

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.



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Cooperation between the Project's Partners



26 March 2010

*The European
Union's legislature:
striking the right
balance between
the EU and the
national level*

Associate Professor
Ton van den Brink
Europa Institute, Utrecht University,
Netherlands

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"

The professor's lecture aimed at defining the impact of EU law on national legislation. He stressed the fact that a qualitative analysis is the best analytical approach and emphasized the elements that matter, like the scope of EU law (wide horizontal norms or specific sectoral norms), the substantive norms or also institutional norms, the new EU law or codification, and the degree of national discretion left to the Member States.



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



Workshop
Wrap Up

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 2

Impact of Reforms on Public Administration in the Balkan States. National Experiences



Moderators

Andreas POTTAKIS, Dr., European Public Law Organization, Greece

Luminita Gabriela POPESCU, Assoc. Prof. Dr, National School of Political Studies and Public Administration, Romania



Speakers

Nikolaos-Komninos HLEPAS, Prof. Dr., University of Athens, Greece

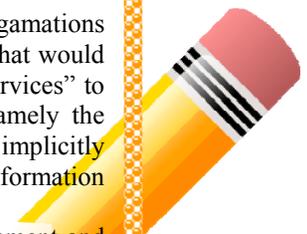
“The Impact of Local Government Reforms in Greece: A Critical Overview”

Available at http://www.balcannet.eu/papers_grecia/Hlepas_Nikolas.pdf

By the beginning of the 1980s, an overwhelming majority believed that public administration would become friendlier to the average citizen if a great number of responsibilities would be delegated to the municipalities. Socialist governments (1981-1989) undertook several decentralization reforms, but were hesitated in promoting obligatory amalgamations, although demographic changes and urban pull caused an ongoing depopulation of rural areas, while small municipalities were even unable to fulfill residual tasks.

The need for efficiency was the main argument for the “Capodistrias Plan” of amalgamations (1997) that intended to re-structure the first tier and create new, stronger municipalities that would be able to cope with new tasks, promote local development, and offer “modern social services” to their citizens, especially in rural areas. By 2007, former opponents of the reform, namely the conservative leaders, initiated a debate on a second wave of amalgamations, thus implicitly acknowledging the success of territorial reform or at least the positive dynamics of a transformation that had to be completed.

A main assumption of this paper is that the organization of sub-national levels of government and governance is the outcome of a political process where the politics of territorial choice are influenced by societal arrangements and dynamics with the balance between different interests being intermediated through political processes. Territorial re-scaling, moreover, is exposed to pressures coming from supranational (European and global) as well as national levels, the outcome being an open game depending on the main features of the socio-economic and political systems in each country.





South-Eastern European developments
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Margarita SHIVERGUEVA, Prof. Dr., New Bulgarian University, Bulgaria

Ivan NACHEV, Dr., New Bulgarian University, Bulgaria

“Reforms in the Bulgarian Public Administration”

Available at http://www.balcannet.eu/papers_grecia/Shivergueva_Margarita_Nachev_Ivan.pdf

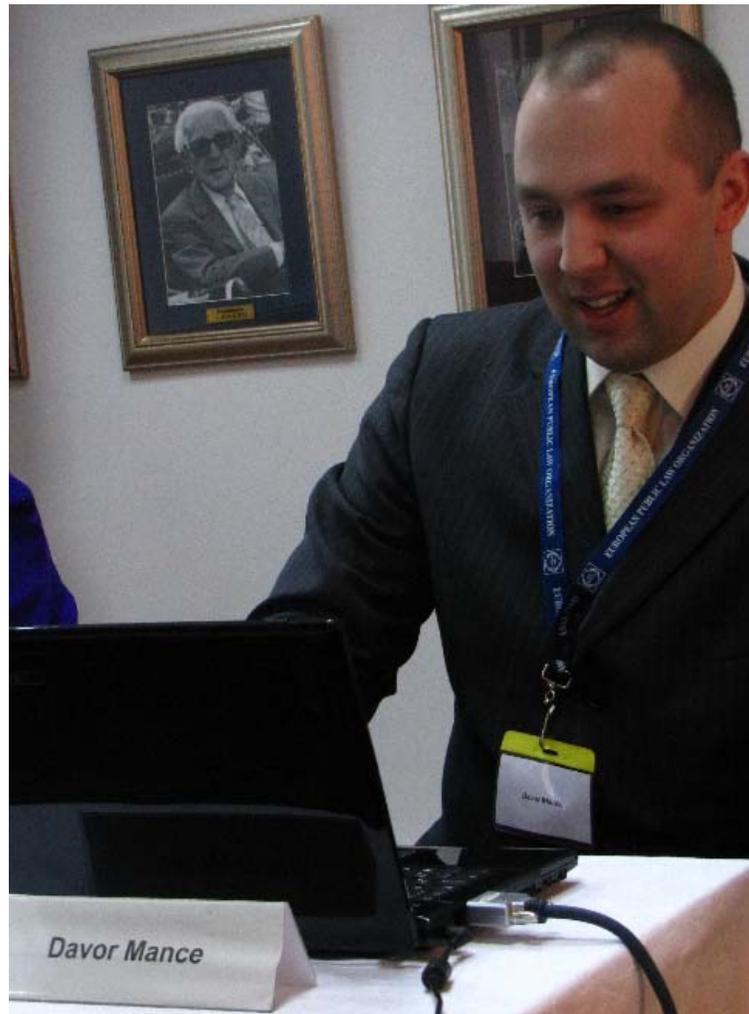


The analysis provided herewith presents the state of the administration on central, regional and local level and its preparedness to work in the context of EU membership. The analysis depicts the basic tendencies, challenges and prospects in the modernisation of the state administration for the period between 2007 and 2013.

The paper focus is oriented to transparency and integrity of the state administration including anticorruption policy, different forms of public-private partnerships and professionalization of the civil service.



Davor MANCE, MSc, University of Rijeka, Croatia
Vinko KANDZIJA, Prof. PhD, University of Rijeka, Croatia
Zeljka Tropina GODEC, Central State Office for Administration of Republic of Croatia
“Review on the Croatian Public Administration Reform”
Available at http://www.balcannet.eu/papers_grecia/Mance_Davor.pdf



A very important area of EU accession negotiations and requirements towards the Republic of Croatia is its reform of the public administration. The main criticism of the Croatian public administration is addressed towards its size and inefficiency. The public administration reforms run slowly. The existing legal and administrative system in Croatia is complex, and needs simplification. Large discretionary powers lead to inefficiency and legal uncertainty, and provide incentive for corruption. The Administrative Court, for example, cannot perform the current scope of work related to revision of administrative decisions. Also one of the criticisms refers to underdevelopment of local and regional self-government, and weak decentralization.

Modernization of the public administration (state administration, local self-government and public services), its full professionalisation and provision of fast and reliable public services is an integral part of good entrepreneurial environment and a requirement for a better living standard of all citizens. Open, reliable and transparent public administration is important for the Croatian joining the European Union. Only by promoting a proactive way of thinking of state officials to focus their services on the citizens, the public administration can achieve its purpose, which is serving the citizens. In March 2008 the Croatian Government adopted “The Public Administration Reform Strategy” for the period between 2008 and 2011. This established a strategic framework for further reforms of state administration.



Luminița Gabriela POPESCU, Assoc. Prof. Dr, National School of Political Studies
and Public Administration, Romania
“*New Model of Regulatory Decision Making and the Public Administration Reforms.
The Romanian Context*”

Available at http://www.balcannet.eu/papers_grecia/Luminita_Popescu.pdf



Representation is the key to the proper functioning of any democracy and an important value itself. But, a good functioning of the democracy must take into account as a primary value not only representation, but also the means of solving the problems.

The last decades represented for EU members a period in which the public's trust in deciding structures has suffered a major decrease. In terms of decline of public trust, in a 15 year period from the early 1980s to the mid1990s, according with World Values Survey, the public's confidence in parliament fallen significantly in many European countries. For example, in Finland from 65 to 33 per cent, in Germany from 51 to 29 percent, and in Spain from 48 to 37 percent. In Romania the situation is resembling in the way that the trust in policy makers have fallen. Polls indicate that the public's trust decreased from 44 to 21 per cent in period 2003-2007.

This profound distrust, proven by the E.U. citizens, shows „citizen's rejection of policy making behind closed doors” and „the government by announcement” where decisions have been taken without public consultation. The top-down form of risk communication in which regulators/government communicated a one -way fashion to the public was *the modus operandi*.

This present paper is focused upon researching the institutional changes and the approaches necessary to make the new model not a threat to European policy making processes, but a contribution to ensuring a better regulatory framework for Europe.

The main conclusions one may draw from this presentation, aim at offering possible answers to the following questions:

1. How can we ensure that the stakeholder participating in the policy process is the way for rebuilding the public trust?
2. How can we ensure that transparency in policy making does not lead to unnecessary amplification of risks and public confusion?
3. Is placing citizens' priorities on different levels in the multilevel governance structures suggesting multiple possibilities for influencing the European agenda by forces other than the public opinion?

Dimitrios CHRISTOPOULOS, Prof. Dr., The Greek Ombudsman, Greece
**“Support to the Strengthening of the Ombudsman Office - Twinning Project between
Serbia and Greece”**

Available at http://www.balcannet.eu/papers_grecia/Christopoulos_Dimitrios.pdf



The objectives of the project are to provide expertise and support to the Ombudsman of the Republic of Serbia during its crucial phase of consolidation and affirmation as an authoritative independent institution in defending citizens' rights in Serbia on the basis of European standards and best practices of Ombudsman institutions as well as to establish an efficient multifunctional and strong network-based system of cooperation of Ombudsman's offices in the Republic, provincial and local levels coordinated by the National Ombudsman.

Moreover, to improve the human resources and capacity of the Ombudsman of the Republic of Serbia through focused training, seminars, study visits and conferences, as well as through technical and modern informatics' support in order to assist its further development into an independent and prominent body capable of pursuing its mandate, as enshrined in the Ombudsman Constitution, with integrity and impartiality.

Finally, to enhance public awareness and trust of the role of the Ombudsman in Serbia and to assist to provide positive exposure and a high public profile at a national and international level through initiatives aiming at different audiences and recipients of the Ombudsman's public discourse and intervention.



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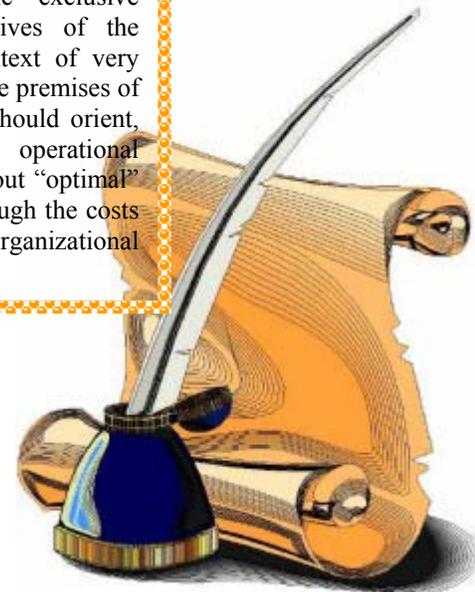
Members' academic contributions in the field of research connected to the project

Lucica Matei
Ani Matei

Corruption in the public organizations Towards a model of cost-benefit analysis for the anticorruption strategies

Available at: <http://ideas.repec.org/p/pramprapa/17639.html>

The paper aims to evaluate how the anticorruption strategies lead to minimizing the corruption phenomenon in the public organizations, with special reference to those from public administration and health system in Romania. Based on some essential features, stated by Banfield (1975) about the capacity of the public organizations to minimize corruption inside the organizations, the authors achieved two parallel sociological researches in the public administration system and the health system in Romania. Thus, the researches reveal a paradox in the finality of the mentioned public organizations between the exclusive preoccupation for an ethical behaviour and the other objectives of the organizations: effectiveness, flexibility, dynamics etc. In the context of very interesting studies, such as those by Rose-Ackerman (1975, 2005), the premises of research are based on the idea that "the anticorruption strategies should orient, firstly towards improvement of the economic, technical and operational efficiency" of the public organization. Therefore, we may speak about "optimal" level of corruption rather than "zero" level. We justify this fact through the costs of supporting the anticorruption strategies, their direct impact on organizational effectiveness and performance.



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