3.9	4.2	4.1	4.2
Support and Inputs to Multilateral Forums and Consultations	**23**	**23**	**23**	**22**	**21**	**22**	**1.8**	**1.8**	**1.8**	**1.7**	**1.6**	**1.7**
Multilateral consultations	6	7	7	6	6	5	0.5	0.5	0.5	0.5	0.4	0.4
Support and Inputs to multilateral forums	17	16	17	16	16	17	1.4	1.3	1.3	1.3	1.2	1.3
Tools to prevent and resolve systemic crises	**60**	**63**	**61**	**65**	**72**	**74**	**4.8**	**5.0**	**4.8**	**5.0**	**5.5**	**5.6**
Analysis of vulnerabilities and imbalances	18	17	17	17	19	20	1.4	1.4	1.3	1.3	1.4	1.5
Other cross cutting analysis	38	42	40	43	48	47	3.0	3.4	3.2	3.3	3.6	3.6
Fiscal Monitor	4	3	4	5	6	6	0.3	0.3	0.3	0.4	0.4	0.5
Regional approaches to economic stability	**44**	**47**	**44**	**39**	**41**	**41**	**3.5**	**3.7**	**3.5**	**3.0**	**3.1**	**3.2**
REOs	17	18	21	18	18	19	1.3	1.5	1.6	1.4	1.3	1.4
Surveillance of regional bodies	14	13	10	8	8	8	1.1	1.0	0.8	0.7	0.6	0.6
Other regional projects	14	16	14	12	16	15	1.1	1.3	1.1	1.0	1.2	1.1
Oversight of global systems	**128**	**131**	**127**	**132**	**136**	**136**	**10.2**	**10.4**	**10.0**	**10.2**	**10.4**	**10.4**
Development of international financial architecture	**38**	**41**	**37**	**41**	**39**	**40**	**3.0**	**3.3**	**2.9**	**3.2**	**3.0**	**3.0**
Work with FSB and other international bodies	6	6	7	7	7	7	0.5	0.5	0.5	0.6	0.6	0.5
Other work on monetary, financial, and capital markets issues	32	35	31	34	32	32	2.5	2.8	2.4	2.6	2.4	2.5
Data transparency	**41**	**39**	**36**	**37**	**43**	**40**	**3.3**	**3.1**	**2.8**	**2.9**	**3.3**	**3.0**
Statistical information/data	29	28	28	30	35	32	2.3	2.2	2.2	2.3	2.6	2.4
Statistical manuals	4	4	3	2	2	2	0.3	0.3	0.2	0.2	0.2	0.2
Statistical methodologies	8	7	5	6	6	6	0.6	0.5	0.4	0.4	0.5	0.4
The role of the Fund	**49**	**51**	**54**	**54**	**54**	**57**	**3.9**	**4.1**	**4.3**	**4.1**	**4.1**	**4.3**
Development and review of Fund policies and facilities excl. PRGT and GRA	19	21	19	19	23	26	1.5	1.7	1.5	1.5	1.7	2.0
Development and review of Fund policies and facilities - PRGT	11	11	11	12	11	11	0.9	0.9	0.8	0.9	0.8	0.8
Development and review of Fund policies and facilities - GRA	10	6	8	9	9	9	0.8	0.5	0.6	0.7	0.7	0.7
Quota and voice	6	6	7	6	8	7	0.5	0.5	0.6	0.4	0.6	0.5
SDR issues	3	7	9	7	4	5	0.3	0.6	0.7	0.6	0.3	0.4
Bilateral surveillance	**295**	**293**	**304**	**317**	**319**	**320**	**23.6**	**23.3**	**23.9**	**24.6**	**24.2**	**24.4**
Assessment of economic policies and risks	**260**	**261**	**268**	**270**	**279**	**279**	**20.8**	**20.7**	**21.1**	**20.9**	**21.2**	**21.3**
Article IV consultations	198	191	199	200	210	211	15.8	15.2	15.6	15.5	16.0	16.1
Other bilateral surveillance	62	70	69	70	69	68	4.9	5.6	5.4	5.4	5.3	5.2
Financial soundness evaluations - FSAPs/OFCs	**26**	**22**	**26**	**38**	**31**	**32**	**2.0**	**1.8**	**2.1**	**2.9**	**2.3**	**2.4**
Standards and Codes evaluations	**10**	**11**	**10**	**10**	**9**	**9**	**0.8**	**0.8**	**0.8**	**0.7**	**0.7**	**0.7**
ROSCs	3	3	2	2	1	1	0.3	0.2	0.1	0.2	0.1	0.1
AML/CFT	1	2	2	2	2	2	0.1	0.2	0.1	0.1	0.2	0.2
GDDS/SDDS	5	5	7	6	6	5	0.4	0.4	0.5	0.5	0.4	0.4
Lending (incl. non-financial instruments)	**189**	**186**	**185**	**171**	**172**	**164**	**15.1**	**14.8**	**14.5**	**13.2**	**13.1**	**12.5**
Arrangements supported by Fund resources	**149**	**142**	**141**	**139**	**150**	**142**	**11.9**	**11.3**	**11.1**	**10.8**	**11.4**	**10.8**
Programs and precautionary arrangements supported by general resources	83	79	80	73	73	69	6.7	6.3	6.3	5.7	5.6	5.3
Programs supported by PRGT resources	66	63	61	66	76	73	5.2	5.0	4.8	5.1	5.8	5.6
Non-financial instruments and debt relief 2/	**40**	**44**	**44**	**31**	**22**	**22**	**3.2**	**3.5**	**3.4**	**2.4**	**1.7**	**1.7**
Capacity development	**329**	**332**	**348**	**355**	**390**	**399**	**26.3**	**26.4**	**27.3**	**27.5**	**29.7**	**30.5**
Technical assistance	271	277	291	296	318	336	21.7	22.0	22.8	23.0	24.2	25.6
Training	57	55	57	58	72	64	4.6	4.4	4.5	4.5	5.4	4.9
Miscellaneous 3/	**45**	**47**	**43**	**47**	**28**	**28**	**3.6**	**3.8**	**3.4**	**3.6**	**2.1**	**2.1**
Contingency	...	...	...	...	**11**	...	...	...	...	...	**8.3**	...
Reconciliation item 4/	**13**	**9**	**14**	**20**	...	**2**	**1.0**	**0.7**	**1.1**	**1.5**	...	**0.1**

Source: Office of Budget and Planning, Analytic Costing and Estimation System (ACES).

1/ Support and governance costs are allocated to outputs.

2/ Includes Post Program Monitoring (PPM), Policy Support Instruments (PSI), Staff Monitored Program (SMP), Near Programs, Ex-Post Assessments (EPA), Multilateral Debt Relief Initiative-I (MDRI-I), MDRI-II, Heavily Indebted Poor Countries (HIPC), Joint Staff Advisory Note (JSAN), Post Catastrophe Debt Relief (PCDR), Catastrophe Containment Relief Trust (CCRT), and trade

3/ The "Miscellaneous" classification includes expenditures that currently cannot be properly allocated to specific outputs within the ACES model.

4/ Reconciliation to gross administrative expenditures as per the Fund's financial system.

Table 2. Administrative Expenditures: Budgets and Outturn, FY 02–18

(Millions of U.S. dollars, except where indicated otherwise)

Financial Year	Budget	Outturn 1/ 2/	Outturn to Budget Difference		Budget to Budget Difference		Outturn to Outturn Difference	
			Amount	Percent	Amount	Percent	Amount	Percent
A. Net Budget								
2002	695	677	-19	-2.7	45	6.8	39	6.1
2003	746	720	-26	-3.5	51	7.3	43	6.4
2004	786	748	-38	-4.8	39	5.2	28	3.8
2005 3/	850	826	-24	-2.8	64	8.2	78	10.5
2006	876	874	-2	-0.2	26	3.1	48	5.8
2007	912	897	-15	-1.6	36	4.1	23	2.6
2008	922	891	-32	-3.4	10	1.1	-7	-0.7
2009	868	813	-55	-6.3	-54	-5.9	-77	-8.7
2010	932	863	-69	-7.4	64	7.3	50	6.2
2011	953	917	-36	-3.8	22	2.3	54	6.2
2012	985 4/	947	-38	-3.9	32	3.3	30	3.2
2013	997 5/	948	-50	-5.0	13	1.3	1	0.1
2014	1,007 6/	988	-19	-1.8	9	0.9	40	4.3
2015	1,027 7/	1,010	-17	-1.7	20	2.0	21	2.2
2016	1,052 8/	1,038	-13	-1.3	25	2.4	29	2.8
2017	1,072 9/	1,066	-6	-0.6	21	2.0	28	2.7
2018	1,104 10/	1,099	-5	-0.5	31	2.9	32	3.0
B. Gross Budget								
2002	737	721	-16	-2.1	47	6.8	46	6.8
2003	794	764	-30	-3.8	57	7.8	43	5.9
2004	838	806	-31	-3.7	43	5.4	42	5.5
2005 3/	905	892	-13	-1.4	68	8.1	86	10.7
2006	937	930	-7	-0.7	32	3.5	38	4.3
2007	980	966	-14	-1.5	43	4.6	35	3.8
2008	994	967	-27	-2.7	14	1.4	1	0.1
2009	967	885	-82	-8.5	-27	-2.7	-82	-8.5
2010	1,032	950	-81	-7.9	65	6.7	65	7.4
2011	1,075	1,021	-54	-5.0	43	4.2	71	7.4
2012	1,123 4/	1,082	-41	-3.7	48	4.5	61	6.0
2013	1,159 5/	1,102	-57	-4.9	35	3.2	20	1.8
2014	1,186 6/	1,149	-37	-3.2	27	2.3	47	4.3
2015	1,224 7/	1,177	-46	-3.8	38	3.2	29	2.5
2016	1,247 8/	1,215	-33	-2.6	24	1.9	38	3.2
2017	1,273 9/	1,255	-18	-1.4	25	2.0	40	3.3
2018	1,315 10/	1,309	-6	-0.4	42	3.3	54	4.3

Source: Office of Budget and Planning.

Note: Figures may not add to total due rounding.

1/ Includes contributions to the SRP service credit buy back program of $8.0 million in FY 05, $10.0 million in FY 06, $20.5 million in FY07, and $2.1 million in FY 08 and a one off voluntary contribution of $12 million in FY 09.

2/ Includes one-off supplementary contribution to the Retired Staff Benefit Investment Account (RSBIA) of $27 million in FY 09, $30 million in FY 10; $45 million in FY 11; $30 million in FY 12; $12 million in FY 13; $8 million in FY 16; and $2 million in FY 17.

3/ The figures for FY 05 include $48 million in the contribution to the Staff Retirement Plan (SRP) following the Executive Board decision to set contributions at 14 percent of gross remuneration.

4/ Excludes FY 11 carry forward funds of $34.4 million.

5/ Excludes FY 12 carry forward funds of $40.6 million.

6/ Excludes FY 13 carry forward funds of $41.9 million.

7/ Excludes FY 14 carry forward funds of $41.7 million.

8/ Excludes FY 15 carry forward funds of $42.5 million.

9/ Excludes FY 16 carry forward funds of $43.2 million.

10/ Excludes FY17 carry forward funds of $44.3 million.

Table 3. Total Fund Employment, FY 15–18
(Full-time Equivalents (FTEs))

	FY 15	FY 16	FY 17	FY 18
Total Fund employment	3,661	3,704	3,762	3,881
Regular and term staff 1/	2,784	2,835	2,890	2,923
Of which:				
Independent Evaluation Office (IEO)	15	14	14	15
Office of Executive Directors (OED)	246	244	250	247
Expert and contractual staff 2/	877	869	872	958

Source: Office of Budget and Planning.

1/ Includes Fund-financed and externally-financed FTEs.

2/ Fund-financed and externally-financed experts (including short term experts), contractual staff, visiting scholars, secretarial support staff, paid overtime, and other.

Table 4. Departmental Business and Seminar Travel Expenditures, FY 16–18
(Millions of U.S. dollars)

	FY 16 1/	FY 17	FY 18
By type of cost	**108**	**103**	**110**
Transportation	62	60	65
Per diem	45	43	45
By type of financing	**108**	**103**	**110**
Fund-financed	70	64	65
Externally-financed	38	39	45
By department	**108**	**103**	**110**
Area	29	28	30
TA functional	56	59	63
Other functional	6	6	6
Support	9	5	5
Governance	9	5	5
OED and IEO	7	5	5
Memorandum item:			
In percent of total gross expenditures	8.9	8.2	8.4

Source: Office of Budget and Planning.

1/ Includes Annual Meetings travel of approximately $3.8 million.

Table 5. Travel Metrics by Department Type, FY16–18 1/

	FY 16	FY 17	FY 18
Number of missions	**8,005**	**8,170**	**8,296**
Area	1,405	1,370	1,366
TA Functional	4,790	4,960	5,121
Functional	984	1,001	989
Support & Governance	826	839	820
Mission nights	**92,979**	**93,668**	**91,255**
Area	25,931	24,722	24,115
TA Functional	57,413	60,939	59,762
Functional	6,067	4,560	3,781
Support & Governance	3,568	3,447	3,597
Mission persons	**13,114**	**13,153**	**13,490**
Area	3,827	3,557	3,605
TA Functional	6,987	7,252	7,584
Functional	1,207	1,203	1,169
Support & Governance	1,093	1,141	1,132

Source: Office of Budget and Planning.

1/ Excludes Annual Meetings, IEO, OED.

Table 6. Capital Expenditures, FY12–18
(Millions of U.S. dollars)

	Formula Key	Facilities	Information Technology	HQ2	HQ1 Renewal	Concordia Renovation		Total Capital
FY 12								
New appropriations	(1)	5.1	33.9	0.0	84.0	38.9		161.9
Total funds available	(2)	25.5	53.6	0.1	84.0	38.9		202.1
Expenditures	(3)	9.3	24.0	0.0	3.7	7.3		44.4
Lapsed funds 1/	(4)	2.5	0.7	0.0	0.0	0.0		3.2
Remaining funds 2/	(5) = (2)-(3)-(4)	13.7	28.9	0.1	80.3	31.6		154.6
FY 13								
New appropriations	(6)	7.4	34.3	0.0	347.0	0.0		388.7
Total funds available	(7) = (5)+(6)	21.1	63.2	0.1	427.3	31.6		543.3
Expenditures	(8)	7.4	37.1	0.0	22.0	22.3		88.8
Lapsed funds 1/	(9)	1.4	0.5	0.0	0.0	0.0		1.8
Remaining funds 2/	(10) = (7)-(8)-(9)	12.4	25.6	0.0	405.3	9.3		452.6
FY 14								
New appropriations	(11)	17.4	23.8	0.0	0.0	0.0		41.2
Total funds available	(12) = (10)+(11)	29.8	49.4	0.0	405.3	9.3		493.8
Expenditures	(13)	10.1	36.6	0.0	92.2	4.8		143.8
Lapsed funds 1/	(14)	0.5	0.0	0.0	0.0	3.9		4.4
Remaining funds 2/	(15) = (12)-(13)-(14)	19.2	12.8	0.0	313.1	0.6		345.7
FY 15								
New appropriations	(16)	22.0	29.8		0.0	0.6	3/	52.4
Total funds available	(17)= (15)+(16)	41.2	42.6		313.1	0.6		397.4
Expenditures	(18)	10.5	29.3		95.7	0.3		135.8
Lapsed funds 1/	(19)	0.6	0.3		0.0	0.3		1.2
Remaining funds 2/	(20) = (17)-(18)-(19)	30.1	12.9		217.4	0.0		260.4
FY 16								
New appropriations	(21)	14.4	27.7		132.0 4/			174.1
Total funds available	(22)= (20)+(21)	44.5	40.6		349.4			434.5
Expenditures	(23)	14.6	25.8		90.1			130.5
Lapsed funds 1/	(24)	0.4	0.1		0.0			0.6
Remaining funds 2/	(25) = (22)-(23)-(24)	29.4	14.7		259.2			303.4
FY 17								
New appropriations	(26)	32.5	28.0		0.0			60.5
Total funds available	(27)= (25)+(26)	62.0	42.7		259.2			363.9
Expenditures	(28)	17.9	27.9		76.3			122.1
Lapsed funds 1/	(29)	5.4	0.2		0.0			5.6
Remaining funds 2/	(30) = (27)-(28)-(29)	38.7	14.6		182.9			236.2
FY 18								
New appropriations	(31)	31.4	35.0		0.0			66.4
Total funds available	(32)= (30)+(31)	70.1	49.6		182.9			302.6
Expenditures	(33)	22.3	31.4		62.3			116.0
Lapsed funds 1/	(34)	0.3	0.0		0.0			0.3
Remaining funds	(35) = (32)-(33)-(34)	47.4	18.2		120.6			186.3

Sources: Office of Budget and Planning and Corporate Services and Facilities Department and Information Technology Department.

1/ Figures reflect funds that were not spent within the three-year appropriation period; e.g., FY 16 appropriated funds lapsed at the end of FY 18.

2/ Figures reflect the unspent amount of the budget appropriation in the period concerned. Those funds can be used for authorized projects in the the period covered by the appropriation.

3/ Unspent Concordia funds appropriated in FY 12 expired at the end of FY 14 with the exception of $0.6 million that was specifically reappropriated for FY 15 to complete the remaining work under the project.

4/ Additional appropriations were approved for the HQ1 Renewal Program during FY 16.