

## BUDGET

If at all possible, financial allocations for hosting major summits should be determined after the general location (ie. city, resort) for the event is chosen, and after examination of the following factors:

1. the costs of doing business at the event location
2. the dimensions of the event envisaged (how many sites and facilities to be used)
3. costs of inflation
4. security costs (eg. higher in more urban environments)
5. possibility of having to offset "loss-of-business" costs (see below)

A request for summit funding is prepared by the Finance and Administration division and submitted to the government's central funding body (eg. Treasury Board in Canada) by the Executive Director. (In Canadian practice this request would not normally cover security costs, funding for which would be sought separately by the RCMP.)

Once government funding approval is received, it is necessary for each division to prepare a detailed budget proposal which is reviewed by the Executive Director with the help of the Director of Finance and Administration. Divisional budgets are then set, and a central reserve established. (Directors might be given 5% less than they estimate their requirements to be, so as to encourage cost-savings and the seeking of outside assistance.)

The support and contribution of other government departments in providing personnel, services and facilities at reduced or no cost can be a valuable source of budgetary assistance. Directors should identify in each area what these contributions might be and prepare a plan of action for seeking them. A personal appeal from the host head of state or government to the ministers in areas concerned is a key first step in successfully approaching the various departments.

Whether or not the original funding is adequate, other levels of government can and should also be approached to contribute to hosting costs and to providing facilities at reduced or no charge. Organizers are also justified in seeking assistance from the