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August 2017

FY2017—OUTPUT COST ESTIMATES AND BUDGET OUTTURN PAPER

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International Monetary Fund
Washington, D.C.

FY2017—OUTPUT COST ESTIMATES AND BUDGET OUTTURN PAPER

July 28, 2017

EXECUTIVE SUMMARY

With continued efforts to maximize the use of available resources, the FY 17 outturn represents a small increase in spending within a largely flat budget envelope. Reallocations from lower priority areas and efficiency gains, along with flexibility provided by carry forward resources enabled the Fund to deliver on the initiatives and priorities in the Global Policy Agenda and Management's Key Goals.

In terms of outputs, there was a small shift in spending from country and regional work to policy work. Within the former, spending moved from lending activities towards bilateral surveillance and capacity development. In terms of inputs, the structural budget was almost fully utilized.

Highlights are presented followed by a discussion of the outputs and inputs. Details on capacity development are presented in the Annex.

Approved By
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FY2017 HIGHLIGHTS

$1.066 billion

Net administrative spending against a budget of $1.072 billion, or 99.4 percent utilization.

0.8 percent

Year-on-year real increase in net expenditures.

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27 percent

Increase in number of programs. Despite this, spending on lending fell owing to less costly engagement in a number of countries.

$2 million

Average spending per country. Country work (excluding regional technical and training centers (RTACs)) represents 49 percent of total direct spending.

$153 million

Externally financed activities (receipts).

$44 million

Carry forward available for FY 18 to meet transitional needs; $30 million for staff and remainder for OED and IEO.

$122 million

Capital spending. 62 percent for HQ1 Renewal, 23 percent for information technology projects and the remainder for facilities work.

OVERVIEW

1. **Operating within a flat real budget envelope, the Fund delivered on the priorities and initiatives laid out in the Global Policy Agenda (GPA)**. Across the Fund, there was a slight shift away from country and regional work, toward policy work. Within the former, there was a shift from lending activities towards bilateral surveillance and capacity development (CD). Active use of the carry-forward allowed some departments (mainly support) to exceed the structural budgets and led to an execution rate of close to 100 percent against the approved structural budget at an aggregate level.

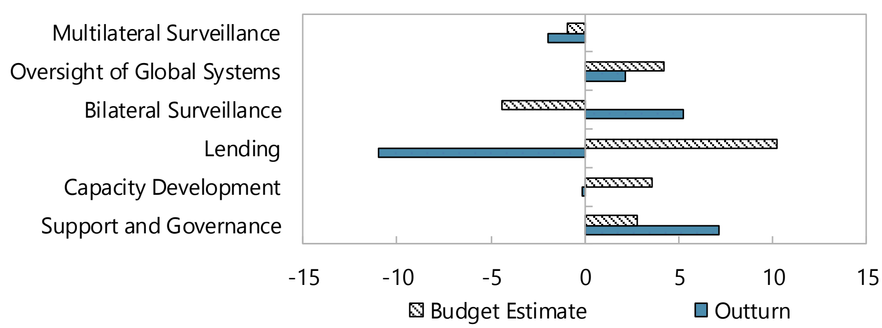
SPENDING BY OUTPUT[1]

A. The Shifting Composition of Outputs

2. **Country work declined slightly as a share of the Fund's direct outputs, led by a drop in lending-related expenditure in FY 17.**[2] Fund-financed country work (surveillance, lending and CD) saw an unexpected drop relative to budget plans (Figure 1). A decline in expenditures on lending and near-lending activities was only partially offset by higher-than-expected spending on bilateral surveillance and a moderate expansion of externally financed CD, resulting in a small overall decline in country work (0.6 percentage points). Expenditures related to oversight of global systems and multilateral surveillance were broadly unchanged and were in line with budgeted expectations. Support and governance expenditures were higher than budgeted owing to increased spending related to security, language and other corporate services, IT support, and slower than expected realization of IT savings.

Figure 1. Net Shifts in Fund-financed Outputs, FY 17 1/

(Millions of U.S. dollars)



Source: Office of Budget and Planning, Analytic Costing and Estimation System (ACES).
1/ Change relative to FY 16.

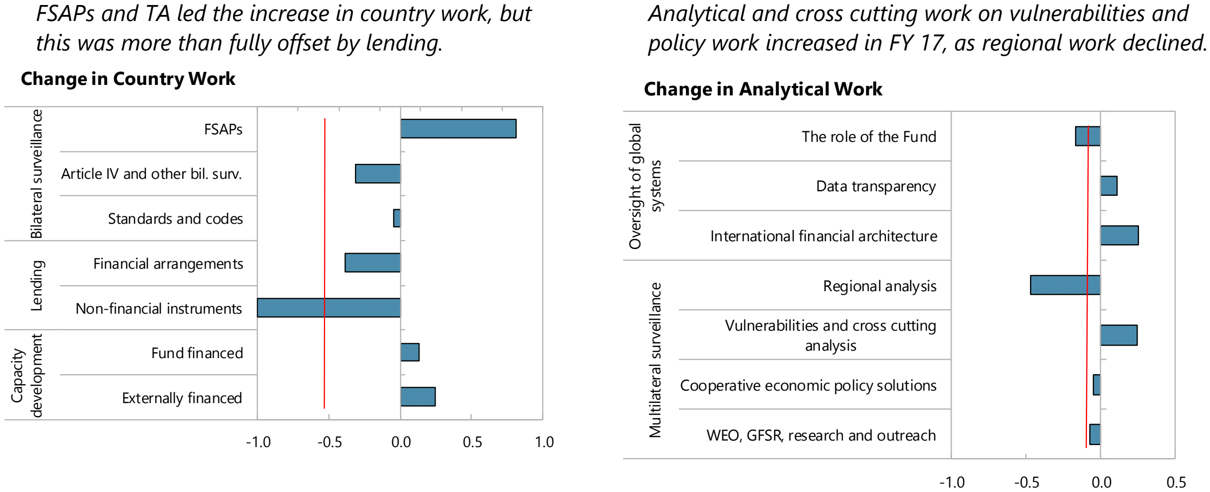
[1] This section describes the main trends in spending observed using the Analytic Costing and Estimation System (ACES), which has been in use since FY 11. The ACES model takes the Fund's input costs and allocates them to outputs, with the single most important input being self-reported time. Support 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] Direct spending refers to spending on outputs before support and governance costs are added to arrive at total spending. These shares will therefore not correspond to those shown in Annex II, Table 1.

3. **The FSAP program drove the increased share of bilateral surveillance in total direct spending** (Figure 2). Leading the increase in bilateral surveillance, a second round of mandatory FSAPs has been underway. The share of spending on Article IV consultations and other bilateral surveillance work dropped slightly, though average spending per country remained stable (Figure 3). Overall, spending on bilateral surveillance increased by 0.5 percentage points.

Figure 2. Changes in Shares of Country and Analytical Work, FY 16 vs. FY 17

(Percent of total direct spending; red line shows the total change across categories)



Source: Office of Budget and Planning, ACES.

4. **Despite an increase in the number of financial programs beyond what was expected, the share of spending on lending activities fell by 1.4 percentage points**.[3] This reflects a decline in the cost of some expensive program cases (GRA and PRGT), and countries transitioning from programs to non-financial instruments (e.g., post-program monitoring, staff-monitored program). Non-financial programs are classified as lending arrangements but typically require less staff time and fewer missions. These declines more than offset the increase in spending on lending in other countries where the engagement was intensified.

5. **Fund-financed CD activity was broadly unchanged from FY 16, though externally financed CD activity increased.** The increase was primarily devoted to technical assistance (TA) on public financial management and revenue administration to African countries, as well the opening of the South Asia Regional Training and Technical Assistance Center (SARTTAC) (see Annex I). This increase in externally financed CD was insufficient to keep country work from falling as a share of Fund output by 0.6 percentage points.

6. **Analytical and policy work focused on the international financial architecture and vulnerabilities and cross cutting analysis in FY 17**. These supported a work program that focused on topics such as fiscal space, macro-financial and macro-structural issues, low-income country issues, capital flows, global integration, and inclusive growth in line with the GPA. At the same time, regional analysis was pared back, reflecting some winding down of large projects and some reallocation of

[3] "Lending" encompasses spending on arrangements supported by Fund resources as well as that on non-financial instruments and debt relief. The latter includes Post-Program Monitoring (PPM), Policy Support Instruments (PSI), Staff Monitored Program (SMP), Near Programs, Ex-Post Assessments (EPA), and Catastrophe Containment Relief Trust (CCRT).

resources towards country work. Work on the role of the Fund also fell in intensity as integration of the Renminbi in the SDR basket was completed. The share of multilateral surveillance, policy and other analytical work declined by 0.2 percentage points.

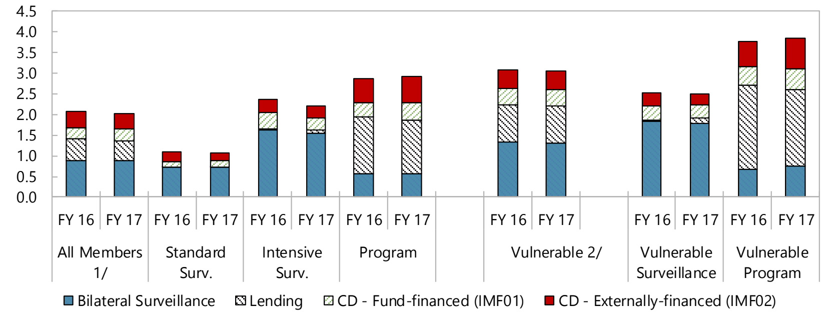
B. Country Spending Aligned with Risk and Vulnerability

7. **Average country spending remains broadly aligned with assessment of risk, and comparable with observed levels in FY 16** (Figure 3). Some small shifts relative to FY 16 can be observed, as a small reduction in support to intensive surveillance countries led to greater support to program countries. In general, the level of average spending is highest for countries with programs or those identified as vulnerable by staff, with vulnerable program countries on average receiving the most resources across country categories reflecting more intense engagement. This pattern also applies to spending on capacity development; program and vulnerable program countries receive higher levels of TA and training on average.

Figure 3. Average Spending per Country, FY 16 and FY 17

(Direct cost in millions of FY 17 dollars)

Spending per country on average is aligned with assessment of risk and broadly stable relative to FY 16.



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 centers.

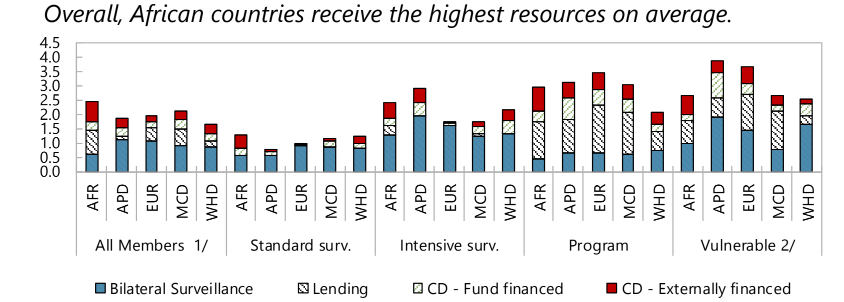
2/ Vulnerable is a subset of, and overlaps with, all main groupings.

8. **Across regions, average spending by country has been higher in African countries, reflecting the high share of program countries.** Spending on vulnerable countries has been higher than other categories across virtually all regions (Figure 4). As expected, average spending is the lowest on standard surveillance countries.

Figure 4. Average Country Spending by Region and Status, FY 17

(Direct cost in millions of U.S. dollars)

Overall, African countries receive the highest resources on average.



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 centers.

2/ Vulnerable is a subset of, and overlaps with, all main groupings.

9. **Looking back, total spending by output has shifted in recent years from lending and multilateral surveillance toward bilateral surveillance and capacity development** (Figure 5). Reflecting earlier streamlining efforts, the share of multilateral surveillance and oversight of global systems in total spending has fallen by 2.6 percentage points between FY 12 and FY 17 and now represent 30 percent of total spending. Country work, whose share has increased commensurately, represents close to two-thirds of total spending (including by RTACs), comprising bilateral surveillance, lending, and CD. The share of lending has fallen by 4 percentage

points since FY 12, as crisis countries have exited formal financial arrangements. A natural result of this decline is an increase in the share of spending on bilateral surveillance, by 2.8 percentage points. At the same time, the share of CD has increased by 4 percentage points, including from efforts to step up support to intensive surveillance/vulnerable countries.

Figure 5. Spending Shares by Output, FY 12 and FY 17 1/

(Shares)

Total spending shifted from lending and multilateral surveillance to bilateral surveillance and capacity development. Fund-financed spending (RHS) shows a similar trend.

Source: Office of Budget and Planning, ACES.

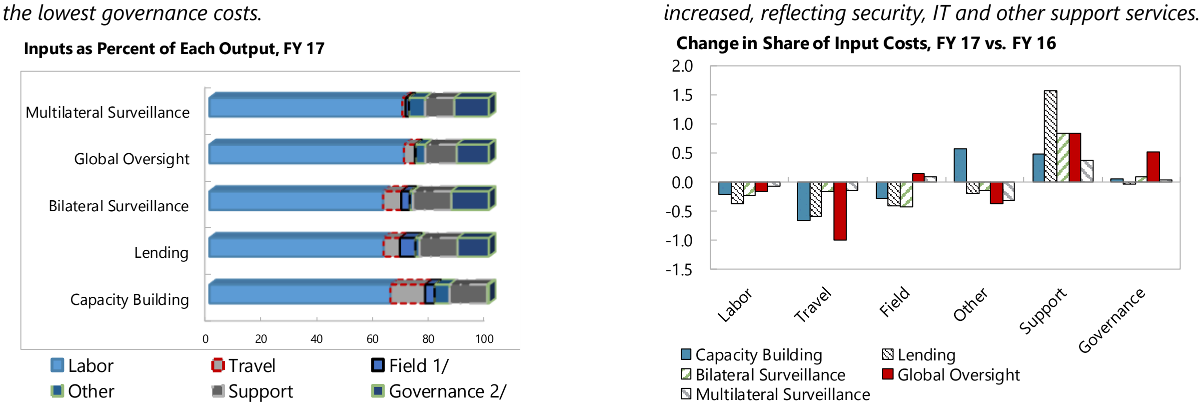
1/ Includes support and governance costs. Change is calculated as the difference between FY 17 and FY 12.

10. The main input cost differences across outputs can be found in travel and governance expenditures (Figure 6). The labor share is the key cost driver for all output groups. Travel costs are lowest in multilateral surveillance and highest in CD, reflecting the large difference in the number of missions. Support costs are roughly even across activities, while CD governance costs are very low, reflecting less direct involvement by the Executive Board in CD activities relative to other Fund outputs. Relative to FY 16, travel costs declined across output categories, as departments benefited from favorable prices for air travel. At the same time, support costs increased, reflecting higher security costs and demand for corporate services (see next section).

Figure 6. Relating Outputs to Inputs

Multilateral surveillance has the lowest travel costs, while CD the lowest governance costs.

Travel costs declined across outputs, while support costs increased, reflecting security, IT and other support services.



Source: Office of Budget and Planning, ACES.

1/ Operating cost of Resident Representative posts and Regional Technical Assistance Centers.

2/ Governance cost refers to expenditure related to Fund management, the Executive Board, Independent Evaluation Office and Secretary's Department, as well as time recording to governance activities.

SPENDING BY INPUT

A. Overview

11. Relative to FY 16, net expenditures increased 0.8 percent in real terms against a broadly flat budget. The FY 17 budget included a small real increase ($6 million) for security but also the reduction relative to last year ($5 million) for overseas annual meetings. Excluding Annual Meetings cost from the base, the spending increase was slightly higher.

12. Execution against the approved (structural) budget was close to 100 percent. Continued low vacancy rates, greater upfront allocation to departments of resources carried forward from FY 16, higher usage of central HR programs, and supplemental contributions to the Retired Staff Benefit Investment Account (RSBIA) contributed to full utilization of the Fund-financed personnel budget. As in FY 16, there was higher spending on facilities, IT and contractual services, plus a shortfall in receipts, which were partly offset by underspending in travel and the contingency. Overspending in building and other expenses reflects the use of carry forward (see next section).

Table 1. Administrative Budget, FY 16–17
(Millions of U.S. dollars, unless otherwise noted)

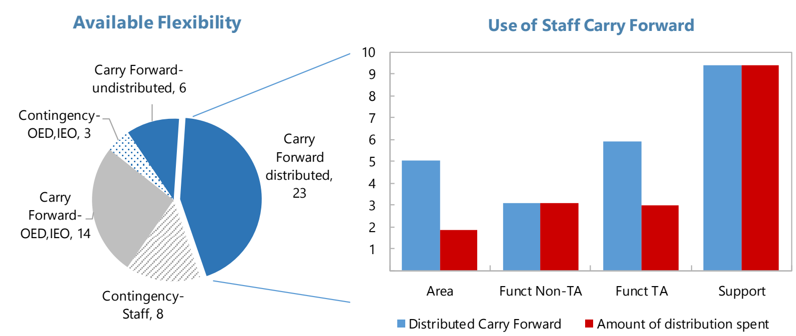
	FY 16				FY 17			
	Budget	Outturn	Variance	Utilization (percent)	Budget	Outturn	Variance	Utilization (percent)
Total Gross Expenditures	1,247	1,215	33	97.4	1,273	1,255	18	98.6
Total Net Expenditures	1,052	1,038	13	98.7	1,072	1,066	6	99.4
Fund-financed:								
Gross expenditures	1,091	1,075	16	98.5	1,113	1,105	8	99.3
Personnel	804	803 1/	1	99.8	825	825 1/	1	99.9
Travel	89	81	9	90.3	83	75	8	90.4
Building and other expenses	187	191	-4	102.2	193	205	-11	105.9
Contingency 2/	10	0	10	0.0	11	0	11	0.0
Receipts	-39	-34	-5	87.8	-40	-35	-5	88.0
Net expenditures	1,052	1,040	11	98.9	1,072	1,070	3	99.7
Externally-financed:								
Gross expenditures	157	140	17	89.3	160	150	10	93.6
Personnel	103	93	10	90.2	108	98	11	90.2
Travel	41	39	2	94.8	40	39	1	98.2
Building and other expenses	12	8	4	64.9	11	13	-1	110.7
Receipts	-157	-142	-15	90.7	-160	-153	-7	95.9
Net expenditures 3/	0	-2	2		0	-4	4	
Memorandum items:								
Carry forward from previous year	42				43			
Total net available resources and spending	1,094	1,038	56	94.9	1,116	1,066	50	95.5

Source: Office of Budget and Planning.
Note: Figures may not add to totals due to rounding.
1/ Includes an additional contribution of $8 million in FY 16 and $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.

B. Total Available Resources and Departmental Spending

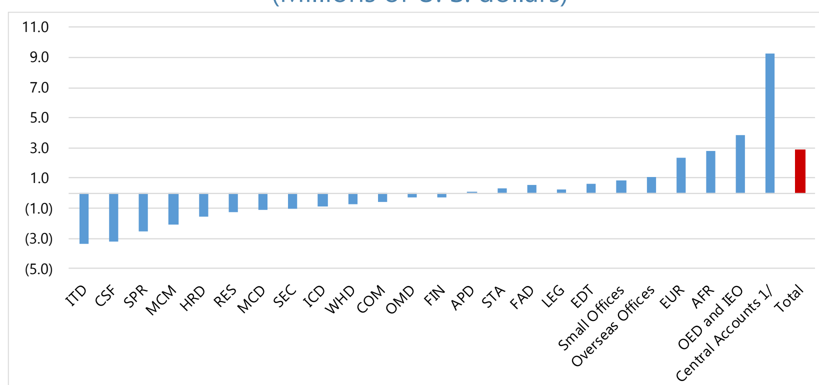
13. Execution against total available resources (structural plus carry-forward funds) was lower at 96 percent. $43 million in eligible unspent resources was carried over from FY 16 and available for FY 17 spending. Of the $29 million available to staff departments, $18 million was made available early in the year to facilitate transitional or temporary aspects of departmental work programs. An additional $6 million was distributed throughout the year. While Support and Functional non-TA departments utilized all resources available to them (structural budget plus carry forward), several departments utilized only a portion of their total available resources.

Figure 7. Available Resources and Use of Carry Forward, FY 17
(Millions of U.S. dollars)



14. Use of carry forward by some departments to meet needs beyond their structural budgets, was offset by underspending elsewhere, leaving the stock of carry forward available for FY 18 unchanged. In FY 17, additional resources were allocated to the Information Technology Department (ITD) to meet new demands, including technical work associated with HQ1 renewal office moves, project management consulting services, and IT support services. Moreover, there were delays in initiatives that were expected to produce savings. The Corporate Services and Facilities Department (CSF) also experienced continued high demand for translation and multimedia services and security-related activities. The Strategy Policy and Review Department (SPR) required additional resources to support the G20 Presidency, for mainstreaming macro-financial and structural work, and for work on long-term uncertainties. The Monetary and Capital Markets Department (MCM) had higher spending for systemic FSAP work and costs associated with the macro-financial surveillance. The Human Resources Department (HRD) incurred unexpected costs in support of HR system fixes and a replacement effort for work on the HR strategy. On the other hand, underutilization in the European Department (EUR) was related to larger reductions in program work than anticipated, resulting in fewer missions and larger than planned personnel vacancies. In the African Department (AFR), delays in onboarding and filling vacancies as well as the impact of the strong dollar on overseas expenditures resulted in lower spending (Figure 8).

Figure 8. Structural (Over) Under Spending by Department—Fund-Financed Activities, FY 17
(Millions of U. S. dollars)



1/ Includes contingencies and resources in centrally-administered accounts, e.g., for the resident representative program, HR-related programs, standard cost adjustments.

C. Spending on Personnel, Travel and Other Inputs

15. The Fund-financed personnel budget was almost fully utilized. This outcome reflects the implementation of the second phase of Categories of Employment (CoE) reform, an increase in staff separations under the IMF's Separation Benefits Funds (SBF), proactive vacancy management, and an additional contribution to the RSBIA.

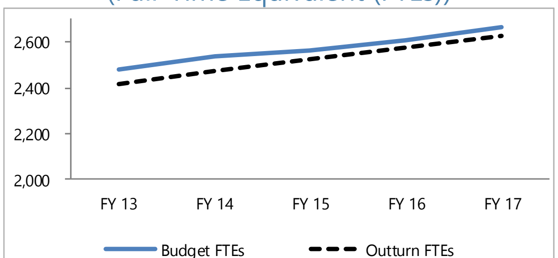
16. Overall staffing levels increased by 1 1/2 percent (Table 2).[4] While contractual employment remained at comparable levels to FY 16, externally funded regular staffing levels increased by 11 percent and Fund-financed by 1.6 percent, which is largely attributable to the CoE reform in which 53 new staff positions were created in FY 17 for work that was previously undertaken by contractual employees. The overall vacancy rate was, like last year, about 1.4 percent. However, vacancy rates varied by department and ranged from a high of 2.0 percent in area departments to a low of 0.4 percent in support departments (Figures 9 and 10).

Table 2. FTE Utilization, FY 15–17

	FY 15	FY 16	FY 17 Budget	FY 17 Outturn
Fund-financed				
Regular, fixed term, limited term staff	2,727	2,767	2,844	2,813
Expert and contractual staff 1/	582	556	n/a	556
Externally-financed				
Regular, fixed term, limited term staff	57	69	70	77
Expert and contractual staff 1/	296	313	n/a	316

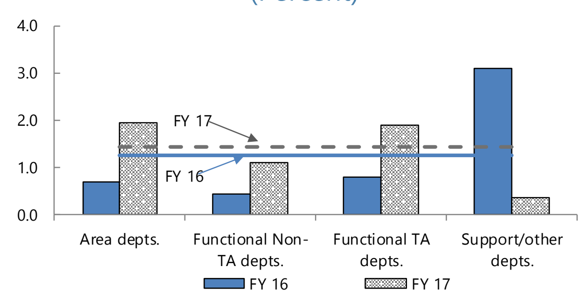
Source: Office of Budget and Planning.
1/ Fund-financed and externally-financed experts (including short term experts), contractual staff, visiting scholars, secretarial support staff, paid overtime, and other.

Figure 9. Budgeted Staff Positions vs. Outturn, FY 13–17 1/
(Full-Time Equivalent (FTEs))



Source: Office of Budget and Planning.
1/ Both Fund- and externally financed FTEs excluding OED and IEO.

Figure 10. Vacancy Rate by Department Type, FY 16–17 1/
(Percent)



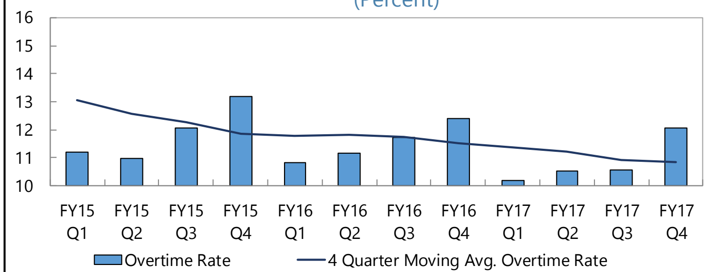
Source: Office of Budget and Planning
1/ Lines represent Fundwide averages for both Fund- and externally-financed.

17. The average salary paid increased is in line with budget. Consistent with patterns observed in the past, staff turnover lowered the average salary midpoint as vacancies were generally filled at lower grades than those of the incumbents. This erosion provided the resources for the following year's merit increase.

[4] Includes Fund- and externally financed regular and contractual employees.

18. The average overtime rate declined further in FY 17. Overtime came in at 10.8 percent compared with 11.5 percent at the end of FY 16, bringing the Fund close to the target rate of 10 percent. All departments except three reduced overtime rates during the year, suggesting declining work pressures and better management. Nevertheless, overtime rates remained high in a number of departments especially at senior management levels.

Figure 11. Overtime, FY 15–17 1/
(Percent)



Source: Office of Budget and Planning.
1/ Excludes small offices.

19. Despite an increase in the number of missions during FY 17, travel spending fell year-on-year (Table 3, Figure 12). Fund-financed travel spending decreased compared to FY 16, even after adjusting for the Annual Meetings in Lima in FY 16. Externally financed travel spending was broadly unchanged. The drop in spending reflects falling unit costs as travel volume metrics (number of trips and miles) increased slightly.

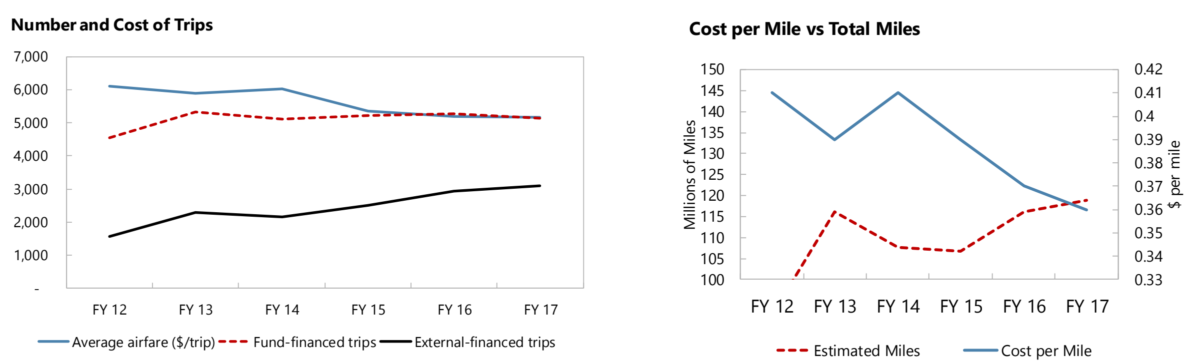
Table 3. Travel, FY 15–17
(Millions of U.S. dollars)

	FY 15	FY 16	FY 17 Budget	FY 17 Outturn
Expenditures	**112**	**120**	**123**	**115**
Fund-financed	**78**	**81**	**83**	**75**
Business travel	62	64 1/	66	59
Seminars	6	6	6	5
Other travel 2/	10	11	11	11
Externally-financed	**35**	**39**	**40**	**39**
Business travel	25	28	32	29
Seminars and other travel	9	11	9	10

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.

- **Both the number of missions and number of mission nights saw increases.** Among area departments, there was a further decline in missions to EUR, reflecting reduced lending activity in the region, but this was more than offset by Functional TA departments, who increased delivery, primarily in the AFR region (see Annex II, Table 5).
- **Transportation cost per mile fell by around three percent in FY 17, resulting from favorable airline pricing.** The trend of departments taking advantage of this lower pricing to increase the number of missions fielded continued in FY 17.

Figure 12. Travel Metrics, FY 12–17 1/



Source: Office of Budget and Planning.
1/ Based on international travel ticketed via Travelocity. Excludes Annual Meetings, IEO and OED.

20. Spending on building and other services exceeded budgeted levels (Table 4). Carry forward resources were provided in this cost category to cover increased costs related to security (Box 1), continued high demand for language services, higher contractual services, the Spring and Annual Meetings, and to accommodate delays in implementing certain IT savings initiatives.

Table 4. Building and Other Expenditures, FY 16–17
(Millions of U.S. dollars)

	FY 16		FY 17	
	Budget	Outturn	Budget	Outturn
Total buildings and other expenses	**200**	**199**	**205**	**218**
Fund-financed	*187*	*191*	*193*	*205*
Building occupancy	56	58	56	61
Information technology	60	59	61	64
Contractual services	32	32	38	39
Subscriptions and printing	20	20	19	21
Communications	7	8	7	7
Supplies and equipment	7	6	6	6
Other	5	8	5	7
Externally-financed	*12*	*8*	*11*	*13*

Source: Office of Budget and Planning.
Note: Figures may not add to totals due to rounding.

Box 1. Security-Related Spending

The Board-approved increase of $6 million to cover security needs was fully utilized.[1] Security-related spending increased to $35.6 million in FY 17 which was $0.9 million higher than assumed in the budget. Continued pressure remains due to uncertainty in the global environment and threats associated with operating in the field and for activities at headquarters.

- **Field security** spending decreased due to delay in purchases of armored vehicles which was partially offset by additional country security assessments extending beyond High-Risk Locations (HRLs); hiring of additional security protection consultants; higher costs associated with UN fees and intelligence report subscriptions; evacuations, training, and cost of rest and recuperation of staff residing in HRLs.

- **HQ security** expenditures rose due to contractual cost increases and need for increased protection of physical assets, staff, and Annual and Spring Meetings participants.

Security Related Spending, FY 15–17
(Millions of FY 17 dollars, unless otherwise indicated)

	FY 15	FY 16	FY17
Administrative expenses	**29.2**	**33.1**	**35.6**
Field security	8.0	10.2	9.7
HQ security	14.0	14.3	15.7
Business continuity	0.6	0.7	0.9
IT security	6.6	7.9	9.3
In percent of administrative budget	**2.3**	**2.6**	**2.9**
Capital expenses	**7.2**	**4.3**	**4.2**

Sources: Office of Budget and Planning, Area, Technical Assistance, Corporate Services and Facilities and Information Technology departments.

- **IT security** continues to require considerable resources to protect information assets. Globally, the sophistication and volume of cyber security attacks has increased and commensurately, the threats faced by the Fund and its members. The increase in spending in FY 17 was related to investments to reduce the exposure to cyber threats seeking to access the Fund's network, and for acquiring skilled cyber technical resources and services. Spending pressure in this area is expected to continue due to a surge in the costs of cyber personnel and third-party services resulting from global high demand. Investments in IT security have been proven to be effective in hardening our security posture and preventing breaches from common cyber threats, as evidenced by recent independent assurance activities conducted to test the Fund's cyber resiliency and staff awareness and response to cyberattacks.

- **Capital expenditures for security** are largely related to IT projects. An appropriation for HQ facilities improvements in FY 17 is expected to be spent in FY 18 and FY 19, after ongoing feasibility studies are completed.

[1] See FY2017–FY2019 Medium-Term Budget, Box 3 "Spending on Security" and "Institutional Demands and Savings."

D. Receipts

21. Receipts grew considerably although by less than expected (Table 5). The growth was driven by reimbursements from externally funded CD due to increased project activity year-on-year (see next section). The shortfall compared to budget is related to implementation delays and some security concerns. General receipts were in line with FY 16 but lower than budget, which was partly due to lower reimbursements under cost-sharing agreements with the World Bank.

Table 5. Receipts, FY 15–17
(Millions of U.S. dollars)

	FY 15	FY 16	FY 17 Budget	FY 17 Outturn
Total	**167**	**176**	**200**	**189**
Externally-financed capacity development (direct cost only)	131	142	160	153
General receipts	37	34	40	35
Of which:				
Administrative and trust fund management fees 1/	9	10	11	11
Publications income	3	2	2	2
Fund-sponsored sharing agreements 2/	4	3	5	3
HQ2 lease 3/	5	4	4	5
Secondments	1	1	1	0
Concordia apartments	3	3	4	3
Parking	3	3	3	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.

E. Externally Financed Outturn

22. Spending on externally financed CD activities increased by 5 percent in real terms in FY 17, due in part to the opening of the new CD center in India (SARTTAC). The small shortfall compared to planned levels is related to implementation delays of some projects and activities, as well as security concerns.

- Externally financed **personnel spending** grew 3 percent in real terms due to higher staff participation in externally financed CD delivery in FY 17, compared to an increase of 0.4 percent in Fund-financed personnel spending.
- **The number of regular staff FTE** covered by external financing increased by 11 percent to 77 percent due in part to the continued implementation of the CoE reform. At the same time utilization of experts and other contractual staff increased by less than one percent.
- Externally financed **travel spending** grew slightly in FY 17, compared to a slight decline in Fund-financed travel spending. The **volume** of externally financed missions increased by 3 percent.

CAPITAL INVESTMENT

23. Spending on capital investments totaled $122 million in FY 17 out of the $364 million available in appropriations (Table 6). Unspent appropriations from prior years of $236 million (Annex II, Table 6) are mostly attributable to the HQ1 Renewal program, where the remaining $183 million in authorized budget will be expensed over the coming years as the program moves toward completion. Other remaining appropriations are earmarked for specific projects that have been approved but not yet completed.

Table 6. Capital Expenditures, FY 17
(Millions of U.S. dollars)

	Facilities	IT	HQ1 Renewal	Total
FY 17 Budget Appropriations	32.5	28.0	0.0	60.5
+ Unspent FY 15 and FY 16 Funding	29.4	14.7	259.2	303.4
= Total funds available in FY 17 1/	62.0	42.7	259.2	363.9
Expenditures FY 17	17.9	27.9	76.3	122.1

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

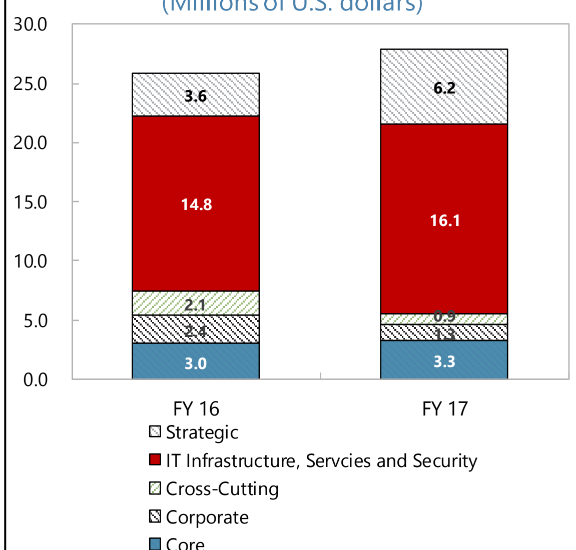
1/ Approved capital funding is available for three consecutive years, except for HQ1 Renewal which is available until April 2025.

- **Facilities** spending of $18 million was primarily for audio visual systems in HQ1 finished spaces. Construction of the Innovation Lab was also completed in FY 17. This space will be used to promote a culture of innovation and facilitate creative thinking on how to improve Fund policies and processes. The remaining capital spending was used for ongoing tenant renovations, furniture breakage replacements and other minor facilities work. Funding appropriated in FY 17 for HQ1 furniture replacement and for HQ security improvements is expected to be spent in FY 18 as selection and procurement of the furniture is completed and feasibility studies for the building improvements are concluded, although some of the spending will carry over into FY 19.

- **IT** capital investments totaled nearly $28 million in FY 17. This was significantly less than the level of spending projected earlier in the year, but higher than in FY 16. Several large projects were halted or delayed during the year due to change in strategy (document management replacement initiative) shifting priorities in IT security, and slower than anticipated implementation progress for other projects. Projects delivering key strategic capabilities expanded, with investment in initiatives to improve data management. Infrastructure spending was higher due to cyclical end-of-life equipment purchases. Other notable capital spending was incurred for IT security investment and remediation of vulnerabilities, development of knowledge management systems, and upgrading and improvement of communications tools and platforms.

- **The HQ renewal** project spent $76 million in FY 17, bringing total expenditures to 68 percent of the total project budget. All public spaces, cafeteria, and third and fourth floors were completed and reoccupied. Construction is underway on fifth to seventh floors and activities are being closely monitored for impact on schedule and budget. Updates on the status of the project are provided quarterly to the Executive Board.

Figure 13. IT Capital Spending by Capability, FY 16-17
(Millions of U.S. dollars)



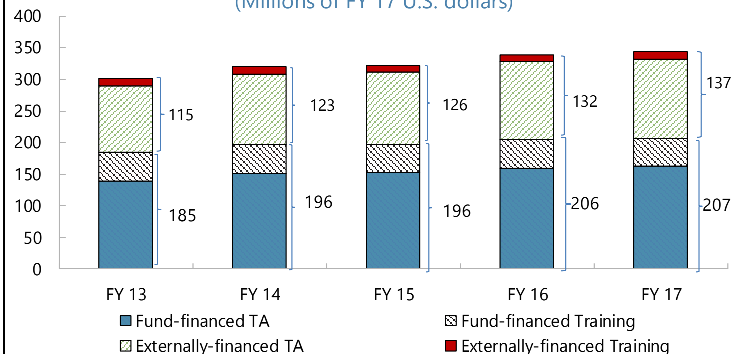
Annex I. Capacity Development[1]

1. This annex provides additional information on capacity development activities. It reports on overall spending on CD activities, sources of external financing, and the volume of technical assistance and training.[2] The last section provides an update on progress toward improved measurement of results and the review of CD strategy planned for 2018.

A. Overall Spending on CD Activities

2. The share of spending on CD has increased steadily since FY 09 reflecting successful partnerships with donors. CD, which comprises TA and external training, has been the Fund's largest single output since FY 12, rising from about 24 percent of total spending in FY 12 to about 28 percent in FY 17. While both Fund- and donor-financed CD have grown, the increase in CD spending continues to be driven by a scaling up in donor-financed TA over the past five years (Figure 1). TA delivery accounts for most of the total spending on CD, at about 84 percent in FY 17.

Figure 1. Capacity Development Expenditures, FY 13–17 1/
(Millions of FY 17 U.S. dollars)



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

3. The execution of externally-financed CD activities improved further in FY 17 (Table 1). The gap between budgeted and delivered activities was $7 million, or 4 percent of the budget, in FY 17. The small remaining discrepancy between budgeted and executed amounts can be attributed to ongoing political instability and security risks in some countries. Delays in filling long-term advisor positions to be based in the field also held back execution in a number of cases; and, to a lesser degree, delays in donor approvals and disbursements caused a number of projects to be launched later than anticipated.

Table 1. Externally-Financed Budget vs. Outturn, FY 13–17[1]
(Millions of U.S. Dollars)

	FY 13	FY 14	FY 15	FY 16	FY 17
Outturn 1/	117	124	131	142	153
Budget	127	138	154	157	160
Difference	10	14	23	15	7

Source: Institue for Capacity Development (ICD).
1/ Outturn and budget exclude administrative fee of 13 percent under the old financing instrument and a trust fund management fee of 7 percent under the new financing instrument. Also excluded are the Regional Training Center (RTC) expenses not reflected in IMF accounts.

[1] Prepared by Lidia Brito, Nathalie Carcenac, Pinyi Chen, Matias Costas Navarro, Michael Filippello, Eva Jenkner, Wasima Rahman-Garrett, Malina Savova, 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 donor comes from the External Financing Resource Management System (EFRMS), ICD's Global Partnerships fundraising database, and the operating costs provided by Regional Training Center (RTC) hosting members; and (iii) data on TA and training volume are in physical units: field delivery time for TA and participant weeks for training, as drawn from the Travel Information Management System (TIMS) and the Participant and Applicant Tracking System (PATS), respectively.

B. Sources of External Funding

4. Over the last five years, the top 15 partners contributed $646 million, or 84 percent of total external funding (Table 2). Five partners contributed more than $40 million during this period: Japan, the European Union, the United Kingdom, Switzerland, and Canada. Other key characteristics of external funding are as follows:

- Partner contributions are made to either multi-donor vehicles (ten Regional Technical Assistance Centers (RTACs), four Regional Training Centers (RTCs), and eleven topical and country trust funds (TTFs)) or bilateral programs/projects. In addition, host countries manage three regional training programs (RTPs), where Fund staff provides training. Over the last five years, the top 10 partners provided more than half of their contributions to multi-partner vehicles (Table 3).

- Contributions to multi-partner funding vehicles tend to be relatively concentrated (Table 4). However, an expansion in the donor base has helped reduce the share of the top three partners to 42 and 47 percent of all funding to RTACs and thematic funds, respectively. In addition, the share of recipient members' contributions rose to 34 percent, from 18 percent in FY 16—further fostering ownership and sustainability.

Table 2. Top 15 Partner Contributions, FY 13–17 1/

Donor	Contribution (Millions of U.S. dollars)	Share (Percent of Total)
Japan	154	20
European Union	121	16
United Kingdom	65	8
Switzerland	63	8
Canada	43	6
Kuwait	39	5
Austria	29	4
Netherlands	29	4
Mauritius	20	3
Norway	15	2
Korea	15	2
Singapore	15	2
India	15	2
Germany	12	2
Luxembourg	11	1
Other donors and international institutions	120	16
Total	**766**	**100**

Source: Capacity Development Information Management System (CDIMS), adjusted for RTC costs covered directly by the hosts, which are not reflected in IMF accounts.
Note: Figures may not add to totals due to rounding.
1/ Funds received during FY13–17.

Table 3. Capacity Development Vehicles: Top 10 Partner Contributions, FY 13–17 1/

	Contribution (Millions of U.S. dollars)	Share (Percent of Total)
Multidonor	**375**	**56**
Topical Trust Funds (TTFs)	86	13
Regional Technical Assistance Centers (RTACs)	186	28
Regional Training Centers (RTCs)	103	15
Bilateral	**291**	**44**
Total	**666**	**100**

Source: Capacity Development Information Management System (CDIMS), adjusted for RTC costs covered directly by the hosts, which are not reflected in IMF accounts.
Note: Figures may not add to totals due to rounding.
1/ Funds received during FY 13–17.

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

	RTACs		TTFs	
	(Millions of U.S. dollars)	(Percent of total)	(Millions of U.S. dollars)	(Percent of total)
Top 3 donors	126	42	82	47
Other (other donors and international institutions)	73	24	93	53
Members (RTAC recipients)	101	34		
Total	**299**	**100**	**175**	**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, 2017.

C. CD Volume and Distribution

5. The broad composition of CD activities across regions and topics is driven by the demands and needs of member countries and guided by the CD priorities of the Fund. This process is supported by strengthened governance of CD activities following the Executive Board's review of the Fund's CD strategy in June 2013, which presented the first integrated strategy for CD. Prioritization has also been strengthened in accordance with the 2014 CD Policy Statement.[3] 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. The planning and prioritization of CD activities takes place at the institutional level and are informed by the Global Policy Agenda 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. Key priorities are updated, if necessary, each year. For FY 17, CD priorities included continued scaling up of support to fragile states, increased assistance on domestic revenue mobilization and sound public financial management (PFM), financial market deepening for Low-Income Developing Countries (LIDCs), and closing data gaps.

D. Technical Assistance

6. The volume of Fund TA measured in field delivery was 300 FTEs in FY 17, a slight decline from FY 16 (Table 5). By region, continued growth in TA delivery to the Middle East and Central Asia Department (MCD), AFR and EUR was largely offset by a decline in TA to the Asia and Pacific Department (APD) and Western Hemisphere Department (WHD).

7. In FY 17, LIDCs received the largest gains in TA delivery, while delivery to advanced economies continued to fall. The delivery of TA to program countries grew by about 20 percent in FY 17 to one-third of the total, as the number of Fund-supported programs increased.

Table 5. TA Delivery by Region, Income Group, and Program Status, FY 13–17 1/
(Person-years of field delivery)

	FY 13	FY 14	FY 15	FY 16	FY 17
Region					
AFR	103	111	113	117	126
APD	47	51	56	54	48
EUR	32	37	34	33	34
MCD	30	28	25	32	35
WHD	57	51	56	58	51
Multiple regions 2/	5	6	6	8	7
Income Group 3/4/					
Advanced economies	23	29	25	21	17
Emerging market and middle-income economies	111	110	120	128	125
Low-income developing countries	136	140	137	146	151
Multiple regions 2/	5	6	6	8	7
Program Status 5/					
Program	112	97	91	91	110
Number of countries	*54*	*46*	*44*	*41*	*44*
Non-Program	157	181	191	203	184
Multiple regions 2/	5	6	6	8	7
Total	**274**	**285**	**288**	**303**	**300**

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/ TA delivered simultaneously to a number of countries from more than one region.
3/ TA delivered to regional groups has been allocated evenly among member countries of each group.
4/ Advanced economies are classified according to the April 2017 World Economic Outlook. Advanced economies include small islands and territories. Low-income developing countries are those designated eligible for the Poverty Reduction and Growth Trust (PRGT) in the 2013 PRGT-eligible review and whose per capita gross national income was less than the PRGT income graduation threshold for "non-small" states. Emerging market and middle-income economies include those not classified as advanced economies or low-income developing countries.
5/ Program status from MONA database.

[3] The Fund's Capacity Development Strategy--Better Policies Through Stronger Institutions, May 21, 2013. Executive Board Review of the Fund's Capacity Development Strategy, Public Information Notice No. 13/72, June 27, 2013. IMF Policy and Practices on Capacity Development, August 26, 2014.

8. Fiscal TA continued to grow in FY 17, driven by the scaling up of externally-funded TA. Fiscal and monetary and financial sector TA together continue to account for over three-quarters of the Fund's TA (Table 6). TA on monetary and financial sector fell by about 8 percent in FY 17 compared to FY 16, reflecting some delays in mobilizing resident advisors. Statistical TA continued to decrease in FY 17 to more sustainable levels after several years of steady increases through FY 15. TA on legal issues remained about the same. TA delivery by short-term experts increased slightly to about a third of Fund TA, while long-term experts continued to account for the largest share of TA.

Table 6. Technical Assistance Delivery by Topic, Staff Type, and by Funding Source, FY 13–17

(Person-years of field delivery)

	FY 13	FY 14	FY 15	FY 16	FY 17
Topic					
Fiscal	148	149	146	152	158
Monetary and financial sector	63	68	72	79	72
Statistical	32	37	42	38	35
Legal	14	15	12	12	12
Other	17	15	16	22	23
Staff type					
Long-term resident experts	110	116	118	122	118
Short-term experts	94	100	97	93	97
HQ-based staff	70	69	73	88	85
Funding source					
Fund-financed	47	53	54	51	51
Externally-financed	227	232	234	252	250
Total	**274**	**285**	**288**	**303**	**300**

Source: Travel Information Management System.

9. Externally financed TA accounts for about 83 percent of TA field delivery in FY 17. The ratio of donor-financed to total TA delivery has been relatively stable since FY 13 at just over 80 percent.[4]

10. Increases in TA delivery broadly achieved the CD priorities established for FY 17 (Table 7). TA delivery increased by about 7 percent to fragile states and in domestic revenue mobilization and by about four percent in PFM in FY 17. TA delivery in financial market deepening for low-income counties also grew, from a very small base. There was a slight decrease in TA to close data gaps and in financial supervision and regulation as overall TA delivery by the Statistics Department (STA) and MCM declined.

Table 7. Technical Assistance Delivery to Priority Area, FY 14–17

(Person-years of field delivery)

	FY 14	FY 15	FY 16	FY 17
Priority Area				
Closing data gaps	37	42	38	35
Domestic revenue mobilization	74	72	77	83
Financial market deepening	1	1	1	2
Financial supervision and regulation	30	29	31	31
Fragile states 1/	76	78	77	82
Public financial management	74	72	70	73

Source: Travel Information Management System.
Note: The priority groups overlap. Financial supervision and regulation data excludes advanced economies (including other countries). Financial market deepening data is for LICS.
1/ Fragile states as defined in IMF Engagement with Countries in Post-Conflict and Fragile Situations—Stocktaking, May 2015.

[4] TA spending data from ACES, as discussed in the main report, presents a broader view of TA as it reflects spending at headquarters as well as in the field. Overall, donor-funded TA accounts for roughly 44 percent of total spending on TA, including support and governance costs.

E. Training

11. Training volume under the Institute for Capacity Development (ICD) Training Program increased modestly in FY 17 to about 15,300 participant weeks (Table 8). Training was mostly delivered by ICD, followed by STA. Training to MCD and AFR regions increased, while there was a decrease in training in the other regions. The share of training received by emerging and middle income countries and LIDCs remained broadly stable over the past five years, at almost 60 percent and 35 percent respectively (Table 9).

Table 8. ICD Training Program Participation by Department
(Participant-weeks of training)

	FY 13	FY 14	FY 15	FY 16	FY 17
Department					
FAD	259	216	170	212	353
ICD	6,755	7,892	7,880	11,905	12,686
LEG	333	361	373	410	368
MCM	298	414	415	507	355
STA	1,940	2,067	1,415	1,999	1,487
Other 1/	51	58	94	147	91
Region					
AFR	2,134	2,232	2,286	3,407	3,451
APD	2,469	2,623	2,330	3,275	3,009
EUR	1,680	1,856	1,704	2,762	2,674
MCD	2,389	2,953	2,781	3,600	4,146
WHD	965	1,345	1,246	2,135	2,059
Total	**9,636**	**11,009**	**10,347**	**15,179**	**15,339**

Source: Participant and Applicant Tracking System.
Note: FY 17 data are preliminary. ICD Training Program includes training coordinated by ICD, and delivered by ICD and other departments in headquarters and globally at the IMF's Regional Training Centers and Programs to country officials as well as IMF online courses successfully completed by country officials. Training is also provided by functional departments outside the ICD traning Program.
1/ Includes reported training not attributed to above departments.

Table 9. ICD Training Program Participation by Income Group, FY 13–17 1/
(Participant-weeks of training)

	FY 13	FY 14	FY 15	FY 16	FY 17
Income Group					
Advanced economies	626	769	700	1,162	896
Emerging market and middle-income economies	5,316	6,432	5,864	8,647	8,810
Low-income developing countries	3,485	3,658	3,611	5,114	5,392
Other 2/	210	150	173	256	242
Total	**9,636**	**11,009**	**10,347**	**15,179**	**15,339**

Source: Participant and Applicant Tracking System.
Note: See Table 8.
1/ See footnotes in Table 5.
2/ Includes regional training delivered to multiple countries across regions and training to non-member territories.

12. Online learning continues to be an important part of the ICD Training Program (Table 10). Training under the online learning program started in FY 14, and has since grown to account for almost 40 percent of training in FY 17. The number of online courses offered increased to nineteen in FY 17 from thirteen in FY 16, although participation in online learning remained broadly stable in FY 17. Online learning increased strongly in MCD region, reflecting in part the introduction of a course in Arabic. The training curriculum for the ICD Training Program for both face-to-face and online learning adapts to member countries' needs and promotes effective macroeconomic management. During FY 17, there was a significant increase in training participation for courses in financial sector policies. General macroeconomic analysis continues to be the largest category of courses under the ICD Training Program, followed by courses on financial sector policies, fiscal policy and statistics.

Table 10. ICD Training Participation by Venue and Course Group, FY 13–17
(Participant-weeks of training)

	FY 13	FY 14	FY 15	FY 16	FY 17
Training Venue					
Regional Training Centers	5,924	6,340	5,995	6,505	6,762
IMF HQ	1,565	1,614	1,321	1,506	1,305
Other training locations	1,580	1,523	1,186	1,270	1,390
Distance learning	567	200	–	–	–
Online learning 1/	–	1,331	1,845	5,899	5,882
Course Category					
Financial Sector Policies	1,401	1,402	1,579	1,755	2,552
Fiscal Policy	624	1,947	1,163	1,603	1,919
Specialized Fiscal Issues (FAD)	259	216	170	212	419
General Macroeconomic Analysis	3,534	3,042	3,866	6,987	6,240
Macroeconomic Statistics (STA)	1,940	2,067	1,415	1,999	1,487
Legal courses including AML-CFT (LEG)	333	361	373	410	368
Monetary and Financial Sector (MCM)	298	414	415	507	355
Monetary, Exchange Rate, and Capital Account Policies	569	618	448	387	715
Safeguards Assessments (FIN)	48	58	59	112	58
Special Topics	569	770	810	1,150	1,152
Other Courses	62	114	50	57	74
Total	**9,636**	**11,009**	**10,347**	**15,179**	**15,339**

Source: Participant and Applicant Tracking System.

Note: FY 17 data are preliminary. ICD Training Program includes training coordinated by ICD, and delivered by ICD and other departments in headquarters and globally at the IMF's Regional Training Centers and Programs to country officials as well as IMF online courses successfully completed by country officials.

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

13. Training to CD priority groups increased in FY 17. Training to Fund-supported program countries and fragile states grew strongly by about 30 percent and 17 percent, respectively (Table 11). Training to low-income developing countries rose by about 5 percent in FY 17.

Table 11. ICD Training Participation by Priority Area, FY 13–17 1/
(Participant-weeks of training)

	FY 13	FY 14	FY 15	FY 16	FY 17
Priority Area					
Fragile states	1,681	1,853	1,622	2,127	2,488
LIDCs	3,485	3,658	3,611	5,114	5,392
Program countries	3,020	2,736	2,590	3,774	4,842

Source: Participant and Applicant Tracking System.
Note: FY 17 data are preliminary. ICD Training Program includes training coordinated by ICD, and delivered by ICD and other departments in headquarters and globally at the IMF's Regional Training Centers and Programs to country officials as well as IMF online courses successfully completed by country officials.
1/ See footnotes in Table 5 and Table 7.

F. Progress Toward Improved Measurement of Results and 2018 Review of CD Strategy

14. Monitoring and evaluation is being strengthened as a new framework for Results-Based Management (RBM) has been adopted Fund-wide, based on an agreed catalog of expected CD outcomes. A new common evaluation framework was adopted in 2016, and is expected to make future evaluations more focused and comparable, and will allow the information in CD evaluations to be used more effectively to alter practices or shift the targeting of CD resources.

15. The Fund's strengthened RBM framework is being applied to all CD efforts. Log frames have been established for all new externally financed projects commencing since May 2016. As a result, as of end-FY 17, CD Departments are monitoring over 1,200 log frames in the Capacity Development Project Outcomes and Results Tracking (CD-PORT) system. Most of these log frames were for donor-financed projects as departments are phasing in RBM for Fund-financed projects during FY 18. Results on individual projects entered last year are being tracked, initially at the milestone level, and eventually tracking higher level outcomes and indicators.

16. A review of the CD strategy is scheduled for 2018. The review will consider how the prioritization, funding, monitoring and evaluation, and delivery of CD has evolved since the 2014 Policy Statement and provide an opportunity to outline reforms to increase the impact of CD. The 2018 review will focus on further integrating CD with surveillance and policy advice, strengthening the framework to improve CD targeting to priority country needs by seeking innovative ways to deliver CD, sharing Fund CD knowledge with the membership, and entrenching the results-based approach.[5]

[5] See 2018 Quinquennial Review of the Fund's Capacity Development Strategy—Concept Note, March 2017.

Annex II. Statistical Tables

Table 1. Gross Administrative Fund- and Externally-financed Spending Estimates by Output, FY 12–17 1/

	Millions of FY 17 U.S. dollars							Percent of total						
						FY 17 2/							FY 17 2/	
	FY 12	FY 13	FY 14	FY 15	FY 16	Budget Estimate	Outturn	FY 12	FY 13	FY 14	FY 15	FY 16	Budget Estimate	Outturn
Total output estimates 3/	**1,149**	**1,168**	**1,204**	**1,214**	**1,224**	**1,272**	**1,235**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Multilateral surveillance	**253**	**248**	**246**	**253**	**245**	**246**	**242**	**22.0**	**21.2**	**20.5**	**20.8**	**20.0**	**19.3**	**19.6**
Global economic analysis	**116**	**123**	**123**	**124**	**121**	**120**	**120**	**10.1**	**10.5**	**10.2**	**10.2**	**9.8**	**9.4**	**9.7**
WEO	17	17	16	17	17	...	16	1.5	1.5	1.3	1.4	1.4	...	1.3
GFSR	13	15	15	15	15	...	14	1.2	1.3	1.2	1.3	1.2	...	1.2
General research	31	34	37	39	40	...	36	2.7	2.9	3.1	3.2	3.3	...	2.9
General outreach	54	57	55	52	48	...	53	4.7	4.8	4.6	4.3	4.0	...	4.3
Cooperative economic policy solutions	**24**	**21**	**22**	**22**	**23**	**23**	**22**	**2.1**	**1.8**	**1.9**	**1.8**	**1.9**	**1.8**	**1.8**
Multilateral consultations	7	5	6	7	6	...	6	0.6	0.4	0.5	0.5	0.5	...	0.5
Support and Inputs to multilateral forums	17	16	17	16	16	...	16	1.5	1.3	1.4	1.3	1.3	...	1.3
Tools to prevent and resolve systemic crises	**69**	**66**	**58**	**61**	**59**	**59**	**63**	**6.0**	**5.7**	**4.8**	**5.0**	**4.8**	**4.6**	**5.1**
Analysis of vulnerabilities and imbalances	20	22	17	17	16	...	17	1.7	1.9	1.4	1.4	1.3	...	1.4
Other cross cutting analysis	49	42	37	41	39	...	42	4.2	3.6	3.1	3.4	3.2	...	3.4
Fiscal Monitor	0	3	4	3	3	...	4	0.0	0.2	0.3	0.3	0.3	...	0.4
Regional approaches to economic stability	**44**	**38**	**43**	**46**	**43**	**45**	**38**	**3.8**	**3.2**	**3.6**	**3.8**	**3.5**	**3.5**	**3.1**
REOs	19	13	16	18	20	...	18	1.7	1.1	1.3	1.5	1.6	...	1.5
Surveillance of regional bodies	13	12	13	12	10	...	8	1.1	1.0	1.1	1.0	0.8	...	0.7
Other regional projects	12	12	13	16	13	...	12	1.0	1.0	1.1	1.3	1.1	...	1.0
Oversight of global systems	**122**	**120**	**124**	**127**	**124**	**131**	**128**	**10.6**	**10.3**	**10.3**	**10.5**	**10.1**	**10.3**	**10.4**
Development of international financial architecture	**27**	**29**	**36**	**40**	**36**	**40**	**40**	**2.4**	**2.5**	**3.0**	**3.3**	**3.0**	**3.2**	**3.2**
Work with FSB and other international bodies	6	6	6	6	6	...	7	0.5	0.5	0.5	0.5	0.5	...	0.6
Other work on monetary, financial, and capital markets issues	21	23	31	34	30	...	33	1.9	2.0	2.5	2.8	2.4	...	2.7
Data transparency	**37**	**39**	**40**	**38**	**35**	**35**	**36**	**3.2**	**3.4**	**3.3**	**3.1**	**2.8**	**2.8**	**2.9**
Statistical information/data	26	27	28	27	28	...	29	2.3	2.4	2.4	2.3	2.3	...	2.3
Statistical manuals	4	5	4	4	3	...	2	0.4	0.4	0.3	0.3	0.2	...	0.2
Statistical methodologies	7	7	8	7	5	...	5	0.6	0.6	0.6	0.5	0.4	...	0.4
The role of the Fund	**58**	**52**	**48**	**50**	**53**	**55**	**52**	**5.1**	**4.4**	**3.9**	**4.1**	**4.3**	**4.3**	**4.2**
Development and review of Fund policies and facilities excl. PRGT and GRA	23	20	19	20	19	...	19	2.0	1.7	1.5	1.7	1.5	...	1.5
Development and review of Fund policies and facilities - PRGT	17	14	11	10	11	...	12	1.5	1.2	0.9	0.9	0.9	...	1.0
Development and review of Fund policies and facilities - GRA	10	9	9	6	8	...	9	0.9	0.7	0.8	0.5	0.6	...	0.7
Quota and voice	5	7	6	6	7	...	6	0.4	0.6	0.5	0.5	0.6	...	0.5
SDR issues	3	2	3	7	9	...	7	0.3	0.2	0.3	0.6	0.7	...	0.6
Bilateral surveillance	**254**	**273**	**287**	**285**	**296**	**287**	**308**	**22.1**	**23.3**	**23.8**	**23.5**	**24.2**	**22.6**	**25.0**
Assessment of economic policies and risks	**218**	**237**	**252**	**253**	**261**	**256**	**262**	**19.0**	**20.3**	**21.0**	**20.9**	**21.3**	**20.1**	**21.2**
Article IV consultations	173	180	192	185	194	...	194	15.0	15.4	16.0	15.3	15.8	...	15.7
Other bilateral surveillance	45	57	60	68	67	...	68	3.9	4.9	5.0	5.6	5.5	...	5.5
Financial soundness evaluations - FSAPs/OFCs	**28**	**28**	**25**	**22**	**26**	**21**	**37**	**2.4**	**2.4**	**2.1**	**1.8**	**2.1**	**1.7**	**3.0**
Standards and Codes evaluations	**9**	**8**	**10**	**10**	**10**	**10**	**9**	**0.8**	**0.7**	**0.8**	**0.8**	**0.8**	**0.8**	**0.8**
ROSCs	2	2	3	3	2	...	2	0.2	0.2	0.3	0.2	0.1	...	0.2
AML/CFT	1	1	1	2	2	...	2	0.1	0.1	0.1	0.2	0.1	...	0.1
GDDS/SDDS	5	4	5	5	6	...	6	0.5	0.4	0.4	0.4	0.5	...	0.5
Lending (incl. non-financial instruments)	**202**	**185**	**184**	**181**	**180**	**193**	**166**	**17.6**	**15.8**	**15.2**	**14.9**	**14.7**	**15.2**	**13.4**
Arrangements supported by Fund resources	**176**	**160**	**145**	**138**	**137**	**146**	**135**	**15.3**	**13.7**	**12.0**	**11.4**	**11.2**	**11.5**	**11.0**
Programs and precautionary arrangements supported by general resources	102	90	81	77	78	...	71	8.9	7.7	6.7	6.4	6.3	...	5.7
Programs supported by PRGT resources	74	70	64	61	60	...	64	6.5	6.0	5.3	5.0	4.9	...	5.2
Non-financial instruments and debt relief 4/	**26**	**25**	**39**	**42**	**43**	**48**	**30**	**2.2**	**2.1**	**3.2**	**3.5**	**3.5**	**3.7**	**2.5**
Capacity development	**274**	**302**	**319**	**322**	**338**	**364**	**345**	**23.9**	**25.9**	**26.5**	**26.5**	**27.6**	**28.6**	**27.9**
Technical assistance	**214**	**245**	**264**	**269**	**282**	**307**	**288**	**18.6**	**21.0**	**21.9**	**22.1**	**23.1**	**24.1**	**23.3**
Training	**60**	**57**	**56**	**53**	**56**	**57**	**57**	**5.3**	**4.9**	**4.6**	**4.4**	**4.6**	**4.5**	**4.6**
Miscellaneous 5/	**43**	**40**	**43**	**46**	**42**	**41**	**46**	**3.8**	**3.4**	**3.6**	**3.8**	**3.4**	**3.2**	**3.7**
Contingency						**11**								
Memorandum items:														
Gross administrative expenditures (in current U.S. dollars) 6/	1,082	1,102	1,149	1,177	1,215	1,272	1,255							
(in FY 17 U.S. dollars)	1,171	1,186	1,217	1,222	1,238	1,272	1,255							

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

1/ Support and governance costs are allocated to outputs.

2/ Budget estimates are not prepared at the detailed output level.

3/ Totals do not reconcile fully to the budget outturns in the Fund's financial system (see memorandum item); for example, standard costs for personnel are used in the ACES model rather than actual personnel costs in the financial system.

4/ 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 integration mechanisms.

5/ The "Miscellaneous" classification includes expenditures that currently cannot be properly allocated within the ACES model.

6/ Expenditures as per the Fund's financial system.

Table 2. Administrative Expenditures: Budgets and Outturn, FY 02–17

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

Financial Year	Budget	Outturn 1/ 2/	Outturn to Budget Variance		Budget to Budget Variance		Outturn to Outturn Variance	
			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
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

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.

Table 3. Total Fund Employment, FY 15–17
(Full-time Equivalents)

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

Source: Office of Budget and Planning.

1/ Includes Fund-financed and externally-financed FTEs.
2/ Fund-financed and donor-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 15–17
(Millions of U.S. dollars)

	FY 15	FY 16 1/	FY 17
By type of cost	**102**	**108**	**103**
Transportation	60	62	60
Per diem	42	45	43
By type of financing	**102**	**108**	**103**
Fund-financed	68	70	64
Externally-financed	34	38	39
By department	**102**	**108**	**103**
Area	29	29	28
TA functional	54	56	59
Other functional	6	6	6
Support	2	9	5
Governance	5	9	5
OED and IEO	5	7	5
Memorandum item:			
In percent of total gross expenditures	8.6	8.9	8.2

Source: Office of Budget and Planning.
1/ Includes Annual Meetings travel of approximately $3.8 million.

Table 5. Travel Metrics, FY 15–17 1/

	FY 15	FY 16	FY 17
Number of missions	**7,776**	**8,005**	**8,170**
Area	1,313	1,405	1,370
TA Functional	4,738	4,790	4,960
Functional	914	984	1,001
Support & Governance	811	826	839
Mission nights	**88,094**	**92,979**	**93,668**
Area	24,933	25,931	24,722
TA Functional	54,854	57,413	60,939
Functional	4,941	6,067	4,560
Support & Governance	3,366	3,568	3,447
Mission persons	**12,326**	**13,114**	**13,153**
Area	3,497	3,827	3,557
TA Functional	6,661	6,987	7,252
Functional	1,127	1,207	1,203
Support & Governance	1,041	1,093	1,141

Source: Office of Budget and Planning.

1/ Excludes Annual Meetings, IEO, OED.

Table 6. Capital Expenditures, FY 12–17
(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/	(29) = (27)-(28)	38.7	14.6		182.9			236.2

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 15 appropriated funds lapsed at the end of FY 17.

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