



RACVIAC- Centre for Security Cooperation  
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**NATO-RACVIAC Conference**  
***“Better Management of Defence Resources, Including Integrity  
Building in the Armed Forces”***

**14-16/17 SEPTEMBER 2009**  
**Rakitje, Croatia**

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**AGENDA**

The purpose of the Conference is to establish common platform for mutual exchange of views and experiences on major aspects in the area of defence resources management including building integrity in defence institutions.

The Conference objectives are as follows:

- To provide the cross section of actual issues in defence resource management systems in Europe and North America.
- To provide overview of possible solutions on some highly specific issues in budgeting, procurement and expenditures control.
- To enable exchange of information on the latest developments regarding ongoing defence and security budget reforms in SEE countries.
- To initiate informal expert communication between defence resources management proponents in Europe and North America.
- To provide common ground for future formal cooperation between individual countries involved in the Conference.

Time	Event	Location
<b>Monday, 14 September 2009</b>		
	<i>Arrivals and Accommodation</i>	<i>Hotel Rakitje</i>
17:00	<i>Final Conference Coordination Meeting</i>	<i>RACVIAC HQ Building</i>
20:00-22:00	<b>Welcome Reception and Dinner</b> Hosted by RACVIAC	Hotel Lavica, Samobor

Time	Event	Location
<b>Tuesday, 15 September 2009</b>		
<b>09:00-10:00</b>	<b>INTRODUCTORY SESSION</b>	
<b>09:00-09:20</b>	<b>Conference Opening</b>	RACVIAC Seminar Room
09:00-09:10	Welcome Remarks by <b>Amb Nedžad HADŽIMUSIĆ</b> , Director, RACVIAC-Centre for Security Cooperation	
09:10-09:20	Welcome Remarks by <b>Mr. Michael GAUL</b> , Head, NATO Defence and Security Economics Directorate (DSED/PASP)	
<b>09:20-09:45</b>	<b>Keynote Presentation</b>	RACVIAC Seminar Room
09:45-10:00	<b>Mr. Dragan NIKOLIĆ</b> , State Advisor Macedonian MoD Discussion	
<b>10:00-10:30</b>	<b>Coffee Break Including Group Photo</b>	RACVIAC Library Room
10:00	<i>Group Photo</i>	RACVIAC HQ Building
<b>10:30-12:10</b>	<b>SESSION I Chaired by NATO</b>	
<b>10:30-11:20</b>	<b>Managing Defence Resources in a Time of Financial Crisis and Bearing down on Cost Growth</b>	RACVIAC Seminar Room
10:30-11:00	Presentation by <b>Mr. Neil DAVIES</b> , Director. DASA, Economic Statistics and Advice, MoD UK	
11:00-11:20	Discussion	
<b>11:20-12:10</b>	<b>Improving Governance in the Management of Resources in the Security and Defence Sector</b>	RACVIAC Seminar Room
11:20-12:50	Presentation by <b>Mr. Todor TAGAREV</b> , Head, Centre for Security and Defence Management, Sofia, Bulgaria	
12:50-12:10	Discussion	

<b>Time</b>	<b>Event</b>	<b>Location</b>
<b>12:10-13:30</b>	<b>Lunch Break</b>	<i>Rakitje Restaurant</i>
<b>13:30-15:10</b>	<b>SESSION II Chaired by RACVIAC</b>	
<b>13:30-14:20</b>	<b>Instruments for Measuring Accountability, Transparency and Control of Expenditures in the Security and Defence Sector</b>	RACVIAC Seminar Room
13:30-14:00	Presentation by <b>Mr. Franpis MELESE</b> , Professor of Economics, Defence Resources Management Institute, Naval Postgraduate Scholl, Monterey USA	
14:00-14:20	Discussion	
<b>14:20-15:10</b>	<b>Strengthening Transparency and Reducing Corruption Risk in the Security and Defence Sector</b>	
14:20-14:50	Presentation by <b>Adm. Hugh EDLESTON</b> , Transparency International, UK	
14:50-15:10	Discussion	
<b>15:10-15:40</b>	<b>Coffee Break</b>	<i>RACVIAC Library Room</i>
<b>15:40-17:20</b>	<b>SESSION III Chaired by NATO</b>	
<b>15:40-16:30</b>	<b>Objective Based Budgeting – The SHAPE Experience</b>	RACVIAC Seminar Room
15:40-16:10	Presentation by <b>Dr. Attila Balla</b> , Chief ACO Budget Coordination, Integration, and Reporting Section, SHAPE	
16:10-16:30	Discussion	
<b>16:30-17:20</b>	<b>Setting Clear Rules and Regulations for Procurement, a Case Study: Doing Business with NATO</b>	RACVIAC Seminar Room
16:30-17:00	Presentation by <b>Mr. Paul BALLINGER</b> , Financial Controller and Director of Resources, NATO C3 Agency	
17:00-17:20	Discussion	
<b>17:20-17:35</b>	<b>General Discussion</b>	RACVIAC Seminar Room
<b>19:30-22:00</b>	<b>Dinner hosted by NATO</b>	Restaurant <i>Stari Puntijar</i> , Graanska cesta 65 Zagreb

Time	Event	Location
<b>Wednesday, 16 September 2009</b>		
<b>09:00-11:40</b>	<b>SESSION IV Chaired by RACVIAC</b>	
<b>09:00-10:00</b>	<b>The Implications of the Economic and Financial Crisis, and The Globalisation of Supply Chains, for The Better Management of Defence Resources</b>	RACVIAC Seminar Room
09:00-09:40	Presentation by <b>Mr. Adrian KENDRY</b> , Senior Defence Economist, Defence and Security Economics Directorate, NATO	
09:40-10:00	Discussion	
<b>10:00-10:30</b>	<b>Coffee Break</b>	<i>RACVIAC Library Room</i>
<b>10:30-11:30</b>	<b>Economic Growth as a Basis for Modern Defence and Security Expenditure</b>	RACVIAC Seminar Room
10:30-11:10	Presentation by <b>Mr. Franpis MELESE</b> , Professor of Economics, Defence Resources Management Institute, Naval Postgraduate School, Monterey, USA	
11:10-11:30	Discussion	
<b>11:30-11:40</b>	Intervention by <b>Ms. Cristina MAZUR</b> , Senior Expert, Division for Economic Adjustment for EU Integration, Ministry of Economy and Trade, Republic of Moldova	RACVIAC Seminar Room
<b>12:00-13:30</b>	<b>Lunch Break</b>	<i>Restaurant Rakitje</i>
Time	Event	Location
<b>13:30-17:20</b>	<b>SESSION V Chaired by RACVIAC</b>	RACVIAC Seminar Room
<b>13:30-14:50</b>	<b>Current Developments in Defence Resources Management - Review of Regional Challenges and Solutions</b> (time for Q&A is included)	RACVIAC Seminar Room
13:30-13:50	Presentation by <b>Col Bardhyl HOXHA</b> , Commander, Support Command, MoD, Republic of Albania	
13:50-14:10	Presentation by <b>Ms Alma HADŽIĆ</b> , Chief, Program and Budget Department, MoD, Bosnia and Herzegovina	
14:10-14:30	Presentation by <b>Mr. Damir MIRT</b> , Head of Division, Budget and Finance Directorate, MoD, Republic of Croatia	
14:30-14:50	Presentation by <b>Mr. Sarvan SADIGOV</b> , Senior Adviser, Nat. Assembly, Republic of Azerbaijan	
<b>14:50-15:20</b>	<b>Coffee Break</b>	<i>RACVIAC Library Room</i>

<b>15:20-17:20</b>	<b>Current Developments in Defence Resources Management - Review of Regional Challenges and Solutions (continued)</b>	RACVIAC Seminar Room
15:20-15:40	Presentation by <b>Ms Lidija LEVKOVSKA</b> , SME, Defence Resources Management, BAH, MoD, the Former Yugoslav Republic of Macedonia <sup>1</sup>	
15:40-16:00	Presentation by <b>Mr. Andrei STEGNACI</b> , Budgeting Expert, MoD, Republic of Moldova	
16:00-16:20	Presentation by <b>Mr. Vladislav KARADŽIĆ</b> , Senior Advisor, Ministry of Finance, Montenegro	
16:20-17:00	Presentation by <b>Major Igor BOJANIĆ</b> , Desk Officer, Sector for Material Resources, MoD, Republic of Serbia	
17:00-17:20	Presentation by <b>Mr. Giorgi DOLIDZE</b> , Head, PPBS Division, Ministry of Defence, Georgia	
<b>17:20-18:00</b>	<b>SESSION VI Co-chaired by NATO and RACVIAC</b>  <b>Conclusions and Lessons Learned</b> A summary of the conclusions of the four previous sessions including follow-up proposals.	RACVIAC Seminar Room
<b>18:00</b>	<b>Dinner</b>	<i>Rakitje Restaurant<sup>2</sup></i>

<sup>1</sup> Turkey recognizes the Republic of Macedonia with its constitutional name.

<sup>2</sup> Due to late closing time, Thursday, 17 September 2009, is designated as the departure day.