Monday, November 27

8:30 a.m. – 9:00 a.m. Administrative Briefing
Ms. Iwona Kabat-Lefebre, Program Officer, Joint Vienna Institute (JVI)

9:00 a.m. – 9:30 a.m. Opening Session:
Welcome Speech
Mr. Tom Richardson, Director, JVI
Introduction of lecturers and participants
Ms. Gabriele Herbeck, Ms. Monika Geppl (Austrian Federal Ministry of Finance, BMF) and Ms. Asel Isakova (JVI)

9:30 a.m. – 10:15 a.m. L-1 Introduction to Public Administration Reforms
Ms. Gabriele Herbeck, Ms. Monika Geppl (BMF)

10:30 a.m. – 12:30 p.m. L-2 Budget Management and Budget Reform in Austria
Mr. Benedikt Gamillscheg (BMF)

2:00 p.m. – 3:30 p.m. L-3 Governance, Risk, and Compliance Management
Ms. Eva Schrittwieser (BMF)

3:45 p.m. – 5:15 p.m. L-4 Spending Reviews
Ms. Gabriele Herbeck (BMF)

6:00 p.m. Welcome Dinner at Intercity Hotel

Tuesday, November 28

9:00 a.m. – 10:30 a.m. L-5 Principles of Tax Administration Reform
Ms. Asel Isakova (JVI)

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1 Coffee breaks will be held from 10:30 a.m. – 10:45 a.m. and from 3:30 p.m. – 3:45 p.m., and the lunch break will be from 12:30 p.m. – 2:00 p.m., unless otherwise specified.
10:45 a.m. – 12:15 p.m. W-1 Principles of Tax Administration Reform
Ms. Asel Isakova (JVI)

2:00 p.m. – 5:15 p.m. L-6 Performance Management: Principles and Applications
Mr. Roland Schneider, Mr. Martin Baumhauer (Federal Chancellery

Wednesday, November 29

9:00 a.m. – 10:30 a.m. L-7 How can administrative reforms increase efficiency?”
Mr. Philipp Lust (BMF)

10:45 a.m. – 12:15 p.m. L-8 Administrative Burden Reduction: The Austrian Initiative/e-Government. Case Study “Business Service Portal”
Mr. Gerald Reindl (BMF)

2:00 p.m. – 3:30 p.m. L-9 e-Government: Austrian and EU Perspectives
Mr. Axel Honfi (Computing Agency)

3:45 p.m. – 5:15 p.m. L-10 Intergovernmental Fiscal Relations and Federalism Reform in Austria
Ms. Gerlinde Zimmer and Mr. Philipp Päcklar (both BMF)

Thursday, November 30

9:00 a.m. – 10:30 a.m. L-11 Is Parliament a Driver for Fiscal Governance and Administrative Reform in Austria? The Role of the Parliamentary Budget Office
Mr. Helmut Berger (Parliamentary Budget Office)

10:45 a.m. – 12:15 a.m. L-12 Evaluation of the Budget Reform – Design, Process and Preliminary Findings
Ms. Monika Geppl (BMF)

2:00 p.m. – 5:15 p.m. O-1 Participant Presentations on Budget Reform Challenges/other reforms in their Countries
- The Case of Albania
- The Case of Belarus
- The case of Croatia
- The Case of Georgia
- The Case of Macedonia, FYR

Chair by Mr. Benedikt Gamillscheg, Ms. Monika Geppl (BMF)

6:30 p.m.: Farewell Dinner

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| 9:00 a.m. – 11:30 a.m. | L-13     | **Guest Lecture on Public Financial Management (PFM) Reforms**, followed by Q&As  
Ms. Suzanne Flynn (IMF, Center of Excellence in Finance) |
| 11:45 a.m. – 12:00 a.m. |          | **Main Takeaways**                                                       |
| 12:00 p.m. – 13:00 p.m. |          | **Feedback Session and Closing of the Course**                           |