

EBAP/08/119

September 12, 2008

To: Members of the Executive Board
From: The Secretary
Subject: **The Fund Business Plan**

Attached for the **information** of Executive Directors is a paper on the Fund business plan.

This document will be discussed at a meeting of the Committee on the Budget after the Annual Meetings. It is not intended to publish this paper on the Fund's external website.

Questions may be referred to Mr. Green (ext. 34797) and Mr. Young (ext. 38544) in OBP.

This document will shortly be posted on the extranet, a secure website for Executive Directors and member country authorities.

Att: (1)

Other Distribution:
Department Heads

INTERNATIONAL MONETARY FUND

The Fund Business Plan

Prepared by the Staff

Approved by Siddharth Tiwari

September 11, 2008

This paper outlines how Fund departments will structure their work to deliver the objectives in the statement by the Managing Director on strategic directions in the medium-term budget (the Statement), and the statement by the Managing Director on the work program of the Executive Board (the Work Program). Departmental business plans detail how they will use personnel, travel, and other resources to implement the Fund's priorities, new initiatives, and restructuring as articulated in the Statement and the Work Program. The business plans set out linkages to both the Statement and the Work Program, detail the use of allocated budgetary resources, identify planned efficiencies, and delineate how each department plans to contribute to the Fund's mandates—all key elements for a successful refocusing in the context of a reduced budget envelope.

	Contents	Page
I.	Introduction	4
II.	Implementing the New Strategy.....	6
	A. Surveillance.....	7
	B. Low-Income Countries.....	10
	C. Capacity Building	12
	D. Modernization and Efficiency.....	14
III.	Concluding Remarks	17
Tables		
1.	Estimated Gross Real Administrative Budgeted Expenditures by Key Output Area and Constituent Output, FY08–11.....	5
2.	Progress on Refocusing Themes.....	7
3.	Progress on Refocusing Surveillance.....	8
4.	Progress on Refocusing Low-Income Country Work.....	11
5.	Progress on Refocusing Capacity Building.....	13
6.	Progress on Modernizing the Fund	14
Box		
1.	Adapting Business Plans to the Statement of Surveillance Priorities (SSP)	9
2.	Performance Indicators	16
Appendix Tables		
1.	Summary of Departmental Resource Use by Department Type and KOA, FY 08–11.....	18
2.	Summary of All Departmental Budgets by Major Input Type, FY 09.....	19
3.	Expenditure Allocation, FY 08–11	20
4.	Allocation of Expenditures Across Key Outputs, FY 11	21
5.	Estimated Gross Administrative Budget Expenditures by Key Output Area and Constituent Output, FY08–11	22
6.	Estimated Gross Administrative Budget Expenditure Shares by Key Output Area and Constituent Output, FY08–11.....	23
7.	Selected Strategic Performance Indicators, FY 08.....	24
8.	Progress on Refocusing Themes	25
9.	Reconciliation of Departmental Allocations with the Budget Totals for FY 08 and FY 09	26

GLOSSARY			
AFR	African Department	LEG	Legal Department
APD	Asia and Pacific Department	LIC	Low-Income Country
AML/CFT	Anti-Money Laundering/Combating the Financing of Terrorism	MCD	Middle East and Central Asia Department
CEMAC	Economic and Monetary Community of Central Africa	MCM	Monetary and Capital Markets Department
CFF	Compensatory Financing Facility	MD	Managing Director
CIO	Chief Information Officer	MDRI	Multilateral Debt Relief Initiative
DIV	Diversity Office	MTB	Medium-Term Budget
ECCU	Eastern Caribbean Currency Union	OAP	Regional Office for Asia and the Pacific
EFF	Extended Fund Facility	OBP	Office of Budget and Planning
EME	Emerging Market Economy	OED	Office of Executive Directors
ENDA	Emergency Assistance for Natural Disasters	OFC	Offshore Financial Center
ESF	Exogenous Shocks Facility	OMD	Office of the Managing Director
EPCA	Emergency Post Conflict Assistance	OIA	Office of Internal Audit and Inspection
EU	European Union	OTM	Office of Technical Assistance Management
EUO	Offices in Europe	PI	Performance Indicator
EUR	European Department	PPM	Post Program Monitoring
EXR	External Relations Department	PRGF	Poverty Reduction and Growth Facility
FAD	Fiscal Affairs Department	PSI	Policy Support Instrument
FIN	Finance Department	RAP	Resource Allocation Plan
FSAP	Financial Sector Assessment Program	REO	Regional Economic Outlook
FSF	Financial Stability Forum	RES	Research Department
FSLC	Bank-Fund Financial Sector Liaison Committee	ROSC	Report on the Observance of Standards and Codes
GDDS	General Data Dissemination Standard	RSN	Regional Strategy Note
HCM	Human Capital Management	RTAC	Regional Technical Assistance Center
HIPC	Heavily Indebted Poor Country	SBA	Stand-By Arrangement
HR	Human Resources	SEC	Secretary's Department
HRD	Human Resources Department	SDDS	Special Data Dissemination Standard
HQ	IMF Headquarters	SMP	Staff-Monitored Program
HQ2	IMF Headquarters 2 Building	SPR	Strategy, Policy and Review Department
iBBIS	Integrated Budgeting and Business Intelligence System	SRF	Supplemental Reserve Facility
IEO	Independent Evaluation Office	SRP	Staff Retirement Plan
IMFC	International Monetary and Financial Committee	SSP	Statement of Surveillance Priorities
IMS	International Monetary System	STA	Statistics Department
INS	IMF Institute	SSG	Support Services Group
INV	Investment Office	TA	Technical Assistance
IT	Information Technology	TGS	Technology and General Services Department
JSAN	Joint Staff Advisory Note	TSR	Triennial Surveillance Priorities
KOA	Key Output Area	UNO	Fund Office United Nations
		WAEMU	West African Economic and Monetary Union
		WHD	Western Hemisphere Department

I. INTRODUCTION

1. This paper outlines how departments in the Fund have organized their work to deliver the objectives set out in the statement by the Managing Director on strategic directions in the medium-term budget (the Statement) and the statement by the Managing Director on the work program of the Executive Board (the Work Program).¹ Each department has prepared a business plan which details how they expect to use personnel, travel, and other resources to implement the Fund's priorities, new initiatives, and restructuring measures as set out in the Statement and the Work Program.²

2. The Fund's downsizing is well advanced and is expected to result in real savings of \$100 million annually by FY 11. To meet surveillance, financial support, and capacity building objectives in a smaller Fund, departments will seek to rebalance their workloads by relying on the principle of comparative advantage, by implementing efficiency measures, and by cutting low priority activities. This said, there are uncertainties and risks associated with the implementation of the strategy that will require plans to remain flexible. In particular:

- Contracting resource envelope: The Fund has never had to reduce its resource envelope anything like the pace and scale of the restructuring. In turn, how far and fast the new directions can be pursued will depend on how quickly staff are in their new positions, and how fast policy changes underpinning the refocusing are implemented.
- Changing practice: Operationally, a number of underlying issues are being worked out, including: (i) the modalities for doing less review, (ii) experimentation with faster delivery and more effective presentation of Article IV staff reports, and (iii) in some cases, highly focused Article IV consultations. In addition, the Board will soon consider the first Statement of Surveillance Priorities (SSP)—see Box 1 in Section II—which will be key for guiding surveillance work across departments.
- Shifting personnel: Some staff will have to move departments to effect the reduction in staff numbers. In addition, a number of department heads are new to their posts, and as they settle in they will have ideas for implementing the strategy.

With these considerations in mind, the next Fund-wide and departmental business plans will reflect ongoing developments to which departments are expected to respond flexibly.

¹ Statement by the Managing Director on Strategic Directions in the Medium-Term Budget (IMFC/Doc/17/08/4) and Statement by the Managing Director on the Work Program of the Executive Board (BUFF/08/77).

² Individual department's business plans are available on departments' intranet sites; all departmental business plans are also available on OBP's website.

3. Budget allocations across departments have been designed to match Fund-wide priorities. In the new budget environment, almost all departments will have fewer resources, but there are larger reductions in support departments and smaller ones in those with core responsibilities. With real expenditures on personnel and other inputs set to fall by nearly 11 percent by FY 11, real spending in all key output areas (KOAs) declines (see Table 1). Resources devoted to surveillance (global, country, and regional) are projected to decline, but rise as a share of the output of the new, more focused Fund. The change in financial program activity reflects the assumption that Fund-supported programs remain, in the main, at current levels. Capacity-building activities (internally- and externally-financed) are projected to decline but this could be mitigated if greater donor finance is secured: real expenditures on technical assistance fall 6 percent by FY 11, while real expenditures on external training decline 15 percent. In a smaller Fund, by FY 11 a larger share of resources will be devoted to global monitoring, country specific and regional monitoring, and capacity building, and a smaller share to country programs and financial support.

	FY 08		FY 09	FY 10	FY 11	FY 11 less FY 08 2/
	Budget	Outturn				
Global Monitoring	170.2	170.9	165.7	159.4	158.5	-11.7
Oversight of the international monetary system	49.3	48.8	45.8	43.4	43.3	-6.0
Multilateral surveillance	45.6	43.4	45.7	45.0	45.1	-0.5
Cross-country statistical info. & methodologies	29.9	33.4	32.5	30.1	29.7	-0.2
General research	4.5	5.1	3.0	3.1	3.0	-1.5
General outreach	41.0	40.2	38.7	37.9	37.4	-3.6
Country specific and regional monitoring	347.6	369.8	338.4	328.6	323.4	-24.2
Bilateral surveillance	279.9	293.6	262.7	254.4	249.6	-30.3
Regional surveillance	30.0	28.2	31.8	32.3	32.5	2.4
Standards and codes and financial sector assessments	37.6	48.0	43.9	41.8	41.3	3.7
Country programs and financial support	228.6	189.2	190.3	187.9	178.4	-50.2
Generally available facilities	98.4	76.8	76.8	75.5	71.6	-26.8
Facilities specific to low-income countries	130.2	112.4	113.5	112.4	106.8	-23.4
Capacity Building	237.7	237.1	227.0	222.4	216.5	-21.2
Technical assistance	166.9	171.8	160.9	160.0	156.2	-10.7
<i>Of which:</i> Externally financed	34.2	36.8	44.6	44.7	44.7	10.5
External training	70.8	65.3	66.1	62.4	60.2	-10.6
<i>Of which:</i> Externally financed	10.5	9.5	13.0	11.4	11.6	1.1
Total, excluding reserves	984.1	967.0	921.3	898.3	876.7	-107.4
Reserves	9.6	n.a.	8.3	12.1	16.0	6.4
Total gross expenditures	993.7	967.0	929.6	910.4	892.7	-101.0
<i>Memorandum items:</i>						
Support	315.4	334.4	279.2	276.4	270.2	-45.2
Governance	89.2	90.1	84.3	85.0	83.1	-6.1

Source: Office of Budget and Planning.

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

1/ Support and governance expenditures are allocated across outputs.

2/ Budget to budget.

II. IMPLEMENTING THE NEW STRATEGY

4. While the income shortfall was the immediate cause for the Fund to reduce spending, a new way of doing business was also needed to go hand-in-hand with a new income model to deliver the strategic directions articulated in the budget. The fundamental goal is to reshape the institution so that it delivers more focused outputs cost-effectively, exploiting its comparative advantage. To this end, the Managing Director envisions a more nimble, critical, and assertive Fund with respect to:

- Global Surveillance: a deeper analysis of macro-financial linkages, exchange rates, and spillovers;
- Bilateral Surveillance: a more global perspective and greater use of cross-country experiences;
- Low-income Country Work: maintaining macro-stability and supporting policies to achieve higher growth;
- Capacity-building: a more focused and prioritized technical assistance supporting institution-building; and,
- A More Modern Fund: a governance structure better reflecting its membership, a sustainable income model, and lower administrative costs.

5. Departmental business plans contain four KOAs that quantify how each department expects to contribute to the Fund's strategic priorities and mandates. The KOAs are: (i) global monitoring; (ii) country specific and regional monitoring; (iii) country programs and financial support; and (iv) capacity building, consisting of technical assistance and training. The KOAs include 12 constituent outputs that are the "products" or services that departments produce. In addition, support measures overhead costs while governance is, in the main, the cost of Executive Board activities.

6. Over the past few years and especially in FY 08, the share of output for surveillance increased and the share the country programs and financial support decreased. This pattern reflects the sharp drop in lending to emerging markets and the reduced demand for programs in low-income countries with the improvement in macroeconomic conditions. Business plans illustrate further changes in KOAs for two reasons. First, the approximately 11 percent reduction in real inputs over the period necessitates a corresponding change in the level of output. Second, refocusing the Fund's work will change the relative shares of the KOAs.

7. Compared with the FY 08 budget, the share of resources devoted to three KOAs increases: global monitoring, for multilateral surveillance, notably macro-financial linkages; country specific and regional monitoring, for the multilateral perspective in bilateral surveillance; and capacity-building, as a result of some pick-up in donor financing for TA.

The shares for program work and support fall. For the most part, the constituent outputs decline in real terms, but there are exceptions: regional surveillance and financial sector assessments, for example, increase.

8. A key to refocusing is a more efficient use of resources. To do this, departments have identified areas where they plan to do more and where they plan to do less (see Table 2). In general, most savings will come in streamlined administrative procedures in support departments and a generalized reduction in the size of front offices and increase in division size, but also from less review of country and policy papers.

A. Surveillance

9. Surveillance activities are captured by two KOAs, global monitoring and country-specific and regional surveillance. Area departments take the lead on bilateral and regional surveillance (Article IV activities), which constitute the major share of surveillance work. The TA departments participate in area department missions, conduct FSAPs and ROSCs, and work on cross-country statistical methodologies. RES and SPR focus mainly on global issues. In addition, an important role for SPR is to ensure overall consistency of advice and even-handed application of Fund policies on surveillance.

10. In line with the general downsizing of the Fund, resources for both these KOAs are budgeted to decline in real terms between FY 08 and FY 11, but their shares in Fund work increase (see Appendix Table 6). Within these KOAs, resources shift from bilateral toward regional and multilateral surveillance that in turn will focus more on macro-financial linkages and spillover effects from financial turmoil in systemically important economies. Surveillance will also be

Table 2. Progress on Refocusing Themes 1/ (Change in allocated FTEs relative to FY08)	
All Departments - Steady State	FTEs
Surveillance	
Doing Less	
Review	-26.0
Standard consultation with wide coverage	-36.0
Selected Issues papers in non-core areas	-14.0
Program work in emerging market economies	-10.0
Doing More	
More focused consultations	4.5
Cross-country analysis	6.5
Macro-financial linkages	9.1
Coverage of Financial Issues	7.7
International linkages and spillovers	11.9
Low-income Country Work	
Doing Less	
Work on HIPC/MDRI	-14.5
PRGF/PSI reviews	-15.1
Ex-post assessments	-1.7
JSANs	-1.6
Doing More	
Engagement with donors	2.1
Coordination on low-income issues	3.8
Building on lessons from emerging economies 2/	-0.7
Capacity Building	
Doing Less	
ROSCs	-4.9
TA/Training (Fund-financed)	-37.4
AML/CFT work	-10.0
Doing More	
TA/Training (externally financed)	5.6
TA/Training through RTACs	1.5
A More Modern Fund	
Doing Less	
Intermediate outputs/services	-77.2
In-house administrative processes	-140.7
Overseas Presence	-24.5
Doing More	
Governance structure	1.4
Sustainable income model	6.2

Source: Departmental Business Plans.
1/ Excludes some organizational units, notably OED.
2/ The negative figure under "Doing More" reflects that some area departments plan to reduce work in this area.

strengthened through a more efficient use of resources, for example by scaling back Selected Issues papers in non-core areas of expertise and by reducing review (see Table 3).

Table 3. Progress on Refocusing Surveillance (Change in allocated FTEs relative to FY08)					
	Area Departments	TA- Functionals	Non-TA Functionals	Governance Departments	Total
Surveillance					
Doing Less					
Review	-12.0	-5.5	-7.5	-1.0	-26.0
Standard consultation with wide coverage	-29.7	-5.0	-0.3	-1.0	-36.0
Selected Issues papers in non-core areas	-12.0	0.0	-2.0	0.0	-14.0
Program work in emerging market economies	-3.8	-3.0	-2.2	-1.0	-10.0
Doing More					
More focused consultations	4.5	0.0	0.0	0.0	4.5
Cross-country analysis	5.3	1.0	0.2	0.0	6.5
Macro-financial linkages	4.8	2.5	1.8	0.0	9.1
Coverage of Financial Issues	4.5	3.0	0.2	0.0	7.7
International linkages and spillovers	6.0	3.0	2.9	0.0	11.9
Source: Departmental Business Plans.					

11. In their business plans, departments described a number of initiatives that support these shifts in focus and resource use.

12. In addition to the above broad directions, the SSP (see Box 1) will provide more specific guidance to future work. As noted above, the Board will soon consider a SSP that will provide specific operational and economic priorities for Fund surveillance taking a three-year horizon. Within resource envelopes and KOAs, departments' work is expected to evolve, flowing from this direction.

Financial sector and macro-financial linkages

- RES's business plan describes how the department aims to become a center of excellence for the analysis of macro-financial linkages in order to strengthen the Fund's bilateral and multilateral surveillance function. Its new Macro-Financial Unit will collaborate with MCM, SPR, and area departments to delineate the links between financial markets and real activity within and between countries and develop an analytical framework to improve the Fund's understanding and policy advice in surveillance. In parallel, MCM will continue to deepen its work on the lessons learned from the recent financial market turmoil including by cooperating with the Financial Stability Forum (FSF) and developing guidelines for area departments on financial sector monitoring. At the same time, SPR will extend the vulnerability exercise to advanced economies.

Box 1. Adapting Business Plans to the Statement of Surveillance Priorities (SSP)

The Executive Board will soon complete the Triennial Surveillance Review and, building on it, consider the first ever SSP for the Fund.¹ The SSP draws on recent discussions on multilateral surveillance and TSR findings, with: (i) economic priorities chosen to reflect the main global concerns today, as reflected in the latest WEO, GFSR, and the Board discussion of Common Themes in Systemic Consultations—but taking the longer view corresponding to a three-year horizon; and (ii) operational priorities reflecting the main recommendations of the TSR. It emphasizes areas requiring priority attention and clarifies responsibilities. As the Fund responds to changing circumstances, the priorities themselves can be revisited at any time. Progress reporting on SSP priorities will occur regularly, with detailed assessment of performance as part of the next TSR.

Though the SSP has been in train for some time, the priorities themselves will need time to crystallize once they are set by the Board. As such, departments have indicated in their business plans they will respond flexibly to accommodate these priorities within their current resource allocations once they take shape. The SSP will be fully integrated in the FY 10–12 business plans.

¹ See 2008 Triennial Surveillance Review—Overview Paper (SM/08/287).

- Area departments will also increase their focus on financial sector issues: EUR and WHD on the analysis of macro-financial linkages and spillovers (e.g. the transmission of shocks from housing markets to financial markets); MCD on developmental issues in rudimentary financial systems as well as global issues arising from both the accumulation of large oil surpluses and those relating to international financial centers; AFR, in collaboration with the World Bank, on the development of financial sectors and money and bond markets; and APD, on systemic countries in the region where financial sector issues are important from a stability or development point of view—a key aspect of this work will be issues associated with the implementation of FSF recommendations in the region.

Global perspectives

- All area department business plans emphasize the importance of a more global perspective and the use of broader cross-country experiences in surveillance, notably in Article IV consultations. The work program will differ from department to department—from the impact of global imbalances in APD, EUR, MCD, and WHD, to the impact of food and fuel prices in AFR. Most area departments are increasing the resources dedicated to their regional economic outlooks (REOs) and are also devoting more resources to regional consultations and outreach. Departments also view their

new organizational structures—with larger divisions and more strategic groupings of countries within divisions—as facilitating this focus. SPR plans a significant increase in resources devoted to cross-country analysis and review work that is more focused on spillover issues, vulnerabilities, and macro-financial linkages.

- Resources budgeted for oversight of the international monetary system decline, in the main reflecting completion of most of the work on quota and voice. With respect to multilateral surveillance, while the WEO and GFSR will remain the Fund’s pre-eminent publications on global economic developments, efficiency gains will be needed to maintain the quality of these publications in the face of a modest decline in allocated resources. FAD is planning to increase its analysis of fiscal-financial linkages.

13. The ROSC program has matured, with most advanced, systemically important, and major emerging market economies (EMEs) having undertaken data and fiscal ROSCs. Increasingly, ROSCs are updates, and therefore less resource intensive, than initial or first-time ROSCs. STA plans to target its program on remaining EMEs, systemic economies, and potential SDDS subscribers, while FAD plans to focus on countries with significant natural resource revenues. For FSAPs, MCM plans to maintain a relatively high level of activity due to the carryover of assessments started in FY 08 and the incorporation of the Offshore Financial Center (OFC) assessment program into the FSAP; preparatory work for the FSAPs for the United States and China is also underway. Similarly, LEG expects a high level of AML/CFT assessments, in part due to meet demands from previous years. Looking ahead, the FSAP is due for review by the Executive Board in FY 10, and as part of this review Fund and Bank staff are reassessing the program in the Bank-Fund Financial Sector Liaison Committee (FSLC).

B. Low-Income Countries

14. The Fund’s role in low-income countries is evolving to reflect success in achieving macroeconomic stability and growth in many of these countries. Still, low-income countries face many problems and the Fund will continue to be fully engaged. The focus of its work will be in its areas of comparative advantage, namely to help create and sustain stable macroeconomic frameworks. AFR and SPR account for most of the resources dedicated to these countries. These two departments, along with MCD, will focus on an in-depth treatment of growth critical areas and poverty reduction issues on a country-by-country basis; they will strive to better coordinate work on low-income issues across countries and be more engaged with donors. Work on the HIPC and MDRI debt relief initiatives will continue to wind down. They will also spend less time on program reviews, ex-post assessments, and JSANs (see Table 4). These trends are clearly reflected in the KOAs, with resources devoted to country programs and financial support declining over the medium term.

Table 4. Progress on Refocusing Low-income Country Work (Change in allocated FTEs relative to FY08)					
	Area Departments	TA- Functionals	Non-TA Functionals	Governance Departments	Total
Low-income Country Work					
Doing Less					
Work on HIPC/MDRI	-3.3	-2.0	-7.2	-2.0	-14.5
PRGF/PSI reviews	-6.2	-1.0	-6.7	-1.2	-15.1
Ex-post assessments	-1.4	-0.2	0.4	-0.5	-1.7
JSANs	-2.0	-0.1	1.0	-0.5	-1.6
Doing More					
Engagement with donors	0.7	0.2	1.2	0.0	2.1
Coordination on low-income issues 1/	-1.7	0.2	5.3	0.0	3.8
Building on lessons from emerging economies	-1.5	0.3	0.5	0.0	-0.7
Source: Departmental Business Plans.					
1/ The negative entry for area departments reflects the shift in work to SPR.					

15. The sharp rise in food and fuel prices underscores why the Fund needs to be ready to respond to global shocks.³ AFR is working to ensure that Fund-supported programs remain robust in the face of these shocks, and is assisting member countries in formulating appropriate macroeconomic policies in response. FAD, RES, and SPR, in consultation with area departments, have been preparing, and will continue to do so, in-depth analysis of the challenges faced by countries as a result of food and fuel price increases. Similarly, AFR, and other departments, are helping with policies to minimize market-based financing vulnerabilities. The PSI is proving to be a good vehicle for these discussions, especially in the post-MDRI environment.

16. The Fund continues to refine its approach to low-income countries. SPR is establishing a new low-income unit to coordinate policy analysis; it will undertake a general review of the Fund's role in low-income countries. Department business plans outline how the new unit will work closely with other departments to detect vulnerabilities at an early stage and to develop consistent macroeconomic policy responses, especially to exogenous shocks. Across the spectrum of low-income countries, work will continue on how to best absorb official and private flows while keeping debt at sustainable levels.

17. Capacity-building will remain a critical part of the Fund's engagement with low-income countries. Regional technical assistance centers are proving successful in the delivery of on-the-ground services to countries. The Fund is planning to open four new centers over the next two years; this is discussed in more detail in the business plans of AFR, MCD, and WHD. These regional centers are part of a new financing model (described below) that leverages Fund staff and expertise with donor financing.

³ As of early August 2008, 12 countries had benefited from PRGF augmentations or from new PRGF arrangements with higher access than initially planned.

C. Capacity Building

18. Fund capacity-building—technical assistance (TA) and external training—is highly regarded, and is in some cases a unique product. But, with tight budget constraints the Fund has to prioritize. In turn, the provision of Fund TA and training will move more toward a demand-driven approach with graduated charges depending on countries' income. In addition, the Office of Technical Assistance Management (OTM) will step up efforts to secure greater donor finance, including bundling TA products in new topical trust funds.

19. Five departments—FAD, LEG, MCM, OTM, and STA—account for 90 percent of total TA, both Fund- and donor-financed. About one-third of TA is financed by donors, and almost all long-term experts in the field are externally-funded. For external training, the INS budget accounts for about 70 percent of the training output;⁴ excluding support and governance costs, some 23 percent of training comes from external sources. Country contributions also augment Fund TA.

20. Fund TA is principally in the areas of revenue administration, public financial management, supervision and regulation of financial systems (mainly banking), central banking, macroeconomic statistics and statistical work pertaining to GDDS/SDDS, and financial sector issues related to AML/CFT. The focus of external training is on financial programming and policies, financial markets, macroeconomic diagnostics, statistical methodology and compilation, and monetary and exchange rate policies. Almost one-half of Fund TA goes to low-income countries and about one-third to lower middle income countries. In recent years, the Fund has gradually expanded TA delivery in its Regional Technical Assistance Centers (RTACs). About three-quarters of training in the INS program is for low-income and middle-income countries.

21. Fund-financed TA and external training drop sharply over the course of the MTB, down 17 percent in real terms, but this is somewhat offset by increased donor financing, up 25 percent (Table 5). However, it is expected that greater resources will be available over time from donors and from the recipients of TA and training as a result of:

- securing donor financing for the four new RTACs and topical trust funds;
- introducing a new regime for country contributions ("charging") and flowing the revenues to departments to help increase resources for capacity-building;⁵ and,

⁴ Additional training under the INS program is accounted for in functional departments budgets.

⁵ The Executive Board endorsed the new policy on charging for capacity-building; see "Policy for Country Contributions for Capacity Building", SM/08/252, July 23, 2008.

- obtaining fees for backstopping, project management, and trust fund management that will also flow to departments to expand capacity-building activities.

Table 5. Progress on Refocusing Capacity Building (Change in Allocated FTEs relative to FY08)					
	Area Departments	TA- Functionals	Non-TA Functionals	Governance Departments	Total
Capacity Building					
Doing Less					
ROSCs	-0.4	-4.5	0.0	0.0	-4.9
TA/Training (Fund-financed)	-0.1	-37.1	-0.2	0.0	-37.4
AML/CFT work	0.0	-10.0	0.0	0.0	-10.0
Doing More					
TA/Training (externally financed)	0.0	5.3	0.3	0.0	5.6
TA/Training through RTACs	0.0	1.5	0.0	0.0	1.5
Source: Departmental Business Plans.					

22. In all, it is critical to improve the costing of capacity-building activities, for both charging for the provision of TA and training and billing donors for backstopping, project management, and trust fund management. OTM and departments have embarked on a major project for costing TA and training on a project basis to this end.

23. In the absence of increased donor financing, charging and fees, the reduced budget envelope for capacity-building underscores the importance of prioritization. In this respect, in their business plans departments stressed the importance of rigorous prioritization in a realistic Resource Allocation Plan (RAP), consistent with area department Regional Strategy Notes (RSNs), including further bringing RTAC activities into the RAP. Charging will help with prioritization and ration demand, and provide some revenue.

24. FAD will gear its TA to help countries formulate fiscal reform strategies in macro-economically relevant areas where it has comparative advantage. Although FAD will reduce the number of FAD-led missions, the department will maintain the quality of its TA through increased backstopping of externally-financed TA and collaborating with other providers. MCM will reduce its TA in all areas, including core areas such as central banking and bank supervision; MCM will provide less TA where other providers, including the World Bank, have comparative advantage. STA will provide TA in areas of its core competence and focus on: (i) low-income countries that are committed to GDDS participation; (ii) countries with less developed statistical systems; and (iii) countries aiming for SDDS participation. LEG will concentrate on issues associated with financial sector regulation and with the fiscal sector. For AML/CFT, LEG will focus its TA on systemically important countries or countries with significant risks; the TA will be largely externally-financed and is scheduled as the first topical trust fund.

25. On external training, INS will concentrate its program on those subjects that support the Fund's mission, are seen by members as critical, and not available from other providers.

Savings are to be achieved by moving shorter courses from HQ to co-financed locations abroad and by requiring that participant expenses for high-level seminars are funded by donors or are recovered by combining these seminars with other events (e.g., the Annual Meetings). In addition, INS will seek increased donor financing and introduce a system of country contributions for training that is not donor financed.

D. Modernization and Efficiency

26. A key element of the Fund's business plan is to transform it into a more modern institution, relying on streamlined policies and procedures that are based on industry best practices, and underpinned by a sustainable income model. Main functions to be streamlined are in the areas of human resources, information technology, language services, and general administration. Over the course of the medium term, some \$45 million, or nearly 50 percent of the total reduction in the budget, comes from reductions in support activities (see Table 1).

27. Many of the HR policies and procedures that exist today were established when the institution was smaller and the budget was largely unconstrained. This is changing: an interdepartmental initiative, the Human Capital Management Business Process and Systems Re-engineering project (HCM project), will review all aspects of human resource management across the Fund. This initiative is the vehicle by which critical human resource functions will be strengthened, supporting the effort to ensure that the Fund is viewed as an attractive employer to current and prospective staff. Out-dated or inefficient personnel management processes will be streamlined, and many underlying support functions will be automated, outsourced, or eliminated altogether.

28. The size of front offices in departments will decrease, and division size increase across the institution; this will bring about budgetary savings and move the Fund in line with practices in comparable institutions, while increasing synergies (Table 6).

	Area Departments	TA- Functionals	Non-TA Functionals	Support Departments	Governance Departments	Total
A More Modern Fund						
<i>Doing Less</i>						
Efficiency Gains and Other	-67.1	-41.4	-45.0	-84.9	-4.0	-242.4
Intermediate outputs/services	-11.0	-3.5	-11.2	-51.5	0.0	-77.2
In-house administrative processes	-32.6	-36.9	-33.8	-33.4	-4.0	-140.7
Overseas Presence	-23.5	-1.0	0.0	0.0	0.0	-24.5
<i>Doing More</i>						
Governance structure	-0.1	2.0	-0.5	0.0	0.0	1.4
Sustainable income model	0.1	0.0	6.1	0.0	0.0	6.2
Source: Departmental Business Plans.						

29. Capital investments in information technology (IT) will be a key enabler for the Fund as it seeks to refocus, modernize, and become more efficient.⁶ Led by the CIO and supported by business stakeholders, a revamped IT governance structure will provide the oversight for these investments to ensure that they meet business needs and provide returns on their investment. Meanwhile, in a continuing effort to provide IT services more efficiently and at lower cost, TGS will continue to transition IT support services from on-site personnel to an outsourced/offshore model to yield significant savings. Separately, several major building service contracts will be rebid to move towards more performance-based contracts to generate savings and, in many cases, improve service levels. Drawing on initiatives already underway, and in consultation with an external public-relations firm, EXR will refocus and streamline outreach and communications: web-based communications will increase and the publications program will become smaller and more focused.

30. The Statement provided the context on the need to re-examine and to refocus the Fund's overseas presence. Some three-quarters of Resident Representative offices will remain operational, mainly in program countries and countries of systemic importance; the remaining offices will be closed as a contribution to budgetary savings. Overseas offices will also be closed, consolidated, and reduced in size.

31. The goals of a modernized and sustainable institution cannot be achieved by reducing expenses alone: these reductions must, at the same time, go hand-in-hand with a sustainable income model. Efforts to move to this sustainable income model are a critical priority in FY 09 and the medium term. These efforts include preparing for and implementing the sale of gold; designing and implementing the new policies for the expanded investment authority; establishing a transparent framework for the accumulation of reserves; and providing closer integration between the income and the budget.

32. Finally, further budget reforms will ensure that the Fund is adopting and utilizing best practices. Costing of activities is at the front of the next phase of budget reforms to provide a more accurate and better quantitative basis for the management decision-making. This will form a basis to price products and services internally and externally (e.g., for reimbursements for the PRGF and TA donors). The costing initiative will also support the needed linkages between the strategy, its objectives, budget resources, outputs, and performance indicators. Box 2 contains a discussion of performance indicators. Other budget reforms include

⁶ Examples of these capital projects are the HCM project (described above), Desktop@IMF (which will enhance information management and collaboration), the Business Project Portfolio Management project (for managing business/IT projects), Economic Data Warehouse and Dissemination (which will redesign Fund's data collection, management and storage, and develop a web environment for data dissemination), the High Availability Infrastructure project (which ensures that the Fund can restore operations quickly following an interruption), and a number of projects in iBBIS (for quarterly budget monitoring, monitoring execution of the restructuring budget, and greater granularity in staff costs for budgeting).

Box 2. Performance Indicators

Background

FY 08 was the first time performance indicators were included in departmental business plans. At the time of their introduction, it was recognized that the definitions for, and the use of PIs, would evolve over time. Extensive interdepartmental consultations resulted in the selection of just under 40 “strategic output indicators” to replace or augment the previous activity indicators. These strategic indicators formed the set of information that would be monitored and reported to management and the Executive Board.

Lessons learned

With a year of experience with PIs, several lessons have been learned.

- PIs need to be better integrated into departmental business plans and planning; to support this, the reporting template now combines the reporting on KOAs and PIs in a single table.
- The set of strategic indicators needs to be reviewed to ensure that it is still representative of the Fund’s activities and outputs.
- While the current set of PIs measures many outputs effectively, in other cases the indicators do not represent departments’ activities; some indicators may be too high-level; some additional PIs may be needed; in other cases, PIs could be dropped.
- The indicators are not necessarily suited to capture changes in focus or delivery modalities, which is particularly important for the Fund’s refocusing and restructuring.

Additionally, departments need to provide reasonable estimates of a plan for all indicators; the absence of such benchmarks diminishes the effectiveness of performance measurement and hinders the monitoring of the Fund's restructuring and refocusing. Finally, issues of definition and interpretation impair consistency of reporting across departments. For instance, there is no agreed definition of a streamlined Article IV consultation, even though it is a strategic indicator. Consequently, departments report based on their own understandings, which has lead to some incongruities in plans for FY 09 compared to the FY 08 outturn.

Next Steps

In order to make PIs representative of the Fund’s restructuring and refocusing, the set of strategic PIs needs to be reviewed in light of the themes in the Managing Director's Statement. OBP will work with the new Strategy Unit in SPR to better align the strategic PIs to the themes. Future work will include a review of the TRS and TIMS in light of the revised PIs, a choice on the computer platform to house the PIs, and the integration of PIs with the costing of outputs.

examining the ability to carryover unspent budget resources at year-end, and improvements in monitoring budget execution.

III. CONCLUDING REMARKS

33. Departmental business plans, taken as a whole and as summarized here, delineate the steps taken and initiatives underway to deliver the Fund's refocusing. They set out linkages to both the Statement and the Work Program, detail the use of allocated budgetary resources, identify planned efficiencies, and delineate how each department plans to contribute to the Fund's mandates. Strategies for each of the four main elements of the Work Program are fully enumerated and more cohesive among departments than has been the case in the past. These are all key elements for a successful refocusing in the context of a reduced budget envelope. Indeed, this paper is the first Fund-wide business plan.

(In millions of U.S. dollars)

Source: Office of Budget and Planning.

Note: Totals may not add due to rounding.

1/ These figures do not include either central reserves or centrally-held accounts, e.g., for the payment of overseas allowances. Appendix Table 9 provides a reconciliation of these total departmental allocations with the overall budget for FY2009.

Table 2. Summary of All Departmental Budgets by Major Input Type, FY09

(In millions of U.S. dollars, unless otherwise noted)

	Area Departments	TA- Functional Departments Total	Non TA- Functional Departments Total	Support Departments Total	Governance Departments Total 1/	Total
FTE staff resources (Group I, staff years)	723	623	448	506	312	2,612
Personnel related (Group I-III)	165.7	190.5	100.7	106.5	72.2	635.6
Business Travel (Group IV)	25.2	32.1	2.6	2.3	6.8	69.1
Other (Group IV-V)	29.8	18.8	9.6	130.5	7.0	195.7
Department total	220.6	241.4	112.9	239.4	86.0	900.4
<i>Of which:</i> Estimated use of external financing	0.9	40.1	--	4.6	--	45.6

Source: Office of Budget and Planning.

1/ Total figure includes 261 FTEs for the OED and IEO.

Table 3. Expenditure Allocation, FY08–FY11
(In millions of 2008 U.S. dollars - budget to budget comparison)

Key Output Area	Total 1/		Area Depts		Capacity Building		Non-TA Functional		Support and Offices		Other 2/	
	FY08	FY11	Diff	FY08	FY11	Diff	FY08	FY11	Diff	FY08	FY11	Diff
Global Monitoring	106.8	100.4	6.4	4.3	4.0	0.3	47.1	43.9	3.1	11.8	14.4	-2.7
Oversight of the IMS	29.2	26.3	2.9	0.2	0.2	0.0	12.2	13.3	-1.1	0.7	2.2	-1.5
Multilateral surveillance	29.1	29.0	0.2	1.9	1.9	0.0	15.1	13.1	2.1	1.8	3.3	-1.5
Cross-country statistical information & methodologies	19.1	19.2	-0.1	0.0	0.0	0.0	0.3	0.5	-0.1	3.9	4.3	-0.5
General research	2.8	1.3	1.5	0.1	0.2	-0.1	2.5	0.8	1.7	0.0	0.1	0.0
General outreach	26.5	24.6	1.9	2.2	1.7	0.4	16.8	16.3	0.6	5.4	4.6	0.8
Country-Specific and Regional Monitoring	197.2	178.0	19.2	119.2	105.7	13.5	44.5	39.2	5.3	9.1	9.5	-0.4
Bilateral surveillance	158.7	137.8	20.9	106.4	91.3	15.0	25.1	20.7	4.4	6.5	5.8	0.7
Regional surveillance	18.4	20.9	-2.5	11.7	13.9	-2.2	2.6	2.7	-0.1	1.6	1.6	0.0
Standards and codes and financial sector assessments	20.1	19.3	0.9	1.1	0.4	0.7	0.3	0.2	0.1	1.0	2.1	-1.1
Country Programs and Financial Support	122.4	103.1	19.4	77.6	63.0	14.6	26.7	18.8	7.9	0.9	4.7	-3.8
Generally available facilities	55.6	45.2	10.4	35.4	26.1	9.3	10.8	7.9	2.8	0.6	3.2	-2.5
Facilities specific to low-income countries	66.8	57.9	9.0	42.3	36.9	5.3	15.9	10.9	5.0	0.2	1.5	-1.3
Capacity Building	153.1	142.0	11.1	8.6	4.4	4.2	1.0	1.0	0.0	6.6	8.1	-1.5
Technical assistance	107.3	102.2	5.1	7.2	4.3	2.9	0.7	0.7	0.0	2.2	2.4	-0.2
External training	45.7	39.7	6.0	1.4	0.1	1.3	0.4	0.4	0.0	4.3	5.7	-1.3
Support	315.4	270.2	45.2	26.6	20.7	6.0	24.7	26.4	-1.6	217.5	179.9	37.7
Departmental administration	9.9			9.9			0.0				0.0	
Fund wide support services	3.4			3.4			0.0				0.0	
Governance	89.2	83.1	6.1	0.0	0.0	0.0	2.4	1.8	0.6	0.7	0.8	-0.1
Total	984.1	876.7	107.4	236.4	197.8	38.5	116.7	105.2	11.6	246.5	217.3	29.2
										138.3	148.2	-9.9

Source: Office of Budget and Planning.

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

1/ Excludes reserves. Governance and support expenditures are not allocated across outputs.

2/ Includes governance departments and central resources.

Table 4. Allocation of Expenditures Across Key Outputs, FY11 1/
(Contribution to change by type of department, in millions of US dollars)

Key Output Area	Level change					
	TOTAL	AREA DEPTS	CAPACITY BUILDING	NON-TA FUNCTIONAL	SUPPORT & OFFICES	GOVERNANCE
Global Monitoring	6.4	0.3	0.9	3.1	-2.7	3.8
Oversight of the IMS	2.9	0.0	1.2	-1.1	-1.5	3.8
Multilateral surveillance	0.2	0.0	-0.7	2.1	-1.5	0.0
Cross-country statistical information & methodologies	-0.1	0.0	0.2	-0.1	-0.5	0.0
General research	1.5	-0.1	0.0	1.7	0.0	0.0
General outreach	1.9	0.4	0.2	0.6	0.8	0.0
Country-Specific and Regional Monitoring	19.2	13.5	5.3	1.7	-0.4	0.0
Bilateral surveillance	20.9	15.0	4.4	1.5	0.7	0.0
Regional surveillance	-2.5	-2.2	-0.1	0.1	0.0	0.0
Standards and codes and financial sector assessments	0.9	0.7	1.1	0.1	-1.1	0.0
Country Programs and Financial Support	19.4	14.6	2.7	7.9	-3.8	0.0
Generally available facilities	10.4	9.3	1.5	2.8	-2.5	0.0
Facilities specific to low-income countries	9.0	5.3	1.2	5.0	-1.3	0.0
Capacity Building	11.1	4.2	26.4	0.0	-1.5	0.0
Technical assistance	5.1	2.9	19.8	0.0	-0.2	0.0
External training	6.0	1.3	6.6	0.0	-1.3	0.0
Overhead	45.2	6.0	3.2	-1.6	37.7	0.0
Departmental administration						
Fund wide support services						
Governance	6.1	0.0	-0.5	0.6	-0.1	2.2
Total 2/	107.4	38.5	38.0	11.6	29.2	6.0
						4.6
						-20.5
						-0.7
						-1.9
						-0.7
						-0.3
						0.1
						-1.2
						-17.9
						-17.4
						-0.5
						0.1

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

1/ A negative sign denotes an increase in resources.

2/ The total differs from the input side because the output distribution excludes reserves.

Table 5. Estimated Gross Administrative Budget Expenditures by Key Output Area and Constituent Output, FY08-FY11 1/

(In millions of U.S. dollars - budget to budget comparison)

	FY 08		FY 09	FY 10	FY 11	FY2011- FY2008
	Budget	Outturn				
Global Monitoring	170.2	170.9	172.3	172.4	178.3	8.1
Oversight of the international monetary system	49.3	48.8	47.6	46.9	48.7	-0.6
Multilateral surveillance	45.6	43.4	47.5	48.6	50.7	5.2
Cross-country statistical info. & methodologies	29.9	33.4	33.8	32.6	33.4	3.5
General research	4.5	5.1	3.1	3.3	3.4	-1.1
General outreach	41.0	40.2	40.3	41.0	42.0	1.1
Country specific and regional monitoring	347.6	369.8	351.9	355.4	363.8	16.2
Bilateral surveillance	279.9	293.6	273.2	275.2	280.8	0.9
Regional surveillance	30.0	28.2	33.1	35.0	36.5	6.5
Standards and codes and financial sector assessments	37.6	48.0	45.7	45.3	46.4	8.8
Country programs and financial support	228.6	189.2	197.9	203.2	200.6	-28.0
Generally available facilities	98.4	76.8	79.9	81.6	80.5	-17.9
Facilities specific to low-income countries	130.2	112.4	118.1	121.6	120.2	-10.1
Capacity Building	237.7	237.1	236.0	240.5	243.5	5.8
Technical assistance	166.9	171.8	167.4	173.1	175.7	8.8
<i>Of which: externally financed</i>	34.2	36.8	46.4	48.3	50.3	16.1
External training	70.8	65.3	68.7	67.4	67.8	-3.0
<i>Of which: externally financed</i>	10.5	9.5	13.5	12.3	13.0	2.5
Total, excluding reserves	984.1	967.0	958.2	971.6	986.2	2.1
Reserves	9.6	n.a.	8.6	13.1	18.0	8.4
Total gross expenditures	993.7	967.0	966.8	984.7	1,004.2	10.5
<i>Memorandum items:</i>						
Support	315.4	334.4	290.3	299.0	303.9	-11.5
Governance	89.2	90.1	87.7	92.0	93.4	4.2

Source: Office of Budget and Planning.

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

1/ Support and governance expenditures are allocated across outputs.

Table 6. Estimated Gross Administrative Budget Expenditure Shares by Key Output Area and Constituent Output, FY08-FY11 1/

(In percent share of total gross expenditures, excluding reserves)

	FY 08		FY 09	FY 10	FY 11	Diff. FY 11 - FY 08
	Budget	Outturn				
Global Monitoring	17.3	17.7	18.0	17.7	18.2	0.9
Oversight of the international monetary system	5.0	5.0	5.0	4.8	4.7	-0.3
Multilateral surveillance	4.6	4.5	5.0	5.0	5.5	0.8
Cross-country statistical info. & methodologies	3.0	3.5	3.5	3.4	3.2	0.2
General research	0.5	0.5	0.3	0.3	0.3	-0.2
General outreach	4.2	4.2	4.2	4.2	4.5	0.4
Country specific and regional monitoring	35.3	38.2	36.7	36.6	36.7	1.4
Bilateral surveillance	28.4	30.4	28.5	28.3	28.4	-0.1
Regional surveillance	3.1	2.9	3.4	3.6	3.8	0.8
Standards and codes and financial sector assessments	3.8	5.0	4.8	4.7	4.5	0.7
Country programs and financial support	23.2	19.6	20.7	20.9	20.4	-2.8
Generally available facilities	10.0	7.9	8.3	8.4	7.8	-2.2
Facilities specific to low-income countries	13.2	11.6	12.3	12.5	12.6	-0.6
Capacity Building	24.2	24.5	24.6	24.8	24.7	0.6
Technical assistance	17.0	17.8	17.5	17.8	17.8	0.9
<i>Of which: externally financed</i>	3.5	3.8	4.8	5.0	5.1	1.6
External training	7.2	6.8	7.2	6.9	6.9	-0.3
<i>Of which: externally financed</i>	1.1	1.0	1.4	1.3	1.3	0.3
Total, excluding reserves	100.0	100.0	100.0	100.0	100.0	0.0
Reserves	1.0	n.a.	0.9	1.3	1.7	0.7
Total gross expenditures	101.0	100.0	100.9	101.3	101.8	0.8
<i>Memorandum items:</i>						
Support	32.0	34.6	30.3	30.8	31.0	-1.1
Governance	9.1	9.3	9.2	9.5	9.1	0.1

Source: Office of Budget and Planning.

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

1/ Support and governance expenditures are allocated across outputs.

Table 7. Selected Strategic Performance Indicators, FY08
(Cumulative, unless noted otherwise)

	Plan	Outturn	FY2009 Plan
Global monitoring			
Oversight of the International Monetary System (IMS)			
Number of policy and analytical papers prepared for and distributed to stakeholders 1/	n.a.	40	25
Multilateral surveillance			
Number of multilateral consultation reports completed	1	1	1
Number of WEO	...	2	2
Number of GFSR	2
Cross-country statistical information and methodologies			
Number of statistical manuals and guides published 2/	22	23	23
General research 3/			
Number of research papers issued or published	n.a.	383	262
General outreach			
Number of dissemination events (press conferences and speeches)	450	175	100
Number of interactions with external constituencies 4/	n.a.	245	257
Regular General publications (F&D, IMF Survey, Annual Report)	n.a.	n.a.	223
Number of press conferences organized	n.a.	n.a.	20
Country specific and regional monitoring			
Bilateral surveillance			
Non-streamlined Article IV consultations concluded	137	132	147
Streamlined Article IV consultations concluded	18	11	6
Regional surveillance			
Number of regional surveillance reports completed 5/	5	6	2
Number of regional papers discussed at Executive board or published	11	10	0
Number of Regional Economic Outlooks prepared	n.a.	n.a.	10
Standards and Codes and Financial Sector Assessments			
FSAP assessments initiated	8	8	9
FSAP updates initiated	10	17	11
Stand-alone Fiscal and Statistical ROSCs assessments completed	8	14	9
AML/CFT assessments and updates completed	8	5	10
Country programs and financial support 2/			
Generally available facilities			
Upper credit tranche facilities (SBA, SRF, EFF and CFF)			
SBAs	9	6	7
EFFs	1	1	1
Emergency assistance facilities (ENDA and EPCA)			
EPCAs	3	3	4
ENDAs	n.a.	1	2
Non-financial monitoring programs (PPM, SMP, other near program monitoring)			
PPMs	1	1	4
SMPs	2	5	4
Other near-program	8	7	4
Facilities specific to low-income countries			
Upper credit tranche facilities (PRGF and PRGF Exogenous Shocks Facility)			
Number of programs	33	30	31
Number of Policy Support Instruments (PSI)	6	5	5
Capacity building			
Technical assistance			
Number of TA reports	n.a.	302	270
External training			
Participant training weeks			
Of which: INS	9,780	9,845	8,960
Number of participants trained			
Of which: INS	4,720	4,824	4,157

Source: Office of Budget and Planning.

1/ Board of Governors, IMFC, G-7, G-8, G-10, G-11, G-20, G-24, FSF, APEC, Development Committee, and ECOSOC.

2/ Stock at end of the quarter.

3/ Total research.

4/ With civil society organizations, legislators, other bodies, including think tanks and academia.

5/ Formal regional surveillance: CEMAC, ECCU, EU and WAEMU.

Table 8. Progress on Refocusing Themes 1/
(Change in allocated FTEs relative to FY08)

	Area Departments [5]		TA-Functional Departments [6]		Non-TA Functional Departments [4]		Support Departments [5]		Governance Departments [1]		Total Departments	
	FY09	Steady state	FY09	Steady state	FY09	Steady state	FY09	Steady state	FY09	Steady state	FY09	Steady state
Surveillance												
<i>Doing Less</i>												
Review	-10.3	-12.0	-5.1	-5.5	-6.0	-7.5	0.0	0.0	-1.0	-1.0	-22.4	-26.0
Standard consultation with wide coverage	-24.7	-29.7	-3.0	-5.0	-0.2	-0.3	0.0	0.0	-0.5	-1.0	-28.4	-36.0
Selected issues papers in non-core areas	-10.7	-12.0	0.0	0.0	-1.2	-2.0	0.0	0.0	0.0	0.0	-11.9	-14.0
Program work in emerging market economies	-3.1	-3.8	-3.0	-3.0	-1.0	-2.2	0.0	0.0	-1.0	-1.0	-8.1	-10.0
<i>Doing More</i>												
More focused consultations	3.7	4.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3.7	4.5
Cross-country analysis	3.7	5.3	4.7	1.0	0.2	0.2	0.0	0.0	0.0	0.0	8.6	6.5
Macro-financial linkages	3.4	4.8	2.5	2.5	1.2	1.8	0.0	0.0	0.0	0.0	7.1	9.1
Coverage of Financial Issues	3.1	4.5	2.4	3.0	0.1	0.2	0.0	0.0	0.0	0.0	5.6	7.7
International linkages and spillovers	4.5	6.0	3.0	3.0	2.2	2.9	0.0	0.0	0.0	0.0	9.7	11.9
Low-income Country Work												
<i>Doing Less</i>												
Work on HIPC/MDRI	-2.5	-3.3	-2.0	-2.0	-0.7	-7.2	0.0	0.0	-2.0	-2.0	-7.2	-14.5
PRGF/PSI reviews	-5.0	-6.2	-1.0	-1.0	-1.7	-6.7	0.0	0.0	-0.7	-1.2	-8.4	-15.1
Ex-post assessments	-1.0	-1.4	-0.2	-0.2	0.4	0.4	0.0	0.0	-0.5	-0.5	-1.3	-1.7
JSANS	-1.5	-2.0	-0.1	-0.1	1.0	1.0	0.0	0.0	-0.5	-0.5	-1.1	-1.6
<i>Doing More</i>												
Engagement with donors	0.7	0.7	0.2	0.2	1.2	1.2	0.0	0.0	0.0	0.0	2.1	2.1
Coordination on low-income issues	-1.7	-1.7	0.2	0.2	5.3	5.3	0.0	0.0	0.0	0.0	3.8	3.8
Building on lessons from emerging economies 2/	-1.5	-1.5	0.3	0.3	0.5	0.5	0.0	0.0	0.0	0.0	-0.7	-0.7
Capacity Building												
<i>Doing Less</i>												
ROSCs	-0.4	-0.4	-4.0	-4.5	0.0	0.0	0.0	0.0	0.0	0.0	-4.4	-4.9
TA/Training (Fund-financed)	-0.1	-0.1	-29.1	-37.1	-0.2	-0.2	0.0	0.0	0.0	0.0	-29.4	-37.4
AML/CFT work	0.0	0.0	-5.0	-10.0	0.0	0.0	0.0	0.0	0.0	0.0	-5.0	-10.0
<i>Doing More</i>												
TA/Training (externally financed)	0.0	0.0	5.3	5.3	0.0	0.3	0.0	0.0	0.0	0.0	5.3	5.6
TA/Training through RTACs	0.0	0.0	1.5	1.5	0.0	0.0	0.0	0.0	0.0	0.0	1.5	1.5
A More Modern Fund												
<i>Doing Less</i>												
Intermediate outputs/services	-8.4	-11.0	-3.5	-3.5	-6.7	-11.2	-18.5	-51.5	0.0	0.0	-37.1	-77.2
In-house administrative processes	-28.0	-32.6	-28.9	-36.9	-27.3	-33.8	-16.7	-33.4	-3.0	-4.0	-103.9	-140.7
Overseas Presence	-12.0	-23.5	0.0	-1.0	0.0	0.0	0.0	0.0	0.0	0.0	-12.0	-24.5
<i>Doing More</i>												
Governance structure	-0.2	-0.1	2.0	2.0	0.5	-0.5	0.0	0.0	0.0	0.0	2.4	1.4
Sustainable income model	0.1	0.1	0.0	0.0	4.1	6.1	0.0	0.0	0.0	0.0	4.2	6.2

Source: Departmental Business Plans.

1/ Excludes some organizational units, notably OED.

2/ The negative figures under "Doing More" reflect that some area departments plan to reduce work in this area.

**Table 9. Reconciliation of Departmental Allocations with the Budget Totals
for FY08 and FY09**

(In millions of U.S. dollars)

	FY2008 Outturn	FY2009 Planned
Total Administrative Budget Expenditures, including external financing	910.0	900.4
Centrally-Administered Programs 1/ <i>Of which: SBF and SRI</i>	57.0 15.9	57.8 2.3
Contingency and Central Reserves	0.0	8.6
Total Gross Administrative Expenditures 2/	967.0	966.8
Less: Receipts 2/	76.4	98.6
Total Net Administrative Budget 2/	890.6	868.2

Source: Office of Budget and Planning.

Note: Totals may not add due to rounding.

1/ Mostly managed by HRD and TGS. These relate to expenses associated with the resident representative program, settlement travel, and separation benefits.

2/ As reported in "The FY2009-FY2011 Medium-Term Administrative and Capital Budgets" (EBAP/08/20, 3/20/08), Table 5, page 24, without the additional contribution to the SRP Service Credit Program as described in EBAP/07/41.