

## SLOVENIA

### KEY FACTS AND FIGURES

Key Facts and Figures in Slovenia						
<b>Overview</b>	<b>Total procurement</b> 4,450,000,000€		<b>Procurement % GDP</b> 13%		<b>2013 GDP</b> 36,144,000,000€	<b>Contracting authorities</b> 3,000
<b>Procedures applied</b>	<b>Open</b> 69%	<b>Restricted</b> 3%	<b>Negotiated procedure with call</b> with call 11% no call 17%		<b>Competitive dialogue</b> 0%	<b>Direct award</b> 1% <b>Other</b> 0%
<b>Share of contract notices by buyer</b>	<b>National</b> 18%		<b>Regional/local</b> 12%		<b>Body governed by public law</b> 39%	<b>Other</b> 32%
<b>Contract type</b>	<b>Services</b> 42%		<b>Works</b> 9%		<b>Supplies</b> 50%	<b>Framework agreement</b> 2%
<b>Ex ante conditionality criteria as of 2014</b>	<b>EU rules</b> Not met		<b>Transparency</b> Fully met		<b>Training</b> Fully met	<b>Admin. capacity</b> Not met
<b>E-procurement adoption</b>	<b>E-notification</b> Mandatory		<b>E-access</b> Voluntary		<b>E-submission</b> Voluntary	<b>Uptake rate</b> 1%
<b>Perceived corruption</b>	<b>Corruption widespread in society</b>			<b>Corruption widespread in procurement</b>		
	<b>Businesses</b> 94%		<b>Individuals</b> 91%		<b>At national level</b> 77%	<b>At local/regional level</b> 71%
<b>TED indicators</b>	<b>Value of tenders</b> 2,141,795,456€		<b>Of total procurement</b> 48%		<b># contract notices</b> 1,260	<b># contract awards</b> 1,324
<b>Other indicators</b>	<b>Received single bid</b> 34%		<b># days for decision</b> 63.5		<b>Price only criteria</b> 78%	<b>MEAT criteria</b> 22%
	<b>Won by foreign firms</b> 2%		<b>Related to EU funds</b> 5%		<b>Joint purchase</b> 12%	<b>Central purchasing</b> No

For more detailed descriptions and links to sources for the above data, please see Section 4 of the report

### Summary of public procurement system

Slovenia has a relatively centralised public procurement system of comparatively moderate economic significance compared to neighbouring MS.<sup>i</sup> The regulatory structure is complex, and subject to frequent revision. In particular, below the EU thresholds there are a number of relevant sub-thresholds each with its own particular requirements.

Centralisation of procurement is a priority topic of the 2015 supplementary state budget.<sup>ii</sup> Centralised and joint purchasing play an important role in the Slovenian public markets, with several different bodies conducting joint purchasing depending on the subject of the purchase. E-procurement is still in an early phase, as e-submission functionality was only introduced in 2014.

Persistent challenges in ESI funds management have resulted in multiple sanctions and financial penalties, including in 2013 and 2014. In response, Slovenia has intensified its efforts to improve capacity and reduce opportunities for corruption in the procurement system.

Since the approval of their Partnership Agreement in 2014, Slovenia has fully enacted the reforms laid out in its Action Plan related to the effective application of EU procurement rules, including the establishment of a special intergovernmental working group. As a result, they have now fulfilled all the *ex-ante* procurement conditionality criteria.

### DESCRIPTION OF FEATURES

#### Legal features of public procurement system

The EU procurement Directives have been transposed into national law in the Public Procurement Act (*ZJN-2*, or PPA) and by the Law on Public Procurement in the Water, Energy, Transport and Postal Services Sectors (*ZJNVETPS*), by the Law on Public

Procurement in the field of defence and security (*ZJNPOV*) and Law on the legal protection in public procurement procedures (*ZPVPJN*) and their bylaws.<sup>iii</sup>

Direct purchase is allowed for supplies and services contracts valued below EUR 20,000 and work contracts below EUR 40,000. All contracts above these thresholds must be posted on the Slovenian Public Procurement portal. For so-called 'low-value' contracts i.e. supplies and services between EUR 20,000 and EUR 40,000 and public work contracts between EUR 40,000 and EUR 80,000 in value, simplified procedures may be applied. Contracts above the 'low-value' limits must be procured using standard procedures, i.e. open, restricted, and negotiating procedures with or without publicised terms of the contract, and competitive dialogue.

### ***Institutional system***

The responsibilities for procurement functions in Slovenia were transferred from the Ministry of Finance to the Ministry of Public Administration in 2014. Within the Ministry of Public Administration, the Public Procurement Directorate (PPD) carries out the bulk of the functions related to public procurement. Specifically, PPD is tasked with policy development and implementation, harmonisation of Slovenian law with EU *acquis*, development of e-procurement tools and services, professional training, analysis of the procurement system and other supportive functions. Furthermore, the PPD performs joint purchasing for government entities, managing approximately 10-15 government wide joint procurement procedures per year.<sup>iv</sup>

The National Review Commission for Reviewing Public Procurement Award Procedures (*DKOM*) monitors compliance with procurement legislation on the one hand, and acts as a review body on the other. It is empowered to annul award decisions, and can make legally binding advice on how award disputes should be resolved. It is independent and autonomous in its operations.

The Court of Audit is the highest authority for supervising public spending in Slovenia. It has the authority to audit any past or ongoing operation, including for the efficiency of operations. It enjoys relatively high public standing in terms of integrity.

A short-lived Public Procurement Agency was set up in 2011 to carry out joint procurement on behalf of the central government, develop e-procurement tools and foster awareness and adoption of green public procurement. It was dismantled in 2012 as part of a rationalisation and reorganisation effort. Its functions have been devolved back to the respective ministries.

### ***Key issues that have a bearing on administrative capacity***

***Human resources:*** The level of expertise of procurement officials is mixed in Slovenia. On the one hand, contracting authorities that carry out a large number of procurement procedures often have a specialised purchasing department with good level of skills in procurement. On the other hand, most contracting authorities are too small to devote specialised personnel to procurement only, and thus frequently lack specific procurement skills.<sup>v</sup> Staff shortages affect public procurement, too. Notably, the PPD's department dedicated to drafting and interpreting procurement legislation as well as handling communication with EU institutions is staffed with five personnel.

Nonetheless, merit-based human resource management is considered an important value in the Slovenian administration. Attention is paid to recruitment and retention of qualified personnel and the performance of civil servants is monitored on an annual basis. Publicly available "Staff Reports" have information on the education level, professional experience and working titles of public officers in order to ensure transparency of human resource management.<sup>vi</sup>

**Structures:** The PPD is divided into three departments, namely the Department for Public Procurement System, the Department for the Implementation of Public Procurement, and the Department of E-procurement, Interpretation and Analysis. The Public Administration Academy within the Ministry of Public Administration regularly organises trainings for civil servants, including public procurement.

In addition a numbers of private companies also offer procurement-related services, such as publishing guidance materials, and offering assistance with procedures from documentation preparation to realisation of the procurement project.

**Training:** Starting in 2015, the Ministry of Public Administration will take responsibility for organising procurement trainings. In 2014, it was the Ministry of Finance's responsibility, which they fulfilled by organising trainings on different aspects of public procurement such as the interpretation of procurement rules, green public procurement, procurement for small value and best practices.<sup>vii</sup> For the years 2013-2014 the Ministry devised a specific strategy for training and improvement of civil servants in the field of public procurement.<sup>viii</sup> In 2014, targeted trainings were organised for MAs, IBs, and AA staff focusing on transparency, non-discrimination and efficient procurement. Trainings for contracting authorities cover the general interpretation of public procurement rules as well as other horizontal procurement topics, e.g. green public procurement and small value procurement<sup>vii</sup>. Furthermore, several trainings have also been provided to municipalities, intermediary bodies and ministries by MAs.

Based on the draft version of Public Administration Strategy 2015-2020, one of the important goals is to improve the competences of public officials on several key areas, including public procurement. The strategy foresees the upgrade of skills of public officials and the enhancing of internal training.<sup>ix</sup>

**Systems/tools:** The Ministry of Finance has set up tools that help contracting authorities and bidders in the procurement process. It has introduced online Frequently Asked Questions on public procurement and it offers a telephone consultation service twice a week for three hours. The phone consultation service will be strengthened within the framework of the 2014-2020 programming period. Furthermore, the Ministry of Finance publishes model tender documents, instructions for specific product groups, and useful data on commonly procured items.<sup>x</sup>

In order to further clarify procurement rules, the Ministry of Public Administration is preparing a written explanation of all provisions of the PPA. This document will be available on its website and on the national procurement portal. Furthermore, other guidelines and sample contracts for public works and services are also under preparation.<sup>xi</sup>

### **E-procurement**

Slovenia's current e-procurement offerings are relatively underdeveloped, although a full transition to e-procurement is in progress. The PPD is currently finalising a basic functional system for e-procurement. Slovenia already has a central e-procurement portal<sup>1</sup> that is managed by the Official Gazette. Four additional IT modules are being developed in order to upgrade the e-procurement system. Slovenia's goal is to establish a centralised online system by April 2018. E-notification has been mandatory since 2007. Furthermore, e-invoicing has been mandatory for all contracting authorities since January 2015.

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<sup>1</sup> <http://www.e-narocanje.si/?podrocje=portal>

E-submission lags behind in Slovenia, as it was not implemented until 2014 and is only mandatory for dynamic purchasing procedures. Some progress has been made, but major challenges need to be overcome in order to carry out the full procurement process electronically. For instance, despite the fact that e-submission is mandatory for dynamic purchasing, there is no dedicated platform for it. Therefore contracting authorities need to install tools on an *ad hoc* basis.<sup>xii</sup>

The central e-procurement portal is intended to be a one-stop shop, but many of its planned modules and functionalities are still in the development phase. Once completed, the e-procurement modules will be available free of charge to government agencies. Digital certification will be required to log in to the system.

E-procurement is not monitored by the government apart from data on contract notices published online. This is partly due to the low level of development of the e-procurement environment. Nonetheless, policymakers consider that greater monitoring would be beneficial according to a 2013 study on the uptake of e-procurement.<sup>xiii</sup>

### **Corruption**

Although corruption is perceived to be lower than in other Central and Eastern European countries, it remains a serious issue in Slovenia, particularly in procurement. Efforts to tackle corruption have been ongoing for some time, led in large part by the Commission for the Prevention of Corruption (*KPK*), whose mandate is to strengthen the rule of law, and enhance integrity and transparency.

Currently, anti-corruption efforts are governed by the Law on Integrity and Prevention of Corruption that was introduced in 2010 and amended in 2011. Among other elements, it authorises cooperation between the *KPK* and civil society organisations, strengthens whistle-blower protections and calls for the integration of anti-corruption clauses in public contracts<sup>xiv</sup>.

The scale of the remaining problem has been highlighted by a series of recent high profile scandals, prompting a renewed focus on the issue. As part of the response, the government recently introduced a two-year action plan on "Government Measures for Combating Corruption 2015-2016" putting in place a code of ethics for civil servants, establishing a corruption risk register and strengthening transparency through the "*Supervisor*" web tool that monitors financial flows of public bodies.<sup>xv</sup> However, political will for curbing corruption appears to be in decline.<sup>xvi</sup>

The *KPK* considers that public procurement is one of the key risk areas for corruption and conflict of interest, and procurement related complaints are common. Areas of weaknesses highlighted are the perception of tailor-made tenders, and the unjustified use of negotiated procedures without prior notification.<sup>xvii</sup> Sectors such as energy, construction, urban planning and healthcare are considered particularly susceptible to corruption given their close connection to the political domain. Some of these complaints are related to suspected violations of the principles of economy, efficiency and financial performance, in other words, bidders are addressing the *KPK* as a review authority, which may indicate a lack of trust in the institutions that are meant to perform these specific tasks.

### **Europe 2020 Agenda**

Slovenia lacks a strong strategic orientation of public procurement, and some areas, such as innovation policy, have suffered. Nevertheless, SME participation in procurement in particular is strong, with more than 40% of contracts by value and 70% in number being awarded to SMEs, which compares well to the EU average.<sup>xviii</sup> Policies for green and social public procurement have also been introduced. Efforts are made at the international level too, as the PPD is involved in the EU project GPP 2020.

In terms of GPP, the Green Procurement Action Plan adopted in 2009 set a target of 50% of awarded contracts incorporating green public procurement by 2012 for eight product categories, including paper, electricity, office equipment, furniture, transport, food and catering, construction, cleaning products and services<sup>xxix</sup>. However, in 2013, contracting authorities applied GPP requirements for only 11.7% of contracts, or just 8% by value. The share of contracts that include social aspects is even smaller: 2.37% by number and 1.12% by value<sup>xx</sup>.

### ***Irregularities and findings of national Audit Authorities***

In its 2013 Annual Report, the Court of Audit highlights the most common errors and irregularities detected with respect to public procurement. Among these figure insufficient planning, unjustified application of less competitive procedures, unjustified use of exemptions, access to technical specifications before publication of the tender, splitting of contracts, unjustified “unforeseen works”, and lack of control over the implementation of the contract.<sup>xxi</sup> Additional works often occur in the case of price ‘dumping’ and when projects are only vaguely described. This allows the contractor to require follow-up works after the initial low-price contract has been signed. The Court also observes discriminatory criteria and overly complex tender specifications as areas of concern.

In 2014, the *DKOM* decided on 353 disputes for contracts worth of EUR 1.5 billion. This represents a 35% decrease in cases compared to the previous year. Also the cases related to EU co-funding have decreased from approximately one third of award procedures in 2013, to approximately one fifth in 2014.<sup>xxii</sup> In 36% of all disputes the claims were upheld, either partially or fully, while this figure is 38% for procedures that use EU co-funding. Frequent errors in procurement are related to the provision of false statements and evidence in the bid. Other irregularities in procurement occur at the level of the technical specifications. The *DKOM* is very quick by EU standards in processing claims and is able to take decisions within 13.2 working days on average. Priority cases can be resolved in 11 days.<sup>xxiii</sup>

Shortcomings were detected in the audits of the ERDF and the CF leading to the suspensions of payments in 2014. The findings referred to lengthy public procurement procedures, long national spatial planning procedures as well as a vulnerable construction sector.<sup>xxiv</sup>

### ***Outlook***

Slovenia has an ambitious agenda for strengthening public administration, which in turn should have a positive impact on public procurement. With the newly adopted Strategy for Public Administration 2015-2020, the country is making a multi-pronged effort to tackle corruption and enhance capacity. The fight against corruption within the administration is an important aspect in this regard. In order to formulate appropriate policies and measures, the Strategy calls for greater involvement of civil society and NGOs. Enhancing internal control mechanisms and strengthening the role of the *KPK* are other aspects of the anti-corruption agenda.

Professionalisation of public officials is an important pillar of the strategy. Attention will be paid to the training of civil servants, performance, monitoring, and merit-based reward system. Public procurement features as an area in need of professional development<sup>ix</sup>.

Aggregation of demand is a further area of attention for the government. Currently, centralisation of procurement is being implemented as a pilot program in the health care sector.

Slovenia also has a number of obligations to meet by 2016 under the terms of its Partnership Agreement with the EC. These include implementation of the

recommendations of an *ad-hoc* intergovernmental working group for public procurement that was set up in order to identify and address key issues related to public procurement, such as the need for greater simplification and standardisation, e.g. through the preparation of sample tender documents and procedural checklists. Other actions include an increase in dedicated public procurement staff.<sup>vii</sup> Additionally, a special advisory unit, or “Help desk,” within the Ministry of Public Administration has been established in order to support the preparation of tender documentation and to accompany contracting authorities throughout the procurement procedure from publication to completion.<sup>xxv</sup> In addition, a comprehensive training strategy comprising 8 modules has been prepared.

## **ANALYSIS**

### **Strengths**

Slovenia has made important steps in fighting corruption and increasing transparency in recent years. Overall, it has sufficiently strong institutions to detect and highlight corruption. The Court of Audit is well recognised as an independent and authoritative institution. Similarly, the *KPK* enjoys high level of trust. Slovenia’s efforts in enhancing transparency have been remarkable and have been noticed by the international community.

The Transparency project, and particularly the online application *Supervisor*, are an important case in point. *Supervisor* gives the public access to the transactions of public sector bodies, including information on contracting parties, recipients of funds, date, amount as well as purpose of transactions. The application is available for civil society, media, private sector as well as other regulatory and supervisory bodies.<sup>xxvi</sup> *Supervisor* was recognised with a UN Public Sector Service Award in 2013.

The commitment to transparency also extends to voluntary reporting by contracting authorities. For instance, the pre-publishing of contracts to be awarded by negotiated procedure is not mandatory, but contracts were published regardless in 761 out of 790 cases.<sup>xxviii</sup>

Legal protections for economic operators are considered strong in Slovenia. Applicants have the right to request an audit of the procurement procedure to the contracting authority. If approved, the audit is carried out and the procedure is interrupted, as the contracting authority cannot sign a contract during the course of the audit. If rejected, the applicant can refer to the *DKOM*. While guaranteeing a high level of legal protection, audits contribute to a longer duration of procurement procedures.

Furthermore, in those areas where weaknesses have been identified, successive Slovenian governments have been quite active in initiating reform, particularly in the management of EU funds. Amendments to the PPA have attempted to simplify procurement procedures.<sup>xxvii</sup> This is also true in the case of the ongoing preparation for the transposition of the 2014 procurement Directives.

### **Weaknesses**

Despite the fact that Slovenia has a fairly well-developed regulatory and policy framework for public procurement, a significant gap persists between the rules on paper and actual practices due to a series of structural challenges.

Corruption remains the largest area of weakness for public procurement. The main shortcomings of the anti-corruption framework are the lack of anti-corruption safeguards in some procurement domains (e.g. energy, construction, health care) as well as the lack of effective control mechanisms. Furthermore, anti-corruption and prosecution bodies are limited in their operational independence.<sup>xxviii</sup> A weak point also relates to the civil society, which is not strongly developed and lacks resources as well

as legislative support in order to be effective. As a result, its role in influencing important reforms is limited. Another aspect that is open to criticism is the fact that there is no possibility to appeal the decisions of the *DKOM*. This has the potential to negatively affect the review procedures.<sup>xxviii</sup> On top of the systemic elements of corruption, there has been backsliding in recent years in terms of political will to counter corruption. In 2013, three leading figures of the *KPK* resigned in order to protest against the limited political backing that the *KPK* enjoys.<sup>xvi</sup> The newly appointed leadership has been broadly criticised.<sup>xxviii</sup>

An additional weakness in the performance of Slovenia's public procurement system stems from the fact that it has been subject to numerous institutional and regulatory changes in a short span of time, resulting in uncertainty about applicable rules and procedures. For instance, the Agency for Public Procurement mentioned above was set up and dismantled less than two years later. Similarly, responsibilities for public procurement have shifted among the Ministry of Finance to the Ministry of Public Administration. The PPA has been amended multiple times often without substantial consultations with stakeholders. To complicate matters further, different rules apply for EU Funds as opposed to national rules. As a result, contracting authorities are unclear about their legal and procedural obligations. The lack of a stable legal framework was highlighted in the 2015 analysis of the public procurement system, which decries the frequent and hasty reforms and calls for greater legal certainty.<sup>xviii</sup>

The many amendments and fixes of the public procurement law have negatively impacted the quality of the legal text, too. An effort was made to make the current legislation detailed enough to cover all possible issues, but limitations remain. Subsequent fixes have diminished its clarity even further and led to diverging interpretation by different contracting authorities.

The implementation and management of EU Funds poses a continuous challenge for Slovenia, despite an overall above average absorption capacity of ESI Funds. In fact, payments have been suspended for the second year in a row in 2014. The suspension of funds is due to shortcomings in the first-level management controls by MA and irregularities with public procurement procedures. Actions have been taken to address these shortcomings, yet the procurement system is still vulnerable to corruption in many areas such as energy and construction.<sup>xxviii</sup>

Weak administrative capacity also hinders the full usage of ESI Funds. In an effort to maximise the receipt of ESI Funds, municipalities often submit as many tenders as possible with little regard for the quality of the tender documentation. However, errors and irregularities in the tender procedure as well as problems with project implementation are the likely outcome of this practice. Lack of continuity due to staff changes in the management of ESI Funds has contributed to implementation challenges. Furthermore, delays linked to long procurement procedures have negatively impacted the absorption of the Cohesion Fund in some sectors such as rail and waste-water.<sup>xxix</sup>

Also, procurement procedures take a very long time, with the average open procedure lasting 203 days and as much as two years<sup>xviii</sup>. Factors contributing to the delays include both *ex-ante* reviews of tender documents, and audits requested by bidders. Slovenia has taken action to address both of these issues. While the *ex-ante* review has proven helpful in preventing errors early on, the 2014-2020 programming period foresees a strengthening of the support to contracting authorities through a Help Desk instead of an *ex-ante* review. Also, bidders were previously allowed to request multiple audits for one tender procedure. This has been limited to one audit to be carried out within a relatively quick timeframe.

E-procurement is another area that can be greatly strengthened in Slovenia. In fact, much of the e-procurement system was not fully functioning until 2014, and the infrastructure is not yet completely developed. Slovenia currently has the lowest

uptake of e-procurement in the EU<sup>xxix</sup>. In part this may be explained by the fact that e-procurement appears not to have been high on the government's agenda in recent years.<sup>xxx</sup>

Lastly, public procurement is not used to its potential to achieve strategic goals. A potential barrier is related to the fact that some procurement practitioners lack the technical and commercial competencies for the preparation of quality tender documents. Accordingly, the added complexity of including strategic aspects of procurement would only complicate matters further without bringing the expected.<sup>v</sup>

### **Recommendations**

- **Fight corruption:** Abuse of the procurement process is perhaps the most serious issue facing Slovenian public markets, sapping efficiency and reducing participation by honest but disillusioned economic operators.
  - Increase the use of targeted *ex ante* controls to identify tailor-made criteria and unjustified use of negotiated procedures, particularly in sectors prone to corruption risk such as energy, construction, and healthcare.
  - Enhance internal control mechanisms and strengthen the role of the *KPK* as called for in the 2015-2020 Strategy for Public Administration.
  - Facilitate oversight by civil society groups by providing greater and more timely access to procurement data, as well as official recognition.
- **Reform the legal framework:** The complexity and lack of clarity in the current legal framework is a serious issue for Slovenian procurement practitioners, resulting in both confusion and abuse.
  - Initiate a fundamental overhaul of the legal framework to simplify and clarify procedures; in order to be successful, this process should be slow and deliberate, including sustained involvement by a range of public private stakeholders, and being accompanied by a significant roll-out and training campaign upon implementation.
- **The right tools for the job:** Many contracting authorities lack the staff or the experience to prepare high quality tender documents, resulting in frequent errors and undue delays.
  - Establish a live help desk to provide expert *ad hoc* support to procurement practitioners and economic operators.
  - Develop template tender documents for common products and services.
  - Produce specific training and guidance materials on how to write tender specifications and technical requirements.
- **Promote digitisation:** The use of e-procurement is limited due primarily to the underdeveloped infrastructure.
  - Accelerate the development of the planned e-procurement modules and functionalities.
  - Deploy an awareness-raising and training campaign to accompany the finalisation of the e-procurement tools to achieve buy-in and build capacity among contracting authorities and economic operators.
- **Get strategic:** Public procurement is not used to its full potential to achieving strategic objectives.
  - Implement an awareness-raising and training campaign to promote the value of sustainable procurement and the use of non-price criteria to maximise value for money and social impact.
- **Allow appeals of *DKOM* decisions:** Currently, it is not possible to appeal the decisions of the *DKOM*.
  - Introduce a swift and efficient system for appeals of *DKOM* decisions.



- <sup>i</sup> *Ministrstvo za Finance* (Ministry of Finance) (2014), *Statistično poročilo o javnih naročilih, oddanih v letu 2013* (Statistical report on public contracts awarded in 2013).
- <sup>ii</sup> Ministry of Finance of Slovenia website, available at: [http://www.mf.gov.si/nc/si/medijsko\\_sredisce/novica/article//2278/](http://www.mf.gov.si/nc/si/medijsko_sredisce/novica/article//2278/)
- <sup>iii</sup> *Ministrstvo za Javno Upravo* (Ministry of Public Administration), public procurement Directorate, available at: <http://www.djn.mju.gov.si/sistem-javnega-narocanja>
- <sup>iv</sup> Public Procurement Network (2010), Authority for the Supervision of Public Contracts, The comparative survey on the national public procurement systems across the PPN.
- <sup>v</sup> ERAPRISM (2010), Public Procurement for Innovation in Small European Countries.
- <sup>vi</sup> Group of States against Corruption (GRECO) (2008), Second Evaluation Round Addendum to the Compliance Report on Slovenia.
- <sup>vii</sup> Partnership Agreement for the 2014-2020 programming period, Annex 2 – Ex ante conditionalities.
- <sup>viii</sup> *Ministrstvo za Finance* (Ministry of Finance) (2012), *Strategija usposabljanja in izpopolnjevanja javnih uslužbencev na področju javnega naročanja za obdobje 2013-2014* (Strategy for the training of civil servants in the field of public procurement for the period 2013-2014).
- <sup>ix</sup> *Ministrstvo za Javno Upravo* (Ministry of Public Administration) (2014), *Javna Uprava 2020, Strategija Razvoja Javne Uprave 2015-2020* (public administration 2020 strategy), *Delovno Gradivo* (working materials).
- <sup>x</sup> Partnership Agreement for the 2014-2020 programming period, Annex 2 – Ex ante conditionalities.
- <sup>xi</sup> *Ibid*
- <sup>xii</sup> European Commission (2015), DG MARKT, E-procurement uptake.
- <sup>xiii</sup> European Commission (2013), DG MARKT, Study on e-Procurement Measurement and Benchmarking - EU-country-profiles.
- <sup>xiv</sup> *Ministrstvo za Javno Upravo* (Ministry of Public Administration) (2014), *Javna Uprava 2020, Strategija Razvoja Javne Uprave 2015-2020* (public administration 2020 strategy), *Delovno Gradivo* (working materials).
- <sup>xv</sup> Information available at: [http://www.mju.gov.si/nc/en/media\\_room/news/article//5855/](http://www.mju.gov.si/nc/en/media_room/news/article//5855/)
- <sup>xvi</sup> European Commission (2014), DG HOME, EU anti-corruption report, Annex Slovenia.
- <sup>xvii</sup> *Komisija Za Preprečevanje Korupcije* (Corruption Prevention Commission) (2013), *OCENA STANJA* (assessment of the situation).
- <sup>xviii</sup> *Ministrstvo za Javno Upravo* (Ministry of Public Administration) (2015), *Analiza stanja na področju javnega naročanja* (Analysis of the situation in the field of public procurement).
- <sup>xix</sup> European Commission (2014), DG ENV, National GPP Action Plans (policy and guidelines).
- <sup>xx</sup> Information available at: [http://www.mju.gov.si/nc/en/media\\_room/news/article//5855/](http://www.mju.gov.si/nc/en/media_room/news/article//5855/)
- <sup>xxi</sup> National Court of Audit (2014), Annual Report 2013.
- <sup>xxii</sup> National Review Commission (2014), *Letno poročilo Državne revizijske komisije za 2013* (Annual report for 2013).
- <sup>xxiii</sup> National Review Commission, Personal interview with PwC, 8 May 2015.
- <sup>xxiv</sup> European Commission (2015) DG REGIO Annual Activity Report 2014.
- <sup>xxv</sup> DELO, *Ministrica Smerkoljeva v Romuniji* (Minister Smerkolj in Romania), press article, available at : <http://www.delo.si/gospodarstvo/finance/ministrica-smerkoljeva-v-romuniji.html>
- <sup>xxvi</sup> Commission for the prevention of Corruption, available at: <https://www.kpk-rs.si/en/project-transparency/supervisor-73>
- <sup>xxvii</sup> 2014, One year in office of the Government under Alenka Bratušek, available at: [http://www.vlada.si/fileadmin/dokumenti/si/projekti/2014/Obletnica\\_vlade\\_AB/Achievements\\_and\\_priorities\\_of\\_the\\_Government\\_of\\_the\\_Republic\\_of\\_Slovenia.pdf](http://www.vlada.si/fileadmin/dokumenti/si/projekti/2014/Obletnica_vlade_AB/Achievements_and_priorities_of_the_Government_of_the_Republic_of_Slovenia.pdf)
- <sup>xxviii</sup> European Commission Staff Working Document (2014), Assessment of the 2014 national reform programme and stability programme for SLOVENIA.
- <sup>xxix</sup> European Commission Staff Working Document (2015) Country Report Slovenia.
- <sup>xxx</sup> European Commission (2013), DG MARKT, E-Procurement state of play report.