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EURO-ATLANTIC ACTION COMMISSION

PLENARY SESSION REPORT

WARSAW, POLAND

JANUARY 27, 2004

PLENARY SESSION APPLIES GLOBAL AND LOCAL LESSONS TO EURO-ATLANTIC ENLARGEMENT



Over 60 leaders and experts from 20 countries representing governments, corporations and international organizations of the Euro-Atlantic community gathered in Warsaw, Poland for the Plenary Session of the Euro-Atlantic Action Commission. The purpose of the Plenary Session was to present the 17 Action Commission recommendations to the 10 Central and Eastern European (CEE) EU accession countries, and to receive the initial reactions of the participants to these recommendations.

RECOMMENDATIONS ADDRESS ECONOMIC POLICY IMPLEMENTATION AND ENFORCEMENT

The 17 Action Commission recommendations were developed through business-government cooperation at 20 meetings in 7 countries. The recommendations target practical areas for improving business conditions, high-technology growth, cross-border operations, and labor and employment conditions in the CEE region. Emphasis was placed on implementing and enforcing EU and other international economic policies essential to region-wide investment and business growth. The recommendations are available online at www.csis.org/eaac/recommendations.htm.



TRANSATLANTIC LEADERS GUIDE THE PLENARY SESSION

The Plenary Session was co-moderated by ALICO's Chairman and CEO, R. Kendall Nottingham, and Siemens AG Executive Vice President, Johannes Feldmayer. The session was co-hosted by the Center for Strategic and International Studies (CSIS, Washington D.C.) and the Institute for Strategic Studies (ISS, Krakow, Poland). The Plenary Session agenda, list of participants and full transcripts of presentations are available online at www.csis.org/eaac/plenary_session.htm.

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"We need to create a vision for the 'globalised' world that is just as compelling as the vision that motivated the post-war generation to strive for the achievements we recognize here today. Economic interdependence is more than just another reason why Trans-Atlantic co-operation is so imperative. Neither party can afford a Trans-Atlantic split...We will only be able to face the challenges ahead if both sides share a common vision and responsibility for our future."

Renato Ruggiero, Member of the Steering Committee of the Action Commission.
Formerly Director General of the WTO and Minister of Foreign Affairs of Italy

THE PLENARY SESSION WAS OPENED BY H.E. MICHAL KLEIBER, MINISTER OF SCIENCE, POLAND:

"We need to work out together a vision adequate to the needs of today, general enough to assure international cooperation and specific enough to address local needs and capabilities of every country."

- My motto for today is: "Either we take hold of the future, of the future will take hold of us. This applies to every country, rich or poor, indeed to the whole world. We need to work out together a vision."
- We are just minutes before the EU accession, a political operation of monumental significance for the acceding countries, as well as for the whole Europe. This moment of reflection appears particularly important for all of us.
- I would particularly like to highlight the six recommendations discussed in the High-Technology and Development working group. We agree with the significance associated with each of these recommendations.
- A good example of Polish policies in this area is the Avionic Valley Initiative, an effort to reconstruct the avionic industry, which is very important to the economy of the southeast part of Poland. We hope that hundreds such examples will be available in Poland.



From left to right: Zaiga Liepina (Latvia), Cameron Munter (U.S. Embassy), Michal Kleiber (Ministry of Science, Poland), Bogdan Klich (Institute for Strategic Studies), Johannes Feldmayer (Siemens), R. Kendall Nottingham (ALICO).

CENTRAL AND EASTERN EUROPEAN GOVERNMENTS OFFER THEIR INITIAL REACTIONS TO ACTION COMMISSION RECOMMENDATIONS:

SUMMARY OF GOVERNMENT PRESENTATIONS:

- Action Commission recommendations correctly identify strategic priorities of the 10 Central and Eastern European (CEE) countries and practically contribute to their EU accession.
- Individual countries should concentrate on the introduction of those recommendations that best support and complement their national economic priorities.
- Growth of high-technology industry sector and development of knowledge-based economies is essential for increased competitiveness of the CEE region.
- Action Commission ought to place a greater emphasis on the development of infrastructure throughout the region, and on increasing the growth of SMEs.
- Private-public dialogue and partnership are recognized as a crucial element in economic policy formation and assessment.
- Regional cooperation will remain vital after EU and NATO accession.
- Countries should examine and learn from each other's experiences and best practices.
- CEE region needs to play a greater role in the transformation and integration of countries to the East, such as the Ukraine and Belarus.

Full transcripts of the verbal remarks as well as additional presentations by selected countries can be found online at www.csis.org/eaac/plenary_session.htm.



BULGARIA

Latchezar Petkov, Ambassador of Bulgaria to Poland

- Bulgaria has developed two essential economic plans: (1) National Plan for Economic Development for 2000-2006, and (2) Pre-Accession Economic Program for 2003-2006. The vision of the National Plan is for Bulgaria to reach those standards of economic competitiveness and development, which would allow for successful integration of the country into the European Union in the beginning of 2007.
- Through these programs focused on increased growth and competitiveness, the government has made considerable progress in recent years, particularly in the areas of corporate governance and ethics, e-government, financial services, ICT, IPR protection and public procurement.
- Continuous simplification of permit and licensing procedures has improved business conditions and eliminated 194 of the existing 360 permit license and registration regulations.
- The Innovation Strategy Project developed in 2003 gives a chance to the government in cooperation with the private business sector to support technology development and improve innovation process.

“All of recent economic reforms have been done as a part of our foreign policy and with a clear perspective of Bulgaria becoming a European Union member in 2007, while at the same time being a very close political ally to the U.S. and developing good relations with the Balkan region, Russia and Ukraine.”



ESTONIA

Aivo Orav, Ambassador of Estonia to Poland

- Estonia's strong economic performance can be attributed to liberal economic policies, including:
 - (1) full privatization, now completed
 - (2) currency stability
 - (3) possible land ownership by foreigners
 - (4) low, flat tax rates
 - (5) elimination of customs barriers on foreign trade.
- Transparency International ranks Estonia as one of the least corrupt countries in the region. Nonetheless, Estonia continues to pay a close attention to the fight against corruption. The government recently adopted a new national strategy against corruption, and next year a code of ethics for public service will be adopted.
- Estonia has been very successful in introducing e-government and e-services. Examples: paperless government meetings, prevalence of internet banking, online submission of tax statements, payment for transportation tickets through mobile phones.
- “Electronic democracy” allows Estonian citizens to introduce legislative ideas by internet. If there is a minimum of 50 supporters, the responsible ministry has to consider the proposal. Furthermore, the 2005 elections will most probably be carried out electronically.

“Estonia's economy has been extremely liberal...Estonia used to have no customs barriers on foreign trade. Only after EU negotiations did Estonia introduce limited customs barriers.”



HUNGARY

Mihaly Gyor, Ambassador of Hungary to Poland

- The Action Commission recommendations cover the most important fields of economic life of the 10 acceding countries.
- However, given the different levels and areas of development of the individual Central and Eastern European countries, and at the same time different national priorities, the individual countries should pay priority attention to the introduction and implementation of different sets of recommendations.

“Hungary is interested in each project aiming to improve competitiveness, innovation, technology development, and...infrastructure.”



LATVIA



Zaiga Liepina, Deputy State Secretary, Ministry of Economy

- One of the most important issues in Latvia is the reduction of administrative barriers, which the country began to address in 1998. This process has resulted in a steady improvement of Latvia's ranking in the Global Competitiveness Index.
- "It is important to look for the country that offers the best example for all candidate countries for the EU, and to learn from this example...Latvia recognizes that the cooperation between state institutions and society must be improved by taking into account best practices, and by sharing them with others."*
- Latvian government views public-private dialogue as an important method of evaluation of proposed legislation and regulatory framework. Conclusions of this dialogue are a part of a regularly updated plan of measures for government action.
 - Timely distribution of information on planned legislative amendments and regulations, particularly those affecting operations of business, is just one of Latvia's approaches for making business environment more attractive and friendly.
 - Information technology is one of Latvia's priority industry sectors. Focus on this sector is a crucial step towards development of a knowledge-based economy, and has been supported by several targeted initiatives, e.g. (1) simplification of immigration procedures for foreign IT specialists, and (2) tax initiative for employee training in the IT sector.



LITHUANIA



Darius Degutis, Ambassador of Lithuania to Poland

- Foreign policy goals and economic objectives of all Central and Eastern European countries are an integral and inseparable part of the NATO and EU accession process.
- "I think and hope that after the completion of the EU and NATO enlargements later this year the Central and Eastern European region and the corporations in this region will have a better chance to get to the regional agenda."*
- The last regular report of the European Commission, published in November 2003, ranked Lithuania among the best prepared EU accession countries. This proves the success of all reforms and processes that have taken place in Lithuania during the last decade.
 - The Baltic Sea region is of a particular significance and the recent projects that have developed in that region are crucial for attracting foreign investment.
 - The Baltic states need sufficient infrastructure connecting them together. One such project, the Baltic Energy Ring project, seeks to harmonize the energy systems of the states in this region. European Union support has been and will continue to be vital to projects such as this one.
 - The Baltic states should be more engaged in the cooperation and integration efforts of Ukraine, Belarus and other countries of the former Soviet Union.



POLAND



Jaroslav Pietras, Undersecretary of State, Office of the Committee for European Integration

- The following conditions are essential for successful implementation of the Action Commission recommendations:
 1. Political determination
 2. Better administration
 3. Focus on long term perspective over short term needs
 4. Change from contradictory to cooperative culture in administration and business
- Closer and better link among universities, research centers and industry will strengthen innovation and narrow the technology gap between East and West.
- CEE countries need to examine the impact of reshuffling of various industries in Europe on the competitive cost of labor in the region.
- We generally know "what" needs to be done; but not necessarily "how" to do it.

"EU accession creates the political determination needed for successful implementation of the recommendations."



ROMANIA

Adriana Ticau, Secretary of State, Ministry of Telecommunications and Information Technology

“Due to the crucial role played by innovation, it is the responsibility of each government to assure the right balance between freedom, the accessibility of information, and the protection of knowledge.”

- Anti-corruption legislation, passed in 2003, focuses on the conduct of civil servants and government officials through financial disclosures. This is connected to the more general idea of transparency, and in the case of e-government, transparency through electronic means.
- With regards to the liberalization of the telecom market, Romania is the first country to fully implement the new telecom *acquis*.
- An e-government one-stop shop portal for public information and services increases effectiveness, efficiency and transparency of the services.
- The Romanian government has focused particularly on a national strategy for the development of an information society and the implementation of a knowledge-based economy.

Marius Hirte, Director, Division of Institutional Affairs and EU Policies, Ministry of Foreign Affairs, Romania

- The key for EU accession, be it in 2004 for 8 CEE countries and later in 2007 for Romania and Bulgaria, is the implementation of the *acquis*.
- The involvement of the European Commission in the process of introducing the Action Commission recommendations should remain as continuous and as direct as possible.

*“The added value of the Action Commission recommendations lies in the fact that they are focused on the implementation of the *acquis* on one side and are drawn together by business on the other side.”*



SLOVAKIA

Magdalena Vasaryova, Ambassador of Slovakia to Poland

- The goal of the economic reforms in Slovakia has been to improve the conditions for long term investment, business growth and sustainable growth of the economy and living standards in Slovakia.
 - Slovakia has been achieving its goals via two main channels: (1) implementation of all necessary structural reforms, and (2) fostering the knowledge economy and innovative potential.
 - Reforms have targeted improvements in business environment and competitiveness:
 - (1) flat tax rate
 - (2) business deregulation and removal of administrative barriers
 - (3) e-government
 - (4) new bankruptcy law
 - (5) continued privatization
- The knowledge economy and pension reform include goals for making the education system reflective of the labor market and preparing younger generations for lifelong learning. A new labor code was put in place in July of 2003, and radical changes to the social insurance system have recently been passed that should increase incentives for people to look for work.

“The overall objective of the Slovak government is quite simple: to create all necessary preconditions for sustainable, long-term competitiveness of the Slovak economy.”

“It is this practical, policy-oriented, action focus that positively distinguishes the Euro-Atlantic Action Commission from many other groups and bodies that proclaim to pursue similar objectives.”

Ivan Miklos, Deputy Prime Minister and Minister of Finance of Slovakia

HIGHLIGHTS OF RECOMMENDATIONS BY CORPORATE MEMBERS

OVERVIEW OF RECOMMENDATIONS

Business Conditions Working Group

- Rec. 1 – Economic Growth and Competitiveness
- Rec. 2 – Financial Services
- Rec. 3 – Corporate Governance and Ethics
- Rec. 4 – Permit, License and Registration

High Technology Working Group

- Rec. 5 – Tech Gap
- Rec. 6 – Intellectual Property Rights
- Rec. 7 – Enforcement of IPR
- Rec. 8 – Public Procurement
- Rec. 9 – E-Government
- Rec. 10 – EU Technical Standards

Cross Border Working Group

- Rec. 11 – Public-Private Partnerships
- Rec. 12 – Cooperative Councils
- Rec. 13 – Surveillance and Monitoring

Labor and Employment Working Group

- Rec. 14 – Increasing Job Creation
- Rec. 15 – Strengthening Employment Systems
- Rec. 16 – Labor Policies and Structure
- Rec. 17 – Informal Economy



Scott Harris, President of the Continental Europe, Lockheed Martin

Improvement of corporate governance and business ethics is vitally needed, and it's not a problem limited only to this region of the world. We need a common set of rules and laws, standards for corporate governance and standards for corporate business ethics. We need to see the decline of what I might almost call political tradeoffs in making what should be economic decisions.



Shirish Apte, CEO, Global Corporate and Investment Bank in CEE, Middle East and Africa, Citigroup International

Today, a lot of investment in the new accession countries comes from bank financing. However, in the last couple of years people have begun looking for new financial instruments in addition to bank deposits. Investors are demanding higher standards of accounting, transparency, and regulatory oversight as well as the availability of more diverse financial instruments.



R. Kendall Nottingham, Chairman and CEO, American Life Insurance Company and co-moderator of the Plenary Session

Life insurance is a multi-billion dollar industry in Central and Eastern Europe, second only to the banking industry in terms of total assets. Governments should: (1) place a priority on improving domestic investment opportunities for insurance funds, (2) improve tax incentives and policies designed to stimulate the further development of the life insurance sector, (3) continue to improve the operation of the insurance supervisory agencies.



Christine Lagarde, Chairman of the Executive Committee, Baker and McKenzie

Regarding corporate governance and business ethics: Number one, people are key; number two, enforcement is fundamental to corporate social responsibility and to corporate governance in particular. Whether there is a conflict of interest between those who enforce the rules and those who have to respect the rules, is all extremely relevant to whether or not corporate governance is going to be a set of living principles or a set of documents set out to gather dust somewhere on a shelf.



Johannes Feldmayer, Executive Vice President, Siemens AG and co-moderator of the Plenary Session

Siemens believes that development in a country is only possible first, if there is peace, and second if there is a stable governmental structure, stable and efficient processes, and a situation where innovation is pushed and brought forward. Innovation is a question of survival for a corporation and of wealth and prosperity for the country. Shaping the proper framework for innovation is essential for making the best use of the huge opportunities that EU integration is offering.



Norman Ray, President, Europe, Raytheon International

Markets hate uncertainty, and at base these recommendations are focused on the elimination of uncertainty. There have been many instances, where although an opportunity was attractive, a business chose not to pursue it because the business leader didn't feel that the costly business environment revealed a level playing field.



Peter Richardson, Vice President for Information Technology, U.S. Steel Kosice

Competitive labor costs have drawn major corporations, such as U.S. Steel to Central and Eastern Europe. EU membership will raise these costs, but if the labor force remains competitive in this new environment, business will choose to pay this increased cost. The labor environment is also impacted by a lack of modern infrastructure, which in some countries limits labor flexibility and mobility.



Richard Pilnik, President of European Operations, Eli Lilly and Company

Recent historical examples indicate that a strong intellectual property system can be a win-win for governments, local and multinational companies as well as consumers. A strengthened IP system, consistently enforced, can encourage economic investments, promote business development opportunities, and spur local scientists and researchers to continue research and development locally.



From left to right: Latchezar Petkov (Bulgaria), Enrico Pavoni (Fiat Polska), Mihaly Gyor (Hungary), Shirish Apte (Citigroup), Darius Degutis (Lithuania), Mauro Pasquero (Fiat), Aivo Orav (Estonia), Uldis Vitolins (Latvia).

COMMENTS ON THE RECOMMENDATIONS BY ACTION COMMISSION OBSERVERS

**Hanna Gronkiewicz-Waltz
Vice President, EBRD**

Most of the recommendations are shared by EBRD:

- Focusing on FDI, job creation and SME development at a regional level, as mentioned in the recommendations, is a welcome objective and corresponds with the priorities developed by the EBRD.
- In financial services, the EBRD has been, and continues to be, very active in the four primary areas highlighted by the recommendations.
- There is a consensus on the need to improve procedures for the provision of business permits, licenses and registration, and limit government officials' discretion in this field.
- EBRD supports the objective of promoting effective public-private partnerships and improving the structure and operation of government institutions in the field of high-technology development and manufacturing.
- The reduction of the technological gap will take place through technological absorption which calls for effective protection of intellectual property rights.
- Recommendations for public procurement are crucial for an appropriate and efficient use of EU structural funds.

**Richard E. Hecklinger
Deputy Secretary General, OECD**

The Action Commission is on the right track on all of the recommendations:

- Regarding e-government, OECD has found that getting governance together is more important than the technology. Technology will follow.
- Countries in this region share the demographic challenge of aging population with their counterparts in the European Union as well as countries around the world. The Minister of Treasury of Austria coined the term "The Three Ps: Population, Participation, and Productivity." We need to concentrate on these three Ps in this region.
- How do we get people into the work force? Labor market policy isn't going to do much unless you have far better product market flexibility. This is missing in much of Europe, but it is important for employment growth and for SMEs and ultimately for productivity.

Patrick Hardouin

Deputy Assistant Secretary General, Political Affairs and Security Policy, NATO

- The Euro-Atlantic concept of a transparent and fully functioning democracy implies a commitment to the introduction of an accurate economic market that will provide the conditions of achieving balanced economic growth and equality.
- The Alliance would like to make distinctive contributions by placing an emphasis on promoting reform, transparency and accountability within the defense sector of its member countries.
- NATO emphasizes the growing importance of public - private partnership in order to achieve a more efficient use of resources in the organization management and the effectiveness of the military and security sectors.
- Each of the 17 recommendations can be applied to at least one of the focus areas in the transformation of the military and defense sectors.



From left to right: Robin Niblett (Steering Committee), Horst Teltschik (Steering Committee), Jenonne Walker (Steering Committee), Hanna Gronkiewicz-Waltz (EBRD), Patrick Hardouin (NATO).

The World Bank, particularly the **Office for Central Europe and Baltic States** led by **Mr. Roger Grawe**, has been a generous partner to this Action Commission. Although unable to attend the plenary session, the contributions of the World Bank should be noted. World Bank experts participated in the initial April working meetings and the September progress review in Warsaw; and made compelling presentations on the “Knowledge-Based Economy” as a part of our High technology Workshop in Budapest, and on “Life-long Learning in the Knowledge-Based Society” during our Labor and Employment Workshop in Bratislava. The recommendations of this Action Commission reflect World Bank experience and provide support for many of their fine programs.

STEERING COMMITTEE OBSERVATIONS ON MACRO-ECONOMIC AND GEO-STRATEGIC IMPLICATIONS OF THE RECOMMENDATIONS

Renato Ruggiero, former Director General of the WTO and Minister of Foreign Affairs of Italy:

- The United States and Europe are not only linked together by shared values; together we account for more than 50% of the world's GDP.
- In 2004, the enlarged European Union represents an immense opportunity both for Europe and the United States. As highlighted in the wide-ranging recommendations made by this Action Commission, we need to encourage and support the development of rules and standards that will allow us to fully benefit from this extraordinary potential, and develop closer relations, included in which, I place particular emphasis on the Trans-Atlantic relations that have always been at the heart of what we have so far successfully built.
- The plenary session appears to be setting out clear recommendations and action steps to implement them. Hopefully, this momentum will move beyond this session. In spirit of true collaboration, I would be particularly supportive of arranging something similar, this time in Washington, maybe during autumn.

“If the greatest challenge of the last half-century was to manage a divided world, the challenge today is to manage an inter-dependent one. We will only be able to face the challenges ahead, if both sides share a common vision and responsibility for our future. “

Horst Teltschik, former Foreign and Security Policy Advisor to German Chancellor Helmut Kohl:

- Infrastructure modernization is a bottleneck for development in Central and Eastern Europe. Transportation is particularly significant. Countries can and should avoid the past mistakes of others, and must try new approaches.
- The European Union is facing significant crises, such as settling the constant financial problem. In order to find solutions, one must compromise, which means sometimes one has to give in and the others must give in as well.
- Cross border cooperation is really fundamental. Hard work needs to be put toward including the Ukraine and Belarus.
- Globalization means global competition. Competition is the engine of innovation. The answer is: Be better. Be innovative.
- Don't try to reinvent everything. Learn from best practices. It's easier than to invent things by yourself. Start benchmarking but don't forget benchmark might already be a technology of yesterday.
- The relationship between politics and business is as important as ever. We need leaders in both parts: in business and in politics. Unfortunately what we see are moderators; moderators in business, moderators in politics, rather than people who are courageous enough to shape the future.

"If you look at the history of the European Union, crises are the engine of progress in Europe. Without crises, nothing is really moving."



Dr. Horst Teltschik addresses Plenary Session participants during a working lunch.

Jenonne Walker, former U.S. Ambassador to the Czech Republic

- Education and training are essential for the CEE region to remain competitive in the global economy. Action Commission recommendations focus on these issues in a number of areas: training of government officials on public procurement; training of judges on IPR enforcement; life-long learning and employment training, particularly of traditionally discriminated social groups, throughout the Labor and Employment working group projects.
- Fight against corruption is vital for further improvement of business conditions and investment climate. The Action Commission recommends several useful and effective approaches: introduction of business codes of ethics, focus on good governance, enforcement of IPR, role of self-regulation and peer pressure.
- Transparent and ethical political and business environment is also crucial for the democratization of any society. There is a direct connection between the protection of small shareholders, development of the middle class and the health of a democracy.

"No one has a formula for what exactly is the right set of practices that will promote honesty in business without stifling entrepreneurship and innovation...I hope this question gets more attention as this project moves forward."

Robin Niblett, Executive Vice President, Center for Strategic and International Studies (CSIS)

"Central and Eastern Europe possesses functional, effective and dynamic economies ...They will act both as a good influence for the countries of the former Soviet Union and also as a balance for the European Union as we look ahead."

- Successful integration of countries of Central and Eastern Europe into the Euro-Atlantic community has been a strategic goal for many U.S. administrations for both security and economic reasons.
- Thriving Central and Eastern European economies are potentially going to act as a magnet for the countries in the former Soviet Union as these come under pressure to integrate better or more effectively into the Euro-Atlantic economic and security structures.
- Well-regulated and transparent CEE economies can become effective partners with the U.S. and EU in the war against terror.
- Central and Eastern Europe will play a role in navigating between the tension that exists between existing members of the European Union and the U.S. in terms of their geo-strategic vision of the future.

CLOSING STATEMENTS AT THE PLENARY SESSION

Cameron Munter, Deputy Chief of Mission, U.S. Embassy to Poland

- A theme that resonates throughout the recommendations is that the focus on governance is not only a good thing, but an essential thing.
- Western Europe and the United States share with Central and Eastern Europe a sense that we have a common task: good governance.
- Education is buried in many of the recommendations. We have to educate publics in a broad, conceptual sense.
- We have to take into account non-government organizations in whichever way we can. NGOs are going to be an element that increasingly plays a role in what happens with these recommendations that governments chose to represent.

"I couldn't agree more with the focus of the next steps that any CSIS project would have to take. We should focus as much as we can on those steps which will make this a better democracy and a better economy in a global context."

John O'Rourke, First Counsellor, European Commission Delegation to Poland

"I think it is very important to have this kind of a forum where the international business community can address a number of things that we, the EU, deal with in the process of trying to facilitate the forthcoming enlargement."

- The recommendations dealing with intellectual property protection, regulation of financial services, technical and safety standards, and public procurement are areas in which many details are regulated by the *acquis communautaire* legislation.
- If the countries of Central and Eastern Europe are to attract much needed foreign direct investment, they need to focus on the essential questions of transparency, governance, access to capital, elimination of red tape, and labor market flexibility.
- An issue of public private partnerships is that such partnerships require quite sophisticated legal framework that can handle proper proportioning of risk to those parties, public and private, which can take on those risks most efficiently.
- We have to be very careful as to how we mix economics and politics, so that politics doesn't become a cover for bad economics. It is important to make sure that we know what is the best economic solution.

FOLLOW-ON ACTIVITIES

The follow-on activities of the Action Commission in March and April 2004 will focus on introduction and implementation of selected recommendations at the following meetings. The dates and focus of the meetings are tentative, and are pending final approval:

DATE AND LOCATION	MEETING FOCUS	CONTACT INFORMATION
March 25-26 Prague	<ul style="list-style-type: none"> ▪ General Review of the 17 Recommendations ▪ Timely Implementation of E-Government Systems ▪ Efficient and Effective Cross-Border Surveillance and Monitoring Systems ▪ Improved Enforcement of Procurement Laws 	Euro-Atlantic Action Commission George W. Handy, Director tel: 202.775.3178 fax: 202.775.3199 ghandy@csis.org
April 26-29 Tallinn, Riga, Vilnius	<ul style="list-style-type: none"> ▪ General Review of the 17 Recommendations ▪ E-government Systems ▪ Diversity of Financial Instruments ▪ Cross-Border Cooperative Council 	Peter Kusek, Asst. Director tel: 202.457.8728 fax: 202.775.3199 pkusek@csis.org