

private sector (see below). Involving the private sector and other governments has potentially large cost-saving features and adds to the perception of a shared "national" endeavour in staging these major events. (See chapter on "Choosing the Setting" for more detail.)

The possibility of having to offset "loss-of-business" costs resulting from restrictions on public access to event sites for security reasons is, unfortunately, very real. The continuing prominence of security factors ensures that such "off-set agreements" will be standard conference-related work in the future.

Managing the Budget:

Managing the initial budget allocations within the office should take fully into account the out-of-capital cost dimension (if it is applicable). As final decisions are made on the main meeting site, and on any auxiliary sites, further adjustments to the divisional budgets must be made. The extent of set-up preparations in particular can greatly affect the financial resources needed.

If there are any sudden major upward adjustments in costs which threaten to surpass allocations, a close and urgent re-examination of funds allocated to each event during the summit should be undertaken. All further financial commitments on preparations should be withheld until a full re-examination has been done. With financial resources limited, the challenge is to find ways to cut costs and engage others in contributing to the effort. Failing that it will be necessary to review basic decisions on sites and other arrangements.

It is the responsibility of **Finance and Administration**, working in turn with each director, to ensure that a system for the tracking and firm control of commitments and expenditures is developed and maintained, with regular reports to the Executive Director.

Controlling the budget is a very important and time-consuming part of the Executive Director's responsibilities. When the speed of events is "normal", each director should have the authority to make the budget decisions and assign their funds within their overall allocations. In the final 2 - 3 weeks, however, the Executive Director should take control of the budget and be the sole authority for approving any new commitments of funds. This is the only way to retain control in the rapidly moving situation, to shift funds quickly among responsibility centres, and generally to prevent last minute spending decisions which could exceed budgetary allocations.