Approved Summary Conclusions of the
Third APEC Budget and Management Committee Meeting 2009
APEC Secretariat, Singapore
2 October 2009

Introduction

1.   The APEC Budget and Management Committee (BMC) held its third meeting in 2009 at APEC Secretariat in Singapore on 2 October 2009.

2.   The Meeting was attended by representatives from Australia; Brunei Darussalam; Canada; Chile; China; Hong Kong, China; Indonesia; Japan; Korea; Malaysia; Mexico; New Zealand; Peru; the Philippines; the Russian Federation; Singapore; Chinese Taipei; Thailand; the United States of America (USA) and the APEC Secretariat. Papua New Guinea and Viet Nam were not represented. The list of participants is in **Annex 1**.

3.   The Meeting was chaired by Mr. Alberto Gonzales, Minister Counselor, Ministry of Foreign Affairs of Peru.

Agenda Item 1 : Chair's Opening Remarks

4.   The Chair welcomed Members to the BMC meeting. The Chair also extended a warm welcome to the newly appointed Chief Operating Officer (COO), Mr Sim Cher Young on behalf of the BMC. With a substantial work plan in 2009, the Chair was thankful for members' valuable inputs to many issues throughout the year and encouraged members to make full use of the last meeting in 2009 in order to move forward the BMC's work plan.

Agenda Item 2 : Adoption of Agenda

5.   The Chair noted that the Secretariat proposed inclusion of two additional items: Multi-year Projects under agenda item 7.1 Project Management Reform and a Project Extension Request under agenda item 11 Any Other Business. The Meeting adopted the Revised Agenda.

Agenda Item 3 : Business Arrangements and Program

6.   The Meeting agreed to the business arrangements and program proposed by the Chair. On behalf of Peru, the Chair would host a lunch to thank BMC and the Secretariat for the great work done in 2009. In view of the heavy agenda of the meeting, the Chair appealed to members to be succinct in their interventions.

Agenda Item 4 : Remarks by the Executive Director

7.   The Executive Director (ED) addressed the meeting on the major developments in the Secretariat under his leadership as the Deputy ED and ED in 2008 and 2009. ED acknowledged that he had been supported by a strong team of staff members in the Secretariat as well as consultants sponsored by Australia's Effectiveness Grants and US' APEC Technical Assistance and Training Facility (TATF) to effect positive changes to the Secretariat in the areas of project management reform, communication and outreach, finance, Information Technology and Policy Support Unit.

8.   The meeting joined the Chair in expressing appreciation to ED and the Secretariat for their efforts and achievements in 2009. The Chair noted that it had not been easy for the Secretariat given stringent financial resources and additional demands on the Secretariat knowing many APEC activities took place in Singapore in 2009. Nevertheless, ED and the Secretariat exhibited a high degree of professionalism and provided commendable service to APEC fora and member economies. With ED's vision, the APEC Secretariat has become a more efficient organization. The Chair noted that this would pave the way for the Fixed Term Executive Director (FT ED) when he was expected to assume office in 2010.

Agenda Item 5 : Financial Reports and Budgets

9.　　　　Finance Director of APEC Secretariat briefed the BMC on the financial statements and budget reports.

5.1 Review Financial Statement for the period ended on 31 August 2009 and the 2009 adjusted Administrative Account (AA) budget (2009/BMC3/002)

10.　　　　The BMC noted that the spending pattern of the AA in 2009 was generally in line with that of previous years.　USA enquired whether the Secretariat had given thought to replacing the office van with a second-hand car in the market.　The Finance Director noted that buying a second-hand van in the market would mean the Secretariat paying additional costs for a Certificate of Entitlement for car ownership as well as other local taxes of which the APEC is exempted by the Singapore Government.　It is thus desirable to pick an economical new model in order to keep the maintenance costs low.　Administration Director noted that the Secretariat has been exercising economy in energy usage.　The increase in electricity charges was due to increase in unit costs. The Secretariat would continue to explore means to keep down energy usage.

11.　　　　The BMC approved the 2009 adjusted AA **(Annex 2)**.

5.2 2010 Administrative Account Budget (2009/BMC3/003)

12.　　　　The USA noted the proposed budget for Informational Technology (IT) in 2010 was substantially lower than that of 2009.　The Finance Director explained that the IT budget for development of new projects was specifically raised in 2009 for the Phase I upgrade to the APEC Information Management Portal (AIMP).　As the BMC was concurrently examining the scope as well as options for improvement in APEC IT systems, the Secretariat considered it more prudent for the BMC to take a holistic look at the improvement options as well as the cost implications when the recommendations from the TATF consultant are available by early 2010.　The BMC noted that apart from the remuneration for the FT ED and his staff officer, there was a need to allocate some one-off expenses for the taking in of the FT ED including incoming passage, shipment and baggage allowances, etc.　Indonesia inquired about the increase in salary and bonus under 2.3, and the Secretariat explained that this was related to the hiring of a junior communications officer proposed under 2009/BMC3/006 as well as salary progression based on approved salary scales.

13.　　　　The BMC endorsed the 2010 AA **(Annex 3)** and would recommend it to CSOM for Ministers' approval.

5.3 2010 Members' Contribution (2009/BMC3/004)

14.　　　　The BMC noted the 2010 members' contribution **(Annex 4)**.

5.4 Review of the Administrative Account and Operational Account budget forecast from 2011 and 2013

15.　　　　Japan noted the Secretariat's effort in cutting down travel budget by various means such as reducing the size of delegation and looking for the most economical fares for travel.　Given the current severe economic and fiscal situation and 30 percent increase in Member's contribution from this year, Japan encouraged the Secretariat to continue its efforts in achieving cost-savings in the Administrative Account from 2010 onwards.

16.　　　　Australia appealed to the hosts of 2012 and 2013 to update the BMC on the respective meeting calendars preferably by BMC I in 2010, so that the Secretariat could reflect the relevant requirements in the proposed budgets of 2012 and 2013.

17.　　　　The BMC noted the 2011 to 2013 budget forecasts.

Agenda Item 6 : APEC Management Issues

6.1 Secretariat update on key staffing issues (2009/BMC3/006)

18.   The meeting noted the updates on key staffing issues as detailed in paper 2009/BMC3/006 and welcomed Mr SIM Cher-young to join the APEC Secretariat as the new COO. The Chair recalled the decision made at BMC II that the COO selection was to be conducted by the ED and the BMC Chair on behalf of the BMC, noting that the BMC's intention was not to micro-manage Secretariat staffing issues.   Referring to the enlarged scope of duties and responsibilities of the COO as enshrined in the approved paper on appointment of FT ED, a few economies suggested for future recruitment exercise of the COO, the APEC Secretariat might want to seek a way to institute a mechanism or guideline to include the Senior Officials in the recruitment process so as to further strengthen accountability of the process.

19.   The meeting took heed of the importance of ED's role in effectively managing Secretariat staff with limited resources and agreed to the addition of one junior Communications Officer to the staff complement.

20.   The BMC endorsed the further professionalisation of the Secretariat and noted the appointment of professional staff member Ms Linda Carroll to the position of Director of Communications and Public Affairs. Members attached great importance to this position as reflected by the SOM FotC's work on Communications and Outreach and the development of a revitalized strategy in this regard.

21.   In line with the professional nature and seniority of corporate director positions in the Secretariat, a competitive process is desirable in future. In addition it was noted that, as a good personnel management practice, the BMC should confine discussion on staff performance matters to limited audience.

22.   The BMC expressed appreciation to Mrs Anita Douglas for her efforts and achievements made in the areas of communications and public affairs for APEC. The meeting wished Anita every success in her future endeavors.

6.2 Assessment of APEC's IT Systems (2009/BMC3/007)

23.   The BMC noted the APEC TATF had engaged an independent consultant to assess the proposed enhancements to APEC IT systems pertaining to the APEC website, Project Database and Accounting software, and looked forward to the detailed recommendations to be submitted in early 2010.

24.   The meeting noted that no funding had been reserved in the AA budget for the proposed IT enhancement and would welcome external assistance to fund the initiative. If no external funding is available, the Small Working Group (SWG) on Project Management Reform would be tasked to look into the cost implications and possible source of funding for implementation in 2010.

6.3 Hosting Service for APEC Fora (2009/BMC3/008)

25.   The BMC agreed to the provision of hosting service for APEC fora and the third party hosting option. The meeting warmly welcomed APEC TATF's funding support for the Secretariat to proceed with the one-year pilot project of up to 10 fora websites at around US$3,000.

26.   Some economies reminded the meeting of the sustainability issues of the hosting service in terms of longer term financial support as well as content management of those fora websites. The meeting noted a preliminary evaluation would take place after six months and would look forward to the Secretariat's review of the pilot exercise.

27.   The meeting exchanged views on the criteria for selecting suitable fora sites to be hosted under the APEC brand as well as the service levels. In light of members' comments, the Secretariat would fine-tune the selection criteria before writing to CTI, EC and SCE as well as CSOM for their information.

Agenda Item 7 : BMC Work Plan for 2009

7.1 Project Management Reform

i. **Project Management Unit Report** *(2009/BMC3/009, 2009/BMC3/020)*

28. Head of the Project Management Unit presented an update of key PMU activities since BMC II including contributions to consultancies to strengthen project management, and progress on the assessment of proposals under approval session 3. Members noted the delay in producing a new, digitized, version of the Guidebook on APEC projects, and acknowledged that further revisions will be required as project processes are further refined.

29. Members also endorsed the text on *Publication and Distribution Costs* as an expression of current policy and for inclusion in the Guidebook.

ii. **Proposed project approval arrangements for 2010** *(2009/BMC3/010)*

30. The BMC agreed in principle the proposed project approval arrangements for 2010. In conjunction with BMC's project approval arrangements, APEC fora may also move towards intersessional project endorsement.

31. Some members expressed concerns over the long gap between session 3 in 2009 and the session 1 in 2010. Recognizing the need for APEC fora to receive adequate notice of 2010 arrangements, members agreed to allow two weeks to agree on the timelines. If no proposed changes were to be received by then, the original proposal would be accepted.

[Posting-meeting note: The BMC subsequently agreed to the following project approval timetable in 2010 :

Session	Submission deadline	Notification date
Session 1 (during SOM1)	Mon 1 February	Friday 23 March
Session 2 (following SOM 2)	Wed 9 June	Friday 23 July
Session 3 (following SOM 3)	Thursday 23 September	Tuesday 2 November

iii. **Post project evaluation and monitoring of multi-year projects** *(2009/BMC3/013)*

32. Chief of party for the APEC TATF presented an information paper on post-project evaluations of APEC Projects.

33. Members noted the paper, and restated the importance of understandable and easily applied monitoring and evaluation procedures to the success of multi-year projects. Members looked forward to the detailed report, particularly in relation to how tracer evaluations could be applied to APEC projects, and the cost implications of different evaluation approaches.

34. Members also requested the Secretariat update Travel Undertakings to reflect the role of participants in evaluation. The Undertaking will suggest to participants that they may be contacted after the event to follow-up on lessons learned and the value of the project. Members also discussed getting updates from PDs either orally or in writing on the status of projects to keep better track of project status.

iv. **Devolution, Delegation and Risk Management Report recommendations: follow-up and implementation planning** *(2009/BMC3/011a, 2009/BMC3/11b)*

35. The Chair thanked consultant Keith Lingard for the work undertaken to progress the Devolution, Delegation and Risk Management report discussed at BMC II.

36. Head of the Project Management Unit presented a series of recommendations of the Small Working Group (SWG) on Project Management. BMC agreed to the direction and recommendations contained in the paper, notably:

 i. Endorsing further work on disbursing per diems through the use of a pre-paid travel card, rather than through bank transfers. The pre-paid travel card should not change the balance of administrative costs incurred compared to the current modes of per diem payments.

 ii. On the quantum of per diem, accepting two classes of per diems as presented in the paper, and retaining the one off 75% payment as an optional payment. The SWG would further discuss if the per diem amount should be standardized *at* the UN rate, or if the UN rate will continue to be a per diem ceiling.

 iii. Stressing the need to continue exploring ways to manage project under-spending, particularly in relation to travel line items.

 iv. Endorsing in principle the use of the APEC corporate credit card to pay for participants' air tickets, but agreeing that more research is needed into the requirements of major travel agents in each economy to accept international credit cards. Further, members agreed that alternative modes of payment, such as Telegraphic Transfer and reimbursement, should be retained in cases where credit card payment was not possible.

 v. Approving a draft letter that would be sent from the Secretariat to successful Project Overseers that sets out each party's role and responsibilities. The letter would need to be signed and returned to the Secretariat before funds can be disbursed.

 vi. The SWG was charged with responsibility to maintain oversight of progress on matters that require additional work and research, and report back to BMC with the results.

  v. **Project Proposal Prioritisation** *(2009/BMC3/012)*

37. The Chair thanked Australia for the paper and invited Australia to provide a briefing to the BMC on the proposal.

38. Drawing from the Ranking and Classification Consultancy Report presented at BMC II, Australia set out the concerns with the current prioritisation systems, notably that it does not allow comparisons among different committees, and SCE cannot determine a cut-off within ranking bands for proposals seeking funding under the Operational Account and the APEC Support Fund.

39. Recognizing that priority setting is within the mandate of SOM and SCE and that developing a procedural mechanism was the responsibility of BMC, Australia recommended the BMC:

 i. seek the views and guidance of SCE before making any decision on the project prioritisation mechanism;
 ii. invite SCE to take a lead role among Committees under SOM and consult them on the feasibility of prioritisation options; and
 iii. return to discuss the procedural mechanism after the Committees reach a consensus on the prioritisation process.

40. Members registered reservations about taking such a significant decision at this time. Members sought clarification of implementation details and requested more time to digest the implications and consider the merits of the proposals**.**

41. Simultaneously, some members noted the merits of the holistic approach recommended in the paper. Those favoring this approach supported efforts to:
- make the prioritisation process as transparent as possible; and
- encourage cross fora coordination and discussion on projects.

42.	The Meeting noted that more consideration should be given to the following issues, including

    i.	the active engagement of SCE, EC and CTI;
    ii.	the ability and technical expertise of Committee members to prioritise all APEC proposals, regardless of the originating fora;
    iii.	the SOM process in determining annual priorities;
    iv.	the decision making mechanism if there were no consensus within the Committees in the ranking process; and
    v.	a suggestion to include a representative from the SOM Chair's Office and the Senior Finance Officials Meeting in deciding the final priority list.

43.	Recognizing that a comprehensive project prioritisation mechanism is critical for the timely implementation of project management reforms already agreed by BMC, and conscious of SCE's role in guiding the economic and technical cooperation agenda, BMC agreed to seek SCE's views and guidance on priority-setting and invite SCE to lead consultations as necessary with Committees before BMC considers the prioritisation procedures. Members agreed that CTI and EC Chairs would also need to be consulted.

44.	The Chair tasked Australia to strengthen the paper, taking into account comments from members, whilst guidance is being sought from SCE.

45.	The Chair also reinforced his intention to have a cross-Committees Chairs' meeting at the margin of CSOM to discuss cross-fora priorities and cooperation.

46.	The Meeting agreed in principle to enhance transparency in the current and future prioritisation processes that involve member voting/ranking. Taking the meeting's comments, the text is revised to read:

47.	***"To enhance transparency and thus encourage adequate consideration of proposals and greater alignment between funding allocations and fora/Committee/APEC goals, all Committee members and the Secretariat are encouraged to briefly justify their rankings with reference to Committee and APEC goals. It is agreed that the Secretariat make available these rankings and justifications to all members."***

48.	The Chair allowed members two weeks to consider the revised language. The approved practice will take effect from 2010.

[Post-meeting note: BMC subsequently approved the suggested language as set out in paragraph 47.]

    vi.	**Multi-Year Projects (*2009/BMC3/021*)**

49.	Head of the Project Management Unit presented a discussion paper covering possible parameters for multi-year projects. Members discussed the options presented and sought clarification of the content.

In summary, the meeting:

    i.	Agreed that duplication of processes to manage multi-year projects was not ideal, and that as much as possible existing forms and systems should be used for all projects, regardless of length. However, the threshold for approving a multi-year project should be higher than the existing types of projects;
    ii.	Requested clarification of the "counterpart-funding" requirements, particularly given the proponent would be a Committee or SOM, and not an economy. The Secretariat expressed a view that "counter-funding" covered funds mobilized from sources other than APEC project funds. This could include funding from individual member economies, other regional or multilateral bodies, private sector sources, academic institutions etc;

iii.	Confirmed that while Committees or SOM would be the sponsor of a project, project ideas are likely to come from working groups / sub-fora etc. and be driven by a member economy;
iv.	Queried if co-sponsors were necessary if a Committee was sponsoring a proposal. The Secretariat stated that co-sponsorship by economies was requested to ensure that a majority of economies were actively supportive of the project;
v.	Questioned how a Project Overseer would be selected. The Secretariat suggested that the Committee would need to nominate a Project Overseer from the membership. This person would be the Committee's nominated contact point for the project, and would represent the Committee, rather than their member economy or organization;
vi.	Sought clarification of how funds will be annually allocated. The Secretariat confirmed that annual monitoring reports would be used as a basis for recommending that funds continue to be allocated toward multi-year projects. Payments would continue to be made based on the successful conclusion of a milestone. If the annual report did not warrant a recommendation for continued funding, it may be used to recommend termination as an alternative;
vii.	Underlined the need to account for and return any unused project funds quickly to ensure as much project funding is made available as possible;
viii.	Agreed with the need for evaluation, but reiterating a desire to know what monitoring and evaluation procedures are required before allocating funding. Another option presented would be to cap evaluation to a set percentage of the overall project amount, and allowing the project to determine the most suitable approach for monitoring progress and evaluating results; and
ix.	Suggested that procedures and forms should be piloted before rolling out a large number of multi-year projects.
x.	Agreed that monitoring of project progress must ensure that all projects remain relevant and well managed to make the best use of scarce project resources. This is particularly important given concerns about projects being granted numerous extensions and becoming multi-year projects by accident rather than by design.

50. As the paper was presented for comments and questions rather than decisions, the BMC requested the Secretariat refine the paper for intersessional consideration. Members requested the SWG to keep progressing multi-year project issues in the lead up to the next BMC meeting.

7.2 Budget management

i. Proposed ASF sub-funds guidelines *(2009/BMC3/014)*

51. Australia presented a proposal to introduce Guidelines for setting up new ASF sub-funds. The recommended guidelines were intended to allow maximum contributions to the ASF in the form of new sub-funds, while also allowing maximum flexibility of allocation to quality projects. It would not apply retrospectively to existing sub-funds.

52. Australia highlighted the clauses relating to termination have been removed to keep the Guidelines consistent with some domestic legal requirements.

53. The BMC allowed one month for members' comments on the proposed principles and procedures. If there is no further comment by end of October, the principles and procedures would be deemed agreed by the BMC. The guidelines will come into immediate effect and the relevant information will be reflected in the next version of the Guidebook on APEC Projects.

[Post-meeting note: BMC subsequently approved the proposed principles and procedures for creating new ASF sub-funds.]

ii. **Maximizing sponsorship** *(2009/BMC3/015)*

54. Australia presented a paper on maximizing sponsorship to APEC fora and projects. The paper presented a two-pronged approach – firstly for BMC to advocate greater use of sponsorship and secondly procedural changes to help facilitate financial support.

55. Members thanked Australia for the paper and agreed to all recommendations in the paper, including a small change (in italics) to recommendation three to read:

56. **"BMC request the APEC Executive Director, Senior Officials and fora Chairs / Lead Shepherds to** *consider searching* **for private sector or other organizations willing to contribute to a project fund or to support the work of an APEC forum."**

57. Finally, members noted that there is no specific reason for the sponsorship threshold to be set at $20,000. BMC agreed to review this amount as needed to balance ease of sponsorship against any risks, particularly given the variable value this amount has in different member economies.

7.3 Review of BMC Terms of Reference (2009/BMC3/016)

58. Australia presented revised Terms of Reference (TORs) to the BMC for consideration. As tasked at BMC II, the revisions aimed to reflect current practice, and would not seek to further amend BMC's mandate.

59. Members welcomed the update to reflect the role of the BMC, and noted the SCE is undertaking a similar exercise to update its own Terms of Reference. Members were keen to maintain appropriate synergies between the two Committees.

60. Members discussed further drafting amendments to sections A) and C), particularly to make the text less specific without losing any accuracy. Specifically:

61. A) i) c) would be revised to read:

> **"review the project funding applications proposed by APEC fora in terms of SOM, SCE, EC and CTI priorities and the quality assessment of the proposals by the APEC Secretariat and, subject to available funding, approve proposals based on their priority and quality up to the value of $200,000 and recommend to SOM for approval funding allocations over $200,000."**

62. A) ii) a) would be revised to read:

> **"evaluate Secretariat proposals, and give advice to the Secretariat (process issues), and make recommendations to SOM (substantive issues), on measures for improving APEC's administrative and operational efficiency, including in relation to project management, financial management, Secretariat staffing and IT systems."**

63. C) ii) would be revised to read:

> **"BMC shall also oversee project approval sessions on an intersessional basis."**

64. The Chair confirmed that TORs reflect BMC's intention to only address project approvals intersessionally rather than at face to face meetings.

65.   Given the revisions to the text, members endorsed the revised TORs in principle, allowing two weeks for confirmation. The revised TORs will be presented to CSOM for approval.

[Post-meeting note: Brunei Darussalam subsequently proposed textual refinement to C) ii) to read:

> **"BMC shall oversee intersessional project approval sessions and if needed approve projects at BMC meetings."**

66.   The revised TORs are attached at **Annex 5**.

Agenda Item 8 : Progress of Approved Projects (2009/BMC3/017, 2009/BMC3/018)

8.1   Reconciliation of financial reports of completed projects

67.   The meeting noted the financial statements of approved projects.

8.2   Evaluation reports from completed projects – status report

68.   Head of the Project Management Unit presented a report covering evaluation reports for 2005, 2006 and 2007 numbered projects. While expressing disappointment at the low rate of return, members conceded that the current processes could lead to evaluation reports being "trapped" along the system, and that any new procedure should minimize this risk as much as possible.

69.   Members agreed to the recommendations in the paper, noting the status of evaluation reports for completed 2005, 2006 and 2007 projects. Further, the BMC agreed to:

   i.   deem closed all completed 2005 and 2006 projects, and take no further action to seek an evaluation report from these projects;

   ii.   call on proponents and fora with outstanding evaluation reports from 2007, and more recent projects, to provide an evaluation report as soon as possible; and

   iii. consider evaluation requirements as being met when a Project Overseer provides a full report to the Secretariat, doing away with current BMC and BMC Small Group evaluation stages.

70.   Members agreed not to take action against fora that have outstanding evaluation reports, opting instead to provide an incentive for evaluation reports to be completed. Members agreed to withhold a small amount of project funding from all new projects until an evaluation report is submitted to the Secretariat, specifically 10% of the project expenditure. This amount was considered reasonable based on similar policies in a range of member economies. Members requested the Secretariat to exercise its judgment when withholding funding to ensure that Project Overseers that have tried diligently to provide an evaluation report, but who have failed through no fault of their own, are not unjustly penalized.

71.   Members sought clarification on how the Secretariat would judge a project "completed". The Secretariat advised that this would be based on financial activity history, the completion of milestones as set out in the project methodology and advice from the relevant Program Director. The Secretariat also reassured members that this change would not result in funds being held for a longer period of time than is the current practice.

Agenda Item 9 : Chair and Vice-Chair for 2010

72.   The Chair referred the meeting to the TORs of the Committee that the BMC Chair shall be a representative of the previous SOM Chair; the BMC Vice-Chair shall be a representative of

the current SOM Chair. In line with this, the incumbent Chair invited Singapore to take over the chairmanship of the BMC in 2010 while Japan, the host of 2010 APEC year, to fill the position of vice-chairman.

73. Singapore agreed to take up as the BMC Chair and Japan the Vice-Chair in 2010.

Agenda Item 10 : Meeting Schedule in 2010

74. Subject to host's agreement, the BMC agreed to meet three times in 2010: a planning meeting extended to Senior Officials at margin of SOM I (in Japan), the second meeting in April (at the Secretariat in Singapore) and the third one at margin of SOM III (in Japan).

Agenda Item 11 : Other Business

    i.   Update from APEC Technical Assistance and Training Facility *(2009/BMC3/019)*

75. The BMC received an update from the APEC TATF on the progress of its work plan and the consultant Dr Beryl York's briefing on performance feedback system. The BMC welcomed the assistance provided by the APEC TATF to the Secretariat and noted the updates.

    ii.   **Project Extension Request** *(2009/BMC3/022)*

76. Head of the Project Management Unit presented a request to extend CTI 29/2007T: *Joint APMP-SIM Workshops on Senior Metrologist Approval Program (SMAP) and Measurement Uncertainty* until 31 March 2010*.*

77. BMC approved the extension request, and noted that an evaluation report was also expected by 31 March 2010.

78. Members also clarified the Secretariat's authority in relation to project extensions covered approvals, singular or multiple, for *up to* twelve months beyond the initial end date of a project. Any extension requesting an end date beyond 12 months will be bought to the BMC. The Secretariat will recommend a way forward, this may be termination or further extension depending on the circumstances.

    iii.   SME 08/2009A - Workshop and Training on Developing Trading House for Strengthening SMEs Global Market Network, October 19-22, 2009 in Yogyakarta-Indonesia

79. Indonesia called upon economies' active participation in the upcoming SME project to be held in Yogyakarta, Indonesia on 19 to 22 October 2009.

Agenda Item 12 : Classification of Documents (2009/BMC3/000)

80. The meeting approved the Classification of Documents as set out in 2009/BMC3/000 and noted some of the documents remained work-in-progress. Public release will only be made when the papers are approved eventually.

81. The meeting adjourned at 6:10pm on 2 October 2009.

APEC Secretariat
October 2009

3rd Budget & Management Committee Meeting
02 October 2009, APEC Secretariat, Singapore

No.	Representation	Last Name	Given Name	Designation	Organisation	Email	Gender
	BMC Chair						
1	Peru	Gonzales Mejia	Alberto	Minister Counselor	Ministry of Foreign Affairs of Peru	agonzales@rree.gob.pe	M
2	Australia	Devlin	Quinton	Director	Department of Foreign Affairs and Trade	jan.rivers@dfat.gov.au	M
3	Australia	Saba	Aime	Policy Officer, APEC and Trade Unit	AusAID	aime.saba@ausaid.gov.au	M
4	Brunei Darussalam	Hj Abd Samad	Md Hakashah	APEC DESK	Foreign Affairs and Trade	hakashah.samad@mfa.gov.bn	M
5	Canada	Coe	Aaron	Policy Officer	Foreign Affairs and International Trade Canada	aaron.coe@international.gc.ca	M
6	Chile	Rivera C	Daniela	Consul of Chile	Embassy of Chile	drivera@pacific.net.sg	F
7	People's Republic of China	Chen	Qiyu	Third Secretary	Ministry of Foreign Affairs	chen_qiyu@mfa.gov.cn	M
8	People's Republic of China	Tong	Xianguo	First Secretary	Ministry of Foreign Affairs	Tong_xianguo@mfa.gov.cn	M
9	People's Republic of China	Zhang	Wei		Ministry of Finance		F
10	Hong Kong, China	Or	Chun Wo, Thomas	Principal Trade Officer	Trade and Industry Department	hkcapec@tid.gov.hk	M
11	Indonesia	Suryodipuro	Arto		Department of Foreign Affairs	suryodipuro@gmail.com	M
12	Indonesia		Augustina Erni		Ministry of Women Empowerment	ernitugh@yahoo.com	F
13	Indonesia	Ogantini	Adelia		Department of Foreign Affairs	apecindonesia@gmail.com	F
14	Japan	Ishii	Minori	Official	Ministry of Foreign Affairs	minori.ishii@mofa.go.jp	F
15	Japan	Fukunaga	Yoshifumi	Principal Deputy Director	Ministry of Economy, Trade and Industry	fukunaga-yoshifumi@meti.go.jp	M
16	Japan	Tokai	Rica	Assitant Director, Office of Regional Customs Coo	Ministry of Finance	apec@mof.go.jp	F
17	Republic of Korea	Bek	Bum Hym	Director	Ministry of Foreign Affairs and Trade	apeco@mofat.go.kr	M
18	Republic of Korea	Lee	Soojin	Deputy Director	Ministry of Foreign Affairs and Trade	apeco@mofat.go.kr	F
19	Malaysia	Wan Mohd Radzi	Wan Suraya	Minister Counsellor (Economic Affairs)	Ministry of International Trade and Industry	wansu@miti.gov.my	F
20	Mexico	Lopez Trujillo	Armando	Second Secretary	Embassy of Mexico	alopez@embamexsing.org.sg	M
21	New Zealand	Jennifer	Wilton	Policy Officer	Ministryof Foreign Affairs and Trade	jennifer.wilton@mfat.govt.nz	F
22	Russia	Gabieva	Zarina	Second Secretary	Embassy of the Russian Federation Singapore		F
23	Peru	Romero	Luis		Embassy of Peru	lromero@embassyperu.org.sg	M
24	Philippines	Gener	Ryan Francis	Special Assistant	Department of Foreign Affairs	ryan.gener@dfa.gov.ph	M
25	Philippines	Balocating	Generosa	Delegate	Department of Foreign Affairs	123@123.com	F
26	Singapore	Koong	Pai Ching	2nd Deputy Director	Ministry of Foreign Affairs	KOONG_Pai_Ching@mfa.gov.sg	F
27	Singapore	Saleem	Zahabia	Desk Officer	Ministry of Foreign Affairs	Zahabia_Saleem@mfa.gov.sg	F
28	Singapore	Leong	Darrel	Desk Officer	Ministry of Foreign Affairs	darrel_leong@mfa.gov.sg	M
29	Chinese Taipei	Chen	Chiung-yu	Secretary	Ministry of Foreign Affairs	apecct@mofa.gov.tw	F
30	Chinese Taipei	Wang	Liang-yu	Section Chief	Ministry of Foreign Affairs	apecct@mofa.gov.tw	F
31	Thailand	Virabutr	Rongvudhi		Ministry of Foreign Affair	suwanneea@mfa.go.th	M
32	Thailand	Arunsawadiong	Suwamnee		Ministry of Foreign Affairs	suwanneea@mfa.go.th	F
33	United States of America	Dastin	Michele	Bureau of East Asian and Pacific Affairs, Office of Economic Policy (EAP/EP)	U.S Department t of State		F
34	APEC Secretariat	Tay	Cheow Ann Michael	Executive Director	APEC Secretariat	al@apec.org	M
35	APEC Secretariat	Sim	Cher Young	COO	APEC Secretariat		M
36	APEC Secretariat	Au	Wai Sum	Director (Finance)	APEC Secretariat	wa@apec.org	F

37	APEC Secretariat	Tan	Jolene Teng Teng	Special Assistant to Executive Director	APEC Secretariat	jttt@apec.org	F
38	APEC Secretariat	Chan	Adrian Gek Chong	Director (Administration)	Singapore	ac@apec.org	M
39	APEC Secretariat	Douglas	Anita	Director (Communications and Public Affairs)	APEC Secretariat	ad@apec.org	F
40	APEC Secretariat	Taniguchi	Hiroko	Director (Program)	APEC Secretariat	ht@apec.org	F
41	APEC Secretariat	Nii	Natalie	Director (Program)	APEC Secretariat		F
42	APEC Secretariat	Plangprayoon	Phanpob	Director (Program)	APEC Secretariat	pp@apec.org	M
43	APEC Secretariat	Sun	Tao	Director (Program)	APEC Secretariat	st@apec.org	M
44	APEC Secretariat	Tran	Bao Ngoc	Director (Program)	APEC Secretariat	tbn@apec.org	F
45	APEC Secretariat	Liu	Jing Yen	Director (Program)	APEC Secretariat	jyl@apec.org	M
46	APEC Secretariat	Loh	Evelyn	Director (Program)	APEC Secretariat	el@apec.org	F
47	APEC Secretariat	Plam	Andrey Y	Director (Program)	APEC Secretariat	ayp@apec.org	M
48	APEC Secretariat	Wong	Catherine	Director (Program)	APEC Secretariat	cw@apec.org	F
49	APEC Secretariat	Lagos	Helmut	Director (Program)	APEC Secretariat	hl@apec.org	M
50	APEC Secretariat	Lovejoy	Joanne	Director (Program)	APEC Secretariat	jll@apec.org	F
51	APEC Secretariat	Tsuboyama	Luis	Director (Program)	APEC Secretariat	lt@apec.org	M
52	APEC Secretariat	Park	Yung-Suh	Director (Program)	APEC Secretariat	pys@apec.org	M
53	APEC Secretariat	Wong	Stephen	Director (Program)	APEC Secretariat	sw@apec.org	M
54	APEC Secretariat	Komoto	Takeshi	Director (Program)	APEC Secretariat	tk@apc.org	M
55	APEC Secretariat	Widhiastono	Toni	Director (Program)	APEC Secretariat	tw@apec.org	M
56	APEC Secretariat	Omar	Zaireen	Director (Program)	APEC Secretariat	zo@apec.org	F
57	APEC Secretariat	Lee	Woon Kham Jasmine	Accountant	APEC Secretariat	jl@apec.org	F
58	TATF	Katz	David Allan	TATF	APEC Secretariat	dk@apec.org	M
59	TATF	Waite	Victoria	TATF	APEC Secretariat	vw@apec.org	F
60	APEC Secretariat	Phua	Gek Siang	Program Executive	APEC Secretariat	lp@apec.org	F
61	APEC Secretariat	Barron	Jose Jr Tan Castro	IT Portal Manager	APEC Secretariat	jtb@apec.org	M
62	APEC Secretariat	Carroll	Linda	Communications & Outreach Manager	APEC Secretariat	lac@apec.org	F
63	APEC Secretariat	Williams	Carolyn	Media Manager	APEC Secretariat	cdw@apec.org	F
64	TATF	York	Beryl	TATF			F

Adjusted 2009 Administrative Account

		Approved Budget as at 31 Aug 2009 US$	Actual Exp as at 31 Aug 2009 US$	Proposed Adjustment US$	Proposed Adjusted 2009 Budget (US$)
(1)	**TRAINING/SEMINARS**				
1.1	Course fees,registration fees and related items	**17,000**	**4,064.86**	**-**	**17,000**
(2)	**PUBLISHING/COMMUNICATIONS**				
2.1	Publishing				
2.1.1	Publication of APEC Literature (e.g. APEC Brochure)	**45,000**	2,245.47	-	**45,000**
2.1.2	Publication of APEC Committee Reports	**15,000**	-	-	**15,000**
		60,000	2,245.47	-	**60,000**
2.2	Communications				
2.2.1	Website Redevelopment and Electronic Publishing	**55,000**	1,211.24	-	**55,000**
2.2.2	Support for media and outreach programs	**35,000**	6,178.86	-	**35,000**
2.2.3	APEC 20th Anniversary	**15,000**	-	-	**15,000**
		105,000	7,390.10	-	**105,000**
2.3	Salaries and Bonus	**366,900**	200,412.58	-	**366,900**
	Total for Publishing/Communications expenditure	**531,900**	**210,048.15**	**-**	**531,900**
(3)	**LIBRARY**				
3.1	Subscriptions (e.g. newspapers,journals,etc)	**2,000**	1,828.11	-	**2,000**
3.2	General reference books/Encyclopedia	**1,500**	425.97	-	**1,500**
3.3	Databases (electronic information)	**15,000**	10,634.69	-	**15,000**
		18,500	**12,888.77**	**-**	**18,500**
(4)	**PUBLIC RELATIONS**				
4.1	Official functions/receptions	**14,000**	791.32	-	**14,000**
4.2	Exhibitions/APEC Promotional items	**5,000**	3,001.33	-	**5,000**
		19,000	**3,792.65**	**-**	**19,000**
(5)	**Meetings Support**				
5.1	Meetings at the Secretariat	**6,000**	1,308.74	-	**6,000**
5.2	SOM & Related Meetings	**35,000**	18,230.49	-	**35,000**
		41,000	**19,539.23**	**-**	**41,000**
(6)	**EQUIPMENT**				
6.1	Office Furniture and Equipment	**56,000**	19,960.30	-	**56,000**
6.2	Computer	**39,700**	27,557.88	-	**39,700**
6.3	Motor Vehicle	**-**	-	35,700	**35,700**
		95,700	**47,518.18**	35,700	**131,400**
(7)	**TRAVEL**				
7.1	Executive Director				
7.1.1	Ministerials, FMP and WGs	**45,300**	11,381.91	-	**45,300**
7.1.2	Outreach	**33,100**	14,693.31	-	**33,100**
		78,400	26,075.22	-	**78,400**
7.2	Professional and Support Staff				
7.2.1	Ministerials, FMP and WGs	**134,700**	69,168.80	-	**134,700**
7.2.2	Outreach	**24,600**	2,721.55	-	**24,600**
		159,300	71,890.35	-	**159,300**
	Total for Travel expenditure	**237,700**	**97,965.57**	**-**	**237,700**

Adjusted 2009 Administrative Account

		Approved Budget as at 31 Aug 2009 US$	Actual Exp as at 31 Aug 2009 US$	Proposed Adjustment US$	Proposed Adjusted 2009 Budget (US$)
(8)	**PERSONNEL -SUPPORT STAFF**				
8.1	Recruitment costs	**1,500**	2,705.91	1,300	**2,800**
8.2	Insurance	**27,000**	26,612.42	1,600	**28,600**
8.3	Recruitment cost for FTED	**169,400**	6,322.33	(38,600)	**130,800**
		197,900	**35,640.66**	**(35,700)**	**162,200**
(9)	**RESEARCH AND ANALYSIS**				
9.1	Research	**2,000**	-	-	**2,000**
(10)	**ADMINISTRATIVE SUPPORT**				
10.1	Communications				
10.1.1	Fax charges	**3,500**	769.98	-	**3,500**
10.1.2	Telephone	**28,000**	8,698.15	-	**28,000**
		31,500	9,468.13	-	**31,500**
10.2	Professional Fees				
10.2.1	Audit fee	**15,300**	14,329.17	-	**15,300**
10.2.2	Legal & Professional fees	**8,000**	4,344.99	-	**8,000**
		23,300	18,674.16	-	**23,300**
10.3	Maintenance/Insurance of Vehicles				
10.3.1	Insurance	**4,000**	2,095.45	-	**4,000**
10.3.2	Vehicle running expenses	**12,000**	4,921.71	-	**12,000**
		16,000	7,017.16	-	**16,000**
10.4	Stationery				
10.4.1	Photocopying charges and paper	**6,500**	3,372.60	-	**6,500**
10.4.2	Printed stationery and others	**7,000**	4,849.81	-	**7,000**
		13,500	8,222.41	-	**13,500**
10.5	Postage and courier charges	**20,000**	3,340.00	-	**20,000**
10.6	Office and Building maintenance				
10.6.1	Office supplies	**1,500**	668.28	-	**1,500**
10.6.2	Office maintenance	**20,000**	11,885.04	-	**20,000**
10.6.3	Utilities	**92,000**	70,055.38	13,100	**105,100**
10.6.4	Insurance	**5,000**	744.05	-	**5,000**
10.6.5	Building maintenance	**78,000**	50,936.54	-	**78,000**
10.6.6	Security charges	**30,000**	24,222.90	7,000	**37,000**
		226,500	158,512.19	20,100	**246,600**
10.7	Others				
10.7.1	Local transport, overtime meals, etc.	**7,000**	4,535.81	-	**7,000**
10.7.2	Bank Charges	**1,500**	417.97	-	**1,500**
10.7.3	Other Expenses	**700**	410.87	-	**700**
10.7.4	Staff Welfare	**5,000**	1,061.85	-	**5,000**
		14,200	6,426.50	-	**14,200**
10.8	Salaries and Bonus				
10.8.1	Administration	**577,700**	318,875.31	(20,100)	**557,600**
10.8.2	Project Management	**462,000**	250,226.93	-	**462,000**
		1,039,700	569,102.24	(20,100)	**1,019,600**

Adjusted 2009 Administrative Account

	Approved Budget as at 31 Aug 2009 US$	Actual Exp as at 31 Aug 2009 US$	Proposed Adjustment US$	Proposed Adjusted 2009 Budget (US$)
Total for Administrative Support expenditure	**1,384,700**	**780,762.79**	**-**	**1,384,700**
(11)	**INFORMATION TECHNOLOGY**			
11.1	Operational Costs			
11.1.1 Telecommunications lines and service charges	**46,500**	28,232.60	-	**46,500**
11.1.2 Maintenance of Hardware	**60,500**	103.60	-	**60,500**
11.1.3 Maintenance of Software	**81,500**	1,247.74	-	**81,500**
11.1.4 Others	**20,000**	2,646.99	-	**20,000**
	208,500	32,230.93	-	208,500
11.2 Development Costs				
11.2.1 New Projects	**145,000**	20,411.26	-	**145,000**
11.2.2 Upgrading	**25,500**	19,979.20	-	**25,500**
	170,500	40,390.46	-	170,500
11.3 Miscellaneous Expenses				
11.3.1 Computer accessories, CD Rom, etc.	**5,500**	1,821.60	-	**5,500**
11.4 Salaries and Bonus	**201,300**	113,556.36	-	**201,300**
Total for IT expenditure	**585,800**	**187,999.35**	**-**	**585,800**
Grand Total :	**3,131,200**	**1,400,220.21**	**-**	**3,131,200**

Proposed 2010 Administrative Account

		Adjusted 2009 Budget if approved US$	Proposed Adjustment US$	Proposed 2010 Budget (US$)
(1)	**TRAINING/SEMINARS**			
1.1	Course fees,registration fees and related items	**17,000**	-5,000	**12,000**
(2)	**PUBLISHING/COMMUNICATIONS**			
2.1	Publishing			
2.1.1	Publication of APEC Literature (e.g. APEC Brochure)	45,000	-25,000	**20,000**
2.1.2	Publication of APEC Committee Reports	15,000	-5,000	**10,000**
		60,000	-30,000	**30,000**
2.2	Communications			
2.2.1	Website Redevelopment and Electronic Publishing	55,000	-	**55,000**
2.2.2	Support for media and outreach programs	35,000	-	**35,000**
2.2.3	APEC 20th Anniversary	15,000	-15,000	**-**
2.2.3	External Hosting for Publications DB etc/Server Administration	-	30,000	**30,000**
		105,000	15,000	**120,000**
2.3	Salaries and Bonus	366,900	75,100	**442,000**
	Total for Publishing/Communications expenditure	**531,900**	60,100	**592,000**
(3)	**LIBRARY**			
3.1	Subscriptions (e.g. newspapers,journals,etc)	2,000	750	**2,750**
3.2	General reference books/Encyclopedia	1,500	-750	**750**
3.3	Databases (electronic information)	15,000	-	**15,000**
		18,500	-	**18,500**
(4)	**PUBLIC RELATIONS**			
4.1	Official functions/receptions	14,000	-	**14,000**
4.2	Exhibitions/APEC Promotional items	5,000	-	**5,000**
		19,000	-	**19,000**
(5)	**Meetings Support**			
5.1	Meetings at the Secretariat	6,000	-1,000	**5,000**
5.2	SOM & Related Meetings	35,000	-35,000	**-**
		41,000	-36,000	**5,000**
(6)	**EQUIPMENT**			
6.1	Office Furniture and Equipment	56,000	-13,900	**42,100**
6.2	Computer	39,700	-24,800	**14,900**
		95,700	-38,700	**57,000**
(7)	**TRAVEL**			
7.1	Executive Director			
7.1.1	SOM & Related Meetings, AMM, AELM	-	49,900	**49,900**
7.1.2	Ministerials, FMP and WGs	45,300	9,900	**55,200**
7.1.3	Outreach	33,100	-	**33,100**
		78,400	59,800	**138,200**
7.2	Professional and Support Staff			
7.2.1	SOM & Related Meetings, AMM, AELM	-	482,000	**482,000**
7.2.2	Ministerials, FMP and WGs	134,700	32,700	**167,400**
7.2.3	Outreach	24,600	-	**24,600**
		159,300	514,700	**674,000**
	Total for Travel expenditure	**237,700**	574,500	**812,200**

Proposed 2010 Administrative Account

		Adjusted 2009 Budget if approved US$	Proposed Adjustment US$	Proposed 2010 Budget (US$)
(8)	**PERSONNEL -SUPPORT STAFF**			
8.1	Recruitment costs	2,800	-1,300	**1,500**
8.2	Insurance	28,600	-	**28,600**
8.3	Recruitment cost for FTED	166,500	-166,500	**-**
		197,900	**-167,800**	**30,100**
(9)	**RESEARCH AND ANALYSIS**			
9.1	Research	**2,000**	**-**	**2,000**
(10)	**ADMINISTRATIVE SUPPORT**			
10.1	Communications			
10.1.1	Fax charges	3,500	-	**3,500**
10.1.2	Telephone	28,000	-	**28,000**
		31,500	-	31,500
10.2	Professional Fees			
10.2.1	Audit fee	15,300	-	**15,300**
10.2.2	Legal & Professional fees	8,000	-3,000	**5,000**
		23,300	-3,000	20,300
10.3	Maintenance/Insurance of Vehicles			
10.3.1	Insurance	4,000	-	**4,000**
10.3.2	Vehicle running expenses	12,000	-3,000	**9,000**
		16,000	-3,000	13,000
10.4	Stationery			
10.4.1	Photocopying charges and paper	6,500	-	**6,500**
10.4.2	Printed stationery and others	7,000	2,000	**9,000**
		13,500	2,000	15,500
10.5	Postage and courier charges	20,000	10,000	**30,000**
10.6	Office and Building maintenance			
10.6.1	Office supplies	1,500	-	**1,500**
10.6.2	Office maintenance	20,000	-2,000	**18,000**
10.6.3	Utilities	105,100	-10,100	**95,000**
10.6.4	Insurance	5,000	-	**5,000**
10.6.5	Building maintenance	78,000	-	**78,000**
10.6.6	Security charges	37,000	5,000	**42,000**
		246,600	-7,100	239,500
10.7	Others			
10.7.1	Local transport, overtime meals, etc.	7,000	-	**7,000**
10.7.2	Bank Charges	1,500	-	**1,500**
10.7.3	Other Expenses	700	-	**700**
10.7.4	Staff Welfare	5,000	-	**5,000**
		14,200	-	14,200
10.8	Salaries and Bonus			
10.8.1	FT-ED and Staff Officer	-	505,800	**505,800**
10.8.2	Administration	557,600	2,700	**560,300**
10.8.3	Project Management	462,000	11,900	**473,900**
		1,019,600	520,400	1,540,000
	Total for Administrative Support expenditure	**1,384,700**	519,300	**1,904,000**

Proposed 2010 Administrative Account

		Adjusted 2009 Budget if approved US$	Proposed Adjustment US$	Proposed 2010 Budget (US$)
(11)	**INFORMATION TECHNOLOGY**			
11.1	Operational Costs			
11.1.1	Telecommunications lines and service charges	46,500	-	**46,500**
11.1.2	Maintenance of Hardware	60,500	-14,000	**46,500**
11.1.3	Maintenance of Software	81,500	-26,000	**55,500**
11.1.4	Others	20,000	-	**20,000**
		208,500	-40,000	**168,500**
11.2	Development Costs			
11.2.1	New Projects	145,000	-120,000	**25,000**
11.2.2	Upgrading	25,500	-500	**25,000**
		170,500	-120,500	**50,000**
11.3	Miscellaneous Expenses			
11.3.1	Computer accessories, CD Rom, etc.	5,500	-	**5,500**
11.4	Salaries and Bonus	201,300	10,000	**211,300**
Total for IT expenditure		**585,800**	**-150,500**	**435,300**
	Grand Total :	**3,131,200**	**755,900**	**3,887,100**

2010 Members' Contributions

Economy	2010 Contribution (US$)	%
Japan	901,000	18
United States of America	901,000	18
Canada	453,000	9.07
China	387,000	7.74
Australia	335,000	6.7
Korea	298,000	5.95
Chinese Taipei	236,000	4.73
The Russian Federation	202,000	4.04
Mexico	201,000	4.02
Hong Kong, China	137,000	2.75
New Zealand	137,000	2.75
Singapore	137,000	2.75
Brunei Darussalam	75,000	1.5
Chile	75,000	1.5
Indonesia	75,000	1.5
Malaysia	75,000	1.5
Papua New Guinea	75,000	1.5
Peru	75,000	1.5
Philippines	75,000	1.5
Thailand	75,000	1.5
Viet Nam	75,000	1.5
Total	**5,000,000**	**100**

Terms of Reference of the Budget and Management Committee

*** *Suggested revisions to 2006/BMC1/018* ***
(updated by BMC III 2009)

The Budget and Management Committee (BMC), approved by APEC Ministers at their Fifth meeting in the Seattle, has been established as a mechanism to advise the SOM and make recommendations to it on matters concerning APEC's budgets, administration, management and operations, including project management.

A)   i)   To this end, the BMC, operating by consensus, shall:

   (a)   assess the overall budget structure and make recommendations on the most appropriate balance between capital, project, and administrative expenditure.
   (b)   review the Secretariat's administrative budget and make recommendations to the Secretariat regarding its size and structure.
   (c)   review the project funding applications proposed by APEC fora in terms of SOM, SCE, EC and CTI priorities and the quality assessment of the proposals by the APEC Secretariat and, subject to available funding, approve proposals based on their priority and quality up to the value of $200,000 and recommend to SOM for approval funding allocations over $200,000.
   (d)   assess sourcing of overall project funding, especially in relation to possible private sector sources, and review approved project expenditure and propose any reallocations in the light of progress and changing priorities as determined by SOM, SCE, EC or CTI.
   (e)   evaluate, selectively, completed projects and report any significant findings to the SOM, SCE, EC and CTI.
   (f)   calculate, when required by senior officials, revised contribution levels for APEC members.
   (g)   recommend to CSOM for ministerial approval of the following year's budgets – including but not necessarily limited to the Administrative Account, Operational Account, APEC Support Fund, and the Trade and Investment Liberalisation and Facilitation Special Account – and the rates of contributions by Member Economies to the APEC Central Fund.

   ii)   (a)   evaluate Secretariat proposals on, and give advice to the Secretariat (process issues) and make recommendations to SOM (substantive issues) on, measures for improving APEC's administrative and operational efficiency, including in relation to project management, financial management, Secretariat staffing and IT systems.
   (b)   assist SCE, CTI, EC and SOM, as requested, to develop recommendations for the improved efficiency and effectiveness of APEC.

B)   The BMC may approve supplementary expenditure of up to US$ 20,000 in order to meet unforeseen requirements for approved projects.

C)   To enable the BMC to achieve its objectives with maximum efficiency:
   i)   meetings shall be held at least twice a year in the margins of a SOM meeting or in Singapore, and shall be serviced by the Secretariat.
   ii)   BMC shall oversee intersessional project approval sessions and if needed approve projects at BMC meetings.
   iii)   BMC may form small working groups with a defined mandate and timeframe to advance particular issues within the BMC mandate.

D)   Participation:

i)   The BMC shall be open to all APEC members.
ii)   All members attending the BMC will enjoy the same rights of participation.
iii)   The level of member representation should be consistent with the status of the BMC and the importance of its work.
iv)   The BMC meeting shall be convened by the BMC Chair, or in his/her absence, by the BMC Vice-Chair.
v)   The BMC Chair shall be a representative of the previous SOM Chair; the BMC Vice-Chair shall be a representative of the current SOM Chair.
vi)   The Executive Director of APEC, or designate, shall attend meetings ex-officio and participate fully in BMC discussions, unless otherwise decided by BMC.
vii)   The BMC may invite Senior Officials and other Secretariat officers to attend as appropriate. Chairs of other APEC Committees and the Chairs/Convenors/ Lead Shepherds of APEC sub-fora may be invited to attend BMC meetings as observers.