

can best guarantee their interests within an enlarged Union. How can small states guarantee success in the institutional debate and individual policy sectors? What procedures and tactics are best suited for small states to maximise their capacity of influence within the EU? It has to be borne in mind that influencing day-to-day EU policy-making, in particular sectors, may be as important as influencing in treaty reform.

Small states are said to be more vulnerable than large states in political, economic and strategic terms.¹³ They are vulnerable to international pressure and have to adjust domestically in order to cope with political and economic international consequences.¹⁴ Also, small states are seen to have fewer economic, military, administrative and diplomatic resources as regards influencing decisions made at the international level.¹⁵ Thus, small states cannot be expected to be able to exercise as much influence in international institutions such as the European Union as large states. The key question for all small states is how to overcome the vulnerability associated with their smallness. Representation of EU member states in the Union's day-to-day decision-making processes, like in other international institutions, is mainly by national administrations. Politicians may take the final decisions and represent their nation in particular forums within international organisations. However, it is the bureaucrats who are most often responsible for the daily work within international forums. The EU is no exception. It is of fundamental importance that national administrations are capable of working efficiently within EU institutions.

It takes time for all national administrations, small and large, to adapt to EU membership. The ability of small administrations to participate in the Union has often been put in doubt and policy-makers within the EU have been sceptical about the capacity of new small members to engage in the complexity of EU business. The EU, for instance, put consi-

13 For instance, see *Archer/Nugent*, Introduction: Small States and the European Union. Current Politics and Economics of the European Union, Vol. 11, No. 1, 2002. *Commonwealth Secretariat*, A Future for Small States. Overcoming Vulnerability. Report by a Commonwealth Advisory Group, 1997. *Commonwealth Secretariat*, Vulnerability: Small States in The Global Society, Report of a Commonwealth Consultative Group, 1985.

14 *Katzenstein*, Small States in World Markets: Industrial policy in Europe, 1985. *Ibid*, Corporatism and Change: Austria, Switzerland and the Politics of Industry, 1984.

15 For instance, see *Handel*, Weak States in the International System, 1981; *Thorhallsson*, 2000; *Archer/Nugent*, 2002.