



# **BUDGET**

## **FACTS & TRENDS 2016**

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**Ministry of Defence of Czech Republic**





## INTRODUCTION

The Ministry of Defence of the Czech Republic, in compliance with Act No. 106/1999 Coll., on Freedom of Information, issued this publication in order to inform the general public and partner nations about the basic data in the State Budget Chapter 307 – Ministry of Defence (MoD budget chapter) for the year 2016, including trends, structure, main expenditure categories and their proportions.

Summary of the main documents used for 2016 MoD Budget Draft preparation:

- *Act No. 400/2015 Coll., on the Czech Republic State Budget for the year 2016, dated 9th December 2015;*
- *The Government Resolution No. 998 dated 9th December 2015, on the Czech Republic State Budget for the year 2016 including the Mid-term State Budget Outlook Frameworks for the years 2017–2018;*
- *The 2015 Draft State Final Account – Chapter 307 – Ministry of Defence;*
- *The Government Resolution No. 484 dated 24th June 2015 for the preparation of the 2016 State Budget Draft and the Mid-term State Budget Outlook for the years 2017–2018;*
- *Ministry of Finance's Instructions for the preparation of the 2016 Czech Republic State Budget and the Mid-term Outlook for the years 2017 and 2018 – Budget Chapter 307 – Ministry of Defence (reference number MoF-30 066/2015/1902-2 dated 30th June 2015);*
- *The Government Resolution No. 850 dated 20th October 2015 concerning the Plan of MoD Forces and Assets Deployment in Foreign Operations in 2015–2016 with the outlook for 2017;*

- *The Government Resolution No. 290 dated 22th April 2015 concerning the Plan of MoD Forces and Assets Deployment in selected UN missions.*

The basic budgetary limits for the Ministry of Defence for the year 2016 were set by Government Resolution No. 484/2015 as follows:

- total revenues in the amount of CZK 4,197.340 million;
- total expenditures in the amount of CZK 46,083.561 million.

These limits were clarified during the preparation of the 2016 State Budget Act and set in force by the Government Resolution No. 748 dated 23th September 2015 on the draft Czech Republic State Budget for the year 2016 and the Mid-term State Budget Outlook for the years 2017–2018 and the Mid-term expenditure frameworks as follows:

- total revenues in the amount of CZK 5,127.884 million;
- total expenditures in the amount of CZK 47,783.137 million.

The Draft 2016 State Budget – Ministry of Defence Chapter was prepared in accordance with Act No. 218/2000 Coll., Budgetary Rules. It was based on the budgetary limits for the year 2016, regulation No. 133/2013 Coll., which determines scope and structure of the data needed for preparation of the Draft State Budget and Draft Mid-term Outlook and deadlines for their presentation, in accordance with objectives set in the Government Resolution No. 748 dated 23th September 2015.

The 2016 MoD Budget was prepared with regard to increased transparency of public spending providing clear answers to the questions to which objectives are public funds spent. Objective-based budgeting and the criteria determined for valuation of their fulfilment are a basic instrument for the increased economy, efficiency and effectiveness of public spending. In accordance with Act No. 218/2000 Coll., as amended by Act No. 501/2012 Coll. and the Government Resolution No. 437 dated 16th June 2014,

the 2016 Budget Draft and 2017–2018 Mid-term Outlook was prepared in the Integrated State Treasury Information System – Budget Preparation subsystem (IISSP-RISPR). Revenues and expenditures are presented in accordance with MoF regulation No. 323/2002 Coll., on the Budget Structure.

The approved 2016 MoD Budget ensures essential resource framework for implementation of The Concept of the Build-up of the Armed Forces of the Czech Republic 2025, agreed and ratified by the Czech Government on 21th December 2015. This key strategic defence document outlines the scope and achievability of the identified capabilities vital to the politico-military ambitions and all the tasks and commitments of the Armed Forces up to 2025 in the context of collective defence. The implemented priorities are defined in the Minister's Guideline for planning the MoD operation and development in 2017–2021 with specification for 2016.

The 2016 MoD Budget will cover primarily:

- non-discretionary expenditures related to personnel with the anticipated personnel number growth;
- strategic projects expenditures;
- expenditures related to the fulfilment of commitments towards NATO in the area of defence planning;
- commitments resulting from the membership of the Czech Republic in international organizations;
- ACR troops deployment abroad expenditures.

MoD budgetary limit for 2016 is higher by CZK 4,000.0 million compared to the year 2015. The Mid-term outlook framework for the year 2017 is set in the amount of CZK 51,971.174 mil. and CZK 57,242.708 mil. for the year 2018.

Act. No 400/2015 Coll., on the Czech Republic State Budget for the year 2016, set the MoD expenditure limit in the amount of CZK 47,783.137 mil. The predicted approved MoD budget share on GDP is 1,03 %, compared to 0,97 % in 2015 (source: Ministry of Finance – Macroeconomic Forecast, January 2016).

The total 2016 MoD revenues set in the amount of CZK 5,127.884 mil. are CZK 1,559.779 mil. higher compared to the previous year.

Tax revenues, in the amount of CZK 3,761.607 million, is revenue from pension and health insurance and from employment policy contributions for professional soldiers. Other tax revenues amounting CZK 0.203 million are revenues proceeded from the selected activities and services (e.g. waste storing fees).

Non-tax and capital revenues in the amount of CZK 1,336.074 million include non-tax revenues amounting CZK 506.479 million (from own performance, rent of lands and immovable and movable assets, state-owned enterprises funds transfers into the state budget, property sales and other non-tax revenues) and capital revenues amounting CZK 859.595 million (lands and other immovables sales and subsonic L-159 aircraft sales).

The amount of CZK 5,048.447 million is allocated for the property reproduction programmes (programme financing), which represents an increase of CZK 221.713 million compared to the year 2015 (index 2016/2015 is 1.05).

Operating expenditures (including related operating expenditures of programme financing and defence research, development and innovation operating expenditures) are approved in the amount of CZK 44,195.548 million (i.e. 92.5 % of total MoD budget expenditures). There is an increase of CZK 4,320.392 million compared to 2015 (index 2016/2015 is 1.11).

Defence research, development and innovation expenditures have not been part of programme financing since 2011. CZK 430.787 million is allocated for defence research, development and innovation programmes. There is an increase of CZK 7.787 million in comparison to the previous year (index 2016/2015 is 1.02).

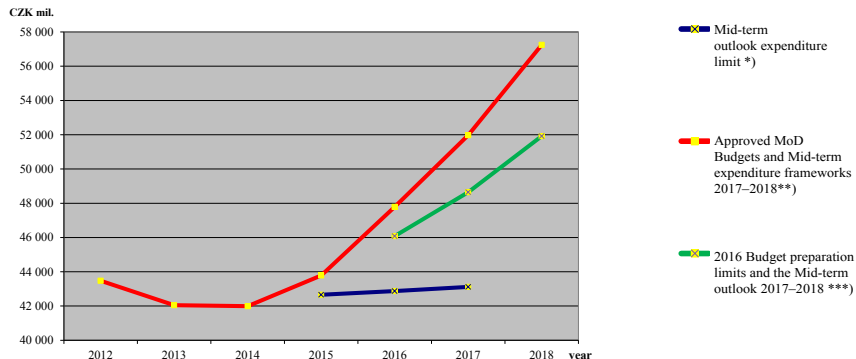
In accordance with the Government Resolution No. 850 dated 20th October 2014 concerning the Plan of MoD Forces and Assets Deployment in Foreign Operations in 2015–2016 with the outlook for 2017 and the Government Resolution No. 290 concerning the Plan of MoD Forces and Assets Deployment in selected UN missions, total expenditure of CZK 1,414.595 mil. are expected for ACR participation in foreign operations in 2016.

Furthermore, the approved MoD Budget includes funds for fulfilment of commitments resulting from international defence documents, activities carried out in cooperation with NATO, EU and UN bodies and appropriate authorities of the Czech Republic, joint exercises, events and engagements arising from the North Atlantic Treaty and international treaty obligations.

The number of employees used for the MoD budget preparation for the year 2016 is 30 552 (except 868 employees of On-Vote organizations under the MoF regulation). There is an increase of 1 262 employees compared to 2015. The personnel increase is consistent in particular with The Concept of the Build-up of the Armed Forces of the Czech Republic 2025.

In line with the systemization of MoD positions as approved by the Government Resolution No. 465 dated 15 June 2015, some MoD positions fall under the Labour Code and the other part are MoD service positions governed by the Act No. 234/2014 Coll., on Civil Service. In line with the systemization, the number of systemized service positions under the Civil Service Act was set to 1,231.

## Development of the MoD Budget in 2012–2018



	CZK million						
	2012	2013	2014	2015	2016	2017	2018
Mid-term outlook expenditure limit *)				42 659	42 876	43 114	
Approved MoD Budgets and Mid-term expenditure frameworks 2017–2018**)	43 474	42 053	41 990	43 783	47 783	51 971	57 243
2016 Budget preparation limits and the Mid-term outlook 2017–2018 ***)					46 084	48 648	51 920

\*) Government Resolution No. 437 dated 16th June 2014

\*\*) Act No. 400/2015 Coll., on the Czech Republic State Budget for the year 2016, dated 9th December 2015 and the Government Resolution No. 998 dated 9th December 2015, on the Czech Republic State Budget for the year 2016 including the Mid-term State Budget Outlook Frameworks for the years 2017–2018

\*\*\*)) The Government Resolution No. 484 dated 24th June 2015 on the Czech Republic State Budget for the year 2016 and the Mid-term State Budget Outlook for the years 2017–2018 preparation



## Comparison of basic Macroeconomic Indicators

	2015	2016	Index 2016/2015
Gross domestic product (in CZK billion)	4 495,00 *)	4 657,00 *)	1,04
Expenditures of the State Budget (in CZK billion)	1 218,46	1 250,86	1,03
Inflation rate (in %)	0,3 % *)	0,5 % *)	1,67
MoD expenditures as a % share on GDP	0,97 %	1,03 %	1,06
MoD expenditures as a % share on the State Budget expenditures	3,59 %	3,82 %	1,06

\*) – source: Macroeconomic prediction of the Czech Republic, January 2016, issued by MoF

## Basic Data on the State Budget – MoD Budget Chapter

Expenditures (in CZK million)	Approved budget		Index 2016/2015
	Year 2015	Year 2016	
<b>I. Total capital expenditures</b>	<b>3 908,0</b>	<b>3 587,6</b>	<b>0,92</b>
<b>II. Total operating expenditures</b>	<b>39 875,1</b>	<b>44 195,5</b>	<b>1,11</b>
II.1. Employee's salaries and other payments for contract work	10 856,6	11 924,6	1,10
II.2. Retirement pensions and other social benefits	6 997,0	6 991,0	1,00
II.3. Non-discretionary employer-paid insurance and allocation to CSNF	4 520,6	4 942,4	1,09
II.4. Non-investment subsidies to on-vote MoD organizations	1 599,3	1 690,7	1,06
II.5. Non-investment subsidies to enterprises	290,7	222,9	0,77
II.6. Other material non-investment expenditures	15 610,9	18 423,9	1,18
<b>III. Total MoD expenditures (I. + II.)</b>	<b>43 783,1</b>	<b>47 783,1</b>	<b>1,09</b>
<b>MoD expenditures (based on constant prices of the year 2011)</b>	<b>42 792,6</b>	<b>46 011,9</b>	<b>1,08</b>
<b>Revenues (in CZK million)</b>			
IV.1 Insurance revenues and other tax revenues	3 333,6	3 761,8	1,13
IV.2. Non-tax revenues, capital revenues and transfers received	234,5	1 366,1	5,83
<b>IV. Total MoD revenues (IV.1. + 2.)</b>	<b>3 568,1</b>	<b>5 127,9</b>	<b>1,44</b>
<b>RESULTING BUDGET BALANCE</b>	<b>40 215,0</b>	<b>42 655,2</b>	<b>1,06</b>

## Comparison of Expenditures Based on the UN Methodology in 2015 and 2016

"UN Code"	Expenditures (in CZK million)	Approved budget		Difference (2016-2015)	Index 2016/2015
		Year 2015	Year 2016		
1.	Personnel	25 519,6	27 145,2	1 625,6	1,06
2.	Operation and maintenance	12 796,7	13 704,5	907,8	1,07
3.	Procurement and construction	4 986,1	6 479,6	1 493,5	1,30
3.1.	Procurement	3 252,5	5 093,1	1 840,6	1,57
3.2.	Construction	1 733,6	1 386,5	-347,1	0,80
4.	Research and development	423,0	430,8	7,8	1,02
5.	<b>TOTAL (1 + 2 + 3 + 4)</b>	<b>43 725,4</b>	<b>47 760,1</b>	<b>4 034,7</b>	<b>1,09</b>
6.	Non-military expenditures *	57,7	23,0	-34,7	0,40
7.	<b>TOTAL MoD Expenditures (5+6)</b>	<b>43 783,1</b>	<b>47 783,1</b>	<b>4 000,0</b>	<b>1,09</b>

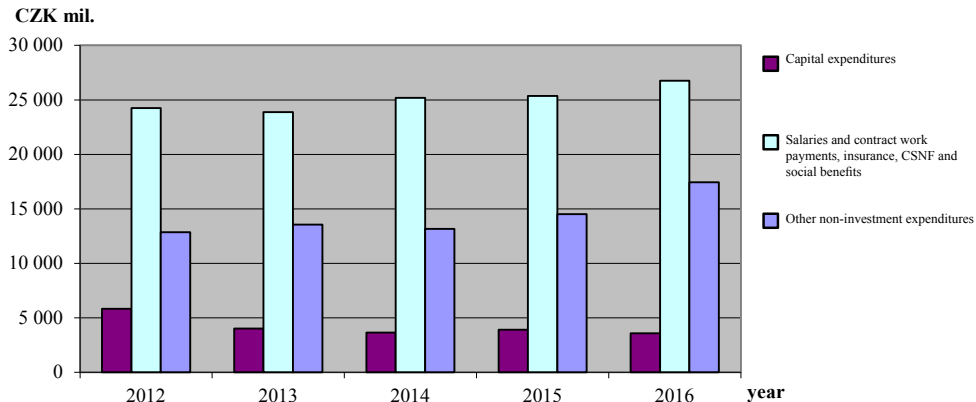
\* expenditures out of UN definition

## MoD 2016 Expenditures Based on the UN Methodology

(divided by Forces)

"UN Code"	Expenditures (in CZK million)	"Land Forces"	"Air Forces"	"Other Forces"	"Central Support, Administration and Command"	"Not distributed"	TOTAL
1.	Personnel	7 399,1	2 774,2	370,8	9 657,2	6 944,0	27 145,3
2.	Operation and maintenance	1 874,0	3 026,0	51,4	8 753,1	0,0	13 704,5
3.	Procurement and construction	1 044,3	2 208,2	2,6	3 224,4	0,0	6 479,5
3.1.	Procurement	395,4	2 003,8	2,6	2 691,2	0,0	5 093,0
3.2.	Construction	648,9	204,4	0,0	533,2	0,0	1 386,5
4.	Research and development	0,0	0,2	0,0	430,6	0,0	430,8
<b>5.</b>	<b>TOTAL (1 + 2 + 3 + 4)</b>	<b>10 317,4</b>	<b>8 008,6</b>	<b>424,8</b>	<b>22 065,3</b>	<b>6 944,0</b>	<b>47 760,1</b>
6.	Non-military expenditures	0,0	0,0	0,0	23,0	0,0	23,0
<b>7.</b>	<b>TOTAL MoD Expenditures (5+6)</b>	<b>10 317,4</b>	<b>8 008,6</b>	<b>424,8</b>	<b>22 088,3</b>	<b>6 944,0</b>	<b>47 783,1</b>

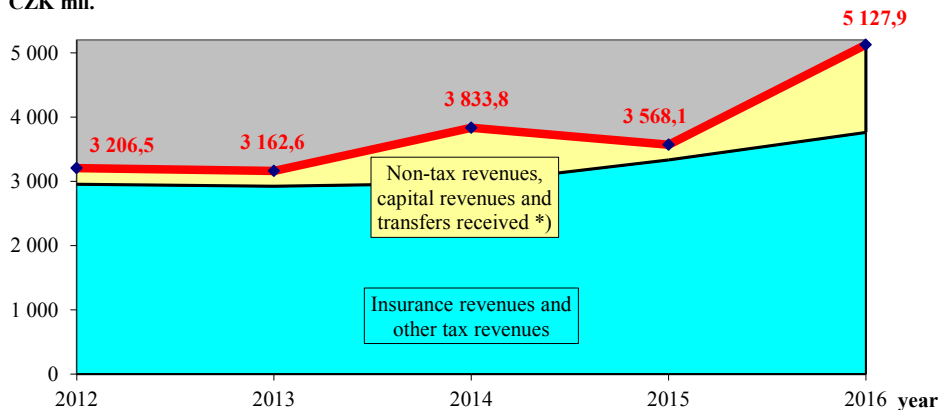
## Structure of the MoD Budgetary Expenditures in 2012–2016



Expenditure category (CZK mil.)	Real Expenditures			Approved Expenditures	
	2012	2013	2014	2015	2016
Capital expenditures	5 836,6	4 033,6	3 645,8	3 908,0	3 587,6
Salaries and contract work payments, insurance, CSNF and social benefits	24 249,2	23 868,0	25 176,1	25 353,9	26 750,5
Other non-investment expenditures	12 849,7	13 562,3	13 168,6	14 521,2	17 445,0

## Development of the MoD Budgetary Revenues in 2012–2016

CZK mil.

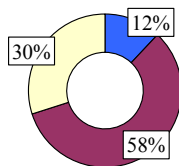


	2012	2013	2014	2015	2016
Total revenues	3 206,5	3 162,6	3 833,8	3 568,1	5 127,9
Insurance revenues and other tax revenues	2 955,0	2 924,1	2 971,3	3 333,5	3 761,6
Non-tax revenues, capital revenues and transfers received	251,5	238,5	862,5	234,6	1 366,3

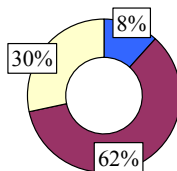
\*)excluding revenue from compulsory social security & employment policy insurance and accident insurance

## Development of Proportions among Main Categories of the MoD Expenditures in 2013–2016

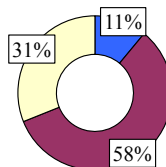
**Real expenditures 2013**



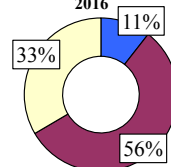
**Real expenditures 2014**



**Approved expenditures 2015**



**Approved expenditures 2016**

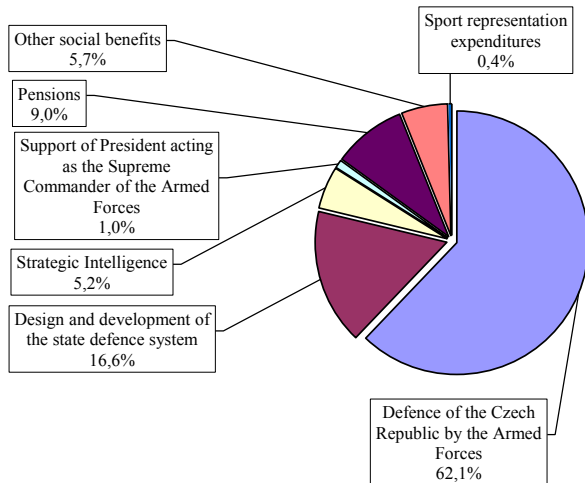


	Real expenditures*		Approved expenditures	
	2013	2014	2015	2016
Property reproduction programmes	4 893,6	4 902,8	4 826,7	5 048,4
Salaries, insurance, allocation to CSNF and social benefits	23 668,4	25 176,1	25 353,9	26 750,5
Other expenditures	12 203,3	11 911,6	13 602,5	15 984,2

\* excluding extrabudgetary resources and carry forwards

## MoD 2016 approved budget structured in accordance with objective based budget structure

Breakdown by 1st level objectives („expenditure blocks“)



CZK thousand

1st level objectives	Approved amount	Share on total amount
Defence of the Czech Republic by the Armed Forces	29 688 628	62,1%
Design and Development of the State Defence System	7 939 922	16,6%
Strategic Intelligence	2 486 397	5,2%
Support of President acting as the Supreme Commander of the Armed Forces	486 205	1,0%
Pensions	4 279 000	9,0%
Other social benefits	2 712 000	5,7%
Sport representation expenditures	190 985	0,4%
<b>Total</b>	<b>47 783 137</b>	<b>100,0%</b>





## EXPENDITURES OF PROGRAMME FINANCING

Based on Act No. 400/2015 Coll., on the Czech Republic State Budget for the year 2016, programme financing budgetary expenditure is approved in the amount of CZK 5,048.447 million (i.e. 10.56 % of total MoD expenditures), out of which CZK 3,383.302 million is dedicated for capital expenditures and CZK 1,665.145 million for related operating expenditure.

Taking into account the allocated funds, a permanent declining trend of property reproduction programmes expenditure since 2009 was stopped in 2016. An increase of a major equipment share on total defence expenditures up to 20% is planned for the mid-term budget outlook.

Expenditure registered in the programme financing information system EDS/SMVS for the year 2015 is calculated within 20 property reproduction programmes. The amount of CZK 8.0 mil. is allocated for subsidy titles and CZK 5,040.447 mil. for expenditure titles.

In line with the Budget Structure the expenditures registered in the programme financing IS are divided as follows:

- capital expenditures CZK 3,383.301 mil. (i.e. 67% of total expenditures);
- operating expenditures CZK 1,665.146 mil (i.e. 33% of total expenditures – out of which 97% is for supersonic aircraft JAS-39 Gripen lease).

There are 50.5% new investment activities and 49.5% ongoing activities within the total programme financing limit.

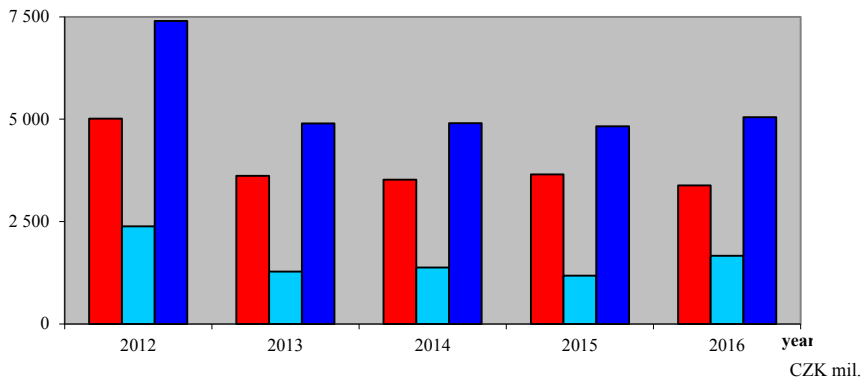
In the framework of armament modernisation projects, the amount of CZK 2,508.539 million is allocated for 10 main investment activities (i.e. 49.7 % of programme financing expenditures) within the following programmes:

- Air forces sustainability and development;
- Supersonic aircraft capabilities sustainability and development;
- Communication and Information Support sustainability and development;
- Logistics capabilities sustainability and development;
- ACR Communication and Information Support and Systems development.

The total amount for the property reproduction programmes set for 2016 on 1st January 2016 is CZK 7,086.575 mil. This amount includes, besides MoD budgetary resources registered in EDS/SMVS in the amount of CZK 5,048.447 mil., also NATO resources CZK 106.193 mil., extrabudgetary funds in the amount of CZK 1,906.898 mil. and programme participant's own resources (resulting from the economic entity's own performance, not included in the MoD budget) amounting to CZK 25.037 mil.

## Comparison of Programme Financing Expenditures in 2012–2016

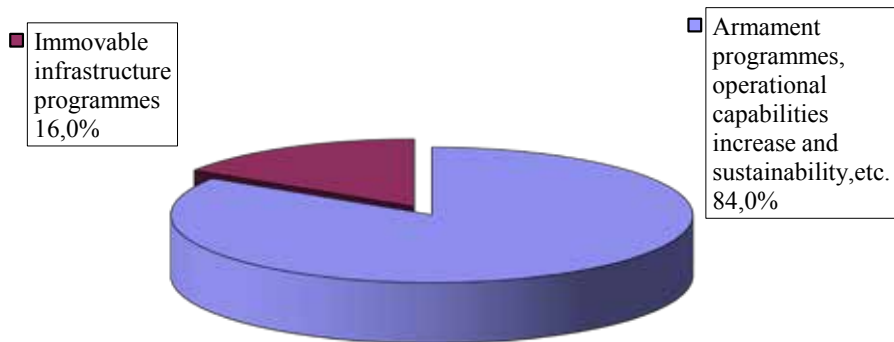
CZK mil.



	Real expenditures*)			Approved expenditures	
	2012	2013	2014	2015	2016
<span style="color: red;">■</span> Capital expenditures	5 012,4	3 617,8	3 524,1	3 649,5	3 383,3
<span style="color: cyan;">■</span> Operating expenditures	2 385,7	1 275,8	1 378,7	1 177,2	1 665,1
<span style="color: blue;">■</span> Total	7 398,1	4 893,6	4 902,8	4 826,7	5 048,4

\* excluding extrabudgetary resources and carry forwards

## Breakdown of Programme Financing Expenditures in 2016



CZK mil.

Armament programmes, operational capabilities increase and maintenance programmes, etc.	4 242,0	84,0%
Immovable infrastructure programmes	806,4	16,0%
<b>Total</b>	<b>5 048,4</b>	<b>100,0%</b>



## OPERATING EXPENDITURES

The MoD operating expenditures for the year 2016 (including related operating expenditures of programme financing and defence research, development and innovation expenditures) were approved in the amount of CZK 44,195.548 mil., which represents 92,5 % of total MoD budget expenditures.

The amount of CZK 26,750.467 mil. (i.e. 60,5 % of operating expenditures) is allocated for salaries, other payments related to performed work (compulsory insurance and contribution to the Cultural and Social Needs Fund (CSNF) paid by the employer), remuneration for the use of intellectual property, salary compensations, pensions and social benefits, sickness benefits, students scholarships, service housing allowance and stabilization allowance.

From this amount, CZK 11,165.004 mil. is allocated for salaries, CZK 759.612 mil. for other payments related to performed work, CZK 4,774.960 mil. for compulsory insurance paid by the employer and CZK 167.475 mil. to the Cultural and Social Needs Fund (CSNF).

CZK 3,428.422 million is allocated for material purchase within operating expenditure. CZK 3,408.856 million is allocated for financing of services and CZK 1,569.898 million for water, fuel and energy supply (including fuel). Repair and maintenance is budgeted in the amount of CZK 2,977.871 million and expenses for domestic and foreign service travel in the amount of CZK 462.330 mil.

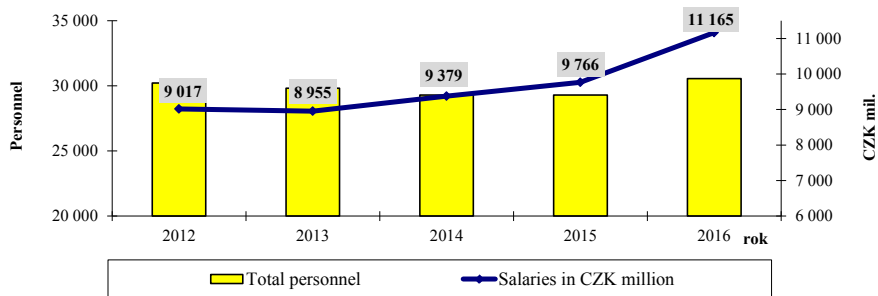
## Structure of 2016 MoD Budget Operating Expenditures

CZK mil.

Budget	47 783,1
Capital expenditures	3 587,6
Operating expenditures*	44 195,5
<b>I. Non-discretionary expenditures</b>	<b>26 750,5</b>
1.Salaries, other payments related to performed work and directly related expenditures	16 867,1
a) Salaries	11 165,0
b) Other payments related to performed work	759,6
c) Insurance	4 775,0
d) CSNF	167,5
2.Other non-discretionary expenditures	<b>9 883,4</b>
a) Social benefits	6 991,0
b) Housing allowance	949,4
c) Stabilization allowance	1 907,0
d) Other (scholarship etc.)	36,0
<b>II. Other operating expenditures</b>	<b>17 445,0</b>
1.Current life support	14 471,5
2.Transfers and Subsidies	2 577,7
3.Other operating expenditures	395,8

\*including related operating expenditures of programme financing and defence research, development and innovations expenditures

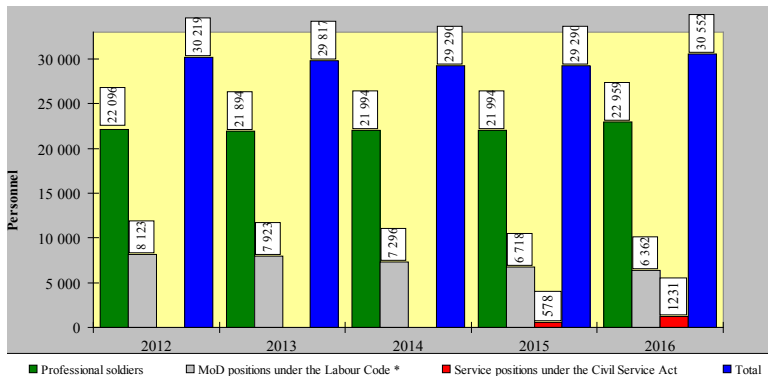
## Personnel and Salaries at the MoD in 2012–2016 (excluding On-Vote organizations)



	Real			Plan	
	2012	2013	2014	2015	2016
Professional soldiers	22 096	21 894	21 994	21 994	22 959
MoD positions under the Labour Code *	8 123	7 923	7 296	6 718	6 362
MoD service positions under the Civil Service Act	0	0	0	578	1 231
<b>Total personnel</b>	<b>30 219</b>	<b>29 817</b>	<b>29 290</b>	<b>29 290</b>	<b>30 552</b>
<b>Salaries in CZK million</b>	<b>9 017</b>	<b>8 955</b>	<b>9 379</b>	<b>9 766</b>	<b>11 165</b>

\* excluding 868 employees of On-Vote organizations under the MoF regulation

## Development of MoD Personnel Number in 2012–2016

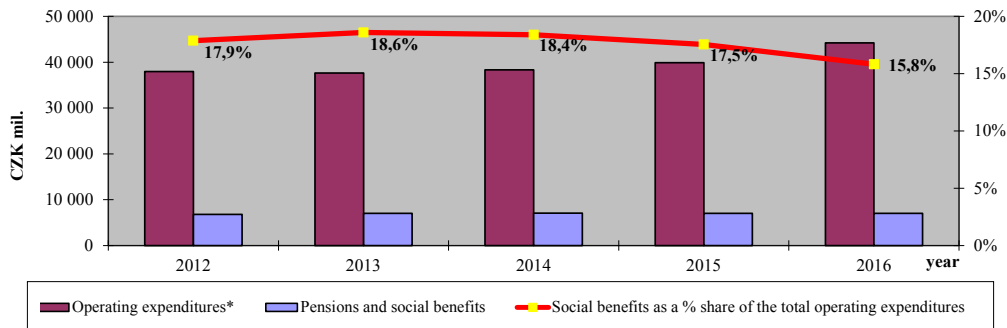


	Real			Plan	
	2012	2013	2014	2015	2016
Number of professional soldiers	22 096	21 894	21 994	21 994	22 959
MoD positions under the Labour Code *	8 123	7 923	7 296	6 718	6 362
MoD service positions under the Civil Service Act	0	0	0	578	1 231
<b>Total</b>	<b>30 219</b>	<b>29 817</b>	<b>29 290</b>	<b>29 290</b>	<b>30 552</b>

\* excluding 868 employees of On-Vote organizations under MoF regulation



## Expenditures for Pensions and Other Social Benefits as a % share of the Total MoD Operating Expenditures in 2012–2016 (approved budgets)

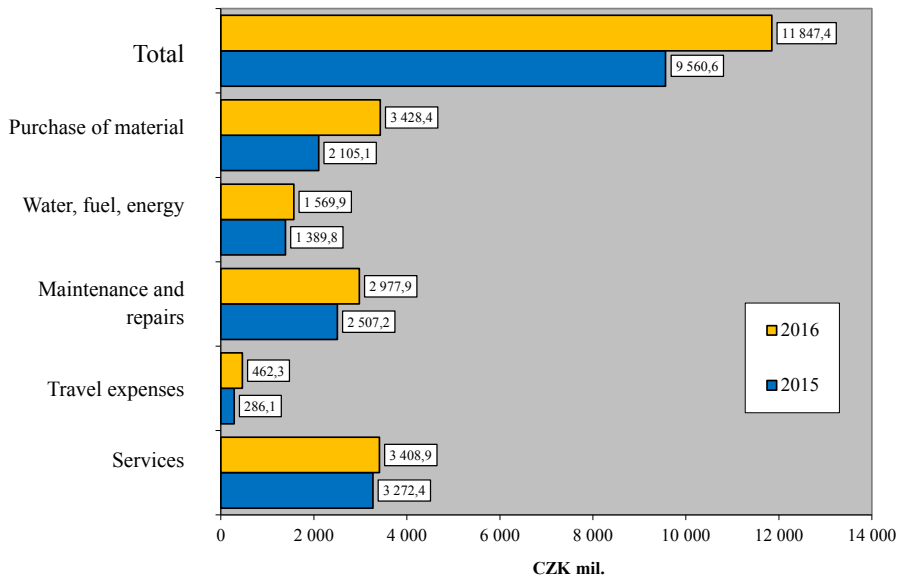


	2012	2013	2014	2015	2016
Operating expenditures*	37 976,0	37 625,0	38 344,7	39 875,1	44 195,5
Pensions and social benefits	6 785,5	6 999,1	7 048,8	6 997,0	6 991,0
<b>Social benefits as a % share of the total operating expenditures</b>	<b>17,9%</b>	<b>18,6%</b>	<b>18,4%</b>	<b>17,5%</b>	<b>15,8%</b>

\*including related operating expenditures of programme financing and defence research, development and innovations expenditures

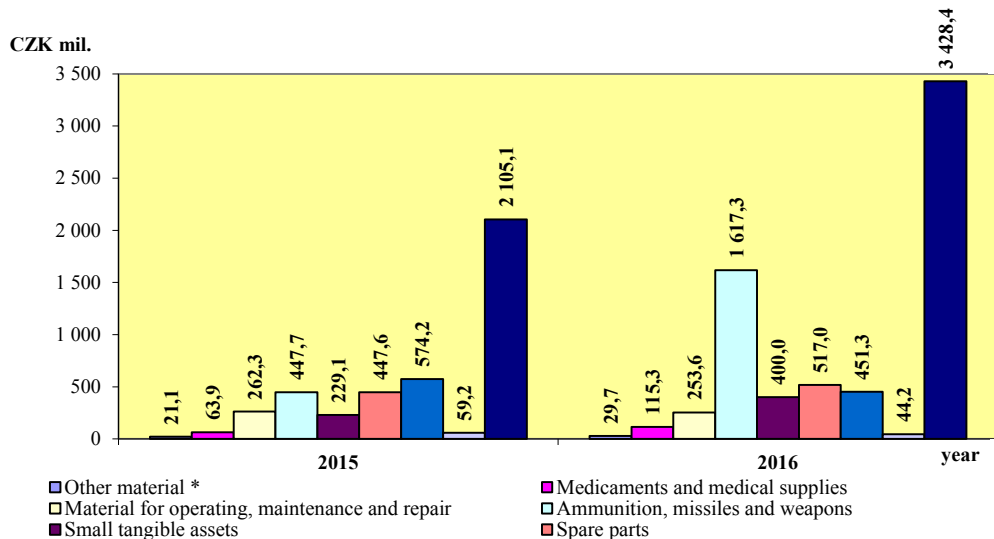
## Comparison of Main Categories of Non-investment (Operating) Expenditures in 2015–2016

(approved budgets – excluding operating expenditures of programme financing)



## Comparison of Expenditures allocated for Purchase of Material in 2015–2016

(approved budgets, excluding expenditures registered in EDS/SMVS)



\*) protective equipment, schoolbooks, books and school supplies provided for free



## DEFENCE RESEARCH, DEVELOPMENT AND INNOVATION EXPENDITURES

For 2016 CZK 430.787 million is allocated for support of defence research, experimental development and innovation, based on the Government Resolution No. 484 dated 24th June 2015 for the preparation of the 2016 State Budget Draft and the Mid-term State Budget Outlook for the years 2017-2018. There is an increase of CZK 7.810 million compared to 2015 (index 2016/2015 is 1.02). These funds will cover 3 programmes.

Within a specific support, the amount of CZK 223.000 million is earmarked for programme of defence applied research, experimental development and innovation. There is an amount of CZK 222.839 mil. under contract for 27 ongoing projects.

There is CZK 110.000 mil. budgeted for defence research and development specific support within the programme. The main objective of the programme is the development of armed forces capabilities in key areas essential for a country defence and declared politico-military ambitions.

Within an institutional support (CZK 97.787 million), the amount of CZK 85.913 million is allocated for an institutional support of research organizations, CZK 3.340 mil. for defence research, experimental development and innovation and CZK 8.534 mil. for the CZ participation in international projects under the umbrella of European Defence Agency.



## USED ABBREVIATIONS

ACR	Armed Forces of the Czech Republic
CSNF	Cultural and Social Needs Fund
GDP	Gross domestic product
EDS/SMVS	Registration system of subsidies/Management of state-owned property
MoD	Ministry of Defence of the Czech Republic
NATO	North Atlantic Treaty Organisation
EU	European Union
UN	United Nations
MoF	Ministry of Finance



## NOTES





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## **Budget – Facts and Trends 2016**

Published by the Ministry of Defence of the Czech Republic  
Vojenský historický ústav Praha (VHÚ)  
U Památníku 2, 135 00 Praha 3  
**www.army.cz**

Design: Adéla Zemanová  
Translation : Ing. Pavla Hořejší  
Dispatched to print: april 2016  
Printed by: CZ MoD Communication and propagation department  
1 st edition

© Ministry of Defence of the Czech Republic  
VHÚ Prague 2016  
**ISBN 978-80-7278-691-6**  
**ISBN 978-80-7278-690-9 (czech version)**



