



*Project title:*

# **South-Eastern European developments on the administrative convergence and enlargement of the European Administrative Space in Balkan states**

*Programme:*

Lifelong Learning Programme

*Sub-programme:*

Jean Monnet Programme, Key Activity 1

*Action type:*

Multilateral Research Group

*Partners:*

National School of Political Studies and Public Administration, Romania (P1)  
University of the Aegean, Greece (P2)  
New Bulgarian University, Bulgaria (P3)  
University of Rijeka, Croatia (P4)  
European Public Law Organization, Greece (P5)

*Academic coordinator: Professor Dr. Lucica Matei*

*Duration:*

01 September 2009 – 31 August 2011

## **SUMMARY OF THE PROJECT**

### **Reason for the project**

European integration revealed, also for public administrations, specific processes and mechanisms, for evaluating the progresses recorded within the framework of national reforms. The most important ones refer to administrative convergence and compatibility with principles and values of the European Administrative Space (EAS). For the Balkan states, situated in different positions in the European integration process, each above concept is emphasised and it develops in a distinct and specific way.

**NEWSLETTER  
No 10**

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## Event no.1 - Scientific event organized within the framework of Jean Monnet project



The workshop had the following structure:

- Opening Session
- Session 1 - Balkan Public Administrations between Transition and Modernity
- Session 2 - Impact of Reforms on Public Administration in the Balkan States. National Experiences
- Session 3 - A Balkan Model of Public Administration – Myth or Reality?
- Session 4 - Administrative Convergence between Weberian Model and New Public Management
- **Session 5 - Evaluating a Case Study Relevant for NPM Application in Local Government**
- Special Session - European Governance versus National Governance. European Pragmatism





## SESSION 5

### Evaluating a Case Study Relevant for NPM Application in Local Government

#### *Moderators*

**Constantine STEPHANOU**, Prof. Dr., Panteion University of Social and Political Sciences, Greece

**Diana - Camelia IANCU**, Dr., National School of Political Studies and Public Administration, Romania



#### *Speakers*



**Roumiana TSANKOVA**, Prof. DrSc, Technical University - Sofia, Bulgaria

**“E-Governance as a Step of New Public Management”**

Available at [http://www.balcannet.eu/papers\\_grecia/Tsankova\\_Roumiana.pdf](http://www.balcannet.eu/papers_grecia/Tsankova_Roumiana.pdf)

In cybernetics sense the management of the administration involves the administrative-management processes planning and accounting, dissemination of administrative management information, decision making, feedback. Now days according to Lisbon contract we have to think to a new management process so called “good management”. The “good management” in Lisbon content means management with transparency and visibility, with citizens wide participation in decision making and its realisation, to move from information society to knowledge society.

The e-Governance bring administrative services near to citizens and businesses, involves citizen and stakeholder to participation in planning and decisions making processes, improve mutual information communication through ICT, and enhance democratic processes at all. This means that in theoretical aspect the e-Governance is a form of the “good management”. This leads to improvement of the understanding of the e-Governance as a step of the new public management process at different levels of the information and knowledge society.

At present e-Governance exists like practice examples at both the strategy and policy levels, as well as at the actual practical implementation. In this paper some suggestions for the future innovative work in the e-Governance development will be proposed. Also two directions of the e-Governance like elements of the “new management” will be presented. The first one is the improvement of the visibility of the management decision making in the public management through advanced ITS. The second is a Web based system for dissemination of good public administration practices and formation of tacit management knowledge.





**Alexandra IANCU**, PhD candidate, National School of Political Studies and Public Administration, Romania

***“Using the New Public Management to Measure the Performance of Local Public Transport Service (RATB) in Bucharest”***

Available at [http://www.balcannet.eu/papers\\_grecia/Cristescu\\_Alexandra.pdf](http://www.balcannet.eu/papers_grecia/Cristescu_Alexandra.pdf)

New Public Management has emerged as a reaction to the traditional model of public administration, a bureaucracy, hierarchical, rigid, inefficient model, which led to the distancing government from citizens. Public organizations which were organized by the traditional, bureaucratic model were increasingly criticized for lack of efficiency and quality of public services. One of these was RATB (Autonomous Administration of Transportation Bucharest), which provided local public transportation services, of whose requirements were not at the demands' levels of citizens from Bucharest. Thus, it needed to be taken a series of measures to improve public transport service, by applying New Public Management, from changing the law in 2007 and the introduction of quantitative performance indicators and to the acquisition of new means of transport and improvement of existing, shorter waiting times, increasing the comfort stations waiting, transport safety and security of passengers. Since the New Public Management is focused on introducing performance standards, testing and comparing results with quantitative performance indicators, the principle of the 3 E: economy of resource use, efficiency and effectiveness, in the present study we conducted a brief analysis of the quality local public transport service in Bucharest on the basis of eight quantitative and qualitative indicators for public transport services established by legislation.

These indicators were: satisfaction of passengers (it has considered the journey, informing passengers, vehicles' and stations' condition and the distribution system efficiency of ways of transport); medium specific load (at peak and the peak hours); average waiting time (at peak and the peak hours); average travel time (to peak and the peak hours); environment (noise pollution, pollutant emissions); transport safety and security of passengers (accidents, defects and technical incidents); the way that fare reflects the quality of services; quality control system in the vehicle.

The analysis was based on a number of surveys that were conducted by RATB since 1999 until the present (2009) based on questionnaires developed by RATB to see the perception of users to public transport service in Bucharest.





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**Denita CEPIKU**, Dr., University of Rome “Tor Vergata”, Italy  
**Cristina MITITELU**, PhD. Candidate, University of Rome “Tor Vergata”, Italy  
**“Public Administration Reforms in Albania and Romania: Between the Weberian Model and the New Public Management”**

Available at [http://www.balcannet.eu/papers\\_grecia/Cepiku\\_Mititelu.pdf](http://www.balcannet.eu/papers_grecia/Cepiku_Mititelu.pdf)



A general trend is easily observable in the literature on public administration reforms in post-communist countries and it consists in analyses of the degree of adoption and success of the New Public Management (NPM) model. A relevant implementation gap for some levers as well as areas of reform which cannot be ascribed to the NPM are highlighted.

The combination of these two features – also common, and not by accident, to other European countries – may well be read as the adoption of a modernisation framework different from the NPM, which some authors have come to recognize as a Neo Weberian model. Still, both models are not sufficiently developed and analytical to provide a framework for evaluating country experiences.

Therefore, the paper will: 1) perform a systematic review of the literature on the context and cultural dependency of public management reforms, the debate on the NPM and the New Weberianism, with the aim of defining an analytical theoretical framework suitable for the analysis and comparison of country experiences; 2) undertake an in-depth evaluation of public management reform trends in two countries – Albania and Romania – and contrasts these with OECD countries’ experience, with the aim of highlighting the approach adopted and how administrative history and traditions influence the reform results.

The case studies are analysed with a specific focus on the scope, contents and sequence of reforms as well as on the role of international institutions.

Public administrations of some European countries, including Albania and Romania, are not NPM “laggards” but have instead chosen to adopt a different modernisation model: i.e. the New Weberianism. Implications for future research and policy-makers are drawn.





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## Members' academic contributions in the field of research connected to the project

### *MPA Education Case studies for Romania* Prof. Dr. Lucica Matei

The paper was presented at the **Global Forum of Public Administration School Deans:**  
**“Global Opportunities and Challenges of MPA Education”**  
**During the 5th Sino-US International Conference  
on Public Administration**  
**“The Role of Government in Fighting the Financial Crisis”,**  
June 14-17, 2010  
Xiamen City, P.R.China

#### ABSTRACT

The paper describes the legislative context of the practices and modalities for organising the education in the field of public administration in Romania. The paper addresses the following questions:

- I. Education of actual and future administrators/civil servants
- II. Competences developed by MPA programmes
- III. Convergence of MPA programmes. A case study for South-Eastern Europe

Based on the evaluation standards of the European Association for Public Administration Accreditation (EAPAA), the paper presents the outcomes of a comparative study on organisation of the MPA programmes in Europe and US.





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## Events in the field of research connected to the project

20 May 2010

*„New reforms in the areas  
of local government  
and electoral law in  
Greece”*

**Professor Spyridon  
Flogaitis**

*Director, President of the Board  
of Directors, European Public  
Law Organization, Greece*



The National School of Political Studies  
and Public Administration,

The Faculty of Public Administration,  
and

Bucharest Regional Office of the  
European Public Law Organization

*presented*

this event as part of the Conferences'  
cycle “**EPLO’s Dialogues at NSPSA**”



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