September 2019

FY2019—OUTPUT COST ESTIMATES AND BUDGET OUTTURN

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International Monetary Fund
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INTERNATIONAL MONETARY FUND

September 5, 2019

FY2019—OUTPUT COST ESTIMATES AND BUDGET OUTTURN

EXECUTIVE SUMMARY

The Fund's budget provided the resources to achieve the institutional priorities set out in the Global Policy Agenda (GPA) and Management's Key Goals (MKG). Continued efforts to maximize the use of available resources resulted in full utilization of the structural budget.

The Fund's outputs remained largely unchanged except for a marginal shift from spending on multilateral surveillance and capacity development, to lending and bilateral surveillance.

Externally financed spending was somewhat higher than in FY 18, though fell short of the operational target on account of changes in delivery modality, rigidities associated with multiple and narrowly defined funding sources, and delays in the deployment of resident advisors.

Capital expenditures were roughly 20 percent higher than last year, with activity under HQ1 Renewal picking up as the project neared completion.

The paper presents highlights from the FY 19 budget, followed by a discussion of outputs based on the Fund Thematic Categories and of inputs. Capacity development is discussed in Annex I. Statistical Tables are presented in Annex II.

Approved By
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FY2019 HIGHLIGHTS

Spending was 99.7 percent of the $1.135 billion total net administrative budget (Fund- and externally financed).

$1.131 bn
Total net administrative expenditures

39
Fund-supported programs

Down from 43 during FY 18. Spending on lending-related activities rose with more costly engagements.

Country engagement (surveillance, lending, and capacity development) accounts for about half of total direct spending.

$2.2 mn
Average spending per country

$47 mn
Carry forward

Available for FY 20 to meet transitional needs; $31 million for staff departments and the remainder for Offices of Executive Directors (OED) and the Independent Evaluation Office (IEO).

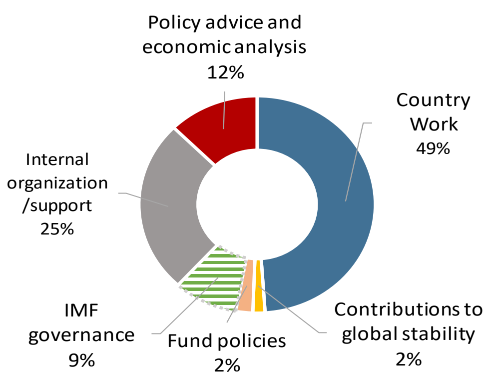
Up $6 million from last year; 89.3 percent utilization of available budget.

$175 mn
Externally financed spending (gross)

$141 mn
Capital spending

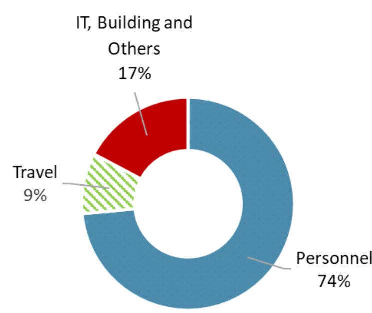
About 60 percent for HQ1 Renewal, 20 percent for information technology projects, and 20 percent for other building-related projects.

Composition of spending by outputs



Note: Excludes Miscellaneous spending.

Composition of spending by inputs



OVERVIEW

1. **Reallocation of resources, efficiency gains, and prudent budget management allowed the Fund to meet GPA priorities, even under a flat real budget envelope for the seventh consecutive year**. *Total net administrative expenditures* (Fund- and externally financed) were $1,131 million, or 99.7 percent of the approved structural budget of $1,135 million (Table 1). Relative to total net available resources, which included $31 million carry forward for staff and $15 million for OED and IEO from the previous financial year, the utilization rate was 95.8 percent. The *net Fund-financed budget* came in almost precisely at budget, with a utilization rate of 99.9 percent; the full staff carry forward of $31 million therefore remains available for the FY 20 budget. Gross externally financed expenditures were $175 million, about $21 million below the operational target.

Table 1. Overview of Administrative Budget and Expenditures, FY 18–19
(Millions of U.S. dollars, unless otherwise noted)

	FY 18			FY 19		
	Budget	Outturn	Utilization (percent)	Budget	Outturn	Utilization (percent)
Total gross expenditures	1,315	1,309	99.6	1,371	1,346	98.1
Fund-financed	1,143	1,140	99.8	1,175	1,170	99.6
Externally financed	172	169	98.2	196	175	89.3
Total net expenditures	1,104	1,099	99.5	1,135	1,131	99.7
Of which: Fund-financed	*1,104*	*1,104*	*100.0*	*1,135*	*1,134*	*99.9*
Carry forward from previous year	44			46		
Total net available resources	1,148	1,099	95.7	1,181	1,131	95.8

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

SPENDING BY OUTPUTS[1, 2]

A. Relative to Budget

2. **Fund-financed spending in FY 19 was broadly in line with the strategic priorities set out in the FY 19–21 Medium-Term Budget (MTB), except for higher-than-anticipated spending related to Fund policy work.[3]**

- The FY 19 budget envisioned a small decline in Fund-financed *country work* (bilateral surveillance, lending, and CD) compared to the FY 18 MTB, while externally financed CD would

[1] This section describes the use of budget resources across the Fund's main output areas according to the Fund's Thematic Categories (FTC) as represented in the Board Work Program of Fall 2018, and the output areas used in the Fund's Analytic Costing and Estimation System (ACES). For details on ACES, see "*FY2015 Administrative and Capital Expenses and Output Cost Estimates*".

[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 2).

[3] This discussion is based on the new FTC, which differs from the ACES output categories used in prior years.

grow further (Table 2). While Fund-financed spending on country work was in line with the FY 19 budget, externally financed CD did not reach the operational target (see below).

- Spending related to *Fund policies* was $4 million above initially allocated resources, reflecting higher than anticipated costs of major policy reviews (Low Income Country (LIC) facilities, Conditionality, PRGT, data provision to the Fund), some of which involved additional analysis and consultation. Offsetting this was somewhat lower-than-planned spending on policy advice and economic analysis (particularly for multilateral surveillance and general research, possibly due to larger-than-expected savings from modernization and streamlining).

- Spending on *internal organization and support* was about $2 million lower than budgeted, reflecting various factors including vacancies in support functions and a temporary reduction in IT development work.

Table 2. Gross Administrative Fund-Financed Resources by Thematic Categories, FY 18–19[1]

(Millions of FY 19 U.S. dollars)

	FY 18	FY 19			
	Outturn	Structural Budget	Transitional Demands	Total	Outturn
Total	**1,167**	**1,175**	**19**	**1,194**	**1,170**
Country work	461	467	8	475	474
Policy advice and economic analysis	164	166	2	168	166
Contributions to global stability	22	23	0	23	22
Fund policies	29.3	26	1	27	31
IMF governance 2/	117	118	0	118	117
Internal organization/support	345	335	9	343	341
Miscellaneous 3/	28	28	. . .	28	20
Contingency	. . .	12	. . .	12	. . .

Source: Office of Budget and Planning, ACES.
Note: Figures may not add to total due to rounding.
1/ Commercial data subscriptions of $7 million are allocated across outputs in the FY 19 outturn, whereas in the FY 18 outturn they were captured in "internal organization/support".
2/ IMF governance encompasses work supporting the Board of Governors, the Executive Board, Management, and internal functions such as risk management and internal audit; it also covers work on quota and voice.
3/ The "Miscellaneous" classification covers expenditures that currently cannot be allocated to specific outputs within the ACES model, as well as a reconciliation item to match outturn to gross administrative expenditures as per the Fund's financial system.

3. **Within country work, resources were allocated in anticipation of an uptick in Fund engagement.** The working assumption was 44 possible Fund-supported programs in FY 19 (one more than during FY 18).[4] Nine potential programs did not materialize during FY 19 (five in the African Department (AFR) , and two each in the Middle East and Central Asia Department (MCD) and the Western Hemisphere Department (WHD)), in part reflecting extended negotiations. However, there were four new program engagements that had not been anticipated at the time of budget formulation (Angola, Argentina, Barbados, and Ecuador). In total, there were 39 Fund-supported engagements during FY 19.

[4] For the purposes of budget planning, "Fund-supported programs" include GRA, PRGT, and PSI/PCI arrangements.

4. Spending on externally financed CD ("IMF02"), at $175 million, was $6 million higher than last year. However, it fell short of the operational target ($196 million) used in the context of the FY 19 budget. This shortfall was broadly in line with the trend from recent years, with the exception of FY 18 when a jump in spending brought the IMF02 outturn just above budgeted levels. The IMF02 outturn reflects under-execution in a few Regional Capacity Development Centers (Central America, Panama, and the Dominican Republic Technical Assistance Center (CAPTAC-DR), South Asia Regional Training and Technical Assistance Center (SARTTAC), and Middle East Technical Assistance Center (METAC)), as well as in some bilateral accounts, offset in part by higher delivery in some other vehicles, mostly AFRITAC Central. The spending shortfall reflects changes in delivery modalities, rigidities associated with multiple and narrowly defined funding sources, delays in the deployment of resident advisors, and gaps in data systems that prevented more rapid responses to changing circumstances. Work to reduce underspending continues, including through building out more timely and comprehensive budget monitoring data and procedures under the Capacity Development Management and Administration Program (CDMAP). Further information on capacity development, including funding sources and training participation, can be found in Annex I.

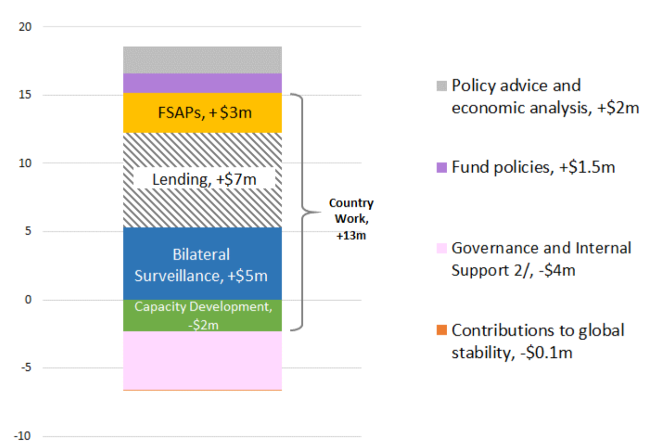
B. Relative to FY 18

Spending by thematic categories

5. *Country work* saw the largest increase in spending, rising by $13 million (Figure 1).

- Spending on bilateral surveillance and FSAPs increased by $8 million. This reflected the shift of a number of countries from program to surveillance mode, as well as some large FSAPs (Canada, France, Italy).
- Spending on lending-related activities rose by $7 million overall despite a lower number of Fund-supported programs, reflecting in particular increased spending related to non-financial instruments (Annex II, Table 1), as well as the intensity of engagement with some countries. AFR, MCD, and WHD saw spending rise on lending, with new programs in these regions; it declined in the European Department (EUR) , as programs in that region concluded (Figure 2).

Figure 1. Change in Fund-Financed Spending by FTCs, FY 19 vs. FY 18 1/
(Millions of FY 19 U.S. dollars)

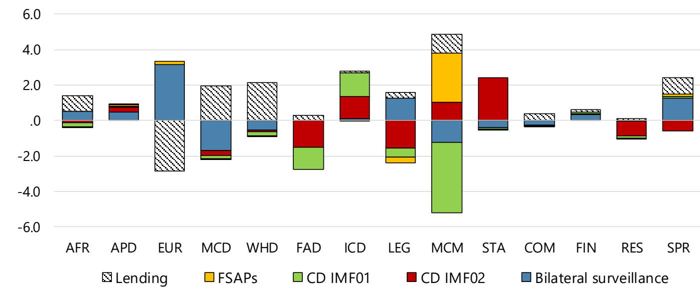


Source: Office of Budget and Planning, ACES.
1/ Spending of departments' own resources, and including support and governance costs.
2/ Mostly outreach; previously captured in multilateral surveillance. Commercial data subscriptions of $7 million are allocated across outputs in the FY 19 outturn, whereas in the FY 18 outturn they were captured in internal support.

- Fund-financed CD declined by $2 million overall. For the Monetary and Capital Markets Department (MCM), a decline in spending on CD was partially offset by an increase in FSAP-related spending.

Figure 2. Change in Spending by Departments on Country Work, FY 19 vs. FY 18[1/]

(Millions of FY 19 U.S. dollars)



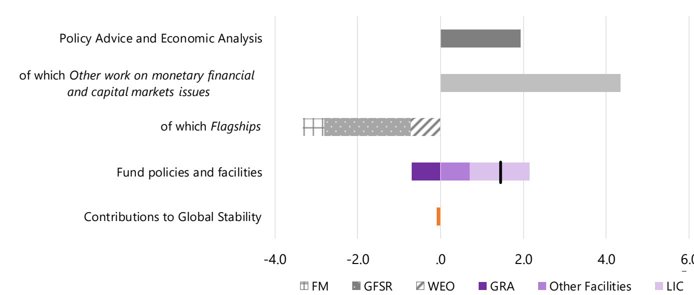
Source: Office of Budget and Planning, ACES.

1/ Spending of department's own resources on both Fund-financed (IMF01) and externally financed (IMF02) activities.

6. Spending on *Fund policies, policy advice, and economic analysis* rose by $3 million altogether, with significant reallocation across topics (Figure 3). Within *Fund policies and facilities* (up $1.4 million), spending shifted from work related to General Resource Account (GRA) facilities and the Special Drawing Rights (SDR), to work on LIC facilities and surveillance policy (including reviews of the Fund's CD and digital strategies, social spending, and work on the Middle and Advanced Country Debt Sustainability Analysis). Spending on *policy advice and economic analysis* increased by $2 million overall. Outlays for work on monetary, financial, and capital market issues—such as fintech, Islamic finance, and financial aspects of income inequality and gender—increased by $4.3 million. This was partly offset by savings related to streamlining and modernization of the flagships ($3.5 million) and general research ($1.4 million).

Figure 3. Change in Spending on Policy Advice and Economic Analysis, FY 19 vs. FY 18[1/, 2/]

(Millions of FY 19 US dollars)



Source: Office of Budget and Planning, ACES.

1/ Includes FTC categories Policy Advice and Economic Analysis, Fund Policies, and Contributions to Global Stability. Commercial data subscriptions of $7 million are allocated across outputs in the FY 19 outturn, whereas in the FY 18 outturn they were captured in internal support.

2/ Spending of department's own resources on Fund-financed (IMF01) activities.

7. Spending on *governance and internal support* declined significantly compared to last year (by $4 million). A change in the methodology for allocating the cost of commercial data subscriptions reduced costs in this area by $7 million. (Starting in FY 19, these costs are being allocated across outputs; previously, the entire cost was allocated to "internal organization and support".) Vacancies in support functions and a temporary reduction in IT development work also lowered spending. These reductions were partially offset by higher expenses in the Corporate Services and Facilities (CSF) (including projects related to winding down of HQ1 Renewal, HQ security, and utility costs), in the Human Resources Department (HRD) (related to 1HR and Comprehensive Compensation and Benefits Review (CCBR)), and for the Innovation Lab.

Spending by country

8. Average spending per country remained broadly stable at around $2.2 million (Figure 4).[5] Resource allocation was aligned with assessment of risk: on average, spending on program cases was highest, and spending on standard surveillance work was lowest.[6]

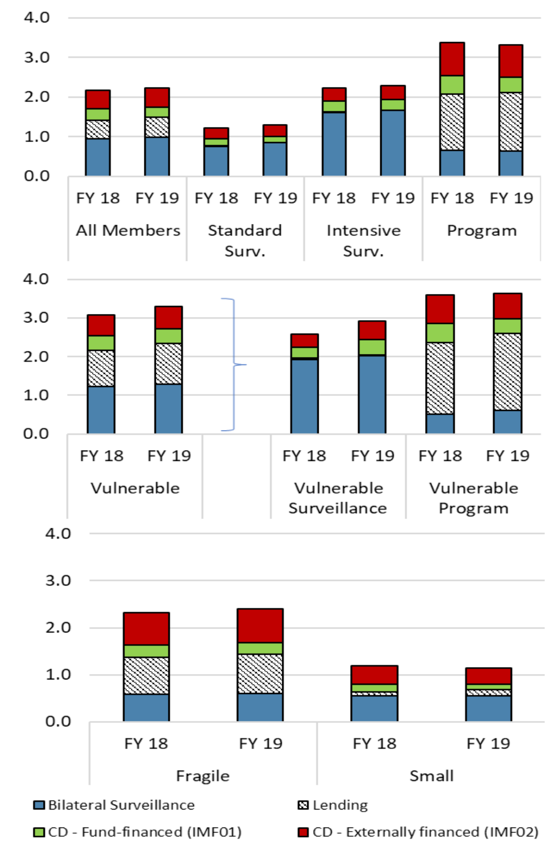
- **Fragile states:** average spend was up about 4 percent in real terms, reaching $2.4 million (about the same as the average for intensive surveillance countries). CD accounted for 40 percent of the total. Fragile states span a wide range of country sizes and circumstances, such as small islands, surveillance and program countries, and different security and vulnerability status.

- **Small states**: average spend remained around $1.2 million, about the same as the average for all standard surveillance cases.

- **Across regions (Figure 5), African countries had the highest average** ($2.9 million). This reflects intense engagement via Fund-supported programs and significant CD activities. Spending on countries in other regions averaged $2.0 million.

Figure 4. Country Spending by Engagement Status, FY 18–19

(Average per country, direct cost in millions of FY 19 U.S. dollars)



Source: Office of Budget and Planning. ACES.

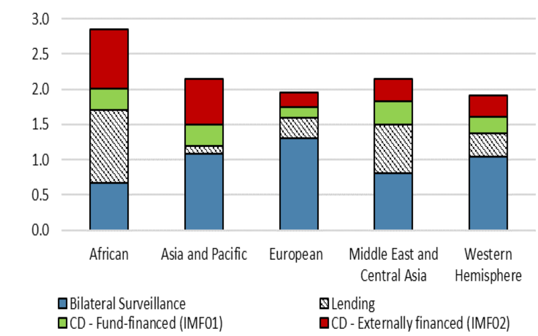
- **Across income groupings (Figure 6),** the average for *G-7 countries* increased significantly to $2.8 million, mainly driven by FSAPs for Canada, France, and Italy. The average for *other advanced economies* remained flat at $1.5 million. The average also held steady for *low-income countries* ($2.9 million) and for *emerging market countries* ($2.2 million). For *G-20 countries,* a decline in bilateral surveillance (as FSAPs in Brazil, China, India, and Japan were completed) was offset by increased program work (Argentina) and CD.

[5] Includes spending that is attributed specifically to individual member countries, territories or regional bodies, and therefore excludes some spending by the regional technical assistance and training centers.

[6] Countries that change status during the year are classified under only one category based on the length of time spent in a given status. The vulnerability classification is based on the results of the staff assessment; it is a subset of, and overlaps with, all main country groupings.

Figure 5. Average Country Spending by Region, FY 19

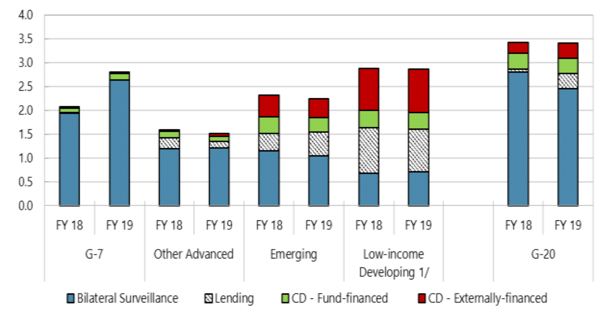
(Direct cost in millions of U.S. dollars)



Source: Office of Budget and Planning, ACES.

Figure 6. Average Country Spending by Income Grouping, FY 18–19

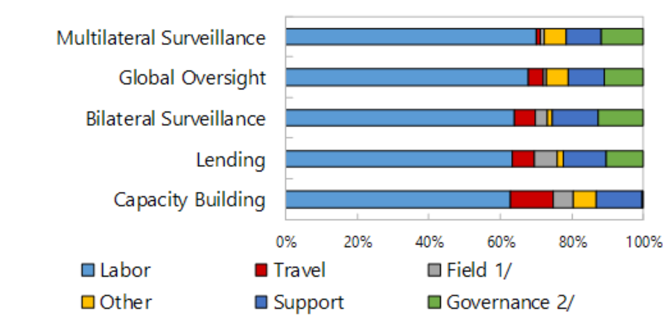
(Direct cost in millions of FY 19 U.S. dollars)



Source: Office of Budget and Planning, ACES.

1/ Based on Fall 2018 WEO list.

Figure 7. Inputs as Percent of Each Output, FY 19



Source: Office of Budget and Planning, ACES.
Note: Spending on Fund- and Externally Financed. Support and governance costs are allocated to outputs.
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, Independent Evaluation Office and Secretary's Department, as well as time recording to governance activities.

9. **Labor remained the key cost driver for all outputs (Figure 7).** The share of labor in output ranged from 62 percent for CD to 70 percent for multilateral surveillance. The main differences across outputs were in travel and governance expenditures. *Travel costs* had the lowest share in multilateral surveillance, and the highest share in CD. *Support* costs were relatively evenly distributed across activities. With respect to *governance*, the current configuration of the cost accounting model (ACES) does not allocate any of these costs to CD (reflecting the extent of the Board's operational role in CD activities). In light of the new CD strategy, which sets out more frequent Board engagement, a re-calibration of the allocation of governance costs may be warranted.

SPENDING BY INPUTS

A. Total Spending (Fund- and Externally Financed) by Inputs

10. **Total net administrative expenditure was 99.7 percent of the structural budget, a somewhat higher utilization rate than in FY 18 (Table 3)**. Considering Fund-financed net administrative expenditure only, it was at the approved structural budget, with a utilization rate of 99.9 percent. As a result, the full FY 19 carry forward for staff departments ($31 million) is available for FY 20, as envisaged in the FY2020–2022 medium-term budget.

Table 3. Administrative Budget and Expenditures, FY 18–19
(Millions of U.S. dollars, unless otherwise noted)

	FY 18				FY 19				
	Budget	Outturn	Budget minus outturn	Utilization (percent)	Budget		Outturn	Budget minus outturn	Utilization (percent)
Total Gross Expenditures	**1,315**	**1,309**	**6**	**99.6**	**1,371**		**1,346**	**26**	**98.1**
Total Net Expenditures	**1,104**	**1,099**	**5**	**99.5**	**1,135**		**1,131**	**4**	**99.7**
Fund-financed									
Gross expenditures	1,143	1,140	3	99.8	1,175		1,170	5	99.6
Personnel	851	851	0	100.0	871		880	-10	101.1
Travel	81	76	5	93.4	87	1/	79	8	90.8
Building and other expenses	199	213	-14	107.0	205		210	-6	102.9
Contingency 2/	11	0	11	-	12		0	12	-
Receipts	-39	-37	-3	93.5	-40		-36	-3	91.2
Net expenditures	1,104	1,104	0	100.0	1,135		1,134	1	99.9
Externally financed									
Gross expenditures	172	169	3	98.2	196		175	21	89.3
Personnel	117	111	6	94.7	139		115	24	82.9
Travel	45	45	0	101.0	47		47	0	99.1
Building and other expenses	10	13	-3	126.9	10		13	-3	131.4
Receipts	-172	-174	2	101.1	-196		-178	-18	90.7
Net expenditures 3/	0	-5	5		0		-3	3	
Memorandum items:									
Carry forward from previous year	44				46				
Of which: allocated upfront for transitional needs	18				24				
Total net available resources	1,148	1,099	49	95.7	1,181		1,131	49	95.8

Source: Office of Budget and Planning.
Note: Figures may not add to totals due to rounding.
1/ Includes an additional allocation for Annual Meetings travel to Indonesia.
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.

11. **Total spending on personnel was $995 million, about $15 million below the structural budget (Figure 8, panel 4).** Fund-financed personnel costs were about $10 million above budget, reflecting primarily higher spending on several benefits (including health care), local salaries, and contractual resources. Externally financed personnel costs were about $24 million below budget, as delivery of capacity development fell short of the target (for reasons discussed in ¶4).

12. **Salary expenses for staff (Fund- and externally financed) were roughly $8 million below the staff salary budget for FY 19.** Over the course of the year, the average salary declined as separating staff were generally replaced by new staff with lower salaries. This salary budget space helped finance the merit increase for staff, which was awarded after the end of the financial year.

Table 4. Travel, FY 17–19
(Millions of U.S. dollars)

	FY 17	FY 18	FY 19	
			Budget	Outturn
Expenditures	**114**	**122**	**135**	**126**
Fund-financed	**75**	**76**	**87**	**79**
Business travel	59	59	71	65 1/
Seminars	5	6	6	5
Other travel 2/	11	11	11	10
Externally financed	**39**	**46**	**47**	**47**
Business travel	29	33	40	34
Seminars and other travel	10	13	7	13

Source: Office of Budget and Planning.
Note: Figures may not add to totals due to rounding.
1/ Includes an estimated $5.4 million for travel to the Annual Meetings in Bali.
2/ Includes travel expenditures related to interviews, settlement, and evacuations.

Figure 8. Trends in Personnel Spending

While Fund-financed FTEs increased by 31, externally financed FTEs declined by 13, resulting in a net increase of 18 FTEs.

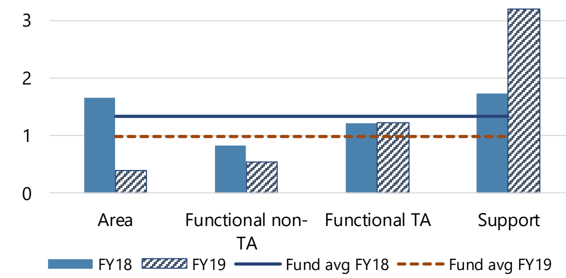
FTE Utilization, FY 17-19

	FY 17	FY 18	FY 19	Difference FY18-19
Total	3,762	3,881	3,899	18
Fund-financed	3,369	3,422	3,453	31
Regular and term	2,813	2,836	2,865	
Expert and contractual 1/	556	586	588	
Externally financed	393	459	446	(13)
Regular and term	77	87	93	
Expert and contractual 1/	316	372	353	

1/ Fund- and externally financed experts (including short-term), contractuals, visiting scholars, secretarial support, and other. Excluding local employees in the field.

The overall vacancy rate declined to 1 percent, reflecting a significant drop in area and functional non-TA departments.

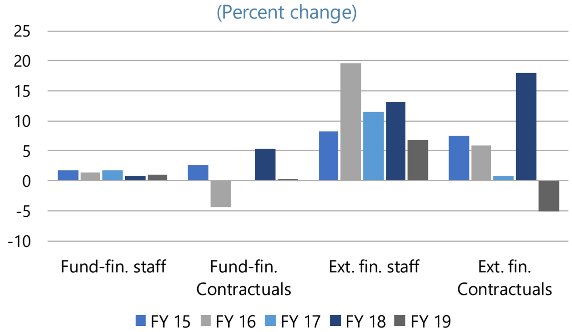
Vacancy Rate by Department Type, FY 18-19 1/
(Percent)



1/ Includes Fund- and externally financed staff.

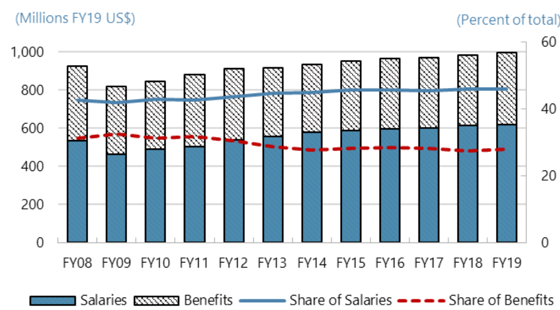
Contractual staffing (especially externally financed) has been highly volatile; the decline in FY 19 reflects lower-than-planned delivery of CD.

Staffing Levels
(Percent change)



The distribution of spending between salary and benefits as a share of total expenditures has remained constant in recent years.

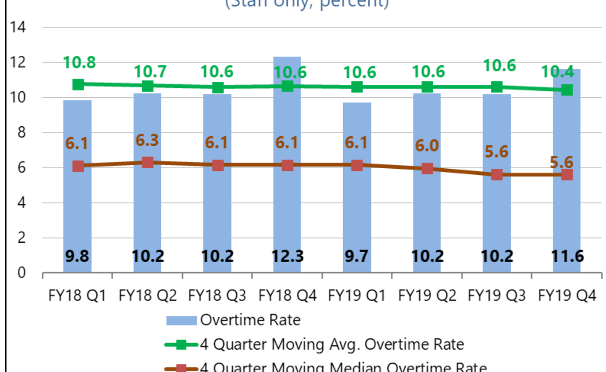
Personnel Expenditures, FY08-19 1/



1/ Both Fund- and externally financed.

While the average Fundwide overtime rate stabilized at around 10½ percent…

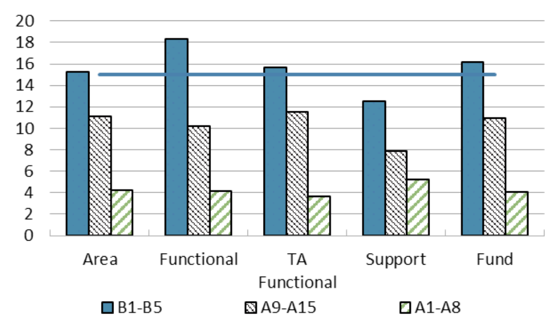
Average Fund-wide Overtime Rate Past 2 Years 1/
(Staff only, percent)



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

… it remains at or above the 15 percent for most B-levels.

Overtime Rate by Grade Group, FY 19 1/
(Staff only, percent)



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

Sources: Office of Budget and Planning and TRACES.

13. Travel spending (including for the Annual Meetings) was up about 3.3 percent from FY 18 (Table 4).

- Utilization of the travel budget was about 94 percent. The underspend was due to lower-than-expected (i) travel by functional TA departments and EUR, (ii) travel costs related to the Annual Meetings in Indonesia, and (iii) seminar participant and settlement travel. Excluding Annual Meetings travel ($5.4 million), spending on Fund-financed travel was essentially flat, reflecting enhanced departmental cost control and monitoring.[7]
- While missions by area departments increased by about 6 percent, those by functional and support and governance departments fell by about 7 percent altogether (Annex II, Table 5). Reflecting this, the average mission length increased marginally, from 11.0 to 11.3 person days (as area department missions tend be of longer duration than those of other departments).[8]
- Even though the total number of missions fell by about 5 percent, more travel to Asia (due to the Annual Meetings), the slight increase in average mission length, and higher cost per mile drove up total travel spending year-on-year (Table 5).[9]

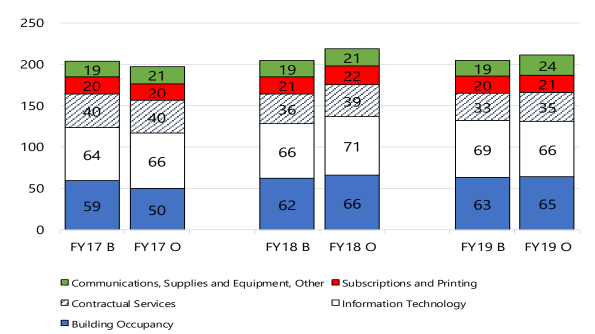
Table 5. Travel Metrics by Region, FY 17–19[1/]

	FY 17	FY 18	FY 19
Number of missions	**8,170**	**8,296**	**7,858**
Africa region	1,948	1,991	1,970
Asia Pacific region	1,316	1,495	1,615
European region	1,828	1,805	1,645
Middle East and Central Asia region	744	751	675
Western Hemisphere region	2,334	2,254	1,953
Mission nights	**93,668**	**91,255**	**88,985**
Africa region	29,345	29,172	27,781
Asia Pacific region	16,914	16,264	18,306
European region	17,508	16,332	15,167
Middle East and Central Asia region	11,744	11,127	10,681
Western Hemisphere region	18,157	18,360	17,050
Mission persons	**13,153**	**13,490**	**12,947**
Africa region	3,157	3,279	3,174
Asia Pacific region	2,242	2,418	2,571
European region	3,073	3,133	2,786
Middle East and Central Asia region	1,395	1,375	1,330
Western Hemisphere region	3,286	3,285	3,086

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

14. Spending on building and other services (Fund-financed) exceeded the structural budget by about $6 million (Figure 9). This was largely anticipated and funded upfront from carry forward, and addressed increased security and lease costs, as well as higher consulting services to support modernization efforts. Expenditures in this category declined by close to 4 percent in real terms, in part due to cost recovery related to translation services for externally financed CD projects, and a temporary reduction in IT system development work.

Figure 9. Fund-Financed Spending on IT, Buildings and Other, FY 17–19
(Budget (B) & Outturn (O), millions of FY 19 U.S. dollars)



Source: Office of Budget and Planning.

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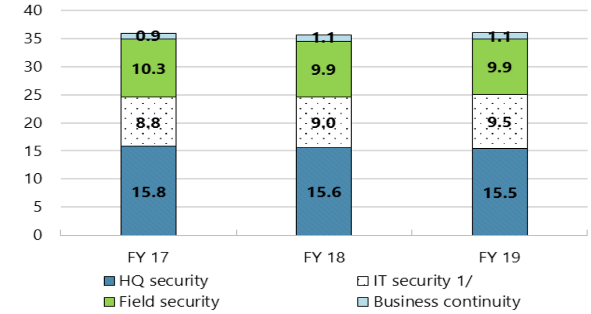
[7] Advanced ticketing, which refers to the practice of purchasing tickets as early as possible before travel dates, may have also contributed to flat spending, as it typically results in lower prices.

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

[9] Cost per mile increased from $0.37 in FY 18 to $0.38 in FY 19.

15. Security-related spending has been relatively stable, at about $36 million (Figure 10). The increase in spending on IT security was related to the completion of an overall security posture assessment and a higher volume of penetration testing for Fund systems. HQ security saw a small drop mostly due to the Annual Meetings being held abroad (as host authorities cover this expense).

Figure 10. Security-related Spending, FY 17–19



Sources: Departmental submissions and staff calculations.
1/ Revised methodology of IT security categories.

16. Total receipts were about $3 million higher than last year (Table 6). Receipts from *externally financed capacity development* ($178 million) were about $4 million higher (though about $18 million below the operational target). *General receipts* ($36 million) were roughly the same as in FY 18, but $3 million below budget due to: lower income from Trust Fund Management (TFM) fees (as externally financed CD fell short); a decline in publication sales as more IMF reports were made available in digital format; lower parking revenue due to partial use of available space for HQ1 Renewal construction storage; and a decline in occupancy at the Concordia due to the loss of a major client and the Annual Meetings being held abroad. These shortfalls were partially offset by a one-time $2 million refund from the Fund's Group Life Insurance (GLI) Premium Stabilization Reserves (to bring reserves, which had grown due to a favorable experience with basic GLI claims, back down to a recommended level).

Table 6. Receipts, FY 17–19

(Millions of FY 19 U.S. dollars)

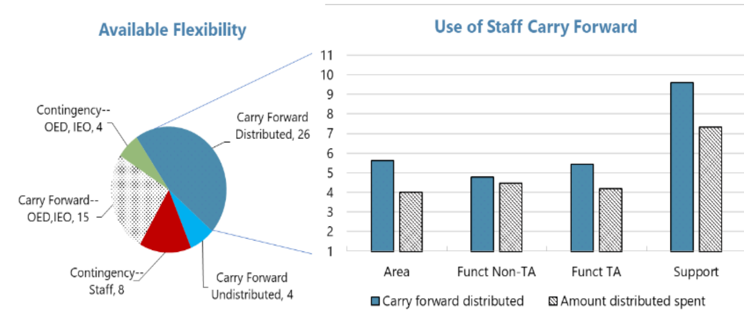
	FY 17	FY 18	FY 19 Budget	FY 19 Outturn
Total	**189**	**211**	**236**	**214**
Externally financed capacity development (direct cost only)	153	174	196	178
General receipts	35	37	40	36
Of which:				
Administrative and trust fund management fees 1/	11	12	14	12
Publications income	2	2	3	1
Fund-sponsored sharing agreements 2/	3	3	4	3
HQ2 lease 3/	5	5	2	2
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.

B. Use of the Carry Forward

17. The carry forward that was made available to finance transitional demands remains largely intact, as the need for additional resources by some departments was offset by underspending by others (Figures 11 and 12). Departments with personnel underspending

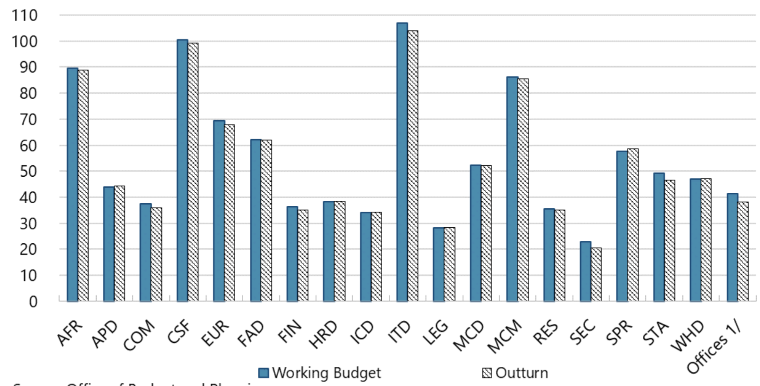
Figure 11. Available Resources and Use of Carry Forward, FY 19



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

included the Communication Department (COM) and the Secretary's Department (SEC), with restructuring efforts leading to higher vacancy rates in ITD and the Statistics Department (STA) . The FY 19 budget had $31 million in carry forward resources from FY 18 available for staff departments (plus $15 million for the Offices of the Executive Directors and the Independent Evaluation Office). Of the carry forward for staff departments, $18 million was distributed upfront to allow departments to meet transitional needs; an additional $8 million was distributed during the year to meet unanticipated demands. Financing was provided for the following transitional needs:

Figure 12. Spending by Main Departments and Offices, FY 19
(Millions of U.S. dollars)



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

- **Support Departments**: continued pressure on corporate services, including additional costs for physical and IT security, support for critical legacy IT systems being replaced as part of the five key digital and business modernization projects, multimedia demands, and HR initiatives.

- **Area Departments**: intensified country engagement under surveillance and lending, including for fragile states.

- **Functional Departments:** Comprehensive Surveillance Review, macrofinancial surveillance, international taxation, trade, modernization, and governance and corruption.

CAPITAL SPENDING

18. Capital expenditure amounted to $141 million, an increase of about 22 percent relative to FY 18 (Table 7). Available appropriations for FY 19 amounted to $258 million.[10] Spending on HQ1 Renewal accounted for about 60 percent of the expenditures, reflecting the project nearing completion. Expenditure on other facilities-related projects also increased, with higher spending for major lifecycle replacements, security improvements and the HQ1 Atrium enhancements (Digital Wall). IT capital expenditure overall was in line with prior years, though the composition shifted towards projects supporting the modernization agenda in FY 19, from security and end-of-life replacement in FY 18.

[10] Capital budgets are available for a period of three years, after which unspent appropriations lapse. A project is considered "capital" if it is for: (i) the acquisition of building or IT equipment; (ii) construction, major renovation, or repairs; and (iii) major IT software development or infrastructure projects.

- **HQ1 Renewal**, which is on track for completion in FY 20, accounted for over half of capital spending ($82 million).[11]

- **Other building-related projects** ($29 million in total) included investments in furniture replacements and the audio visual program, HQ1 Atrium enhancements (Digital Wall), security projects to reinforce building structures and other routine improvements and lifecycle replacements (Figure 13).[12]

Table 7. Capital Expenditures, FY 19

(Millions of U.S. dollars)

	Facilities	IT	Total Facilities and IT	HQ1 Renewal	Total Capital
Unspent FY 17 and FY 18 Funding	47	18	66	121	186
+ FY 19 Budget Appropriations	36	36	71	0	71
= Total funds available in FY 19 1/	83	54	137	121	258
Expenditures FY 19	29	31	60	82	141
Lapsed funds 2/	6	0	6	0	6
Carry over into FY 20	48	23	72	39	111
Memorandum item:					
Expenditures FY 18	22	31	54	62	116

Source: Office of Budget and Planning

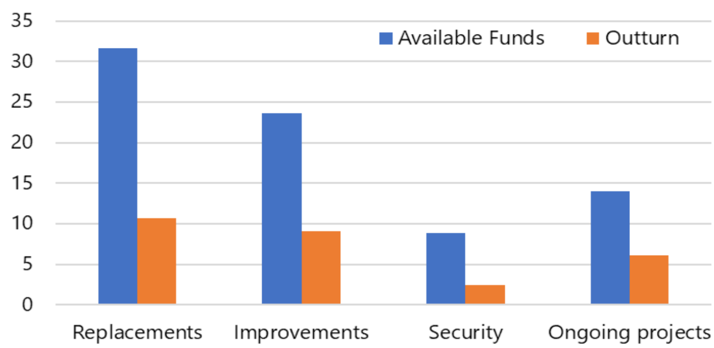
1/ Approved capital funding is available for three consecutive years, except for HQ1 Renewal which is available until April 2025.

2/ Represents 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.

- **IT capital spending** ($31 million in total) included $17 million for the digital and business modernization projects and pre-requisites, out of $38 million available at the start of FY 19 (Figure 14). *1HR* spent $7 million, completing process redesign, product and vendor selection, as well as planning stages of the project. *Knowledge Management* spent $4 million on a strengthened content platform, procurement of tools to improve findability of content, and planning for the new document management solution. *Capacity Development Management and Administration Program (CDMAP)* accounted for $3 million in spending, to conclude initial planning and documentation of current and future state processes. The *Integrated Digital Workplace* (IDW) spent $1 million to complete initial assessments. *iDATA* work was delayed to refine requirements and to evaluate technical solutions. Spending of almost $2 million for pre-requisite projects provided foundational cloud technology for integration and development work.

Figure 13. Facilities Capital Expenditures, FY 19

(Millions of U.S. dollars)



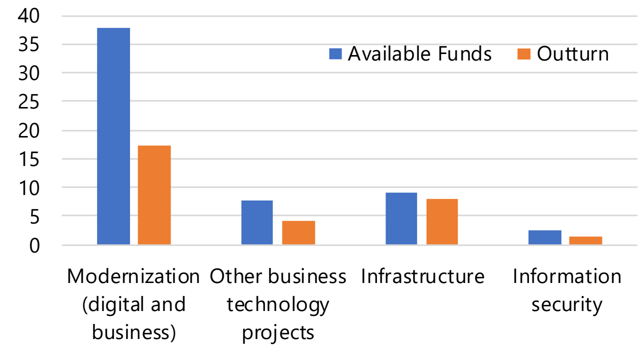
Source: Corporate Services and Facilities Department.

[11] *HQ1 Renewal Project—Q4 FY2019 Quarterly Progress Report*.

[12] Approximately $5.9 million in earmarked capital funding for security enhancements expired at the end of FY 19 due to delays resulting from engagement with the District of Columbia government agencies.

- **Other IT capital projects:** Another $8 million was spent on end-of-life replacement of network infrastructure, servers, storage, and personal computers. Other business technology projects included a range of smaller initiatives supporting new capabilities and replacement of obsolete legacy systems, such as the system supporting translation and interpretation services.

Figure 14. IT Capital Expenditures, FY 19
(Millions of U.S. dollars)



Source: Information Technology Department.

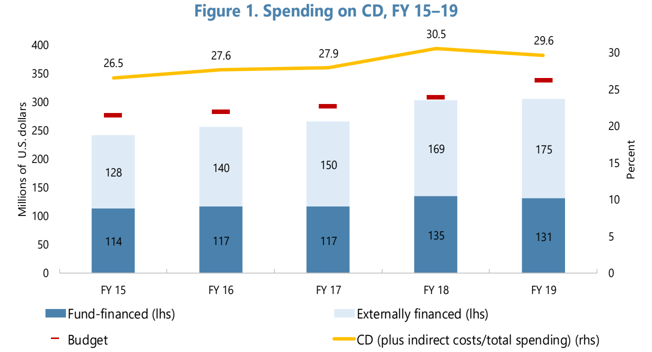
Annex I. Capacity Development[1]

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 declined slightly in FY19, following significant increases in recent years. The Fund's largest single output since FY12, CD spending has now stabilized around 30 percent of total spending, about 57 percent of which is externally financed (Figure 1). Total CD spending of $306.3 million was effectively flat year-on-year, resulting from a decline in IMF01-funded spending, offset by 4 percent growth in IMF02-funded spending (Figure 2).

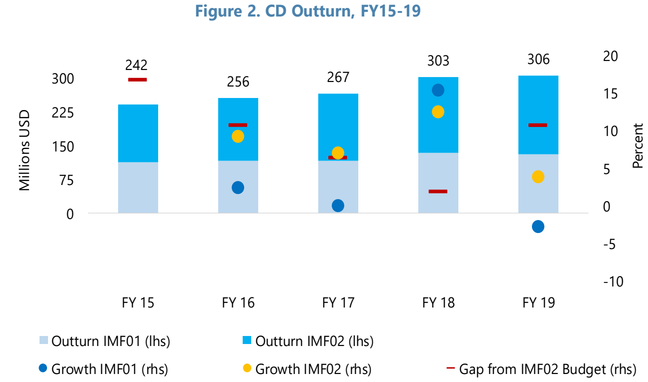
Figure 1. Spending on CD, FY 15–19



Sources: Office of Budget and Planning (OBP). Peoplesoft Financials and Analytic Costing and Estimation System (ACES).
Note: Fund-financed and externally financed spending, excluding support and governance (indirect costs).

3. The decline in CD spending as a share of total expenditure in FY19 reflects under-execution versus the April 2018 budget projection by about $32 million, or 9.4 percent (Figure 1). For IMF02 this shortfall was about 11 percent, in line with the trend from recent years, with the exception of FY18 when a jump in spending brought the IMF02 outturn to near budgeted levels (Figure 2). The IMF02 outturn reflects under-execution in a few Regional Capacity Development Centers (CAPTAC-DR, SARTTAC, and METAC), as well as in some bilateral accounts, offset in part by higher delivery in some other vehicles, mostly AFRITAC Central. Work to reduce underspending is continuing, including through building out more timely and comprehensive budget monitoring data and procedures under the CDMAP.

Figure 2. CD Outturn, FY15-19



Source: OBP.

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[1] Prepared by Preet Bhullar, Jeymi Blandon, Nathalie Carcenac, Lina Karaoglanova, Jeffrey Lam, Herbert Lui, Mercy Pinargote, Yan Sun, and André Vieira de Carvalho (all ICD).

[2] Data on CD spending are from ACES, consistent with the main paper; data on external financing come from the Capacity Development Information Management System (CDIMS); training participant data are from the Participant and Applicant Tracking System (PATS).

B. Sources of External Funding

4. Over the last three years, the top 25 partners contributed 94 percent of total external funding for CD (Table 1). The top five partners together contributed just over half. Other key characteristics of external funding are as follows:

- Partner contributions are made to multi-partner vehicles—including RCDCs, thematic and country funds, and bilateral programs. 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 about two-thirds of their contributions to multi-partner vehicles (Table 2).

- Contributions to multi-partner vehicles remain relatively concentrated (Table 3). Overall, the top three partners for RCDCs and thematic funds account for 42 percent of the total contribution in each group of vehicles. Reflecting strong ownership, the share of recipient members' contributions for RCDCs stands at 27 percent, which supports the financial sustainability of these centers.

Table 1. Partner Contributions, FY 17-19 [1]

Donor	Contributions (Mil. of U.S. dollars)	Share (Percent of total)
European Commission	119	18
Japan	93	14
Switzerland	52	8
United Kingdom	44	7
China	40	6
Germany	39	6
India	33	5
Canada	30	5
Netherlands	28	4
Kuwait	26	4
Austria	17	3
Australia	14	2
Luxembourg	14	2
Korea	11	2
New Zealand	8	1
Norway	8	1
Singapore	8	1
Belgium	7	1
Caribbean Development Bank	6	1
France	5	1
Sweden	4	1
Denmark	4	1
European Investment Bank	4	1
Italy	4	1
Bangladesh	3	0
Other donors and institutions	36	6
of which: private foundations	1	0
Total	**656**	**100**

Source: CDIMS.

[1] Contributions received during FY17–19, adjusted for RTC in-kind contributions.

Table 2. Capacity Development Vehicles: Top 10 Partner Contributions, FY 17–19 [1]

	Contribution (Millions of U.S. dollars)	Share (Percent of Total)
Multi-partner	**321**	**64**
Thematic (and country) Trust Funds	88	17
Regional Technical Assistance Centers	203	40
Regional Training Centers	30	6
Bilateral	**181**	**36**
Total	**502**	**100**

Source: CDIMS.

[1] Funds received during FY17–19, adjusted for RTC in-kind contributions.

Table 3. 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	171	42	106	42
Other (other donors and international institutions)	127	31	146	58
Members (RTAC recipients)	109	27		
Total	**407**	**100**	**252**	**100**

Source: CDIMS.

[1] Signed contributions and pledges for current cycle as of April 30, 2019, figures may not add to totals due to rounding.

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

- Pursuing broader and more sustained partnerships through active fundraising with 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 and thereby address funding shortfalls in specific vehicles.

- 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 Fund's CD priorities. Fund policies seek to ensure adequate funding for CD in crisis situations, allow donor financing when donor interests are consistent with Fund priorities and objectives, and rely on Fund financing when donor support is not available. [3]

7. Distribution by Delivery Department: the Fiscal Affairs Department (FAD) continues to account for the largest share of CD expenditures (around 37 percent in FY19), followed by MCM and STA (Table 4). Only STA and ICD saw increases in spending in FY19, by around 13 and 11 percent year-or-year, respectively. Spending dropped in LEG to a level comparable with recent years, due to completion of major projects and shifts toward other priority outputs, in particular governance and Fintech issues.

Table 4. Spending on CD by Department, FY 15–19
(Millions of U.S. dollars)

	FY 15	FY 16	FY 17	FY 18	FY 19
Total	**242**	**256**	**267**	**303**	**306**
Department					
Fiscal Affairs	83	89	96	113	112
Institue for Capacity Development	37	38	34	31	34
Legal	12	12	13	14	12
Monetary and Capital Markets	45	49	49	56	54
Statistics	28	28	29	36	41
Other[1]	23	27	26	33	31
ICD-governance/donors	14	14	19	22	22

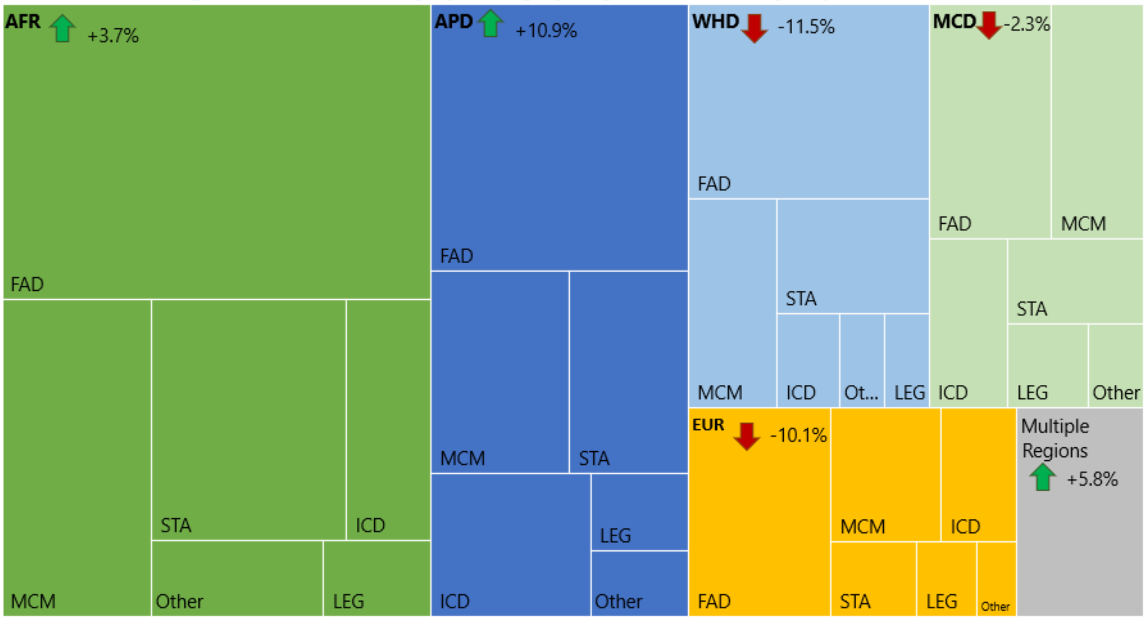
Source: OBP, ACES.

[1] Including area departments and other functional departments reporting CD-related activities.

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

8. **Distribution by Recipient Region:** AFR continues to receive the largest share of direct delivery, followed by the Asia Pacific Department (APD) (Figure 3). Spending on CD activities

Figure 3. Direct Delivery Spending by Region and Delivery Department, FY19



Source: Staff estimates as of May 2019.

benefitting countries in both regions increased in FY 19, while other regions experienced declines. Delivery to low-income developing countries (LIDCs) grew by over 6 percent with declines to Emerging Market Economies (EMEs) of about 5 percent and to Advanced Economies (AE) of about 1 percent (Table 5).[4]

Table 5. Direct Delivery by Region and Income Group, FY 18–19
(In percent)

	Growth rate FY 19 / FY 18	Share FY 19
Total	**0.6**	**100.0**
Region[1]		
Sub-saharan Africa	3.7	37.6
Asia and Pacific	10.9	22.5
Europe	-10.1	9.8
Middle East and Central Asia	-2.3	12.4
Western Hemisphere	-11.5	13.9
Multiple regions	5.8	3.8
Income Group		
Advanced economies	-1.3	6.1
Emerging market and middle-income economies	-4.7	45.2
Low-income developing countries	6.3	48.7

Source: Staff estimates as of May 2019.
[1] CD spending to regional groups has been distributed evenly among member countries of each group.

[4] The lists of countries in each group follow the Statistical Appendix of the World Economic Outlook, April 2019.

9. Distribution to priority areas. CD to areas identified as FY 19 priorities in late FY 17 accounted for 78 percent of the total direct delivery spending (Table 6). Domestic revenue mobilization (revenue administration and tax policy), public financial management, and financial market deepening for LIDCs accounted for more than half of that share, albeit with a drop in direct delivery spending on the two latter topics in FY 19. Two priority topics received an increase year-on-year: a) domestic revenue mobilization and b) closing data gaps, ratcheting up data quality, broadening data dissemination. The drop in delivery to Financial integrity is accounted for by a number of TF funded carry-over projects that were not replaced when they ended. Additionally, the number of engagements in non-TF funded technical assistance declined as projects came to an end or as security situations necessitated reduced engagement or even precluded further engagement.

Table 6. Direct Delivery by Priority Topics, FY 18–19

(In percent)

	Growth rate	Share
	FY 19 / FY 18	FY 19
Total Direct Delivery	**0.6**	**100.0**
Total Direct Delivery in Priority Topics	**0.6**	**77.8**
Domestic revenue mobilization (Revenue Administration and Tax Policy)	3.2	23.6
Public financial management	-4.3	18.7
Closing Data Gaps, Ratcheting up Data Quality, Broadening Data Dissemination	12.8	15.5
Financial Supervision and Regulation, Fintech and Monetary Policy Frameworks (excl. AEs)	-4.2	12.3
Financial Market Deepening for LIDCs	-3.6	4.8
Financial integrity (AML/CFT)	-14.2	2.8

Source: Staff estimates as of May 2019.

10. Following the CD strategy review, the monitoring and prioritization framework has been updated for FY2020, with FY 19 serving as a baseline. The revised framework is set out in Box 4 of the FY2020–FY2022 Medium-Term Budget. It recognizes that the bulk of CD will continue to focus on core areas of expertise (which overlap substantially with the former list of priority topics) while also targeting a narrower set of growth areas that will receive a rising share of CD over the medium term.

11. Core areas of expertise. The top eight workstreams, the core areas in the revised framework, account for around 80 percent of total direct delivery in FY 19, with revenue administration, public financial management, and macroeconomic statistics representing the largest portion (Table 7). Across those workstreams, FY 19 saw increases in direct delivery for revenue administration, macroeconomic statistics, macroeconomic frameworks, and central bank operations.

Table 7. Direct Delivery on Top Eight Workstreams, FY 18–19

(In percent)

	Growth rate	Share
	FY 19 / FY 18	FY19
Total Direct Delivery	**0.6**	**100.0**
Total Direct Delivery in Top Eight Workstreams	**2.0**	**78.8**
Revenue Administration	6.7	20.4
Public Financial Management	-4.3	18.7
Macroeconomic Statistics	11.7	15.1
Financial Supervision and Regulation	-6.7	7.4
Macroeconomic Frameworks	8.9	7.0
Central Bank Operations	13.1	4.1
Tax Policy	-14.7	3.2
Financial Integrity (AML/CFT)	-14.2	2.8

Source: Staff estimates as of May 2019.

- **Growth areas.** A smaller set of growth areas has been identified. They cover specific workstreams within identified topic areas, as well as three country groups (Table 8).

Table 8. Direct Delivery on Growth Areas, FY 18–19
(In percent)

	Growth rate FY 19 / FY 18	Share FY 19
Total	**0.6**	**100.0**
Topic Growth Areas (identified workstreams within:)		
Anti-corruption	-8.4	1.4
Debt sustainability and debt statistics	6.3	1.0
Expenditure policy and public investment management	-2.8	2.3
Tax policy	-4.4	2.6
Cyber risks	0.9	0.4
Fintech	125.4	0.0
Country Group Growth Areas		
Highly-vulnerable countries	1.1	16.3
Fragile states	3.3	22.6
Caucuses-Central Asia-Mongolia (CCAM)	22.5	5.7

Source: Staff estimates as of May 2019.

D. Training Participation

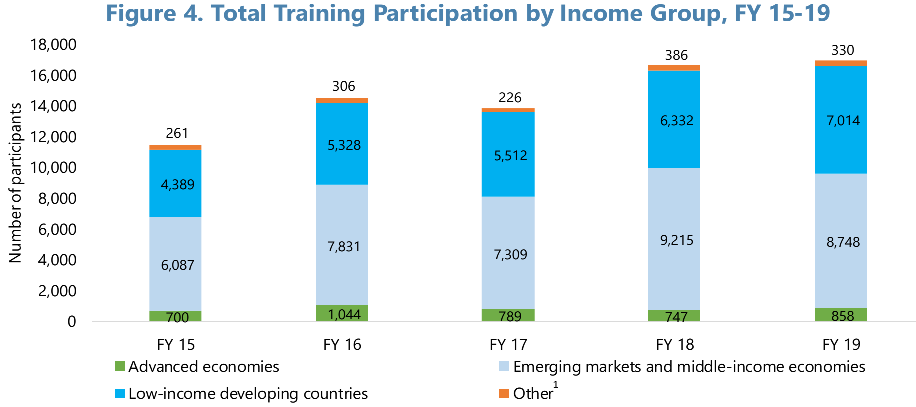
12. **Participation in IMF training grew by 2 percent in FY 19 (Table 9).** ICD remains the largest provider of training, followed by FAD and STA. As in previous years, countries in Africa received the largest share of training at 30 percent, followed by Asia Pacific and the Middle East and Central Asia. Training participation grew in Africa and Asia Pacific, while dropping slightly in the other regions. The decreased participation in Europe and the Middle East and Central Asia is mainly due to decreases in online training, while the drop for Western Hemisphere is mostly accounted for by a decrease in Headquarters classroom training. Training to participants from LIDCs rose by almost 11 percent, rose by 15 percent for AEs and dropped for participants from EMEs. Nevertheless, EMEs continue to receive the largest share of training at a little over 50 percent, followed by LIDCs at almost 41 percent (Figure 4).

Table 9. Total Training Participation by Department and Region of Origin, FY 15-19
(Number of participants)

	FY 15	FY 16	FY 17	FY 18	FY 19
Total	**11,437**	**14,509**	**13,836**	**16,680**	**16,950**
Department					
Fiscal Affairs	1,711	1,985	2,241	2,810	3,273
Institute for Capacity Development	4,906	7,394	7,320	8,930	8,643
Legal	400	625	481	430	329
Monetary and Capital Markets	1,186	1,368	1,167	1,367	1,536
Statistics	1,906	2,198	2,058	2,332	2,855
Other including RTACs[1]	1,328	939	569	811	314
Region					
Sub-saharan Africa	2,901	3,996	4,345	4,749	4,912
Asia and Pacific	2,829	2,922	2,504	3,674	4,273
Europe	1,314	2,150	1,887	1,900	1,703
Middle East and Central Asia	2,116	2,553	2,831	3,527	3,340
Western Hemisphere	2,277	2,888	2,269	2,830	2,722

Sources: PATS, and staff estimates.
[1] Includes reported training not attributed to above.

Figure 4. Total Training Participation by Income Group, FY 15-19



Sources: Participant and Applicant Tracking System and staff estimates.
[1] Includes regional training delivered to participants from regional institutions.

13. Training centers in the Asia-Pacific region saw a large increase in number of participants. Participation in training taking place at Regional Training Centers (RTCs) increased by almost 8 percent compared to FY18 (Table 10). This increase was due to a large increase in participation in the Asia-Pacific region due to ramp up in operations of the China-IMF CD Center (launched in FY18) and the South Asia Regional Training and Technical Assistance Center (launched in FY 17). These two centers now account for almost 35 percent of participation numbers across RTCs. The number of participants declined for all other RTCs in FY 19.

Table 10. Total Training Participation by Venue and Course Group, FY 15-19

(Number of participants)

	FY 15	FY 16	FY 17	FY 18	FY 19
Total	**11,437**	**14,509**	**13,836**	**16,680**	**16,950**
Training Venue					
Regional Training Centers	3,751	4,084	4,140	5,495	5,913
IMF HQ	647	790	719	801	747
Other training locations	5,551	5,756	5,607	5,528	5,874
Online learning (government officials)	1,488	3,879	3,370	4,856	4,416
Course Category					
Financial sector policies	1,408	1,762	1,867	1,831	2,222
Fiscal policy	1,634	2,346	2,269	2,803	3,536
General macroeconomic analysis	2,286	4,226	3,526	4,778	3,950
Inclusive growth and structural policies	671	768	764	938	1,134
Legal courses including AML-CFT	400	625	481	430	309
Macroeconomic statistics	1,543	1,802	1,800	2,017	1,816
Monetary, exchange rate, and capital accounts policies	224	211	409	1,058	823
Safeguards assessments	59	112	58	89	60
Other courses	3,212	2,657	2,662	2,736	3,100
Memorandum items:					
Online learning (including general public)	4,990	6,579	7,232	5,933	6,674
Online learning enrollment (government officials)	2,438	7,155	6,876	10,513	13,049

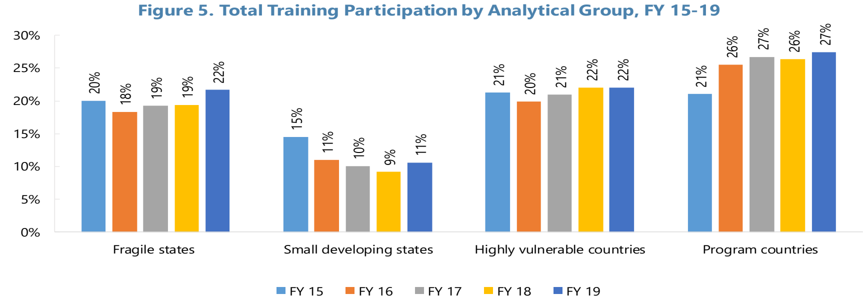
Sources: PATS, and staff estimates.

Note: FY 19 data are preliminary. CICDC and SARTTAC are included in "Regional Training Centers"

14. Total participation in online learning, which includes both government and public, grew by 12 percent in FY 19, but with a shift in composition toward non-government participants (Table 10). Both the overall expansion and the shift in composition were consistent across regions. While course completion by officials moderated in FY 19, enrollments grew strongly (24 percent). Despite its moderation in the last year, training for officials under the online learning program stood at 26 percent of total IMF training in FY 19.

15. Participation from priority country groups did not change significantly in FY 19 (Figure 5). The upward trend in participation from fragile states and program countries continued in FY 19, with both groups experiencing increases in the respective shares of participation. The share of participation from highly vulnerable countries leveled out, in line with the generally flat historical trend for this group. The two percentage points increase in the share of participation from small developing states represented a reversion of the historical downward trend.[5]

Figure 5. Total Training Participation by Analytical Group, FY 15-19



Sources: Participant and Applicant Tracking System and staff estimates.

[5] Country group composition is based on current list of countries for fragile states, highly vulnerable countries, small developing states, and program countries.

Annex II. Statistical Tables

Table 1. Gross Administrative Fund- and Externally Financed Spending Estimates by Output, FY 15–19 1/

	Millions of FY 19 U.S. dollars					Percent of total				
	FY 15	FY 16	FY 17	FY 18	FY19	FY 15	FY 16	FY 17	FY 18	FY19
Total	**1,287**	**1,303**	**1,321**	**1,339**	**1,346**	**100.0**	**100.0**	**100.0**	**100.0**	**100.0**
Multilateral surveillance	**266**	**258**	**255**	**267**	**254**	**20.7**	**19.8**	**19.3**	**19.9**	**18.9**
Global economic analysis	**130**	**127**	**126**	**127**	**121**	**10.1**	**9.7**	**9.5**	**9.5**	**9.0**
WEO	18	18	17	17	15	1.4	1.4	1.3	1.3	1.1
GFSR	16	16	15	16	13	1.2	1.2	1.2	1.2	1.0
General research	41	42	38	37	38	3.2	3.2	2.9	2.8	2.9
General outreach	55	51	55	56	54	4.3	3.9	4.2	4.2	4.0
Support and Inputs to Multilateral Forums and Consultations	**23**	**24**	**23**	**23**	**23**	**1.8**	**1.8**	**1.7**	**1.7**	**1.7**
Multilateral consultations	7	7	6	5	4	0.5	0.5	0.5	0.4	0.3
Support and Inputs to multilateral forums	17	17	17	17	19	1.3	1.3	1.3	1.3	1.4
Tools to prevent and resolve systemic crises	**64**	**62**	**66**	**75**	**68**	**5.0**	**4.8**	**5.0**	**5.6**	**5.1**
Analysis of vulnerabilities and imbalances	18	17	18	20	19	1.4	1.3	1.3	1.5	1.4
Other cross cutting analysis	43	41	44	48	43	3.4	3.2	3.3	3.6	3.2
Fiscal Monitor	3	4	5	7	5	0.3	0.3	0.4	0.5	0.4
Regional approaches to economic stability	**48**	**45**	**40**	**42**	**42**	**3.7**	**3.5**	**3.0**	**3.2**	**3.1**
REOs	19	21	19	19	19	1.5	1.6	1.4	1.4	1.4
Surveillance of regional bodies	13	10	9	8	8	1.0	0.8	0.7	0.6	0.6
Other regional projects	16	14	13	15	15	1.3	1.1	1.0	1.1	1.1
Oversight of global systems	**134**	**130**	**135**	**139**	**146**	**10.4**	**10.0**	**10.2**	**10.4**	**10.9**
Development of international financial architecture	**42**	**38**	**42**	**40**	**46**	**3.3**	**2.9**	**3.2**	**3.0**	**3.4**
Work with FSB and other international bodies	6	7	8	7	7	0.5	0.5	0.6	0.5	0.5
Other work on monetary, financial, and capital markets issues	36	31	35	33	40	2.8	2.4	2.6	2.5	2.9
Data transparency	**40**	**37**	**38**	**41**	**42**	**3.1**	**2.8**	**2.9**	**3.0**	**3.1**
Statistical information/data	29	29	30	33	33	2.2	2.2	2.3	2.4	2.4
Statistical manuals	4	3	2	2	2	0.3	0.2	0.2	0.2	0.2
Statistical methodologies	7	5	6	6	7	0.5	0.4	0.4	0.4	0.5
The role of the Fund	**52**	**56**	**55**	**58**	**58**	**4.1**	**4.3**	**4.1**	**4.3**	**4.3**
Development and review of Fund policies and facilities excl. PRGT and GRA	21	20	20	26	26	1.7	1.5	1.5	2.0	2.0
Development and review of Fund policies and facilities - PRGT	11	11	12	11	13	0.9	0.8	0.9	0.8	1.0
Development and review of Fund policies and facilities - GRA	7	8	9	9	8	0.5	0.6	0.7	0.7	0.6
Quota and voice	6	7	6	7	7	0.5	0.6	0.4	0.5	0.5
SDR issues	7	9	8	5	4	0.6	0.7	0.6	0.4	0.3
Bilateral surveillance	**300**	**311**	**325**	**327**	**340**	**23.3**	**23.9**	**24.6**	**24.4**	**25.3**
Assessment of economic policies and risks	**267**	**274**	**276**	**286**	**294**	**20.7**	**21.1**	**20.9**	**21.3**	**21.9**
Article IV consultations	195	204	204	216	224	15.2	15.6	15.5	16.1	16.7
Other bilateral surveillance	71	71	72	70	70	5.6	5.4	5.4	5.2	5.2
Financial soundness evaluations - FSAPs/OFCs	**23**	**27**	**39**	**32**	**37**	**1.8**	**2.1**	**2.9**	**2.4**	**2.7**
Standards and Codes evaluations	**11**	**10**	**10**	**9**	**9**	**0.8**	**0.8**	**0.7**	**0.7**	**0.7**
ROSCs	3	2	2	1	1	0.2	0.1	0.2	0.1	0.1
AML/CFT	2	2	2	2	2	0.2	0.1	0.1	0.2	0.2
GDDS/SDDS	5	7	6	5	6	0.4	0.5	0.5	0.4	0.4
Lending (incl. non-financial instruments)	**190**	**189**	**175**	**167**	**177**	**14.8**	**14.5**	**13.2**	**12.5**	**13.2**
Arrangements supported by Fund resources	**145**	**144**	**143**	**145**	**134**	**11.3**	**11.1**	**10.8**	**10.8**	**9.9**
Programs and precautionary arrangements supported by general resources	81	82	75	71	69	6.3	6.3	5.7	5.3	5.1
Programs supported by PRGT resources	64	63	68	74	65	5.0	4.8	5.1	5.6	4.8
Non-financial instruments and debt relief 2/	**45**	**45**	**32**	**22**	**43**	**3.5**	**3.4**	**2.4**	**1.7**	**3.2**
Capacity development	**339**	**356**	**363**	**408**	**401**	**26.4**	**27.3**	**27.5**	**30.5**	**29.8**
Technical assistance	283	297	303	343	335	22.0	22.8	23.0	25.6	24.9
Training	56	59	60	65	66	4.4	4.5	4.5	4.9	4.9
Miscellaneous 3/	**49**	**44**	**48**	**29**	**26**	**3.8**	**3.4**	**3.6**	**2.1**	**2.0**
Contingency	...	...	...	...	...	...	...	...	...	...
Reconciliation item 4/	**9**	**14**	**20**	**2**	**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 integration mechanisms.

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. Total Administrative Expenditures: Budgets and Outturn, FY 03–19

(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								
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
2019	1,135 11/	1,131	-4	-0.3	32	2.9	33	3.0
B. Gross Budget								
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
2019	1,371 11/	1,346	-26	-1.9	56	4.3	37	2.8

Source: Office of Budget and Planning.

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

1/ Includes contributions to the SRP service credit buy back program of $8 million in FY 05, $10 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 contributions 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 FY 17 carry forward funds of $44.3 million.

11/ Excludes FY 18 carry forward funds of $45.6 million.

Table 3. Total Fund Employment, FY 16–19

(Full-time Equivalents (FTEs))

	FY 16	FY 17	FY 18	FY 19
Total Fund employment	**3,705**	**3,762**	**3,881**	**3,899**
Regular and term staff	**2,836**	**2,890**	**2,923**	**2,958**
Fund-financed	2,767	2,813	2,836	2,865
Of which:				
Independent Evaluation Office (IEO)	14	14	15	15
Office of Executive Directors (OED)	244	250	247	247
Externally financed	69	77	87	93
Expert and Contractual Staff 1/	**869**	**872**	**958**	**941**
Fund-financed	556	556	586	588
Externally financed	313	316	372	353

Source: Office of Budget and Planning.

1/ Includes experts (including short-term), contractuals, visiting scholars, secretarial support, and other. Excludes local employees in the field.

Table 4. Departmental Business and Seminar Travel Expenditures, FY 17–19

(Millions of U.S. dollars)

	FY 17	FY 18	FY 19 1/
By type of cost	**90**	**110**	**116**
Transportation	52	65	68
Per diem	38	45	48
By type of financing	**90**	**110**	**116**
Fund-financed	52	65	70
Externally financed	38	45	46
By department	**90**	**110**	**116**
Area	27	30	29
TA functional	46	63	65
Other functional	6	6	6
Support and Governance	5	5	9
OED and IEO	5	5	7
Memorandum item:			
In percent of total gross expenditures	7.2	8.4	8.6

Source: Office of Budget and Planning.

1/ Includes Annual Meetings overall travel of approximately $5.4 million.

Table 5. Travel Metrics by Department Type, FY 17–19[1]

	FY 17	FY 18	FY 19	Percent change FY 19 vs FY 18
Number of missions	**8,170**	**8,296**	**7,858**	**-5**
Area	1,370	1,366	1,445	6
TA Functional	4,960	5,121	4,979	-3
Functional Non-TA	1,001	989	788	-20
Support and Governance	839	820	646	-21
Mission nights	**93,668**	**91,255**	**88,985**	**-2**
Area	24,722	24,115	24,778	3
TA Functional	60,939	59,762	57,497	-4
Functional Non-TA	4,560	3,781	3,714	-2
Support and Governance	3,447	3,597	2,996	-17
Mission persons	**13,153**	**13,490**	**12,947**	**-4**
Area	3,557	3,605	3,806	6
TA Functional	7,252	7,584	7,259	-4
Functional Non-TA	1,203	1,169	938	-20
Support and Governance	1,141	1,132	944	-17

Source: Office of Budget and Planning.

1/ Excludes Annual Meetings, IEO, OED.

Table 6. Capital Expenditures, FY 13–19

(Millions of U.S. dollars)

	Formula Key	Facilities	Information Technology	HQ2	HQ1 Renewal	Concordia Renovation	Total Capital
FY 13							
New appropriations	(1)	7.4	34.3	0.0	347.0	0.0	388.7
Total funds available	(2)	21.1	63.2	0.1	427.3	31.6	543.3
Expenditures	(3)	7.4	37.1	0.0	22.0	22.3	88.8
Lapsed funds 1/	(4)	1.4	0.5	0.0	0.0	0.0	1.8
Remaining funds 2/	(5) = (2)-(3)-(4)	12.4	25.6	0.0	405.3	9.3	452.6
FY 14							
New appropriations	(6)	17.4	23.8	0.0	0.0	0.0	41.2
Total funds available	(7) = (5)+(6)	29.8	49.4	0.0	405.3	9.3	493.8
Expenditures	(8)	10.1	36.6	0.0	92.2	4.8	143.8
Lapsed funds 1/	(9)	0.5	0.0	0.0	0.0	3.9	4.4
Remaining funds 2/	(10) = (7)-(8)-(9)	19.2	12.8	0.0	313.1	0.6	345.7
FY 15							
New appropriations	(11)	22.0	29.8		0.0	0.6 3	52.4
Total funds available	(12) = (10)+(11)	41.2	42.6		313.1	0.6	397.4
Expenditures	(13)	10.5	29.3		95.7	0.3	135.8
Lapsed funds 1/	(14)	0.6	0.3		0.0	0.3	1.2
Remaining funds 2/	(15) = (12)-(13)-(14)	30.1	12.9		217.4	0.0	260.4
FY 16							
New appropriations	(16)	14.4	27.7		132.0	4/	174.1
Total funds available	(17)= (15)+(16)	44.5	40.6		349.4		434.5
Expenditures	(18)	14.6	25.8		90.1		130.5
Lapsed funds 1/	(19)	0.4	0.1		0.0		0.6
Remaining funds 2/	(20) = (17)-(18)-(19)	29.4	14.7		259.2		303.4
FY 17							
New appropriations	(21)	32.5	28.0		0.0		60.5
Total funds available	(22)= (20)+(21)	62.0	42.7		259.2		363.9
Expenditures	(23)	17.9	27.9		76.3		122.1
Lapsed funds 1/	(24)	5.4	0.2		0.0		5.6
Remaining funds 2/	(25) = (22)-(23)-(24)	38.7	14.6		182.9		236.2
FY 18							
New appropriations	(26)	31.4	35.0		0.0		66.4
Total funds available	(27)= (25)+(26)	70.1	49.6		182.9		302.6
Expenditures	(28)	22.3	31.4		62.3		116.0
Lapsed funds 1/	(29)	0.3	0.0		0.0		0.3
Remaining funds	(30) = (27)-(28)-(29)	47.4	18.2		120.6		186.3
FY 19							
New appropriations	(31)	35.5	35.9		0.0		71.4
Total funds available	(32)= (30)+(31)	82.8	54.1		120.6		257.5
Expenditures	(33)	28.7	30.9		81.6		141.2
Lapsed funds 1/	(34)	5.9	0.0		0.0		5.9
Remaining funds 2/	(35) = (32)-(33)-(34)	48.1	23.2		39.0		110.4

Sources: Office of Budget and Planning and Corporate Services and Facilities Department and Information Technology Department.
Note: Figures may not add to totals due to rounding.
1/ Figures reflect funds that were not spent within the three-year appropriation period; e.g., FY 17 appropriated but unspent funds lapsed at the end of FY 19.
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.