

# **Verwaltungsmodernisierung im Westlichen Balkan im Kontext der EU-Erweiterung**

## **Eine vergleichende Untersuchung am Beispiel von Albanien, Mazedonien und Montenegro**

Dissertation zur  
Erlangung des akademischen Grades einer  
Doktorin der Wirtschafts- und Sozialwissenschaften (Dr. rer. pol.)  
im Fachbereich Wirtschaftswissenschaften  
der Universität Kassel

Vorgelegt von Claudia Vollmer  
Kassel, im Oktober 2013

**Erstgutachterin:** Prof. Dr. Silke Laskowski  
**Zweitgutachter:** Prof. Dr. Jürgen Reese

## Contents

## List of Figures

## List of Tables

## Verzeichnis der Abkürzungen

**KDE** K Desktop Environment

**SQL** Structured Query Language

**Bash** Bourne-again shell

**BdKJ** Bund der Kommunisten Jugoslawiens

**BENF** Beneficiaries

**BiH** Bosnia and Herzegovina

**CAF** Common Assessment Framework

**CARDS** European Financing Programme for assisting the countries of the Western Balkans

**CCLSGR** Committee for Coordination of Local Self-Government Reform

**CEE** Central and Eastern European

**CEEC** Central and Eastern European Countries

**CoE** Council of Europe

**COMECON** Council for Mutual Economic Assistance

**CS** Civil Service

**CSA** Civil Service Agency (Mazedonien)

**DEZA** Direktion für Entwicklung und Zusammenarbeit

**DG** Directorate-General

**DG ADMIN** Directorate-General for Administration

**DG ELARG** Directorate-General for Enlargement

**DG HR** Directorate-General for Human Resources

**DoPA** Department of Public Administration (Albania)

**EAR** European Agency for Reconstruction

**EAS** European Administrative Space

**EBRD** European Bank for Reconstruction and Development

**EC** European Commission

**EGPA** European Group of Public Administration

**EIPA** European Institute of Public Administration

**EU** European Union

**EuGH** Europäischer Gerichtshof

**EUPAN** European Public Administration Network

**FYROM** Former Yugoslav Republic of Macedonia

**GTZ** Deutsche Gesellschaft für Technische Zusammenarbeit

**HHSStA** Österreichisches Haus-, Hof- und Staatsarchiv Wien

**HRMA** Human Resource Management Authority (Montenegro)

**IMF** International Monetary Fund

**IPA** Instrument for Pre-accession Assistance

**ISPA** Instrument for Structural Policies for Pre-Accession

**MIFF** Multi-Annual Indicative Financial Framework

**MIPD** Multi-Annual Indicative Planning Document

**MPA** Master of Public Administration

**NGO** Non-governmental Organisation

**NRO** Nichtregierungsorganisation

**NISPA** Network of Institutions and Schools of Public Administration in Central and Eastern Europe

**NPM** New Public Management

**NUTS** Nomenclature des unités territoriales statistiques

**OECD** Organisation for Economic Cooperation and Development

**OSCE** Organisation for Security and Cooperation in Europe

**OSZE** Organisation für Sicherheit und Zusammenarbeit in Europa

**PA** Public Administration

**PAR** Public Administration Reform

**Phare** Poland and Hungary Assistance for the Restructuring of the Economy

**PIFC** Public Internal Financial Control

**RESPA** Regional School for Public Administration

**RGW** Rat für gegenseitige Wirtschaftshilfe

**SAA** Stabilisation and Association Agreement

**SAI** Supreme Audit Institution

**SaM** Serbia and Montenegro

**SAP** Stabilisierungs- und Assoziierungsprozess

**SAPARD** Special Accession Programme for Agriculture & Rural Development

**SFRJ** Sozialistische Föderative Republik Jugoslawien

**SFRY** Socialist Federal Republic of Yugoslavia

**SIGMA** (OECD) Support for Improvement in Governance and Management

**TA** Technical Assistance

## Bibliography

- [1] *Accessing Integration. Problems and Solutions to Adapting IPA in Albania, Bosnia and Herzegovina, Montenegro and Macedonia* (2010). European Movement Albania. Tirana.
- [2] *Accompanying measures in the context of Bulgaria and Romania's Accession* (2006). European Commission. Brussels.
- [3] *Albania, Progress Report SEC(2009) 1337, accompanying the Communication from the Commission to the European Parliament and the Council. Enlargement Strategy and Main Challenges 2009-2010* (2009). European Commission. Brussels.
- [4] *Albanien. Fortschrittsbericht* (2005). Europäische Kommission. Brüssel.
- [5] *An Evaluation of Phare Public Administration Reform Programmes, Final Report* (1999). IPS (Office of International Policy Services). Brüssel.
- [6] *Analytical Report accompanying the Commission Opinion on Albania's application for membership of the European Union* (2010). European Commission. Brussels.
- [7] Apelblat, Mose (2007). "Public Administration Reform. A Rethink for the Broader Approach of Governance and Public Sector Reform". unveröffentlichtes Diskussionspapier. Brüssel.
- [8] — (2009). "Proposal for co-ordination function in DG ELARG for public administration reform (PAR)". unveröffentlichtes Diskussionspapier. Brüssel.
- [9] *Balkan Monitor. Insights and Perceptions: Voices of the Balkans* (2010). Gallup. Brüssel.
- [10] Barker, Elisabeth (2001). "The origin of the Macedonian dispute". In: *The New Macedonian Question*. Ed. by James Pettifer. Basingstoke, New York, pp. 3–14.
- [11] Batalden, Stephen (1998). "Framing the Macedonian Question: Myth and History in the Balkans". In: *Balkan Currents, Studies in History, Culture and Society of a Divided Land*. Ed. by Lawrence Tritle. Los Angeles, pp. 119–133.
- [12] Bechev, Dimitar (2009). *Historical Dictionary of the Republic of Macedonia*. Lanham, Toronto, Plymouth.
- [13] Beckmann-Petey, Monika (1990). *Der jugoslawische Föderalismus*. München.
- [14] Beyme, Klaus von (1994). "Ansätze zu einer Theorie der Transformation der ex-sozialistischen Länder Osteuropas". In: *Systemwechsel: Theorien, Ansätze und Konzeptionen*. Ed. by Wolfgang Merkel. Vol. 1. Opladen, pp. 141–173.
- [15] Biberaj, Elez (1999). *Albania in Transition. The Rocky Road to Democracy*. Oxford.
- [16] Blagojević, Borislav, ed. (1969). *Law on General Administrative Procedure*. Belgrad.
- [17] Blaisdell, Donald (1929). *European Financial Control in the Ottoman Empire, A study on the establishment, activities, and the significance of the Administration of the Ottoman Public Debt*. New York.
- [18] Boeckh, Katrin (1996). *Von den Balkankriegen zum Ersten Weltkrieg. Kleinstaatenpolitik und ethnische Selbstbestimmung auf dem Balkan*. Oldenbourg.
- [19] Bogner, Alexander and Menz, Wolfgang (2002). "Das Theoriegenerierende Experteninterview. Erkenntnisinteresse, Wissensform, Interaktion". In: *Das Experteninterview*.



- Theorie, Methode, Anwendung*. Opladen: Bogner, Alexander, Littig, Beate, and Menz, Wolfgang, pp. 33–71.
- [20] Bogumil, Jörg and Jann, Werner (2005). *Verwaltung und Verwaltungswissenschaft in Deutschland. Einführung in die Verwaltungswissenschaft*. Wiesbaden.
  - [21] Börzel, Tanja (June 2000). "Europäisierung und innerstaatlicher Wandel, Zentralisierung und Entparlamentarisierung?" In: *Politische Vierteljahresschrift (PVS)*. Vol. 2, pp. 225–250.
  - [22] Börzel, Tanja and Risse, Thomas (2000). "When Europe hits home: Europeanization and domestic change". In: *European Integration Online Paper 4*. European University Institute Florenz.
  - [23] — (2007). "Europeanization: The Domestic Impact of European Union Politics". In: *Handbook of European Union Politics*. Ed. by Knud Jorgensen, Mark Pollak, and Ben Rosamond. London, Thousand Oaks, New Delhi, pp. 483–504.
  - [24] Bossart, Danielle and Demmke, Christoph (2003). *Civil Service in the Accession States. New Trends and the Impact of the Integration Process*. Maastricht.
  - [25] Brepohl, Friedrich Wilhelm (1913). *Von der Theokratie zum Königtum. Ein Überblick über die geschichtliche Entwicklung Montenegros nebst einer Randglosse zur Skutari-Frage*. Leipzig.
  - [26] Brusis, Martin (2002). "Between EU Requirements, Competitive Politics, and National Traditions: Re-creating Regions in the Accession Countries of Central and Eastern Europe". In: *Governance. An International Journal of Policy and Administration* 15.4, pp. 531–559.
  - [27] — (2009). "Indirekte Effekte der EU-Beitrittskonstellation für die Demokratien in Beitrittsländern". In: *Externe Faktoren der Demokratisierung*. Ed. by Gero Erdmann and Marianne Keuner. Baden-Baden, pp. 195–212.
  - [28] Brusis, Martin and Galer, Nathan (2001). "Southeastern Europe and the European Union: Problems, Actors, Policies". In: *Beyond EU-Enlargement Vol.2. The Agenda of Stabilisation for South Eastern Europe*. Ed. by Wim van Meurs.
  - [29] Bulmer, Simon (2007). "Theorizing Europeanization". In: *Europeanization: New research agendas*. Ed. by Paolo Graziano and Marten Vink, pp. 46–58.
  - [30] Butiu, Ciresica (2008). "DG ADMIN's perspective on Public Administration Reform in enlargement countries". In: *2nd SIGMA networking seminar 27-28 November*. Paris.
  - [31] Calic, Marie-Janine (2001). "Der Stabilitätspakt für Südosteuropa. Eine erste Bilanz". In: *Aus Politik und Zeitgeschichte*. Vol. 13-14: Südosteuropa -Türkei - Naher Osten, pp. 9–16.
  - [32] — (2010). *Geschichte Jugoslawiens im 20. Jahrhundert*. Bonn.
  - [33] Cardona, Francisco (2009). "Integrating national administrations into the European Administrative Space". In: *SIGMA Conference on Public Administration Reform and European Integration, Budva, Montenegro 26-27 March 2009*.
  - [34] Chekrezi, Constantine (1919). *Albania. Past and present*. New York.
  - [35] Clark, David (1951). *Plane and Geodetic Surveying for Engineers*. Vol. 2. London.
  - [36] *Comments by the Albanian delegation to the Parliamentary Assembly on the preliminary draft report* (2009). Government of Albania. Brussels.

- [37] *Communication from the Commission to the Council and the European Parliament. Instrument for Pre-Accession Assistance (IPA). Multi-Annual Indicative Financial Framework for 2011-13* (2009). European Commission. Brussels.
- [38] Coombes, David (2006). "Redesigning technical Assistance for Professional Public Administration in CEE and the CIS". In: *Paper for 14th Annual Conference of NISPA*. Ljubljana.
- [39] Cooper, Chris and Johansen, Mikael (2003). *An Evaluation of Completed Twinning Projects*.
- [40] COWI, ed. (2008). *Ad Hoc Evaluation of the CARDS Programmes. Country: Albania*. Brussels.
- [41] Czada, Roland (2010). "Good Governance als Leitkonzept für Regierungshandeln: Grundlagen. Anwendungen. Kritik". In: *Governance-Regieren in komplexen Regelsystemen: Eine Einführung*, pp. 201–224.
- [42] Czerwick, Edwin (2001). *Bürokratie und Demokratie: Grundlegung und theoretische Neustrukturierung der Vereinbarkeit von öffentlicher Verwaltung und demokratischem System*. Berlin.
- [43] Deeke, Axel (1995). "Experteninterviews-ein methodologisches und forschungspraktisches Problem". In: *Brinkmann, Christian, Deeke, Axel und Völkel, Brigitte (Hg.): Experteninterviews in der Arbeitsmarktforschung. Diskussionsbeiträge zu methodischen Fragen und praktischen Erfahrungen, Beiträge zur Arbeitsmarkt- und Berufsforschung 191*, Nürnberg, pp. 7–22.
- [44] Dhimitri, Albana, Ikonimi, Belinda, and Dhuka, Majlinda (2006). *Regional Development Policy Performance in Albania*. Tirana.
- [45] Diamandouros, Nikiforos and Larrabee, Stephen (2000). "Political culture and democratization in the Balkans". In: *Experimenting with Democracy: Regime Change in the Balkans*. Ed. by Geoffrey Pridham and Tom Gallagher. London, pp. 24–65.
- [46] Dickel, Karl (1898). *Über das neue bürgerliche Gesetzbuch für Montenegro und die Bedeutung seiner Grundsätze für die Kodifikation im Allgemeinen mit Bemerkungen über den neuen Entwurf eines deutschen bürgerlichen Gesetzbuches*. Berlin.
- [47] *Die Erweiterung verstehen. Die Erweiterungspolitik der Europäischen Union* (2007). Europäische Kommission. Brüssel.
- [48] Dimeski, Branko (2011). "Public Administration Reform Process in Macedonia: Between Politics and Good Governance". In: *International Journals of Politics and Good Governance 2*, pp. 1–14.
- [49] Dimitrov, Vesselin, Goetz, Klaus H., and Wollmann, Helmut (2006). *Governing after Communism. Institutions and Policymaking*. Lanham.
- [50] Dimitrova, Antoaneta (2002). "Governance by Enlargement? The case of the administrative capacity requirement in the EU's Eastern enlargement". In: *West European Politics 25*, pp. 171–90.
- [51] — (2004). "Enlargement driven change and post communist transformations: A new perspective". In: *Driven to Change: The European Union's Enlargement Viewed from the East*. Ed. by Dimitrova Antoaneta. Manchester, pp. 1–17.
- [52] — (2005). "Europeanization and Civil Service Reform in Central and Eastern Europe". In: *The Europeanization of Central and Eastern Europe*. Ed. by Frank Schimelfennig and Ulrich Sedelmeier. Ithaca and London, pp. 71–91.

- [53] Dimitrova, Antoaneta and Pridham, Geoffrey (2004). "International Actors and Democracy Promotion in Central and Eastern Europe: The Integration Model and its Limits". In: *Democratization* 5, pp. 91–112.
- [54] Dobrkovic, Nina (2001). "Yugoslavia and Macedonia in the years 1991-6: from brotherhood to neighbourhood". In: *The New Macedonian Question*. Ed. by James Pettifer. New York: Basingstoke, pp. 79–95.
- [55] D'Orta, Carlo (2003). "What Future for the European Administrative Space". In: *EIPA, Working Paper*.
- [56] Dunleavy, Patrick and Hood, Christopher (1994). "From Old Public Administration to New Public Management". In: *Public Money & Management, July-September*, pp. 9–16.
- [57] Džankić, Jelena, Muk, Stevo, and Uljarević, Daliborka (2008). *Public Administration in Montenegro: salary schemes, reward systems and opportunities for professional advancement in law and practice*. Podgorica: Institut Alternativa.
- [58] Emerson, Michael and Noutcheva, Gergana (n.d.). "Promoting Democracy and the Rule of Law: EU and US Strategies and Instruments". In: Conference of the Center for Democracy, Development and the Rule of Law, 4-5 Oktober, 2004. Stanford University.
- [59] *Enlargement Strategy and Main Challenges 2006 – 2007* (2006). European Commission. Brussels.
- [60] *Entscheidung vom 9. März 2011 zum Prozess der Integration Montenegros in die Europäische Union in: Amtsblatt der Europäischen Union* (2011). Europäisches Parlament.
- [61] *Europäisches Regieren. Ein Weißbuch* (2001). Europäische Kommission. Brüssel.
- [62] "Evaluation of Public Administration Reforms in Macedonia" (2007). In: *Analytica*. Skopje.
- [63] *Evaluation to support the preparation of pre-accession financial instruments beyond 2013* (2011). EPEC - European Policy Evaluation Consortium. Brüssel.
- [64] Faroqi, Suraiya and Adanir, Fikret (2002). *The Ottomans and the Balkans, A discussion of Historiography*. Leiden.
- [65] Featherstone, Kevin and Radaelli, Claudio (2003). *The Politics of Europeanization*. Oxford.
- [66] Fischer, Bernd (1984). *King Zog and the Struggle for Stability in Albania*. New York.
- [67] Flick, Uwe (2008). *Triangulation. Eine Einführung*. Wiesbaden.
- [68] — (2010). *Qualitative Sozialforschung. Eine Einführung*. Hamburg.
- [69] *Former Yugoslav Republic of Macedonia. Annual Programme* (2006). EAR (European Agency for Reconstruction). Brussels.
- [70] Foucault, Michel (1973). *Archäologie des Wissens*. Baden-Baden.
- [71] Freund, Reiner (2007). *European Agency for Reconstruction. Delivering on Promises: The European Agency for Reconstruction in Montenegro*. URL: [http://ec.europa.eu/enlargement/archives/ear/publications/main/documents/EAR-Article-Montenegro\\_Sept2007.pdf](http://ec.europa.eu/enlargement/archives/ear/publications/main/documents/EAR-Article-Montenegro_Sept2007.pdf) (visited on 08/19/2012).
- [72] Gläser, Jochen and Laudel, Grit (2010). *Experteninterviews und qualitative Inhaltsanalyse*. Wiesbaden.
- [73] Goetz, Karl Heinz (2001a). "European Integration and national executives: a cause in search of an effect?" In: *West European Politics 23.4: Special Issue: Europeanised Politics? European Integration and National Political Systems*, pp. 211–231.

- [74] Goetz, Karl Heinz (2001b). "Making sense of post-communist central administration: modernization, Europeanization or Latinization?" In: *Journal of European public policy* 8.6, pp. 1032–1051.
- [75] Goetz, Karl Heinz and Wollmann, Helmut (2001). "Governmentalizing Central Executives in Post-Communist Europe: A Four-Country Comparison". In: *Journal of European Public Policy* 8.6, pp. 864–887.
- [76] Grabbe, Heather (1999). *A Partnership for Accession? The Implications for Conditionality for the Central and Eastern European Applicants*. RSC Working Paper 99/12. Florenz.
- [77] — (2001). "How does Europeanization affect CEE governance? Conditionality, diffusion and diversity". In: *Journal of European Public Policy* 8.6, pp. 1013–1031.
- [78] — (2002). "European Union Conditionality and the Acquis Communautaire". In: *International Political Science Review* 3, pp. 249–252.
- [79] — (2003). "Europeanisation goes East: power and uncertainty in the EU accession process". In: *The Politics of Europeanisation*. Ed. by Kevin Featherstone and Claudio Radaelli. Oxford, pp. 303–31.
- [80] — (2005). *The EU's transformative power: Europeanization through conditionality in Central and Eastern Europe*. Basingstoke.
- [81] Grothusen, Klaus-Detlev (1975). *Südosteuropa-Handbuch. Jugoslawien*. Göttingen.
- [82] *Guide to the main administrative structures required for implementing the Acquis. Informal working document* (2005). Europäisches Parlament. Brussels.
- [83] György, Jenei (2009). *A Post-accession Crisis? Political Developments and Public Sector Modernization in Hungary*. Working Paper No. 67. Bamberg Economic Research Group on Government and Growth.
- [84] Hall, P. A. and R., Taylor R. C. (1996). "Political Science and the Three New Institutionalisms". In: *Political Studies* 44, pp. 936–57.
- [85] Hasluk, Margret (1954). *The unwritten law of Albania*. Cambridge.
- [86] Hellmut Wollmann, Sabine Kuhlmann und (2010). "Verwaltung in Europa. Verwaltungssysteme und –reformen in vergleichender Perspektive". German. In: *Studienkurs an der Fern-Universität Hagen*.
- [87] Hensell, Stephan (1999). *Staatenbildung und Staatszerfall in Albanien. Zur Theorie des Staates in Übergangsgesellschaften*. Hamburg.
- [88] — (2004). "Periphere osteuropäische Staaten, Zum patrimonialen Sozialismus und seiner Transformation". In: *WeltTrends* 45, pp. 11–24.
- [89] — (2009). "Die Willkür des Staates. Herrschaft und Verwaltung in Osteuropa". In:
- [90] Héritier, Adrienne et al (2001). *Differential Europe: EU Impact on National Policy Making*. Lanham.
- [91] Hermanns, Harry (2000). "Interviewen als Tätigkeit". In: *Qualitative Forschung – Ein Handbuch*. Ed. by Uwe et al Flick. Hamburg, pp. 360–369.
- [92] Hill, Hermann (2006). *Nachhaltige Verwaltungsmodernisierung*. Discussion Paper. Speyer.
- [93] Hopf, Christel (1982). "Norm und Interpretation. Einige methodische und theoretische Probleme der Erhebung und Analyse subjektive Interpretationen in qualitativen Untersuchungen". In: *Zeitschrift für Soziologie* 1, pp. 307–329.
- [94] Hösch, Edgar, Nehring, Karl, and Sundhausen, Holm, eds. (2004). *Lexikon zur Geschichte Südosteuropas*. Wien, Köln, Weimar.

- [95] Hoxha, Artan (2002). *Local Self-Government and Decentralization. The Case of Albania. History, Reforms and Challenges*. Tirana.
- [96] Huntington, Samuel (1991). *The Third Wave. Democratization in the Late Twentieth Century*. Oklahoma.
- [97] Huszák, Loretta (2005). "EU-induzierter politischer Wandel in den neuen Mitgliedstaaten. Von der Transformation zu den neoinstitutionellen Ansätzen". In: *Die Transformation nationaler Politik. Europäisierungsprozesse in Mitteleuropa*. Ed. by Cyrus Salimi-Asl. Berlin, pp. 51–76.
- [98] Huszka, Beata (2010). *The next enlargement round – the Balkan Challenge*. Center for EC Enlargement Studies. Budapest.
- [99] *Institution Building in the Framework of European Union Policies, Common Twinning Manual* (2006). European Commission. Brussels.
- [100] *Instrument for Pre-Accession Assistance (IPA), Multi-annual Indicative Planning Document (MIPD) 2011-2013 Multi-Beneficiary* (2010). European Commission. Brussels.
- [101] Jarvis, Christopher (1999). *The Rise and Fall of the Pyramid Schemes in Albania*. IMF Working Paper. Washington.
- [102] Jick, Thomas (1983). "Mixing Qualitative and Quantitative Methods: Triangulation in Action". In: *Qualitative Methodology*. Ed. by John van Maanen. London, Thousand Oaks, New Dehli.
- [103] Kaser, Karl (1992). *Hirten, Kämpfer, Stammeshelden. Ursprünge und Gegenwart des balkanischen Patriarchats*. Wien.
- [104] Kaufmann, Daniel, Kraay, Aart, and Mastruzzi, Massimo (2007). *Governance Matters VI: Governance Indicators for 1996-2006*. World Bank Policy Research Working Paper No. 4280.
- [105] Kelle, Udo (2008). *Die Integration qualitativer und quantitativer Methoden in der empirischen Sozialforschung. Theoretische Grundlagen und methodologische Konzepte*. Wiesbaden.
- [106] Kelley, Judith (2004). "International Actors on the domestic Scene: Membership Conditionality and Socialisation by International Institutions". In: *International Organization* 3, pp. 425–57.
- [107] Kempe, Iris and Meurs, Wim van (2003). "Europe beyond EU Enlargement". In: *Prospects and Risks Beyond EU Enlargement. Southeastern Europe: Weak States and Strong International Support*. Ed. by Wim van Meurs. Opladen, pp. 11–75.
- [108] Killick, Tony (1998). *Aid and the Political Economy of Policy Change*. London, New York.
- [109] Kinder, Hermann and Hilgemann, Werner (2002). *dtv-Atlas-Weltgeschichte, Band 2. Von der Französischen Revolution bis zur Gegenwart*. München.
- [110] Kirch, Paul (1928). *Krieg und Verwaltung in Serbien und Mazedonien 1916-1918*. Stuttgart.
- [111] Kneuer, Marianne (2007). *Demokratisierung durch die EU, Süd- und Ostmitteleuropa im Vergleich*. Wiesbaden.
- [112] — (2009). "Externe Faktoren der Demokratisierung – zum Stand der Forschung". In: *Externe Faktoren der Demokratisierung*. Ed. by Gero Erdmann and Marianne Kneuer. Baden-Baden, pp. 9–35.
- [113] Knill, Christoph (2001). *The Europeanization of National Administrations: Patterns of Institutional Change and Persistence*. Cambridge.

- [114] Knill, Christoph and Lenschow, A. (2001). "Adjusting to EU environmental policy: Change and persistence of domestic administration". In: *Transforming Europe: Europeanization and domestic change*. Ed. by Maria Green Cowles, James Caporaso, and Thomas Risse. Ithaca, pp. 116–36.
- [115] Kochenov, Dimitry (2008). *EU Enlargement and the Failure of Conditionality. Pre-accession Conditionality in the Fields of Democracy and the Rule of Law*. Alphen aan den Rijn.
- [116] Kohler-Koch, Beate (2000). "Europäisierung: Plädoyer für eine Horizonterweiterung". In: *Deutschland zwischen Europäisierung und Selbstbehauptung*. Ed. by Michèle Knodt and Beate Kohler-Koch. Frankfurt a.Main, New York, pp. 11–31.
- [117] König, Klaus (1992). "The Transformation of a „Real-Socialist“ Administrative System into a Conventional Western European System". In: *International Review of Administrative Sciences* 58, pp. 147–176.
- [118] Koprić, Ivan (2005). "Administrative Justice on the Territory of Former Yugoslavia". In: *Sigma Workshop in Budva*. Zagreb, pp. 4–6.
- [119] Kreile, Michael ((2004)). "Die Osterweiterung der Europäischen Union". In: *Die Europäische Union. Politisches System und Politikbereiche*. Ed. by Werner Weidenfeld. Bonn, Berlin, pp. 650–672.
- [120] Kruse, Jan (2011). *Reader „Einführung in die Qualitative Interviewforschung“*. Freiburg.
- [121] Kubicek, Paul, ed. (2003). *The European Union and Democratization*. New York.
- [122] Kuhlmann, Sabine (2003a). *Rechtsstaatliches Verwaltungshandeln in Ostdeutschland. Eine Studie zum Gesetzesvollzug in der lokalen Bauverwaltung*. Opladen.
- [123] — (2003b). *Rechtsstaatliches Verwaltungshandeln in Ostdeutschland. Eine Studie zum Gesetzesvollzug in der lokalen Bauverwaltung*. Opladen.
- [124] Kuhlmann, Sabine and Wollmann, Hellmut (2010). *Verwaltung in Europa. Verwaltungssysteme und –reformen in vergleichender Perspektive*. Studienkurs an der Fern-Universität Hagen.
- [125] Lampe, John (2000). *Yugoslavia as History. Twice there was a Country*. Cambridge.
- [126] Lavenex, S. (2004). "EU external governance in 'wider Europe'". In: *Journal of European Public Policy* 11.4, pp. 680–701.
- [127] Libal, Wolfgang (1991). *Das Ende Jugoslawiens. Chronik einer Selbstzerstörung*. Wien.
- [128] Linden, Ronald (2002). *Norms and Nannies. The Impact of International Organizations on the Central and Eastern European States*. Lanham.
- [129] Linz, Juan and Stepan, Alfred (1996). *Problems of Democratic Transition and Consolidation. Southern Europe, South America, and Post-Communist Europe*. Baltimor.
- [130] Lippert, Barbara and Becker, Peter (1998). "Structured Dialogue Revisited: the EU's Politics of Inclusion and Exclusion". In: *European Foreign Affairs Review* 3.3, pp. 341–365.
- [131] Lippert, Barbara and Schneider, Heinrich, eds. (1995). *Monitoring Association and Beyond. The European Union and the Visegrád States*. Bonn.
- [132] Lippert, Barbara and Umbach, Gaby (2004). "Verwaltungen in Mittel- und Osteuropa unter Europäisierungsdruck: Phasen – nationale Differenzierungen – Szenarien". In: *integration* 27.1-2, pp. 56–74.

- [133] Lippert, Barbara, Umbach, Gaby, and Wessels, Wolfgang (2001). "Europeanization of CEE executives: EU membership negotiation as a shaping power". In: *Journal of European Public Policy* 8.6, pp. 980–1012.
- [134] Luchterhand, Otto, ed. (2001). *Verwaltung und Verwaltungsrecht im Erneuerungsprozeß Osteuropas*. Berlin.
- [135] Mair, Peter (2004). "The Europeanization Dimension". In: *Journal of European Public Policy* 11.2, pp. 337–348.
- [136] Malahova, Maja (2010). *Jahresbericht der Kommission für Beschwerden an öffentlichen Beschaffungen*. Skopje.
- [137] Mangenot, Michel (2005). *Öffentliche Verwaltungen und Dienstleistungen von allgemeinem Interesse: welche Europäisierung?* Maastricht.
- [138] March, James and Olsen, Johan (1989). *Rediscovering Institutions. The Organizational Basis of Politics*. New York.
- [139] Markic, Lovren (2004). *National Case-Study: Public Administration in the Republic of Macedonia*. Skopje.
- [140] Marwedel, Hanna (2012). *Die Stabilisierungs- und Assoziierungsabkommen der EU in den Staaten des Westlichen Balkans*. Dissertation. Hamburg.
- [141] *Mid-term Meta Evaluation of IPA Assistance* (2010). HTSPE. Hempstead.
- [142] *Mid-term Meta Evaluation of IPA Assistance* (2011). European Commission. URL: [http://ec.europa.eu/enlargement/pdf/financial\\_assistance/phare/evaluation/20110912\\_meta\\_eval\\_final.pdf](http://ec.europa.eu/enlargement/pdf/financial_assistance/phare/evaluation/20110912_meta_eval_final.pdf).
- [143] *Nations in Transit 2010 - Albania* (2010). Freedom House. URL: <http://www.refworld.org/docid/4d53f01f0.html> (visited on 10/17/2013).
- [144] "Newsletter: Public Administration Reform and EU Integration" (2011). In: *Analytica*. Skopje.
- [145] *Pressemitteilung 16.12.1995* (1995). Europäischer Rat. Madrid.
- [146] "Rightsizing Public Administration in Macedonia. A reform postponed to an uncertain time" (2009). In: *Analytica*. Skopje.
- [147] *Sector Fiche 1.2. to Action Programme 2006 for the Former Yugoslav Republic of Macedonia* (2006). European Commission. Brussels.
- [148] *Sonderbericht über die Verwaltung des Programms CARDS durch die Kommission, zusammen mit den Antworten der Kommission* (2007). Europäischer Rechnungshof.
- [149] *Standard Summary Project Fiche – IPA centralised programmes Project Fiche: 3, Montenegro* (2011). European Commission. Brussels.
- [150] Stiftung, Bertelsmann, ed. (2006). *Bertelsmann Transformations- Index. Auf dem Weg zur marktwirtschaftlichen Demokratie*. Gütersloh.
- [151] — ed. (2012a). *Bertelsmann Transformation Index. Ländergutachten Albanien*. Gütersloh.
- [152] — ed. (2012b). *Bertelsmann Transformation Index. Ländergutachten Mazedonien*. Gütersloh.
- [153] — ed. (2012c). *Bertelsmann Transformation Index. Ländergutachten Montenegro*. Gütersloh.
- [154] *Strategie Albanien 2001 – 2004* (2001). DEZA (Direktion für Entwicklung und Zusammenarbeit), Zürich.

- [155] *The Former Yugoslav Republic of Macedonia 2011 Progress Report* (2011). European Commission. Brussels.
- [156] *Vertrag von Lissabon zur Änderung des Vertrages über die Europäische Union und des Vertrages zur Gründung der Europäischen Gemeinschaft* (2007). Amtsblatt der Europäischen Union. Brüssel.
- [157] *Views on European Enlargement, Summary* (2009). Eurobarometer. Brüssel.
- [158] Vollmer, Claudia (2009). "Verwaltungsentwicklung in Transformationsländern. Das Beispiel Dezentralisierung in Albanien". In: *Auslandsstudien als Anregung für Reformer, Schriftenreihe Moderne Verwaltungsentwicklung, Band 5*. Ed. by Monika Emde, Karl-Heinz Mintken, and Jürgen Reese. Münster, pp. 125–146.