

OPERATIONAL
PROGRAMME

EFFECTIVE PUBLIC ADMINISTRATION

2014 - 2020

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Strategy for the operational programme's contribution to the Union strategy for smart, sustainable and inclusive growth and the achievement of economic, social and territorial cohesion

1.1 Strategy of the operational programme's contribution to the Union strategy for smart, sustainable and inclusive growth and to the achievement of economic, social and territorial cohesion

1.1.1 Description of the programme's strategy contributing to the delivery of the Union strategy for smart, sustainable and inclusive growth and for achieving economic, social and territorial cohesion

The programme strategy of the Operational Programme Effective Public Administration ("OP EPA") has been defined so as to support addressing the identified key disparities in public administration ("PA") and to contribute to the meeting of relevant needs and requirements arising from European Union ("EU") legislation, national legislation and the development of PA reform in the Slovak Republic ("SR").

The programme strategy of the OP EPA creates prerequisites for the fulfilment of priorities of the Europe 2020 Strategy¹ to ensure smart, sustainable and inclusive growth ("Europe 2020 Strategy") through which the European Commission ("EC") presented its vision of the European social market economy in the 21st century. The OP EPA also reflects on the needs and challenges identified at national, regional and local level in order to ensure that the prerequisites for growth are met through a complex reform of PA in the SR.

The foundations of the Europe 2020 Strategy consist of three mutually complementary priorities:

1. Smart growth: The challenge corresponding to the smart growth priority is to improve the business environment by increasing the quality of public services, by providing non-repayable financial assistance more effectively and supporting high quality public policy development aimed at the innovation and knowledge economy. The anticipated outcome of the OP EPA in this regard is the creation of prerequisites to increase the quality of PA services for the benefit of the business

environment, optimising the regulatory burden and public policies in relevant segments.

2. Sustainable growth: The priority corresponds to the need to support the optimisation of national policies of administering and funding public services, including human resource administration in PA, management of movable and immovable assets of PA, public procurement policies and the fight against corruption in PA in order to increase the transparency and effectiveness of PA. Supporting effectiveness and competitiveness of the economy, combined with targeted investment into social, economic and ecological infrastructure of the country are prerequisites for longterm sustainability and development. Through public services and the regulatory framework, PA is one of the key instruments supporting sustainable growth. The anticipated outcome of OP EPA in this regard is a key transformation in the field of public policy development and implementation, as well as financial effectiveness and quality of public services by introducing a new paradigm for developing and funding PA services that is referred to as performance-oriented management.

3. Inclusive growth: The link between OP EPA and the inclusive growth priority lies mainly in the support for dealing with social problems through the creation of prerequisites for participatory development and optimisation of public policies and capacity building, to support their implementation as well as the development of cooperation with social, economic partners and NGOs in the context of PA reform. The anticipated outcome of the OP EPA in this regard is the increased effectiveness and addressedness of public policies as an instrument to ensure inclusive growth.

When considering the recommendations of the EC, outlined in the **EU Position Paper to the Development of the Partnership Agreement and Programmes in Slovakia for the Years 2014 - 2020**² ("Position Paper"), the needs related to PA reform realisation in the SR were reflected in the programme strategy of the OP EPA and will be addressed through operations falling under the **Thematic Objective 11 "enhancing institutional capacity of public authorities and stakeholders and efficient PA"** ("TO 11"). TO 11 creates the baseline for the programme strategy of the OP EPA, which also reflects on the funding priorities identified by the EC in the Position Paper.

The Position Paper creates a framework for dialogue between the EC and the SR, contains nation-specific challenges and expresses preliminary views of the EC on the main funding priorities in the following areas in the SR:

- > "Improve the quality of the public service and the management of human resources, diminish impact of the political cycle on staffing decisions, optimise internal processes and relocate resources towards core activities of public administration at central government level (e.g. through independent functional reviews), in line with a comprehensive Public Administration Reform strategy".
- > "Strengthen analytical capacities for policy development; improve tax governance and the quality of spending".
- > "Improve the efficiency and quality of civil justice procedures, ensure enforcement of court decisions, and promote alternative dispute resolution mechanisms. Modernise court infrastructure and their organisation".
- > "Curb corruption and ensure transparent and effective application of public procurement rules".
- > "Strengthen civil society public oversight role and enhance capacities of social partners and civil society organisations to contribute to public policy making and monitoring of policy implementation."
- > "Improve transnational and cross-border aspects of governance related to cross-border crime and security, including the financing of capacity-building in customs systems".

Fulfilment of the TO 11 has six basic criteria³, which also serve as the **basic criteria for the fulfilment of the EAC No. 11**: "The existence of a strategic policy framework for reinforcing the Member State's administrative efficiency including PA reform". The priority axis and specific objectives of the OP EPA were proposed to cover the criteria outlined by the TO 11.

The programme strategy of OP EPA also evolves from the **country-specific recommendations of the EC** ("CSR") from the 19 June 2013, focusing on the need to modernise PA and improve client oriented public services for citizens and businesses.

The specific recommendation No. 6 states the following: "Take measures, including by amending the Act on Civil Service, to increase the independence of the public

service. Adopt a strategy to improve the management of human resources in public administration. Step up efforts to strengthen analytical capacity in key ministries with a view to adopting evidence-based policies, and improving the quality of policy impact assessment. Take steps to fight corruption and accelerate efforts to improve the efficiency and quality of the judicial system. Introduce measures to improve the business environment including that for SMEs. Step up efforts to improve the efficiency of public procurement."

The basis for preparation of the OP EPA is the identification of problems and needs. Usually, there are more problems than public funds allocated for their solution. Therefore it is necessary to concentrate available financial and human resources on key priorities. The process of resources concentration should be made on the basis of available expert analyses, social and territorial potential and needs of the inhabitants and the territory.

The basic framework for the programme strategy of OP EPA is based on the intervention logic of European Structural and Investment Funds and categorisation of measures that fall under individual thematic objectives. OP EPA defines goals, results, outputs and measurable indicators. The planned result represents a desired condition which should be achieved through the implementation of the programme and its outputs.

The OP EPA focuses on the **investment priority** issued in line with Article 3 (1) (d) - (i) of Regulation of the European Parliament and the Council (EU) No. 1304/2013 on European Social Fund and repealing Council Regulation (EC) No. 1081/2006 titled "Investments into institutional capacity and in the efficiency of PA and public services at the national, regional and local levels with a view to reforms, better regulation and good governance" supported by the ESF funds.

The area of PA has been examined in the **Partnership Agreement for the period of 2014 - 2020 as part** of the funding priority "Strengthening Institutional Capacities and Effectiveness of PA", and at the same time ensuring **compliance with the Common Strategic Framework**. The Partnership Agreement was approved by the Government of the SR and the EC on 20 June 2014 and represents one of the national priorities as well as a framework for the implementation of OP EPA.

1. <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2010:2020:FIN:SK:PDF>

2. <http://www.nsr.sk/sk/programove-obdobie-2014---2020/pozicny-dokument-europskej-komisie-k-partnerskej-dohode-a-programom-sr-na-roky-2014---2020/>

3. <http://www.epsa2013.eu/files/Fostering%20Quality%20of%20PA.pdf>

For the needs of the OP EPA, PA has been defined as the administration of all public affairs in the public interest, thus apart from central government bodies, it also includes territorial self-government, higher territorial units, towns and cities.

Optimised PA in the SR is an important prerequisite for the realisation of any structural changes leading to smart, sustainable and inclusive growth. PA that has the trust of citizens and motivates them to actively participate in administration and the development of a mutual dialogue is a key partner in economic development and service provision as well as an administrator of mechanisms to realise the value of social cohesion and equality of opportunities.

For the needs of the OP EPA, partners have been defined as institutions and entities of PA, social and economic partners, non-governmental and non-profit organisations (“NGO”), individuals or legal entities licensed to carry out business as well as citizens (as beneficiaries of PA services).

In the context of OP EPA, beneficiaries of PA services are for people, regardless of their gender, race, skin colour, language, faith and religion, political or other views, national or social or ethnic origin, property, family line or any other position. Nobody can be provided with any preferential treatment or discriminated against on the above grounds in their interaction with the PA. Therefore, the entire OP EPA document does not distinguish services provided to citizens, businesses, members of marginalised groups, disabled people, asylum seekers, migrants from third countries, homeless people, etc. Planned activities of OP EPA adhere to principles of equal treatment to all regardless of their differences and without any discrimination.

In connection with the on-going PA reform, the SR cooperates with the international Organisation for Economic Cooperation and Development (“OECD”) through specific joint projects. Outcomes include professional studies and seminars realised in support of reform processes. In December 2013, the OECD prepared a strategic document entitled “SR: Strategic policy brief” and a document entitled “SR: Human resources management policy brief”.

Another platform of cooperation with the OECD was launched as part of the national project of capacity building and improved effectiveness of PA in the SR, realised under the auspices of the Ministry of Interior of the Slovak

Republic (“Mol SR”). The project is in its initial phase of realisation and is being carried out in cooperation with the OECD, in the role of a partner. The project responds to the problematic and ineffective functioning of some PA areas and places emphasis on long-term strategy development in the field of PA human resource management (“HRM”) and the transfer of experiences and examples of good practices from other OECD member countries, realising PA reforms into the conditions of the SR for the benefit of the quality of reform processes and strengthening of the sustainability of reform results.

Furthermore, when defining the programme strategy of the OP EPA, **lessons learned from the programming period 2007-2013** and analysis of the development of individual segments of PA were also considered. The ambition to realise a complex reform, modernise and increase the effectiveness and efficiency of PA is not new and was partially also reflected on in the previous programming period 2007 - 2013, mainly through the Operational Programme Employment and Social Inclusion (“OP ESI”). Support within the priority axis entitled “Capacity Building and Improved Quality of PA” was aimed at a gradual improvement of the quality in the provided public services as well as a gradual improvement based on procedural management of PA organisations. However, its potential in terms of supporting PA reform preparation was only partially utilized.

The Operational Programme Informatisation of Society (“OP IS”) supported the informatisation of PA services. The OP EPA also draws on the experience gained from the implementation of the OP IS. One of the shortcomings and lessons learned, identified in relation to the programming period 2007 - 2013, was that without complex optimisation of PA processes it is not possible to systematically optimise services in the context of life situations.

In this regard, the OP EPA shall thus ensure the redesign of PA policies and processes in order to optimise them, eliminate duplicity and increase the transparency and level of quality of decision-making. Among other important recommendations that arose from the previous programming period is, for example, a need for timely legislation drafting, ensuring sufficient project coordination and addressing mutual dependencies, while supporting the sufficient ability of recipients to realise reform projects. At the same time, a serious problem during the previous programming period 2007 - 2013 was the process of public procurement which was lengthy and administrative demanding.

The OP EPA directly follows up on the previous programming period and together with the Operational Programme Integrated Infrastructure (“OP II”) creates prerequisites for systematic support of public policy and services optimisation and the implementation of key reform processes in PA.

The realisation of relevant projects supported during the current programming period is still underway and is therefore not possible to comprehensively evaluate their effectiveness and impact. The selected experience and lessons learned from the programming period 2007 - 2013 which were acquired from the implementation of measures to increase the effectiveness and efficiency of PA through relevant operational programmes can however be summarised into two most important areas:

1. The realisation of the reform must be supported by building new and strengthening existing analytical and methodological capacities in order to complete the process of defining reform concepts and systematically support reform implementation in individual PA segments, by introducing standards for selected reform and optimisation oriented processes and by realising inevitable legislative modifications, thus enabling systematic changes in PA;

2. It is necessary to strengthen the coordination of reform projects in individual segments and to consider their mutual dependencies in order to optimise the investment strategy to support reform processes and create prerequisites to achieve strategic aims.

1.1.1.1 Organisation of PA in the SR

A dual (split) model of state administration organisation and local self-government has been applied since 1991 in the SR. The split was institutional, functional as well as financial. Both PA systems have their own bodies, territorial and functional jurisdiction and their system of financing. However, mutual relationships, cooperation and coordination when performing activities governed by relevant legislative frameworks do exist. This model is reflected in a number of bodies, their powers, into the organisation of mutual relationships and into control, financial and staffing mechanisms of their functioning.

In 1999, the Government initiated a complex reform of PA mainly aimed at decentralising the performance of PA. The Concept of Decentralisation and Modernisation of PA was adopted whose main aims were the decentralisation of powers of state administration to local self-government, de-concentration of powers from

central bodies of state administration to newly created specialised local state administration, and fiscal decentralisation.

In connection with the de-concentration of powers within the bodies of state administration, district offices were cancelled as integrated local bodies of state administration, and the mandate of regional offices changed while new offices of specialised local state administration were created under the jurisdiction of relevant ministries and other central bodies of state administration.

The local state administration has since had a specialised nature which means that the system of bodies (departments) belongs under the leadership of a specific ministry in terms of service content, methodology, financing as well as staffing. The ministry or another central body manages its network of offices in the area and the number and structure of offices differs between individual areas of state administration performance.

Based on the performed changes, the organisational structure of local state administration (a large number of specialised local bodies of state administration) has become complex, unclear and administratively complicated.

The current organization of PA follows this structure:

A. State administration

- > Central state administration - Government, ministries
- > State administration bodies on the local level performing state administration in various areas

B. Self-government

- > Territorial self-government
 - > Local territorial self-government - townships and towns
 - > Regional territorial self-government - higher territorial units (self-governing regions)
- > Interest self-government - this includes the institutions which derive their existence from the Law on Association and also includes those institutions which share certain social interest. A special category of interest self-government is made up of professional associations - chambers, which focus on certain professions.

1.1.1.2 The current situation of PA in the SR

Overview of PA in the SR by international institutions

The recommendation resulting from the EU 2020 Strategy is that the strategies of growth at national and EU level can be implemented only with the support

of effective PA. The document of the EC entitled the **Annual Growth Survey 2013** states that national growth strategies at EU level can be realised only with the help of modernising PA, which is also mentioned among the five main priorities of the document. From the aspect of the overall PA performance, the SR placed considerably worse than the average of other EU Member States according to the document entitled **Excellence in PA for Competitiveness in EU Member States 2012**.

According to the data of the **World Bank** (The Worldwide Governance Indicators) and EC evaluation, the SR belongs to one of the least developed countries with regards to the PA. Based on the analysis of indicators, the overall index of PA level is measured through a complex indicator which includes the following six indicators: PA effectiveness, PA openness, control of corruption, law enforceability, regulation quality and political stability. In quantitative terms, the value of the aggregated index of the level of PA in 2011 was around 446.1 points out of the maximum of 600, which placed the SR among one of the least developed EU countries in this area. In 2011, the SR placed seventh from the bottom of the list of 27 EU countries. The situation with regards to corruption and law enforcement has also long been evaluated as one of the worst, with indicators fluctuating under the level of 75 points. In the field of PA effectiveness, the SR is under the EU average and in the field of judicial independence it is on last place.

The World Economic Forum in its **Global Competitiveness Report 2013 - 2014** outlines 12 pillars of competitiveness among economies, with the first one focusing on institutions and the institutional environment. In this area, however, the SR placed 119th out of a total of 148 countries. The report states that ineffective bureaucracy of PA, corruption, restrictive legislation when it comes to employment and political instability and high taxes are the main reasons for increased economic costs for businesses slowing down the process of economic development.

According to the **OECD report of 2014 "SR: Developing a Sustainable Strategic Framework for PA Reform"** PA is "confronted with the challenge of providing quality public services with fewer resources and becoming a source of strategic and evidence-based advice on the best policy options for the long-term development of the country".

Current situation of PA

The principal shortcoming of public policies in the SR is their sector orientation and missing mutual intercon-

nections. The participation of beneficiaries in the preparation of public policy is very low which strongly limits the possibility to influence the process of setting of individual public policies. For the above reason, it is necessary to review the system of preparation and implementation of public policies across all sectors of society.

The currently prevailing model of PA in the SR is a traditional PA that is built on paper documents, ink signatures and stamps, and files stored in folders, registries and archives. PA organisations and their processes are managed within sectors and built vertically. It means that apart from the main processes, the organisations individually ensure that the majority of support processes (cross-sectional and servicing processes, e.g. records, IT, asset management, budgeting and accounting etc.) are independent from the content relevant sector activities. It also means that the majority of PA institutions ensure and fund their own network of workplaces ("front-office" as well as "back-office"). From the citizens' perspective it means they have to fill in several forms with repetitive data and visit a number of different offices at different times and submit confirmations from various offices when dealing with one life situation (e.g. the birth of a child).

ESO Programme

One of the goals of the OP EPA is to support activities performed as a part of the **ESO Programme** (Effective, Reliable and Open PA) implemented by the MoI SR in cooperation with other central public administration authorities within the meaning of the Government Manifesto for years 2012-2016. Implementation of measures of the ESO Programme will result in reduction and optimisation of the costs of PA operation, simplification of handling matters of natural persons and legal entities at local state administration authorities. The state administration will come closer to citizens as citizens will be able to arrange all matters concerning public administration at a single office in the place of their residence and, last but not least, it will increase transparency of the operation of the state administration.

The ESO reform has been divided into several stages due to its complexity and intensity. In the first stage of the ESO Programme, which commenced on 1 January 2013, specialised local public administration authorities were cancelled at the regional level in order to integrate specialised competences of the public administration. The principal purpose of the second stage of the integration process until 1 October 2013 was to establish a uniform and transparent structure of local public ad-

ministration authorities by concentrating competences of selected specialised local public administration authorities to a single authority at the local level that exercises powers in a vast majority of tasks of the state administration. As of 1 October 2013, there were 72 district offices established in district towns, which copy the territorial administrative division of Slovakia. The competences of district offices include the agenda of original local state administration offices (local state administration, trade licences, registrar's office, citizenship, offences, etc.), as well as the powers of integrated specialised public administration authorities (of 248 cancelled local state administration offices of the environment, road transportation and roads, forestry offices, land register offices and cadastre administration offices). Out of the original 50 local state administration offices, 49 were transformed to district offices (except for the city of Štúrovo which was not a district town, however, the state administration office remained there). At the same time, 23 new district offices were established for integrated public administration agenda and as back-offices to provide easy-to-access services to citizens; these services will, in the future, be provided in front office client centres.

The ESO Programme will have been implemented by 2020. The purpose of the OP EPA is to support optimisation and development processes that represent a continuation of the preceding stages of the ESO Programme and are fully complementary with it. The OP EPA will also support activities aimed at launching the operation of client centres to citizens and, above all, at optimising the performance of public administration, optimising processes and structures of central state administration authorities and optimising processes and performance of local government.

The reform of PA rests in optimising public policies and rationalising the structure of PA authorities also performed by means of optimising services and building a network of contact centres where services are provided with the emphasis on pro-client manner on the basis of life situations that are based on the document "Study on Analysis of the Needs for Cross-Border Services and Assessment of the Organisational, Legal, Technical and Semantic Barriers" issued by the European Commission in 2012.

The client centres provide services broken down per agendas of different departments:

- > Entrepreneurship
- > Registrar's office

- > Residence
- > Roads, transportation
- > Environment
- > Registration of vehicles
- > Commercial Register
 - extracts from the commercial register
- > Extracts from the cadastre
- > Offences
- > Education
- > Forestry and land register
- > Labour, social affairs and family
- > Social insurance agenda
- > Taxes
- > Health insurance agenda

According to the above mentioned areas, client centres will provide services of cross-department nature; for this reason, it is necessary to optimise processes of all affected organisations. The quality of provided services will be ensured in line with the Voluntary European Quality Framework.

Electronic PA in the SR: e-government

Based on the EU benchmarks, the accessibility of e-government services in the SR is approaching the EU average; however, the services to citizens remain strongly underdeveloped. Despite that, the number of individuals with medium and high computer skills in the adult population (52.2%) in 2012 was higher than the EU average (50.9%); in 2013, the share of the adult population with online interaction with PA authorities dropped to 32.7%, which is markedly below the EU average (41.4%). In close cooperation with OP EPA and OP II, the main goal concerning the development of information society will be to increase the level of e-government services, increase efficiency of the PA by means of information and communication technologies ("ICT") in line with the goals of the Digital Agenda for Europe. At the same time, they will, by means of their goals and priorities, respect and implement priorities defined in the Commission document e-government Action Plan. Based on the Strategy of Informatisation of the PA in the programming period 2007 - 2013 a selected group of government agendas (Priority Axis 1 of the OPIS) was computerised. The emphasis of these activities is on the deployment of e-services for citizens and businesses by implementing information systems in PA. The agenda of information systems of PA in most cases contain a certain concept of reporting tools; however, their real use is not systematic and does not collect the relevant knowledge. A similar situation is in the area of process integration. The OP EPA will contribute to

a high quality setting of the processes and systems in the programming period. During the previous programming period PA services failed to advance to a comprehensive solution of life situations and this task would be solved in the new programming period within the OP EPA.

The vision of future development of e-government in the SR by 2020 is the active implementation of the transition to a functioning information society and a build-up of Smart Government. Information technologies will become an inseparable part of everyday life and a necessary component of SR's competitiveness. This vision should be achieved by means of meeting the following objectives:

- > Transition to electronic services aimed at enhancing the quality of life;
- > Transition to electronic services aimed at increasing competitiveness;
- > Continuous improvements of services in the use of modern technologies;
- > Creation of a secure environment for citizens and the PA;
- > Approximation of the PA to the maximum use of data in customer oriented processes;
- > Optimisation of the use of information technologies in the PA thanks to the shared services platform.

Meeting the above objectives must lead to the overall increase of the use of e-government. Thus, in the following programming period, the SR plans to introduce the third generation of e-government which is characterised by more advanced data sharing, optimised processes, increased sophistication of services and resulting in the removal of the administrative burden from citizens. Their purpose is to build electronic optimised, integrated processes of the exercise of PA competences. The PA processes reform will make it possible to shift electronic services to a proactive level.

OP EPA may support topics concerning the processes, definitions and specifications in line with the relevant government decree No. 247/2014 to ensure the effective implementation of e-cloud concepts.

e-democracy

An equal chance to participate in public affairs also needs to be supported by modern technology – in the broad sense, e-democracy means the use of modern information and communication technologies to support

processes inside the system of representative democracy. Advantages of electronic forms of civic activities are currently actively used by around 28 % of respondents, in particular with the goal of collecting information on persons and companies from the commercial or trade licence registers, on the activities of local government and on the activities of state and public organisations.

The progress in the field of e-democracy can be demonstrated by the efforts of state organisations to strengthen services aimed at civil and human rights. At the central level, there are, for example, services of the Central Public Administration portal, the Ministry of Justice of the SR or the Public Defender of Rights, which provide, on their websites, practical instructions and advice to citizens how to apply their civil rights. In connection to the application of the Freedom of Information Act, top level state and PA authorities use the Internet as the most common manner of providing information about their activities or to provide information from their registers, records and databases⁴.

Economic aspects of the PA

Another problematic part of PA is financial administration. After the global economic crisis, when the state budget lost part of its revenues, effectiveness went down and shortcomings related mainly to the structure of the costs of PA started to emerge. At the moment, the share of PA expenditures spent on the use of PA goods and services is above average, of which the greatest part is used for the functioning of PA itself. The structure of PA processes determines the level of income and effectiveness of PA expenditures. In general, the more extensive and complicated processes are, the higher the salaries and operation of expenditures. Another rule is that the lower the quality of processes, the poorer the effectiveness of policies and the effectiveness of invested resources.

Current situation: Taxes and custom duties

Based on Act No. 333/2011 Coll. on state administration bodies for taxes, fees and customs, as amended; two separate tax and customs authorities merged, on 1 January 2012, to the newly established Financial Administration Authority which laid the basis for the establishment of a new system of managing and organising the collection of state revenues. The main purpose was to build an organisation that will be more efficient from the viewpoint

of reducing its own costs, more efficient from the viewpoint of collecting budget revenues and, at the same time, a client oriented organisation with the goal of streamlining processes and removing redundant bureaucracy and burden on the part of the entity which is ready to unify the collection of taxes and customs duties with the collection of health and social security contributions.

Reflecting the need to carry on with the implementation of reform intentions in the financial administration, the Strategy of Development of the Financial Administration Authority (FAA) for Years 2014-2020 was elaborated, which is further developed in the Concept of the Development of the Financial Administration Authority for years 2014-2020.

As part of further developments in financial administration, it is necessary to carry out reform intentions particularly in the fields of unification of the processes of tax and duties collection, increasing the efficiency of communication between the FAA and its clients as well as inside the organisation, implement changes in the system of management and organising internal organisational units and processes of the FAA, in the field of centralisation, concentration and specialisation of the process performance management including IT support to ensure the activities of the organisation's employees and reach higher levels of electronisation of provided services.

At the same time, it is necessary to implement measures aimed at the elimination of corruption, increase the security level of the financial administration authority and increase the efficiency of uncovering tax and customs frauds.

Some of the intentions of the FAA also include an increase in the level of services related to the customs clearance procedure and increase the throughput of customs crossings on the external border of the EU. The above tasks are also reflected on in the Strategy of the Modernisation of Customs Crossings and the Build-up of Customs Capacities for years 2014 - 2020 The OP EPA will support building customs capacities which will help to establish a comprehensive system of protection and also assist in an efficient manner to improve conditions for businesses to export, import or transit goods across the territory of the SR. Its purposes should be to increase the efficiency of customs procedures at the managing level and to efficiently use controlling mechanisms and tools for risk analysis through the means of education and training activities for customs officers in order to increase their professional skills and knowledge.

The support for optimisation of capacities and acceleration of processes of internal and external markets will contribute to the enhancement of competitiveness of regional companies and economy as such.

Among the reform intentions that are being prepared, concerning the financial administration, is the merger of the collection of taxes and duties with the collection of health and social security contributions, including the simplification of the tax-contribution system and the reduction of the administrative load of the obliged entities which aims to increase the efficiency of taxes, customs and health and social security contributions collection.

Current situation: area of non-discrimination and equal treatment

The purpose of the PA is also to pursue adherence to the principles of non-discrimination and equal treatment. One of the institutes currently available in the legislation of the SR is positive action measures ("PAM") regulated in Act No. 365/2004 Coll. on equal treatment in certain areas and on protection from discrimination and on amendments to certain other acts (Anti-discrimination Act). The above act made it possible to extend the application of PAMs to all PA entities (at the level of local government) and to legal entities (business companies, NGO sector).

PAMs serve the purpose of removing disadvantages resulting from the grounds of race or ethnic origin, national minority or ethnic group origin, gender, age or disability. These tools efficiently contributed to the counterbalancing of deep inequalities in society which are usually historically rooted and require proactive and special approach. The purpose of adopting PAMs is the ambition of the eligible entity to ensure equality of opportunities in practice.

Despite a gradual development of PAMs they are not efficiently applied. PAMs adopted by PA entities are characterised by their orientation to legislative or non-legislative measures. In several cases, legislative measures meet the objectives of PAMs only partially, especially concerning their duration – temporal nature. The problem lies in the insufficient understanding of the institute by employees of the PA authorities and their insufficient implementation and frequent mistaking them for other measures.

Current situation: Area of Human Resource Management

The OECD analysis "SR: Developing of a Sustainable Strategic Framework for PA Reform" (2014) suggests that

4. Velšic M., e-demokracia na Slovensku (eDemocracy in Slovakia), Bratislava, (2008), Institute for Public Affairs.

PA in the SR is mainly characterised by low-quality and a non-unified system of HRM, high fluctuation of employees often related to the political cycle. The HRM system is marked by shortcomings, starting with the hiring and selection of employees, their training, quality and performance evaluation, remuneration and impacts of the political cycle. This to a great degree limits the motivation and use of human capital, thus consequently the possibilities for improvements in quality in the provided public services. Moreover, staff fluctuation is very high and is caused by several factors, including the relatively low attractiveness of the work in PA, as well as the impacts of the political cycle itself. The OECD (2014) therefore recommends strengthening the capacity of central government bodies in order to set out clear and consistent standards in the field of HRM within PA and monitor its implementation.

The position of the EU Council concerning the NPR SR for 2014, which presents the position of the EU Council to the Programme of Stability of the Slovak Republic for 2014, states, inter alia, that even despite the ongoing reform of the PA, the SR has not reached good results from the viewpoint of its quality and efficiency.

It identified that the most serious problem is the continuing high fluctuation of employees in connection to the political cycle along with poor HR management (HRM) and insufficient analytical capacities. This fact is weakening the preparation of new policies which must be based on professional knowledge and experience, including analyses of multiple options of solutions. For the above reason, the SR was recommended to adopt measures to increase independence of the PA; also by means of amending the act on public service and by adopting a strategy to improve HRM in the state administration.

The Government Office of the Slovak Republic (GO SR), in cooperation with the most important involved partners (MF SR, Mol SR, ME SR, MLSAF SR, MESRS SR) initiated the process of preparation of uniform HRM strategy in the state administration as the umbrella document for specification of the content line of subsequent conceptual and action documents that are being prepared in this field. As a part of the comprehensive reform of the state administration and its build-up on the basic principles of professionalism, political neutrality and stability, the OG SR is currently preparing a new act on the state administration as the underlying legislative tools for implementation of the strategy which will replace the currently valid Act No. 400/2009 Coll. on the civil service, amending

and supplementing other acts, as amended. Afterwards, the secondary legislation will be prepared (decrees, methodology instructions, etc.) to establish a unified system of implementation mechanisms in order to ensure a systemically uniform and an efficient implementation of HRM policies in the entire state administration.

Current situation: Area of analytical capacities

The state of analytical capacities can be considered as insufficient. Besides CSRs the OECD also recommends to “broaden the analytical capacities at ministries with analysts who are capable of data and evidence collection and the legitimisation of facts related to the preparation of policy proposals and strategies.” Out of a total number of 13 ministries, only 6 central bodies of PA possess analytical organisational units. The experience so far shows that ministries responsible for the realisation of public policies do not always have sufficient professional capacities in all relevant areas. Conceptual thinking is often lacking and assumed solutions are not always analytically justified, which reduces the quality of solutions and can create potential space for incorrect and lobby-influenced decisions. Insufficient analytical capacities also prevent the evaluation of the success rate of the already implemented public policies and previous legislative changes and decisions, model impacts of new policies or alternative solutions with the involvement of other participating parties.

Current situation: Area of the judiciary

PA participates in the administration of the judicial system due to the fact that the judicial system is one of the pillars of the democratic system of a country. An independent, high quality and efficiently operating judicial system plays an important role in the process of the restructuring of national economies of the EU Member States aimed at establishing conditions for growth and competitiveness.

Improvement of the quality, independence and efficiency of judicial systems is the priority also in the EU context. Efficient judicial systems are inevitable for strengthening of the mutual trust necessary for creating and implementing EU tools based on mutual recognition and cooperation. However, deficiencies in judicial systems do not only represent a problem for a single Member State but can also influence the functioning of the single market and, from a more general viewpoint, also of the EU. In March 2013, the European Commission published an overview of the status of judicial systems in different Member States in a document titled EU

Justice Scoreboard, which focuses on those parameters of the judicial system in 2010 that were contributing to the improvement of the business and investment environment. In the comparison overview, indicators of efficiency for other than criminal cases are analysed, especially those in civil and commercial legal cases which are important for resolving commercial disputes and for administrative cases.

The EU Justice Scoreboard specified that in 2012 there were problems in 6 Member States, in particular concerning the duration of court proceedings and the structure of the judicial system. The SR is one of the six countries, which indicates the need to implement measures that will create preconditions for improvement of the existing condition.

The need to implement measures was also indicated in individual partial indicators:

From the viewpoint of the perception of independence of the judicial system, the SR ranked last from the EU Member States.

From the viewpoint of the time necessary to complete bankruptcy, the best countries are Ireland (0.4 years), Belgium (0.8 years) and Finland (0.8 years). In the SR, bankruptcy proceedings take 4 years, whereby the average of all EU Member States is 1.9 years.

From the viewpoint of the time necessary for making a decision in civil and commercial disputes, the best countries are Lithuania (55 days), the Czech Republic (128 days) and Austria (129 days). The SR needs 364 days for such decisions, where by the EU average is 216 days. Statistics of the MJ SR concerning the duration of proceedings (even despite unfavourable development since 2004) also point out the problem. An example is the average length of proceedings involving civil cases, which represented 11.6 months in 2012. Similarly, the average length of proceedings shortened in the field of commercial cases, but still remained 13.8 months in 2012.

Delays in court proceedings are caused, above all, by insufficient effectiveness of the judicial system. Therefore, it is necessary to increase the efficiency in all relevant areas related to efficiency: in the field of process functioning, in the field of human resources as well as in the field of access for citizens and businesses to justice. Likewise, there are no alternative forms of dispute solution that would substantially reduce the duration of court proceedings.

Insufficiencies in the quality and independence of decision making by the courts are indicated especially by inconsistency in decision making by the courts caused by stagnating unification activity of courts at a higher level, by preferring quantity over quality, insufficiencies in the process of selecting new judges and their education, in preparation for execution of the function of judges and also due to a shortage of high quality professional staff at courts. Insufficiencies in the quality of decision making by courts are also caused by instability and low transparency of the legislation. It is therefore necessary to increase the quality of the judicial system simultaneously with an increase in effectivity.

According to the FOCUS survey from June 2012, 37% of citizens trusted the Supreme Court of the SR whereas 54% did not. The general courts in the SR are considered to be trustworthy by only a mere 28% of respondents; on the other hand 67% respondents consider them not to be trustworthy.

Systemic measures proposed as a part of the OP EPA will also be treated in the Concept of Stabilisation and Modernisation of the Judicial System, which will treat in more detail the measures of legislative as well as of a non-legislative nature. The document will be approved by the Government of the SR in the autumn 2014.

Current situation: Area of public procurement

Despite simplified rules in public procurement, it continues to be necessary to place an emphasis on the training of administrative capacities and to intensely develop the skills of public procurers when it comes to the development of tender documentation and evaluation of offers. Internal control mechanisms need to be further strengthened as a preventive measure against serious discrepancies. The use of green public procurement is absent and the social aspects of public procurement or the possibility of systematic support of innovation are not taken into consideration. Furthermore, not all instruments available for addressing corruption related to public procurement are applied.

Critical areas in public procurement are mainly the high administrative burden of public procurement, ineffective use of public resources, insufficient security and protection of the competitive principle with an emphasis on the interests of the state while thoroughly respecting the principle of “value for money”, a lack of transparency in public procurement, insufficient surveillance and monitoring on the part of the public, insufficient protection of honest and high-quality suppliers, stability, independ-

ence and professionalism of human resources for public procurement, low share of electronic public procurement, evaluation of criteria through e-auction, low share of green public procurement, insufficient public interest protecting the standard legislative environment, a lack of transposition of new EU Directives on public procurement and their methodological application in practice.

It is assumed that following successful implementation of such projects they will be presented and provided as “examples of best practices” to the general public for the purposes of a broader application of innovative procedures of public procurement in everyday practice.

The electronic marketplace is considered the most efficient tool to support small businesses and local employment. It will make public contracts accessible to local suppliers without mediating companies, which were, until now, capable of participating in over complex and lengthy procedures in assigning orders. The introduction of electronic ordering of under-the-limit orders is connected to extensive education in the use of the electronic tool both on the part of contracting authorities as well as on the businesses' part. There is a substantiated assumption that this way will materially increase the number of businesses competing for public contracts in the market because, thanks to the electronic marketplace that has strongly simplified the processes, they will learn how to make public tender bids and receive access to the necessary information.

Implementation of technological solutions will contribute to maximising the transparency of under-the-limit procurement, establishment of price and standard benchmarks and will represent an unprecedented anti-corruption tool.

1.1.1.3 Context of the OP EPA

Based on international and EU evaluations and recommendations in the field of PA, as well as on the analysis of needs at national level, the following was set as the main aim of the OP EPA:

Client oriented, transparent PA, providing its services swiftly, effectively and in good quality in the interest of supporting sustainable growth, job creation and social inclusion.

Through the OP EPA, conditions for increased quality and effectiveness of public policy performance will be created

as well as conditions for providing high-quality and available public services, in an effective way at each stage of life or business for their recipients.

The aim of the OP EPA is based on the perception that strong, effective and transparent institutions and an independent judiciary can directly influence the fulfilment of the aims of the Europe 2020 Strategy in the SR. The realisation of the OP EPA will also contribute to the fulfilment of the national strategic objective which is a modern, professional, effective, reliable, non-corrupt and transparent PA in the SR by 2020.

The Decree of the Government of the SR No. 388 of 10 July 2013 established the **Steering Committee for the Coordination of PA Reform in the SR**, responsible for the wording of reform strategies and coordination of the fulfilment of tasks resulting from the reform in individual segments of PA. The document entitled **Strategic Framework of PA Reform in the SR** was submitted by the Steering Committee for the Coordination of PA Reform to the Government of the SR that acknowledged it on the 18 December 2013.

This strategic document sets out the political obligation of the government of the SR to realise a complex, horizontal reform of PA throughout all segments of PA where public services are created, administered and developed, with clearly set out priorities and shall serve as a basis for further development of reform concepts in individual segments of PA, as well as a **basis for the OP EPA programme strategy** contributing to the achievement of strategic objectives and facing the main challenges of PA as identified in the Europe 2020 Strategy, CSRs and the National Programme of Reforms in the SR (“NPR”).

The basic rationale of the PA reform in the SR is based on the following four pillars:

1. The creation of a client oriented, professional and transparent PA,
2. Providing high-quality public services,
3. Achieving a level of modernisation of PA, that is capable of meeting the benchmark standards in the EU, systematically implementing standards and applying best practices,
4. The ability to provide public services at local, regional and national level which will be tailored to the needs of citizens, will actively stimulate the participation of citizens in governance, support job creation, social inclusion and sustainable growth.

The Europe 2020 Strategy has been adjusted according to the conditions of the SR and transposed in the NPR. The OP EPA programme strategy was defined, so as to support the meeting of the basic aims of the NPR and was developed based on the requirements of the EC that the Member States identify their most important macrostructural burdens of growth and propose policies for their elimination in order to ensure suitable conditions for sustainable and balanced development and employment growth. The NPR was approved by the Decree of the Government of SR No. 256 of 20 April 2011 and was repeatedly updated to the currently valid NPR SR 2013 approved by the Decree of the Government of the SR No. 198 of 24 April 2013, representing the aim of the Government of the SR with regards to structural policies. Together with the **Stability Programme**, it sets out the priorities of the Government of the SR for the upcoming programming period in the field of economic and budgetary policies. It defines measures that are in line with the **Stability and Growth Pact** and the Europe 2020 Strategy. These measures are aimed at increasing the quality of life, namely through strengthening economic growth and employment. Among the priority areas are the following: modernisation of PA, supporting the business environment, transparent environment in PA and law enforcement.

The NPR SR contains an annex stating the list of structural measurable indicators including the target values for 2020 and a brief definition. OP EPA strategy is defined in compliance with fulfilment of basic goals of the NPR SR.

Among further strategic documents serving as the basis for the OP EPA are:

- > Programme Declaration of the Government of SR;
- > Vision and Strategy of Development of the Slovak Society by 2020;
- > ESO Programmer (Effective, Reliable and Open PA);
- > National Quality Programme of the Slovak Republic for the years 2013 – 2016;
- > Strategy of Public Administration Informatisation;
- > National Concept of Public Administration Informatisation;
- > Concept of Development of the Slovak Society;
- > Concept of Modernising Territorial Self-government;
- > Strategic Plan of the Fight against Corruption in SR;
- > National Strategy for Information Safety in SR;
- > Strategy of Financial Administration Development for the years 2014-2020;
- > Strategy of Modernisation of Customs Crossings and Capacity Building in Customs for the years 2014 – 2020;

- > Strategy of Life-long Education 2011;
- > Strategic document for the growth of digital services and area of access network infrastructure of new generation (2014-2020)
- > EU Competency Framework for the Customs profession

Based on the “Draft Thematic Guidance Fiche for Desk Officers Institutional Capacity Building (TO 11) Version 2 – 22/01/2014”, the building of institutional capacities and increasing the effectiveness of PA is realised as part of the TO 11 and has three dimensions of intervention:

1. Structures and processes

Examples of interventions: Changes in the legislation and regulation, constitutional amendments, open PA (participation of citizens in policy making), reorganisation of the level of management, decentralisation or restructuring of institutions, measures to improve transparency and responsibility of PA and PA services; simplification and modernisation of the approval processes, elimination of administrative burdens.

2. Human resources

Examples of interventions: Improved HRM, e.g. quality of the selection procedure, evaluation of work, career development, motivation and personal development, development of systems for more effective organisation and procedures at work; capacity building of institutions and systems of HRM; introducing systems of quality management (EFQM, knowledge management);

3. Service provision

Examples of interventions: Diversification and deinstitutionalisation of services, introducing client centres (one stop shops) for public services, service quality management, benchmarking etc.

Programme strategy and structure of the OP EPA as well as the definition of priority axes and specific objectives, results and types of activities have been set so as to:

- > Reflect the key identified challenges, problems and needs;
- > Depict the stated three dimensions of intervention, stipulated by the “Draft Thematic Guidance Fiche for Desk Officers Institutional Capacity Building (TO 11) Version 2 – 22 January 2014”;
- > Reflect the requirements arising from EU legislation in relevant areas, reflect the needs and challenges at national or regional level that need to be responded to, and focus on them in order to ensure

the prerequisites for sustainable, smart and inclusive growth;

- > Support the fulfilment of the priorities of the Europe 2020 Strategy and contribute to the fulfilment of the goals of the NPR SR.

1.1.1.4 Structure of the OP EPA

OP EPA will support investment into the institutional capacities and into the effectiveness of PA and public services at national, regional and local level in order to support implementation of reforms, better legal regulation and good governance.

Priority axis 1: Strengthened institutional capacity and effectiveness of PA

The specific objectives of the priority axis 1 have been chosen so that their realisation would be relatively independent, transparent and effectively manageable for the sake of supporting the realisation of strategic objectives of PA reform, and at the same time, so that they would create logical units ensuring the achievement of the required results and meeting the goals in individual segments of PA.

The vision is to achieve effective implementation of public policies and procedures based on evidence, high standards of quality and accessibility of the PA services as well as responsible management of public finances, established on a performance-oriented principle.

The OP EPA shall support the elimination of the main shortcomings in PA and create prerequisites for successful reform realisation.

Specific objectives of priority axis 1 are complementary to objectives stemming from the Thematic Objective 2 ("TO 2") supported within the OP II and allow the full usage of ICT potential when increasing the effectiveness of PA services.

Specific objective 1.1: Improved systems and optimised processes of PA is aimed at structures and processes crucial for the provision of public services.

The realisation of the stated objective requires a number of changes in the way PA is realised and supports good governance of public affairs. The core task is to support the change of the system of PA organisation and focus on its processes, which in the past were built vertically and controlled by sectors, to a model of horizontally integrated services.

All changes will need to be realised with respect to increased accessibility and quality of provided services and the prevention of corruption. One of the changes supporting the effectiveness of PA is the integration of cross-cutting and servicing activities. This requires changing the approach to organising and managing these activities, defining a new rationale and setting of processes. Such purposeful fusion will enable a gradual reduction and optimising of expenditures of PA operational costs, consumption of goods and services as well as optimise the quality and availability of services for recipients.

The realisation of activities aimed at the optimisation of tax and duties collection, including deductions, is also planned. It is necessary to prepare financial administration in terms of organisation and processes for the implementation of tools simplifying administrative procedures and communication with clients, as well as with the external environment.

Specific objective 1.2: Modernised HRM and increased competencies of employees focuses on supporting the reform of the HRM system and increasing the professionalism of PA employees.

High-quality management of PA is a significant prerequisite for sustainable growth. It is therefore necessary to realise structural changes in PA which will result not only in the provision of high-quality services for its clients, but also increase the quality of the policy-making and realisation process. This will not be possible without preparing and realising measures in the field of HRM, supporting their independence from undesired political pressures and strengthening the professionalism of human resources in PA. In the field of HRM, it will be necessary to realise changes aimed at the professionalisation and depoliticisation of PA. The key will be the implementation of such systemic changes and measures in HRM that will reduce the impact of the political cycle on staffing decisions, will support key reform processes and activate the potential of human resources in PA for the benefit of further development of its services.

In order to optimise policies, effectively manage the individual sectors and make the right decisions, professional analytical capacities are important to be able to form policies and support their methodological implementation. Strengthening the analytical and methodological capacities of PA will therefore be one of the main priorities.

Specific objective 1.3: Transparent and effective application of public procurement rules and rigorous application of the 3E principles focuses on the optimisation of national policies in public procurement.

Strengthening the effectiveness of public procurement lies in the simplification of public procurement rules and processes, the introduction of effective processes of project planning and selection, as well as in the increased use of green public procurement and tools to support innovation and the social aspects of public procurement.

Effective public procurement should also stimulate the intensification of innovation when it comes to products, services and technological processes. By using public procurement methods, it is possible to acquire the best available technologies considering effective, perspective and competitive trends, as well as environmental aspects.

Supporting activities aimed at detecting and minimising corruption related to the use of public resources is also planned, accompanied with increased possibilities for public oversight and monitoring of the transparent and effective application of public procurement rules by the public.

Priority axis 2: Effective judicial system and increased law enforceability

By means of its two specific objectives, priority axis 2 focuses on the judicial system, which is an important pillar of the power in the state. An effective judicial system contributes to the economic growth, overall development, and implementation of democratic principles and protection of rights in the country.

The purpose of the priority axis is to support measures that will address the identified key problem areas in the judicial system. The vision is to achieve improvement in law enforceability (including reducing the length of court proceedings and increased clearance rate) which will lead to a higher credibility of the judicial system in Slovakia. All reform steps and activities will be implemented in consistent compliance with the principle of independence of the judicial system.

In accordance with the EC Council Regulation on the complementary manner of financing expenses within the set limits and in order to efficiently support key reform processes, we plan to make use of cross financing in necessary cases.

Specific objective 2.1: Increased efficiency of the judicial system focuses on the insufficient efficiency of the judicial system, which results, in particular, in delays in court proceedings and related non-transparency or low enforceability of the law. Individual measures will be

oriented mainly on optimisation of processes, reducing the length of court proceedings, increase of the clearance rate, reduction of pending cases and administrative burden. It is also focused on the field of HRM and on an improved system of education and remuneration of employees in the judicial system (court employees with the exception of judges, high court officials and other professional court staff involved in court decision making; employees of the Ministry of Justice and its budgetary organisations that are in charge of policy-making related to the judicial system).

Specific objective 2.2: Increased quality and enhanced independence of the judicial system focuses on establishing a modern system of education of judges, prosecutors and other professional staff involved in the decision making activity of courts. Furthermore, support will be provided to measures aimed at reducing the number of decisions of courts of first instance cancelled by an appeal court, at increasing the quality of court decisions and possibilities of alternative solutions of court disputes. As a part of the specific goal, support will also be provided to implementation of the system of quality assessment and strengthening of analytical and methodological capacities in the judicial system. Last but not least, the specific goal focuses on measures that will support transparency of the system of law.

Priority axis 3: Technical Assistance

Specific objective 3.1: Support for the effective implementation of the OP focuses on strengthening and ensuring a high-quality workforce in order to achieve effective implementation of the OP EPA. Furthermore, this objective will also serve to promote the material-technical equipment and ensure the operation of information systems for the Managing Authority ("MA") of OP EPA.

Specific objective 3.2: Ensure publicity, information and support for beneficiaries in the implementation process of the OP aims to ensure effective communication of the OP EPA at the level of the MA and eligible beneficiaries in order to ensure publicity and awareness about the OP EPA. Furthermore, this specific objective will provide support for the individual processes of preparation, implementation, evaluation and audit of the OP EPA.

1.1.1.5 Cross-cutting themes of OP EPA

Three cross-cutting themes have been defined within the framework of the OP EPA, based on the recommendations of the EC, and are part of all the relevant specific objectives of the OP EPA:

1. Prevention of corruption and the promotion of transparency

The objective of this cross-cutting theme is to create conditions for a transparent and non-corruptive environment in PA, which promotes economic growth, contributes to transparency and equal opportunities in the economy and ultimately supports the quality of life and business environment.

In the world ranking of perceived corruption in the public sector for the year 2013 Corruption Perceptions Index, the SR ranked 61st out of a total of 177 evaluated countries. It is the fifth worst position within the EU, which was also highlighted in the document “Excellence in Public Administration for the competitiveness of the EU Member States”, dated 2012. Currently there is no system of legislative and institutional protection set up within the SR that would protect whistle-blowers of corruption.

In the fight against corruption, the Anti-corruption Office of the Police Force in collaboration with the GO SR developed a “Strategic Plan for the Fight against Corruption in SR”⁵ which will form one of the strategic frameworks for actions taken. The OP EPA’s objective in this area is to promote actions leading to the systematic elimination of corruption, its detection and increase transparency in PA, as well as to strengthen the quality and accessibility of the services aimed on civil and human rights.

2. Promoting partnership and social dialogue through capacity-building and cooperation of PA with social and economic partners and NGO

The objective of this cross-sectional priority is to support the development of public services in partnerships, deepening cooperation and tripartite consultations at national level and in particular the social dialogue between the public sector, social and economic partners and NGOs in the context of PA reform.

Social dialogue is essential for streamlining public policies, processes and services of the PA and legislation which is accepted by legislation. For this reason it is nec-

essary to build effective, analytical and infrastructural foundations for social dialogue also in the context of PA reform.

The participation of partners in the optimisation of national policies and public services supports the development of participatory democracy and strengthens the legitimacy of policies. The OP EPA plans to further deepen the cooperation between PA and social and economic partners, NGOs and their umbrella organisations, especially in topics such as the optimisation of public policies and services, increasing their availability and effectiveness, reducing the administrative burden for recipients of services, developing innovative strategies in PA and public policies, involvement of inhabitants, especially disadvantaged and vulnerable groups, affected by public policies in the consultations, and creation of institutional frameworks for cooperation and dialogue between the civil society and PA.

Activities to build adequate institutional and analytical capacities of partners and increase the availability of open data from the PA environment, social innovations in public policies, overseeing the quality of services of PA and management of public funds will also be supported. Conditions to build a network of non-government providers of public services in areas of common interest shall also be created.

3. Evaluation of the impact of regulatory frameworks

This cross-cutting area focuses on the promotion of integration of the system for evaluation of the impact of regulatory frameworks on specific target groups in the formulation and implementation of public policies and services.

The objective is to create conditions for more suitable public policies and support the optimisation of the regulatory framework in favour of more efficient public services, reduce the negative impact of regulatory burdens and promote sustainable and inclusive growth.

The agenda of better regulation is the key precondition for the economic growth, competitiveness of businesses and their potential to create new jobs. In the SR, the agenda of better regulation is implemented by means of:

- a) simplifying and reducing the administrative burden that must be borne by business entities;
- b) assessing impacts of legislative and non-legislative proposals.

Proposals of measures aimed at reducing the administrative burden are, however, usually identified on an ad hoc basis of recommendation of employer unions and associations. Thus, what is missing there is a systemic approach to monitoring and assessing policy impacts or reviewing the efficiency and effectiveness of materials of legislative and non-legislative nature.

The impact of adopted legislation has been assessed in the SR since 2008. In the majority of cases, however, it is done mainly due to the absence of analytical assessment of impacts, as well as the review of the quality of impact assessment after incorporating comments from the inter-departmental comment raising procedure or

after submission of the document to the session of the Government and Parliament. Consultations with affected entities happen only exceptionally and no alternative solutions are taken into account at all.

It often happens that the impact assessment does not correspond to the submitted material and thus cannot serve as the underlying document for informed decision making. As a result of it, there are often regulations adopted with markedly negative impacts that need to be later corrected. Frequent changes to legislation contribute to the non-transparency of the legislative environment which has a negative effect on the quality of business activities.

1.1.1.6 Justification for the selection of thematic objectives and investment priorities

Table 1: Justification for the selection of thematic objectives and investment priorities

Thematic objective	Investment priority	Justification for choice
Enhancing institutional capacity of public authorities and stakeholders and efficient PA.	Investments into institutional capacity and in the efficiency of PA and public services at national, regional and local levels with a view to reforms, better regulation and good governance.	<p>CSR focus on the need to modernise PA and improve client oriented public services for citizens.</p> <p>Based on the recommendation No. 6 for the years 2013 – 2014, the reform should mainly focus on central government bodies of PA and improve the overall quality and efficiency of PA and good management of public affairs.</p> <p>The choice of the TO is based on the following documents: the Europe 2020 strategy; Position paper; CSR; NPR SR, Strategy Paper for the area of the growth of digital services and infrastructure of the Next Generation Access (2014 - 2020), approved by the EC, which has met the ex ante conditionalities for the TO 2; Strategic framework for PA reform in the SR; National quality program of the SR; Informatisation Strategy of PA; National Concept of Informatisation of PA; National Strategy of Informational Security in the SR; Lifelong Learning Strategy; Strategy for modernisation of customs crossings and capacity building in customs for 2014 - 2020.</p>

5. <http://www.vlada.gov.sk/strategicky-plan-boja-proti-korupcii-v-sr/>

1.2 Justification for the financial allocation

Financial allocation under the OP EPA reflects on the priorities set out in the Position Paper as well as deliverables necessary for a successful implementation of the activities outlined in the investment priorities. Allocation takes into account the distribution of support to achieve priorities of smart, sustainable and inclusive growth under the Europe 2020 Strategy, implementation of the measures outlined in the CSR, implementation of the NPR SR, as well as the basic scopes of PA reform in the SR⁶.

The financial allocation for OP EPA constitutes ESF funding. The total allocation is for the TO 11: "Enhancing institutional capacity of public authorities and stakeholders and efficient PA"⁷.

The amount of the allocation of OP EPA was determined based on:

- > the estimated complexity of implementation of the various activities within the specific objectives;
- > the expected evolution of prices of goods and services in the period of 2014 to 2020;
- > the estimated evolution of prices of professional work in the period of 2014 to 2020;
- > the absorption capacity of potential applicants based on experience from the previous programming period 2007-2013.
- > synergies with the investments planned to support the relevant aims and areas of intervention with OP II

The realisation of investments in the proposed scope for investment priority shall bring benefits for the fulfilling of the thematic objective and in the long term will support the creation of conditions for development, sustainable growth and positive economic impact of the reform in terms of cost optimisation and quality of PA services.

During the implementation of operations, the MA will take into account the principles defined in Article 70 of Regulation of the European Parliament and of the Council (EU) No. 1303/2013 of 17 December 2013, laying down common provisions on the European Regional Development Fund, European Social Fund, Cohesion Fund, European Agriculture Fund for Rural Development and European Maritime and Fisheries Fund and laying down general provisions on the European Regional Development Fund, European Social Fund, Cohesion Fund,

European Agriculture Fund for Rural Development and European Maritime and Fisheries Fund repealing Council Regulation (EC) No. 1083/2006 ("General Regulation") and Article 13 of Regulation of the European Parliament and the Council (EU) No. 1304/2013 on the European Social Fund and repealing Council Regulation (EC) No. 1081/2006. In performing the programme, in relevant cases in projects with the benefit for both categories of regions, the pro-rata principle will be adhered to.

Total allocation to the amount of 278,449,284 EUR consists of funds for the Priority Axis No. 1 of 84.07% (i.e. 234,100,925 EUR) and Priority Axis No. 2 of 11.93% (i.e. 33,210,388 EUR), in total 96% (i.e. 267,311,313 EUR).

Applying 3% flexibility allocation amounting to 9,463,693 EUR has been earmarked for OP EPA for the more developed region, i.e. the Bratislava region. Activities in compliance with the fundamental bases of the PA reform in the SR will be supported. The activities will be directed at the optimisation of policies, systems and processes in the context of supporting the implementation of the PA reform, along with the activities undertaken in the rest of the SR. Thus they will contribute to achieving the objective of the national PA reform, which is a client oriented, transparent PA providing services quickly, effectively and efficiently in order to promote sustainable growth, job creation and social inclusion.

In the event of projects applying the prorata principle and including both categories of regions, the benefit for both categories of regions will always be assessed ex ante, which should be financially supported by this project in line with EU legislation, based on the set criteria for the prorata calculation. In the event that the amount of funds designated for the more developed region will be exhausted for such projects in line with the System of Financial Management of Structural Funds, Cohesion Fund, EU Maritime and Fisheries Fund for the Programming Period 2014 - 2020, the equivalent of the more developed region will be covered by the state budget.

Given the scale of the planned reform of PA and its horizontal nature, it is necessary to improve the quality and efficiency of services in all segments of PA throughout the SR uniformly. By strengthening all relevant partners (institutional, social, economic and civil society) in policy making and development of services that affect them, creating

a single system of governance, growth will be achieved and the implementation of pro-growth policy based on synergies and a harmonious interaction at all PA levels from central to local level including policies and services guaranteed by self-governing regions will be ensured. In connection with this, it is not possible to implement PA reform without the involvement of the Bratislava region based entities and thus create a dual system of governance.

It is necessary to also take into account the fact that part of the responsibilities of the PA has been delegated to the local government whose quality and services must also be optimised in all priority areas of the reform.

Support will also be directed to the authorities and institutions of PA operating entirely within the Bratislava region. Mutual cooperation of all relevant partners within the territory is crucial to ensure coordination between the activities implemented in the less developed regions and more developed region. Specific conditions

of the support will be taken into account, as well as specifications of the region, its needs, requirements to shape services, policies to specific target groups etc. Mutual coordination will achieve full and unified optimisation with the services provided to the rest of the territory of the SR.

Funds allocated to the Priority Axis 3 Technical Assistance will be used to ensure complex support necessary for the successful implementation of the programme. Financial allocation for technical assistance amounts to 4% of the total allocation of the OP (i.e. 11,137,971 EUR) and shall ensure funding of direct costs (e.g. wages, education, meetings of monitoring committees and Working Groups (WG), external evaluators, the costs associated with onsite monitoring and support of partners), as well as indirect costs (e.g. costs for technical and organisational security) of the MA and cover any other obligations under the applicable EC regulations and national legislation.

6. <http://www.rokovania.sk/Rokovanie.aspx/BodRokovaniaDetail?idMaterial=23148>

7. Article 9, Regulation (EU) No. 1303/2013:

<http://new.eur-lex.europa.eu/legal-content/SK/TXT/HTML/?uri=CELEX:32013R1303&from=EN>



Table2: Overview of the investment strategy of the OP EPA

Priority Axis	Found	Union support (EUR)	Proportion on the total Union support for the operational programme	Thematic objective	Investment priorities	Specific objectives corresponding to the investment priority	Common and program specific measurable result indicators for which a target has been set
Strengthened institutional capacity and effectiveness of PA	ESF	234 100 925	84,07 %	Enhancing institutional capacity of public authorities and stakeholder and efficient PA.	Investments into institutional capacity and in the efficiency of PA and public services at national, regional and local levels with a view to reforms, better regulation and good governance.	1.1. Improved systems and optimised processes of PA	R0048 Number of trained employees who received competencies in innovative processes (with a certificate) R0049 Number of district offices, which implemented innovative processes. R0050 Number of organisations, which received support and implemented the QMS. R0051 Rate (%) of accessibility of services of newly established client centres offering pro-client oriented services to citizens and businesses. R0052 Number of subjects with implemented or improved client satisfaction measurement systems. R0053 Functional RIA system implemented.
						1.2. Modernised HRM and increased competencies of employees	R0054 Number of supported central PA bodies with effective HRM. R0055 Number of employees working in newly implemented and/or strengthened analytical units two years after their creation. R0056 Number of central bodies of state administration with newly established and/or strengthened analytical units
						1.3 Transparent and effective application of public procurement rules and rigorous application of the 3E principles	R0057 Number of subjects whose employees attended green public procurement training and implementing green public procurement a year after that. R0058 Number of subjects whose employees attended training on the social aspect of public procurement and are implementing the social aspect in public procurement a year after that.
Efficient judicial system and increased law enforceability	ESF	33 210 388	11,93 %	Enhancing institutional capacity of public authorities and stakeholders and efficient PA.	Investments into institutional capacity and in the efficiency of PA and public services at national, regional and local levels with a view to reforms, better regulation and good governance.	2.1 Improved efficiency of the judicial system	R0059 Clearance rate for civil commercial administrative and other cases (1st instance) R0060 Disposition time in litigious civil and commercial cases (1st instance) R0061 Disposition time in bankruptcy cases at supported courts whose judges participated in training on bankruptcy procedures and trade law R0062 Number of employees (administrative, executive and supportive personnel), who gained a qualification R0063 Number of courts supported to use communication and management tools whose managers have completed training in communication and managing skills R0064 Number of supported courts implementing QMS
						2.2 Increased quality and enhanced independence of the judicial system	R0065 Ratio of 1st instance court decisions, which were cancelled by an appeal court R0066 Number of judges who gained a qualification R0067 Number of trained employees of judicial analytical unit working in the unit two years after the end of the project R0068 Number of adjudicator courts and courts supported that implemented tools of ADR
Technical Assistance	ESF	11 137 971	4 %	N/A	N/A	3.1 Support for the effective implementation of the OP	R0046 The level of fluctuation of administrative capacities R0045 Compliance rate for the reimbursement of payment to beneficiaries
						3.2 Ensure publicity, information and support for beneficiaries in the implementation process of the OP	R0044 Level of awareness of the funding opportunities from the OP R0047 The level of successfully realised projects

2.A Description of priority axes other than technical assistance

2.A.1 Priority axis 1 – Strengthening institutional capacities and efficiency of PA

Priority axis ID Strengthened institutional capacity and effectiveness of PA

2.A.2 Justification for the establishment of the priority axis covering more than one category of region, thematic objective or Fund

Quality of PA in the SR and its efficiency is the most important condition for the realisation of any structural change leading towards smart, sustainable and inclusive growth. Therefore, the priority axis 1 aims to promote effective management, integration and optimisation of processes, quality and competences of PA staff. The priority axis will invest in the development of the PA organisations i.e. promotion of good governance, i.e. creation and implementation of public policies and increasing the quality of services.

Investments in the optimisation of PA policies and systems in order to enhance their efficiency, transparency and sustainability need to be implemented harmoniously and simultaneously in all regions since it is the centrally created and managed systems that will have an impact on all regions, regulatory frameworks, social and economic infrastructure of the country.

In the context of the priority axis, activities in the Bratislava region (more developed region) will also be supported.

In order to efficiently support crucial reform processes and in accordance with the Council Regulation of the EC on the complementary method of financing the possibility of cross-financing will be used in relevant cases when it's absolutely necessary for the realisation of the defined strategic aims.

ERDF and ESF can be used as additional means up to a maximum amount of 10% of the EU funds allocated for each priority axis of the operational programme to fund part of the operation whose costs qualify for support from another fund on the basis of rules of eligibility for the given fund under the condition that such costs are necessary for a satisfactory implementation of the operation and are directly connected to it.

Article 98 (2) of Regulation of the European Parliament and the Council of the EU No. 1303/2013 imposes an obligation on the MA to review adherence to rules of eligibility and meeting the criteria of cross-financing. The regulation requires that applicants for a subsidy contract declare or demonstrate eligibility of costs on necessary and satisfactory implementation of the operation/activity. Such costs must be directly related to the operation or activity and will be defined in accordance with the principle of optimising the administrative burden of beneficiaries.

2.A.3 Fund, category of region and calculation basis for Union support

Fund - ESF

Category of region - Less developed regions

Calculation basis (total eligible expenditure or eligible public expenditure) - 226 149 508 Eur

Category of region for outermost regions and sparsely populated northern regions (where applicable) - N/A

Fund - ESF

Category of region - More developed region

Calculation basis (total eligible expenses or eligible public expenditure) - 7 951 417 Eur

Category of region for outermost regions and sparsely populated northern regions (where applicable) - N/A

2.A.4 Investment priority

Investment priority - Investments into institutional capacity and in the efficiency of PA and public services at national, regional and local levels with a view to reforms, better regulation and good governance.

2.A.5 Specific objectives corresponding to the investment priority and expected results

Specific objective 1.1 Improved systems and optimised processes of PA

Organisation of PA in the SR and its processes are controlled by ministries and built vertically, public services are not sufficiently focused, accessible and efficient. In order to get closer to the EU standards, it is necessary to optimise policies, systems and processes in PA. The objective is to develop effective functioning, client oriented PA, providing quality services in a sustainable manner.

The results that the Member State seeks to achieve with Union support

The expected results are:

- > optimised policies in the selected segments, rationalising structures and management systems of PA, integration and optimisation of performance of public affairs. Interoperability, creation of a model of horizontally integrated services and implementation of programme budgeting processes with an emphasis on results and outcomes will be the key principles in order to improve the quality of provided services.
- > PA functioning on the principles of good governance, which shall form effective policies, focused on quality outcomes for service users, will be able to make informed and transparent decisions, will have sufficient institutional capacities and will act inclusively towards partners.
- > increased availability of public services by reducing incurred costs, time to approach the required services, their arrangement, get services closer to the clients with an emphasis on their needs in different life situations.
- > the services will be concentrated in one place where the client gets authorised, current and complete information regarding their life situation and connected agenda – these services will be provided at the web portal www.slovensko.sk and modern, integrated client centres based on client oriented approach.
- > the main principle of optimisation of the client centres consist of the separation of PA processes

to processes with a direct interaction with the public – i.e. front office, and supporting services provided by back office. Services shall be standardised and centralised to enable public access to the PA services in one place at the same time. Furthermore, optimised supporting PA processes shall be provided without direct contact with the public which strengthens the possibility to eliminate corruption in PA.

- > modernisation, simplification and streamlined procedures and processes of financial management, as well as improved quality and efficiency of provided services ensuring a client focused approach in the specific segments. Collection of taxes, duties and levies will be unified; collection processes will be set up so that they effectively and efficiently detect tax and customs fraud allowing for a greater volume of the collected funds to consolidate public finance. This fact may establish more favourable business and lower the tax burden.
- > strengthening of partnerships and fostering innovations in PA, development of new public services and optimising systems for providing these services including the creation of new networks of alternative providers of public services, especially in rural communities and marginalised groups.
- > strengthening capacities of partner organizations in the development, implementation and monitoring of PA policies and creating institutional frameworks for cooperation with partners, strengthening the role of the partners in the context of the public oversight within the PA.
- > enhanced cooperation with partners at international level and conditions for an efficient exchange of experience between the EU and the OECD countries.
- > in order to enhance the stability and resilience of PA the mechanisms for risk management in PA will be supported in order to ensure preconditions for the provision of public services under any circumstances.
- > enhanced transparency of PA by promoting the concept of open and available data and creating conditions for their electronicisation. Quality management systems will be established to assess the impact of regulatory frameworks.

Table 3: Common result indicators, for which a target value has been set and programme specific result indicators corresponding to the specific objective 1.1. (by investment priority and category of region) (for the ESF)*

ID	Indicator	Category of region	Measurement unit for indicator	Common output indicator used as basis for target setting	Baseline value	Measurement unit for baseline and target value	Baseline year	Target value ⁸ (2023)	Source of data	Frequency of reporting
R0048	Number of trained employees who received competencies in innovative processes (with a certificate)	less developed region	number	N/A	135	number	2014	2 221	Statistics of the MoI SR / Statistics of individual ministries	annually
R0048	Number of trained employees who received competencies in innovative processes (with a certificate)	more developed region	number	N/A	15	number	2014	279	Statistics of the MoI SR / Statistics of individual ministries	annually
R0049	Number of district offices which implemented innovative processes.	less developed region	number	N/A	8	number	2014	41	Statistics of the MoI SR / Statistics of individual ministries	annually
R0049	Number of district offices which implemented innovative processes.	more developed region	number	N/A	1	number	2014	5	Statistics of the MoI SR / Statistics of individual ministries	annually
R0050	Number of organisations which received support and implemented the QMS.	less developed region	number	N/A	2	number	2014	N/A	Statistics of the MoI SR / Statistics of individual ministries	annually
R0050	Number of organisations which received support and implemented the QMS.	more developed region	number	N/A	2	number	2014	N/A	Statistics of the MoI SR / Statistics of individual ministries	annually
R0051	Rate (%) of accessibility of services of newly established client centres offering pro-client oriented services to citizens and businesses.	less developed region	%	N/A	0	%	2014	24	Statistics of the MoI SR / Statistics of individual ministries	annually
R0051	Rate (%) of accessibility of services of newly established client centres offering pro-client oriented services to citizens and businesses.	more developed region	%	N/A	0	%	2014	3	Statistics of the MoI SR / Statistics of individual ministries	annually
R0052	Number of subjects with implemented or improved client satisfaction measurement systems.	less developed region	number	N/A	8	number	2014	64	Statistics of the MoI SR / Statistics of individual ministries	annually
R0052	Number of subjects with implemented or improved client satisfaction measurement systems.	more developed region	number	N/A	1	number	2014	8	Statistics of the MoI SR / Statistics of individual ministries	annually
R0053	Functional RIA system implemented.	Less developed region	number	N/A	0	number	2014	1	Statistics of the MoI SR / Statistics of individual ministries	annually
R0053	Functional RIA system implemented.	More developed region	number	N/A	0	number	2014	0	Statistics of the MoI SR / Statistics of individual ministries	annually

12. This list includes common result indicators for which a target value has been set and all programme-specific result indicators. Target values for common result indicators must be quantified; for programme-specific result indicators, they may be qualitative or quantitative. Target values may be presented as a total (men+women) or broken down by gender, the baseline values can be adjusted accordingly. "M" = men, "W"=women, "T"= total.

*The indicators were divided on the basis of the indicative calculation of pro-rata. Target value will be adjusted during the implementation of the OP EPA

Specific Objective 1.2
Modernised HRM and increased competencies of employees

Decentralised system of HRM in the PA in the SR is characterised by the lack of strategic and analytical capabilities for creating and evaluating the effectiveness of policies. A unique system of HRM in PA reaching from the selection of staff, training, evaluation of the performance and quality of work and remuneration is absent. The solution to the current situation is to introduce a modern system of HRM.

The results that the Member State seeks to achieve with Union support

The result will be seen in professionally trained PA staff who will be ready to support the implementation of PA

reform in all relevant areas including strategic planning, implementation of management systems, system performance measurement as well as the quality of services, creation of policies and strategies, impact assessments, budget programming procedures, monitoring and evaluation and other measures; the objectives will be identified on the basis of analysis of their training needs and regularly updated training catalogue.

The results will be seen in the building and strengthening of analytical and methodological capacities within PA where employees will receive training in specific areas and will be able to support the process of formulation and implementation of public policies.

Furthermore, results will be seen in the system to support effective HRM at the institutional level which will also include transparent and competitive selection of PA staff

and an introduction of advanced motivating elements to evaluate skills, competencies and performance. Increased independence of the HRM in PA from political cycles and a reduced turnover rate of key employees will also be an important result.

One of the results will be a new and modernised law on the public service which will replace the law from 2009.

The result will be seen in the existence of the PA HRM strategy which will cover a range of areas, such as: management, selection, motivation and career development of staff; values and principles; quality of the decision making procedures and provided services; economy and efficiency.

Another result will be seen in the training of PA employees able to prevent corruption practices, uncover them and respond effectively in cases where corruption occurs.

Thanks to the schooling and training activities the SR will be able to formulate and implement policies in the individual segments of the production and provision of public services and apply new procedures for the collection of custom duties, taxes and levies; continuously improve the setting of the public procurement system; effectively address crisis situations and evaluate them in the context of national, cross-border and transnational aspects of security.

Table 4: Common result indicators, for which a target value has been set and programme specific result indicators corresponding to the specific objective 1.2. (by investment priority and category of region) (for the ESF)*

ID	Indicator	Category of region	Measurement unit for indicator	Common output indicator used as basis for target setting	Baseline value	Measurement unit for baseline and target value	Baseline year	Target value ⁹ (2023)	Source of data	Frequency of reporting
R0054	Number of supported central PA bodies with effective HRM	less developed region	number	N/A	0	number	2014	12	Statistics of the Mol SR / Statistics of individual ministries	annually
R0054	Number of supported central PA bodies with effective HRM	more developed region	number	N/A	1	number	2014	1	Statistics of the Mol SR / Statistics of individual ministries	annually
R0055	Number of employees working in newly implemented and/or strengthened analytical units two years after their creation	less developed region	number	N/A	N/A	number	2014	N/A	Statistics of the Mol SR / Statistics of individual ministries	annually
R0055	Number of employees working in newly implemented and/or strengthened analytical units two years after their creation	more developed region	number	N/A	N/A	number	2014	N/A	Statistics of the Mol SR / Statistics of individual ministries	annually
R0056	Number of central bodies of state administration with newly established and / or strengthened analytical units	less developed region	number	N/A	N/A	number	2014	N/A	Statistics of the Mol SR / Statistics of individual ministries	annually
R0056	Number of central bodies of state administration with newly established and / or strengthened analytical units	more developed region	number	N/A	N/A	number	2014	N/A	Statistics of the Mol SR / Statistics of individual ministries	annually

12. This list includes common result indicators for which a target value has been set and all programme-specific result indicators. Target values for common result indicators must be quantified; for programme-specific result indicators, they may be qualitative or quantitative. Target values may be presented as a total (men+women) or broken down by gender, the baseline values can be adjusted accordingly. "M" = men, "W"=women, "T"= total.

*The indicators were divided on the basis of the indicative calculation of pro-rata. Target value will be adjusted during the implementation of the OP EPA

Specific Objective 1.3
Transparent and effective application of public procurement rules and rigorous application of the 3E principles¹⁰

Public procurement is one of the priorities of the PA reform since it is one of the tools to achieve smart, sustainable and inclusive growth while ensuring the most efficient use of public funds. At the moment, PA bodies are the largest consumers of products (goods, services and works).

This specific objective will thus be leading, among other things, towards the optimisation of national policies and the creation of a simulating environment for contracting authorities.

The results that the Member State seeks to achieve with Union support

The results of the support will be seen in transparent public procurement, which will also contribute to increased opportunities to exercise public oversight of procurement.

Moreover, results will be seen in simplified rules for public procurement processes, as well as established effective processes for planning, procurement and project selection.

Support under the specific objective will also contribute to minimising corruption related to public fund spending and its early detection.

Savings in public finances in relation to public investments will be another significant result.

Transposed EU directives on public procurement will also be one of the results which will ensure the requirement to transpose EU directives related to e-procurement and e-invoicing by 2017.

The result of the support will be seen in a greater use of one of the voluntary environmental policy tools, so called GPP – Green Public Procurement.

Also the creation of conditions for the application of the concept of socially responsible public procurement

(“SRPP”) for addressing social problems will be a result. Support of SRPP may be encouraged by public bodies to develop socially responsible management, support jobs, decent employment, social inclusion, availability, ethical trading and seek to achieve greater compliance with social standards.

Results will also be seen in increased use of tools to promote innovation and social aspects in public procurement, while taking into account effective spending of public funds supporting the principle of “value for money” (a reasonable value for the resources).

Support for innovative procurement tools may contribute to the achievement of local, regional, national and international environmental and social objectives.

The fact that the efficiency of PA will be supported by transparent procurement of goods and services necessary for the implementation of its activities will be yet another result.



Table 5: Common result indicators, for which a target value has been set and programme specific result indicators corresponding to the specific objective 1.3. (by investment priority and category of region) (for the ESF)*

ID	Indicator	Category of region	Measurement unit for indicator	Common output indicator used as basis for target setting	Baseline value	Measurement unit for baseline and target value	Baseline year	Target value ¹² (2023)	Source of data	Frequency of reporting
R0057	Number of subjects whose employees attended green public procurement training and are implementing green public procurement a year after that.	Less developed region	number	N/A	N/A	number	2014	N/A	Statistics of the Mol SR / Statistics of individual ministries	annually
R0057	Number of subjects whose employees attended green public procurement training and are implementing green public procurement a year after that.	More developed region	number	N/A	N/A	number	2014	N/A	Statistics of the Mol SR / Statistics of individual ministries	annually
R0058	Number of subjects whose employees attended training on the social aspect of public procurement and are implementing the social aspect in public procurement a year after that.	Less developed region	number	N/A	N/A	number	2014	N/A	Statistics of the Mol SR / Statistics of individual ministries	annually
R0058	Number of subjects whose employees attended training on the social aspect of public procurement and are implementing the social aspect in public procurement a year after that.	More developed region	number	N/A	N/A	number	2014	N/A	Statistics of the Mol SR / Statistics of individual ministries	annually

12. This list includes common result indicators for which a target value has been set and all programme-specific result indicators. Target values for common result indicators must be quantified; for programme-specific result indicators, they may be qualitative or quantitative. Target values may be presented as a total (men+women) or broken down by gender, the baseline values can be adjusted accordingly. “M” = men, “W”=women, “T”= total.

*The indicators were divided on the basis of the indicative calculation of pro-rata. Target value will be adjusted during the implementation of the OP EPA

2.A.6 Activities to be supported under priority axis 1

2.A.6.1 Description of the type and examples of activities to be supported and their expected contribution to the specific objectives 1.1, 1.2, 1.3 including, where appropriate, the identification of main target groups, specific territories targeted and types of beneficiaries

Investment priority

Investments into institutional capacity and in the efficiency of PA and public services at national, regional and local levels with a view to reforms, better regulation and good governance.

Description of activities for the specific objective 1.1: Improved systems and optimised processes of PA

Processes, systems and policies

- > **Processes, systems and policies** - activities focusing on the creation of analyses, inputs for reform policies, assessments of policies and legislation impacts, project management of reform processes, programme budgeting, monitoring, assessing the efficiency of processes, systems, programs and policies; analysis of the current situation of the PA in order to obtain initial information for further reform policies, assessment of legislative changes impact on the processes, systems and policies;
- > **Simplifying administrative procedures, removing bureaucracy and lowering the regulatory burden** - activities that would simplify the solution of day-to-day issues; activities focusing on the support of horizontal management and optimisation of PA's structure, improving the efficiency and functioning of PA with a client focus and regulatory burden decrease; proposal of processes with the orientation on horizontal management and optimising of the PA structure, introduction of the system of performance measurement, support to electronisation of the PA performance and interconnectedness of individual systems with the emphasis on removing the paperwork burden of clients and the organisation itself, support to cooperation with local government authorities, preparation of manuals to individual processes including best practice examples;
- > **Analysis of processes** - from the viewpoint of solution of life situations of citizens to acquire a comprehensive view on processes performed in the PA and uncovering of weaknesses and problems citizens come across;

- > **Improving PA services** - activities focusing on innovations (including social innovations) in public services with the focus on fulfilling the specific needs of their beneficiaries;
- > **Improving the accessibility of public services** - measures focusing on: elimination of barriers in access to services, cost reduction linked to the use of public services for citizens and businessmen by extending the network of client centres and services provided in client centres to natural persons and legal entities, reduction of time periods on the basis of innovations, establishing conditions for electronisation of selected services, improvement of access to data and information (introduction of open governance principles), preparation of design manual-uniform layout of client centres;
- > **Building and strengthening institutional capacities** - activities focusing on: building institutional capacities essential for the fulfilment of public administration reform targets, creating new and supporting existing capabilities and capacities essential for reform;
- > **Implementation of quality management systems** - supporting systematic quality management in PA through self-assessment according to the CAF model (Common Assessment Framework), EFQM (European Foundation for Quality Management) or other relevant tools;
- > **Education of employees** - in the field of innovated processes, participation in specialist training on legislation and legislative changes, presenting examples of best practices, dissemination of employees' soft skills, participation of selected employees in short-term fellowships and conferences in the SR and abroad;
- > **Client satisfaction survey** - introduction of a system of client satisfaction surveying, analysis of interconnectedness of processes performed by the PA with processes performed by local government authorities;
- > **Electronic public services** - activities necessary for establishing preconditions for electronic public services are defined in line with the Framework Strategy for PA reform in the SR and on the basis of the adopted "Mutual coordination system between the OP Integrated Infrastructure and the OP Effective Public Administration";

Sectoral topics

- > **Increasing the efficiency and unification of tax and customs duty collection** - activities aimed at increas-

- ing the efficiency of tax and customs duty collection, increasing efficiency of internal communication at the financial administration authorities, as well as the communication with its clients in order to establish a modern and flexible system of education, increase efficiency of the systems of change management and process improvement aimed at a more efficient functioning of the financial administration authority. Equally, there will be activities supported that are aimed at eliminating corruption and other internal risks in the financial administration, increasing the level of comprehensive security, efficient revealing of tax and customs frauds and evasions, as well as introducing measures and methods for strengthening national, cross-border and international aspects of security, including modern border crossings, which will ensure growth of the economy and international trade.
- > **Optimisation of sector policies and methodologies** - e.g. creating a system of integrated health care, a functional model of regional management of health care and public health and other public services;

Cross-cutting topics

Partners

- > **Involving social and economic partners, non-governmental and non-profit organisations** in the preparation, implementation and assessment of processes in PA - activities within the framework of which the PA will actively involve social and economic partners, NGOs and their platforms, experts and their professional associations in the preparation, implementation and monitoring of public policies with the aim of creating quality and efficient strategies, jointly identify the most suitable specific implementation tools for the reform and to make the subsequent assessment;
- > **Supporting international cooperation** - activities focusing on the strengthening of international cooperation, mutual exchange of experience and good practice examples between the EU and OECD countries, building partnerships with foreign institutions, the presentation of "best practices" and "bench learning" with the aim to improve the quality of public policies, improve setting the systems and processes in PA;

Corruption

- > **Reducing corruption in PA** - implementing measures directed at the prevention, detection and elimination of corrupt behaviour in PA, monitoring of corrupt

- behaviour at local, regional and national levels, implementation of anticorruption tools (e.g. making documents and data available to the broader public), building of client centres with an "open-space principle" - active supervision over the performance of services and the course of interaction with clients, anti-corruption training, "mystery shopping" aimed at identifying the corrupt behaviour of employees, preparation of the code of ethics for PA employees, introduction of the system of client satisfaction surveys with the PA services, introduction of automated queueing systems;
- > **Strengthening of the system of independent audits** in the form of implementation of the audit performed not only ex post but also in the course of performance of activities of implemented projects, in particular, the public procurement and supplier selection processes;
- > **Support preventive and repressive measures in fighting corruption** as well as measures aimed at the protection of the financial interests of the EU;
- > **Strengthening support to the NGOs** in supervising public entities in implementing policies, programmes, projects and in working with public funds;

Regulatory Impact Assessment (RIA)

- > **Implementation of the assessment of the regulatory frameworks impact on the process of PA's policy creation and optimisation** - the support will be provided to measures aimed at identification and implementation of measures and procedures for reduction of negative impacts of the regulatory burden, preparation of the methodology and procedures for execution of RIA and SME tests by individual organisations of the PA, implementation of systemic impact assessments of proposed and existing regulations, introduction of the system of tripartite dialogue based on assessing the legislation impacts;
- > **Involvement of employees in the preparation of the reform policy**, establishment of positions of guarantors in projects who will monitor drafted legislative changes and assess their impact on processes implemented in the PA;
- > **Support to the use of the potential of municipalities in performing educational, social and environmental tasks in society** - solution of life situations from the viewpoint of citizens and analysis of interconnectedness of processes of the local state administration and local government, involvement of the local government in monitoring the processes and to their innovations;

- > **Activities aimed at establishing preconditions for introduction of electronic public services** defined on the basis of the “Mutual coordination system between the OP Integrated Infrastructure and the OP Effective Public Administration” will be provided in close cooperation of both OPs.
- > **Updating the “Single methodology for assessing selected impacts”** under which there is a plan to introduce several significant changes which should remove the formalism of the current assessment of regulatory impact:
- > **Introduction of mandatory consultations** with affected entities with an aim to find a new insight on the problem, identify further possible alternative solutions, obtain relevant information and increase the transparency and credibility of the entire approval process;
- > **Identification of alternative solutions**
- > **Institutionalisation of impact assessment quality control** by establishing a standing WG that will assess the accuracy and sufficiency of impact assessment (RIA); this WG will be composed of representatives from different ministries (ME SR, MEP SR, MLSAF SR, MF SR, Mol SR), the GO SR and the Slovak Business Agency. It will be working in close cooperation with partners, while reporting directly to the Government. As the ME SR was designated by the Government to prepare a unified methodology for RIA (and submit it to the Government for its adoption) it will coordinate the WG, ensure the inclusion of relevant stakeholders and prepare the necessary base for a decision on the national coordinating body for RIA to be designated by the Government in line with the adopted unified methodology. The mandate of the RIA coordinating body will address the issuing of impact assessment reports, including the formal mechanism and the publication of reports which will need to be taken into consideration by the submitting party of the draft legislation respectively resulting in returning the draft legislation to the submitting party in relevant cases. The analytical capacities at the ME SR will be strengthened in regards the assessing of RIA and coordinating the WG.
- > Mandatory reviewing of proposed changes from the viewpoint of efficiency and purposefulness in meeting set goals after a certain time.

Target groups - Institutions and entities of PA; self-administration regions; villages and towns; corporate entities and citizens (PA services users)

Target territories - Entire territory of the SR

Beneficiaries - Institutions and entities of PA, associations of corporate entities representing social and economic partners, non-governmental and non-profit organisations

Description of activities for the specific objective 1.2: Modernised HRM and increased competencies of employees

- > Within the framework of planned strategic, conceptual and legislative measures and activities, great attention will be paid to the **solution of key issues and the institutes ensuring the building up of the civil service**;
- > **Selection procedures** – acquiring employees as well as supporting the performance, motivation and their career growth in PA. The solution of selection procedures, remuneration and motivation will include establishment of uniform conditions and transparent selection procedures, as well as introduction of the institute of regular service assessment with the impact on the remuneration;
- > **Establishment of a conceptual system of continuous lifelong learning**, training for employees, educational and training activities aimed at the development of human resources, sharing experience at national and internal levels in the context of the PA reform;
- > **Unification and increase of efficiency of the system** through a consolidated HRM strategy in the civil service and through the new act on the civil service as the basic legislative tool for implementation of the strategy;
- > **Increasing transparency and independence** – activities aimed at adhering to the principles of selection and enhancing independence of the HRM system from political cycles. One of the tools to reduce the impact of political cycles on the civil service is the intention to establish the Council for Civil Service as the coordination and monitoring body in the field of civil service supervising the adherence to basic principles;
- > **Supporting analytical capacities and creating public policies** – building new and strengthening existing professional analytical and methodological capacities for modelling, creation and monitoring implementation and assessment of the policies’ impact on PA and partners; improving the processes for preparing and implementing policies and increased qual-

ity of outputs (effectiveness) of PA authorities; sustainability of built analytical units will be provided by means of making RIA processes obligatory and coordinating the capacities for the management of RIA quality;

- > **Specific educational activities** – activities aimed at education in the field of communication with disabled persons; support for activities aimed at extending professional (analytical, financial, econometric and statistical) skills of employees at analytical units of all departments; language education, ICT education, training in the fight against corruption, maintaining gender equality, in the fight against discrimination at all levels of PA;
- > **REGULATORY FRAMEWORKS IMPACT ASSESSMENT** – activities aimed at strengthening competences of PA employees in the field of policy impact assessment, project management, programme budgeting, monitoring and assessment, measurement of performance and efficiency in the PA;
- > **Coordination and participation** – increasing the efficiency of the system for coordinating performance of the agenda in the field of European affairs and support to educational activities aimed at increasing the participation of the SR in preparing and managing European affairs in connection with sector policies;
- > **Protection of financial interests** – activities aimed at increasing the awareness of the protection of financial interest of the EU;
- > **INCREASING AWARENESS OF PA EMPLOYEES** about policies focused on reducing and adjusting to climate changes;
- > Activities aimed at **strengthening capacities and competences of PA employees** in the field of assessment of impacts of policies, project management, programme budget planning, monitoring and assessment, measurement of performance and efficiency of organisation and human resources in the PA;
- > **Establishment of an analytical unit for performing the RIA including SME test (Centre for Better Regulation)**. The Centre will serve as an analytical workplace within the Slovak Business Agency that will provide ex ante and ex post assessment of regulatory impacts in the RIA process. As a part of the process, a separate assessment will be made of impacts on the SME (SME test). In connection with the activity of the Centre for Better Regulation, the ME SR will arrange for, in cooperation with the relevant central state administration authorities, changes to legal regulations and administrative procedures.

> Educational and training activities will be conducted so that the **development of knowledge and skills is provided at all levels of the professional hierarchy** within public authorities. A comprehensive system of lifelong learning, training and development of employees will be modelled to ensure a career development policy.

> The need to ensure experience and information exchange of among PA authorities will exist in addition to **creating a working platform supported by building a central information system of the civil service**, which among other matters, will provide for the registration of selection procedures, alumni, public administration vacancies and civil servants.

Target groups - Institutions and entities of PA; self-administration regions; villages and towns; corporate entities and citizens (PA services users)

Target territories - Entire territory of the SR

Beneficiaries - Institutions and entities of PA, associations of corporate entities representing social and economic partners, non-governmental and non-profit organisations

Description of activities for the specific objective 1.3: Transparent and effective application of public procurement rules and rigorous application of the 3E principles

- > **Public oversight** – increase of the public oversight over public procurement;
- > **Corruption and transparency** – introduction of active measures to prevent corruption in public procurement, inter alia, by means of introducing electronic tools to support public procurement processes, support the independence and increase transparency of processes in this field;
- > **Electronisation of processes** – establishing conditions for introduction of measures supporting **e-procurement** and **e-invoicing**; establishing conditions for introduction of **electronic tools** to support procurement processes;
- > **Strengthening capacities** – strengthening of the capacity of authorities responsible for public procurement in line with international best practices;
- > **Preparation of different public procurement policies supporting:**
 - > Employment;
 - > Innovations;

- > Environmental attitudes to public spending and increase access for small and medium enterprises to public investments;
- > **Pilot projects** – applying methodologies as a part of different policies; preparation of pilot tenders with the application of innovative tools on the basis of analyses that will lead to identification of those effective tools and measures on the market;
- > **Building databases** – providing access to implemented projects/procedures/tools representing “best practices” that may serve as role models;
- > **Taking into consideration the social aspect in public procurement, support for green public procurement** – implementation of pilot projects applying methodologies in relevant policies;
- > **Further education** – training for PA employees on innovations and optimised policies and procedures of public procurement, education of target groups involved in those processes addressing innovations, anti-discrimination and anti-corruption measures;
- > **Increasing the availability of support tools in the context of public procurement** – e.g. electronic support tools for small and medium enterprises.

Target groups - Institutions and entities of PA; self-administration regions; villages and towns; corporate entities and citizens (PA services users)

Target territories - Entire territory of the SR

Beneficiaries - Institutions and entities of PA, associations of corporate entities representing social and economic partners, non-governmental and non-profit organisations

2.B.1 Priority axis 2 - Efficient judicial system and increased law enforceability

Priority axis ID 2
Effective judicial system and increased law enforceability

2.B.2 Justification for the establishment of the priority axis covering more than one category of region, thematic objective or Fund

Analyses of the functioning of the judicial system imply that the principal problems of the Slovak judicial system are complications in law enforceability resulting from delays in the court proceedings, insufficient quality of the decision making activity of courts and instability

and non-transparency of the system of law. A solution to the current situation is to implement reforms that will focus on the improvement of the situation in the identified key problem areas including both aspects of court performance – 1. the decision making process (training of judges and other professional staff involved in decision making, development of analytical capacities, etc.) 2. the court administration (training of employees that are not involved in court decision making, HRM, optimisation of processes, etc.). In the implementation of all reform steps and activities, attention will be paid to consistent compliance with the principle of independence of the judicial system.

In the context of the priority axis, we will also support activities in the territory of the BSK (more developed region).

In accordance with the EC Council Regulation on the complementary manner of financing expenses within set limits and in order to efficiently support key reform processes, we plan to make use of cross-financing where necessary.

2.B.3 Fund, category of region and calculation basis for Union support

Fund - ESF

Category of region - Less developed regions

Calculation basis (total eligible expenditure or eligible public expenditure) - 32 082 372 Eur

Category of region for outermost regions and sparsely populated northern regions (where applicable) - N/A

Fund - ESF

Category of region - More developed region

Calculation basis (total eligible expenses or eligible public expenditure) - 1 128 016 Eur

Category of region for outermost regions and sparsely populated northern regions (where applicable) - N/A

2.B.4 Investment priority

Investment priority
Investments into institutional capacity and in the efficiency of PA and public services at national, regional and local levels with a view to reforms, better regulation and good governance.

2.B.5 Specific objectives corresponding to the investment priority and expected results

Specific objective 2.1
Improved efficiency of the judicial system

Problems identified in relation to the duration of court proceedings (delays in court proceedings, high number of pending cases, low clearance rate) are caused, above all, by insufficient efficiency of the judicial system. The objective is to increase the efficiency in all relevant areas: functioning of the processes, human resources and access to justice.

The results that the Member State seeks to achieve with Union support

Efficiently functioning judicial system that will shorten the length of court proceedings, lower the number of pending cases, increase the clearance rate and will not cause delays or at least to minimise them and thus will ensure the preconditions for improvement of law enforceability. Optimised processes of the court administration (including the Supreme Court, the Constitutional Court and the Judicial Academy), increased efficiency and enhanced quality of the performance and services provided to the public without unnecessary administrative burden. Optimised processes of the Ministry of Justice and its budgetary organisations that are in charge of policy-making in the field of justice. Implemented system of work performance management and connection of assessment results with the system of remuneration of those court employees not involved in court decision making (administrative, executive and support staff) ensuring an efficient court administration based on high quality and motivated employees adhering to ethical standards. Implemented modern system of education of employees (administrative, executive and support staff not involved in decision making) at courts performing support and managerial activities (management of courts and other organization of the judicial system, director of administration of court) and other activities related to the admin-

istration of the judicial system and increase in the quality and efficiency of their work based on new and improved competences and skills.

Implemented modern system of education of employees at the Ministry of Justice SR and its budgetary organisations that are in charge of policy-making in the field of justice.

Creation of conditions for improved interoperability of processes among organisations of the judicial system in order to increase efficiency and accelerate the decision making activity and provision of services of organisation in the judicial system.

Analysis of the approach and exchange of information among bodies of the judicial system, identification of areas for improvement, proposal of legislative changes, efficiency standards, speed and transparency of the performance of the judicial power, increased use of benchmarking assessment of the performance of the judicial power (assessment of collected data on pending cases, length of court proceedings, clearance rate, etc.), increase in efficiency and acceleration of court proceedings and improved law enforceability.

More efficient provision of legal assistance to excluded citizens by means of consultancy workplaces of the Centre of Legal Assistance. It will lead to increased credibility of the judicial system and improved image of the judicial system as perceived by the public.



Table 6: Common result indicators, for which a target value has been set and programme specific result indicators corresponding to the specific objective 2.1. (by investment priority and category of region) (for the ESF)*

ID	Indicator	Category of region	Measurement unit for indicator	Common output indicator used as basis for target setting	Baseline value	Measurement unit for baseline and target value	Baseline year	Target value ¹³ (2023)	Source of data	FREQUENCY OF REPORTING
								M F T		
R0059	Clearance rate for civil commercial administrative and other cases (1st instance)	less developed region	%	N/A	91	%	2014	100	MJ SR statistics, ITMS	annually
R0059	Clearance rate for civil commercial administrative and other cases (1st instance)	more developed region	%	N/A	91	%	2014	100	MJ SR statistics, ITMS	annually
R0060	Disposition time in litigious civil and commercial cases (1st instance)	less developed region	days	N/A	437	number	2014	380	MJ SR statistics, ITMS	annually
R0060	Disposition time in litigious civil and commercial cases (1st instance)	more developed region	days	N/A	437	number	2014	380	MJ SR statistics, ITMS	annually
R0061	Disposition time in bankruptcy cases at supported courts whose judges participated in training on bankruptcy procedures and trade law	less developed region	days	N/A	1440	number	2014	1140	MJ SR statistics, ITMS	annually
R0061	Disposition time in bankruptcy cases at supported courts whose judges participated in training on bankruptcy procedures and trade law	more developed region	days	N/A	1440	number	2014	1140	MJ SR statistics, ITMS	annually
R0062	Number of employees (administrative, executive and supportive personnel) who gained a qualification	less developed region	number	N/A	176	number	2014	M: 440 F: 1 762 T: 2 202	MJ SR statistics, ITMS	annually
R0062	Number of employees (administrative, executive and supportive personnel) who gained a qualification	more developed region	number	N/A	24	number	2014	M: 60 F: 238 T: 298	MJ SR statistics, ITMS	annually
R0063	Number of courts supported to use communication and management tools whose managers have completed training in communication and managing skills	less developed region	number	N/A	0	number	2014	26	MJ SR statistics, ITMS	annually
R0063	Number of courts supported to use communication and management tools whose managers have completed training in communication and managing skills	more developed region	number	N/A	0	number	2014	4	MJ SR statistics, ITMS	annually
R0064	Number of supported courts implementing QMS	less developed region	number	N/A	0	number	2014	9	MJ SR statistics, ITMS	annually
R0064	Number of supported courts implementing QMS	more developed region	number	N/A	0	number	2014	1	MJ SR statistics, ITMS	annually

13. This list includes common performance indicators which have been assigned a target value and all indicators specific for this program. The target values for common indicators must be quantified; performance indicators specific for the program may be qualitative or quantitative. Target values may be expressed as a sum (men+women) or may be broken down by gender, basic values may be adjusted accordingly. "M"= men, "W"= women, "T"= total.

*The indicators were divided on the basis of the indicative calculation of pro-rata. Target value will be adjusted during the implementation of the OP EPA

Specific objective 2.2
Increased quality and enhanced independence
of the judicial system

Insufficiencies in the quality of decision making of the courts are indicated particularly in differences in decision making caused by lagging behind the consolidating activities of superior courts, preferring quantity over quality, shortcomings in the selection process of new judges, their training and preparation for their role, lack of high quality professional personnel at courts, instability and non-transparency of the system of law.

The results that the Member State seeks to achieve
with Union support

Increased quality of decision making of courts which will entail increased consistency, lowered number of cancelled decisions of the courts of the first instance because of insufficiency of reasons supporting the decision and it will ensure that other preconditions will be met in order to improve law enforceability.

Implemented modern system of education of judges, prosecutors and professional staff and employees of the justice sector who take part in the decision making activity of courts and perform conceptual as well as professional activities performed by an independent educational organisation- the Judicial Academy of the Slovak Republic and increased quality of their decision

making and other professional activities on the basis of new and improved competences and knowledge.

Establish and strengthening of analytical and methodological capacities in the justice sector that will be staffed with employees educated in specific areas for the purposes of providing high quality services, preparing the system of collection, monitoring, reviewing, assessing and publication of data, preparation of analytical materials and preparation of concepts, strategies and policies in areas that fall under the scope of powers of the Ministry of Justice, especially with regard to increasing the efficiency and quality of the performance of the judicial system.

Introduction of key knowledge system in the justice sector as well as a system for modelling the impact of legislative measures and policies related to the agenda of the justice sector.

Increased use of alternative settlement of disputes via arbitrary courts and consequently reduced case load on the courts.

Improved stability and transparency of the system of law that will contribute to increased quality of the decision making activity in the judicial system.

Improved law enforceability that will lead to increased credibility of the judicial system and improved image of the judicial system as perceived by the public.

Table 7: Common result indicators, for which a target value has been set and programme specific result indicators corresponding to the specific objective 2.2. (by investment priority and category of region) (for the ESF)

ID	Indicator	Category of region	Measurement unit for indicator	Common output indicator used as basis for target setting	Baseline value	Measurement unit for baseline and target value	Baseline year	Target value ¹⁴ (2023)	Source of data	Frequency of reporting
								M F T		
R0065	Ratio of 1st instance court decisions, which were cancelled by an appeal court	less developed region	%	N/A	16,34	%	2014	13	MJ SR statistics ITMS	annually
R0065	Ratio of 1st instance court decisions, which were cancelled by an appeal court	more developed region	%	N/A	16,34	%	2014	13	MJ SR statistics ITMS	annually
R0066	Number of judges who gained a qualification	less developed region	number	N/A	106	number	2014	M: 440 F: 617 T: 1 057	MJ SR statistics	annually
R0066	Number of judges who gained a qualification	more developed region	number	N/A	14	number	2014	M: 60 F: 83 T: 143	MJ SR statistics	annually
R0067	Number of trained employees of judicial analytical unit working in the unit two years after the end of the project	less developed region	number	N/A	0	number	2014	N/A	MJ SR statistics	annually
R0067	Number of trained employees of judicial analytical unit working in the unit two years after the end of the project	more developed region	number	N/A	0	number	2014	N/A	MJ SR statistics	annually
R0068	Number of adjudicator courts and courts supported that implemented tools of ADR	less developed region	number	N/A	0	number	2014	26	MJ SR statistics, ITMS	annually
R0068	Number of adjudicator courts and courts supported that implemented tools of ADR	more developed region	number	N/A	0	number	2014	4	MJ SR statistics, ITMS	annually

14. This list includes common performance indicators which have been assigned a target value and all indicators specific for this program. The target values for common indicators must be quantified ; performance indicators specific for the program may be qualitative or quantitative. Target values may be expressed as a sum (men+women) or may be broken down by gender, basic values may be adjusted accordingly. "M"= men, "W"= women, "T"= total.

*The indicators were divided on the basis of the indicative calculation of pro-rata. Target value will be adjusted during the implementation of the OP EPA

2.B.6 Activities to be supported under priority axis 2

2.B.6.1 Description of the type and examples of activities to be supported and their expected contribution to the specific objectives 2.1, 2.2 including, where appropriate, the identification of main target groups, specific territories targeted and types of beneficiaries

Investment priority

Investments into institutional capacity and in the efficiency of PA and public services at national, regional and local levels with a view to reforms, better regulation and good governance.

Description of activities for the specific objective 2.1: Increased efficiency of the judicial system

- > **Reform of the structure and optimising of processes in the judicial system** – support to the reform of the structure and optimising of processes in the judicial system, including unification of workflows and procedures for the purposes of increasing the efficiency and optimisation of human resource management, economic field, administration of state assets including judicial accounts and public procurement (procedural, organisational and financial audit in the justice sector, district and regional courts and other organisations of the MJ SR, increasing the efficiency of the facility and asset management);
- > **Education** – establishment of a system of continuous education and implementation of education activities for administrative and executive staff at courts and other organisations of the judicial system (education with the emphasis on acquiring certified skills, education aimed at managerial methods and skills, project management, education aimed at acquiring so-called soft skills (communication with clients, efficient communication within the institution), education aimed at a more efficient use of tools for administrating financial and personnel agendas, preparation of education programmes and education content on the basis of eLearning);
- > **Budget planning** – introduction and support of the capacity of budget planning to carry out the administration of courts and other organisations of the judicial system in a uniform environment that is served by the information system for recording different types of information, particularly for proper administration of assets, court financing, human

resources, number of case load etc. (preparation of methodologies and building and strengthening of capacities of the justice sector in the budget planning; establishment of a modern and efficient system for collection, monitoring, assessment and distribution of data to support decision making, preparation of analytical materials, concepts and policies in areas that fall under the scope of powers of the justice sector with regard to increasing the efficiency and quality of the judicial system; analysis of impacts of the change of the system of law on the activity of courts);

- > **Human resources management** – support efficient human resources management (education of employees at HR units in the field of HR management including the administration of courts, preparation of methodologies and policies of HR management in institutions of the judicial system, preparation of competence matrixes for different job positions and support staff, modernisation of the system of employee assessment and remuneration, introduction of tools for management support);
- > **Quality management** – introduction of quality management in the judicial system organisation without affecting the independence of the judiciary (implementation of the CAF model or other quality management models, certification in the field of quality management);
- > **Electronic court record and exchange of information** – introduction of electronic court records and electronic exchange of information for more efficient, simpler and faster administrative processes in working with court records within the courts and other organisations of the judicial system (designing SW tools, education of employees in the area);
- > **Providing legal assistance** – activities aimed at improving the provision of legal assistance and increasing its accessibility in connection to socially and financially excluded groups (preparation of methodologies and education aimed at increasing competences of employees of the Centre of Legal Assistance in providing legal assistance to socially and financially excluded groups, establish front-office contact centres of the Centre of Legal Assistance);
- > **Information centres of courts** – modernisation of information centres of courts and training for

employees of information centres aimed at providing services to clients.

Target groups - Employees of organisations in the judicial system (54 district courts, 8 regional courts, Supreme Court, Constitutional Court, Prosecutor General Office, district and regional prosecutor offices) and public administration entities responsible for policies in the field of justice, employees and members of non-governmental and professional associations (notaries, executors, trustees in bankruptcy, lawyers, mediators) focused on the field of justice.

Target territories - Entire territory of the SR

Beneficiaries -

- > judges from district courts, regional courts, Supreme Court, Constitutional Court, prosecutors from the Prosecutor General office, district and regional prosecutor offices) including their employees and court staff (judges, court officers and other court staff)
- > employees of the Ministry of Justice and its budgetary organisations responsible for policies in the field of justice
- > members of professional associations in the field of justice (notaries, executors, trustees in bankruptcy, lawyers, mediators, etc.)

Description of activities for the specific objective 2.2: Increased quality and enhanced independence of the judicial system

- > **Quality of court decisions** – support for increasing the quality of court decisions and lowering the number of first instance court decisions cancelled by the appeal court (preparation of methodologies and education aimed at procedural aspects of actions in the judicial system, preparation of methodologies and education in the field of decision making activity, preparation of qualified and consistent decisions, etc.);
- > **Modernisation of education** – modernisation of the system of education and provision of education activities to judges, prosecutors and other expert employees of the judicial system (preparation and development of education programmes and curricula; education with focus on specialisation in particular thematic areas – financial and tax law, social security law, legislation regulating different types of administrative proceedings, such as building permit proceedings, proceedings in tax matters, cadastral pro-

ceedings, etc. and direct focus of education for different target groups); education aimed at obtaining digital skills with emphasis on work with tools supporting the work of judges, prosecutors and other expert employees of the judicial system, preparation of education programmes and education content on the basis of eLearning;

- > **RIA system** – implementation of the RIA system in the judicial system (establishment of institutional capacities, preparation of methodologies, education and increase of competences of human resources in the field);
- > **improving the legislative activity** – activities aimed at improving the legislative activity inclusive of enhancement of competences in RIA (enhancement of institutional capacities, preparation of methodologies, education and increase of competences of human resources in the field) for the purpose of stabilizing the system of law and to support the transparency of law;
- > **Streamlined and transparent system of law** – activities aimed at building a streamlined and transparent system of law of the SR and better transposition of *acquis communautaire* (analysis, recodification or amendments to key legal regulations which pertain to the functioning of the judicial system and other areas related to meeting of goals set in the Europe 2020 Strategy such as taxes, health and social security contributions, registration of business entities, etc.);
- > **System of monitoring and evaluation** – establishment and introduction of a system for monitoring and evaluation of the quality and performance of the judicial system (preparation of methodologies, education and increase in the competences of human resources in the field);
- > **Strategic planning** - introduction of strategic planning and support of capacities of strategic planning (preparation of methodologies and building and enhancing analytical capacities of the MJ SR in the field of strategic planning; build a modern and efficient system of collection, monitoring, assessment and distribution of data in support of decision making, preparation of analytical materials, concepts, strategies and policies in areas that fall under the scope of powers of the MJ SR in order to increase the

efficiency and quality of the judicial system; education and enhancement of competence of human resources in the field),

- > **Alternative methods of dispute settlements** - development and support of alternative methods of dispute settlements (education of legal professionals in the field of alternative forms of dispute settlement, preparation of methodologies and manuals for alternative forms of dispute settlement, support in the use of mediation in the decision making activity of courts, monitoring the use of alternative forms of dispute settlement),
- > **Transparency and independence of the judicial system** - implementation of measures aimed at higher transparency and independence of the judicial system and thus at prevention of corruption in the judicial system (education aimed at strengthening of ethical principles and independence in the exercise of judicial power, providing access to the so-called open data from the judicial system and court practice),
- > **Training in relation to gaining skills to use electronic court records and court management system** - Implementation of the above mentioned projects is covered within the OPIS (programming period 2007 – 2013) and will be covered within the OP II (programming period 2014 – 2020). OP EPA will cover respective training activities of judges and administrative personnel.
- > **Involvement of the non-governmental sector in the process of monitoring** - support involvement of the non-governmental sector, specialist and professional organisations in the process of monitoring and assessment of the functioning of the judicial system, reform strategies and concepts with consistent maintenance of the position of judicial power (education and the building of capacities of the non-governmental sector, specialist and professional organisations in the above areas).
- > **Involvement of the non-governmental sector in the legislative process** - support involvement of the non-governmental sector, specialist and professional organisations in the legislative process (education and the build-up of capacities of the non-governmental sector, specialist and professional organisations in the above areas).

Target groups

- > administrative, executive and support staff from district courts, regional courts, Supreme Court, Constitutional Court, Prosecutor General Office, district and regional prosecutor offices
- > employees of the Ministry of Justice SR and its budgetary organisations responsible for policies in the field of justice
- > members of non-governmental and legal professional associations (notaries, executors, trustees in bankruptcy, lawyers, mediators) focused on the field of justice.

Target territories - Entire territory of the SR

Beneficiaries - Judicial system entities (54 district courts, 8 regional courts, Supreme Court, Constitutional Court, Prosecutor General Office, district and regional prosecutor offices), including their employees, prosecutors and court staff (judges, court officers and other court staff) and public administration entities responsible for policies in the field of justice, non-governmental and professional associations focused on the field of justice (notaries, executors, trustees in bankruptcy, lawyers, mediators).

2.C Common chapters for priority axes:

2.C.1 Guiding principles for selection of operations

Investment priority

Investments into institutional capacity and in the efficiency of PA and public services at national, regional and local levels with a view to reforms, better regulation and good governance.

The following main principles will be applied mainly in the project selection process:

- > Compliance with the principles of transparency, equal treatment, non-discrimination and exclusion of bias in compliance with applicable generally binding regulations of the SR and the EU;
- > Clear, understandable and target-oriented communication of the strategy of the OP support towards potential applicants,
- > By setting assessment and selection criteria to focus on projects' cost efficiency i.e. ensuring the selection of projects the contribution of which is to the set OP's targets is the largest one in relation to the funds spent;
- > Strengthening the application of tools for ensuring

effective and objective assessment of expenses economy and efficiency;

- > Minimising the risk of quality projects exclusion due to formal drawbacks through the means of providing for correction (classification);
- > Extending and simplifying the use of the project pipeline institute;
- > Fulfilling the result indicators corresponding to the specific targets of the OP EPA
- > Ensuring a transparent selection of evaluators of the projects based on pre-defined objective criteria meeting the requirements on professionalism, transparency and non-discrimination;
- > Provision of effective and efficient system of correction measures which will be available for applicants for provision of assistance
- > If the assessment of individual activities in terms of state aid shows that within the OP state aid will be provided to subjects carrying out economic activities, the state aid test will be executed. The decision approving the OP will contain the following sentence: This decision is in accordance with the laws of the State aid provision, applicable at the time of its provision to support activities under the OP, without prejudice to the Commission's position.
- > With the aim of common and objective assessment and evaluation of the fulfilment or rate of fulfilment of the determined principles and terms the criteria for projects selection will be determined and their approval shall fall under the powers of the OP's Monitoring Committee.

The selected procedural aspects of project selection shall be specifically regulated depending on the method of aid provision. Within the framework of this investment priority, the aid shall be provided by the means of:

- > demand-oriented projects, characterised by the fact that applicants submit the projects based on a public call for proposals in the grant applications determined for two and more eligible applicants between/among which the competition takes place;
- > Implementation of part of the OP EPA will be ensured through national projects under the conditions set by national and EU legislation, if due to its specific character the purpose of a project can be better achieved when implemented by a selected institution rather than by call for proposals. National projects will be implemented based on a proposal of the MA by beneficiaries whose competencies associated with project implementation stem from specific regulations,

or will be approved by the Monitoring Committee (MC) to monitor the OP, respectively by a special committee established under the MoI SR, which will assess the advantages and reasons for the implementation of national projects selected by the institution, after which the MA together with the beneficiary will propose the implementation of national projects. If necessary to assess national projects from objectively different areas of OP EPA, the MA will establish special committees for the purpose of approving proposals of national projects. The MA does not approve the beneficiary whose competencies result directly from specific regulations. In this case, the MA has to approve the additional parts of the national project proposal.

- > Individual proposals of national projects of OP EPA will be proposed by the MA and will subsequently be subjects of the approval process of the MC or a special committee separately or as a part of the list of national projects. The MA will determine the requirements which need to be met in a national project.
- > When proposing the national projects, the MA will build on concepts and strategies at regional and national levels, while taking into account the set priorities in the area of PA according to the strategy defined within the OP EPA.
- > The MA will offer co-ordination and will pro-actively, systematically and in a partnership principle be involved in the preparation of national projects with beneficiaries through the involvement of relevant professional partners, in the form of professional discussions or regular committees established for the purpose of supervision and assistance in the preparation of the national project. The MA will, when preparing national projects, co-operate with HP supervisors to ensure the compliance of national projects with HP.
- > Global grants in cases the MA believes it is more efficient to entrust the administration of the selected part of the OP to the intermediary body at the fulfilment of predetermined terms relating to the administrative, technical, financial and technical competence on the global grant performance with the aim of supporting smaller projects focusing on a specific type of activity;
- > Financial instruments, by means of refundable assistance provided by means of the Slovak Investment Holding in the case of such types of activities in respect to which an appropriate method of financing, will be determined as well as the absorption capacity of beneficiaries.

2.C.2 Planned use of financial instruments

Investment priority

Investments into institutional capacity and in the efficiency of PA and public services at national, regional and local levels with a view to reforms, better regulation and good governance.

Financial instruments may be used to support the implementation of those activities where the efficient use of ESIF, and this particular form of aid, will be demonstrated. In the case of economically viable projects, where the return on investments or cost savings is expected, financial instruments represent a more appropriate form of support, leading to little or no market distortion. The financial instruments will focus on the support of those activities which do not find financing on the market, or do not find adequate financing upon which their implementation would be efficient.

The possibility of using revolving funds, while contributing to the objectives of the priority axes, belongs to the benefits of the use of financial instruments. The other benefits of using financial instruments include the opportunity to increase financial resources so as to achieve the specific objectives of the operational programme by means of attracting additional capital based on an appropriate set-up of these instruments. Attracting additional capital is also necessary in respect of the insufficient amount from the ESIF to cover all the investment needs in the areas concerned. Participation by private investors may also contribute towards quality improvement of project implementation, and thus additionally contribute to a more efficient use of funds.

With the use of financial instruments, it will be possible to support the relevant activities with appropriate financial products (loans, guarantees, capital contributions, mezzanine funds and others). Specific activities, appropriate amount of funds and the conditions for the implementation of specific financial instruments, including possible leverage of allocated ESI Funds, as well as combinations with other forms of support, will be based on the ex ante assessment of financial instruments, as required by the legislation for the programming period 2014-2020.

OP EPA synergies with financial instruments

Relevant activities will be supported by various financial instruments under the presumption that they will represent an added value. Specific activities, appropriate

volume of funds and terms of specific financial instruments implementation including the potential multiplication of financial means and their combination with other forms of support will follow the outcomes of the ex ante evaluation for financial instruments required by the legislation for the programming period of 2014 – 2020. With economically viable projects, where the funds return or costs saving may be expected, the financial instruments represent a more appropriate form of support, leading only to minimum and/or no market deformation and not interfering with the economic competition. The specific use of financial instruments will be defined additionally after the conclusion of the evaluation.

2.C.3 Planned use of major projects

The use of large projects does not apply to the OP EPA. According to the Article 100 of the General Regulation of the EU the large projects only relate to the projects performed with the support from the ERDF and CF.



2.C.4 Output indicators by investment priority and, where appropriate by category of region

Table 8: Common and specific output indicators for specific for priority axis 1*

ID	Indicator	Category of region (where relevant)	Measurement unit	Fond	Target value ¹⁵ (2023)	Source of data	Frequency of reporting
					M F T		
00050	Number of employees involved in education in the area of innovative processes	less developed region	Number	ESF	M: 3 460 F: 7 200 T: 10 661	Monitoring and implementation of projects	annually
00050	Number of employees involved in education in the area of innovative processes	more developed region	Number	ESF	M: 435 F: 905 T: 1 339	Monitoring and implementation of projects	annually
00051	Number of district offices involved in the implementation of innovative processes	less developed region	Number	ESF	56	Monitoring and implementation of projects	annually
00051	Number of district offices involved in the implementation of innovative processes	more developed region	Number	ESF	7	Monitoring and implementation of projects	annually
00052	Number of organizations that received support for the implementation of quality management systems	less developed region	Number	ESF	3	Monitoring and implementation of projects	annually
00052	Number of organizations that received support for the implementation of quality management systems	more developed region	Number	ESF	0	Monitoring and implementation of projects	annually
00053	Number of supported client centres providing pro-client oriented services for physical persons and legal entities	less developed region	Number	ESF	28	Monitoring and implementation of projects	annually
00053	Number of supported client centres providing pro-client oriented services for physical persons and legal entities	more developed region	Number	ESF	3	Monitoring and implementation of projects	annually
00054	Number of subjects that received support for the implementation and/or improvement of the systems to measure client satisfaction	less developed region	Number	ESF	89	Monitoring and implementation of projects	annually
00054	Number of subjects that received support for the implementation and/or improvement of the systems to measure client satisfaction	more developed region	Number	ESF	11	Monitoring and implementation of projects	annually
00055	Number of central bodies of PA with legislative or legal authority that received support to implement the RIA process	less developed region	Number	ESF	12	Monitoring and implementation of projects	annually
00055	Number of central bodies of PA with legislative or legal authority that received support to implement the RIA process	more developed region	Number	ESF	1	Monitoring and implementation of projects	annually
00056	Number of central bodies of PA that received support to implement a more effective management of human resources in PA.	less developed region	Number	ESF	12	Monitoring and implementation of projects	annually
00056	Number of central bodies of PA that received support to implement a more effective management of human resources in PA	more developed region	Number	ESF	1	Monitoring and implementation of projects	annually

*The indicators were divided on the basis of the indicative calculation of pro-rata. Target value will be adjusted during the implementation of the OP EPA

2.C.4 Output indicators by investment priority and, where appropriate by category of region

Table 8: Common and specific output indicators for specific for priority axis 1*

ID	Indicator	Category of region (where relevant)	Measurement unit	Fond	Target value ¹⁵ (2023)	Source of data	Frequency of reporting
					M F T		
00057	Number of employees in analytical units in central bodies of PA at the start of the support	less developed region	Number	ESF	73	Monitoring and implementation of projects	annually
00057	Number of employees in analytical units in central bodies of PA at the start of the support	more developed region	Number	ESF	9	Monitoring and implementation of projects	annually
00058	Number of central bodies of PA which gained support to implement and /or strengthen analytical units	less developed region	Number	ESF	8	Monitoring and implementation of projects	annually
00058	Number of central bodies of PA which gained support to implement and /or strengthen analytical units	more developed region	Number	ESF	1	Monitoring and implementation of projects	annually
00059	Number of subjects whose employees attended training in the area of green public procurement	less developed region	Number	ESF	28	Monitoring and implementation of projects	annually
00059	Number of subjects whose employees attended training in the area of green public procurement	more developed region	Number	ESF	3	Monitoring and implementation of projects	annually
00060	Number of participants in training activities in the area of green public procurement	less developed region	Number	ESF	N/A	Monitoring and implementation of projects	annually
00060	Number of participants in training activities in the area of green public procurement	more developed region	Number	ESF	N/A	Monitoring and implementation of projects	annually
00061	Number of subjects whose employees attended training in the area of social aspects of public procurement	less developed region	Number	ESF	28	Monitoring and implementation of projects	annually
00061	Number of subjects whose employees attended training in the area of social aspects of public procurement	more developed region	Number	ESF	3	Monitoring and implementation of projects	annually
00062	Number of participants in training activities in the area of social aspects of public procurement	less developed region	Number	ESF	N/A	Monitoring and implementation of projects	annually
00062	Number of participants in training activities in the area of social aspects of public procurement	more developed region	Number	ESF	N/A	Monitoring and implementation of projects	annually
00071	Number of projects aimed at the process of monitoring and increasing the quality of service provision	less developed region	Number	ESF	26	Monitoring and implementation of projects	annually
00071	Number of projects aimed at the process of monitoring and increasing the quality of service provision	more developed region	Number	ESF	4	Monitoring and implementation of projects	annually

*The indicators were divided on the basis of the indicative calculation of pro-rata. Target value will be adjusted during the implementation of the OP EPA

Table 9: Common and specific output indicators for specific for priority axis 2

ID	Indicator	Category of region (where relevant)	Measurement unit	Fund	Target value	Source of data	Frequency of reporting
00063	Number of courts whose judges participated in training on bankruptcy procedures and trade law	less developed region	Number	ESF	10	Monitoring and implementation of projects	annually
00063	Number of courts whose judges participated in training on bankruptcy procedures and trade law	more developed region	Number	ESF	1	Monitoring and implementation of projects	annually
00064	Number of employees (administrative, executive and support personnel) who participated in training activities	less developed region	Number	ESF	M: 440 F: 1 762 T: 2 202	Monitoring and implementation of projects	annually
00064	Number of employees (administrative, executive and support personnel) who participated in training activities	more developed region	Number	ESF	M: 60 F: 238 T: 298	Monitoring and implementation of projects	annually
00065	Number of courts supported to use communication and management tools	less developed region	Number	ESF	26	Monitoring and implementation of projects	annually
00065	Number of courts supported to use communication and management tools	more developed region	Number	ESF	4	Monitoring and implementation of projects	annually
00066	Number of courts supported to implement QMS	less developed region	Number	ESF	9	Monitoring and implementation of projects	annually
00066	Number of courts supported to implement QMS	more developed region	Number	ESF	1	Monitoring and implementation of projects	annually
00067	Number of projects focused on a more effective judiciary system and improved law enforceability	less developed region	Number	ESF	18	Monitoring and implementation of projects	annually
00067	Number of projects focused on a more effective judiciary system and improved law enforceability	more developed region	Number	ESF	2	Monitoring and implementation of projects	annually
00068	Number of judges who participated in training activities	less developed region	Number	ESF	M: 440 F: 617 T: 1 057	Monitoring and implementation of projects	annually
00068	Number of judges who participated in training activities	more developed region	Number	ESF	M: 60 F: 83 T: 143	Monitoring and implementation of projects	annually
00069	Number of employees of judicial analytical units who were trained and gained experience to perform analytical activities in the area of justice	less developed region	Number	ESF	5	Monitoring and implementation of projects	annually
00069	Number of employees of judicial analytical units who were trained and gained experience to perform analytical activities in the area of justice	more developed region	Number	ESF	1	Monitoring and implementation of projects	annually
00070	Number of adjudicator courts and courts supported to implement tools for ADR	less developed region	Number	ESF	26	Monitoring and implementation of projects	annually
00070	Number of adjudicator courts and courts supported to implement tools for ADR	more developed region	Number	ESF	4	Monitoring and implementation of projects	annually

*The indicators were divided on the basis of the indicative calculation of pro-rata. Target value will be adjusted during the implementation of the OP EPA

2.C.5 Social innovations, international cooperation and contribution to the thematic objectives 1-7

Priority axis 1

Strengthening institutional capacities and effectiveness of PA

Priority axis 2

Efficient judicial system and increased law enforceability

Social innovations: By supporting the creation and implementation of innovative solutions of social issues in the context of the PA reform and optimisation of public services and support for the partnerships of public, business and non-profit sectors for the development of policies and services of PA. Social innovations in OP EPA will be reflected through the support of the social aspect in public procurement and by creating conditions for capacity building and interlinking of the NGO sector with subjects of PA in the context of development of public services.

Contribution of the ESF to the thematic objectives 1-7:

The support from the OP EPA focusing on the optimisation of policies, strategies and analytical and methodological capacities of public services in relevant areas will provide a contribution mainly for the following thematic objectives: support for sustainable and quality employment and workforce mobility, support for social inclusion, battle against poverty and discrimination, investing in education, training and technical preparation and skills and life-long education. In addition to the stated thematic objectives, the support from the OP resources will also contribute to ensuring smart, sustainable and inclusive growth in the following thematic targets:

Thematic objectives 1 – Strengthening research, technological development and innovations. To improve the innovative potential of the region and of the country, the cooperation between the PA and partners from academic circles, universities and research centres and also business and organisations in the civil sector is important. The support for institutional capacities of partners participating in additional defining of reform strategies and implementing the PA reform will strengthen the role and support for the PA at the development of partnerships leading to innovative solutions of social issues.

Thematic objectives 2 – Improving access to the ICT, improving their use and quality. The OP EPA activities focus on the redesign of PA services and activities focus-

ing on the strengthening the efficiency of the PA's bodies and implementation of policies are the fundamental presumptions for improving the quality, standard and availability of e-government services for citizens and businessmen, improving the overall availability of the PA data in the form of open data and providing for modernisation and rationalisation of the PA by ICT means. The contribution of the OP EPA is mainly represented by the support of additional defining of reform strategies and concepts in individual segments of PA, based on which it will be possible to perform these targets efficiently.

Thematic objective 3 – Increasing competitiveness of small and mid-size enterprises (“SME”). This target will be supported by activities leading to the optimisation and improvement of the quality of PA services for business entities.

Thematic objective 4 – Support for the transition to low-carbon economy in all sectors. This target will be supported by activities which contribute to the creation of presumptions for a systematic decrease of public building energy demands by supporting the administration optimisation of properties administered by the state.

Thematic objective 5 – Support for adjustments to climate changes, risk prevention and management. This target will be supported by activities which strengthen active risk management in PA, PA's system resistance to risks and their ability to provide public services in crises and which by means of supporting systematic measures would strengthen the ability of PA to actively contribute to risk prevention and management of the public services provision.

Thematic objective 6 – Environmental preservation and protection and support for efficient use of resources. This target will be supported by activities optimising the policies, strategies and analytical and methodological capacities of public services in relevant areas as well as systematic support for green public procurement in the context of the national policy of public procurement.

Thematic objective 7 – Support for sustainable transportation and removal of obstacles in key network infrastructures. This target will be supported by activities optimising strategies in the area of services development in the field of transportation safety, implemented by PA in partnership with the institutions involved.



2.C.6 Performance framework

Table 10: Performance framework of priority axis 1 and 2

Priority axis	Indicator type (Implementation step, financial output or output indicator)	ID	Indicator or main step of implementation	Measurement unit (if appropriate)	Fund	Category of region	Final target value for the year 2018	Final target value for the year 2023	Source of data	Explanation of indicator selection (if appropriate)
1	output indicator	00071	Number of projects aimed at the process of monitoring and increasing the quality of service provision	number	ESF	less developed regions	18	26	OP EPA	N/A
	output indicator	00071	Number of projects aimed at the process of monitoring and increasing the quality of service provision	number	ESF	more developed regions	2	4	OP EPA	N/A
1	financial indicator	F0001	Level of disbursement of financial resources (EU + SR funds)	EUR	ESF	less developed regions	50 551 067	266 058 245	OP EPA	N/A
						more developed regions	3 021 538	15 902 834	OP EPA	N/A
2	output indicators	00067	Number of projects aimed at a more effective judicial system and law enforceability	number	ESF	less developed regions	9	18	OP EPA	N/A
	output indicator	00067	Number of projects aimed at a more effective judicial system and law enforceability	number	ESF	more developed regions	1	2	OP EPA	N/A
2	financial indicator	F0001	Level of disbursement of financial resources (EU + SR funds)	EUR	ESF	less developed regions	8 681 113	37 743 968	OP EPA	N/A
						more developed regions	518 887	2 256 032	OP EPA	N/A

2.C.7 Categories of intervention

Tables 10-17: Categories of intervention

Table 11: Dimension 1 – Intervention field

Fund			ESF		
Category of region			Less developed region		
Priority axis			Code	Amount (EUR)	
1. Strengthened institutional capacity and effectiveness of PA			119	226 149 508	
2. Efficient judicial system and increased law enforceability			119	32 082 372	
Category of region			More developed region		
Priority axis			Code	Amount (EUR)	
1. Strengthened institutional capacity and effectiveness of PA			119	7 951 417	
2. Efficient judicial system and increased law enforceability			119	1 128 016	

Table12: Dimension 2 – Form of financing

Fund			ESF		
Category of region			Less developed region		
Priority axis			Code	Amount (EUR)	
1. Strengthened institutional capacity and effectiveness of PA			01	219 042 412	
1. Strengthened institutional capacity and effectiveness of PA			04	7 107 096	
2. Efficient judicial system and increased law enforceability			01	31 119 901	
2. Efficient judicial system and increased law enforceability			04	962 471	

Table13: Dimension 2 – Form of financing

Fund			ESF		
Category of region			More developed region		
Priority axis			Code	Amount (EUR)	
1. Strengthened institutional capacity and effectiveness of PA			01	7 701 347	
1. Strengthened institutional capacity and effectiveness of PA			04	250 070	
2. Efficient judicial system and increased law enforceability			01	1 094 176	
2. Efficient judicial system and increased law enforceability			04	33 840	

Table14: Dimension 3 –Territory type

Fund			ESF		
Category of region			Less developed region		
Priority axis			Code	Amount (EUR)	
1. Strengthened institutional capacity and effectiveness of PA			07	226 149 508	
2. Efficient judicial system and increased law enforceability			07	32 082 372	

Table15: Dimension 3 –Territory a type

Fund			ESF		
Category of region			More developed region		
Priority axis			Code	Amount (EUR)	
1. Strengthened institutional capacity and effectiveness of PA			07	7 951 417	
2. Efficient judicial system and increased law enforceability			07	1 128 016	

Table16: Dimension 4 – Territorial delivery mechanisms

Fund			ESF		
Category of region			Less developed region		
Priority axis			Code	Amount (EUR)	
1. Strengthened institutional capacity and effectiveness of PA			07	226 149 508	
2. Efficient judicial system and increased law enforceability			07	32 082 372	

Table17: Dimension 4 – Territorial delivery mechanisms

Fund			ESF		
Category of region			More developed region		
Priority axis			Code	Amount (EUR)	
1. Strengthened institutional capacity and effectiveness of PA			07	7 951 417	
2. Efficient judicial system and increased law enforceability			07	1 128 016	

Table18: Dimension 6 – ESF secondary theme (ESF only)

Fund			ESF		
Priority axis			Code	Amount (EUR)	
N/A					

2.C.8 Summary of the planned use of technical assistance including, where necessary, actions to reinforce the administrative capacity of authorities involved in the management and control of the programmes and beneficiaries (where appropriate)

N/A.

2.D Priority axis 3 - Technical Assistance

2.D.1 Priority axis

Priority axis ID
Technical assistance

2.D.2 Justification for establishing a priority axis

The target of measures implemented by means of technical assistance is support for implementing the structures and their administrative capacities that are a key to the fulfilment of defined areas of technical assistance throughout the OP. The target of the technical assistance sources also supports the permanent management process, preparation, implementation, monitoring, evaluation, financial management, publicity, control, audit and the protection of the EU's financial interests with the aim to fulfil the operational programme's intention. This priority axis is focused on the strengthening and providing of a qualified workforce whose main task will be the implementation of the OP EPA and support for the material and technical equipment and operation of the information system of the MA of the EPA. Furthermore, the support is aimed at the effective communication of the OP EPA connected with publicity and promotion of the benefits of the OP EPA to the public. Additionally, the priority axis will support activities connected with international cooperation that will contribute to increased professional qualification of employees of the MA of the OP EPA.

2.D.3 Fund and category of region (repeated for each combination under the priority axis)

Fund - ESF

Category of region - Less developed region

Calculation basis (total eligible expenditure or eligible public expenditure) - 10 753 711 Eur

Fund - ESF

Category of region - More developed region

Calculation basis (total eligible expenditure or eligible public expenditure) - 384 260 Eur

2.D.4 Specific objectives and expected results

2.D.4.1 Specific objective 3.1

Specific objective 3.1
Support for the effective implementation of the OP

Objective focuses on strengthening and ensuring a quality workforce by means of implementing the methodology, system and tools for education, assessment and rewarding of administrative capacities of the MA to ensure efficient management of the OP EPA and provide support for ensuring material and technical equipment and operation of the information system of the MA. Additionally, it is focused on compliance with deadlines in the implementation process of the OP.

Results that the Member State seeks to achieve with Union support

- > stabilised administrative capacities;
- > trained and continuously educated administrative capacities, improving the qualification required for quality improvement and professional level improvement of their work at national and international level;
- > ensure the material and technical equipment, modern and functioning information and communication technologies with required licences for the purposes of the administrative capacities of the MA OP EPA
- > ensure time continuity of the implementation process of the OP

2.D.4.2 Specific objective 3.2

Specific objective 3.2
Ensure publicity, information and support for beneficiaries in the implementation process of the OP

Objective is to ensure efficient communication of the OP EPA at the level of the MA and eligible beneficiaries with the aim of ensuring the publicity and awareness among the public about the results and impacts of the OP EPA funded by the ESF. Specific promotional activities will be organized in cooperation with partners of the OP EPA. The specific objective will be focused on ensuring support for the execution of the various processes of preparation, implementation, evaluation and audit of the OP EPA.

Results that the Member State seeks to achieve with Union support

- > provide communication of the EC references, information and publicity

2.D.5 Result indicators

2.D.5.1 Result indicators of specific objective 3.1

Table19: Result indicators of specific objective 3.1

ID	Indicator	Measurement Unit for Indicator	Baseline value	Baseline year	Target value	Data source	Frequency of reporting
R0046	The level of fluctuation of administrative capacities	%	0	2014	15	MA of the OP EPA	annually
R0045	Compliance rate for the reimbursement of payments to beneficiaries	%	0	2014	85	MA of the OP EPA	annually

2.D.5.2 Result indicators of specific objective 3.2

Table20: Result indicators of specific objective 3.2

ID	Indicator	Measurement Unit for Indicator	Baseline value	Baseline year	Target value	Data source	Frequency of reporting
R0044	Level of awareness of the funding opportunities from the OP	%	0	2014	15	MA of the OP EPA	to 31.12.2018 and 31.12.2023
R0047	The level of successfully realised projects	%	0	2014	85	MA of the OP EPA	annually

2.D.6 Actions to be supported and their expected contribution to the specific objectives

2.D.6.1 A description of actions to be supported and their expected contribution to the specific objective 3.1 and 3.2

Priority axis: Technical assistance

Specific objective 3.1 - Support for the effective implementation of the OP

- > implementation and performance of a fair and motivational system of rewarding ;
- > implementation and performance of quality and a transparent system of performance assessment and linking it to the reward system ;
- > internal and external education of employees (seminars, courses, training, exchange of experts, workshops, study visits, internships etc.) at national and international level;
- > supply and operation of compatible IT systems including their electronic equipment and licences and main-

- > provide communication about the benefits of the OP EPA funded by the ESF, ensure clearly defined and understandable strategic and methodical documents supporting beneficiaries in the process of implementation of projects

- tenance of new and existing systems;
- > supply of material and technical equipment including indirect activities of eligible entities ensuring the OP EPA management and implementation;
- > clear and comprehensibly defined procedures in internal manuals of the MA in accordance with managing documentation.

Target groups - Eligible employees of MA and Payment Unit
Target territories - Entire territory of the SR
Beneficiaries - Mol SR

Priority axis: Technical assistance

Specific objective 3.2 - Ensure publicity, information and support for beneficiaries in the implementation process of the OP

- > providing the OP EPA website;
- > regular communication with media representatives by means of press releases and conferences;
- > communication focusing on the professional public

(promotion of the results and impacts of the OP EPA at professional conferences and in professional publications);

> activities relating to minimum measures in the area of informing and publicity as defined in Annex VI to the General Decree at the level of the MA and beneficiaries;

> clear and understandably defined procedures in manuals and directives designated for applicants and recipients.

Target groups - Eligible employees of MA and Payment Unit
Target territories - Entire territory of the SR
Beneficiaries - Mol SR

2.D.6.2 Output indicators contributing to outcomes

Table21: Output indicators for Priority axis 3 Technical assistance

ID	Indicator	Measurement Unit for Indicator	Target value (2023) (not compulsory)	Data source
00045	Number of realised educational activities	number	TBC	MA of the OP EPA
00046	Number of administrative capacities financed from technical support	number	TBC	MA of the OP EPA
00044	Number of measures for lowering the administrative burden	number	TBC	MA of the OP EPA
00049	Rate of administrative capacities equipped with material-technical equipment from TA	%	TBC	MA of the OP EPA
00048	Number of realised evaluations, analyses and studies	number	TBC	MA of the OP EPA
00047	Number of realised information activities	number	TBC	MA of the OP EPA

2.D.7 Categories of interventions (according to priority axes)

Table 21-26: Categories of intervention

Table22: Dimension 1 – Intervention field

Category of region: Less developed region		
Priority axis	Code	Amount (EUR)
3. Technical assistance	121	8 602 969
	122	1 397 982
	123	752 760

Table23: Dimension 1 – Intervention field

Category of region: More developed region		
Priority axis	Code	Amount (EUR)
3. Technical assistance	121	307 408
	122	49 954
	123	26 898

Table24: Dimension 2 – Form of finance

Category of region: Less developed region		
Priority axis	Code	Amount (EUR)
3. Technical assistance	01	10 753 711

Table25: Dimension 2 – Form of finance

Category of region: More developed region		
Priority axis	Code	Amount (EUR)
3. Technical assistance	01	384 260

Table26: Dimension 3 – Territory type

Category of region: Less developed region		
Priority axis	Code	Amount (EUR)
3. Technical assistance	07	10 753 711

Table27: Dimension 3 – Territory type

Category of region: More developed region		
Priority axis	Code	Amount (EUR)
3. Technical assistance	07	384 260

3.1 Financial appropriation from each fund and amounts for performance reserve

Table28: Financial appropriation from each fund and amounts for performance reserve

	Fund	Category of region	2014		2015		2016	
			Main allocation	Performance reserve	Main allocation	Performance reserve	Main allocation	Performance reserve
1	ESF	Less developed regions	31 386 275	2 003 379	32 950 774	2 103 241	34 536 076	2 204 431
2		Transition regions	0	0	0	0	0	0
3		More developed regions	1 104 260	70 485	1 159 304	73 998	1 215 080	77 558
4		Total	32 490 535	2 073 864	34 110 078	2 177 239	35 751 156	2 281 989
5	Total		32 490 535	2 073 864	34 110 078	2 177 239	35 751 156	2 281 989

2017		2018		2019		2020		Total	
Main allocation	Performance reserve	Main allocation	Performance reserve	Main allocation	Performance reserve	Main allocation	Performance reserve	Main allocation	Performance reserve
36 099 323	2 304 212	37 772 680	2 411 022	39 564 676	2 525 405	40 536 651	2 587 446	252 846 455	16 139 136
0	0	0	0	0	0	0	0	0	0
1 270 079	81 069	1 328 951	84 827	1 392 000	88 851	1 426 197	91 034	8 895 871	567 822
37 369 402	2 385 281	39 101 631	2 495 849	40 956 676	2 614 256	41 962 848	2 678 480	261 742 326	16 706 958
37 369 402	2 385 281	39 101 631	2 495 849	40 956 676	2 614 256	41 962 848	2 678 480	261 742 326	16 706 958

3.2 Total financial appropriation by fund and national co-financing (EUR)

Table29: Financial plan

Priority axis	Fund	Category of region	Basis for calculation of Union support	Union support	National counterpart	Total funding	Indicative breakdown of national counterpart	National private funding	For information EIB contributions	Co-financing rate (f) = (a)/(e) (2)	Main allocation (total funding without performance reserve)		Performance reserve		Performance reserve share (EU funds) of total EU aid for priority axis
				(a)	(b) = (c) + (d))	(e) = (a) + (b)					(c)	(d)	(g)	(f) = (a)/(e) (2)	
1. Strengthening institutional capacities and effectiveness of PA	ESF	Less developed regions SR	TEC	226 149 508	39 908 737	266 058 245	35 908 736	4 000 001		85,00%	212 015 476	37 414 496	14 134 032	2 494 241	6,25%
	ESF	More developed region SR	TEC	7 951 417	7 951 417	15 902 834	7 751 417	200 000		50,00 %	7 454 141	7 454 141	497 276	497 276	6,25%
2. Increased efficiency of the judicial system	ESF	Less developed regions SR	TEC	32 082 372	5 661 596	37 743 968	5 661 596	0		85,00 %	30 077 268	5 307 754	2 005 104	353 842	6,25 %
	ESF	More developed region SR	TEC	1 128 016	1 128 016	2 256 032	1 128 016	0		50,00 %	1 057 470	1 057 470	70 546	70 546	6,25%
3. Technical assistance	ESF	Less developed regions SR	TEC	10 753 711	1 897 714	12 651 425	1 897 714	0		85,00 %	10 753 711	1 897 714	0	0	0,00%
	ESF	More developed region SR	TEC	384 260	384 260	768 520	384 260	0		50,00 %	384 260	384 260	0	0	0,00%
Total	ESF	Less developed regions SR	TEC	268 985 591	47 468 047	316 453 638	43 468 046	4 000 001		85,00 %	252 846 455	44 619 964	16 139 136	2 848 083	6,00%
Total	ESF	More developed region SR	TEC	9 463 693	9 463 693	18 927 386	9 263 693	200 000		50,00 %	8 895 871	8 895 871	567 822	567 822	6,00%
Total	ERDF	N/A		0	0	0	0	0		0	0	0	0	0	0
Total			TEC	278 449 284	56 931 740	335 381 024	52 731 739	4 200 001		83,02 %	261 742 326	53 515 835	16 706 958	3 415 905	6,00%

Table 30: Breakdown of the financial plan by priority axis, fund, category of regions and thematic objective

Priority axis	Fund	Category of region	Thematic objective	Union support (EUR)	National counterpart (EUR)	Total funding (EUR)
1. Strengthening institutional capacities and effectiveness of PA	ESF	Less developed regions SR	TC 11	226 149 508	39 908 737	266 058 245
	ESF	More developed region SR	TC 11	7 951 417	7 951 417	15 902 834
2..Increased efficiency of the judicial system	ESF	Less developed regions SR	TC 11	32 082 372	5 661 596	37 743 968
	ESF	More developed region SR	TC 11	1 128 016	1 128 016	2 256 032
3.Technical assistance	ESF	Less developed regions SR	TC 11	10 753 711	1 897 714	12 651 425
	ESF	More developed region SR	TC 11	384 260	384 260	768 520
TOTAL				278 449 284	56 931 740	335 381 024

Indicative amount of support to be used for climate change objectives

Problems stemming from climate changes call attention to territorial coordination of policies, primarily in the field of climate, public health, energy, water management, agriculture, housing, tourism and transportation and other policies and it is necessary to address them also in the context of public administration development and public service.

Within the OP EPA adaptation measures will be supported (6.2 Social and economic aspects) in line with the SR strategy adaptation to the adverse effects of climate change.

According to Annex 1 of the Implementation Act, area of intervention “Capacity building” (code of intervention 094), the coefficient for calculating support of objectives in the area of climate change has been set to 0%.

However, the OP EPA plans to use the so called “Green public procurement”, which is one of the voluntary environmental policy instruments. Promoting the use of green public procurement by PA entities to choose products with reduced negative impact on the environment can contribute to the achievement of local, regional, national and international environmental targets.

Table31: Indicative amount of support to be used for climate change objectives

Priority axis	Indicative amount for support to be used for climate change objectives (EUR)	Proportion of total allocation to the operational programme (%)
1. Strengthened institutional capacity and effectiveness of PA	0	0
2.Efficient judicial system and increased law enforceability	0	0
3.Technical assistance	0	0

SECTION 4

Integrated approach to territorial development

Within the OP EPA, the integrated approach to territorial development will not be directly applied, but activities will be supported on a complementary basis.

4.1 Community-led local development

Within the OP EPA, Community-led local development will not be directly applied, but activities will be supported on a complementary basis.

Table32: Sustainable urban development - indicative amounts in support of the ERDF and ESF

Fund	ERDF and ESF support	Proportion of Fund's total fund allocation to the program
N/A	N/A	N/A
Total ESF	N/A	N/A

4.3 Integrated Territorial Investment (ITI)

N/A

4.4 The arrangements for interregional and transnational actions, within the operational programme, with beneficiaries located in at least one other Member State

N/A

4.2 Integrated actions for sustainable urban development

In accordance with Chapter 3.1.3 of the Partnership Agreement, OP EPA is not relevant for the promotion of integrated actions for sustainable urban development. Sustainable urban development will not be directly supported by the OP EPA.

4.5 Contribution of the planned actions under the programme to macro-regional and sea-basin strategies, subject to the needs of the programme area as identified by the Member State

N/A

SECTION 5

The specific needs of the geographical areas most affected by poverty, discrimination and social exclusion

The OP EPA will be implemented at national level and applies to the entire territory of the SR.

5.1 Geographical areas most affected by poverty/target groups at highest risk of discrimination

Geographical areas with concentrated target groups with specific needs will be identified at local level of NUTS 3 or LAU 1, in certain cases also at the level of LAU 2.

The source for reference information will mainly be the relevant statistical data of Eurostat (At-risk of poverty or social exclusion rate) and, in certain cases, also the Atlas of Roma Communities.

SECTION 6

Specific needs of geographical areas which suffer from severe and permanent natural or demographic handicaps

N/A

5.2 The strategy of the OP EPA to address the specific needs of geographical areas/target groups most affected by poverty

Support for the optimisation and strengthening of the availability of public services will be provided, taking into account the specific needs of beneficiaries, especially in areas most affected by poverty and social exclusion. Optimising of services at all levels will be carried out with regard to the needs of beneficiaries from areas most struck by poverty or concentration of target groups most threatened by discrimination or social exclusion (including services and support to relevant local government capacities), but there are also plans to provide specific assistance services (e.g. in Kežmarok) where there is currently a higher level of poverty identified (more than 20 percent above the national average). The client centre in Svidník provides, on the basis of agreement with the MJ SR, comprehensive legal service to disadvantaged inhabitants by means of the Office for Legal Assistance Services.

Such measures will make services of client centres even more accessible to the most vulnerable inhabitants or inhabitants with specific needs.

SECTION 7

Authorities and bodies responsible for management, control and audit and the role of relevant partners

7.1 Relevant authorities and bodies

On the basis of the Proposed structure of the OPs for the multi-annual financial framework of the ESIF for the programming period 2014 – 2020, approved by the Council of the Government of the Slovak Republic for Partnership Agreement for the period 2014 -2020, on 11 March 2013 and by the Government of the SR at its meeting on 20 March 2013, the MoI SR shall act as the MA for the OP EPA and at the same time shall be responsible for the preparation of the programme strategy and coordination of the OP implementation process.

A Directorate of EU Programmes was established as of the 1st September 2014 within the organisational structure of the MoI SR, which institutionally covers the work

of the Directorate based on the mandate of a Managing Authority delegated by the Slovak Government. It includes a Department of OP EPA, which is responsible for programming, methodology, monitoring, evaluation, implementation and financial management of the OP EPA. Administrative capacities of the Directorate are built in line with relevant national and EU legislations.

The GO SR acts as a CCB responsible for preparation of the Partnership Agreement for the years 2014 – 2020 and the overall coordination of the preparation and implementation of OPs and ESIF programs for the programming period 2014 – 2020.

The role of the Certifying Authority (CA) and the Audit Authority for the OPs and ESIF programmes within the program period 2014 – 2020 shall be carried out by the MoF of the SR on the basis of Government Resolution No. 318/2013 as of 19th June 2013. The CA referred to in EU regulations will perform the tasks of an entity coordinating the system of financial management of SF and CF at national level as well as of an entity responsible for receiving payments from the EC and their transfers to payment units.

Table33: Identification of the relevant authorities and bodies (Article 87 (5) (a) and (b) CPR)

Entity/authority	Name of the entity/authority	Head of the entity/authority (capacity or position)
Managing Authority	Ministry of Interior of the SR	Minister of Interior of the SR
Central Coordinating Authority	Government Office of the SR	Head of the Government Office
Certifying authority	Ministry of Finance of the SR / Section of European Funds	Minister of Finance of the SR
Audit authority	Ministry of Finance of the SR / Audit and Control Section	Minister of Finance of the SR

7.2 Involvement of relevant partners

7.2.1 Actions taken to involve the relevant partners in the preparation of the operational programme, and the role of those partners in the implementation, monitoring and evaluation of the programme

For the purposes of programming and implementation of the OP, there was a broad and open partnership built with representatives of public administration and local government authorities, business and social partners as well as NGOs, and the cooperation is continuing in the form

of WG sessions and individual consultation on particular topics and requirements of partners.

As a part of the technical assistance, the eligible costs will include costs of sessions of monitoring committees, including the costs of participants of the committees if their presence is necessary for the effective work of the monitoring committee, expenses on preparation and rental of premises, preparation of documents, costs of participation of members of the committee as well as of WGs for preparation of the programming period (e.g. travel expenses).

Table34: Identification of relevant partners

Area of responsibility	Entity	Authorised representative
Public procurement	Office for Public Procurement	Chairman
Central Contact Point for OLAF	Government Office of the SR	Head of the Government Office

Table35: Identification of partners of horizontal principles

Horizontal principles			
Partnership and multilevel governance	Council of the Government of the SR for NGOs		spInomocnenec_ros@minv.sk
Sustainable development	Government Office of the SR		info@vlada.gov.sk http://www.hpisahptur.gov.sk/
Promoting gender equality and non-discrimination	Ministry of Labour, Social Affairs and Family of the SR	Department of Gender Equality and Equal Opportunities	sekretariatrrrp@employment.gov.sk http://www.rovnostprilezitosti.sk/

7.2.2 For ESF: Global grants

It will be possible to use global grants to support implementation of those activities where a more efficient use of ESIF funds will be demonstrated by selected partners whose activities focus on the particular type of activity. This grant mechanism can be applied to distribute funds as a part of the OP in line with the applicable legislation of the EU and the SR. When the starting points in strategic documents are clear, we will review suitability of the use of the mechanism of global grants at national level.

7.2.3 Allocation of funds for capacities building

In order to provide for the set objectives of the OP EPA, it is necessary to allocate appropriate funds from the ESF to areas of less and also more developed regions in order to build capacities in the form of professional training, measures aimed at acquiring skills and enhancing expert knowledge of the supported organisation for activities performed by partners together with the goal of supporting their appropriate part in activities supported by the ESF. Building capacities represents suitable means for implementation of public policies and providing of public services to citizens in less and more developed regions. It is a tool that will make it possible to increase the quality of human resources and their management in the field of public services. In OP EPA, part of the funds will be used to build partner capacities; the allocated amount will be defined during the implementation, depending on continuously identified needs.

SECTION 8

Coordination between the funds, the EAFRD, the EMFF and other union and national funding instruments, and with the EIB

The coordination mechanism between the OP EPA and other support mechanisms will be ensured by measures identified at program and project level, as defined in Chapter 2.1. of the Partnership Agreement of the SR. In the new programming period, OP EPA will also cooperate with the European Investment Bank (EIB) in case it is required by circumstances.

The OP EPA is a key OP also in relation to other OPs for which it is a cornerstone underlying the success of their implementation, given that PA reform affects key starting points for their successful implementation.

The document "Strategic Framework for PA reform in the SR" reflects the government's commitment to implement a comprehensive reform of PA across all segments where public services are created, managed and developed.

Synergies between OP EPA and OP II

PA reform determines the content of the OP EPA and partly OP II, whose common objective is an effective PA. Deployment of information systems is a prerequisite in implementation of the strategy and design of the changes in the organisation and processes of PA policies that are defined in OP EPA. The OP II provides investments in information systems of the PA and e-government services particularly in the form of national projects. OP II implements projects also under other specific objectives that are not part of the "Mutual coordination system between the OP Integrated Infrastructure and the OP Effective Public Administration". The institutional system of coordination between OP II and OP EPA is defined in the document "Mutual coordination system between the OP Integrated Infrastructure and the OP Effective Public Administration" and shall consist of three basic levels:

1. political level – Monitoring Committee;
2. technical program level – Internal Supervisory Monitoring Committee;
3. technical project level – Steering Committee for Feasibility Studies.

Life cycle of the reform plan and its implementation shall be as follows:

- > The reform plan, approved by the Mol, will form the input for a feasibility study and project proposal of the OP EPA. Preparation and elaboration of feasibility studies of the OP II and project proposals of the OP EPA will be coordinated and their outputs present-

ed in mutually consistent written calls. Based on the approved written calls, the project will be realized.

- > The outcome of the initial phase of project implementation of the OP EPA will be a proposal for specific reform that will include the draft of organizational processes and methods. The output of the initial phase of project implementation of the OP II will be an analysis that includes functional specification. The proposal for specific reform, including the main requirements for ICT projects, will be a main input to functional specification.
- > Within the OP II project, the information system will be implemented or modified in order to effectively support the detailed proposal for processes and cover requests and needs resulting from the proposal for a specific reform. Within the OP EPA project, other measures necessary for reform execution will be implemented.
- > After the implementation of the information system (specific solutions) it will be possible to trial the services and their use in relevant segments of PA and initiate to implement new processes in practise

Synergies between OP EPA and OP Human Resources ("OP HR")

In the further development of cooperation with social partners, the OP HR shall contribute to the promotion of social dialogue within economic and social segments. The OP EPA shall encourage cooperation with social and economic partners to improve the quality of PA (PA reform and development of national policies in individual segments of PA).

In order to integrate social considerations into public procurement procedures, the OP HR will synergistically complement the planned activities of the OP EPA. While the OP EPA is focused on the creation of methodologies and processes associated with this form of public procurement, the OP HR will provide support services (education, training, courses) in order to increase employment.

Within the OP HR, the field of health education has a great impact on the OP EPA, mainly due to the support of analytical and strategic capabilities and activities of the health sector in order to strengthen strategic planning, management and decision making. Strengthening of these activities will therefore have an impact on effective planning, management and implementation of activities supported by the OP HR.

In the programming period 2014-2020, support and development of all forms of social dialogue will be provided, in particular by continuity of the National project "Centre of Social Dialogue of the Slovak Republic" with the support of OP HR. OP EPA will provide support to projects of social and economic partners in the context of the PA reform.

Synergies between OP EPA and OP Quality of Environment (“OP QE”)

Support of systematic adaptation to climate change by PA is a prerequisite for the implementation of the Adaptation Strategy of the SR to Adverse Climate Change Impacts, therefore the topic of resilience of PA systems and their role in building the resilience of a country and its infrastructure will be complementarily and in synergy addressed by both OPs. Building resilience to climate change through comprehensive risk management will be in line with the Adaptation Strategy of the SR to Adverse Climate Change Impacts, which is accompanied by complementary measures aimed at the optimisation of relevant strategies and strengthening the ability of PA to guarantee the delivery of public services during disasters. Optimisation of national public procurement policies and the implementation of green public procurement also constitute a space for synergy and complementarity of both OPs.

One of the objectives of the optimization measures in PA is to ensure preconditions for synergies with investments into increasing energy efficiency of public buildings.

Synergies between OP EPA and OP Research and Innovation (“OP R&I”)

Synergies of OP R&I and OP EPA can be seen in the horizontal principles with respect to the focus and target of OP EPA, particularly in relation to the specific objective 1.1 Improvement of systems and optimisation of systems with a focus on citizens and businesses and 1.2 Modernisation of HRM and increase of employee competencies. Human resource development, strengthening analytical capacities in PA and integration and optimisation of PA should be positively reflected also in the processes of management and implementation of the OP R&I. In line with the RIS 3 strategy, the OP R&I creates space for science, research and innovation addressing social problems, outcomes which may support the optimisation of public policies and services.

Within the OP R&I mainly analyses will be carried out, reports on the business environment, surveys, basic materials for the involvement of SMEs in the SR, comparative studies data for the transfer of good examples of the business support (e.g. support programmes).

Activities defined in the OP EPA refer to the creation and implementation of RIA systems e.g. on the business environment and introduction of the so-called SME test, i.e. assessing the impact of regulations on SMEs. It is a systematic and philosophically different activity. It will cover both ex ante assessment of impact (in the case of the newly proposed regulation), ex post assessment (in the case of existing regulation), analysing the accuracy of the transmission of EU legislation in terms of “gold plating”, creation of alternative solutions to regulation, consultation on regulation etc.

Synergies between OP EPA and Integrated Regional OP (“IROP”)

The OP EPA will contribute to the increase of the involvement of local and regional self-governments in the PA reform process. There will be supported activities focused on policy making (reform concepts) of local and regional self-governments in the SR with an emphasis on the needs of towns and municipalities, this will however be defined in close cooperation with central state administration bodies (but only to the extent of transferred competencies to municipalities). The OP EPA will also support institutional capacity building, including analytical capacities, education in areas of transferred state administration and training of human resources for the implementation of reform initiatives and support of the development of the concept “competence centre” of self-government. Mutual cooperation and exchange of experience would be a basis for streamlining government operations in the transferred state administration and PA and contribute to the quality of investments made with the support of IROP.

Synergies between OP EPA and Rural Development Programme (“RDP”)

OP EPA contributes to the enhancement of administrative capacities and efficiency of the public sector. The horizontal actions are closely linked to efficient public administration and also involve the Ministry of Agriculture and Rural Development as the MA for OP RDP. In the SR, there are many municipalities with small populations which must provide the full scope of PA services. The RDP has the potential to increase the energy efficiency via development and installation of new technologies, as well as upgrading the outdated machines/technologies and renovating buildings. This process will be reinforced via training activities in green public procurement, which represents one of the SOs of the OP EPA.

Synergies between OP EPA and OP Technical Assistance (“OP TA”)

OP TA is a complementary programme for the field of management and increase of the quality of analytical capacities of the ESIF in the building of efficient PA, whose systemic support is provided by the MoI SR as the MA for OP EPA. In preparing the strategy of enhancing analytical capacities in relation to the ESIF, it will be necessary to ensure complementarity of activities with the MA for the OP TA.

In the field of corruption and the fight against fraud, the purpose of the OP TA is to handle specific areas of reviewing and managing of the ESIF. On the other hand, OP EPA will support the measures to optimize the relevant national policies and systemic measures enabling the detection of corruption. Moreover, OP EPA will support measures leading to the efficient fight against fraud.

Synergies between OP EPA and Asylum, Migration and Integration Fund (“AMIF”)

Specific objective 1 Strengthen and develop all aspects of the common European asylum system, including its external Asylum, Migration and Integration Fund, focuses, inter alia, on the strengthening of administrative structures and professional preparation of employees of the Migration Office of the MoI SR in order to provide easy and efficient access for asylum seekers to asylum proceedings and, at the same time, ensure efficient and high quality proceedings on asylum.

OP EPA, by means of SO 1.1. and SO 1.2 will support optimising of reform processes of the Migration Office of the MoI SR and enhancement of capacities and skills of the employees in order to improve access for migrants to the asylum process and public administration services as such.

Synergies between the OP EPA and the Internal Security Fund („ISF“)

In the area of capacity building the ISF, through educational and training activities, will contribute to; strengthening of administrative and operational capacities to protect the critical infrastructure, improved co-ordination, co-operation and exchange of know-how in the area of threats and risk assessment. The ISF will, at the same time, support building and strengthening of capacities to protect and combat cross border and organized crime, including public – private partnerships, as well as strengthening the capacities to manage the external borders. The above mentioned activities will contribute to the overall strengthening of co-ordination and co-operation among law enforcement agencies and other national agencies and co-operation with the relevant EU bodies, including international organisations. The activities will, at the same time, contribute to the fulfilment of the SO 1.2.

Synergies between OP EPA and cross-border cooperation programmes

> Cross-border cooperation programmes:
SR – Czech Republic, SR – Austria, SR – Poland, SR – Hungary

The OP EPA sees the possibility of cooperation within TO 11 as a basis for cooperation and possible activities will be subsequently defined in mutual dialogue.

Synergies between OP EPA and transnational programmes

> Programme Central Europe

Common priorities with the OP EPA:

> IP 6 C 2 3 – capacity building for innovative strategies of protection, support and sustainable management of cultural resources.

> IP 6 E 1 1 - capacity building for strengthening governance structures, including participatory planning mechanisms and decision-making processes.

> Strategy for the Danube Region

The synergy between the Strategy for the Danube Region and the OP EPA consists mainly of “strengthening institutional capacities and cooperation in the Danube region”; defining effective forms of cooperation between legislators which involve an exchange of information (to fight against crime) and reduce bureaucracy.

Synergies between the OP EPA and programmes of European territorial cooperation

> INTERREG

The cooperation potential lies in the improvement of policies (policy of learning platforms) which should maximise the potential for exchange of experience (investment in growth and employment).

> INTERACT

The concept of “territorial governance” is the foundation for synergy with TO 11.

> ESPON

Raising awareness and increasing the use of programme outputs by policymakers within the administrative system.

Synergies between OP EPA and programmes of the EU

> Horizont 2020

Synergies associated with the priority “societal challenges” promote innovation in the public service sector.

> COSME

Promoting “effective political reforms” in response to active institutions at national, regional and local level has great potential for creating added value.

> LIFE

Synergies have been identified within the priority: “governance and information”, as well as in capacity building and awareness-raising of potential optimisation of specific legislative instruments.

> CREATIVE EUROPE

Synergies are most visible in the context of cooperation between sectors in promoting cross-border cooperation of experts, institutions, associations and networks.

9.1 Ex ante Conditionalities

Information on the evaluation and implementation of the EAC

The EAC for TO 11 (“EAC 11”) “the existence of a strategic policy framework for reinforcing the Member State’s administrative efficiency including PA reform” is currently partially fulfilled. Given that the fulfilment of six ex ante sub criteria is still in process, the SR proceeds with the

proposed list of planned measures and activities that must be done to achieve the full range of the desired results carried out for the successful delivery of the thematic EAC 11. The actions include, for example, the preparation of legislative measures and completion of quality management systems.

The EAC 11 is a horizontal, multi-sectorial conditionality that requires multilateral partnership and involvement of all relevant segments and institutions of PA.



Table36: Applied EAC and evaluation of its fulfilment

EAC	Fulfilment of EAC: Yes/No/Partially	Criteria for fulfilment of EAC	Fulfilment of criteria: Yes/No	References	Explanation (if suitable)
Existence of a strategic policy framework for reinforcing the Member States’ administrative efficiency including public administration reform	Partially	A strategic policy framework for reinforcing a Member State’s public authorities’ administrative efficiency and their skills with the following elements in place and in the process of being implemented: 1. An analysis and strategic planning of legal, organisational and/or procedural reform actions;	No	http://www.rokovania.sk/File.aspx/ViewDocumentHtml/Uznesenie-13500?prefixFile=u http://www.rokovania.sk/Rokovanie.aspx/BodRokovaniaDetail?idMaterial=23148 http://www.rokovania.sk/Rokovanie.aspx/BodRokovaniaDetail?idMaterial=20957 http://www.zbierka.sk/sk/predpisy/zakon-345-2012-z-z.p-34903.html?aspi_hash=MzQ1LzlwMTIiGWi56Lg	<p>Established in accordance with Government Resolution No 388 of 10 July 2013, the Steering Committee for the Coordination of Public Administration Reform is the coordinating authority for the public administration reform at national level. The Steering Committee represents the mechanism for coordination and dialogue between relevant bodies in charge of the preparation and implementation of reform actions. The members of the Steering Committee represent the individual government bodies and agendas responsible for the fulfilment of the public administration reform in their own segments. Analyses of legal, organisational and/or procedural reform actions have been prepared on the basis of key needs and goals in the individual public administration segments. The analyses were based on examining the existing regulatory framework, the organisational structure and/or procedural rules with a view to reinforcing the effectiveness of the public administration in Slovakia.</p> <p>Strategic Framework “Basic assumptions for the public administration reform in the SR”</p> <p>Submitted to the Steering Committee and taken into consideration by the Government of the SR on 18 December 2013. This strategic document reflects the Slovak Government’s commitment to implementing a comprehensive horizontal reform of public administration across all segments of public administration with clearly defined priorities and will serve as the basis for a further development of reform concepts in individual segments of public administration in the same manner as strategies of the OP Effective Public Administration.</p> <p>The ESO Programme (Effective (Efektívna), Reliable (Spoľahlivá) and Open (Otvorená) public administration) Adopted on 24 April 2012. Stage I of the ESO reform has been completed and involved the closure of regional level specialised local public administration offices and the integration of regional educational authorities, regional construction authorities and territorial military authorities into district authorities in the regions. This directly contributes to the simplification of the structure and improvement of the transparency and effectiveness of public administration.</p> <p>Stage II of the ESO reform was fulfilled through the adoption of Act No 180/2013 on the organisation of the local state administration and on amendments to certain acts and facilitated the establishment of 72 district authorities as integrated local authorities of public administration.</p>

			http://bit.ly/1gOTdD6 http://bit.ly/HW5Mh0 http://bit.ly/1asJEF2 http://bit.ly/1aWm0U4 http://www.finance.gov.sk/Default.aspx?CatID=7018 http://www.minv.sk/?multilateralne-zmluvy http://www.rokovanie.sk/Rokovanie.aspx/BodRokovaniaDetail?idMaterial=20641 http://www.rokovania.sk/Rokovanie.aspx/BodRokovaniaDetail?idMaterial=23693 http://bit.ly/1eeXCPG	<p>Mol SR is involved in a joint project with the OECD “Improving quality of public administration – strategic evaluation of the main aspects of public administration reform”. The project outcomes will contribute to shaping the national strategy for the public administration reform and the Steering Committee for the Coordination of the Public Administration Reform. In December 2013, OECD prepared another strategic document entitled “Strategic Framework for the Public Administration Reform in the SR”.</p> <p>Strategic Plan to Fight Corruption in the SR</p> <p>The document was approved by Government Resolution No 517 of 10 August 2011. In order to monitor, coordinate and perform interim controls and evaluations of the fulfilment of tasks under the Strategic Plan to Fight Corruption, the Minister of the Interior issued instruction No 115/2011 to establish an inter-ministerial expert WG for anti-corruption, with the Minister of the Interior being the chairman and the Head of the Government Office of the SR being the vice-chairman of the group. The Report on the fulfilment of tasks under the Strategic Plan to Fight Corruption was discussed by the Government of the SR on 2 April 2014.</p> <p>Mol SR (National Criminal Agency) drafted a document ‘Supplement of tasks of the Strategic Plan to Fight Corruption in the Slovak Republic’. The document was amended according to the recommendations of the OECD WG to Fight Corruption in International Trade Transactions within phase III of the assessment and includes tasks with concrete fulfilment for individual PA subjects and Public Sector. The document is ready to be submitted for interdepartmental consultations.</p> <p>Tax and Duties Reform Concept with the perspective to unify collection of tax, customs and insurance contributions</p> <p>Concept of tax- levies system reform</p> <p>Concept of unification of tax and duties collection with levies collection system – approval of reform plans for Phase II UNITAS - UNITAS II by MoF SR and GoS.</p> <p>Strategy for development of FA for 2014 – 2020 elaborated in 11/2013 and approved by the MoF SR acc. to para 3 article 1 (c) Act Nr. 333/2011 Coll. on PA bodies in the field of tax, levies and customs in statutory text of subsequent regulations. The strategy provides an overview of the direction the FA will take during 2014-2020.</p> <p>Approved bi- and multi- lateral contracts and agreements focused on support of neighbour relations among PA bodies within cross border cooperation when providing bilateral assistance in emergency situations.</p> <p>National Action Plan for Green Public Procurement for 2011 – 2015 was approved by Government Resolution No 22 of 18 January 2012. The strategic goal of this document is to increase the level of implementation of green public procurement in the Slovak Republic at the level of central bodies of PA to 65 percent and at the level of self-government regions to 50 percent by 2015”.</p> <p>Information on implementation of the National Action Plan for Green Public Procurement in SR for 2011 – 2015 for 2013 was taken into consideration by Government Resolution No 116 of 9 July 2014.</p>
	2. Development of QMS;	No	http://bit.ly/1cmrSF4	<p>“Basic assumptions for the public administration reform in the SR” include a commitment to implement quality management systems (QMS) in public administration. The National Quality Programme of the SR for 2013 – 2016 was approved by the Slovak Government in October 2013 and one of the nine priority sectors is oriented at strengthening the quality of public administration through the implementation of QMS in public administration – for instance, CAF.</p>
	3. Integrated actions for simplification and rationalisation of administrative procedures;	Yes	http://bit.ly/1ie8Sel http://bit.ly/1hJAHp	<p>Uniform methodology for the assessment of selected impacts aimed at measuring and reducing the administrative burden faced by entrepreneurs and for the assessment of legislative proposal has been updated.</p> <p>Establishment of analytical Centre for Better Regulation which will be responsible for the systemic evaluation of the impacts of regulation on the business sector – Regulatory Impact Assessment (RIA). At the same time, this will strengthen the analytical capacities and facilitate the simplification and rationalisation of administrative procedures. The assessment of legislation and its impact on small and medium-sized enterprises (SME) will be performed by means of SME test.</p>

				<p>http://bit.ly/1cY2iEI</p> <p>http://bit.ly/1gFghuT</p> <p>http://bit.ly/1X6RW5</p> <p>http://www.finance.gov.sk/Default.aspx?CatID=7018</p> <p>https://www.finance.gov.sk/Default.aspx?CatID=9266</p>	<p>The Report on Business Environment in the SR was approved by Government Resolution No 153 of 3 April 2013 and introduces measures aimed at improving the business environment, including measures to reduce the administrative burden. The measures are evaluated on an annual basis.</p> <p>Government Resolution No 153 of 3 April 2013 specifies measures aimed at improving the business environment, including measures to reduce the administrative burden.</p> <p>A web portal has been launched in cooperation with the National Union of Employers allowing entrepreneurs to pinpoint and warn about administrative complexity and duplicity resulting from legislation.</p> <p>In 2013, the Council of the Public Procurement Office was established to strengthen independence in decision-making and submission of appeals.</p> <p>The MoI SR was the body responsible for the amendment to Act No 25/2006 Coll. on Public Procurement and on amendments to certain acts as amended and on amendments to Act No 455/1991 Coll. on trade licensing (the Trade Licensing Act) as amended – effective as of 1 July 2013. The capacity and budget of the Public Procurement Office were reinforced in order to be able to create new mechanisms, training, and capacity-building in the area of public procurement. Therefore, the Public Procurement Office is the body responsible for this area. The MI SR is prepared to cooperate with the Public Procurement Office in developing policies in this area.</p> <p>Mol SR is currently setting up client centres. These projects have been implemented at the district offices in Nitra, Galanta, Stropkov, Svidník, Stará Ľubovňa, Snina, Topoľčany and Senec. Additional client centres are planned for 2014.</p> <p>The Concept of Developing Financial Administration 2014 – 2020 was approved at the meeting of the Financial Administration management on 12 November 2013. The aim is to implement changes to the system of managing and organising the financial administration by implementing the related projects.</p> <p>Action Plan to Combat Tax Fraud</p> <p>Strategy for Development of FA for 2014 – 2020 elaborated in 11/2013 and approved by the MoF SR acc. to para 3 article 1 (c) Act Nr. 333/2011 Coll. on PA bodies in the field of tax, levies and customs in statutory text of subsequent regulations. The strategy provides an overview of the direction the FA will take during 2014-2020.</p> <p>Strategy for Modernisation of Customs Border crossings and Building Capacities in Customs for 2014-2020 elaborated in 09/2013 and approved by the MoF SR. The Strategy includes key midterm goals to increase effectiveness of activities performed by customs authorities within the EU Customs Union in parallel with increasing the comfort of the provided services for economic subjects as an integral element of business environment support.</p>
		<p>4 The development and implementation of human resources strategies and policies covering the main gaps identified in this field;</p>	<p>No</p>	<p>http://www.finance.gov.sk/Default.aspx?CatID=7018</p>	<p>The MoI SR is implementing a National Project of Building Capacities and Improving Effectiveness of the Public Administration in the SR. The project is implemented in cooperation with the OECD, and addresses problematic and ineffective operation of certain areas of public administration.</p> <p>As of 1 November 2013, the Government Office of the SR is the lead authority for civil service employment relations and legal relations as regards work in the public interest. In 2013, the MLSAF SR carried out a survey of problems in the application of the Act on the Civil Service in order to collect documentation for an amendment to the act which would remove application problems in practice. In cooperation with the MLSAF SR and the MI SR, the GO SR organised a questionnaire-based survey on a selected group of 46,815 civil servants, the main purpose of which was to identify systemic and process errors in the management of human resources in order to be able to prepare the civil service reform in line with the rules for the development of a stable, professional and politically neutral public administration.</p> <p>In order to prepare a new draft act on the civil service the GO SR set up WGs comprising experts on civil services dealing with the preparation of the new act. Each of the groups is responsible for a particular area, i.e.: (1) commencement, change and termination of civil</p>

			http://bit.ly/1765cHb http://www.finance.gov.sk/Default.aspx?CatID=7018	<p>service employment; (2) disciplinary proceedings and the rights and obligations of civil servants; (3) performance-based assessment and remuneration; (4) selection procedures – recruitment of civil servants and (5) training. At the same time, the GO SR established the Steering Committee for Civil Service Reform which coordinates the activities of individual WGs and provides guidance. At present, the Steering Committee and the WGs are intensively working on the preparation of the draft Civil Service Act.</p> <p>Strategy for Modernisation of Customs Border Crossings and Building Capacities in Customs for 2014-2020 elaborated in 09/2013 and approved by the MoF SR. The Strategy includes key midterm goals to increase effectiveness of activities performed by customs authorities within the EU Customs Union in parallel with increasing the comfort of the provided services for economic subjects as an integral element of business environment support.</p>
		5. The development of skills at all levels of the professional hierarchy within public authorities;	No	<p>Act No 568/2009 Coll. on lifelong learning and on amendments to certain acts as amended by Act No 315/2012 Coll. The Act on Lifelong Learning governs: a) long learning in which further education follows up on the level of education attained in school education; b) accreditation of education programs of further education; c) rules and procedures of verifying and recognising results of the further education focused on obtaining partial or full qualification; d) the National Qualifications System; e) the information system of further education; f) the system of monitoring and forecasting further education needs; g) the control of compliance with accreditation conditions.</p> <p>In order to fulfil this criterion, an action plan has been prepared.</p> <p>Strategy for Modernisation of Customs Border Crossings and Building Capacities in Customs for 2014-2020 elaborated in 09/2013 and approved by the MoF SR. The Strategy includes key midterm goals to increase effectiveness of activities performed by customs authorities within the EU Customs Union in parallel with increasing the comfort of the provided services for economic subjects as an integral element of business environment support.</p>
		6. The development of procedures and tools for monitoring and evaluation.	No	<p>https://www.finance.gov.sk/Default.aspx?CatID=9336</p> <p>http://www.finance.gov.sk/Default.aspx?CatID=7018</p> <p>Audit of local governments – Audit of the transferred performance of public administration and original competencies, and the provision of their financing at the level of regional and local governments is in process. In line with the Government Resolution, a uniform audit methodology was developed. The ministries and other central bodies of public administration carried out an audit of local government, and an audit report was submitted by the MI SR and MF SR. The MI SR together with the MF SR prepared a summary audit report as a basis for the preparation of modernisation of local government in the SR. The summary audit for public administration competences was discussed by the Government of the SR on 14 May 2014 and approved by Government Resolution No 226.</p> <p>The manual entitled “How to Measure Progress – a proposal of result indicators for ministries” suggests three levels of indicators for evaluating the results achieved by various public policies. As soon as certain indicators are completed, the Steering Committee for the coordination of public administration reform will assess the alternatives of using the manual as a systemic instrument for evaluating the operations of state and public administration. The system of indicators will be further supplemented with the result, output and input indicators at the level of ministries and will serve as an indicative tool for public policy makers.</p> <p>Strategy for Development of FA for 2014 – 2020 elaborated in 11/2013 and approved by the MoF SR acc. to para 3 article 1 (c) Act Nr. 333/2011 Coll. on PA bodies in the field of tax, levies and duties as amended in subsequent regulations. The strategy provides an overview of the direction the FA will take during 2014-2020.</p> <p>Audit of central bodies of PA – the outcome of the audit of central bodies of PA was a summary proposal of economic measures for the state budget prepared by the MoI SR for the MoF SR. The savings were incorporated into the state budget proposal for 2015-2017.</p> <p>Audits of central bodies were carried out mostly in the form of meetings at the level of heads of offices or director generals of budget sections. Surveys of subordinated bodies of central bodies of PA were performed in the form of visits and discussions with senior officials of individual organisations. Together 57 central bodies and subordinated organisations were visited. Outputs of surveys represent their summary reports.</p>

1. Anti-discrimination The existence of administrative capacity for the implementation and application of European Union anti-discrimination law and policy in the field of the ESI Funds.	No	Arrangements in accordance with the institutional and legal framework of Member States for the involvement of bodies responsible for the promotion of equal treatment of all persons throughout the preparation and implementation of programmes, including the provision of advice on equality in ESI fund-related activities.	No	Act No 575/2001 Coll. on the organisation of government activities and the organisation of central government as amended http://www.epi.sk/Main/Default.aspx?Template=~%2FMain%2FArticles.ascx&LngID=0&zzsrlnkid=4654186&phContent=~%2FzSR%2FShowRule.ascx&RuleId=14927&pa=13597 Anti-discrimination Act (Act No 365/2004 Coll. on equal treatment in certain areas and protection against discrimination and on amendment of certain laws as amended) http://www.gender.gov.sk/?page_id=72	The Department of Gender Equality and Equal Opportunities (DGEEO) at the MLSAF SR is the executive body for the implementation of this ex ante conditionality. It participated in the preparation of the OPs and will be involved in its implementation and monitoring by means of membership of monitoring committees and advising (training). Administrative capacities of the department were reinforced by 1 June 2014. Moreover, the Slovak National Centre for Human Rights (SNCHR) provides general advice. Representation of umbrella NGOs and experts in the field of antidiscrimination, gender equality and disability in preparation and implementation of the OPs is ensured through their participation in the working group of the coordinator of the HP.
		Arrangements for training for staff of the authorities involved in the management and control of the ESI Funds in the fields of European Union anti-discrimination law and policy.	No		
2. Gender The existence of administrative capacity for the implementation and application of European Union gender equality law and policy in the field of the ESI Funds.	No	Arrangements in accordance with the institutional and legal framework of Member States for the involvement of bodies responsible for gender equality throughout the preparation and implementation of programmes, including the provision of advice on gender equality in ESI Fund-related activities.	No	A list and directory of cooperating non-governmental organisations in Slovakia dedicated to women's rights and gender equality http://www.gender.gov.sk/?page_id=347 National Gender Equality Strategy for 2009 - 2013 http://www.gender.gov.sk/?page_id=294	The Department of Gender Equality and Equal Opportunities (DGEEO) at the MLSAF SR is the executive body for the implementation of this ex ante conditionality. It participated in the preparation of the OPs and will be involved in its implementation and monitoring by means of membership of monitoring committees and advising (training). Representation of umbrella NGOs and experts in the field of antidiscrimination, gender equality and disability in preparation and implementation of the OPs is ensured through their participation in the working group of the coordinator of the HP. The new National Gender Equality Strategy for 2014 - 2020 is being drafted on the basis of an evaluation of the existing - national strategy - by November 2014.
		Arrangements for training for staff of the authorities involved in the management and control of the ESI Funds in the fields of European Union gender equality law and policy as well as on gender mainstreaming.	No		
3. Disability The existence of administrative capacity for the	No	Arrangements in accordance with the institutional and legal framework of	No	National Programme for the Development of Living Conditions of Persons with Disabilities for 2014 - 2020.	The Department of Gender Equality and Equal Opportunities (DGEEO) at the MLSAF SR is the executive body for the implementation of this ex ante conditionality. It participated in the preparation of the OPs and will be involved in its implementation and monitoring by means of membership of monitoring committees and advising (training).

implementation and application of the United Nations Convention on the rights of persons with disabilities (UNCRPD) in the field of the ESI Funds in accordance with Council Decision 2010/48/EC.		Member States for the consultation and involvement of bodies in charge of protection of rights of persons with disabilities or representative organisations of persons with disabilities and other relevant stakeholders throughout the preparation and implementation of programmes.		http://www.rokovania.sk/Rokovanie.aspx/BodRokovaniaDetail?idMaterial=23180	Representation of umbrella NGOs and experts in the field of antidiscrimination, gender equality and disability in preparation and implementation of the OPs is ensured through their participation in the working group of the coordinator of the HP.
		Arrangements for training for staff of the authorities involved in the management and control of the ESI Funds in the fields of applicable European Union and national disability law and policy, including accessibility and the practical application of the UNCRPD as reflected in Union and national legislation, as appropriate.	No		
		Arrangements to ensure monitoring of the implementation of Article 9 of the UNCRPD in relation to the ESI Funds throughout the preparation and the implementation of the programmes.	No		The implementation of Art. 9 of the UN Convention on the Rights of Persons with Disabilities is ensured through the National Programme, which dedicates a special chapter to the subject of accessibility and the measures related to it. Measures relating to this article focus above all on making buildings and transportation barrier-free and the accessibility of goods, services and information.
4. Public procurement The existence of arrangements for the effective application of European Union public procurement law in the field of the ESI Funds.	No	Arrangements for the effective application of Union public procurement rules through appropriate mechanisms.	No	Act No 25/2006 Coll. on public procurement and on amendments to certain laws, as amended http://www.uvo.gov.sk/legislativa/-/document_library_display/74gW/view/706651?_110_INSTANCE_74gW_redirect=http%3A%2F%2Fwww.uvo.gov.sk%2Flegislativa%3Fp_id%3D110_INSTANCE_74gW%26p_p_lifecycle%3D0%26p_p_state%3Dnormal%26p_p_mode%3Dview%26p_p_col_id%3Dcolumn-2%26p_p_col_count%3D1	Measures to be taken: <ul style="list-style-type: none"> > Electronic public procurement; > increased support from the PPO for organisations conducting public procurement control by means of a cooperation agreement; > Introduction of risk analysis; > Preparation of model documents; > At the level of the management system, checklists for MA control; > Preparation of uniform rules and requirements for PP and requirements for PP documentation; > Introduction of price maps, benchmarks and limits assess cost-effectiveness; > Introduction of compulsory ex ante control; > Introduction of cooperation with the Antimonopoly Office (AMO); Arrangements to address the main types of specific deficiencies identified by the EC are as follows: <ul style="list-style-type: none"> > Conflicts of interests; > Insufficient competition; > Discriminatory tendering conditions. Measures to be taken

		Arrangements which ensure transparent contract award procedures.	No	Act No 95/2013 Coll. (amendment to Act No 25/2006 Coll.) http://www.upsvar.sk/buxus/docs//urady/VK/vo/13-z095.pdf	The area of contract awarding not subject to the relevant EU directives on PP (below-threshold contracts) is covered by the PP Act itself in Slovak legislation. This provides for the obligation to proceed according to this Act in the procurement of works, goods and services for contracting authorities, contracting entities as well as individuals who are beneficiaries of grants. The procedures for these contracts are based on the basic principles of public procurement referred to in the relevant EU directives, thus ensuring transparent public procurement procedures even for contracts not falling under EU directives on public procurement. The public procurement procedures for this type of contracts will be covered by the same measures as specified, under criterion 1. Measures partially adopted
		Arrangements for training and dissemination of information for staff involved in the implementation of the ESI Funds.	No	PPO prepares in cooperation with each MA a report on the results of PP controls and audits on a semi-annual basis which is published at: http://www.rokovania.sk/Rokovanie.aspx/BodRokovaniaDetail?idMaterial=21941 http://www.opzp.sk/dokumenty/projektove-dokumenty/rozhodnutia-uvo-sr-v-procesoch-vo-v-ramci-projektov-op-zp-v-programovom-obdobi-2007-2013/ or (http://www.ropka.sk/sk/verejne-obstaravania/) http://www.uvo.gov.sk/za-obdobie-od-1.1.2013-do-30.6.2013	Introduction of a uniform employee training system under the ESI Funds control and management system. The MA will be required to provide regular training and seminars for all staff involved in the implementation of the funds, while making participation in this training compulsory for this staff. Measures to be taken. A proposal has also been made to establish a Coordinating Committee for Cooperation In Public Procurement. This committee of experts, primarily from the CCA, PPO, CA, AA, MAs, will ensure a joint approach to the application of public procurement rules (cooperating in issuing methodology interpretations, instructions and guidelines adjusted to the needs of EU funds implementation). A clear advantage of constituting this body will be the instant identification of any serious misconduct (system-level irregularities) in MA/IBMA procedure in PP control and effective opportunities to take appropriate corrective measures to eliminate them. Measures to be taken
		Arrangements to ensure administrative capacity for implementation and application of European Union public procurement rules.	No	Public Procurement Office http://www.uvo.gov.sk/domov Methodological guidelines (PPO) http://www.uvo.gov.sk/metodicke-usmernenia	Arranging technical assistance within the framework of cooperation with the PPO to refund wage costs of employees delivering support activities for MAs, IBMAs, AA and CA under the cooperation agreement. Arrangement to be made Technical assistance within the framework of cooperation with the PPO to refund costs of expert appraisals and expert opinions that will be necessary for delivering support activities for MAs, IBMAs, AA and CA under the cooperation agreement. Measures to be taken Technical assistance for cooperation with the Antimonopoly Office of the SR – Measures to be taken Technical assistance for training of beneficiaries. Training will focus on beneficiaries/applicants. Measures to be taken
5. State aid The existence of arrangements for the effective application of European Union State aid rules in the field of the ESI Funds.	Partially	Arrangements for the effective application of Union State aid rules.	No		A central IT register for State aid will be set up, having the scope and structure to be defined by a new GBER as well as by the relevant EC guidelines.
		Arrangements for training and dissemination of information for staff involved in the implementation of the ESI Funds.	Yes		The relevant training courses for staff on the application of EU state aid rules at all relevant levels (i.e. the relevant departments) have either already taken place or have been scheduled.
		Arrangements to ensure administrative capacity for implementation and application of Union State aid rules.	No		The quantification of the need to reinforce the administrative capacity of the state aid coordinator with respect to the implementation of the ex ante conditionality, as well as the establishment of methodological centres required by the EC was established with DG Competition representatives. At the same time, OP TA covers increased administrative capacities of Ministry of Finance in its role of state aid coordinator.

<p>6. Environmental legislation relating to Environmental Impact Assessment (EIA) and Strategic Environmental Assessment (SEA)</p> <p>The existence of arrangements for the effective application of European Union environmental legislation related to EIA and SEA.</p>	Partially	<p>Arrangements for the effective application of Directive 2011/92/EU of the European Parliament and of the Council (EIA) and of Directive 2001/42/EC of the European Parliament and of the Council (SEA).</p>	No	<p>Act No 24/2006 Coll. on environmental impact assessment and on amendment of certain laws as amended</p> <p>Draft act supplementing act No. 24/2006</p> <p>http://www.rokovania.sk/Rokovanie.aspx/BodRokovaniaDetail?idMaterial=23688</p> <p><u>Draft Act subject to approval procedure in the National Council of the SR as of 16 July 2014.</u></p>	<p>Infringement initiated on 21 March 2013 on transposition deficit of Directive 2011/92/EU (EIA Directive).</p> <p>12 July 2013, SR forwarded response to EC's formal communication. SR undertakes to make all the appropriate legislative changes and provide methodological guidance in order to remove the transposition deficit.</p> <p>2 July Draft Act approved by the Government, decree No. 330/2014.</p> <p>http://www.rokovania.sk/Rokovanie.aspx/BodRokovaniaDetail?idMaterial=23688</p> <p>16 July Draft Act sent to the National Council of the SR.</p> <p>Regarding EIA Directive, meeting by CCA, MEn SR and MTCRD SR held on 7 May 2014. In formulating the proposal for measures, the experience of the MTCRD SR has been taken into account with respect to re-assessment and re-permitting of projects due to changes in projects based on notice of the change in proposed activity pursuant to Act No 24/2006 Coll. as well as notice on the change in structure pursuant to the Building Act (Act No 50/1976 Coll).</p>
		<p>Arrangements for training and dissemination of information for staff involved in the implementation of the EIA and SEA Directives.</p>	No	<p>The Strategy for training and dissemination of information for staff involved in the implementation of EIA and SEA Directives, including a proposal for measures to implement the strategy, was approved at the 7th Men SR Council meeting held on 07 March 2013.</p> <p>http://www.sazp.sk/public/index.go.php?id=81&prm3=686</p>	<p>The training will be provided mostly through lectures, workshops, seminars and conferences. In view of the fact that an infringement procedure has been initiated on the matter of the transposition deficit in relation to Directive 2011/92/EU of the European Parliament and of the Council, the training strategy will need to be updated to reflect the need for methodological guidance in the "transitional" period (before the approval and entry into force of the relevant legislative changes) and the relevant legislative changes.</p> <p>The conclusions of the Analysis point to the fact that the current level of administrative capacity in environmental impact assessment is sufficient.</p>
		<p>Arrangements to ensure sufficient administrative capacity.</p>	Yes	<p>Analysis of administrative capacity in the area of environmental impact assessment (implementation of EIA and SEA Directives), including a proposal for measures to ensure that the capacity is sufficient, was approved at the 3rd MEN SR Council meeting held on 24 January 2013.</p>	<p>At present, there is no need to revise the relevant analysis or update it on the basis of comments raised in relation to the proposal of legislative changes in Act No 24/2006 Coll.</p>
<p>7. The existence of a statistical basis</p> <p>necessary to undertake evaluations to assess the effectiveness and impact of the programmes.</p> <p>The existence of a system of result indicators</p> <p>necessary to select actions, which most effectively contribute to desired results, to monitor progress towards results and to undertake impact evaluation</p>	No	<p>1. Arrangements for timely collection and aggregation of statistical data with the following elements are in place:</p> <p>a. identification of sources and mechanisms to ensure statistical validation</p> <p>b. arrangements for publication and public availability of aggregated data</p>	No	N/A	<p>The MA for the OP EPA is working on the Draft guidance document on indicators and the performance framework. CKO is the main responsible body for the implementation of the functional monitoring system ITMS2014+, which will ensure the collection and storage of data, including microdata and statistical microdata for participants. The MA for the OP EPA will be responsible for the use of information monitoring system, which will ensure the collection, storage and consolidation of data, microdata and statistical data and at the same time will be responsible for the accuracy, truthfulness, completeness and correctness of the entered data.</p> <p>Strategic documents of the OP EPA, together with indicators will be publically available through the web portal. Once the OP EPA is approved, a specialised website will be launched. The system of measurable indicators was set up, drawing on available data and statistics.</p>

		<p>2. An effective system of results indicators including:</p> <p>a. The selection of result indicators for each programme providing information on what motivates the selection of policy actions financed by the programme</p>	No	N/A	<p>The OP EPA includes result indicators at the level of specific objectives, together with target values. For some indicators baseline values were not known, as no similar activity, intervention, similar experience, study or research exists in this area. These values will be available during the implementation of the OP EPA projects or will be an output of relevant WGs (ex. WG for QMS or WG for analytical units). The justification is also included in the Draft guidance document on indicators and the performance framework.</p>
		<p>b. The establishment of targets for these indicators</p>			<p>Result indicators, where no target value was set, were included in the action plan. Indications are further developed in the Draft guidance document on indicators and the performance framework. The document includes results and output indicators at the program level with the above definition, justifying their selection indicator, the method of calculation, measurement unit, target value, source of information and frequency of monitoring.</p>
		<p>3. The respect for each indicator of the following requisites:</p> <p>robustness and statistical validation, clarity of normative interpretation, responsiveness to policy, timely collection of data</p>	No	N/A	<p>The MA for the OP EPA will establish cooperation with the Statistical Office of the SR, which will regularly deliver relevant data and statistics in accordance with national legislation.</p> <p>The statistical validation of information will be provided by the MA of the OP EPA.</p>
		<p>4. Procedures in place to ensure that all operations financed by the programme adopt an effective system of indicators.</p>	No	N/A	<p>The Central Co-ordination Body (CCB) is the main responsible body and is working on a functional implementation of the monitoring system ITMS 2014+. The CCB and the MA for the OP EPA will through the ITMS2014+ provide for the aggregation and consolidation of statistical data for the OP EPA.</p>

9.2 Description of actions to fulfil EAC, responsible bodies and timetable

Table37: Action plans for the fulfilment of the applied EAC

EAC 11	Not fulfilled criteria	Planned Measures	Deadline (date)	Responsible Bodies
1. An analysis and strategic planning of legal, organisational and/or procedural reform actions	1.	The Strategy for Public Administration Reform will be defined and implemented and will contain targets, priorities, milestones and an indicative allocation of budgetary funds of PA in individual segments. The drafting of the Strategy is overseen by the Executive Committee for the coordination of PA reform, in the form of a designated WG.	31 October 2015	MI SR in cooperation with SC Members
	2.	The Action plan of PA reform will be defined and implementation launched in all relevant segments of PA. The Action plan serves as an effective and living working tool. As a continuously edited and updated document it outlines key existing strategic documents, while serving as a roadmap contributes to the development of other relevant strategic documents in individual segments of PA reform at the national level.	31 October 2015	MoI SR in cooperation with SC Members
	3.	The Concept of the Modernisation and Stabilisation of the Judiciary will be adopted. It is a strategic document which has just gone through internal consultations and the comments are being incorporated in the document. The document will be put forward to inter-departmental consultations and subsequently submitted to the Government of the SR for approval.	30 November 2014	MoJ SR in cooperation with the MoI SR
	4.	The Concept for the Development of Public Procurement will be defined and analyse the present situation in public procurement, will set key needs and goals for its further development, and with a preliminary schedule will plan key measures, activities, responsible institutions in line with implementation of OP EPA.	30 June 2015	GO in cooperation with MoI SR
	5.	The Action Plan of Measures, Activities and Tools to Fight against Corruption will be defined. The Action Plan draws on the Strategic Plan to Fight Corruption in the SR, it was approved by the Government Resolution No 517 in 2011 and will further contribute to the fulfilment of tasks in order to effectively coordinate the fight against corruption.	31 December 2014	MoI SR – Police Presidium
	6.	A uniform methodology for assessing the selected impacts will be updated with the planned introduction of the systematic measurement of impacts of proposed legislation through the concept of RIA, including the application of SME test. It will be further supported by the creation of a database of legal acts with an effect on the business environment aiming to reduce the regulatory / administrative burden. Based on the proposed methodology to be elaborated by the WG under the leadership of MoE SR, the Slovak government will adopt the mechanism of coordination of RIA as well as specify the responsible coordinating body at national level, which will work closely with central government bodies, the Slovak Business Agency and relevant stakeholders to ensure proper implementation.	31 December 2014	MoE SR in cooperation with SBA

	7.	The Analytical Centre for Better Regulation will be created within the SBA, it will be responsible for the systematic evaluation of the impacts of regulations on the business environment, particularly those on SMEs – supporting SME tests as part of a comprehensive process of RIA implementation. This will also strengthen the analytical capacity in the given area and contribute to a simplification and rationalisation of administrative procedures. One of the activities of the Centre will be to propose changes to legal regulations. The outputs of the Centre will primarily be used by the MoE SR, in charge of improving conditions for the business environment, but may be used by all authorities preparing legislative initiatives. With regards to the simplification and rationalisation of administrative procedures related to RIA implementation in general, the Ministry of Economy was designated by the Government of the SR to prepare a unified methodology for RIA which is being elaborated by a WG in close cooperation with other key national partners and will be submitted to the Government for adoption by December 2014.	31 January 2015	MoE SR in cooperation with SBA
2. The development of quality management systems	1.	Ensuring the assessment of needs of relevant stakeholders , including citizens, business and other interested parties (social partners, NGOs) and goals to improve their delivery through QMS (main gaps, main needs, main practice and models used) in PA. The assessment will be coordinated by the Steering group for the coordination of PA reform – more concretely by its WB for QMS, which was established during the last meeting in September 2014.	31 December 2014	MoI SR in cooperation with SC Members
	2.	A list of actions referring to the establishment or use of already established QMS in a sustainable way will be created. The list of actions will be coordinated by the Steering group for the coordination of PA reform – more concretely by its WB for QMS, which was established during the last meeting in September 2014.	31 December 2014	MoI SR in cooperation with SC Members
	3.	The concept of the implementation of QMS in PA will be developed. The MoI SR will build on its experience from its pilot project, which concentrated on quality management and monitoring systems and the setting of parameters for monitoring the quality and performance of local public administration. The MoI SR plans to use the CAF model.	31 May 2015	MV SR in cooperation with SOSMT SR
4. Development and implementation of human resources strategies and policies covering the main gaps identified in this field	1.	The new Act on the civil service will be developed and replace the Act No 400/2009 Coll. on the civil service and on amendments to certain acts. It is anticipated that it will be approved by the Government of the SR by the end of 2015 and in force from 1 January 2016.	1 January 2016	GO in cooperation with MoI SR
	2.	A uniform HRM strategy in state administration will be prepared as an umbrella document for the definition of subsequent conceptual documents and action plans prepared in this field. Furthermore, it will also cover the central level and the documents in the sectorial scope of individual resorts (a panel of experts will be established).	30 June 2015	GO in cooperation with MoI SR

5. Development of skills at all levels of the professional hierarchy within public authorities	1.	The GO SR, in the context of the preparation of the new Act No 400/2009 Coll. on the civil service, established in cooperation with other ministries and central government authorities, working groups , comprising experts on civil services. One of the working groups focuses on training and education. The working group will identify the needs in the field of education, training and development of skills for civil servants taking into account a new uniform HRM strategy for public administration. Equally, it will draft analyses and a plan for the development of competences and skills at all levels of professional hierarchy within PA institutions.	31 May 2015	GO in cooperation with MoI SR
	3.	Analysis of the current situation; setting of the desirable situation, definition of education needs at the level of the front office. In accordance with educational needs, training activities will be delivered for client centre employees , who are primarily responsible for direct interaction with clients, as well as for their managers. Training will be delivered at individual client centres.	31 December 2014	MoI SR in cooperation with MoLSaF
6.The development of procedures and tools for monitoring and evaluation	1.	There will be optimisation of the processes of the local PA - audit of the processes at the level of district bodies. The collection and setup of statistical and analytical outputs focused on the performance of district offices.	31 December 2014	MoI SR
	2.	Based on the study “How to Measure Progress – a proposal of result indicators for ministries”, an institutional and methodology proposal to evaluate public policies will be prepared , linked to the state budget and containing input, output and result indicators monitoring the performance of state and public administration.	30 June 2015	MoF SR – Institute for Financial Policy
1.Non-discrimination The existence of administrative capacity for the implementation and application of European Union anti-discrimination law and policy in the field of ESI Funds.	Arrangements in accordance with the institutional and legal framework of Member States for the involvement of bodies responsible for the promotion of equal treatment of all persons throughout the preparation and implementation of programmes, including the provision of advice on equality in ESI fund-related activities.	Reinforcing the administrative capacity of the Department of Gender Equality and Equal Opportunities at the MLSAF SR.	1 November 2014	MLSAF SR
		Increasing the administrative capacity of the Department of Gender Equality and Equal Opportunities at the MLSAF SR.		
		Engagement of the Slovak National Centre for Human Rights as amended as an “equality body”.	31 December 2014	
		National action plan for the prevention and elimination of discrimination	30 June 2015	
		Nation-wide strategy on the protection and promotion of human rights in the SR	31 December 2014	
		http://www.radavladyp.gov.sk/po-rokovani-rady-vlady-pre-ludske-prava-narodnostne-mensiny-a-rodovu-rovnost/		

	Arrangements for training for staff of the authorities involved in the management and control of the ESI Funds in the fields of European Union anti-discrimination law and policy.	Elaboration of a strategy for training and dissemination of information for staff involved in the implementation of the funds and the subsequent submission of a project under the OP TA to finance the training. http://www.radavladyp.gov.sk/po-rokovani-rady-vlady-pre-ludske-prava-narodnostne-mensiny-a-rodovu-rovnost/	31 December 2014	
2. Gender equality The existence of administrative capacity for the implementation and application of Union gender equality law and policy in the field of ESI Funds	Arrangements in accordance with the institutional and legal framework of Member States for the involvement of bodies responsible for gender equality throughout the preparation and implementation of programmes, including the provision of advice on gender equality in ESI Fund-related activities.	An institutional mechanism for HP coordination will be developed with the focus on methodology guidance, publicity, training and educational activities, evaluation and selection process, as well as monitoring and control. An independent entity for the coordination of horizontal principles will be set up, with 7 new job positions planned to be created, plus one assistant. All job positions within the entity will be refunded under the Technical Assistance.	1 November 2014	MLSAF SR
		The National Gender Equality Strategy for 2014 - 2020. The DGEEO is currently evaluating the fulfilment of the existing National Gender Equality Strategy for 2009 - 2013 and related NAP. Current gender equality strategy and National Action Plan of Gender Equality 2010-2013 assessed on the meeting of Government and adopted by the Government No. 335/2014.	30 November 2014	
		Nation-wide strategy on the protection and promotion of human rights in the SR In November 2011, the Government of the SR undertook to prepare a Nation-wide strategy on the protection and promotion of human rights in the SR. http://www.radavladyp.gov.sk/po-rokovani-rady-vlady-pre-ludske-prava-narodnostne-mensiny-a-rodovu-rovnost/	31 December 2014	
	Arrangements for training for staff of the authorities involved in the management and control of the ESI Funds in the fields of European Union gender equality law and policy as well as on gender mainstreaming.	Elaboration of a strategy for training and dissemination of information for staff involved in the implementation of the funds and the subsequent submission of a project under the OP TA to finance the training. Training and education activities for the staff involved in the use of the funds; conferences, publications and promotional printed materials, publication of reports in the national and regional/local mass media, etc., will be carried out by the lead authority for the HP. Delivery of training activities for MA's, initial training Training course on gender equality in public services and an e-learning course on gender equality have been accredited at the MERDS SR under the DGEEO supervision. The courses are already provided to different public authorities and are available for management of ESI Funds.	1 November 2014	
			30 June 2015	

		http://www.institutrr.sk/elearning/ http://isdv.fri.uniza.sk/CourseDetail.aspx?moduleId=26750 http://isdv.fri.uniza.sk/CourseDetail.aspx?moduleId=26746		
3. Disability The existence of administrative capacity for the implementation and application of the United Nations Convention on the rights of persons with disabilities (UNCRPD) in the field of ESI Funds in accordance with Council Decision 2010/48/EC	Arrangements in accordance with the institutional and legal framework of Member States for the consultation and involvement of bodies in charge of protection of rights of persons with disabilities or representative organisations of persons with disabilities and other relevant stakeholders throughout the preparation and implementation of programmes;	Reinforcing administrative capacities of the bodies responsible for the implementation of the UN convention Slovakia is currently working on a Nationwide strategy on the protection and promotion of human rights in the SR which should also define the tasks in the field of guaranteeing the rights of people with disabilities. Submission of the human rights strategy to the Government of the SR for discussion.30	30 November 2014 31 December 2014	MLSAF SR
	Arrangements for training for staff of the authorities involved in the management and control of the ESI Funds in the fields of applicable European Union and national disability law and policy, including accessibility and the practical application of the UNCRPD as reflected in Union and national legislation, as appropriate;	Elaboration of a strategy for training and dissemination of information for staff involved in the implementation of the funds and the subsequent submission of a project under the OP TA to finance the training. Preparation of the employee training and information strategy: Delivery of training activities for MA's, initial training	1 November 2014 30 June 2015	

	Arrangements to ensure monitoring of the implementation of Article 9 of the UNCRPD in relation to the ESI Funds throughout the preparation and the implementation of the programmes.	The process of monitoring the fulfilment of horizontal principles will be monitored at the project level by means of monitoring reports that will include a separate document containing information about horizontal principles (i.e. description of the activities carried out, their outcomes and assessment of how they contributed to the achievement of the set objectives of horizontal principles), as well as on-the-spot controls of the implementation of projects and, subsequently, evaluation of their contribution to the objectives of horizontal principles. This separate document containing information on the application of the horizontal principles will form a basis for the process of assessment of the contribution of ESI Funds to the objectives identified in the national strategic document. Incorporation to managing documentation, implementation process in evaluation, monitoring and control, preparation of assessment grid.	31 October 2014 30 June 2014 – incorporating Ar. 9 UN Agreement to all OPs 31 December 2014 – elaboration of the document laying down the system of implementation incl. monitoring of the HP 30 April 2015 - subsequently incorporated in the OP's managing documents, application process with respect to evaluation, monitoring and control, preparation of the assessment grid 30 November 2014 30 November 2014	
4. Public procurement The existence of arrangements for the effective application of European Union public procurement law in the field of the ESI Funds.	Arrangements for the effective application of Union public procurement rules through appropriate mechanisms.	The general measures to address deficiencies identified during controls will include: > Increased support from the PPO for organisations conducting public procurement control by means of a cooperation agreement > Introduction of a risk analysis > Preparation of model documents > Checklists for MA control at the level of the management system > Preparation of uniform rules and requirements for PP and requirements for PP documentation > Introduction of price maps, benchmarks and limits assess cost-effectiveness > Introduction of compulsory ex ante control > Introduction of cooperation with the Antimonopoly Office (AMO); > New public procurement legislation > Electronic procurement > Evaluation of the effectiveness of measures under criteria 1 through 4.	31 August 2016 30 November 2014 30 June 2015 30 November 2014 30 November 2014 30 November 2014 18 April 2016 Within time limits set in EP and Council Directives 2014/23/EU 2014/24/EU 2014/25/EU 30 June 2015	Public Procurement Office (PPO) CCA

	Arrangements which ensure transparent contract award procedures.	The area of contract awarding not subject to the relevant EU directives on PP (below-threshold contracts) is covered by the PP Act itself in Slovak legislation. This provides for the obligation to proceed according to this Act in the procurement of works, goods and services for contracting authorities, contracting entities and individuals who are beneficiaries of grants.	30 June 2015	Responsible: depending on the type of measure referred to under criterion 1
	Arrangements for training and dissemination of information for staff involved in the implementation of the ESI Funds.	Providing training by the CCA relating to procedures of administrative control of public procurement in the context of the management system, presentation of the most common deficiencies identified in public procurement controls.	30 June 2015	CCA in cooperation with a relevant organisational unit of the Government Office of the SR and PPO and AMO
	Arrangements to ensure administrative capacity for implementation and application of Union public procurement rules.	In order to intensify cooperation between government agencies participating in PP and competition control, this cooperation will be reinforced between the PPO and the Antimonopoly Office and at the level of ensuring administrative capacity for these bodies through technical assistance.	30 June 2015	PPO, OP TA, CCA, AMO
5. State aid The existence of arrangements for the effective application of Union State aid rules in the field of the ESI Funds.	Arrangements for the effective application of Union State aid rules.	An amendment to Act No 231/1999 Coll. on State aid as amended, intended to: > strengthen the role of a State aid coordinator to make their statements and positions binding and to require each State aid provider to submit, prior to granting State aid, an application for State aid to the State aid coordinator (under Government Resolution No 156 of 9 April 2014, statements and position issued by the State aid coordinators are already binding for all MAs and IBMAs); 31 July 2015 > set up a legislative framework for the establishment of a central IT register for State aid which should cover individual aid and aid subject to general block exemption; 31 July 2015 > establish a central IT register for State aid having the scope and structure to be defined by a new GBER and relevant Commission guidelines.	31 December 2015	MF SR
	Arrangements to ensure administrative capacity for implementation and application of Union State aid rules	Reinforcing administrative capacity of the State aid coordinator by 10 to 15 job positions (an increase of 100-150 %). The State aid coordinator unit will also fulfil the role of a knowledge centre to provide necessary guidance on State aid.	31 December 2015	MF SR

6. Environmental legislation relating to Environmental Impact Assessment (EIA) and Strategic Environmental Assessment (SEA) The existence of arrangements for the effective application of Union environmental legislation related to EIA and SEA.	Arrangements for the effective application of Directive 2011/92/EU of the European Parliament and of the Council (EIA) and of Directive 2001/42/EC of the European Parliament and of the Council (SEA).	Draft act supplementing act No. 24/2006 > Approval by the National Council of the SR > Planned effective date of the legislative amendment Checking material, technical and personal resources for implementing supplementing act 30 June 2015.	1 December 2014	MEn SR in cooperation with Central Coordination Body and central bodies of public administration
		Methodological guidance for competent authorities regarding the impact assessment in the "transition" period (until the amended legislative is adopted and becomes effective): > written form to respective state administrative bodies acting in the field of environmental impact assessment specifying proper use of selection criteria for the screening procedure (Annex III of the EIA directive, reflected within Annex 10 of the EIA Act), > written form to respective state administrative bodies acting in the field of environmental impact assessment specifying sound procedure for rationalisation of decisions based on screening procedure by providing information on how the standpoints of bodies and municipalities concerned were taken into account, > written form to the permission authority on how to publish the information on launching the permitting procedure, including the right on access to the complete permission request. To be released on www.enviroportal.sk .	30 September 2014	
		Adoption of a measure for application of the EIA Directive: Within an application procedure - in the case of applications for which a final assessment document was issued before the effective date of the amendment to the Act on Environmental Impact Assessment, compliance of the submitted project with the subject-matter of assessment will be examined. In cases where changes in the project occurred, re-assessment will be performed and, if necessary, re-permitting, as well.		31 December 2014
	Arrangements for training and dissemination of information for staff involved in the implementation of the ESI Funds	Delivery of training reflecting the legislative amendments.		31 December 2014

<p>7. The existence of a statistical basis necessary to undertake evaluations to assess the effectiveness and impact of the programmes.</p> <p>The existence of a system of result indicators necessary to select actions, which most effectively contribute to desired results, to monitor progress towards results and to undertake impact evaluation</p>	<p>1. Arrangements for timely collection and aggregation of statistical data with the following elements are in place:</p> <p>a. the identification of sources and mechanisms to ensure statistical validation</p> <p>b. arrangements for publication and public availability of aggregated data</p> <p>2. An effective system of results indicators including:</p> <p>a. The selection of result indicators for each programme providing information on what motivates the selection of policy actions financed by the programme.</p> <p>b. The establishment of targets for these indicators</p>	<p>The MA for the OP EPA is working on the Draft guidance document on indicators and the performance framework. CKO is the main responsible body for the implementation of the functional monitoring system ITMS2014+, which will ensure the collection and storage of data, including microdata and statistical microdata for participants. The MA for the OP EPA will be responsible for the use of information monitoring system, which will ensure the collection, storage and consolidation of data, microdata and statistical data and at the same time will be responsible for the accuracy, truthfulness, completeness and correctness of the entered data.</p>	28 February 2015	MA OP EPA
		<p>After the official approval of the OP EPA by the EC, the Mol SR will provide the launch of the website of the OP EPA.</p>	28 February 2015	MA OP EPA
		<p>The MA for the OP EPA in the Draft guidance document on indicators and the performance framework provides information about what motivates the selection of policy actions financed by the programme.</p>	28 February 2015	MA OP EPA
		<p>R0050 - for this indicator, no target value was established. The Steering Committee for the Coordination of PA reform in the SR established a WG to prepare the implementation of QMS in PA, whose tasks include the identification of institutions that will implement QMS. The introduction of a quality management system means a gaining certification. The target value will then be determined in cooperation with partners at national level.</p>	28 February 2015	MA OP EPA
		<p>R0055 - for this indicator, a baseline or target value were not set. We do not know about any similar activity, intervention, experience, study or research in this field. The data will be available after the analysis of the OP EPA. A working group will be set up under the Steering Committee which will then design and define the number of analytical units. The target value is then determined by expert estimation in cooperation with partners at national level</p>	28 February 2015	MA OP EPA
	<p>R0056 - for this indicator, a baseline or the target value were not set, as no similar activity, intervention, experience, study or research is available in this field. A WG will be established under the Steering Committee, which will define the Conception of analytical capacities and define the numbers of analytical units.</p>	28 February 2015	MA OP EPA	
	<p>R0067 - for this indicator the baseline value was set at zero, as no similar activity, intervention, experience, study or research is available in this field. The final target value will be set on the basis of the assumed number of employees who will be employed in the analytical units of the ministries.</p>	28 February 2015	MA OP EPA	

	<p>3. The respect for each indicator of the following requisites:</p> <p>robustness and statistical validation, clarity of normative interpretation, responsiveness to policy, timely collection of data</p>	<p>Setting the co-operation with the Statistical Office of the SR</p> <p>Completion of the monitoring system which will provide collection and aggregation of data from operations.</p> <p>Co-operation with the CCB which is responsible for technical solution ITMS+, i.e. also timely aggregation of data.</p> <p>The CCB will prepare the National Indicator List.</p> <p>Will provide robustness and statistical validation, clarity of normative interpretation, responsiveness to policy, timely collection of data.</p>	28 February 2015	MA OP EPA
	<p>4. Procedures in place to ensure that all operations financed by the programme adopt an effective system of indicators.</p>	<p>After preparation of methodological documents, the MA for the OP EPA will ensure that the strategic managing documents and all relevant programme documents reflect the approved rules, including the system of indicators.</p>	28 February 2015	MA OP EPA

Reduction of the administrative burden for beneficiaries

The identification and elimination of the causes of undue administrative burden on beneficiaries¹⁵ is a key premise in creating optimal conditions for efficient, effective and transparent use of ESIF funds. The greatest potential and also the need to reduce the administrative burden in providing funding from the ESIF in the programming period 2014 – 2020 were identified, based on the experience¹⁶ from the programming period 2007 – 2013, in connection with the preparation and project selection, implementation and verification of procurement and proving and verifying eligibility expenditures.

The complexity of the rules and conditions related to these procedural matters in the programming period 2007 – 2013 resulted in increased error outputs of projects that were not approved due to failure to comply with formal accuracy criteria (eligibility and completeness of the project), a frequent need to repeat public procurement, non-utilisation of funds within the project (due to errors associated with the provision of eligibility or expenditure), numerous requests for project change, significant delays in project implementation and also extraordinary termination of projects in many cases¹⁷.

Several measures in these areas have already been continuously taken in the programming period 2007 – 2013 (e.g. requiring official confirmation of demonstrating compliance with the grant conditions until the stage before deciding on the approval and without having to submit them by the majority of unsuccessful applicants, launching a test version of the central solicitation documents proving the fulfilment of certain conditions for granting aid, allowing recipients to submit public procurement documentation to the MA for approval before publishing, publication, and regular updating of information on the most common mistakes and shortcomings in the process of execution on the website of the OP).

In the programming period 2014 – 2020 the CCB will introduce a number of systemic measures at the central level which will be complemented by measures introduced specifically in relation to the OP EPA. The main measures to reduce the administrative burden on beneficiaries and increase the efficiency of providing ESIF funds include:

- > increasing the availability of information on the possibilities and conditions for receiving aid from the ESIF and centralised provision of quality and expert advice in the area, including increasing transparency regarding ESIF through print and electronic media. In this regard, it is planned to ensure a uniform network of entities providing consultancy and information services in order to increase the availability of information to beneficiaries, facilitating the preparation of documents related to the preparation and implementation of projects and to reduce the complexity of project management associated with the need for outsourced consulting services in project implementation;
- > standardisation of documents relating to the conditions for granting aid conceived with a view to “user-friendly form”;
- > simplified, consistent, transparent and targeted definition of form and content of calls for grant applications for subsidy contract and relevant managing documentation;
- > reducing the administrative burden of project preparation (reducing the extent of required documents) by ensuring the exchange of relevant information on applicants and projects held by public authorities by direct mutual communication without requiring proof of such information by the beneficiaries;
- > streamlining the process for demonstrating performance and effectiveness of expenditure in relation to the submitted projects and their (ex ante) verification of the project selection process (if possible, substitute means of demonstrating the efficiency and effectiveness of spending used in the programming period 2007 - 2013 as market research and expertise of the evaluator, efficient methods like benchmarking indicators / benchmarks, maximum limits for selected types of expenditure, unit prices etc.);
- > dissemination of good practices in public procurement (e.g. disclosure of model procurement documentation – specifications, criteria for evaluation of proposals etc.);

- > establishment of a result-oriented approach in the form of a clear definition of the subject of the project, conditions and results of its implementation in the subsidy contract (for both parties – provider and beneficiary), concentration on achieving the objectives of the project (and not on the formal aspects of the subsidy contract with elements of an incentive-penalty system);
- > establishment of clear and effective rules of change procedure, allowing optimal response to the changed conditions of project implementation;
- > creating conditions for the use of simplified reporting of project expenditures within the types of activities that are based on their nature appropriate for the use of various models of cost reporting;
- > introduction of a mechanism to provide assistance through global grants in cases where the MA considers it to be more effective if it entrusts the management of a selected part of the OP to an intermediary body;
- > conversion of the existing information system ITMS to a system that fully takes into account the requirements of e-cohesion, and the design and functionality that will correspond to the current global standard of intelligent open information systems;
- > contributions in kind in the form of benefits or payments paid by a third party in favour of participants of the operation may be eligible for a contribution from the ESF provided that the contributions in kind are incurred in accordance with national rules, including accountancy rules, and do not exceed the costs borne by a third party.
- > to create conditions for monitoring of the administrative burden on beneficiaries of OP EPA and on a voluntary basis to evaluate selected indicators of administrative burdens in a form that was enshrined in the system of management.

Tools for lowering the administrative burden for recipients will be specified after the approval of the system of management and system of financial management for the

programming period 2014- 2020.

The following measures will be implemented in order to increase the efficiency of processes implemented by the MA of the OP EPA:

Planned activity: in accordance with the Guidelines of the EC and to optimise the administrative burden for beneficiaries, the MoI SR is planning to introduce simplified cost option tools: flat rate funding, lump sums and standard scales of unit costs.

Planned activity: Engaging employees in the system of continuous training of entities involved in the implementation of EU funds with an impact on the implementation of streamlining processes and direct reduction of administrative burden on beneficiaries.

- > commencement of the implementation of the measures: 1 January 2014;
- > full implementation of the measures: 31 December 2014 and subsequently during the entire programming period.

Planned activity: Maximising electronic forms of communication between the beneficiary and the provider and minimising the submission of paper documents (e-Cohesion).

- > commencement of the implementation of the measures: 1 January 2014;
- > full implementation of the measures: 30 June 2014/ 31 December 2016 (under the provisions of the CPR and committed time to start e-Cohesion).

Planned activity: Establishment of uniform, clear and effective rules of change procedure allowing for optimal response to the changed conditions of project implementation.

- > commencement of the implementation of measures: 1 January 2014;
- > full implementation of the measures: 31 December 2014.

15. For the purposes of this chapter, the term “beneficiary” means the “applicant” as well as “prospective applicant” for whom are intended the proposed measures to reduce administrative burden

16. Experience of CCB and individual entities involved in the implementation of SF and CF in the programming period 2007 – 2013, including lessons learned identified based on multiple analyses of administrative burden made in the programming period 2007 – 2013 by CCB and Ministry of Environment of the SR.

17. Extraordinary termination of the project means a situation where the project is not completed properly and/or timely within the meaning of the subsidy contract.

The program concept of the OP EPA is defined in accordance with the given horizontal principles (“HP”), and to meet them in the relevant areas.

11.1 Sustainable development

Sustainable development provides opportunities to current and future generations and satisfies basic human needs without reducing diversity and keeping the natural ecosystem functioning.

The main aim of the HP is to ensure conditions for sustainable development, so that each activity supported with public funding supports environmental, economic and socially sustainable growth in all possible aspects.

Programmes co-financed by ESIF must follow the HP of sustainable development. The basis of sustainable development consists of three pillars; environmental, economic and social. The main aim of the HP of sustainable development will be environmental, social and economic sustainability of growth with a special emphasis on the protection and improvement of the environment considering the “polluter pays” principle. The three pillars of sustainable development will be the specific objectives of the HP. They will be further divided into sub-objectives, which will include factually relevant TO set for the ESIF for the years 2014-2020.

Specific and partial objectives for the sustainable development HP

1. Strengthening of environmental aspects for development (strengthening sustainable growth)

Within the environmental aspect, the “polluter pays” principle will be taken into account.

Partial objectives:

- > to promote the switch to a low-carbon economy in all sectors;
- > to promote climate change adaptation, risk prevention and management;
- > to protect the environment and promote resource efficiency;
- > to facilitate sustainable transport and remove barriers in key network infrastructures.

2. To strengthen the economic aspect of development (smart growth strengthening)

Partial objectives:

- > to strengthen research, technological development and innovation;
- > to increase the competitiveness of SMEs;
- > to invest in education, skills and lifelong learning;
- > to strengthen institutional capacities and efficiency of PA.

3. To strengthen social aspects of development (strengthen inclusive growth)

Partial objectives:

- > to promote employment and labour mobility;
- > to promote social inclusion and combat poverty.

The implementation monitoring process of the HP of sustainable development will be monitored at project level through monitoring reports (i.e., description of performed activities, their results and evaluation of their contribution to the achievement of the set HP objectives) as well as using on-site inspections of project implementation and subsequent evaluation of its contribution to the HP objectives. Outcomes (documents) containing information on the HP implementation will be the basis for the process of assessing the contribution of ESIF to meeting the objectives identified in the national strategy document. Achieved levels of performance of the objectives set in the national strategy document including the draft of the corrective actions and recommendations to achieve them, will be submitted to the Government of the SR on an annual basis.

Analytical, evaluational, strategic and methodological activities for the application of the HP sustainable development at national level will be provided by the Government Office of the SR. The MA will submit regular information on the implementation of the HP sustainable development including the assessment of monitoring reports, as well as on-site inspections at regular intervals to the authority responsible for it. Representatives of authorities responsible for the implementation of the HP sustainable development will be accountable for defining the conditions for granting funds related to the provision of the sustainable development HP application and the method of its verification, which will be binding for the MA. It will even provide educational and training activities for the application of sustainable development for entities involved in the implementation of ESIF, relevant socio-economic partners,

as well as evaluators of funding applications. The relevant representatives of the Government Office of the SR for the HP sustainable development will ensure implementation through representation in all monitoring committees and WGs for the preparation and implementation of OPs under the ESIF. In order to reduce the negative impacts of climate change, reduce air pollution and other environmental components, as well as with regards to energy efficiency, green procurement will be applied in projects funded by the ESIF.

In terms of the HP of sustainable development, the OP EPA is focused on providing access to open, affordable and quality services for citizens and businesses to reach effective PA and promote green public procurement.

11.2 Equal opportunities and non-discrimination

Promotion of fundamental rights, non-discrimination, accessibility and equality of opportunities is one of the fundamental principles applied in the EU. Equality of opportunities is a part of the EU Employment Strategy and the EU framework strategy on non-discrimination and equal opportunities for all, in terms of which the HP Equal Opportunities will promote combating discrimination based on sex, race, ethnic origin, religion, belief, disability, age, or sexual orientation.

In the SR, the basic regulation for the protection from discrimination and support equal opportunities is provided in Act No 365/2004 Coll. on equal treatment in certain areas and protection against discrimination and on amendments to certain acts (Antidiscrimination Act), which transposed antidiscrimination regulations of the EU¹⁸.

Non-discrimination is a strategic goal based on developing conditions to ensure equal access for all people into a particular social environment (e.g., access to employment, education, medical treatment, etc.), or to ensure equal access to public services and resources. Principles of EU support for ESIF funds define the obligation to take appropriate measures to prevent any discrimination on the basis of those categories.

18. Namely:

1. Council Directive 2000/43/EC of 29 June 2000, implementing the principle of equal treatment between persons irrespective of racial or ethnic origin (Extraordinary issue O.J. EU, chap. 20/vol. 01; O.J. EC L 180, 19 July 2000).
2. Council Directive 2000/78/EC of 27 November 2000, establishing a general framework for equal treatment in employment and occupation (Extraordinary issue O.J. EU, chap. 05/vol. 04; O.J. EC L 303, 2 December 2000).
3. Council Directive 2004/113/EC of 13 December 2004 implementing the principle of equal treatment between men and women in the access to and supply of goods and services (O.J. EU L 373, 21 December 2004).
4. Directive of the European Parliament and of the Council 2006/54/EC of 5 July 2006 on the implementation of the principle of equal opportunities and equal treatment of men and women in matters of employment and occupation (recast) (O.J. EU L 204, 26 July 2006).

A disqualification criterion will be defined for the evaluation and selection process of applications for subsidy contract for the effective implementation of HP of Equal Opportunities and Non-Discrimination. Outcomes (documents) containing information on the implementation of the HP will serve as a basis for the process of assessing the contribution of OP EPA to meet the objectives identified in the national strategy document. Achieved levels of performance of the objectives set in the national strategy document including the draft of corrective actions and recommendations to achieve them will be submitted to the Government of the SR on an annual basis.”

Special attention should be paid to the needs of people with disabilities, for which it is particularly important to ensure accessibility to the physical and social environment, in particular barrier-free architectural environment and transportation, and accessible services, information and information systems, without which they cannot be fully integrated into society. The main rules, principles and requirements to ensure a barrier-free environment, design and accessibility of buildings in the SR is incorporated in the Building Act and the order governing details of the general technical requirements for the construction of buildings used by persons with reduced mobility and orientation. At present, a Building Act amendment is being prepared to provide persons with disabilities access to the physical environment and movement on an equal basis with others.

The main rules, principles and requirements to ensure accessibility of information are incorporated in the Decree of MoF SR No 312/2010 Coll. on standards for information systems of PA. The National Programme for the Development of Living Conditions of Persons with Disabilities for the years 2014 – 2020 contains a measure 4.3.10 “to provide prevention, identification and elimination of barriers for people with disabilities that prevent their accessibility to information, information systems and services, including communications with PA and services provided to the public” as well as other relevant measures (4.3.1 - 4.3.3).

The activities in the OP will ensure equal access to all citizens as well as businesses, e.g. access to persons with disability, application of gender-free approach, education of public administration employees in the field of gender equality, establishment of children corners in client centres, for example. The access to funding is provided in the ESIF Management System; the Management System will equally apply to all beneficiaries without any discrimination. Access to information will be provided over the website and its “blind friendly” interface.

OP EPA focuses on improving PA public policies and service, which includes access for all citizens to services under the principle of equal treatment. As a part of OP EPA, support will be provided to education and extension of knowledge of public administration employees on all groups of inhabitants who are, or can be, threatened by any form of discrimination, and support professional conduct of PA employees by means of training and education activities.

Calls in relevant areas will address, by means of enhancing the gender equality and equal opportunities, in particular, families with children, active fatherhood, working conditions of pregnant women, mothers and fathers with small children – modification to the working time with regard to education and care of children, adaptation of conditions for performance of work, assistance in nursing services for children under three years of age and children of pre-school age. Support for integration of socially excluded citizens.

Words used in the masculine form for the purposes of OP EPA also represent their feminine form, unless the nature of the matter excludes this. Authors of OP EPA perceive and respect gender-sensitive language, the above mentioned way of expressing things was chosen due to the limited scope of OP EPA.

All implementation results of the OP EPA projects are intended for the general public and will be non-discriminatory. Activities of the project implementation will be carried out under EU legislation and in line with equal opportunities.

11.3 Equality between men and women

The principle of equal treatment in terms of gender equality (equality between women and men) is an integral part of all relevant measures in the context of PA reform.

According to § 2a (1) of the Antidiscrimination Act, discrimination also on the grounds of pregnancy or maternity as well as any discrimination on the grounds of sex or gender identification are considered as discrimination. Equal opportunities between men and women or gender equality is a fair treatment of women and men, which may mean the same treatment, as well as treatment that is different, but equivalent in terms of rights, benefits, obligations and opportunities. It also means equal visibility, equal status and equal participation of both sexes in all spheres of public and private life in order to a fully-fledged social position of women and men.

In order to ensure equal opportunities of both genders, the Antidiscrimination Act regulates, in §8, the institute of so-called positive action measures. Among entities authorised to adopt them are PA authorities too; such measures are to remove disadvantages resulting also on the grounds of family line or gender. Their purpose is to provide for equality of opportunities in practice¹⁹.

The MA will submit regular information on the implementation of the HP gender equality in the form of monitoring reports, and on-site inspections at regular intervals to the authority responsible for it. Analytical, evaluation, strategic and legislative activities for the application of the HP gender equality at national level will be provided by the Ministry of Labour, Social Affairs and Family of the SR (“MLSAF”), which is responsible for state policy in this area. The effective and efficient implementation of the HP gender equality at the level of IROP requires an increased or optimised number of employees who will ensure the implementation of the stated activities.

OP EPA focuses on systemic support for optimisation of public policies and provided services to all citizens under the equal treatment principle.

The relevant representatives of the MLSAF application for the HP gender equality will be part of the Monitoring Committee for the OP EPA. The MLSAF is represented also in the WG for the development of the OP EPA.

19. §8a of the Antidiscrimination Act provides that the positive action measures are, in particular, measures

- a) aimed at removing social and economic disadvantage that is excessively present among members of disadvantaged groups,
- b) consisting in supporting members of disadvantaged groups in access to employment, education, culture, health care and services,
- c) aimed at establishing equality in access to employment, education, health care and housing, in particular, by means of targeted programmes for members of disadvantaged groups or by means of dissemination of information about such programmes or about the possibilities to apply for a job or to study.

SECTION 12 Separate elements

12.1 Major projects to be implemented during programming period

The use of major projects does not apply to the OP EPA. In accordance with Article 100 of the General Regulation, major projects only apply to projects implemented on the basis of the ERDF and CF support.

12.2 The performance framework of the OP

Table38: The performance framework of the operational programme, broken down by fund and category of region

Priority axis	Indicator type (Implementation step, financial output or output indicator)	ID	Indicator or main step of implementation	Measurement unit (if appropriate)	Fund	Category of region	Final target value for the year 2018	Final target value for the year 2023	Source of data	Explanation of indicator selection (if appropriate)
1	output indicator	00071	Number of projects aimed at the process of monitoring and increasing the quality of service provision	number	ESF	less developed regions	18	26	OP EPA	N/A
	output indicator	00071	Number of projects aimed at the process of monitoring and increasing the quality of service provision	number	ESF	more developed regions	2	4	OP EPA	N/A
1	financial indicator	F0001	Level of disbursement financial resources (EU + SR funds)	euro	ESF	less developed regions	50 551 067	266 058 245	OP EPA	N/A
						more developed regions	3 021 538	15 902 834	OP EPA	N/A
2	output indicators	00067	Number of projects aimed at a more effective and higher quality judicial system and law enforceability	number	ESF	less developed regions	9	18	OP EPA	N/A
2	output indicator	00067	Number of projects aimed at a more effective and higher quality judicial system and law enforceability	number	ESF	more developed regions	1	2	OP EPA	N/A
	financial indicator	F0001	Level of disbursement financial resources (EU + SR funds)	euro		less developed regions	8 681 113	37 743 968	OP EPA	N/A
						more developed regions	518 887	2 256 032	OP EPA	N/A

12.3 Relevant partners involved in the preparation of the programme

For this purpose, a Working Group (WG) was established, under paragraph B.2. of the provision No. 3 of the Council of the Government of the SR for the Partnership Agreement for 2014 - 2020 from 18 December 2012, for the purpose of the preparation of the OP EPA in the programming period 2014 - 2020. Consultations with the members of the WG are held at meetings, as well as in the form of operative bilateral and multilateral communication (e. g. other channels: the e-mail address 2020@minv.sk was created to ensure effective communication of comments, suggestions and recommendations of partners outside the WG meetings).

The WG acts as an advisory, consultative and initiative body of the Deputy PM and the Mol SR and its role is to process the necessary information, draw important conclusions, make recommendations and submit suggestions related to the performance of tasks resulting from the implementation mechanism of the EU cohesion policy preparation in the programming period 2014 - 2020 following the Resolution of the Government of the SR No. 305/2012 on the application of EAC in the implementation mechanism of the EU cohesion policy preparation after 2013 and the decision on the preparation and implementation of the OP EPA.

For the performance of specific tasks in particular segments at operational level, the WG has several Technical Sub WGs acting on the same basic principles, preparing inputs for the WG.

Entities of the horizontal principles, representatives of social and economic partners including representatives of NGOs and Educational and Research Institutions as well as representatives of regional and local authorities and institutions are entitled to be present at the WG.

The Partnership Principle is a necessary starting point for the OP EPA programme strategy due to its cross-sectional character. Without its integration into the basic philosophy of the programme preparation it would not be possible to implement the identification of the development needs and planning of the programme strategies in the defined PA concept of the SR. Hence, the Partnership Principle shall represent a basic philosophy not only of the preparation, but also the OP EPA implementation during the entire programme cycle.

The most intense joint discussion within the WG, including representatives of institutional, social and economic partners, was devoted to the starting points and definition of the programme's priorities. The main objective of the programme is to provide conditions for the public services in the SR formed in cooperation with their recipients to be readily available, effectively processed, provided in an acceptable quality, and developed in order to contribute to the growth and development of the country, communities and economy. The concept of the OP EPA is based on the task to optimise the system of PA and develop public services in the entire spectrum, in direct relation to the needs of recipients and their active interaction. All initiatives in the relevant areas shall be defined by the Partnership Principle with the intention to jointly promote growth and sustainable development.

Following the activities of the WG, several communication tools enabling an active participation of partners in the preparation of the OP EPA were made accessible, including the establishment of a new e-mail address 2020@minv.sk designed for partner suggestions and reflections.

All information on the progress of the preparation of the OP can also be communicated via Facebook through the Mol SR profile. The Mol SR communicates actively, using all platforms and communication channels, thus the suggestions and comments of partners are welcomed and considered in the definition of the programme concepts, starting points and strategies.

The Partnership Principle shall be properly applied to the implementation of the OP, monitoring and assessment, especially through the partners' membership in the OP Monitoring Committee creating an opportunity to supervise the course and efficiency of the implementation of the OP.

To ensure the fulfilment of the task related to the Government Resolution of the SR No. 305 from 27 June 2012 on the application of EAC in the implementation mechanism of the EU cohesion policy preparation after 2013 in the conditions of the SR and within the preparation of the OP, a WG was established to ensure the fulfilment of the EAC - PA efficiency in EU Member states: "The existence of a strategic policy framework for reinforcing the Member State's administrative efficiency including PA reform."

The statute and government resolution of the Mol SR on the establishment of the WG is available online and in the Journal of the Mol SR, part 89 from 14 December 2012.

Representatives of the relevant ministries and the Association of Towns and Villages of the SR, as well as the SK8 Association were involved in the process of the preparation for the OP EPA through the WG, which represents a basic platform for the application of the Partnership Principle. The WG's Chairman is the Secretary General of the Mol SR.

The output of the WG was represented by the elaboration of strategic documents, updating and reporting on the fulfilment of the EAC and the corresponding action plan. Within the process of preparation, the professional participation and practical experience of other relevant subjects was inevitable for a detailed specification and analysis of the measures proposed within the PA reform in the SR.

Under the provisions of the WG's statute, representatives of HP, representatives of social and economic partners including representatives of NGOs and educational and research institutions, as well as representatives of regional and local authorities are also entitled to attend the WG meetings on the proposal of the WG's chairman, vice-chairman or its members. The persons invited have no right to vote, however, all comments from partners shall be continuously analysed and incorporated into relevant drafts and suggested programme strategies.

In response to comments to OP EPA from the partners, the principle comments were incorporated into the OP, which changed the content of the OP. As a part of the preparation of OP EPA, there were four rounds of informal negotiations held with the EC (21 February 2013, 17 May 2013, 26 September 2013 and 10 April 2014), where the programme framework and starting points were discussed.

Preparation of the OP EPA was preceded by joint WG meetings of the Mol SR, where partners had an opportunity to informally / unofficially comment on the OP EVS. In total, 5 meetings were held, while from each meeting minutes were taken. Based on these minutes, the following comments from partners could be stated: the Banská Bystrica Rural Parliament was interested in the state of prepara-

tion of the strategic framework for strengthening analytical capacities and the deadline of internal manuals; the Federation of Employers' Association SR drew the attention to the lack of risk analysis, particularly impact analysis with an emphasis on the business environment. As a key measure the Federation of Employers' Association SR considers the reform of human resources, which should be enshrined in the constitutional law, in order to guarantee independence from political cycles; Club 500 pointed out that the impact should not be assessed only on the SME business environment, but rather on the business environment as a whole and comprehensively; the Association of Towns and Villages was interested in defining roles and expectations from the self-government in the context of the OP EPA, and further highlighted the relationship of the OP EPA to other OPs and was interested in synergies and programme intrusions, particularly with the IROP. All of the above-mentioned raised comments were consulted with the relevant stakeholders, reviewed and fully or partially incorporated into the text of the OP EPA.

The preparation of OP EPA started in 2012, preparatory work and collection of data started in 2013 and there were also negotiations held simultaneously with the partners and involved groups. There were five internal meetings of the WG held for preparation of the OP EPA as well as 5 meetings of the WG with the partners (25 April 2013, 22 July 2013, 26 November 2013, 26 March 2014 and 2 July 2014). In the above period, there were also informal meetings held with the partners where their proposals and comments to the OP were discussed. The internal comment raising procedure was held from 26 March until 2 April 2014, which was followed by preparatory comment raising procedure in the reduced time period from 2 April until 4 April 2014. These were followed by the interdepartmental comment raising procedure in the standard time period from 14 April until 29 April 2014, with active involvement of the partners and the general public. OP EPA was approved at the session of the Economic and Social Council of the SR on 14 May 2014 and, on the same day; it was formally submitted to the EC by means of the SFC2014 system.

Table39: List of members of the WG for the preparation of the OP EPA

Members – partnership level 1 (P1)

Chairman:

SAKOVÁ Denisa, Secretary General of the MoI SR

Vice-chairman:

ERDÉLYIOVÁ Rut, Director General of the Directorate for European Programmes of the MoI SR

Secretary:

representative of the Foreign Assistance Department of the MoI SR

Plenipotentiary of the Government for the Roma communities

POLLÁK Peter

Plenipotentiary of the Government for development of a Civil Society

VAGAČ Filip, acting director

MoI SR – SITB

ČAPUŠKA Jozef

MoI SR – OZP

DANIŠKOVÁ Adela

MoI SR - SIZSCO

HMÍROVÁ Lenka

MoI SR - PPZ

GAŠPAR Tibor

MoI SR - PHaZZ

NEJEDLÝ Alexander

MoI SR - SVS

JENČO Adrián

Mountain Rescue Service

JANIGA Jozef

MoI SR – Section of Economy

VLADÁR Marek

MoI SR – Section of systemization and wages policy

ŠIMOVÁ Monika

MoI SR – Section of movable and immovable assets

PINTÉR Róbert

MoI SR – Section of personnel and social activities and Personnel Offices

VARAČKA Ondrej

Members of advisory team (level 2)

MoESRS SR

HOLÍK Pavel

MoC SR

JÁŠEKOVÁ Elena

MoE SR

HUSLICA Boris

MoE SR

ŠKORVAGA Edmund

MoFEA SR

HRICOVÁ Iveta

Government Office SR

ŠIMKO Ladislav

Government Office SR, CCB section

MAGA Marek

MoLSAF SR

TURČEK Marián

MoF SR

ZUBRICKÁ Marcela

MoTCRD SR

ŽILÁKOVÁ Denisa

MoEP SR

HÚSKA Martin

MoJ SR

DOBŠOVIČOVÁ Soňa

MoLSAF SR

JEŽO Ján

Social and Economic Partners (level 3)

Government Council for NGOs

HULLOVÁ Danica

Government Council for Professional Education and Training

STANKOVSKÝ Ivan

National Institute for Lifelong Learning

ŠTRBÍKOVÁ Zuzana

Institute for Financial Policy

FILKO Martin

Slovak Chamber of Mediators

SZABÓOVÁ Marcela

Association of Mediators Slovakia

KOVÁČ Ernest

ATMSS

MUŠKA Milan

SK 8

MIKUŠ Tibor

Union of Towns and Cities of Slovakia

MINAROVÍČ Marián

Federation of Employers´ Associations of the Slovak republic

KARLUBÍK Roman

Confederation of Trade Unions

POMŠAHÁR Karol

Slovak National Centre for Human Rights

MESÁROŠ Marian

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2 List of abbreviations

AMIF	Asylum, Migration and Integration Fund	ISCED	International Standard Classification of Education
ADR	Alternative Dispute Resolution	ISF	Internal Security Fund
CA	Certifying Authority	PAIS	Information Systems of Public Administration
CAF	Common Assessment Framework	IT	Information Technology
CC	Client Centre	LAG	Local Action Groups
CCB	Central Coordinating Body	LEADER	Links between the rural economy and development actions
CCP	Common contact point	MA	Managing Authority
CF, CF EU	Cohesion Fund	MARD SR	Ministry of Agriculture and Rural Development of the Slovak Republic
CLLD	Community-led Local Development	MC	Monitoring Committee
COM 2012	Committee	MoC SR	Ministry of Culture of the Slovak republic
CPI	Corruption Perceptions Index	MoE SR	Ministry of Economy of the Slovak Republic
CSF	Common Strategic Framework	MoEP SR	Ministry of Environment of the Slovak Republic
CSR	Country Specific Recommendations	MoESRS SR	Ministry of Education, Science, Research and Sport of the Slovak Republic
EAC	Ex ante Conditionality	MoF SR	Ministry of Finance of the Slovak Republic
EAFRD	European Agricultural Fund for Rural Development	MoFEA SR	Ministry of Foreign and European Affairs of the Slovak Republic
EC	European Commission	MoH SR	Ministry of Health of the Slovak Republic
ECDL	European Computer Driving Licence	MoI SR	Ministry of Interior of the Slovak republic
EEA	European Economic Area	MoJ SR	Ministry of Justice of the Slovak Republic
EFQM	European Foundation for Quality Management	MoLSAF SR	Ministry of Labour, Social Affairs and Family of the Slovak Republic
EIA	Environmental Impact Assessment	MS	Member State
EIB	European Investment Bank	MoTCRD SR	Ministry of Transport, Construction and Regional Development of the Slovak Republic
EMFF	European Maritime and Fisheries Fund	N/A	Not Applicable
EP	European Parliament	NAP GPP	National Action Plan for Green Procurement
EPA	Effective Public Administration	NGO	Non - Governmental Organizations
ERDF	European Regional Development Fund	NRC	Non-Repayable Contribution
ESF	European Social Fund	NRP SR	National Reform Programme of the Slovak Republic
ESIF	European Structural and Investment Funds	NUTS II	Nomenclature des Unités Territoriales Statistiques (on regional level)
EU	European Union	OECD	Organisation for Economic Co-operation and Development
EURO	Currency Euro	OP	Operational Programme
FAA	Financial Administration Authority	OP EaSI	Operational Programme Employment and Social Inclusion
FEA	Federation of Employers' Association	OP EPA	Operational Programme Effective Public Administration
GDP	Gross Domestic Product	OP HR	Operational Programme Human Resource
GO SR	Government Office of the Slovak Republic	OP II	Operational Programme Integrated Infrastructure
GPP	Green Public Procurement	OP QE	Operational Programme Quality of Environment
HP SD	Horizontal Priority of Sustainable Development		
HR	Human Resource		
HRM	Human Resource Management		
IB	Intermediary Body under the Managing Authority		
ICT	Information and Communication Technologies		
IRSCPS	Integrated Rescue System and Civil Protection Section		
IROP	Integrated Regional Operational Programme		

OP R&I	Operational Programme Research and Innovation	SGR/VÚC SK 8	Self-Governing Region Association of Self - Governing Region of Slovak Republic
OPIS	Operational Programme Informatisation of Society	SME	Small and medium enterprises
QMS	Quality Management System	SR	Slovak Republic
PA	Public Administration	TEC	Total Eligible Costs
PM	Prime Minister	TO 11	Thematic Objective no 11
RIA	Regulatory Impact Assessment	TO 2	Thematic Objective no 2
RfP	Request for Payment	UTC/ÚMS	Union of Towns and Cities of Slovakia
RDP	Rural Development Programme	V4	Visegrad Group
SBA	Slovak Business Agency	VAT	Value-Added Tax
SF	Structural Funds	WG	Working Group

3 Overview of analytical capacities of individual resorts

Abbreviation	Responsible Body	Title of the analytical unit
MoF SR	Ministry of Finance of the Slovak Republic	Institute for Financial Policy
MoF SR	Ministry of Finance of the Slovak Republic	e-government Programming Office
MoEP SR	Ministry of Environment of the Slovak Republic	Economic Tools and Analysis Department
MoH SR	Ministry of Health of the Slovak Republic	Health Policy Institute
MoTCRD SR	Ministry of Transport, Construction and Regional Development of the Slovak Republic	Strategy Institute
MoTCRD SR	Ministry of Transport, Construction and Regional Development of the Slovak Republic	Coordination department of regional development subjects
MoLSAF SR	Ministry of Labour, Social Affairs and Family of the Slovak Republic	Analytical Centre
MoESRS SR	Ministry of Education, Science, Research and Sport of the Slovak Republic	Policy Educational Institute
MoI SR	Ministry of Interior of the Slovak Republic	Analytical – Methodology Unit