

# THE SOLVIT NATIONAL COORDINATION MECHANISMS – AN ORGANIZATIONAL ANALYSIS

George MOLDOVEANU  
Bogdan NĂSTASE

## George MOLDOVEANU

Professor, Public Administration and Public  
Management Department, Academy of Economic Studies,  
Bucharest, Romania  
Tel/fax: 0040-021-3354653  
Email: gmoldoveanu9@yahoo.com

## Bogdan NĂSTASE

PhD Candidate, Public Administration and Public  
Management Department, Academy of Economic Studies,  
Bucharest, Romania  
Tel.: 0040-0720-558966  
Email: bogdan\_ase@yahoo.com

## Abstract

SOLVIT represents a network for informal problem resolution in the EU, based on correspondent nodes in each national administration. SOLVIT was initially introduced into the European arena as an alternative to the formal ways (i.e. judicial recourse) of solving cross-border problems related to the four freedoms. The network's performance is affected by many factors: experience, political support, information campaigns etc. One key-issue, i.e. where to place the SOLVIT coordination unit in each EU member state, was left to the national authorities to decide. Various institutional solutions have emerged, according to each country's characteristics of administrative culture. Some are more efficient than others. By developing a model in which variables such as centralization quotients or speed in solving cases are introduced, the authors aim to discover if the specific positioning of the national centers (nodes) in the SOLVIT network – as well as a potential move of a node upper/lower on the administrative hierarchy – may leverage on the network's overall performance.

## 1. Introduction

The process of European integration was analyzed, until the beginning of the '90s, mostly from the economic and legislative points of view. Limited attention has been offered to the administrative aspects of integration. For instance, the Cecchini Report (1988), in which the benefits of European integration were enumerated, has ignored the administrative aspects. In this context, the scholars have re-discovered the study of national institutions. The neo-institutionalism has updated the old perspectives on institutions. Researchers have placed national institutions back on the research agenda – adding novelty to the subject through the study of formal and informal networks (March and Olson, 2006). A characteristic of the neo-institutionalists is that they do no longer regard institutions as formal organizational structures: the interest is now heading towards informal patterns of interaction (Schout, 2001).

In the European Union, due to its “multi-level governance” characteristics, the formal rules and procedures explain only a part of the interaction between the stakeholders. The coordination between the various actors and the cooperation systems used in taking decisions and in solving cross-border problems play an important role in such a polycentric model (van Schendelen, 2005).

Introduced to the EU stage as a less bureaucratic alternative to “traditional” methods of solving cross-border problems (i.e. judicial recourse), the SOLVIT Network has come to prove its value over the 6 years of its existence. SOLVIT represents a network for informal problem resolution in the EU, based on the cooperation between specially-designated “problem-solving centers” in each national administration. The problems addressed mostly refer to the recognition of professional qualifications, social security or residence rights.

The efficiency of the network is influenced by awareness-raising campaigns, sufficient political support, sufficient and specialized staffing. One key-issue, i.e. where to place the SOLVIT coordination unit in each EU member state, was left to the national authorities to decide. Various institutional solutions have emerged, according to each country's characteristics of administrative culture (Hofstede, 2005): at the Prime Ministers' level – or at the level of a Ministry or Agency. Some positioning solutions are more efficient than others. By developing a model in which variables such as centralization indicators or speed in solving cases are introduced, the authors aim to discover if the specific positioning of the national centers (nodes) in the SOLVIT network may leverage the network's overall performance, as well as the effects of a potential move of a node upper/lower on the administrative hierarchy.

## 2. Framework Analysis

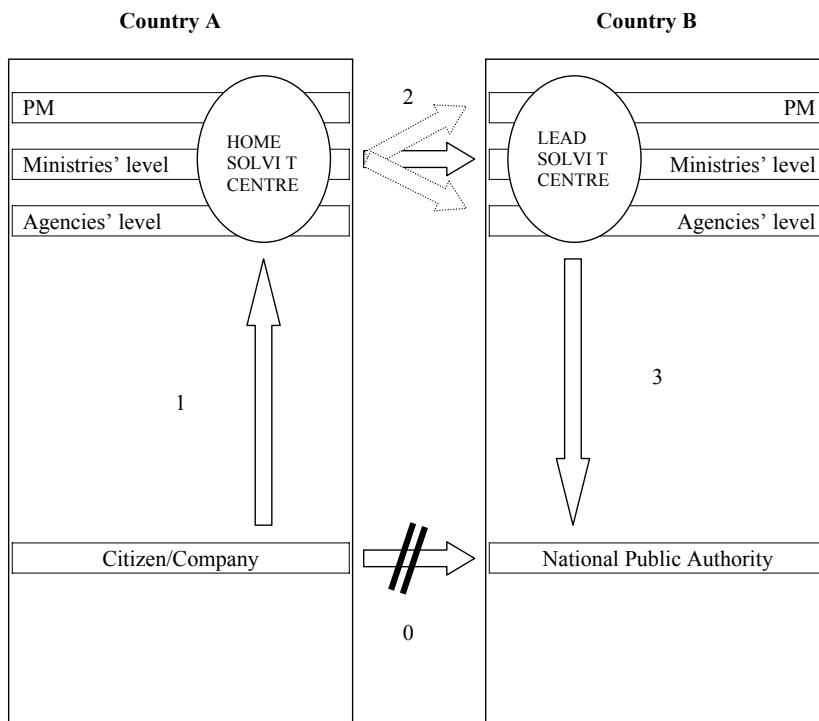
The SOLVIT network is composed of 30 correspondent nodes (called “centers”) placed in the national administrations of each EU Member State, plus Iceland, Liechtenstein and Norway. The SOLVIT network, according to the European Commission, deals with citizens' or businesses' problems deriving from the misapplication of Internal Market rules by public administrations (or *C2A* and *B2A*). In most cases, such problems are caused by ignorance or a simple administrative oversight. A “cross-border problem”,

according to the Commission, is a problem confronting an individual or business in a Member State involving the application of Internal Market rules by a public authority in another Member State; this includes situations where a citizen or business having an administrative link (e.g. nationality, qualifications, establishment) with one Member State is already in the second Member State where the problem occurs. Therefore, the fields mostly addressed by SOLVIT relate to the Four Freedoms: they include recognition of professional qualifications and diplomas, access to education, residence permits, voting rights, social security, employment rights, driving licenses, motor vehicle registration, border controls, market access for products and for services, establishment as self-employed, public procurement, taxation, free movement of capital or payments. In order to offer an example of a SOLVIT case in the field of regulated professions, the European Commission presented the situation of five Romanian citizens which wanted to have their physiotherapist qualifications recognized in Italy. The Italian competent authority assessed their files and asked them to choose a compensation measure, i.e. either a training period or an exam. Although the citizens informed the authority of their choice, the Ministry failed to organize the exam, thereby obliging the citizens to wait. Thanks to SOLVIT's intervention, the Ministry agreed to organize the exam. All five physiotherapists passed and had their qualifications recognized. The case was solved within 4 weeks.

Previous cross-border obstacles to the free movement of goods, persons, services and capital (i.e. Internal Market) included lack of transparency for outsiders when solving their cases – as well as giving different cases different standards of treatment (Commission Recommendation on principles for using “SOLVIT”, 2007). The main weaknesses identified by the Commission in its Communication (Financial Statement of the Communication from the Commission to the Council, the European Parliament, the Economic and Social Committee and the Committee of the Regions, 2001) included slowness on the part of other Member States to respond to inquiries, lack of knowledge on whom to contact in the other Member State, time-consuming and costly translation of documents, lack of awareness amongst citizens and businesses, limited resources devoted to problem solving. Trying to answer these challenges, the SOLVIT initiative is also linked to the White Paper on European Governance (Commission Communication, White Paper on European Governance, 2001) which affirms the responsibility of national administrations and courts for enforcing and applying Community law correctly, as part of the effort to make the Union more tangible for its citizens and businesses.

The SOLVIT mechanism is triggered when a citizen/company with citizenship/residence in Country A cannot find a reasonable solution from the National Public Authority of Country B (Figure 1) for a problem arisen in that last country – *alternative null*. She/he may contact the SOLVIT Centre of Country A (hereinafter called “Home SOLVIT Centre”) through an online form. The two centers work together to set the problem and to discuss a solution - *step one*. The Home SOLVIT Centre will directly address the SOLVIT Centre of Country B (hereinafter called “Lead SOLVIT Centre”). The SOLVIT Centers work together to find the solution – *step two*. The Lead SOLVIT Centre cooperates with the National Public Authority of Country B to negotiate the problem – *step three*.

The scheduled target is that a case should be solved in 10 weeks. Subject to the difficulty of the case, 4 more weeks may be granted. The fields in which SOLVIT was solicited to intervene in 2008 referred mainly to social security (28% of the total number of cases), recognition of professional qualifications (22%) and residence rights (20%). In the latter case, it is interesting to notice that the 2007 figure was approximately 11%, indicating the doubling of the interest towards potential aid from SOLVIT to solve problems in the area of the free movement of persons and EU citizenship. In 2008, the milestone of 1000 cases/year submitted to the system has been reached. It is interesting to note that SOLVIT is more and more addressed by citizens. Businesses present fewer cases than citizens, preferring the legal approach to solve their problems, using the traditional, formal channels (Courts, law firms to defend their interests during the judicial recourse, Chambers of Commerce etc.) instead of an informal network of problem-solving. Due to the increase of the number of cases submitted to SOLVIT by citizens, the percentage of cases dealing with business issues has decreased – even if, in absolute terms, the number of cases submitted from the business environment is constant.



Source: The European Commission, [http://ec.europa.eu/solvit/site/about/index\\_en.htm#how](http://ec.europa.eu/solvit/site/about/index_en.htm#how)

**Figure 1.** The SOLVIT mechanism.

The opportunity cost analysis of the SOLVIT network speaks about the efficiency of SOLVIT: 32.6 million € are estimated to have been saved in 2008 – by comparison to *hypothesis 0*, in which no action would have been taken, leaving the problem solving at the level of national institutions. Compared to its outputs, SOLVIT had at its disposal a

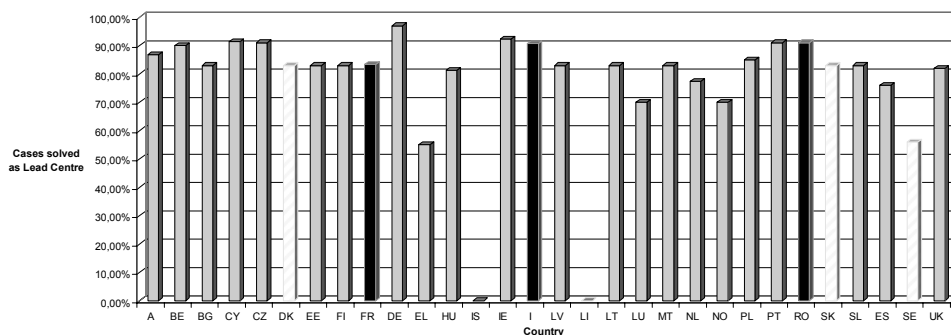
budget of merely 200.000 € in 2008. Recognizing its growing importance, the European Parliament decided to raise the budget to 800.000 € in 2009.

The main potential bottlenecks identified in relation to SOLVIT refer to:

- *the shortage of staff in certain centers*: this represents a twofold problem, both for the respective centre, as well as for the home centre that refer a case to an understaffed lead centre;
- *lack of continuity*: the change of personnel may lead to a loss of institutional memory (best-practices, established contacts) that would potentially affect the performance of the respective centre;
- *a large number of non-SOLVIT cases*: because SOLVIT stands out as an efficient way of solving problems arising in the internal market, generalization is easy and the SOLVIT network may be flooded with requests of the most various type, nevertheless falling outside its scope and causing an overall delay in the handling of cases.

The overall performance of the SOLVIT network is influenced by the individual performance of its nodes, the same as in a chain. The key to success consists in the fulfilling of a number of conditions, such as the quality of the “homework” done by the home centre – which may improve/affect negatively the reaction of the lead centre –, the relationships between the two centers (home and lead) – which may speed up/hamper a case – and the degree of preparedness of the national authorities to comply with EU law, by reconsidering their initial decisions. The individual efficiency of the centers is also affected by the various types of organizational culture of the respective state’s governing institutions. There are 27+3 different ways of organizing a SOLVIT centre. The level of administrative (de)centralization influences the positioning of each SOLVIT national centre, as well as its functioning.

In the graph below, the highlight is on the three types of positioning – and their respective success percentage in solving cases.

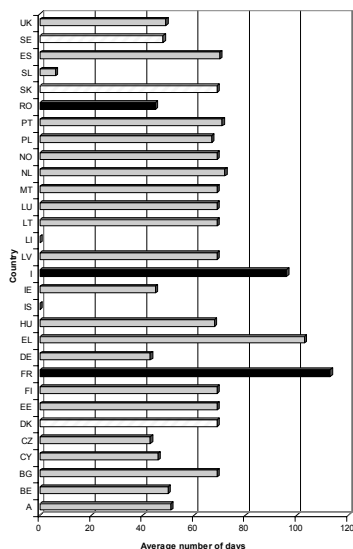


**Figure 2.** Cases solved as Lead Center

Color code: Positioning of the SOLVIT centre

- Black: Prime-Minister
- Grey: Ministry
- White: Agency

By comparing available data, interesting conclusions may be drawn: Sweden, for instance (type three coordination model), has a low resolving rate, yet a high speed in solving cases:



**Figure 3.** Average speed in solving cases

It is worth noting that Romania was highly ranked 3<sup>rd</sup> in 2007 as regards the average time to handle a case (4 weeks), after Germany and Austria (3 weeks). Put into the light of the Romanian administrative culture, this conclusion represents a preference for informal solutions and for a stronger coordination of EU affairs.

### 3. Developing the model

The authors' aim is to demonstrate that the positioning of each of the SOLVIT centers at a specific level of public administration, depending on each country's specific cultural-administrative system, may improve/affect the efficiency of the entire network. The model to be developed to this extent utilizes a set of five assumptions related to the performance of the SOLVIT network. Each assumption introduces the variables used to calibrate the model. The variables reflect qualitative and quantitative measurements. The model is based on a master table in which each country records specific values for each variable.

Starting from one of the declared objectives (Commission Communication, 2001) of the European Commission, i.e. "to increase the amount of cases the network is dealing with", the first assumption is that the number of cases is in direct connection with efficiency. The case load for the Lead Center represents an indirect effect of the information campaigns undertaken by the respective center, in order to make itself better known by its potential users. The corresponding variable for the first assumption is C (case load for Lead Center). The case load for Lead Center is composed of accepted cases (divided into solved cases and unresolved cases) and rejected cases. The percentage of cases solved by the Lead Center represents a measure of its efficiency: this is the essence of the second assumption. The

attached variable is D (successfully finalized cases – done). The third assumption is that the average number of days needed to solve a case represents an indicator for efficiency. The relationship is inverse: the lower the figure for the number of days, the higher the efficiency. The corresponding variable is T (time).

Different cultures offer different answers to common problems and dilemmas (Hofstede, 2005; Trompenaars, 1994). The SOLVIT Centers are positioned differently in the analyzed countries, according to their specific socio-cultural administrative type of organization: *type (1)* at Prime-Minister’s level (e.g. France, Italy, and Romania); *type (2)* at a Ministry’s level (e.g. Germany, Austria); *type (3)* at the level of an Agency/Authority (e.g. Denmark, Sweden). Therefore, the fourth assumption is that some positioning solutions are more efficient than others. The attached variable for this assumption is C (centralization index) and it measures the administrative hierarchy, taking the pre-defined values of 1 (for countries falling under Type 1), 0.5 (for countries falling under Type 2) or 0 (for countries falling under Type 3). In order to fine-tune the model, *organizational turbulence* (Moldoveanu, 2004) is also introduced as a variable, extracting it from the noise factor  $\varepsilon$ . The fifth assumption is that the turbulence of the administrative environment affects the efficiency of the SOLVIT network. On a scale from 1 to five, turbulence measure problems ranging from predictable to unpredictable. Affected by the secondary effects of the international crisis, by the coming EU elections as well, the degree of turbulence is artificially high. The relationship between organisational turbulence and network performance is inverse: the lower the figure for the number of days, the higher the efficiency. In order to avoid the risk of obtaining biased results across countries, the values of this variable are uniformly set to level 4.

The authors’ aim is to discover which organizational pattern functions better in its specific cultural-administrative framework. Therefore, performance (P) is the key element looked for in the model. The objective is to maximize P (performance). We now have the necessary framework for developing the model:

$$P = f(C, O, L, D, T)$$

where:

P = SOLVIT performance

C = Centralization index

O = Organizational turbulence

L = Case Load for Lead Centre

D = Solved cases (done)

T = Time taken to solve cases

Since the relation between P and C, L and D is directly proportional, while the relationship between O and T is inverse, then the coefficients for C, L and D are positive, while the coefficients for O and T are negative.

$$P = \alpha + \beta_1 C - \beta_2 O + \beta_3 L + \beta_4 D - \beta_5 T + \varepsilon$$

The coefficient  $\alpha$  represents the number of cases that would be solved irrespective of the SOLVIT positioning and the  $\varepsilon$  factor represents the model noise, i.e. the part of the model that cannot be explained by the assumptions.

The Master Table is based on multiple data input, using sources such as EUROSTAT, national institutions, the 2008 European Commission Report on the functioning of SOLVIT, the organisational turbulence theory etc. The columns record values for qualitative and quantitative variables<sup>1</sup>. The qualitative variables are:

- Centralization index: the variable may take one pre-established values 0 – 0.5 – 1, depending on the positioning of the SOLVIT centre: 3 is for positioning at the Prime-Minister’s level, 2 for Ministry’s level, 1 for Agency’s level;
- Organisational turbulence: this variable takes values from 1 to 5, where 1 means stable, predictable organizational environment, while 5 means a high level of unpredictability.

The quantitative variables of the model gather information about national population, case handling statistics etc., as follows:

- Population: this column is based on EUROSTAT’s estimate for 2009 (as of 1<sup>st</sup> of January 2009), in order to increase the accuracy of the model. For instance, had the authors chosen the 2008 statistics (which actually refer to the 1<sup>st</sup> of January 2008 values), that would have not coincide with the case resolution process, taking place in 2008. This column provides background information for the core model;
- Nr. of cases submitted as Home Center: this column provides information about the national amount of SOLVIT cases submitted to other Member States for solutioning. This column also provides background information for the core model;
- Case Load for Lead Center: this variable measures the amount of cases operated by the receiver (Lead Centre). It includes accepted and rejected cases. The accepted cases will further be divided into solved or non-solved cases;
- Cases rejected by Lead Center: the initial filtering may lead to rejection of a number of cases, as being non-SOLVIT type;
- Cases solved as Lead Center: this variable collects the number of cases successfully closed. Note: For a number of states<sup>2</sup>, the available data do not offer reference on the cases solved as Lead Center in 2008. Therefore, in order to simplify the model, the average solving rate of the SOLVIT centers which received 10 or more cases is assumed for these centers (i.e. 83%, rounded to the closest integer), with 0% rejection rate;
- Average time to accept/reject a case: according to the European Commission’s 2008 report on the functioning of SOLVIT, the average time to accept/decline a case was 9 days. The total case handling time after being accepted was 60 days (48 days on average to propose a solution, plus 12 days on average to close a case after a solution was proposed). Therefore, the total amount of time needed, on

---

<sup>1</sup> The authors have expanded the model at EEA level, including the three EFTA countries (Iceland, Norway, Liechtenstein) in the model, due to their unrestricted access to the Internal Market and in order to fine-tune the model results. The 2008 data show that only Norway has dealt with SOLVIT cases.

<sup>2</sup> BG, EE, FI, IC, LV, LT, MT, SK, SL.

average, to solve a case, was 69 days. These average figures are used as departure-points in the model, to complete the missing data related to certain countries<sup>3</sup>;

- **Average no. of days needed to solve a case:** this variable merges two components: the average time to accept/reject a case, plus the average time to handle a case.

In order to determine whether or not the model variables are linearly related, we need to perform linear regressions. As expected, running linear regressions between the Centralization index C and the other variables provides for low Adjusted R Squared. For instance, when comparing C with the cases solved as Lead Center, the Adjusted R Squared is 10%, which indicates that 10% of the cases solved are influenced by the positioning of the SOLVIT center (so, about 90% is determined by other factors).

The same holds true for the linear regression between the Centralization index C and the number of days necessary on average to solve a case (T). The Adjusted R Square is 9%, meaning that there is a 91% that the explanation is to be also found in different factors affecting the overall efficiency of the network.

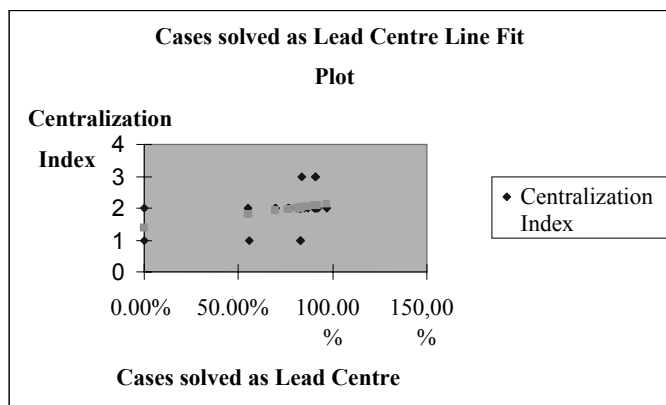
The next steps involve multi-variate regression and solver techniques, in order to optimize the individual results. Keeping the rest of the variables fixed (*ceteris paribus*) and modifying only the qualitative variables will represent the tools to be utilized throughout the next research stage.

SUMMARY OUTPUT						
<i>Regression Statistics</i>						
Multiple R	0,367576					
R Square	0,135112					
<b>Adjusted R Square</b>	<b>0,104223</b>					
Standard Error	0,463888					
Observations	30					
ANOVA						
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>	
Regression	1	0,941279	0,941279	4,374126	0,045682	
Residual	28	6,025388	0,215192			
Total	29	6,966667				
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>
Intercept	1,362901	0,300851	4,530147	0,0001	0,746635	1,979167
Cases solved as Lead						
Centre	0,786194	0,37591	2,091441	0,045682	0,016177	1,556211

**Figure 4.** Linear regression on the Centralization index and the Case Load as Lead Centre

<sup>3</sup> BG, DK, EE, FI, IS, LI, LT, LU, LV, MT, NO, SK, SL.

By looking at the line fit plot, we may get a visual feel for how “linear” the relationship is:



**Figure 5.** Linear regression on the Centralization index and the Case Load as Lead Centre

The results indicate that the remote link between the administrative hierarchical level where the SOLVIT centre is positioned and the node efficiency is only a part of the entire picture. The research needs to be further continued, in order to discover the rest of the cultural variables influencing the overall performance of the node. The quest for cultural effects impacting on the functioning of trans-European networks has just begun.

#### 4. Recommendations and conclusions

The efficiency of an informal problem-solving network such as SOLVIT is affected by many factors. Among these, the size of the population, the specific administrative cultures of the two countries involved, and their connections and cultural differences, as well as the complexity of the cases themselves. Political support may also speed up the process in the countries where the case resolution is lagging behind, in order to speed up the national administrations to keep up with the SOLVIT proposed deadline of 10 weeks. An interesting conclusion has emerged: besides the traditional North-South cleavage, another important distinction may be made between Germanic administrative cultures (e.g. DE, AT) and Latin administrative cultures (IT, FR). Some countries still regard SOLVIT and European Affairs as “foreign affairs” (such as Hungary or Portugal), others have internalized EU affairs so much that the SOLVIT center is now part of the internal communications mechanism.

The SOLVIT network presents the key elements of an adaptive, self-learning and self-developing network: since not always the problems refer to the simple misapplication of internal market law, the solutions are sometimes found in structural measures, which modify the institutional and legislative framework itself, preventing future problems of the same type. This is how SOLVIT has emerged, as an answer to the constantly new character of the problems the network faces. This could be in a way compared to the

way in which the US Constitution gained Amendments over time, in order to answer the challenges that new economic and social realities imposed on the state after the initial statement.

Even if it is highly adaptive, the SOLVIT network still needs to find its way through the challenges created by an increasingly complex European stage. The network needs resources (financial and human) – and it needs stability and continuity. Efficiency is also affected by time: over years, with an increasing number of cases that have to be operated, both the SOLVIT centers and the national administration become more accustomed to the procedures and gaining experience may improve upon overall efficiency. Judging from the increased number of cases over the 6 years since the establishment of the SOLVIT network in 2002, there will be an increasing need for human and financial resources. At the date of writing this article, the European Parliament IMCO (Internal Market and Consumer Protection Commission) has adopted the avis of the Romanian MEP Gabriela Crețu regarding the 2009 EU budget. This includes a proposed increase of funding for the SOLVIT network, starting from the premises that its performance may be improved. Doubled by methodology introduced by this article and by the restrictions induced by the financial crisis, the authors of the article would also like to point to the importance of directing the funds towards the key-nodes of the network, with the aim of improving the general functioning of the SOLVIT system.

The model developed in this paper represents an instrument and not an objective in itself, because different SOLVIT participating countries have different administrative patterns and therefore they reach different performance levels. The model also allows for the analyzing of the effects of moving a SOLVIT Center up or down the administrative hierarchy. Where such a transition from a coordination system to another is scheduled, it has to be done with the utmost care, in order to maintain the strong points of the centre that is moved: its set of best practices, its list of functional contacts etc. At the same time, each movement of a centre to a different positioning, in a state's administration, needs to be prepared and accompanied by an effective communication campaign (meetings, presentations), targeted both at the potential users of SOLVIT, as well as at the national administrations. Benchmarking may serve as a method for “naming and shaming” the good as well as the bad performers involved in the system. The importance of developing an informal network is to be found in permanent information sharing and regular meetings between its members. More specifically, in SOLVIT's case it is more important that the centers lagging behind may learn from the experience of the more advanced states at this chapter, as experience is also a function of time. Smaller member states face a lower number of cases (zero, in Iceland and Liechtenstein) and this allows them less experience-building. Noting the important public impact of annual reports on SOLVIT issued by the European Commission, selected information on states' performance may also appear on public communication channels such as EUtube (<http://www.youtube.com/EUtube>).

To sum up, since its creation SOLVIT has managed to create a very positive profile, bridging over cultural differences and taking the idea of Europe one step further – at

the level which touches all citizens sooner or later, a level in continuous developments: the European multi-level administrative system.

### References

1. Aspinwall, M.D. and Schneider, G., 'Same menu, separate tables: The institutionalists turn in political science and the study of European integration', 2000, *European Journal of Political Research*, no. 38, pp. 1-36.
2. Beach, D., *The Institutional Dynamics of the European Union*, London: Palgrave MacMillan, 2005.
3. Christiansen, Th., 'Intra-institutional politics and inter-institutional relations in the EU: towards coherent governance?', 2001, *Journal of European Public Policy*, vol. 8, no. 5, pp. 747-769.
4. Commission Communication – White Paper on European Governance (COM (2001) 428 of 25.4.2001).
5. Commission Recommendation of 7<sup>th</sup> December 2001 on principles for using "SOLVIT" – the Internal Market Problem Solving Network (C (2001) 3901).
6. Communication from the Commission to the Council, the European Parliament, the Economic and Social Committee and the Committee of the Regions - Effective Problem Solving in the Internal Market ("SOLVIT") (COM/2001/0702 final).
7. Dragoș, D.C., *Uniunea Europeană. Instituții. Mecanisme*, (2<sup>nd</sup> Edition), Bucharest: All Beck, 2005.
8. Government Emergency Ordinance no. 133/2006 of 21.12.2006 regarding the setting up, organization and functioning of the Department for European Affairs, Romania.
9. Hofstede, G., *Cultures and Organizations, Software of the Mind*, (2<sup>nd</sup> Edition), Columbus: McGraw-Hill, 2005.
10. March, J.G. and Olson, J., *The Oxford Handbook of Political Institutions*, Oxford: Oxford University Press, 2006.
11. Matei, L., *Management Public*, Bucharest: Editura Economică, 2004.
12. Mintzberg, H., *Mintzberg on management: inside our strange world of organizations*, New York: The Free Press, 1989.
13. Moldoveanu, G. and Pleter, T.O., 'Multidisciplinary Optimization in Services Management', 2007, *Theoretical and Applied Economics*, vol. 510, no. 5, pp. 7-12.
14. Moldoveanu, G. and Pleter, T.O., 'Shrinking Bureaucracy', 2007, *Theoretical and Applied Economics*, vol. 512, no. 7, pp. 7-10.
15. Moldoveanu, G., 'Scanning Organisational Environment', 2004, *Administration and Public Management Review*, no. 2, pp. 38-45.
16. Moldoveanu, G., *Analiză și comportament organizațional*, Bucharest: Editura Economică, 2005.
17. Năstase, B., 'The waterdrop principle or about the management of EU Law implementation', 2008, *Quality – Access to Success*, no. 93, pp. 92-95.
18. OECD Economic Survey 2007: European Union, Volume 2007/11, Paris: OECD Publishing.
19. Peters, B.G., *Institutional theory in political science*, London: Wellington House, 1999.
20. Peterson, J. and Shackleton, M., *The institutions of the European Union*, (2<sup>nd</sup> Edition), Oxford: Oxford University Press, 2006.

21. Profiroiu, M., *Instituții și politici europene*, Bucharest: Editura Economică, 2008.
22. Report on the Development and Performance of the SOLVIT network, European Commission, Luxembourg: Office for Official Publications of the European Communities, 2008
23. Report on the Development and Performance of the SOLVIT network, European Commission, Luxembourg: Office for Official Publications of the European Communities, 2007.
24. Report on the Development and Performance of the SOLVIT network, European Commission, Luxembourg: Office for Official Publications of the European Communities, 2006.
25. Report on the Development and Performance of the SOLVIT network, European Commission, Luxembourg: Office for Official Publications of the European Communities, 2005.
26. Schendelen, van, R., *Machiavelli in Brussels – The art of lobbying the EU*, (2<sup>nd</sup> Edition), Amsterdam: University Press, 2005.
27. Stubb, A., Wallace, H. and Peterson, J., 'The Policy-Making Process', in Oxford University Press (ed.), *The European Union: How Does It Work?*, pp. 136-155.
28. Trompenaars, F., *Riding the Waves of Culture*, Scarborough: Irwin Publications, 1994.
29. <http://ec.europa.eu/solvit/>.
30. <http://epp.eurostat.ec.europa.eu>.
31. <http://www.gov.ro>.
32. <http://www.dae.gov.ro>.
33. <http://www.euractiv.com>.

**Annex 1. Master Table**

No	Country	SOLVIT position	QUALITATIVE var. (OL)			QUANTITATIVE var. (QN)					
			Centralisation index	Organizational turbulence	Population <sup>4</sup>	Nr. of cases submitted as Home Center	Case Load for Lead Center	Cases rejected by Lead Center	Cases solved as Lead Center	Average time to accept /reject a case	Average nr. of days needed to solve a case
1	Austria	Federal Ministry of Economics and Labor	2	4	8356707	23	38	2.6%	86.8%	9	51
2	Belgium	Foreign Affairs Federal Public Service	2	4	10741048	27	43	2.5%	90%	5	50
3	Bulgaria	Directorate for the Coordination with the EU and IFIs	2	4	7602116	26	7	0%	83%	9	69
4	Cyprus	Ministry of Commerce, Industry and Tourism	2	4	801622	11	23	4.35%	91.3%	10	46
5	Czech Republic	Ministry of Industry and Trade	2	4	10474607	88	11	0%	91%	9	43
6	Denmark	Danish Enterprise and Construction Authority	1	4	5519259	3	7	0%	83%	9	69
7	Estonia	Ministry of Economic Affairs and Communications	2	4	1340341	6	2	0%	83%	9	69

<sup>4</sup> Population at 1<sup>st</sup> of January 2009, EUROSTAT estimate as of 20.03.2009: Available at [http://epp.eurostat.ec.europa.eu/portal/page?\\_pageid=1996,39140985&\\_dad=portal&\\_schema=PORTAL.&screen=detailref&language=en&product=EU\\_MAIN\\_TREE&root=EU\\_MAIN\\_TREE/tb/t\\_popul/t\\_popula/t\\_pop/t\\_demo\\_gen/tps00001](http://epp.eurostat.ec.europa.eu/portal/page?_pageid=1996,39140985&_dad=portal&_schema=PORTAL.&screen=detailref&language=en&product=EU_MAIN_TREE&root=EU_MAIN_TREE/tb/t_popul/t_popula/t_pop/t_demo_gen/tps00001)

No	Country	SOLVIT position	QUALITATIVE var. (OL)				QUANTITATIVE var. (QN)					
			Centralisation index	Organizational turbulence	Population <sup>4</sup>	Nr. of cases submitted as Home Center	Case Load for Lead Center	Cases rejected by Lead Center	Cases solved as Lead Center	Average time to accept /reject a case	Average nr. of days needed to solve a case	
8	Finland	Ministry of Employment and the Economy	2	4	5325115	6	5	0%	83%	9	69	
9	France	General Secretariat for European Affairs	3	4	64105125	69	111	0%	83.33%	19	113	
10	Germany	Federal Ministry of Economics and Technology	2	4	82062249	119	61	3%	97%	10	43	
11	Greece	Ministry of Economy and Finance	2	4	11262539	14	20	17	55%	12	103	
12	Hungary	Ministry for Foreign Affairs	2	4	10029873	23	16	0%	81.25%	5	68	
13	<u>Iceland</u>	Ministry for Foreign Affairs	2	4	320543	0	0	0%	0	0	0	
14	Ireland	Department of Enterprise, Trade and Employment	2	4	4517758	16	31	3.3%	92.3%	7	45	
15	Italy	Prime Minister's Office	3	4	60090430	45	110	1.9%	90.6%	12	96	
16	Latvia	Ministry of Economics	2	4	2261132	15	9	0%	83%	6	69	
17	<u>Liechtenstein</u>	EEA Coordination Unit	1	4	35689	0	0	0%	0	0	0	
18	Lithuania	Ministry of Economy	2	4	3350385	2	4	0%	83%	6	69	
19	Luxembourg	Ministry of Economy and Foreign Trade	2	4	491702	5	10	10%	70%	6	69	

No	Country	SOLVIT position	QUALITATIVE var. (OL)				QUANTITATIVE var. (QN)					
			Centralisation index	Organizational turbulence	Population <sup>4</sup>	Nr. of cases submitted as Home Center	Case Load for Lead Center	Cases rejected by Lead Center	Cases solved as Lead Center	Average time to accept /reject a case	Average nr. of days needed to solve a case	
20	Malta	Ministry of Finance, the Economy and Investment	2	4	412614	6	6	0%	83%	6	69	
21	Netherlands	Ministry of Economics	2	4	16481139	36	23	4.55%	77.3%	12	72	
22	Norway	Ministry of Trade and Industry	2	4	4801376	3	9	0%	70%	6	69	
23	Poland	Ministry of Economy	2	4	38130302	41	13	0%	85%	14	67	
24	Portugal	Ministry of Foreign Affairs	2	4	10631800	69	40	0%	91%	3	71	
25	Romania	Department for European Affairs	3	4	21496664	44	23	4.35%	91%	4	45	
26	Slovakia	Institute for the Approximation of Law	1	4	5411062	33	8	0%	83%	6	69	
27	Slovenia	Ministry of the Economy	2	4	2053393	13	5	0%	83%	6	6	
28	Spain	Ministry of Foreign Affairs and Cooperation	2	4	45853045	102	129	2%	76%	6	70	
29	Sweden	National Board of Trade	1	4	9259044	36	16	0%	56%	2	48	
30	United Kingdom	Department for Business, Enterprise and Regulatory Reform	2	4	61612255	49	73	6%	82%	4	49	