

Broj 01/ 3518

Podgorica, 22.11.2022.godine

UNIVERZITET CRNE GORE
-Odboru za doktorske studije i Senatu-


PODGORICA

Predmet: Materijal za sjednicu Odbora i Senata

Poštovani,

U skladu sa članom 41. Pravila doktorskih studija, dostavljamo Vam materijal za narednu sjednicu Odbora za doktorske studije, odnosno Senata Univerziteta Crne Gore i to:

-Obrazac D2 (Ispunjenost uslova doktoranda) sa propratnom dokumentacijom za kandidata mr Gorana Jovetića.


DEKAN
Mijat Jocić
Prof.dr Mijat Jocić

UNIVERZITET CRNE GORE
EKONOMSKI FAKULTET PODGORICA
DOKTORSKE STUDIJE
Br. 01/35/5
Podgorica, 22.11.2022.god.

Na osnovu čl. 64. Statuta Univerziteta Crne Gore, a u vezi člana 38. i 41. Pravila doktorskih studija Vijeće Ekonomskog fakulteta je na sjednici održanoj 22.11.2022.godine donijelo

O D L U K U

1. Utvrđuje se da su ispunjeni uslovi iz Pravila doktorskih studija za dalji rad na doktorskoj disertaciji „**Reforma javne uprave kao determinanta privrednog razvoja Crne Gore**“ doktoranda **mr Gorana Jovetića**.
2. Predlaže se Odboru za doktorske studije i Senatu UCG da formira Komisiju za ocjenu doktorske disertacije „**Reforma javne uprave kao determinanta privrednog razvoja Crne Gore**“ doktoranda **mr Gorana Jovetića** u sastavu:
 - Dr Gordana Đurović, redovni profesor, Ekonomski fakultet Podgorica, Univerzitet Crne Gore, mentor;
 - Dr Nikola Milović, redovni profesor, Ekonomski fakultet Podgorica, Univerzitet Crne Gore, član;
 - Dr Polonca Kovač, redovni profesor, Fakultet za upravu, Univerzitet u Ljubljani, Republika Slovenija, član.
3. Odluka se dostavlja Centru za doktorske studije UCG na dalji postupak.

O B R A Z L O Ž E N J E

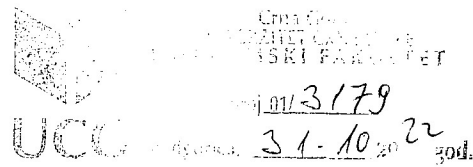
Doktorand **mr Goran Jovetić** je uradio doktorsku disertaciju „**Reforma javne uprave kao determinanta privrednog razvoja Crne Gore**“, nakon čega je Komisiji za doktorske studije podnio zahtjev za formiranje Komisije za ocjenu doktorske disertacije. Komisija za doktorske studije je, nakon razmatranja dokumentacije, predložila Vijeću fakulteta da donese Odluku kojom predlaže Senatu UCG formiranje Komisije za ocjenu doktorske disertacije „**Reforma javne uprave kao determinanta privrednog razvoja Crne Gore**“ doktoranda **mr Gorana Jovetića**.

Na osnovu izloženog odlučeno je kao u dispozitivu.

DOSTAVLJENO:

- a/a
- referentu doktorskih studija,
- Centru za doktorske studije.





UNIVERZITET CRNE GORE
EKONOMSKI FAKULTET
Komisiji za doktorske studije

Predmet: Saglasnost mentora sa tekstom disertacije doktoranda

Ovom izjavom dajem svoju saglasnost sa tekstom doktorske disertacije doktoranda Gorana Jovetića, koji je doktorand predao Studentskoj službi Ekonomskog fakulteta dana 31.10.2022. godine.

Podgorica, 31. Oktobar 2022.

Mentor

Prof. dr Gordana Đurović





ISPUNJENOST USLOVA DOKTORANDA

OPŠTI PODACI O DOKTORANDU			
Titula, ime, ime roditelja, prezime	Mr Goran (Vojislav) Jovetić		
Fakultet	Ekonomski fakultet Univerziteta Crne Gore – Podgorica		
Studijski program	Doktorske studije ekonomije		
Broj indeksa	D33/08		
NAZIV DOKTORSKE DISERTACIJE			
Na službenom jeziku	Reforma javne uprave kao determinanta privrednog razvoja Crne Gore		
Na engleskom jeziku	Public administration reforms as an determinant on economic development of Montenegro		
Naučna oblast	Ekonomija		
MENTOR/MENTORI			
Prvi mentor	Prof. dr Gordana Đurović, redovni profesor	Univerzitet Crne Gore, Ekonomski fakultet Podgorica, Crna Gora	Makroekonomija
KOMISIJA ZA PREGLED I OCJENU DOKTORSKE DISERTACIJE			
Prof. dr Gordana Đurović, redovni profesor	Univerzitet Crne Gore, Ekonomski fakultet Podgorica, Crna Gora	Makroekonomija	
Prof. dr Nikola Milović, redovni profesor	Univerzitet Crne Gore, Ekonomski fakultet Podgorica, Crna Gora	Makroekonomija	
Prof. dr Polonca Kovač, redovni profesor	Univerzitet u Ljubljani, Fakultet za javnu upravu	Javna uprava	
Datum značajni za ocjenu doktorske disertacije			
Sjednica Senata na kojoj je data saglasnost na ocjenu teme i kandidata	21.04.2021.		
Dostavljanja doktorske disertacije organizacionoj jedinici i saglasnost mentora	31.10.2021.		
Sjednica Vijeća organizacione jedinice na kojoj je dat prijedlog za imenovanje komisija za pregled i ocjenu doktorske disertacije	22.11.2022.		
ISPUNJENOST USLOVA DOKTORANDA			
U skladu sa članom 38 Pravila doktorskih studija kandidat je dio sopstvenih istraživanja u vezi sa doktorskom tezom publikovao u časopisu sa (SCI/SCIE) (SSCI/A&HCI) liste kao prvi autor.			
Spisak radova doktoranda iz oblasti doktorskih studija koje je publikovao u časopisu sa SCIE liste.			

Jovetić, G., Djurovic, G., Kalezić, Z. (2021). Impact of the Public Administration Reform on the Economic Development of the Western Balkans, Lex Localis-Journal of local self-government, Vol.20, No.4, pp.785-807, October 2022.

DOI: 10.4335/20.4.785-807(2022)

Social Sciences Citation Index (SSCI)

Obrazloženje mentora o korišćenju doktorske disertacije u publikovanim radovima

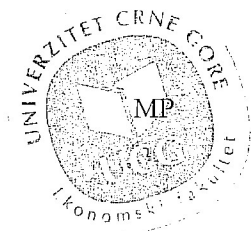
Mentor je saglasan da je kandidat ispunio sve uslove za prelazak na sljedeći proceduralni korak, odnosno da se imenuje Komisija za pregled i ocjenu doktorske disertacije, a što je dokumentovano potpisanom saglasnošću mentora, u okviru koje navodi da je kandidat u naučnom radu „Impact of the Public Administration Reform on the Economic Development of the Western Balkans”, koji je objavio u časopisu indeksiranom u SSCI indeksnoj bazi, koristio rezultate iz doktorske disertacije na adekvatan način, u skladu sa Pravilima doktorskih studija.

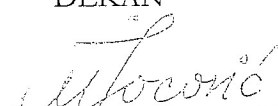
Datum i ovjera (pečat i potpis odgovorne osobe)

U Podgorici,

22.11.2022.god.

DEKAN




prof. dr. Mijat Jocović

Prilog dokumenta sadrži:

1. Potvrdu o predaji doktorske disertacije organizacionoj jedinici
2. Odluku o imenovanju komisije za pregled i ocjenu doktorske disertacije
3. Kopiju rada publikovanog u časopisu sa odgovarajuće liste
4. Biografiju i bibliografiju kandidata
5. Biografiju i bibliografiju članova komisije za pregled i ocjenu doktorske disertacije sa potvrdom o izboru u odgovarajuće akademsko zvanje i potvrdom da barem jedan član komisije nije u radnom odnosu na Univerzitetu Crne Gore

Na osnovu službene evidencije i dokumentacije Ekonomskog fakulteta u Podgorici, izdaje se

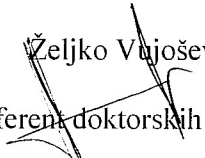
P O T V R D A

o predaji doktorske disertacije na dalji postupak

Doktorand: *mr Goran Jovetić*

Naziv doktorske disertacije: „*Reforma javne uprave kao determinanta privrednog razvoja Crne Gore*“

Datum predaje: 31.10.2022.godine


Željko Vujošević
Referent doktorskih studija

Impact of the Public Administration Reform on the Economic Development of the Western Balkans

GORAN JOVETIĆ, GORDANA DJUROVIĆ & ZORICA KALEZIĆ

Abstract The aim of this paper is to research the impact of a public administration reform on the economic development of the Western Balkan (WB) countries. The research covers a ten-year period (2009 – 2019), and is conducted on a sample of 19 countries (so called New EU Member States, Turkey and 6 countries from the WB). The paper attempts to quantify the effect that the public administration reform has on the two variables of economic development, namely the real GDP Growth Rate and Trade Per Capita, in the context of analysis and impact of six governance indicators created by the World Bank, within the WGI (The Worldwide Governance Indicator). In order to prove the hypotheses, we used the dynamic panel method. The results show that there is a significant positive impact of public administration reform in the WB on the GDP growth and trade.

Keywords: • public administration reform • economic development • structural reforms • GDP growth • accountability

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[https://doi.org/10.4335/20.4.785-807\(2022\)](https://doi.org/10.4335/20.4.785-807(2022))
ISSN 1581-5374 Print/1855-363X Online © 2022 Lex localis
Available online at <http://journal.lex-localis.press>.

1 Introduction

The study of public administration reform in recent sources uses a multidisciplinary approach, which significantly includes methods of economic analysis, having in mind that public administration reform is a key structural reform in one country (administrative reform) and that all other reforms depend on it. The gap between the need for public administration and state intervention and available resources is significantly larger in the WB than in advanced countries. In 2020, the European Commission (EC) presented its proposals for an enhanced accession process, to provide a more credible EU perspective to the WB. At the core of the revised EU accession process is an even stronger focus on fundamental reforms, starting with the rule of law, the functioning of democratic institutions and public administration. It is not only important for the WB countries to adopt certain rules (which are predominantly set by the EC), but it is crucial to implement these rules, which is one of the biggest integration challenges in these countries.

Although economic growth and its determinants have been the subject of numerous theoretical and empirical research since the time of Adam Smith, only at the end of the 20th and the beginning of the 21st century, the attention is being focused on non-economic factors of economic growth, which are primarily reflected in political, socioeconomic, legal and other factors. A good example of this is South Korea, which has achieved remarkable economic development with an average growth rate of 7% in the last five decades, mainly due to public administration reform (Onder & Ulasan, 2016: 24).

Starting from this basic research idea, in this paper, we will analyse the quality of government through the quality of public administration, in relation to the achieved economic and social results which synthetically represent the achieved gross domestic product, foreign direct investments and trade, and where the quality of public administration reform is set as a determinant of economic development of the country. The main scientific contribution of this research is reflected in the fact that it is expected to provide a detailed analysis of the problem that is of great theoretical and practical importance for dynamizing the economic development of the country. The lack of public administration reform can lead to a lack of positive development effects.

In theoretical terms, this research will contribute through the systematization of the existing knowledge, taking into the consideration the relationship between the quality of public administration and macroeconomic performance of the country. It also lays the groundwork for the further role of public administration reform, especially in the EU accession countries and the European Administrative Area. Through the subject of research, the paper will examine the impact of selected key determinants on economic development on the example of the WB countries.

The applied part of the research will study the impact of public administration reform as a determinant of economic development of the country, bearing in mind the achieved economic and social results represented by the attained level of several key economic parameters, such as: real GDP Growth Rate and Trade Per Capita. Based on the conducted research, this paper will prove that there is a considerable positive impact of the public administration reform on the GDP growth and trade.

2 Literature overview

The public administration reform has been the subject of many studies, but very few of them have viewed this area as a factor of economic development. Namely, in economic papers and studies, the economic growth (both endogenous and exogenous determinants of growth), which is a narrower concept than economic development, has been a significant subject of interest of researchers from the period of Smith and Richardo, to modern theories of economic growth. In the 1990s, the economic growth theory focused on the importance of economic factors. The stability of macroeconomic variables (inflation, real interest rates, exchange rate, population growth, government consumption, investment) has been recognized as a significant factor of economic growth (Barro, 1991; Akinsola & Odhiambo, 2017).

At the end of the 20th and the beginning of the 21st century, the attention has also been focused on non-economic factors of the economic growth, primarily political, socio-economic, legal, demographic and geographical factors. Many have dealt with the factors of economic growth, however, there has been much less research of those factors of economic development that do not belong to the economic sphere itself. Having that in mind, the focus of the analysis is on the so-called non-economic factors (primarily strong institutions, openness and favourable environment for functioning and investment) that directly or indirectly affect the economic development. Empirical results in the paper "Why Serbia's economic growth is lagging behind" (Petrović, Brčerević, Gligorić M, 2019) show that Serbia's economic growth is below the potential level, primarily due to weak institutions - especially the rule of law and control of corruption.

Empirical research conducted over the past three decades at the EU level has identified a number of economic and non-economic variables that have been positively and statistically associated with the economic growth, such as: physical and human capital, education and investment in education, economic openness, foreign exchange, budget deficit and surplus, development of the financial system, rule of law, efficiency of the state administration, employment, age structure of the working age population, etc. (Bassanini & Scarpeta, 2001).

The impact of the public administration reform which, as an area of "action" to a large extent affects the economic development through the economic and non-economic factors, represents a very complex research issue, and as such, it must be

viewed from several angles. Its complexity is especially pronounced in the context of contemporary theoretical and empirical research in this field. In the circumstances of the so-called social state and welfare state, there is a gradual development of a new understanding of the position of the government. The operation of this mechanism of the state in terms of efficiency is increasingly being compared with the activities of the private sector organisations, gradually giving birth to the doctrine of "new public management", whose theoretical contributions were made by Pollitt, Van Thiel and Homburg (2007). Governments are expected to become more efficient, results-oriented and service-oriented, as well as to offer more value with less investment. In that context, public administration bodies are expected to have a higher degree of efficiency and effectiveness in relation to private sector organisations (Marković, 2017: 60). Over time, the paradigm of the New Public Sector Governance shifts to a different form, and it is recognized as "good governance", primarily because it cannot simply be seen as a sign of equality in governance in the public and private sectors. The advantage of the state, its economic advantage, in relation to a private company is that it finances its expenses from taxes, namely from forcibly collected funds, while a private company must sell goods or services to someone who is ready to buy them. Based on a concise review of research in this area, we can conclude that the relationship between the quality of public administration reform and its impact on development performance, namely research on public administration reform as a determinant of the economic growth and development, is not sufficiently studied. This area of research is particularly important for the EU countries, as well as countries acceding to the Union, such as the Western Balkan countries, where public administration reform is one of the pillars of the EU enlargement strategy. Broad empirical literature supports the premise that the critical importance of well-performing public institutions, good governance reflected in sound public administration are pivotal for a country's development and growth. As noted by Matte (2016), public administration institutions should ensure that resources provided to public service are translated into maximization of the output growth. Kaufman and Krey (2004) in their research find that countries that benefit the most from the developmental aid are those with relatively good institutions and policies. Altay (1999) notices that public sector has to solve allocative problem that should ensure that resources allocated to the production/provision of public services would not be used in a better way if they were allocated in the private sector. Acemogly et al. (2004) empirically support hypothesis that differences in economic institutions are the key cause of differences in economic development. Grindle (2004) argues that the long waited good governance agenda should be replaced with good enough governance reforms that would encourage development and reduce poverty. Nguyen et al. (2021) find that governance and public administration quality have positive impact on income and poverty reduction. Fadic et al. (2019) argue that in the context of Italy, there is a strong causal effect of local public administration efficiency on firm-level labour productivity growth. In final, Pham et al. (2022) argue that increasing the quality of public administration will have a positive impact on economic growth, in the case

of Vietnam, using Control of Corruption in the Public Sector, Public Administration Procedures, and Public Service Delivery as variables that control for the effect of the public administration reform.

The relationship between the openness, in terms of economic trade, and the public administration reform analysed by Brunetti and Weder (1999) suggests that countries that are more open have better public administration. Similarly, Abreo et al. (2021) find that there is a significant impact of the institutional and regulatory quality and the rule of law variables on the performance of exports in the case of Colombia. Furthermore, Buterin et al. (2017) find a strong positive impact of the quality of institutions on exports in the context of the new EU members. LiPuma et al. (2013) argue that institutional quality contributes to better exports, especially in the case of small, young companies. Faruq (2011) finds evidence that a better institutional environment, which resulted in lower corruption, more efficient bureaucracy and more secure property rights, is associated with better export quality. Bilgin et al. (2018) using 12 political risk measures (bureaucracy quality, corruption, democratic accountability, government stability, internal and external conflict, investment profile, law and order, military in politics, religious and ethnic tensions, and socioeconomic conditions) find that there is a negative impact of the political risk on exports. Finally, the findings of Wu, Li and Samsell (2009) support the assumption that countries with highly rule-based governance environments have larger trade volumes, compared to countries with the so-called highly relation-based governance environments.

3 Research

Public administration reform is becoming one of the important determinants of economic development of modern economic systems, and this scientific paper will focus on understanding the key assumptions that affect the development dynamics. Namely, the focus of the work will be the study of the contribution to economic development through the prism of public administration reform.

Although the problem of the quality of public administration and its interaction with macroeconomic factors that determine the development of a particular country is analysed in the literature, there is no empirical study conducted on the example of the existing and future EU members, which will be examined in this paper. So far, the macroeconomic indicators have been predominantly used in this segment, which, at first glance, seem reliable and very acceptable for comparisons. In addition, a more complex and objective measurement should include some qualitative indicators. The research through the created economic model includes six governance indicators created by the World Bank. It is a set of indicators defined by Daniel Kaufmann, and this set includes six sub-indicators, and within each is a series of indicators that are monitored in the system. It is important to note that there are other very direct indicators for public administration reform, such as measures

of administrative reform which were employed by Neshkova and Kostadinova (2012).

Each of these World Bank indicators is measured based on numerous sources as well as targeted research and perception measurements. Through the created econometric model, these indicators are placed in the context of several macroeconomic indicators, primarily: GDP growth, trade, FDI, etc. The data were analysed for the WB, but due to the need to analyse a larger sample and obtain more realistic findings, data from a significant number of the existing EU members were also used. We combined quantitative indicators with qualitative indicators and assessments. Thus, a significant contribution is made to the already existing corpus of studies on similar topics.

Based on the results of theoretical and empirical research, the basic hypotheses have been determined. In this regard, and in order to critically examine the problem of public administration reform in the WB, the research will set out two hypotheses that will be tested by adequate economic methods. When defining hypothesis, we were especially mindful that they are logical and related to the research of the problem.

The main hypothesis of the research will be tested starting from the defined subject and goal of the research.

H1: If quality and sustainable economic development is desired in the WB countries, it is necessary to implement a comprehensive and sustainable public administration reform.

The research implies that public administration reform is approached as one of the key determinants of economic development in modern economic systems, which generally belongs to the category of non-economic factors, but also includes a significant economic dimension of influencing the quality of development performance of an economy. In order to understand and explain the importance of public administration reforms as one of the determinants of economic development, it is necessary to first explain the basic components and characteristics of public administration, then analyse economic trends in the country and observe all this through the prism of EU accession.

H2: The public administration reform contributes to the GDP growth, and this contribution, through the implemented measures, is particularly significant in the WB countries.

This hypothesis will provide an answer to the research question whether the public administration reform contributes to the GDP growth, as well as which activities are the most important in this regard. Proving this hypothesis implies the application

of qualitative and quantitative research methods, with a focus on comparative analysis, descriptive method and analysis of the content of the applied reform measures in selected countries, namely creating a model that examines the determinants of GDP growth with a special focus on public administration reform (chosen referenced indicators of good governance, such as the synthetic WGI index and its six components, with the inclusion of control variables such as the degree of openness of the economy, the volume of investment, the level of education and available human resources).

H3: The public administration reform contributes to foreign trade per capita, and this contribution, through the implemented measures, is particularly significant in the WB countries.

Broad literature analysis suggests that there is a positive impact of the public administration reform, institutional quality or governance on the quality and volume of exports. To this end, we can make a strong assumption that the quality of the public administration reform, reflected primarily in the institutional quality, should contribute to larger trade. This hypothesis will provide an answer is this the case in the WB countries, as well.

An appropriate (efficient) econometric model will be used for the research process and for proving the set hypotheses. Given the characteristics of the panel data and the fact that empirical literature related to the analysis of the impact of institutional indices on the GDP growth and trade lends support to the application of a one-way fixed-effects and random-effect model as the starting point in estimating the validity of the static panel-data model, we will start our research testing appropriateness of these models.

3.1 Data and Summary statistics

We use the aggregated data from the World Bank. For the dependent variable, we use data on real GDP Growth in percentage terms and Trade Per Capita in percentage terms from the World Bank database covering the period 2009-2019. We selected data for 19 countries (Albania, Bosnia and Herzegovina, North Macedonia, Serbia, Montenegro, Malta, Cyprus, Latvia, Latonia, Poland, Czech Republic, Slovakia, Slovenia, Croatia, Turkey, Estonia, Bulgaria, Hungary, Romania). For explanatory variables, we use the World Bank data on the WGI reporting the aggregate and individual governance indicators for over 200 countries and territories for six dimensions of governance: Voice and accountability (VA), Political Stability and Absence of Violence (PS), Government Effectiveness (GE), Regulatory Quality (RQ), Rule of Law (RL) and Control of Corruption (CC).

As noted in Van Dooren (2018), the WGIs are probably the best known and most widely used indicators for measuring public administration. Some of these

dimensions deal with the public administration in the strict sense (defined as the apparatus of implementation). Some dimensions reflect on the broader institutional context of a country. Certain parts of the GE, the RQ and the CC indices treat the public administration. Similarly, Brewer et al. (2007) rely especially on the following three indices: VA, CC and GE, as a measure of public management. We agree that indices such as GE, RQ, RL and CC are a direct reflection of the perception of the quality of public services, that is, the quality of the public administration reform reflected through the quality of policies, and the government's commitment in implementing such policies.

In the same manner, we are aware of the limitations of these variables as a proxy for public administration reform. We agree with the qualification that »....To be fair, searching for a 'perfect' measure of governance is undoubtedly an exercise in futility, and it is unlikely such a measure will ever be developed« (Williams and Siddique, 2008). However, we also support the premise that composite indices datasets, such as the WGI index, belong to the set of »super indices« that provide more accuracy due to their multifaceted diagnostics.

In addition, our study incorporates the Index of Economic Freedom – the Heritage Index (HEI), an annual index measuring the degree of economic freedom in the world's nations, as well as the Corruption Perceptions Index (CPI), an index that scores countries on the perceived levels of government corruption by country. Finally, we add dummy variable DummyEU controlling for the difference between the EU and non-EU countries.

Table 1: List of variables

Variable and expected sign	Variable Definition	Variable Source
Independent Variables		
CPI	Corruption Perception Index-is an index which ranks countries by their perceived levels of public sector corruption, as determined by expert assessments and opinion surveys	Transparency International
PS (+)	Political Stability Index-	The World Bank database
DUMMYEU (+)	Dummy variable takes value 1 if the country is EU member, 0 otherwise	Authors' calculations
VA (+)	Voice and Accountability captures perceptions of the extent to which a country's citizens are able to participate in selecting their government, as well as freedom of expression, freedom of association, and a free media. Estimate gives the country's score on the aggregate indicator, in units of a standard normal distribution, i.e. ranging from approximately -2.5 to 2.5.	The World Bank database
GE (+)	Government effectiveness captures perceptions of the quality of public services, the quality of the civil service and the degree of its independence from political pressures, the quality of policy formulation and implementation, and the credibility of the government's commitment to such policies.	The World Bank database
RQ (+)	Regulatory Quality captures perceptions of the ability of the government to formulate and implement sound policies and regulations that permit and promote private sector development. Estimate gives the country's score on the aggregate indicator, in units of a standard normal distribution, i.e. ranging from approximately -2.5 to 2.5.	The World Bank database

Variable and expected sign	Variable Definition	Variable Source
RL(+)	Rule of Law captures perceptions of the extent to which agents have confidence in and abide by the rules of society, and in particular the quality of contract enforcement, property rights, the police, and the courts, as well as the likelihood of crime and violence. Estimate gives the country's score on the aggregate indicator, in units of a standard normal distribution, i.e. ranging from approximately -2.5 to 2.5.	The World Bank database
HERITAGE(+)	The Index of Economic Freedom is an annual index which measures the degree of economic freedom in the world's nations.	The Heritage Foundation
Dependent Variables		
TRADE	Trade/GDP in %	The World Bank national accounts data, and OECD National Accounts data files.
GDP Growth	Real GDP growth annual in %	The World Bank national accounts data, and OECD National Accounts data files.

Table 1 outlines a summary of selected data. The analysis of the standard deviation size, levels of maximum and minimum values compared to the average points toward strong heterogeneity in variables. Variables VA, PS, and GDP Growth indicate the highest level of heterogeneity, while the Heritage Index appears to exhibit the smallest variation.

Table 2: Descriptive statistics of explanatory variables and dependent variables

VARIABLE	OBS	MEAN	STD.DEV	MIN	MAX
CPI	152	49.96	9.43	31	74
PS	209	0.38	0.61	-2.00	1.29
DUMMYEU	209	0.68	0.46	0	1
TRADE	209	60.67	29.07	21.19	163.12
VA	209	0.46	0.74	-1.4	1.43
GE	209	0.50	0.52	-0.74	1.56
RQ	209	0.69	0.46	-0.21	1.69
RL	209	0.43	0.55	-0.52	1.48
HERITAGE	209	65.06	8.48	28.4	79.1
GDP Growth	209	2.16	3.60	-14.84	11.20

Source: Authors' Calculations, Stata 15.

To summarize data further, we present a correlation matrix showing correlation coefficients between variables, as an input into a more advanced analysis. We observe a high positive correlation between TRADE and institutional explanatory variables, especially with the RL index, which is in line with predominant literature conclusions and general expectations (WTO, 2014). On the other hand, we do not find strong correlation coefficient between the GDP Growth and institutional explanatory variables. The strongest positive correlation is observed with RQ and HEI.

Table 3: Correlation matrix

	TRADE	VA	PS	GE	RQ	RL	CC	HERITAGE	DUMMIE	CPI
TRADE	1.00									
VA	0.44	1.00								
PS	0.66	0.49	1.00							
GE	0.64	0.52	0.66	1.00						
RQ	0.65	0.57	0.64	0.85	1.00					
RL	0.68	0.41	0.70	0.90	0.88	1.00				
CC	0.56	0.39	0.57	0.87	0.84	0.92	1.00			
HERITAGE	0.33	0.34	0.38	0.60	0.71	0.50	0.49	1.00		
CPI	0.49	0.38	0.56	0.85	0.84	0.91	0.96	0.49	0.70	1.00
GDP growth		-0.03	-0.06	0.013	0.13	0.09	0.05	0.12	0.04	0.08

Source: Authors' Calculations, Stata 1.

3.2 Estimation strategy and selection of the appropriate estimator

The baseline empirical specification can be implemented by several panel data estimation strategies. The static panel-data specification can be estimated by: (i) the classical OLS regression model, which assumes homogeneity across units and time; (ii) the one-way fixed effects model that captures the effects of those variables that are peculiar to the *i*-th country and are time-invariant; (iii) the one-way random effects model, where the intercept is assumed to be a random draw from a large population and is independent of the error term for a particular observation; (iv) the two-way fixed effects model that considers both group and time effects, and (v) the two-way random effects model that allows for random individual effects and time effects. Empirical literature related to the analysis of the impact of institutional indices on the GDP growth and trade lends support to the application of one-way fixed-effects and random-effect model as the starting point in estimating the validity of the static panel-data model.

Fixed/Random effect static panel regression model that we will estimate is:

$$Y_i = \beta_1 X_{1,it} + \dots + \beta_k X_{k,it} + \alpha_i + u_{it} \quad (1)$$

Where:

$$\begin{aligned} i &= 1, \dots, \\ n &= 1, \dots, n \text{ and} \\ t &= 1, \dots, T. \end{aligned}$$

The α_i are entity-specific intercepts that capture heterogeneities across entities and u_{it} is the error term. As observed in Table 3 in the case of the TRADE model, the Hausman test rejects null hypotheses, i.e., the Hausman test considers the fixed effects model as more appropriate. On the contrary, in the GDP growth models specification, the Hausman test indicates that the random effect model is more appropriate.

Given that the static panel-data estimation involves serious misspecification due to significant persistence effects of the dependent variable (as presented in Table 4 residuals from the static panel-data estimation display serial correlation, which indicates the need for a dynamic specification), we provide results from the static panel fixed-effects model (TRADE) and random effect model (GDP growth) in Table 4 for illustrative purpose only, without detailed explanation of the results.

Table 4: Panel regression analysis – fixed and random effects

	TRADE fe	TRADE re	GDP growth fe	GDP growth re
VA	-5.12(-1.28)	-2.01(-0.54)	-1.39 (-0.67)	-0.07(-0.14)
CPI	-0.29(-1.45)	-0.37(-1.69)*	0.23(2.26)**	0.13 (1.55)
PS	-0.31(-0.13)	1.16(0.44)	-0.19(-0.12)	-1.02 (-1.59)
GE	-3.18 (-0.76)	-2.20(-0.48)	-2.82(-1.31)	-1.99(-1.48)
RQ	5.00(1.23)	6.92(1.56)	1.55(0.74)	1.30(0.82)
RL	4.14(0.79)	8.13(1.46)	1.98(0.74)	2.43(1.43)
CC	-3.15(-0.70)	-2.30(-0.46)	-4.66(-2.01)**	-3.43(-1.87)*
Heritage Index	0.24(1.39)	0.271(1.49)	0.04(0.52)	0.03(0.75)
Constant	61.61(4.68)***	57.73(3.91)***	-10.03(-1.48)	-5.84(-1.26)
Number of observations	152	152	152	152
R squared	0.09	0.32	0.05	0.10
F test	136.04		F(18, 125) = 1.95	Wald chi2(8) = 13.12
Hausman test	89.53 p=0.00		4.39 p = 0.82	
Modified Wald test for group-wise heteroskedasticity in fixed effect regression model	chi2 (19) = 12588.71 p= 0.0000			
Pesaran's test of cross sectional independence	4.16, Pr = 0.00 Average absolute value of the off-diagonal elements = 0.556		11.95, Pr = 0.00 Average absolute value of the off-diagonal elements = 0.460	
Frees' test of cross sectional independence	4.578 alpha = 0.10 : 0.31 alpha = 0.05 : 0.43 alpha = 0.01 : 0.66		1.053 alpha = 0.10 : 0.3169 alpha = 0.05 : 0.4325 alpha = 0.01 : 0.6605	
Friedman's test of cross sectional independence	20.860, Pr = 0.28		38.158, Pr = 0.0037	
Wooldridge test for autocorrelation in panel data H0: no first order autocorrelation	F(1, 18) = 100.540 p= 0.00			

Source: Authors' Calculations, Stata 15.

The Wooldridge (2002) test for autocorrelation of residuals from the static panel fixed-effects (TRADE) estimation has been conducted. Under the null hypothesis of no first-order correlation, the test produces p-value=0.00. The observed autocorrelation of the residuals across various points in time indicates that a dynamic panel data specification is a more appropriate econometric method.

We run a Pesaran (2004) test of cross-sectional independence. Namely, as noted by Hoyos and Sarafidis (2006), the “panel-data models are likely to exhibit substantial cross-sectional dependence in the errors, which may arise because of the presence

of common shocks and unobserved components that ultimately become part of the error term, spatial dependence, and idiosyncratic pairwise dependence in the disturbances with no particular pattern of common components or spatial dependence.” Moreover, if the cross-sectional dependence is due to the unobserved components that are correlated with the included explanatory variables, both estimators will be biased and inconsistent. In the TRADE FE model, the test strongly rejects the null hypothesis ($p=0.00$) of no cross-sectional dependence. In addition, the average absolute correlation of the residuals is 0.556, which is a high value, providing additional evidence suggesting the presence of cross-sectional dependence. Frees’ test rejects the null of cross-sectional independence indicating cross-sectional dependence in the errors, while Friedman’s test does not. Finally, the static panel data specification suffers from heteroskedasticity problems ($p=0.00$ -rejected the null hypothesis of group-wise homoskedasticity at any conventional level), as indicated by the modified Wald test for group-wise heteroskedasticity in the residuals of the fixed-effects panel data model.

Empirical specification GDP Growth estimated by Random effect according to Pesaran’s test of cross-sectional dependence in the errors, strongly ($p=0.00$) rejects the null hypothesis ($p=0.00$) of no cross-sectional dependence. In addition, the average absolute correlation of the residuals is 0.46, which is a high value, providing additional evidence suggesting the presence of cross-sectional dependence which generates biased and inconsistent estimators. Similarly, both Frees’ and Friedman’s tests reject the null of cross-sectional independence.

In sum, even though static Fixed and Random effects estimation strategies are widely used in the empirical literature covering this topic, presented diagnostics, strongly argues in favour of a dynamic panel data specification as a more appropriate econometric method.

In the presence of slope heterogeneity (i.e., different slope coefficients for each cross-section unit) in panel data, which is a typical situation, the inclusion of a lagged dependent variable in conventional FE and RE models causes biased and inconsistent estimates (Pesaran & Smith, 1995). A partial solution is a group-mean regression, which involves reducing the panel to a cross-section. This yields unbiased and consistent estimates of long-run coefficients but at the cost of not only the total elimination of dynamics but also of other great benefits of panel estimations: sample size and corresponding efficiency; and controlling for unobserved time-invariant group effects.

Another solution might be to estimate a purely static panel. However, estimating a static model in the presence of dynamic relationships entails misspecification, as it may be observed from the above-described diagnostics of FE and RE models. Therefore, following a good practice where most macroeconomic variables display persistence effects or sluggishness, and being aware that the static model will not

capture the short and long-run impacts of the independent variables on the dependent variable, we use the dynamic panel model:

$$Y_{it} = \alpha Y_{it-1} + \beta X_{it} + u_i + \varepsilon_{it} \quad (2)$$

$$Y_{it} = \alpha Y_{it-1} + \beta X_{it} + u_i + \varepsilon_{it} \quad (3)$$

Where:

i ($= 1 \dots N$) depicts cross-section groups,

t ($= 1 \dots T$) shows periods (2009-2019),

X_{it} is a $1 \times k$ vector of k control variables identified as important determinants of GDP Growth and Trade to (GDP VA, PS, GE, RQ, RL and CC).

In addition, we incorporate the HEI, an annual index measuring the degree of economic freedom in the world's nations, as well as the CPI, an index that scores countries on the perceived levels of government corruption by the country), u_i is the group-level effects, and ε_{it} is the observation-specific error term. The dynamic panel model is estimated by system GMM that can capture the persistence of GDP growth and Trade/GDP ratio, address the problems of omitted variables, measurement error, endogeneity, and country-specific heterogeneity by implementing `xtabond2`.

3.3 Discussion and model diagnostics

The specification 1 for GDP growth, our preferred specification, is estimated with two-step System GMM, and diagnostic with the results are presented in Table 5. The SGMM approach assumes that the applied instruments in the model are exogenous, while instrumental variables are lagged independent variables. The validity of the obtained results in the two-step System GMM depends on the model diagnostics. First, the GMM approach assumes that the applied instruments in the model are exogenous. We have to test the statistical properties of this model by testing the validity of instruments, which requires testing for the presence of first- and second-order autocorrelation in the error term. According to Arellano & Bond (1991), the GMM estimator requires that there is a first-order serial correlation (m1 test) but that there is no second-order serial correlation (m2 test) in the differenced residuals. As observed, in Table 3, with $p_1 = 0.01$ and $p_2 = 0.926$, respectively, these tests support the validity of the model specification. Second, with the Hansen/Sargan test of over-identifying restrictions, we test for the overall validity of instruments. In our preferred specification the Hansen test of over-identifying restrictions does not reject the null at any conventional level of significance (p -value=0.591, p -value=0.441); hence, it is an indication that the model has valid instrumentation. The F-test of joint significance reports that we may reject the null

hypothesis that the estimated coefficients on the independent variables are jointly equal to zero ($p=0.000$).

Table 5: Base model - SGMM dynamic panel GDP Growth

The dependent variable is real GDP Growth in %, the World Bank database	PREFERRED MODEL: Two-step System GMM	ALTERNATIVE MODEL: One-step System GMM	ALTERNATIVE MODEL: Two-step System GMM
<i>variables</i> (SHORT EXPLANATION OF VARIABLE)	COEFFICIENTS	COEFFICIENTS	COEFFICIENTS
<i>constant</i> (INTERCEPT TERM)	0.87 (1.07)	1.91 (7.96)***	0.55 (0.47)
<i>LGDP Growth</i> (LAGGED DEPENDENT VARIABLE, 1 st LAG)	0.67 (5.15)***	0.49 (7.31)***	0.57 (3.10)***
<i>LGDP Growth</i> (LAGGED DEPENDENT VARIABLE, 2 nd LAG)	0.21 (1.16)		0.14 (1.27)
VA (Voice and accountability, 1 YEAR DIFFERENCE)	5.01 (2.02)**	4.14 (1.73)*	5.10 (2.01)**
CPI (Corruption Perception Index, 1 YEAR DIFFERENCE)	0.28 (2.95)**	0.20 (2.80)**	0.20 (3.44)***
PS (Political Stability and Absence of Violence, 1 YEAR DIFFERENCE)	-0.45 (-0.76)	0.07 (0.08)	-0.20 (-0.41)
GE (Government Effectiveness, 1 YEAR DIFFERENCE)	-1.57 (-0.62)	-3.15 (-1.53)	-1.75 (-0.91)
RQ (Regulatory Quality, 1 YEAR DIFFERENCE)	-1.21 (-0.44)	-1.45 (-0.84)	-1.22 (-0.58)
RL (Rule of Law, 1 YEAR DIFFERENCE)	-0.21 (-0.06)	-0.92 (-0.42)	-0.24 (-0.09)
Heritage index (Heritage Index , 1 YEAR DIFFERENCE)	0.07 (1.25)	0.03 (0.43)	0.10 (1.70)*
Time dummies	No	No	Yes
Number of observations	133	133	133
Number of groups (countries)	19	19	19
Number of instruments	12	93	17
The F-test of joint significance	68.72	63.21	6103.02

Arellano-Bond test for AR(1) in first differences: H ₀ : There is no first-order serial correlation in residuals	0.009	0.001	0.018
Arellano-Bond test for AR(2) in first differences: H ₀ : There is no second-order serial correlation in residuals	0.926	0.398	0.909
Sargan test of over-identifying restrictions	0.441	0.939	0.723
Hansen test of over-identifying restrictions:	0.591		0.735

Source: Authors' Calculations, Stata 15.

Similarly, in Specification 1 for TRADE, our preferred specification is estimated with two-step System GMM and diagnostic with results are presented in Table 4. According to Arellano & Bond (1991), the GMM estimator requires that there is a first-order serial correlation (m1 test) but that there is no second-order serial correlation (m2 test) in the differenced residuals. As observed, in Table 4, with $p_1 = 0.01$ and $p_2 = 0.376$, respectively, these tests support the validity of the model specification. Second, with the Hansen/Sargan test of over-identifying restrictions, we test for the overall validity of instruments. In our preferred specification the Hansen test of overidentifying restrictions does not reject the null at any conventional level of significance ($p\text{-value}=0.574$, $p\text{-value}=0.520$); hence, it is an indication that the model has valid instrumentation. The F-test of joint significance reports that we may reject the null hypothesis that the estimated coefficients on the independent variables are jointly equal to zero ($p=0.000$).

Table 6: Base model - SGMM dynamic panel

The dependent variable is TRADE/GDP in %, World Bank database	PREFERRED MODEL: Two-step System GMM
<i>variables</i> (SHORT EXPLANATION OF VARIABLE)	COEFFICIENTS
<i>constant</i> (INTERCEPT TERM)	5.33 (2.58)**
<i>LTRADE</i> (LAGGED DEPENDENT VARIABLE, 1 st LAG)	0.97(5.71)***
<i>LTRADE</i> (LAGGED DEPENDENT VARIABLE, 2 nd LAG)	-0.209(-2.58)**
<i>LTRADE</i> (LAGGED DEPENDENT VARIABLE, 4 th LAG)	0.13(0.81)
<i>CPI</i> (Corruption Perception Index, 2 YEAR DIFFERENCE)	0.23(2.46)**
<i>GE</i> (Government Effectiveness, 2 YEAR DIFFERENCE)	-1.08(-0.76)
<i>CC</i> (Control of Corruption, 2 YEAR DIFFERENCE)	0.66(0.36)
<i>RQ</i> (Regulatory Quality, 2 YEAR DIFFERENCE)	0.67(0.33)
Heritage index (Heritage Index , 2 YEAR DIFFERENCE)	0.08(1.92)*
Dummy EU	2.65(2.55)**
Time dummies	Yes
Number of observations	114
Number of groups (countries)	19
Number of instruments	17
The F-test of joint significance	16125.93
Arellano-Bond test for AR(1) in first differences: H ₀ : There is no first-order serial correlation in residuals	0.012
Arellano-Bond test for AR(2) in first differences: H ₀ : There is no second-order serial correlation in residuals	0.376
Sargan test of over-identifying restrictions	0.574
Hansen test of over-identifying restrictions:	0.520

Source: Authors' Calculations, Stata 1.

In sum, given the results from critical diagnostic tests and checks for both preferred specifications GDP Growth and TRADE, there is sufficient evidence to conclude that these models are an appropriate statistical generating mechanism.

4 Conclusions

The research showed that public administration reform rightly bears the label "key structural reform" due to the fact that, in addition to non-economic benefits, it makes a significant contribution to economic development through several indicators. Therefore, the reform should be seen more as an economic issue. Based on the econometric analysis, the research confirmed the hypothesis that there is a positive correlation link between public administration reform and economic development and has a significant impact on the real GDP Growth and Trade Per Capita.

The estimated model suggests that the GDP growth is autoregressive. Namely, an important determinant of the GDP growth in the current period is the GDP growth in the previous period (I.GDP growth) with a high estimated persistence effect (0.63) together with its high level of statistical significance. Voice and accountability (VA) is another important determinant that has a strong positive impact on the GDP growth over one year, as concluded in (Benhabib, Przeworski, 2010). VA capture perceptions of the extent to which a country's citizens can participate in selecting their government, and range between -2.5 to 2.5. Given that we estimate a dynamic panel model in a Lin-Lin form based on the results, an increase of VA by one grade, over one year is associated, on average, with a 4.45 p.p. of the GDP growth. In addition, the results indicate the reality of the importance of corruption control on the GDP growth, which is in line with (Grundler, Potrafke, 2019). Namely, the CPI scores range from zero to 100, with zero indicating high levels of corruption and 100 indicating low levels. Based on the results, the increase in the Corruption Perceptions Index over one year by one point, contributes, on average, to higher GDP growth by 0.28 p.p. Our findings point to non-significance of variables PS, HEI, GE, RQ and RL on the GDP growth. These findings suggest that out of three elements: VA, CC, and GE as the more related variables to public management, namely administration reform, the VA and Corruption Perceptions Index capture lagged impact of the administration reform on the GDP growth. Unexpectedly insignificant and negative coefficient on RL is in line with Buterin et al. (2018) who argue that during the privatisation of large state firm in WB and new EU member countries, the legal institutional framework failed to sanction suspicious privatisation processes that resulted in large national output drops.

When it comes to Trade/GDP ratio, the estimated model suggests that the Trade/GDP ratio is strongly autoregressive. Namely, the important determinant of the Trade/GDP ratio in the current period is the ratio of the Trade/GDP in the previous period (I.TRADE) with the estimated persistence effect (1.35) together with its high level of statistical significance. In the same manner, the Corruption

Perceptions Index is again significant in the Trade/GDP ratio estimated model. These findings are in line with (Muhammad T. M.(2014). To wit, over the medium term, the period of two years, an increase of the CPI by one point, contributes, on average, to a higher Trade/GDP ratio by 0.28 p.p. Another significant variable positively affecting the Trade/GDP ratio is the HEI, which is in line with the findings of Dimitrova, (2012). The Index of Economic Freedom is an annual index that measures the degree of economic freedom in the world's nations. In our sample, the Index of Economic Freedom ranges between - 28.4 and 79.1. Our findings suggest that the HEI increase by one point, over two years, contributes, on average, to a higher Trade/GDP ratio in % by 0.08 p.p. Finally, Dummy EU is significant and positive, suggesting that countries that are in the EU on average have a better TRADE/GDP ratio than non-EU members from WB and Turkey.

The results presented here show that policy makers in WB countries should more strongly implement the public administration reform, using the accumulated knowledge and all the possibilities of the existing reforms.

The conclusions are predominantly based on those variables that, as estimates show, can directly impact the economic development, through the creation of a more competitive economy that would lead to GDP growth, and thus to an increase in the living standards of the population.

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Mr GORAN JOVETIĆ – biografija i bibliografija

Goran Jovetić rođen je 27. juna 1980. godine u Podgorici. Maturirao je u podgoričkoj Gimnaziji „Slobodan Škerović“ 1998. godine. Diplomirao je i magistrirao na Ekonomskom fakultetu u Podgorici, gdje je trenutno doktorand.

Profesionalnu karijeru započeo je kao srednjoškolac u porodičnoj firmi „Montcarton“ d.o.o. Podgorica, u kojoj je bio angažovan na poslovima komercijaliste sve do 2001. godine, kada profesionalnu karijeru nastavlja u privatnoj kompaniji „Pet zvjezdica“ d.o.o. Podgorica na mjestu menadžera prodaje.

Nakon diplomiranja, nastavio je karijeru u javnoj upravi u Ministarstvu za međunarodne ekonomske odnose i evropske integracije u kojem je bio zaposlen od 2004-2006. godine, kada započinje angažman u Sekretarijatu za evropske integracije u kojem je radio do 2007. godine. Od februara 2007. godine bio je zaposlen u Generalnom sekretarijatu Vlade, zatim u Kabinetu potpredsjednika Vlade za ekonomsku politiku i finansijski sistem na poslovima višeg savjetnika. Za sekretara vladine Komisije za ekonomsku politiku i finansijski sistem imenovan je 2009. godine, a 2011. godine na mjesto savjetnika potpredsjednika Vlade za ekonomsku politiku i finansijski sistem na kojem je bio do decembra 2016. godine. Od januara 2017. godine do novembra 2020. godine bio je državni sekretar u Ministarstvu javne uprave, zadužen za reformu javne uprave.

Od 2008. bio je angažovan na poslovima savjetnika predsjednika Savjeta za privatizaciju. Bio je član Odbora direktora "Crnogorskog operatera tržišta električne energije" od njegovog osnivanja 2011. godine do 2016. godine.

U periodu od 2013 - 2016. godine obavljao je funkciju nacionalnog koordinatora za saradnju Crne Gore sa NR Kinom u okviru mehanizma " 16+1".

Obavljao je funkciju zamjenika direktora crnogorskog paviljona na međunarodnoj izložbi "Expo Milano 2015". Bio je i koordinator Programa stručnog osposobljavanja lica sa stečenim visokim obrazovanjem, od 2012 - 2014. godine. Bio je član ekspertske grupe za pregovore sa kineskom kompanijom CRBC za izradnju autoputa Bar-Boljare.

Bio je član UNECE-ove ekspertske grupe za PPPi konkurentnost, član Komisije za aukciju Savjeta za privatizaciju i kapitalne projekte, kao i jedan od predstavnika Crne Gore u EPEC-u (odjeljenju pri Evropskoj investicionoj banci za JPP), te koordinator vladine podgrupe za pregovore sa EU u okviru Poglavlja V za oblast JPP i Koncesija.

Od 2009. do 2012. godine bio je saradnik na Ekonomskom fakultetu u Podgorici na predmetima Ekonomska filozofija na akademskim studijama i Osnovi menadžmenta na primijenjenim studijama. Od 2019. do 2021. bio je angažovan kao saradnik na Pomorskom fakultetu u Kotoru.

Bio je zamjenik koordinatora Posebne grupe za pregovore sa EU u oblasti reforme javne uprave u periodu od 2017.do 2020.godine. Bio je i predsjednik je Komisije za polaganje stručnog ispita za rad u državnim organima i ispitivač za predmet Finansije. Bio je član Upravnog odbora Univerziteta Crne Gore. Radio je kao konsultant na projektima koje je finansirala EU, a implementirao UNDP.

Dobitnik je priznanja predsjednika italijanske regije Abruco za unapređenje saradnje Crne Gore i regije Abruco. Počasni je građanin američkog grada Harrison (država Arkanzas) i ambasador dobre volje američke države Arkanzas.

U periodu od 2021.do 2021.godine radio je kao ekspert za javnu upravu na projektima (oblast elektronske usluge i otvoreni podaci) koje je finansirala Evropska komisija a implementirali UNDP Crna Gora i CEED counsulting Podgorica.

Dobitnik je državne stipendije za doktorska istraživanja u oblasti ekonomije i trenutno radi na izradi doktorske teze na Ekonomskom fakultetu Univerziteta Crne Gore i Ekonomskom fakultetu Univerziteta u Ljubljani u oblasti ekonomije i reforme javne uprave.

Učestvovao je na više domaćih i međunarodnih konferencija i autor je nekoliko naučnih radova iz oblasti ekonomije:

- | | |
|---------------|---|
| Oktobar 2022 | Jovetić, G., Djurovic, G., Kalezić, Z. (2021). Impact of the Public Administration Reform on the Economic Development of the Western Balkans, Lex Localis-Journal of local self-government, Vol.20, No.4, pp.785-807, October 2022. |
| Jun 2020 | Optimizacija-uprava koja štedi resurse gradjana, Reforma, časopis Ministarstva javne uprave Crne Gore, broj 1, jun 2020.godine. |
| Maj 2010 | The impact of the global economic crisis on the level of foreign direct investment in Montenegro", Conference proceedings "Global Development Challenges in the 21st Century - Russia and Montenegro" |
| Mart 2010 | „The economic policies of small countries in the period of economic crisis – the case of Montenegro“, European Perspectives, group of authors |
| Decembar 2009 | "Entrepreneurship in conflict with mentality", „Entrepreneurship“ journal, Faculty of Economics, Podgorica |
| Decembar 2009 | "How Montenegro responded to the economic crisis", Tempus project |

Decembar 2005

"Development of free zones in Montenegro", "Entrepreneurial Economics"
journal, Faculty of Economics

Govori engleski jezik, oženjen je i ima dvoje djece.

Prof. dr GORDANA ĐUROVIĆ

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Angažovanje na predmetima:

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- **REGIONALNA EKONOMIJA**
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- March 2000, kurs inovacije znanja za nastavnike u oblasti održivog razvoja, Curriculum Resource Centre: "Sustainable development - revising course syllabus"; CEU, Budapest, Hungary;
- January 2002, Canter for Innovation Policy Research and Education for CEE, (CIPRE), Budapest & American Association for Advancement in Science, (AAAS), USA; "The Role of National Governments in Policy Making in The Age of Globalisation and Rationalisation", Budapest, Hungary;

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- 1987-1988, Sekretarijat za privredu Republike Crne Gore, pripravnik
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- Izabrana djela prof dr Rista Vukčevića, CID, Podgorica, 1995 - jedan od priređivača; ISBN 86-80133-02-7. [COBISS.CG-ID [3268112](#)];
- Direktor IDEI - Prodekan za naučno-istraživački rad na Ekonomskom fakultetu (1998-2000);
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 - Ministar za ekonomske odnose sa inostranstvom i evropske integracije u Vladi Crne Gore (15.2.2004. - 9.11.2006)
 - Potpredsjednik Vlade Crne Gore za evropske integracije (10.11.2006. – 9.6.2009)
 - Ministar za evropske integracije u Vladi Crne Gore (10.6.2009. – 29.12.2010.)
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 - Glavni pregovarač za pregovore o Sporazumu o stabilizaciji i pridruživanju sa EU (2005-2007), potpisan SSP, [COBISS.RS-ID [12288528](#)]
 - Glavni pregovarač za pristupanje Svjetskoj trgovinskoj organizaciji (2004-2010), završeni multilateralni pregovori i 10 bilateralnih pregovora,
 - Ministar resorno nadležan za pregovore CEFTA 2006, do njihovog parafiranja novembra 2006.g.;
 - Nacionalni koordinator za IPA fondove (NIPAC, 2008-2010),
 - Predsjednik Nacionalne komisije za borbu protiv korupcije i organizovanog kriminala (2007-2010),
 - Šef radnih grupa za pripremu više zakonskih propisa (spoljna trgovina, slobodne zone, strane direktne investicije, konkurencija) i povezanih podzakonskih akata,
 - Koordinator pripreme prvog Nacionalnog programa pristupanja Crne Gore EU 2008-2012, [COBISS.CG-ID [13360912](#)]
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- Djurovic G. „**Political and economic aspects of the Western Balkans European integration process: case study Montenegro**“, Fakultet za društvene vede, Univerzitet u Ljubljani, Slovenija, 23 May 2015;

Ostali angažmani

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Naučno-istraživačka djelatnost

1. Knjige

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1. Djurovic G., Boskovic P., Stankovic J. (2002) „**Alternativni razvoj koncepti privrede Crne Gore/Alternative Development Concepts of Economy of Montenegro**“, Ekonomski fakultet, Makromenadžment centar, Podgorica, 2002, 72 strane, dvojezično, ISBN 86-80133-33-2. [COBISS.CG-ID [1958413](#)];
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6. Djurovic Gordana (2020). **EU Technical Assistance to the Western Balkans**, Chapter in the book: *European Union and the Western Balkans*, (ed. Qorraj G. and Hashi I.), [ToKnow Press](#), International Academic Publisher, Bangkok, Celje, Lublin, ISBN 978-83-65020-33-8;
7. Djurovic, Gordana and Bojaj, M. Martin (2020). **The quality of economic governance and its impact on the growth of Western Balkans countries**. Chapter in the book: *Linear and Non - Linear Financial Econometrics - Theory and Practice* (Edited by Mehmet Terzioğlu, Co-editor Gordana Djurovic); [InTechOpen](#); Print ISBN 978-1-83962-486-5, 2021.; [DOI: 10.5772/intechopen.91731](#);
8. Djurovic Gordana at all. (2022). **Regional economic cooperation in V4 and WB6: sharing experience and knowledge in the context of Common Regional Market and post-COVID recovery** (editor), e-book, Montenegrin Pan-European Union, Podgorica, ISBN 978-9940-8846-0-4; COBISS.CG-ID 22434820;

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1. "Privreda Crne Gore u tranziciji" (grupa autora, red. Mr Lalić M.), Djurović G., dio **"Planiranje i razvojna politika u uslovima tranzicije sistema"**, Agencija Crne Gore za prestrukturiranje privrede i strana ulaganja, Podgorica, 1995; 338.246.025.88(497.16)(082); [COBISS.CG-ID [45533698](#)];

2. Cvetanović Slobodan, Djurović Gordana, «**Privredni razvoj**», Ekonomski fakultet, Podgorica, 1996 (UDK.330.34(075.8), ISBN 86-80133-07-8 (univerzitetški udžbenik); [COBISS.CG-ID [513106401](#)]
3. "**Regionalni razvoj Crne Gore**", grupa autora, /Djurović G, rukovodilac istraživanja, autor priloga i priredjivač/, Republički sekretarijat za razvoj, Podgorica, 2000;
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5. "Crna Gora – opšta monografija" (član Uredjivačkog odbora i autor priloga), G. Djurović: prilozi: "**Privredni razvitak Crne Gore**", "**Energetika**" i "**Crna Gora - ekologija i razvoj**", Narodna knjiga, Beograd, 2003, /ISBN 86-331-0751-1, [COBISS.SR-ID 104621324](#)/, (str.305-312 i str. 335-339) ;
6. Djurović Gordana (autor, urednik, autor dodatnog teksta), Čehulić-Vukadinović Lidija, Tahirović Mehmedin, Jaćimović Danijela, Milović Nikola, "**Crna Gora u XXI stoljeću – u eri kompetitivnosti: Integracija u evropske i evroatlanske strukture**", (posebna izdanja, knj.73, sv.4), Podgorica: Crnogorska akademija nauka I umjetnosti, CANU, 2010, 420 str; graf. prikazi, tabele. ISBN 978-86-7215-247-0. [COBISS.CG-ID [16223760](#)]
7. Grupa autora (G.Djurovic red. i autor više priloga), „**Evropska unija**“, udžbenik za 8. ili 9. razred devetogodišnje osnovne škole, izborni predmet, Zavod za udžbenike i nastavna sredstva, Podgorica, 2010 (ISBN 978-86-303-1432-2) [COBISS.CG-ID [15174928](#)];
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9. Grupa autora (Djurović G., red. i autor više priloga), „**Evropske integracije**“, udžbenik za 3. i 4. razred srednje škole, izborni predmet, Zavod za udžbenike i nastavna sredstva, Podgorica, 2010 (ISBN 978-86-303-1444-5), [COBISS.CG-ID [15644176](#)];
10. Grupa autora (G.Djurovic red.), „**Evropske integracije – priručnik za nastavnike**“, udžbenik za 3. i 4. razred srednje škole, izborni predmet, Zavod za udžbenike i nastavna sredstva, Podgorica, 2010 (ISBN 978-86-303-1443-8), [COBISS.CG-ID [15645200](#)];
11. Đurovic Gordana, **Evropska unija i Crna Gora: ciljevi ekonomske, socijalne i teritorijalne kohezije**. Podgorica: Univerzitet Crne Gore, Ekonomski fakultet, 2012, 365 str., graf. prikazi, tabele. ISBN 978-86-80133-57-7. [COBISS.CG-ID [20040464](#)];
12. Đurović Gordana, **Evropska unija i Crna Gora: politika proširenja**, Univerzitet Crne Gore, Ekonomski fakultet, Podgorica, 569 str., ilustr. ISBN 978-86-80133-60-7. [COBISS.CG-ID [21068816](#)];
13. Đurovic Gordana, **Evropska unija i Crna Gora**, naučna monografija, EU info centre, Podgorica, Januar 2016, ISBN 978-9940-9725-0-9 (130 str); [COBISS.CG-ID [28875024](#)];
14. Đurovic Gordana, **Evropska unija i Crna Gora: proces pristupanja**, EU info centre, Podgorica, XII 2017; tabele, graf. prikazi. ISBN 978-9940-9725-1-6. [COBISS.CG-ID [34138384](#)];
15. Djurovic Gordana, Mišćević Tanja & Igor Vidaček (2020), **Uporedna analiza iskustava saradnje civilnog sektora i državnih institucija i tijela u procesu evropske integracije u Crnoj Gori, Hrvatskoj i Srbiji**, CEDEM, Podgorica, 2020 (ISBN 978-86-85803-30-7; COBISS.CG-ID 40348688);

2. Radovi objavljeni u časopisima

Radovi u međunarodnim časopisima

1. Djurovic Gordana (2022). **Regional economic integration of the Western Balkans: from the CEFTA 2006 towards the EU single market**, *Diplomacy Journal*, Issue 28, Bulgarian Diplomatic Institute, Sophia, Bulgaria, July 2022;
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Mentorstvo na doktorskim studijama

- dr Dragana Radević, „Ekonomska efikasnost versus socijalna jednakost u državi blagostanja“, doktorska disertacija, Ekonomski fakultet, Podgorica, 2007;
- dr Nikola Milović, „Konkurentnost privrede Crne Gore“, doktorska disertacija, Ekonomski fakultet, Podgorica, 2011;
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- dr Martin Bojaj, Maintaining price stability in Montenegro through governing of external and internal factors of inflation, 2021;
- dr Milica Muhadinović, Ostvarivanje globalnih ciljeva održivog razvoja kroz pristupanje Crne Gore Evropskoj uniji, 2022;

Mentorstvo na postdiplomskom studiju

- Veliki broj kandidata (75), dostupno u bazi COBISS.CG-ID



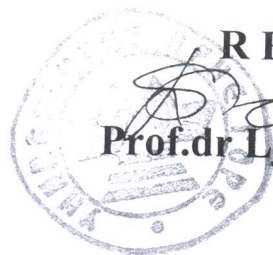
Број: 01-3042
Датум, 26.10.2006 г.


УНИВЕРЗИТЕТ ЦРНЕ ГОРЕ
ЕКОНОМСКИ ФАКУЛТЕТ
Date, 1275
Број 04/12 20 06 год.
ПОДГОРИЦА

Na osnovu člana 75 stav 2 Zakona o visokom obrazovanju (Sl.list RCG br. 60/03.) i člana 19 Statuta Univerziteta Crne Gore, Senat Univerziteta Crne Gore, na sjednici održanoj 26.10.2006. godine, donio je

ODLUKU O IZBORU U ZVANJE

Dr GORDANA DJUROVIĆ bira se u akademsko zvanje **redovni profesor** Univerziteta Crne Gore za predmete: Privredni razvoj, Regionalna ekonomija i Ekološka ekonomija na **Ekonomskom fakultetu u Podgorici** i Medjunarodni ekonomski odnosi na **Fakultetu političkih nauka u Podgorici**.



REKTOR,

Prof.dr Ljubiša Stanković



prof. dr NIKOLA MILOVIĆ

Redovni profesor Ekonomskog fakulteta - Univerziteta Crne Gore **oblast Ekonomska analiza i politika** predmeti *Nacionalna ekonomija, Ekonomija Evropske unije, Zajedničko tržište i politika konkurencije EU.*

-**Član Savjeta Centralne Banke Crne Gore**, od jula 2018. godine.

-**Član Senata Univerziteta Crne Gore** od 2019. godine u dva mandata.

-**Član Centra za doktorske studije Univerziteta Crne Gore**, od 2022. godine.

-**Rukovodilac katedre za Ekonomsku analizu i politiku Ekonomskog fakulteta** od juna 2022. godine.

-U periodu 2016-2022. godine u dva mandata obavljao funkciju **Dekana Ekonomskog fakulteta Univerziteta Crne Gore.**

-Crnogorac, oženjen i otac dvoje djece.

Rođen 17.12.1980. godine u Nikšiću. Osnovnu i srednju školu-gimnaziju opšteg smjera, završio u Budvi kao odličan đak.

Zvanje diplomiranog ekonomiste stekao 2003. godine na Ekonomskom fakultetu Univerziteta Crne Gore sa prosjekom studiranja 9.39. Tokom studija bio dobitnik studentskih nagrada Ekonomskog Fakulteta.

Na Ekonomskom fakultetu Univerziteta u Beogradu 31.10.2007. godine, odbranom magistarskog rada “**Ekonomska politika i razvoj Crne Gore u procesu priključivanja Evropskoj uniji**”, stekao je akademski stepen magistra ekonomskih nauka. Prosječna ocjena studiranja na postdiplomskim studijama 9.77.

Doktorsku disertaciju pod nazivom “**Konkurentnost privrede Crne Gore**” odbranio je na Univerzitetu Crne Gore, Ekonomskom fakultetu u Podgorici 08.04.2011. godine, čime je stekao akademski stepen doktor ekonomskih nauka.

PODACI O RADNIM MJESTIMA I IZBORIMA U ZVANJA

Nakon diplomiranja, zasnovao sam radni odnos na Ekonomskom fakultetu-Univerziteta Crne Gore, 01.02.2004. kao **saradnik u nastavi**. Bio sam saradnik u nastavi na predmetima: *Privredni razvoj, Teorija i analiza ekonomske politike i Globalizacija svjetske privrede*. Na Studijama menadžmenta u Podgorici izvodio sam vježbe na predmetu *Principi ekonomije*, takođe od osnivanja Studija menadžmenta u Bijelom Polju izvodio sam vježbe na predmetima: *Principi ekonomije i Upravljanje ljudskim resursima*.

U zvanje **docenta** na Ekonomskom fakultetu - Univerziteta Crne Gore izabran sam 3.5.2012. godine (Bilten UCG br. 281, 01. februar 2012.) na predmetima *Ekonomija Evropske unije, Zajedničko tržište i politika konkurencije EU i Kohezionna politika i strukturni fondovi EU*.

Na postdiplomskim akademskim magistarskim studijama Ekonomskog fakulteta (smjer Evropske ekonomske integracije) od 2012. godine izvodim nastavu na predmetu *Ekonomija Evropske unije*.

Pored toga, izvodim nastavu iz predmeta *Menadžment investicijama* na osnovnim primijenjenim studijama menadžmenta u Podgorici i Bijelom Polju. Takođe, u periodu 2013-2019. godine, izvodio sam nastavu na predmetu *Ekonomске integracije i EU* na studijskom programu Menadžment u pomorstvu na Pomorskom fakultetu u Kotoru.

U zvanje **vanrednog profesora** na Ekonomskom fakultetu - Univerziteta Crne Gore izabran sam 5.7.2017. godine (Bilten UCG br. 403, 2. jun 2017.) za oblast *Ekonomska analiza i politika* predmeti *Ekonomija Evropske unije, Zajedničko tržište i politika konkurencije EU i Kohezionna politika i strukturni fondovi EU*.

U zvanje **redovnog profesora** na Ekonomskom fakultetu - Univerziteta Crne Gore izabran sam 15.4.2022. godine (Bilten UCG br. 549, 9. februar 2022.) **za oblast Ekonomska analiza i politika** predmeti *Nacionalna ekonomija, Ekonomija Evropske unije, Zajedničko tržište i politika konkurencije EU*.

Rad i učešće na više domaćih i međunarodnih naučnih skupova, seminara, konferencija iz različite ekonomske tematike podstakli su objavljivanje više stručnih autorskih radova i članaka u zemlji i inostranstvu. Autor je univerzitetskog udžbenika *Zajedničko tržište i politika konkurencije EU*, koji je nastao kao dio Lifelong learning programa, Jean monnet Chairs - Evropske ekonomske integracije na Ekonomskom fakultetu u Crnoj Gori. Učestvovao je u pisanju monografije koja je nastala na osnovu projekta Crna Gora u XXI Stoljeću – u eri kompetitivnosti- Crnogorska Akademija Nauka i Umjetnosti- podprojekat *Integracija u evropske i euroatlanske strukture*. Učestvovao je u izradi više naučnoistraživačkih i stručnih projekata čiji je nosilac bio Ekonomski fakultet u Podgorici. Bio je angažovan kao viši ekonomski konsultant na projektu Svjetske banke u Crnoj Gori Jačanje kapaciteta za implementaciju Strategije redukcije siromaštva u Crnoj Gori. Takođe, značajni su i sledeći projekti, analize i strategije: *Strategija razvoja i redukcije siromaštva*

u Crnoj Gori, Strategija regionalnog razvoja u Crnoj Gori, Strategija podsticanja SDI u Crnoj Gori, Analiza efekata dosadašnje privatizacije u Crnoj Gori, Procjena vrijednosti kapitala Novog duvanskog kombinata AD Podgorica i brendova Duvanskog kombinata AD Podgorica u stečaju, IPA projekat, Uvođenje izbornih predmeta-Evropska unija- u osnovnim školama i -Evropske integracije- u srednjim školama, nacionalni projekat Konkurentnost privrede Crne Gore- kako biti među 50 najkonkurentnijih zemalja svijeta, kao i međunarodni projekti: Lifelong learning program, Jean Monnet programe, Jean monnet Chairs, Studije Evropske ekonomske integracije na Ekonomskom fakultetu u Crnoj Gori; TEMPUS projekat, Development of Policy-Oriented Training Programmes in the Context of the European Integration.

Stručna usavršavanja koja je obavio u inostranstvu: Ekonomski fakultet Ostrava (2016); University of Nice - School of Economics and Business de l'UNS (2016); Jagiellonian University, Krakow, Poljska (2015); Harvard University, Boston USA (2015); Jiangnan University China (2014), Copenhagen business school, University of Nice - School of Economics and Business de l'UNS, TUM School of Management, Technical University of Munich, ISEG - Lisbon School of Economics & Management Portugal, Georgetown University USA, American University in Dubai UEA, Zhejiang Normal University China.

Pored navedenih aktivnosti, u toku dosadašnjeg rada ističem i sljedeće reference:

-Član radne grupe za pripremu pregovora o pristupanju Crne Gore Evropskoj uniji za oblast pravne tekovine Evropske unije koja se odnosi na pregovaračko poglavlje 8 - Politika konkurencije i poglavlje 29 – Carinska unija.

-Prodekan za naučnoistraživački rad i odnos sa biznis zajednicom na Ekonomskom fakultetu 2015-2016. godine.

-Član i predsjednik odbora direktora AD Marina Bar, 2014-2018. godine.

-Član Savjeta Centralne Banke Crne Gore, od jula 2018. godine.

-Član Vijeća društvenih nauka Univerziteta Crne Gore 2015-2019. godine.

-Član Senata Univerziteta Crne Gore od 2019. godine u dva mandata

-Član Centra za doktorske studije Univerziteta Crne Gore, od 2022. godine.

-Rukovodilac katedre za Ekonomsku analizu i politiku Ekonomskog fakulteta od juna 2022. godine.

- Član Komisije za doktorske studije Ekonomskog fakulteta, od juna 2022. godine

Od maja 2016-2022 godine u dva mandata sam obavljao funkciju Dekana Ekonomskog fakulteta Univerziteta Crne Gore.

Oženjen sam i otac sam dvoje djece.

BIBLIOGRAFIJA**1. Monografija****1.5. Dio naučne monografije izdate kod nas (i u okruženju) čiji su izdavači nacionalne akademije nauka i državni univerziteti i dio knjige studijskog karaktera izdate kod nas.**

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1.2 Radovi objavljeni u časopisima**1.2.1 Radovi objavljeni u časopisima koji se nalaze u međunarodnim bazama**

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1.3.1. Međunarodni kongresi, simpozijumi, seminari

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35. **Milović N.**, "Ekonomska politika i razvoj Crne Gore u procesu evropskih integracija", Univerzitet u Nišu, Ekonomski fakultet, Međunarodna naučna konferencija- "Izazovi ekonomske nauke i prakse u procesu pridruživanja Evropskoj Uniji", Niš, 2007, ISBN 978-86-85099-61-8, str. 79-89.
36. Đurović G., Ražnatović S., Milović N., "Obaveze Crne Gore po sporazumu o stabilizaciji i pridruživanju u dijelu untrašnjeg tržišta", Udruženje "Tehnologija i društvo", Institut "Mihailo Pupin", Tematski zbornik radova XIV naučnog skupa međunarodnog značaja- "Tehnologija, kultura i razvoj", Beograd, 2007, ISBN 978-86-904137-6-8, str. 16-24.
37. Milović N., "Economic criteria and concurency of Montenegro in the process of european integrations", University of Niš, Faculty of Economics, International Scientific Conference- "Competitiveness in the conditions of a global economy", Niš, 2008, ISBN 978-86-85099-80-9, p. 47-57.
38. Milović N., "Obrazovanje kadrova državne administracije za proces evropskih integracija u Crnoj Gori", Univerzitet u Beogradu, Fakultet organizacionih nauka, XI Internacionalni simpozijum, SymOrg 2008- "Menadzment i društvena odgovornost", Beograd, 2008. ISBN 978-86-7680-160-2, str. 191.
39. Milović N., "Konkurentnost privrede kao preduslov regionalnog razvoja u Crnoj Gori", Univerzitet u Nišu, Ekonomski fakultet, Međunarodna naučna konferencija-XVI naučni skup- "Regionalni razvoj i demografski tokovi zemalja jugoistočne Evrope", Niš, 2011, ISBN 978-86-6139-026-5, str. 269-278.

3. PEDAGOŠKA DJELATNOST

3.1.1. Univerzitetski udžbenik koji se koristi kod nas

40. **Milović N.**, (2012) Zajedničko tržište i politika konkurencije Evropske unije. Univerzitet Crne Gore - Ekonomski fakultet, 251 strana. ISBN 978-86-80133-61-4. COBISS.CG-ID 512553953.

3.1.2 Korišćenje referentnog inostranog udzbenika kod nas:

41. El-Agraa, Ali M. (2011) The Europe Union Economics and Policies, Cambrige University Press New York, ISBN 978-1-107-00796-3.
42. Pelkmans J. (2006) European Integration, Methods and Economic Analysis. Pearson Education Limited, ISBN 978-0-273-69449-6.

3.4. Mentorstvo

3.4.2. Mentorstvo na postdiplomskom studiju

Akadske magistarske studije

43. Kapidani, Safet: Državna pomoć finasijskom sektoru u Evropskoj Uniji sa osvrtom na Sloveniju, Podgorica, 2015.

44. Adžić, Milica: Finansijska perspektiva 2014-2020 kao odgovor na ekonomsku krizu u Evropskoj uniji, Podgorica, 2015.
45. Bahović, Mithat. Ispunjenje ciljeva strategije "Evropa 2020" kroz izradu programskih dokumenata za korišćenje Instrumenta za pretpristupnu podršku 2014-2020 u Crnoj Gori, Podgorica, 2015.
46. Numanović, Demir: Podizanje nivoa konkurentnosti Evropske unije kroz strategiju Evropa 2020, Podgorica, 2014.

3.4.3. Mentorstvo na dodiplomskom studiju

47. Šljivančanin, Milka: Budućnost primjene kriterijuma konvergencije i pozicija Crne Gore, Podgorica, 2016.
48. Islamović, Džemal: Fiskalni kriterijumi konvergencije Evropske monetarne unije, Podgorica, 2016.
49. Leković, Nikola: Jedinствeno tržište Evropske Unije i Crna Gora, Podgorica, 2016.
50. Lukić, Đorđe: Opstanak Velike Britanije u Evropskoj Uniji, Podgorica, 2016.
51. Bukilić, Marija: Uticaj međunarodnih investicija na privredni rast zemlje, Podgorica, 2016.
52. Jović, Srđan: Nastanak i razvoj pomorske politike EU, Podgorica, 2015.
53. Novović, Vesna: Sloboda kretanja ljudi u Evropskoj uniji sa osvrtom na Crnu Goru, Podgorica, 2015.
54. Brajović, Tijana. Uloga i značaj generalnog direktorata za unutrašnje tržište i usluge, Podgorica, 2015.
55. Zildžević, Omar: Nastanak i razvoj Evropske monetarne unije, Podgorica, 2014.
56. Ivanović, Ljubomir: Nedopušteni trgovinski sporazumi, Podgorica, 2014.
57. Topuzović, Mevlida: Slobodan protok ljudi na zajedničkom tržištu Evropske unije, Podgorica, 2014
58. Mihaljević, Lazar: Budućnost Zajedničkog tržišta Evropske unije kroz strategiju Evropa 2020, Podgorica, 2013.
59. Đurović, Vasilije: Državna pomoć u Crnoj Gori u procesu evropskih integracija, Podgorica, 2013.
60. Mentović, Olivera: Ekonomska politika Crne Gore u procesu evropskih integracija, Podgorica, 2013.
61. Brkuljan, Jovan: Pretpristupni ekonomski program i ispunjavanje ciljeva strategije Evropa 2020 u Crnoj Gori, Podgorica, 2013.
62. Vujadinović, Sara: Spoljnotrgovinska politika Evropske unije, Podgorica, 2013.
63. Raičević, Lela: Zloupotreba dominantnog položaja u Evropskoj uniji, Podgorica, 2013.
64. Raspopović, Marija: Državna pomoć u Evropskoj uniji, Podgorica, 2012.
65. Strugar, Maja: Nastanak i razvoj zajedničkog tržišta kao faze evropske ekonomske integracije, Podgorica, 2012.

4.STRUČNA DJELATNOST

4.3. Stručni rad

66. Milović N. (2013) Istorijski i idejni kontekst nastanka politike konkurencije Evropske unije. *Preduzetnik*, 9: 34-39. Ekonomski fakultet Podgorica. ISSN 1800-8429.
67. Milović N. (2012) Lisabonski prikaz konkurentnosti privrede Crne Gore. *Preduzetnik*, 8: 51-57. Ekonomski fakultet Podgorica, ISSN 1800-8429.

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4.6 Ostala dokumentovana stručna djelatnost

Organizacija naučnih skupova:

- Član Organizacionog odbora konferencije Economic policy for smart, inclusive and sustainable growth, Faculty of Economics – University of Belgrade, Beograd, 2017.
- Član Naučnog odbora konferencije International Conference Economic Integrations, Competition and Cooperation, Opatija 2017.
- Član Naučnog i Organizacionog odbora konferencije Jahorinski poslovni forum, Jahorina, 2016.

Učešće u realizaciji naučno-istraživačkog projekta:

- Strengthening capacities for the implementation of dual education in Montenegro higher education (DUALMON), Međunarodni program EPPKA2 - Cooperation for innovation and the exchange of good practices – Capacity Building in higher education - Structural Projects 2021-2024
- Jean Monnet Centre of Excellence, The Challenges of the Enlargement Policy: EU versus China's diplomacy in Western Balkans 2020-2023
- Bilateralni projekat: 2016-2017. Analiza razvoja računovodstvene profesije i njenog uticaja na unapređenje kvaliteta korporativnog izvještavanja: komparativni prikaz Crne Gore i Slovenije. Institucije: Ekonomski fakultet Ljubljana i Ekonomski fakultet Podgorica.
- Bilateralni projekat: 2016-2017. Mjerenje nivoa kvaliteta i kreiranje modela za uvođenje korporativnog upravljanja u Bosni i Hercegovini i Crnoj Gori. Institucije: Ekonomski fakultet Banja Luka i Ekonomski fakultet Podgorica.
- Bilateralni projekat: 2015-2017. OSIJEK. Institucije: Ekonomski fakultet Podgorica i Ekonomski fakultet u Osijeku.
- Bilateralni projekat: 2015-2016. Podizanje konkurentnosti kroz naučnu saradnju u okviru Strategije jugoistočna Evropa 2020: radna mjesta i prosperitet u evropskoj perspektivi. Bilateralni projekat sa Austrijom.
- Bilateralni projekat: 2014-2016. Podizanje konkurentnosti kroz saradnju: komparativna studija o naučno-tehnološkim inovacijama u poljoprivredi, difuziji i komunikacionim sistemima između Kine i Crne Gore (University of Montenegro, Jiangnan University China).
- Bilateralni projekat: 2014-2015. Ekonomska i politička saradnja između Slovenije i Crne Gore kao sredstvo jačanja nacionalne konkurentnosti. Institucije: Ekonomski fakultet Ljubljana i Ekonomski fakultet Podgorica.
- Nacionalni projekat: 2012-2015. Konkurentnost privrede Crne Gore- kako biti među 50 najkonkurentnijih zemalja svijeta. Ministarstvo nauke i Ekonomski fakultet u Podgorici.
- Međunarodni Projekat: 2012-2015. Lifelong learning programe, Jean Monnet programe, Jean monnet Chairs, Studije Evropske ekonomske integracije na Ekonomskom fakultetu u Crnoj Gori.

- -Međunarodni Projekat: 2013. Competition policy in Western Balkans countries, Westminster Foundation for Democracy (WFD), London.
- -Međunarodni Projekat: 2014-2016. Development of Policy-Oriented Training Programmes in the Context of the European Integration, TEMPUS.

Ostala dokumentovana stručna djelatnost

- Izrada Prostornog Plana Crne Gore do 2040 godine, sektor privreda, Vlada Crne Gore 2020. godina.
- Opština u okviru glavnog grada Golubovci, Izrada Studije opravdanosti teritorijalne promjene, Javno preduzeće za upravljanje morskim dobrom Crne Gore 2021. godina
- Izrada ekonomsko-finansijske analize sa predlogom ugovora o koncesiji za Luku Risan, javno preduzeće za upravljanje morskim dobrom Crne Gore 2020. godina.
- Procjena tržišne vrijednosti privrednog društva Aerodromi Crne Gore, 2019. godina.
- Modeli za utvrđivanje naknade za korišćenje pristaništa u Lepetanima i Kamenarima za svrhe trajektnog prevoza i ocjena faktora koji utiču na početnu cijenu, javno preduzeće za upravljanje morskim dobrom Crne Gore, 2018. godina.
- Analiza ekonomsko-finansijskih i pravnih posljedica isknjiženja imovine iz bilansa AD Marina Bar,
- Analiza ekonomsko-finansijskih i pravnih posljedica isknjiženja imovine iz bilansa, Željeznička infrastruktura Crne Gore, 2019. godina.
- Model restrukturiranja i optimizacije poslovanja Javnog preduzeća za nacionalne parkove Crne Gore, 2018. godina.
- Izrada Elaborata Analiza poslovanja i modeli restrukturiranja privrednog društva Hotel Sidro DOO, AD Luka Bar, 2018. godina.
- Izrada bazne studije – usluge za potrebe izrade Prostornog Plana Crne Gore, Ministarstvo održivog razvoja i turizma, 2018. godina.



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Datum / Date 15.04 20 22




CRNA GORA
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EKONOMSKI FAKULTET
Broj: 174
2024/22 god.
Podgorica

Na osnovu člana 72 stav 2 Zakona o visokom obrazovanju („Službeni list Crne Gore“, br. 44/14, 47/15, 40/16, 42/17, 71/17, 55/18, 3/19, 17/19, 47/19, 72/19 i 74/20 i 104/21) i člana 32 stav 1 tačka 9 Statuta Univerziteta Crne Gore, Senat Univerziteta Crne Gore, na sjednici održanoj 15.04.2022. godine, donio je

ODLUKU O IZBORU U ZVANJE

Dr NIKOLA MILOVIĆ bira se u akademsko zvanje redovni profesor Univerziteta Crne Gore iz oblasti Ekonomska analiza i politika na Ekonomskom fakultetu Univerziteta Crne Gore, na neodređeno vrijeme.

**SENAT UNIVERZITETA CRNE GORE**
PREDSJEDNIK
Božović
Prof. dr Vladimir Božović, rektor

Biography

Dr. Polonca Kovač is a researcher and teacher of higher education, since 2018 she is a full-time professor in the area of administrative law and legal regulation of public administration. Since 2003, she has been employed at the Faculty of Administration of the University of Ljubljana, before that at the Ministry of Interior, Ministry of PA and Administrative Unit Kranj. Since 2016 she has been a member of the steering committee of NISPAcee, and from 2015 she is co-director of the PSG at IIAS, EGPA on Law and Public Administration, she is a member of the ReNEUAL (Research Network of European Administrative Law, 2015-) and European Law Institute (2016-), EATLP for tax law professors (2019-) and acts as an expert for WB, OECD, SIGMA and ReSPA. As a guest lecturer she regularly participates in other faculties in Slovenia, Zagreb University (CR), Masaryk University in Brno (CZ), University of Groningen (NL), etc. She is (are) the author and editor of several international and national monographs (eg The Laws of Transparency in Action / Palgrave 2018, European Administrative Space / NISPAcee 2017, PAR and New EU MS 2017, Administrative Procedure and Administrative Dispute / FU UL 2017, Inspection Supervision / ULRS 2016, Administrative and procedural dilemmas on the use of ZUP / ULRS 2010, 2012 and 2015, Development of the Slovenian Public Administration 1991-2011, Commentary on the Constitution of the Republic of Slovenia 2011, Impact Assessment 2009, etc., also cited in court decisions) scientific (see SSCI, Scopus and other databases) and professional contributions in foreign and domestic periodicals. She is a recipient of university and faculty prizes for pedagogical and research excellence in 2008, 2014-2018. She is one of the most active members of the research program group on the development and efficiency of the administrative system in the RS within the EU since I. 2004 and related projects, as well as at the SAZU on the Language Policy of the Republic of Slovenia or the preparation of a legal terminological dictionary (published in 2018). For most of the SICRIS criteria, she has been the leading researcher in the Laws and Public Administration disciplines over the past five years. Since 2015 she has been a member of the Scientific Research Council for Social Sciences (for the field of Law) with ARRS. She has performed several managerial functions, for example, as a long-time president and member of the Officials Council until 2015, a member of the faculty Senate from 2007 to 2015, head of faculty centers for education and counseling, and development of pedagogical excellence, university students complaints boards, etc.

PhD Polonca Kovač

Representative bibliographic units

ARTICLES AND OTHER COMPONENT PARTS

1.01 Original scientific article

1. KOVAČ, Polonca, ĐULABIĆ, Vedran, ČIČIN-ŠAIN, Nevia. Removal of administrative barriers through the recent procedural simplifications in Slovenia and Croatia. Danube : law and economics review. [Printed ed.].

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2. KOVAČ, Polonca. Innovative administrative procedure law : mission impossible ?. The NISPAcee journal of public administration and policy.

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<https://www.degruyter.com/downloadpdf/j/nispa.2017.10.issue-2/nispa-2017-0013/nispa-2017-0013.pdf>,

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3. KOVAČ, Polonca. Between theoretical principles and practice in Slovene regulatory impact assessment procedures. Review of central and east European law. 2017, vol. 42, iss. 2/3, str. 215-250, ilustr. ISSN 0925-9880. DOI: 10.1163/15730352-04202003. [COBISS.SI-ID 5107374]

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427-461. ISSN 0925-9880. DOI: 10.1163/15730352-04103007. [COBISS.SI-ID 4940462]

7. KOVAČ, Polonca, SEVER, Tina. Collaborative public administration and administrative procedures : the Administrative Consultation Wiki. Teorija in praksa : revija za družbena vprašanja. sep.-okt. 2015, letn. 52, št.

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8. SEVER, Tina, RAKAR, Iztok, KOVAČ, Polonca. Protecting human rights through fundamental principles of administrative procedures in Eastern Europe. Danube : law and economics review.

[Printed ed.]. 2014, vol. 5, issue 4, str. 249-275. ISSN 1804-6746. DOI: 10.2478/DANB-2014-0014.

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10. KOVAČ, Polonca. Pravica biti slišan v upravnem postopku po slovenski ustavnosodni praksi.

Pravnik : revija za pravno teorijo in prakso.

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1.08 Published scientific conference contribution

11. KOVAČ, Polonca, JUKIĆ, Tina. Recent regional developments in red tape reduction - a content analysis of Web of Science journals. In: Lex Localis - Journal of Local Self-Government Annual Conference 2017, Brno/Czech Republic, (June 15 - June 16, 2017) : special issue. Maribor: Institute for Local Self-Government and Public Procurement, 2017. Vol. 15, no. 3, str. 433-457, ilustr. Lex localis, Vol. 15, no. 3. ISSN

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1.16 Independent scientific component part or a chapter in a monograph

12. KOVAČ, Polonca. Slovenia on the path to proactive transparency. In: DRAGOȘ, Dacian C. (ed.), KOVAČ, Polonca (ed.), MARSEILLE, A. T. (ed.). The laws of transparency in action : a European perspective. Cham: Palgrave Macmillan, cop. 2019. Str. 295-337. Governance and public management series. ISBN 978-3-319-76459-7, ISBN3-319-76459-4. [COBISS.SI-ID 5219502]

13. KOVAČ, Polonca. Legal remedies in exercising the right to information : a comparative overview. In: DRAGOȘ, Dacian C. (ed.), KOVAČ, Polonca (ed.), MARSEILLE, A. T. (ed.). The laws of transparency in action : a European perspective. Cham: Palgrave Macmillan, cop. 2019. Str. 639-658. Governance and public management series. ISBN 978-3-319-76459-7, ISBN3-319-76459-4. [COBISS.SI-ID 5219758]

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15. KOVAČ, Polonca. Sistemska analiza problematike ureditve in izvajanja inšpekcijskega nadzora v Sloveniji in EU. In: KOVAČ, Polonca (ed.), et al. Inšpekcijski nadzor : razprave, sodna praksa in komentar zakona. 1. natis. Ljubljana: Uradni list Republike Slovenije, 2016. Str. 19-48, ilustr. ISBN 978-961-204-601-9. [COBISS.SI-ID 4813230]

16. KOVAČ, Polonca. Enako varstvo pravic v upravnih razmerjih - med ustavnimi jamstvi in prakso. In: KOVAČ, Polonca (ed.), et al. Upravno-procesne dileme 3 v posebnih upravnih postopkih : 90 vprašanj z odgovori, sodno prakso in uvodno študijo o enakemvarstvu pravic na področjih socialne varnosti, šolstva, prostora in gradenj, notranjih zadev ter davčnega in inšpekcijskega nadzora. 1. natis. Ljubljana: Uradni list Republike Slovenije, 2015. Str. 27-71, ilustr. PPP. ISBN 978-961-204-579-1. [COBISS.SI-ID 4744110]

17. KOVAČ, Polonca. Effective conflict resolution in administrative proceedings in Slovenia : a theoretical and empirical analysis. In: DRAGOȘ, Dacian C. (ed.), NEAMTU, Bogdana (ed.). Alternative dispute

resolution in European administrative law. Berlin; Heidelberg: Springer, cop. 2014. Str. 365-392. ISBN 978-3-642-34945-4, ISBN 978-3-642-34946-1. [COBISS.SI-ID 4460974]

18. KOVAČ, Polonca, SEVER, Tina. Participatory administrative procedure : USA vs. selected EU states. In: BOHNE, Eberhard (ed.). Public administration and the modern state : assessing trends and impact. 1st published. Basingstoke; New York: Palgrave Macmillan, 2014. Str. 144-160. ISBN 978-1-137-43748-8. [COBISS.SI-ID 4477870]



Številka: 104-151/2018
Datum: Ljubljana, 29.05.2018

Na podlagi Zakona o visokem šolstvu (Ur. l. RS, št. 32/2012-UPB7, s spremembami, dopolnitvami in popravki, v nadaljevanju: ZViS), 52. in 148. člena Statuta Univerze v Ljubljani z dne 16.1.2017 (Ur. l. RS št. 4/2017 in spremembe) in Meril za volitve v nazive visokošolskih učiteljev, znanstvenih delavcev ter sodelavcev Univerze v Ljubljani z dne 25.10.2011 (in spremembe z dne 24.4.2012, 21.10.2014, 30.6.2015, 27.9.2016, 18.10.2016 in 27.2.2018), ter na podlagi sklepa 8. seje Senata Univerze v Ljubljani z dne 29.05.2018 izdajam

ODLOČBO O IZVOLITVI V NAZIV REDNA PROFESORICA IN HKRATI ZNANSTVENA SVETNICA

Izr. prof. dr. Polonca Kovač, univ. dipl. prav., rojena 25.7.1971,
je od dne 29.05.2018 dalje izvoljena v naziv redna profesorica in hkrati znanstvena svetnica
za področje upravno pravo in pravo javne uprave, za neomejeno dobo.

O b r a z l o ž i t e v

Izr. prof. dr. Polonca Kovač, univ. dipl. prav., je dne 21.11.2017 vložila vlogo za izvolitev v naziv redna profesorica za področje upravno pravo in pravo javne uprave. Vlogi je priložila bio- in bibliografske podatke.

Kandidatka se je po diplomu na UL PF leta 1995 sprva zaposlila na Upravni enoti Kranj, a je kmalu nadaljevala s podiplomskim študijem in nadaljnjo zaposlitvijo na Ministrstvu RS za notranje zadeve, vzporedno pa na UL FU od leta 2001 kot asistentka in nato višja predavateljica in docentka. Leta 1996 je zaključila mednarodno specializacijo, magistrski študij leta 1998 na UL FDV in doktorirala leta 2005 na UL PF.

V nadaljnji pedagoški in raziskovalni karieri se je ukvarjala pretežno z upravnim procesnim pravom na ravni RS in EU ter s specialnimi področji, kot so davki, gradnje, inšpekcije, informacije javnega značaja in pravnimi vidiki delovanja in reform javne uprave ter povezano sodstva.

Kandidatka ima od leta 2001 status raziskovalca na področjih pravo oz. javna uprava, kjer dosega v obeh kategorijah po evidenci Sicris skupno že vrsto let prvo mesto med vsemi raziskovalci; za zadnjih pet let beleži preko 3.000 točk, ob vložitvi vloge za RP A1=5,50, A1/2=1339,31, A'=695,98 in A''=230,82, čisti citati WoS 7, Scopus 23, GScholar h-indeks 9, i10 8. V zadnjih petih letih je objavila kot prva ali vodilna avtorica pet člankov v revijah A1 in A2, osem v revijah A3 in A4 (npr. *Review of CEE law*, *Danube*, *TRAS*, *Utrecht law review*) ter vrsto drugih publikacij, vključno z

učbenikom 2016, znanstvenimi monografijami in delih le teh, v l. 2015-18 tudi kot urednica pri izdajah mednarodnih založb (Palgrave, NISPAcee, Springer; *The Laws of Transparency in Action, Eu administrative space ...*). Poleg angleških je objavila niz slovenskih del, npr. s soavtorji znanstveno monografijo *Inšpekcijski nadzor* (UL RS, 2016). Je glavna urednica znanstvene revije *Central European Public Administration Review*. Je članica raziskovalnih programov in projektov, npr. ARRS programa od l. 2004 in dveh tekočih TRP o javnem upravljanju, in vodja projekta o optimizaciji odločanja v gradbenih zadevah (2014-15). Poleg tega je kandidatka zelo aktivna v mednarodni sferi, kot članica upravnega odbora NISPAcee, zveze šol in institutov za javno upravo v CEE, in so-direktorica stalne skupine Law & PA pri EGPA, članica *European Law Institute in Research Network on EU Administrative Law*. Omeniti kaže še nabor gostujočih predavanj, vključno z enomesečnim stažem na univerzah v Cluju in Bitoli, ter tri mesece leta 2016 na PF v Zagrebu in Erasmus izmenjavami v Litvi ali na Nizozemskem in stalno udeležbo na mednarodnih znanstvenih konferencah.

Pedagoško študenti kandidatko cenijo, saj je več let zapored prejemnica najvišjih ocen in priznanj na FU, pri čemer izvaja predmete na vseh treh stopnjah študija (npr. *Upravni postopek in upravni spor* na 1., *Davčno procesno pravo* na 2. in *Razvoj javne uprave* na 3.). Bila je so/mentorica trem doktorantom na UL PF in UL FU ter EPF v letih 2014-2016 ter v zadnjem habilitacijskem obdobju okoli 50 magistrantom in 90 diplomantom, nekateri med njimi so prejemniki Prešernove nagrade.

Na strokovnem področju in upravljavsko pa kaže izpostaviti kandidatkinino svetovalno delo prek OECD, članstvo v znanstveno-raziskovalnem svetu za družboslovje za Pravo pri ARRS, delovanje v Uradniškem svetu, na GZS in pri Rdečem križu Slovenije, v več vladnih telesih, kot članica skupin za pripravo zakonov, izvajalka strokovnih izpitov in seminarjev, ne nazadnje kot članica in predsednica fakultetnih in univerzitetnih komisij.

Kandidatka je bila na UL PF 2013 izvoljena za izredno profesorico za upravno pravo in pravo javne uprave. Kandidatka ima pozitivno mnenje Študentskega sveta Fakultete za upravo UL in tri pozitivne strokovne ocene o usposobljenosti kandidatke. Kandidatka izpolnjuje kvalitativne in kvantitativne pogoje, in sicer ima v zadnjem volilnem obdobju skupaj 296 točk, od tega iz 125 iz znanstvene in 122 iz pedagoške dejavnosti.

Pravni pouk: Skladno z 59. členom ZViS se lahko zoper odločbo, izdano v postopku za izvolitev v naziv, sproži upravni spor v 30 dneh od prejema odločbe.



prof. dr. Igor Papič
rektor

Odločbo prejmejo:

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