



DEVELOPING ADMINISTRATIVE CAPACITY FOR PUBLIC PROCUREMENT IN THE SLOVAK REPUBLIC: A TRAINING ACTION PLAN FOR 2016-2019



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Acronyms and abbreviations

CA	Contracting Authorities
CCB	Central Coordinating Body
CEP	Central Education Plan for ESI Funds
CPB	Central Purchasing bodies
EC	European Commission
EMFF	European Maritime and Fisheries Fund
ESIF	European Union Structural and Investment Funds
ESIF AC	European Union Structural and Investment Funds Administrative Capacity
GDP	Gross Domestic Product
GPP	Green public procurement
MA	Managing Authorities
MEAT	Most Economically Advantageous Tender
MoI	Ministry of Interior
NGO	Non-governmental organisation
NKU	Supreme Audit Office
OECD	Organisation for Economic Cooperation and Development
OP	Operational Programme
PPO	Public Procurement Office
SMEs	Small and Medium Sized Enterprises
TED	Tenders Electronic Daily
ToT	Training of Trainers

Introduction

The Slovak government is currently implementing significant reforms of its public administration. Among those reforms, public procurement has been identified as a major driver to achieve smart, sustainable and inclusive growth while ensuring the most efficient use of public funds. The Slovak government has decided, as a first step in its procurement reforms, to strengthen the role, capacity, and budget of the Public Procurement Office (PPO) in order to be able to create new mechanisms, training, and capacity-building of the workforce in the area of public procurement.

Another factor to take into account when developing a training strategy and action plan for public procurement is the transposition of the 2014 EU Directives on Public Procurement into the national legislation. The new Act n°343/2015, which went into force on 18 April 2016, transposed the EU framework, providing for a number of changes and new elements in public procurement's legislative environment. Training efforts in this specific area have therefore been identified as an immediate priority.

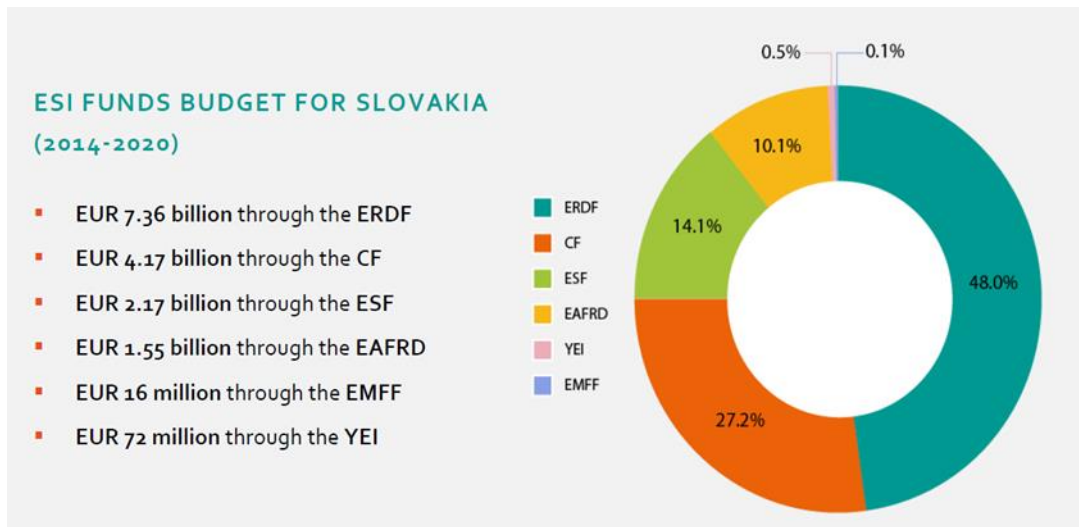
This new institutional and legal framework aims at streamlining and modernising public procurement processes. While the long-standing principles of transparency, non-discrimination, equal treatment and proportionality are still underpinning procurement operations, the focus on the value for money has increased. The new legislative framework transposing the EU Directives marks a shift towards a more strategic approach to public procurement.

Smart public procurement requires specific expertise. To reap its benefits, the Slovak authorities and the European Commission (EC) have called the OECD to work jointly with the country and assist in the development of the training action plan for improving procurement performance.

In addition to legislative changes, the most recent efforts to develop a capacity building strategy for public procurement relate to Slovakia's obligations in the framework of the European Structural and Investment (ESI) Funds. In addition to the need of aligning its national legislative framework with the new European public procurement directives, the Slovak Republic is also required to adapt its procurement framework to meet ex-ante conditionality relating to public procurement, including the requirements concerning the capacity of the workforce.

ESI Funds are an important source of public investment in the Slovak Republic. Through nine national and regional programmes, Slovakia has been allocated EUR 15.32 billion from ESI Funds over the period 2014-2020. With a national contribution of EUR 4.72 billion, Slovakia has a total budget of EUR 20 billion to be invested in various areas. Figure 0.1. presents funding breakdown among six funds: the European Regional Development Fund (ERDF), the European Social Fund (ESF), the Cohesion Fund (CF), the European Agricultural Fund for Rural Development (EAFRD), the European Maritime and Fisheries Fund (EMFF), and the Youth Employment Initiative (YEI).

Figure 0.1. ESI Funds breakdown



Source: http://ec.europa.eu/regional_policy/sources/policy/what/investment-policy/esif-country-factsheet/esif_funds_country_factsheet_sk_en.pdf

Work is ongoing in Slovakia on developing an approach to public procurement capacity building within the ESI Funds management system. A new unit, the Department of the ESI Funds Administrative Capacity (ESIF AC) was created in the Government Office in the beginning of 2016. The unit is in charge of the development of a Central Education Plan (CEP) designed with a different scope but which also includes elements relating to public procurement. However, this action plan only covers bodies involved in the management and control of ESI Funds with the exception of the EAFRD and the EMFF.

The Public Procurement Training Action Plan as presented in this document is broader in scope than the Central Education Plan, as public procurement is concerned, targeting a wider range of Slovak contracting authorities as well as control bodies. This Training Action Plan was developed by the OECD as part of the project “Support the Implementation of the Slovak Public Procurement Reform in the Framework of the ESIF Ex-ante Conditionality Action Plan”, financed by the European Commission's technical assistance budget. It builds upon the OECD framework for designing a training strategy and defining the corresponding action plan, created from the findings of this project and from the similar one currently ongoing with Bulgaria.

This document supports the Slovak authorities in their public procurement capacity building efforts by providing a needs analysis, and recommendations for a training strategy. Chapter 1 describes the state of play of public procurement in Slovakia; Chapter 2 sets out a training action plan to build public procurement capacity in Slovakia.

Chapter 1: State of play of public procurement capacity in the Slovak Republic

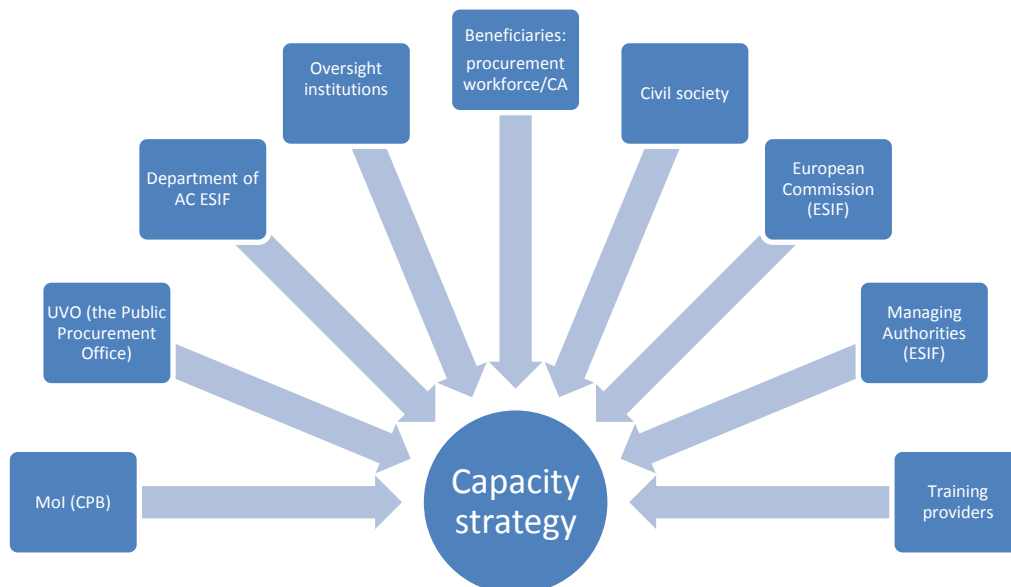
Member States have their own public management and control frameworks in place to manage both national and European Union public expenditure and funds, involving a wide range of public authorities. Capacity is a key component of a sound public procurement system. In order to implement an efficient training action plan, it is crucial to identify the different actors and factors playing a role in the procurement system and influencing the development of the training strategy. In addition to that, an in-depth analysis of the procurement capacity and system characteristics is key to shape an adequate and efficient training strategy.

1.1. Factors and actors influencing a training action plan for public procurement in the Slovak Republic

Actors influencing the training strategy

In Slovakia, different actors can play a key role in the definition of the training strategy and the design and development of the underlying training action plan. The influence of each actor depends on their weight and role in the general public procurement system, and on their reputation. Figure 1.1 describes the main actors in Slovakia in the development and implementation of the capacity/training strategy and the training action plan.

Figure 1.1. Actors influencing the training strategy and the training action plan



The Public Procurement Office of the Slovak Republic (PPO): The PPO is the central state institution for public procurement in Slovakia. Its responsibilities include:

- legislative and regulatory authority, drafting and monitoring implementation of the legal framework, and accompanying legislation (policy setting and implementation)
- providing ex-ante review of public procurement documents (oversight body)
- conducting oversight and publishing statistical information
- training and publication of guidance for contracting authorities and suppliers
- managing an e-procurement system, the IS EVO
- acting as the first-instance review body and imposing financial penalties in case of a violation of the Public Procurement Act.

As mentioned among its responsibilities, PPO is the primary body providing trainings specifically dedicated to public procurement. PPO organises also trainings in cooperation with other institutions such as the Institute for Public Administration of the MoI. However, those trainings cover mainly topics related to the legal framework and do not respond to other contracting authorities (CA)' needs.

Improved exchange of information between training providers and public institutions could improve the training content; with increased competency of PPO's staff, needs assessments could be sharpened.

Oversight institutions: The Supreme Audit Office of the Slovak Republic is the NKU (*Najvyšší kontrolný úrad*). NKU, which is an independent body, is the primary external control body, reviewing procurement procedures for compliance with the law and issuing recommendations to the PPO. NKU performed a limited number of compliance and efficiency audits: 46 audits in 2013. Member States also designate audit authorities for operational programmes co-financed by the ESI Funds. Audit authorities verify the functioning of the management and control system. They also monitor project compliance with national and European regulations. This oversight includes public procurement aspects. The Antimonopoly Office, an independent central body within the state administration, is the main oversight institution for the competitive element of the procurement system. Its main responsibilities include investigating bid rigging and cartels.

The Ministry of Interior (MoI): The Ministry acts as the central purchasing body (CPB) for commonly available goods, services and works. The MoI operates an online platform, the EKS, which includes an e-market, dynamic purchasing system, and statistical data tracking system. The MoI also carries out educational activities such as trainings or conferences on the use of the online platform.

Civil society: The NGO sector in Slovakia has a well-developed infrastructure as well as a strong training and research base. Among NGOs more particularly active in the public procurement field, the Slovak chapter of Transparency International plays a prominent role.

Training providers: As mentioned earlier, PPO is the primary body providing trainings specifically dedicated to public procurement. PPO also organises trainings in co-operation with other institutions such as the Institute for Public Administration of the MoI. However, those trainings cover mainly topics related to the legal framework and do not respond to other CAs' needs. In recent years, the private training sector has been growing. Other agencies are providing trainings to enhance the capacity of the public procurement workforce on specialised issues. Examples include the Slovak Environment Agency on green public procurement, or training on irregularities and potential abuses in procurement processes provided by the anti-corruption agency and the Bureau of the Fight Against

Corruption of the Presidium of the Police Force. In addition, Slovakia's Central Coordination Body (CCB), which co-ordinates the implementation of structural and cohesion funds, provided training for officers who manage ESI funds up until 2016. The training focused on procedures of administrative control of public procurement, common problems related to public procurement controls and gave guidance on how to interpret the public procurement methodology developed by the CCB. During the programming period 2014-2020, those trainings will be carried out by the ESIF AC Department, comprising 15 trainers, out of which three trainers are dedicated to public procurement trainings. These trainings will be obligatory for the officials involved in the management and control of the ESI Funds (EC, 2016).

CAs and other beneficiaries: In 2015, there were 2,489 contracting authorities in Slovakia (PPO statistics). According to PPO statistics, 4,400 entities were active subjects in public procurement in 2015, including entities from the private sector. The number and identification of beneficiaries of ESI Funds could only be extrapolated from the previous programming period (2007-2013), where approximately 1200 entities received support from these funds in 2015. During the OECD fact-finding missions, beneficiaries of ESI Funds clearly expressed their interest in and need for training. This is also reflected in the positive feedbacks on trainings carried by PPO and the number of private training companies in this market.

The EC: The European Commission provides Slovakia with funds through the ESI Funds programmes which are implemented under a system of shared management with Member States. As mentioned earlier, Slovakia has been allocated EUR 15.32 billion from ESI Funds over the period 2014-2020. The EC introduced ex-ante conditionalities that must be met by Member States as a condition for receiving ESI Funds. Slovakia did not meet the public procurement ex-ante conditionality and its four sub-criteria, which include the: (i) effective application of EU rules, (ii) transparent contract award procedures, (iii) training in ESI Funds, and (iv) sufficient administrative capacity for implementation of procurement rules. Under the shared management system, Member States are responsible for ensuring that ESI Funds management and control functions are implemented effectively, and that operations are systematically controlled for irregularities and fraud according to EU rules and regulations.

Managing authorities (Mas): In the framework of ESI Funds, Member States are responsible for managing programmes and they have to designate MAs. MAs select projects and monitor their implementation, including the adherence to public procurement rules. For the programming period 2014-2020, Slovakia designated seven managing authorities (see the EC's Managing Authorities database¹): Ministry of Education, Science, Research and Sport; Ministry of Environment; Ministry of Transport, Construction and Regional Development; Ministry of Labour, Social Affairs and Family; Government Office; Ministry of Agriculture and Rural Development (for three operational programmes); Ministry of Interior.

ESIF AC Department: This department within the Government Office is in charge of enhancing the capacity of the officials in charge of controlling ESI Funds spending. The department defined a training strategy for ESIF management which includes specific references and modules relating to public procurement. Some of the structures and processes developed as part of this initiative, such as

¹http://ec.europa.eu/regional_policy/en/atlas/managing-authorities/?search=1&keywords=&periodId=3&countryCode=SK&typeId=ALL

distance learning approaches or testing arrangements could be transferred to the realm of public procurement for all relevant officials possibly with slight adaptations.

Factors influencing the training strategy

As mentioned earlier, several factors can influence and shape the training strategy to be developed. They range from general/national factors to specific ones related to public procurement. Table 1.1. provides relevant information on Slovakia influencing the capacity/training strategy.

Table 1.1. Factors and indicators influencing the capacity strategy in the Slovak Republic

	Factors and indicators influencing the capacity/training strategy	Current situation
General economic indicators	GDP	EUR 75 560.5 billion (2014)
	Government debt	60.02% of GDP (2014)
	Size of government budget	General government expenditure (2014): 41.76 % of GDP
	Public procurement size	Total procurement: EUR 9 950.2 billion; 13.2% of GDP (2014) In 2015, according to PPO statistical report, procurement procedures were carried out according to the following breakdown: <ul style="list-style-type: none"> ○ 1,547 above the EU thresholds (above limit) amounting to EUR 3,890,804 million ○ 4,628 below the EU thresholds (below limit) amounting to EUR 1,262,143 million
Governance and political structure	Level of decision on procurement strategies (central vs sub-central level)	Slovakia's public procurement system in terms of policy setting and definition of global procurement strategies is centralised. 72% of procurement activities carried out at the central level and 23% at the sub-central level.
	Existence of national goals/general action plans	- National Action Plan for Green Public Procurement (2012): aiming at 45-65% green procurement - Initiatives to support SMEs - Training Strategy developed by ESIF AC Department (with elements relating to public procurement) for bodies involved in the management and control of ESI Funds
	International obligations or policies regarding public procurement	- Since 2004: Agreement on Government Procurement (GPA) and European Directives on Public Procurement and related topics - Europe 2020 Agenda
	Reliance on external funds	EUR 15.32 billion from ESI Funds over the period 2014-2020
	What is the country's administrative "tradition"? Does it rest on a longstanding, linear progression or is it troubled by conflicts?	Country independent since 1993, stability since then Procurement reforms undertaken since the mid-2000s

Particularities and general characteristics of the public procurement system	Clear institutional framework: identification of the key institutions and their role	<ul style="list-style-type: none"> - PPO: supervisory body - NKU: external control body - MoI acts as CPB in some cases. Ministry of Finance also acts as a CPB in a few cases. - Antimonopoly Office: in charge of competition-related elements and investigations - 2,489 contracting authorities in 2015 but 4400 active entities in public procurement in 2015
	Clear and stable legal framework	The new Public Procurement Act transposing the 2014 EU Directives came into force on 18 April 2016. The previous public procurement law was amended 27 times in three years.
	E-procurement system	<p>Two electronic systems:</p> <ul style="list-style-type: none"> - PPO's national electronic procurement system (EVO): notices, calls, submissions, sample documents, legal opinions and alike. - EKS: electronic market place, dynamic purchasing system and statistical data tracking system developed by the Ministry of the Interior and used by contracting authorities to handle transactions. <p>Mandatory e- notification and e-access, voluntary e-submission (uptake rate of 22.9% in 2013).</p>
	Existence of Key Performance Indicators (KPIs)	No information
	Integration of the procurement system with the public finance management system	No information
Centralisation of procurement	Degree of centralisation	<p>Relatively high degree of centralisation; large influence of centralised body; purchasing from the Ministry of the Interior required mostly for commonly available goods, services or works.</p> <p>Share of contract notices by buyer: 23% national, 10% local/regional, body governed by public law: 37%, other: 31%.</p>
	Existence of CPBs and their mandatory use by contracting authorities	MoI acts as CPB in some cases (purchasing of commonly available goods). The Ministry of Finance also acts in few cases as a CPB.
Procurement workforce characteristics	Size of the public procurement workforce	<p>Size of the overall procurement workforce not identified</p> <p>199 employees with the PPO (2015); 175 of these are civil servants. Workforce increased by 22 persons from 2014 to 2015.</p>
	Turnover rate	<p>Average of 22.5% between 2011 and 2014</p> <p>37% of staff staying less than a year in their organisation (the highest turnover rate in the EU)</p>
	Entry requirements/career paths	No
	Status/labour code vs. civil service	The procurement workforce is largely comprised of civil servants. However, external consultants also participate in procurement operations, notably in the drafting of tender documentation.

	Existence of certification	The prior certification system has been discontinued
	Recognition of the procurement function as a profession	No
Institutions participating in trainings	What are the institutions involved in training the procurement workforce (policy making, delivery, monitoring...)?	PPO is the primary public institution offering training on public procurement The CCB for ESI Funds provided ad-hoc training on procurement controls in ESI Funds co-funded projects. From 2016, this role taken over by the ESIF AC Department in the Government Office. The Slovak Environment Agency (SAŽP) organises educational activities on green public procurement. The anti-corruption agency, the Bureau of the Fight Against Corruption of the Presidium of the Police Force, also organises trainings related to irregularities and potential abuses in procurement processes. Several private companies provide training courses to the procurement workforce.
Past actions and capacity strategies	Has there been a general capacity/training strategy for the public service, and was its implementation monitored?	As part of requirements under the ESIF, Slovakia developed educational activities during the previous programming period (2007-2013), yet without a structured approach. The CCB was the main institution providing training for implementation of ESI Funds up until the end of 2015. Implementation revealed a number of challenges and missing links with key competencies that define the public procurement function, limited flexibility and intensity of trainings.
	Has there been a capacity/training strategy for the procurement workforce, and was its implementation monitored?	No overarching capacity strategy for public procurement has been developed; however, training courses have been provided by PPO to various public procurement officials.
Availability of finance	Existence of funds to be allocated to the training action plan	Information not available
	Possibility to find external funds to finance the strategy	The Operational Programme Technical Assistance could provide financial support to the implementation of a training action plan.

Sources: European Union, OECD, CIA World Fact Book, statistics by the Slovak Public Procurement Office, responses to an OECD questionnaire on training in the Slovak Republic.

1.2. A gap analysis

To develop a training action plan strengthening capacities of the procurement workforce in the Slovak Republic, a gap analysis has been conducted focusing on three dimensions, each of them impacting individually or jointly the capacity of the procurement workforce: characteristics of the procurement workforce, the performance of the procurement system, and the training system in place. This analysis enabled the identification of the training population by assessing the existing training offering, its content and structure, and perception both from trainers and trainees' perspectives.

Box 1.1. Methodology used to assess public procurement capacity characteristics

To develop a training action plan strengthening capacities of the procurement workforce in the Slovak Republic, a questionnaire was developed allowing for a structured assessment of the existing training offering, its content and structure, and perception both from trainers and trainees' perspectives.

A fact-finding mission was organised in Bratislava on 27-28 June 2016 to discuss the initial findings based on the responses received to the questionnaire. 50 responses were gathered from both trainers and participants to training allowing for the identification of major training needs. Responses were received from the following audiences:

- 36 trainees from MAs, CAs, municipalities and self-governing regions
- 14 trainers from public authorities and the private sector.

During the mission 35 individuals from 20 different entities have been interviewed to review responses and investigate further training needs. Interviews with the main target groups (trainers and trainees) have been held with:

- five trainers from public institutions (PPO, CCB)
- four trainers from training companies
- eight trainees from CAs at central level
- four trainees from CAs at local level
- seven trainees from Mas.

Additional information relating to the current content of the trainings materials used has been received following the mission.

The supporting evidence serves to define the current situation and provides grounds for assessing the impact of the implementation of a training action plan on the evolution of the situation. The following sections detail the current public procurement training environment in the Slovak Republic, and suggest corresponding improvements which would derive from the implementation of a structured training action plan.

The procurement workforce characteristics in the Slovak Republic: A gap analysis

An adequate procurement workforce, both in terms of number and skills, is central to the implementation of strategic public procurement called upon both by the 2014 EU Directives and the 2015 OECD Recommendation on Public Procurement (hereafter the OECD Recommendation).

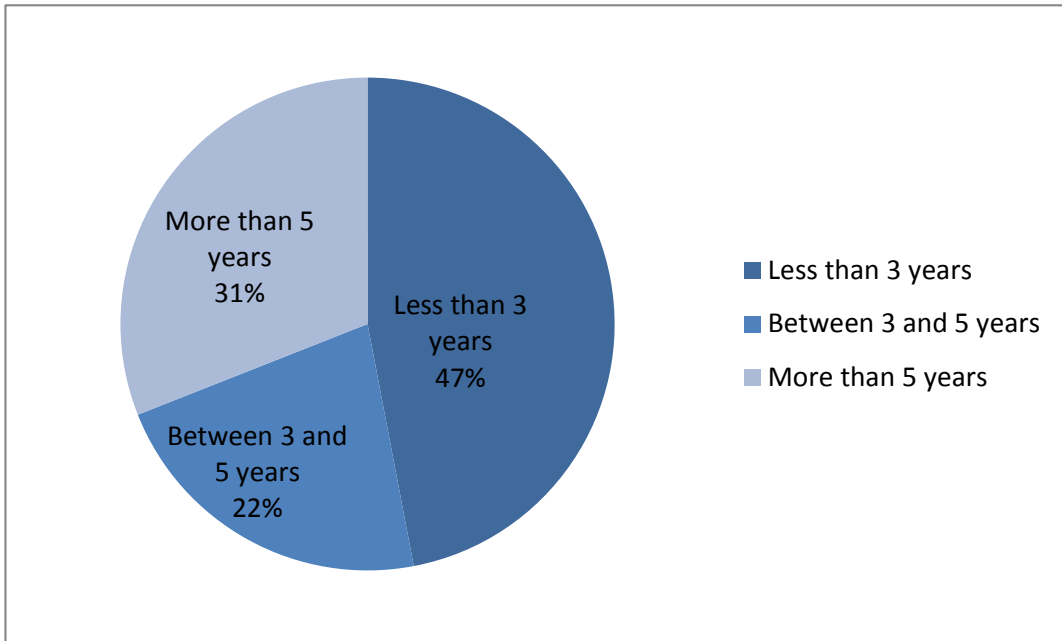
Composition of the public procurement workforce

Table 1.2. Gap analysis of the composition of the public procurement workforce

	Assessment questions	Current situation	Impact of the implementation of a training action plan on the situation
Identification of the public procurement workforce	Is the procurement workforce clearly identified? How is the workforce composed?	The different roles in public procurement processes (CAs, MAs, intermediary bodies, controllers) allow for the identification of the entities participating to public procurement operations. However, the number of officials in each of these categories cannot be obtained due to the absence of a register or a central repository.	Comprehensive information about the procurement workforce (roles, number of officials) would provide additional insights into redesigning or refining the training strategy and training action plan.
	Are peripheral jobs workforce clearly identified?	Peripheral roles such as payment units or technical units, yet they are not subject to public procurement capacity building exercises	
Typology of the workforce in terms of professional experience in public procurement	What is the typology of the public procurement workforce in terms of professional experience? Was there a strategy tailored to the heterogeneity of the procurement workforce?	Public procurement officials present uneven level of professional experience, according to responses to the questionnaire. ESI Funds expenditure increased in the programming period 2014-2020 leading to an increase of public officials (approx. 800) having to manage these funds, including public procurement specific tasks.	Clearly defined levels of expertise of the public procurement workforce support the development of professionalisation of the workforce and directly contribute to capacity building programmes.

Sources: European Union, OECD, CIA World Fact Book, statistics by the Slovak Public Procurement Office, responses to an OECD questionnaire on training in the Slovak Republic.

Figure 1.2. Professional experience of procurement officials in public procurement in 2016



The level of experience of procurement officials in Slovakia contrasts with the average level of experience in other EU Member States. According to a recent survey, on average more than 50% of procurement officials in the EU have more than five years of experience. Slovakia also has the highest EU turnover rate for the procurement function, with 37% of staff staying less than one year in their organisation (EC, 2016).

Recognition of public procurement as a specific function

The greater complexity of strategic procurement calls for the public procurement to be duly recognised as a separate function or profession. Many countries are undertaking reforms in this direction. Such acknowledgement could take various forms such as specific diplomas, certifications, or outcome-based incentives.

The recognition of public procurement as a specific function goes often hand in hand with an enhanced professionalisation and capacity by setting standards and minimum requirements for the procurement workforce. Thus, assessing the existence and effectiveness of those parameters in Slovakia is crucial to understanding the general capacity framework and then the needs of the procurement workforce in terms of training.

Table 1.3. Gap analysis of the recognition of public procurement as a specific function

	Assessment questions	Current situation	Impact of the implementation of a training action plan on the situation
Entry requirements	Are there any entry requirements linked to a competency model?	In general, public procurement officials are not subject to a specific competency model. Although public procurement officials come from various educational backgrounds, the majority are lawyers. Managers of public procurement control have a standardised position which defines key competencies. Other standardised positions (e.g. project managers) with defined key competencies have an indirect link to public procurement.	A training action structured against role and level of expertise could support the extension of the competency-model established for managers to other roles involved in public procurement.
Certification	Is there a certification process for procurement officials? If yes, who is the certifying authority and on which criteria is the certification based? If yes, does the certification include different levels?	The certification system previously in force has been discontinued for unspecified reasons.	A structured certification process with different levels would provide incentives for participants to attend training courses, and to ensure training effectiveness with more even level of experience.
Recognition of public profession function in human resources management as a profession	In practice, is the procurement function recognised as a profession?	Procurement officials are not recognised as a specific function.	Procurement specific trainings and guidance provided to all procurement officials could support the formal recognition of procurement as a specific function in Slovakia's human resources management policies. <i>Note:</i> introduction of a specific public procurement function could help develop a competency framework.
Incentive measures	Do procurement officials benefit from financial incentives? Do procurement officials benefit from career incentives?	Currently procurement officials do not receive any financial incentives in relation with procurement outcomes. No career incentives are provided to procurement officials.	Structured training curricula with different levels of expertise could support formal recognition of procurement officials and develop more visible career paths.

Sources: European Union, OECD, CIA World Fact Book, statistics by the Slovak Public Procurement Office, responses to an OECD questionnaire on training in the Slovak Republic.

As shown below, a certification programme could provide procurement officials with a formal recognition of their profession and could be linked with the development of a competency model.

Box 1.2: The Canadian Certification Program for the Federal Government Procurement and Materiel Management Communities

In today's rapidly changing environment, the Canadian Federal Government's Procurement and Materiel Management Communities have become a more knowledge-based profession, with an emphasis on a strategic advisory role. In this environment, it is important that practitioners demonstrate they possess the advanced skills and knowledge required to function effectively and efficiently. The Programme is managed by the Acquired Services and Assets Sector (ASAS) Communities Management Office (CMO) in the Treasury Board Secretariat. The CMO provides strategic direction and central leadership for the collaborative development and implementation of strategies, programmes and initiatives to support capacity building, community development and the professional recognition of the Federal Government Procurement, Materiel Management and Real Property Communities. When the Certification Programme was launched in 2006, it received national and international recognition as the Federal Government's first ever Certification Programme for Procurement and Materiel Management specialists. What binds together the procurement and materiel management communities is their responsibility for the lifecycle management of assets, from assessment and planning of requirements throughout acquisition until disposal. As a consequence of this shared responsibility, the communities have many common competencies, learning goals and knowledge requirements. Certification provides the increased professional recognition for the communities and offers a professional designation to formally acknowledge a practitioner's level of achievement. Procurement specialists can acquire certification as a Certified Federal Specialist in Procurement, Level I and II, and those in materiel management can acquire certification as a Certified Federal Specialist in Materiel Management Level I. Both designations are based on the Federal Government Procurement and Materiel Management Communities Competency Suite. A competency describes an employee's proficiency in a particular job function in terms of knowledge, skills and abilities. Each competency has a definition, a proficiency level and behavioural indicator statements.

The Certification Programme is designed to evaluate a candidate's experience and knowledge in the federal government context, thereby distinguishing it from designations from external certifying bodies. In addition to developing technically proficient communities, the Program also focuses on ensuring capacity in leadership competencies.

*Source: OECD (2016), *Towards Efficient Public Procurement in Colombia: Making the Difference*, OECD Public Governance Reviews, OECD Publishing, Paris, <http://dx.doi.org/10.1787/9789264252103-en>*

Gap analysis for the procurement system

Beyond information on the procurement workforce, additional evidence about the overall procurement system performance, to translate the overarching objectives to be defined in the procurement training strategy into specific objectives for procurement performance. It could also help identifying training priorities against procurement performance.

General information

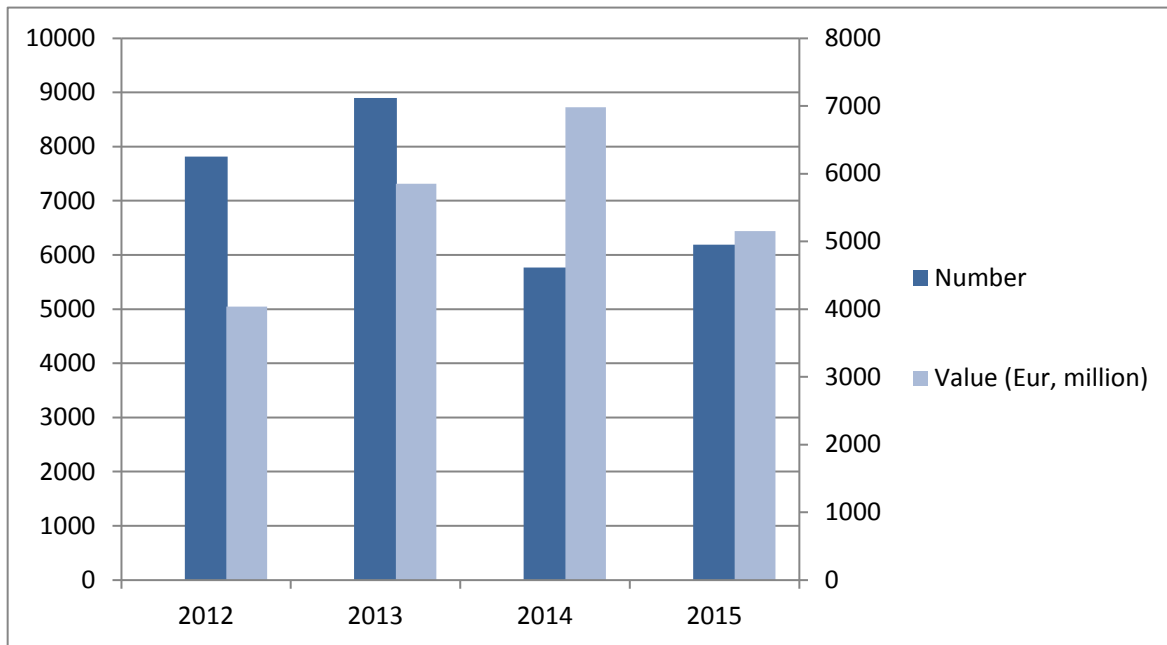
Table 1.4 Gap analysis of the procurement system

	Assessment questions	Current situation	Impact of the implementation of a training action plan on the situation
General Procurement Activity report	Are there periodic reports and evaluations of the procurement system? If yes, which topics/ aspects/ information did they cover?	PPO issues an annual activity report and annual statistics on all procurement operations. However, these reports provide only general information and statistics on the annual performance of the Slovak public procurement system.	Monitoring and assessing the implementation of a training action plan could provide quantitative and qualitative information on efforts towards the professionalisation of the procurement workforce. This information could then be an integral part of the periodic assessments of the Slovak public procurement system.
Existence of focused procurement strategies	What are the objectives to be achieved by public procurement?	Comprehensive procurement strategies (aggregation of demand, rationalisation of supply) are absent in the Slovak Republic.	Targeted training modules on specific aspects of the procurement cycle could provide the procurement workforce with a greater understanding of the various objectives which could be achieved through public procurement.
Sector specific procurement activity report	Is there any sector specific procurement activity report?	General statistics are provided by nature of procurement (goods, works, services).	Developing sector specific trainings for some modules could support the development of sector-specific activity reports providing information on procurement performance.

Sources: European Union, OECD, CIA World Fact Book, statistics by the Slovak Public Procurement Office, responses to an OECD questionnaire on training in the Slovak Republic.

The above elements could be complemented with an overview of general procurement statistics from recent years. According to PPO statistical reports, procurement activities vary significantly from one year to another both in terms of value and in number of procurement operations as shown in Figure 1.3. below.

Figure 1.3. Procurement operations in number and value in the last four years



Source: Information on the overall statistical evaluation of public procurement, PPO

Compared with 2014, the number of procurement procedures has increased by 7.3%. However, the overall value has decreased by 26.2%. According to a PPO statistical report (PPO, 2015), those procurement operations have been carried out by CAs and contracting entities as defined in the Public Procurement Act, but also to a significant extent (27%) by “other entities”, which were unspecified, where procurement expertise could be scarcer.

Specific characteristics of the procurement system

In addition to insights gained from the general information on the procurement system, more detailed activity indicators could put into perspective the relevant training needs.

Table 1.5. Gap analysis of procurement system performance

	Assessment questions	Current situation	Impact of the implementation of a training action plan on the situation
Openness of procurement procedures	<p>What is the share of procurement operations subject to open tender?</p> <p>What is the share of negotiated procedure without prior publication?</p> <p>What is the share of direct awards?</p>	<p>Based on data from the Tender Electronic Daily, 77% of procurement operations were subject to an open tender in 2014.</p> <p>In 2014, 16% of procurement operations were subject to negotiated procedure without prior publication.</p> <p>In 2014, no direct awards were reported.</p>	<p>Competitive and open procedures are the standard method for conducting procurement as a means of driving efficiencies, fighting corruption, obtaining fair and reasonable pricing and ensuring competitive outcomes. A comprehensive training action plan could provide procurement officials with the necessary skills to increase the use of open and competitive procedures.</p>
Compliance of procurement procedures with regulatory provisions	<p>What is the number of irregularities leading to financial corrections?</p> <p>What is the amount of financial corrections?</p>	<p>According to preliminary indications, financial corrections in the Slovak Republic amounted to EUR 92 million for the 2007-2013 programming Period.</p>	<p>Increased procurement knowledge and skills for both operational procurement roles and controlling functions could contribute to a decrease of the number (both in number and value) of financial corrections.</p>
Accountability in - the procurement system	<p>What is the number of objections or complaints?</p> <p>What is the number of grounded objections or complaints?</p> <p>What are the main reasons of grounded objections or complaints?</p>	<p>In 2015, PPO received 310 objections to procurement procedures.</p> <p>The share of confirmed objections was of 26.5% (compared to 30% in 2014).</p> <p>The main reasons for objections were:</p> <ul style="list-style-type: none"> - Exclusion of tenderers (44%) - Results of evaluation (16%) - Conditions in the tender documentation (18%). 	<p>Grounded objections signal deficiencies in the performance of procurement processes. Therefore, increased procurement knowledge and skills for both operational procurement role and controlling functions could contribute to reduce the number of grounded objections.</p> <p>The reasons behind grounded objections shed light on areas for improvement provide directions for future additional training modules.</p>
Value for money	<p>Is there a standardised methodology to calculate savings?</p> <p>What is the savings amount / year?</p> <p>Which procurement tools are available and used by CAs (Framework agreements, DPS, e-auctions...)?</p>	<p>There is no consolidated and standardised methodology to calculate savings. Only a portion of procurement operations (done through EKS) are subject to savings calculations.</p>	<p>A common understanding of specific procurement aspects such as the most economically-advantageous tender (MEAT) criteria or secondary policy objectives could support the development of a consolidated and standardised methodology to evidence value for money in procurement operations.</p>

	Assessment questions	Current situation	Impact of the implementation of a training action plan on the situation
Secondary policy objectives	<p>What are the secondary policy objectives implemented in the country (green procurement, innovation, support to SMEs, etc.)?</p> <p>Is there a procurement strategy/policy developed for each secondary policy objective? If yes, are they mandatory?</p> <p>What is the share of secondary objectives being included in public procurement?</p>	<p>The Slovak government developed a National Action Plan on Green Public Procurement in the Slovak Republic for years 2011-2015 (NAP GPP II).</p> <p>No such policy or strategy is defined for innovation or socially responsible procurement.</p> <p>The share of procurement including green considerations amounted to 55% in 2013 at central level and 14% at sub-national level.</p>	<p>A common understanding of specific procurement aspects relating to secondary policy objectives would support the development of relevant indicators and evaluation of procurement performance in pursuing these broader objectives.</p>

Sources: European Union, OECD, CIA World Fact Book, statistics by the Slovak Public Procurement Office, responses to an OECD questionnaire on training in the Slovak Republic.

Countries are increasingly applying indicators to track the performance of their procurement system. The most important indicators are commonly known as Key Performance Indicators (KPIs). Calculating savings is a central objective of KPIs developed so far. Box 1.3. provides an overview of the KPIs for savings calculations, including challenges and country experiences.

Box 1.3. Methodologies to calculate savings

Savings can be calculated applying different methodologies in a variety of contracting mechanisms, including one-off contracts, electronic reverse auction, framework agreements, consolidated contracts, procurements carried out through e-procurement, dynamic purchasing systems, and others.

Below is a list of methodologies implemented by three countries:

- New Zealand developed a Guide to Measuring Procurement Savings. The guide foresees a five-step process and analyses not only budget savings, but also other benefits resulting from smart management: <http://www.procurement.govt.nz/procurement/pdf-library/agencies/Guidetomeasuringprocurementsavings.pdf/view>
- Italy provides average costs in framework agreements for comparison in a central database (MEF-ISTAT analysis). This allows for the calculation of savings in comparison with the baseline prices in this database (www.dag.mef.gov.it/razionalizzazione_acquisti/indagini_conoscitive/archivio/)
- France calculates savings either in comparison to the last tender (if it was a renewal), or the target price (in the case of new contracts.) This target price is the result of market analysis, and allows an estimate by an experienced category manager.

Source: Adapted from OECD (2014), “Towards procurement performance indicators: First set of indicators”, [http://www.oecd.org/officialdocuments/publicdisplaydocumentpdf/?cote=GOV/PGC/ETH\(2014\)5&docLanguage=En](http://www.oecd.org/officialdocuments/publicdisplaydocumentpdf/?cote=GOV/PGC/ETH(2014)5&docLanguage=En); 2015 OECD Survey on Centralised Framework Agreements.

Gap analysis for the training system

The gap analysis ends with an assessment of the current training system and its functioning so that the direct evidence could support the development of the training action plan.

Institutional landscape

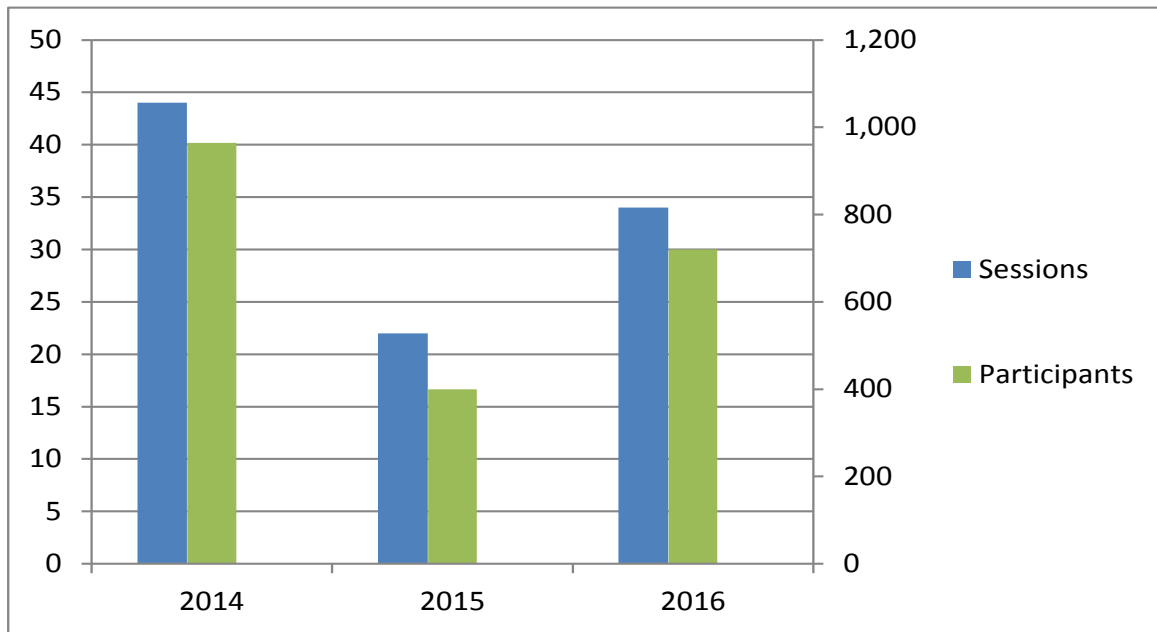
Understanding the institutional training landscape is necessary to the development of an effective training action plan, identifying potential synergies in the development of training materials and/or in the identification of experienced trainers.

Table 1.6. Gap analysis of the training institutional framework

	Assessment questions	Current situation in SK	Impact of the implementation of a training action plan on the situation
Institutions participating in trainings	What are the institutions involved in training the procurement workforce (policy making, delivery, monitoring, etc.)?	<p>PPO is the primary public institution offering training on public procurement</p> <p>The CCB provided training on public procurement controls in the framework of ESI Funds. Since January 2016, this function has been taken over by the ESIF AC Department.</p> <p>The Slovak Environment Agency (SAŽP) organises educational activities on green public procurement.</p> <p>The anti-corruption agency, the Bureau of the Fight Against Corruption of the Presidium of the Police Force, also organises trainings related to irregularities and potential abuses in procurement processes.</p> <p>A number of private companies provide training courses to the procurement workforce.</p>	<p>The implementation of a training action plan covering different fields of procurement expertise would increase the coordination amongst institutions providing training.</p> <p>It could also support the development of a platform where information about training opportunities is being provided.</p>
Training policies and requirements	Are there training policies defining eligibility conditions for training?	<p>Requests for training do not follow a standardised approval process</p> <p>With the exception of trainings provided by the ESIF AC Department targeting public officials involved in the management of ESI Funds, there are no formal requirements for attending training courses.</p>	<p>Training is available for different levels of the public procurement workforce in order to provide incrementally specialised trainings.</p>
Training costs	<p>Are trainings provided for free for the contracting authority or the official?</p> <p>If not, how much does it cost and who bears the cost?</p>	<p>Training provided by PPO costs approximately EUR 75 per training</p> <p>Trainings provided by the CCB were free.</p> <p>Trainings provided by the ESIF AC Department are financed from Technical Assistance and are free for trainees.</p> <p>Trainings provided by the Slovak Environment Agency are free.</p> <p>As reported during the fact-finding interviews, private training providers are frequently used. Those trainings are subject to a variable fee and price grids do not exist.</p>	<p>Costs for different training units and modes have been compared.</p>

Sources: European Union, OECD, CIA World Fact Book, statistics by the Slovak Public Procurement Office, responses to an OECD questionnaire on training in the Slovak Republic.

Figure 1.4 Number of sessions and participants in training provided by PPO (2014-2016)



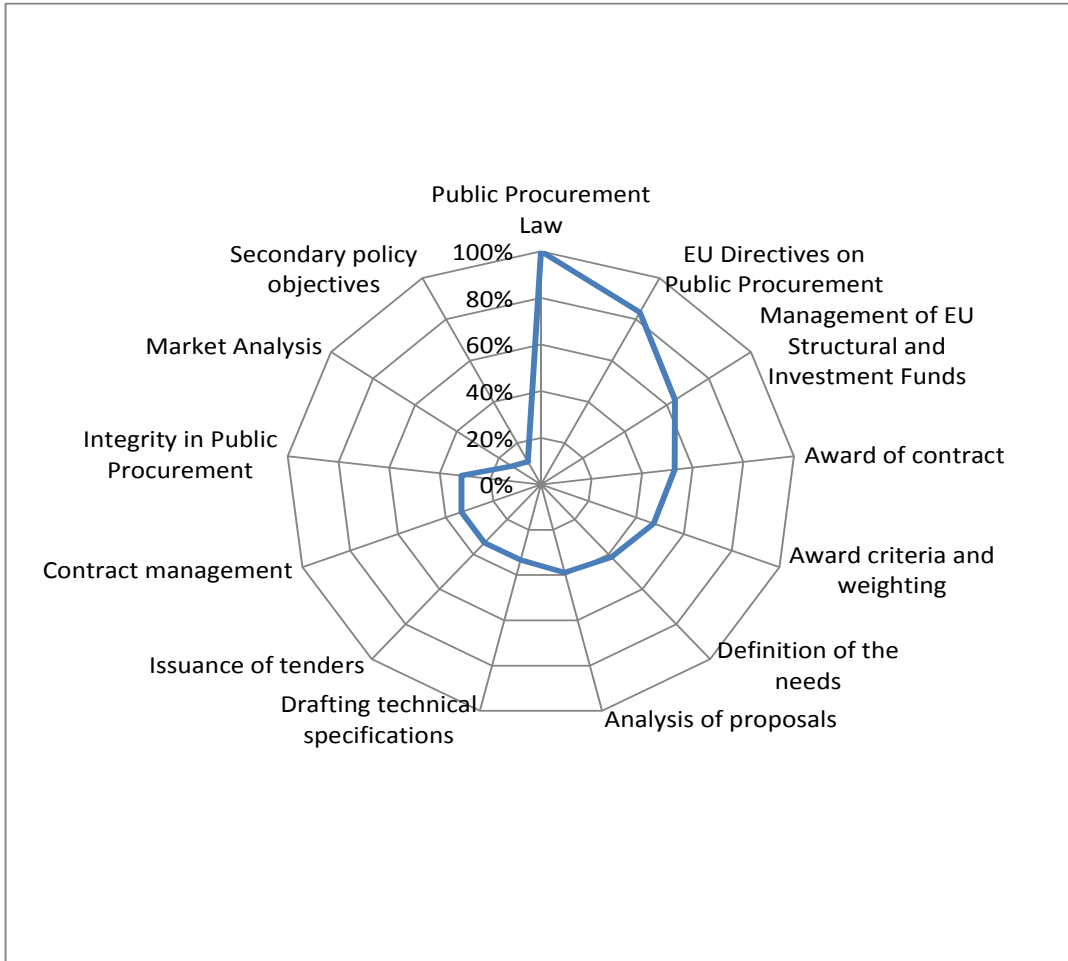
Source: Information on the overall statistical evaluation of public procurement, PPO
Note: Figures for 2016 are projected using available data from January to June 2016

While the number of training sessions and participants could give a snapshot of PPO’s current activity as it pertains to procurement capacity building, only an assessment against the size and typology of the public procurement workforce would provide sufficient strategic guidance on the adequate pace of training activities.

Training portfolio

Lastly, a training gap analysis focuses on the structure and the content of the current training portfolio to assess its alignment with the state of the procurement system and its objectives. A brief overview of topics covered in training sessions provides an indication on the type of skills developed by procurement officials.

Figure 1.5. Training courses followed by procurement officials in 2015



Source: OECD analysis based on the responses to the questionnaire

All 2015 training participants have been following sessions relating to the Public Procurement Act. PPO has indicated having provided around 80% of its training sessions on the new Law. While this is understandable given the recent major changes introduced by the Law n°343/2015, the diversity of training courses could be expanded so as to fit the variety of interests highlighted during the OECD fact-finding mission.

Table 1.7. Gap analysis of the training offering

	Assessment questions	Current situation	Impact of the implementation of a training action plan on the situation
Training visibility	<p>Is there a portal where the list of training sessions is available for consultation?</p> <p>Does it include tentative dates of training sessions?</p> <p>How often is the portal updated?</p>	<p>Currently no portal displays the list of available training sessions.</p> <p>Communication about training is done via emails directly to procurement officials.</p> <p>Training courses provided by the ESIF AC Department are published on the website www.partnerskadohoda.gov.sk/vzdelavanie-ak-esif/, which is updated monthly.</p> <p>Eligible institutions designate a point of contact with whom the Department of the ESI Funds administrative capacity communicates on its training programme.</p>	<p>The implementation of a structured action plan progressively increasing its outreach would favour structured communication about the existing training portfolio.</p>
Training structure	<p>How are the trainings organised (modules, stand-alone sessions)?</p> <p>Are they structured against the level of seniority of the procurement workforce?</p> <p>Are trainings structured according to the roles of procurement officials in the procurement cycle?</p>	<p>Training courses developed by PPO, the CCB and the Slovak Environment Agency cover thematic topics.</p> <p>Training offering is not structured against the level of expertise of the procurement workforce with the exception of trainings provided by the Department of the ESI Funds administrative capacity which are designed according to the level of expertise of trainees.</p> <p>Training offering does not provide specific courses according to roles in the procurement cycle or according to sectors</p> <p>33% of respondents stated that training courses were populated with participants having different roles in the procurement cycle but the course did not account for these differences in its structure.</p>	<p>Trainings should be structured to correspond to the area of expertise, interest, or level of experience of participants.</p>
Training portfolio	<p>What are the training courses provided by the training institutions?</p>	<p>Training provided by PPO mostly relates to the new Public Procurement Act and the changes compared to the previous legislation.</p> <p>Training provided by the CCB and ESIF AC Department focuses on the procedures of administrative control of PP, the most common irregularities, and interpretation of the CCB's public procurement methodology provided and on the new Public Procurement Act.</p> <p>Training provided by the Slovak Environment Agency (SAŽP) covers the implementation of green public procurement criteria.</p> <p>The anti-corruption agency, the Bureau of the Fight Against Corruption of the Presidium of the Police Force, also organises trainings related to irregularities and potential abuses in procurement processes.</p> <p>The content of training modules provided by private companies is variable and unknown by the public institutions.</p>	<p>A training portfolio is available that has been aligned with the needs of the procurement officials.</p>

Training format	Are training courses mixing theory and practice? Are training courses including practical exercises?	According to respondents, training courses often include examples in addition to theory. Yet they very rarely include practical exercises.	The training is delivered in different formats to make the learning experience as efficient as possible and to accommodate geographical dispersion.
	Which types of delivery modes are available (in-class, e-learning, distance, etc.)?	Based on responses received to the questionnaire, all trainings require physical presence of participants. However, the Department of the ESI Funds administrative capacity is developing, as part of the Central Education Plan, two e-learning modules.	
Frequency of trainings	What is the frequency of trainings for the procurement workforce? Are there mandatory number/hours of trainings to undertake per year?	No mandatory number or hours of training are enforced in the Slovak Republic. However public officers have the possibility to spend minimum 5 days/year for trainings based on the Public Service Act. The majority of training sessions last one day.	Trainings are carried out according to a phased approach which helps progressively increase the skills and knowledge of the procurement workforce according to the mapping of eligible entities.
Training effectiveness	Are surveys or feedback forms provided to participants at the end of training sessions? Are impact assessments tools used to assess the knowledge acquired in trainings by participants?	A feedback form is circulated at the end of the training sessions, though respondents to the questionnaire reported an absence of systematic analyses of collected feedback. Trainings are not including tests to ensure participants effective understanding of the topics. The Central Education Plan does plan on putting in place evaluations during and after e-learning sessions or in-class trainings.	Monitoring and assessing the implementation of a training action plan will promote the development of tools and mechanisms to assess trainings effectiveness. Results would be used to further improve trainings.

Sources: European Union, OECD, CIA World Fact Book, statistics by the Slovak Public Procurement Office, responses to an OECD questionnaire on training in the Slovak Republic.

Assessment of procurement practice

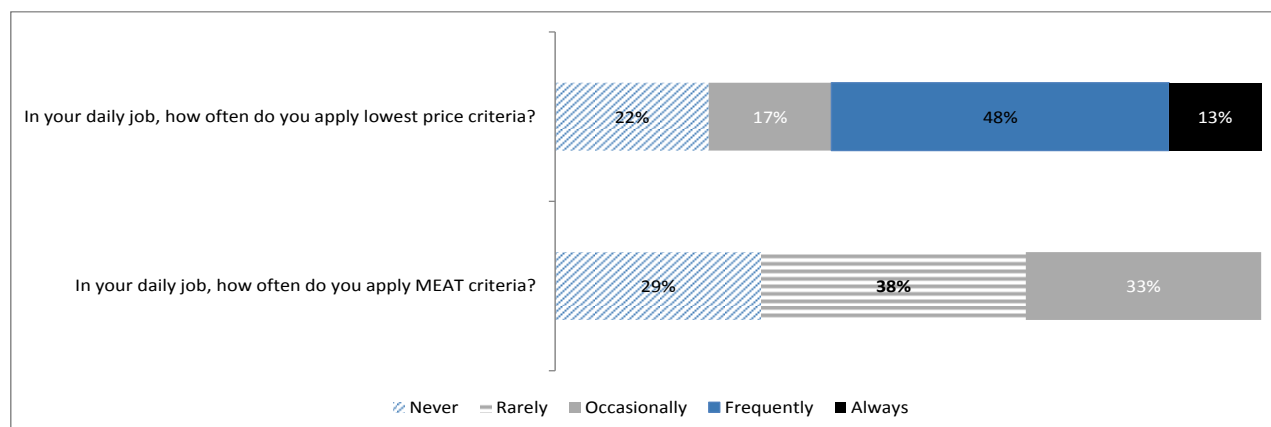
The analysis of the performance of the procurement system, and existing trainings also took into account an overview of the day-to-day experience of procurement officials. It provides information against which the adequacy of training courses could be assessed. The fact-finding missions, together with reports and answers to a range of specific questions addressed to participants of 2015 training courses on their daily experience in procurement activities, highlighted four main topics where the capacity of the procurement workforce could to be enhanced: 1.) MEAT criteria; 2.) technical specifications; 3.) secondary policy objectives; 4.) conflicts of interest.

MEAT Criteria

The MEAT criterion enables the CA to take account of criteria that reflect qualitative, technical, and sustainable aspects of the tender bids as well as price to award the contract.

The graph below reveals that the vast majority of procurement officials in Slovakia never use MEAT criteria, or only rarely, when developing tenders. In addition, 72% of the training participants have stated that they have not received any written guidance relating to the use of MEAT criteria. As MEAT criteria became prevalent under the revised legislative framework, further educational efforts will be needed in Slovakia in this respect. Another element worth looking at is the drafting of technical specifications.

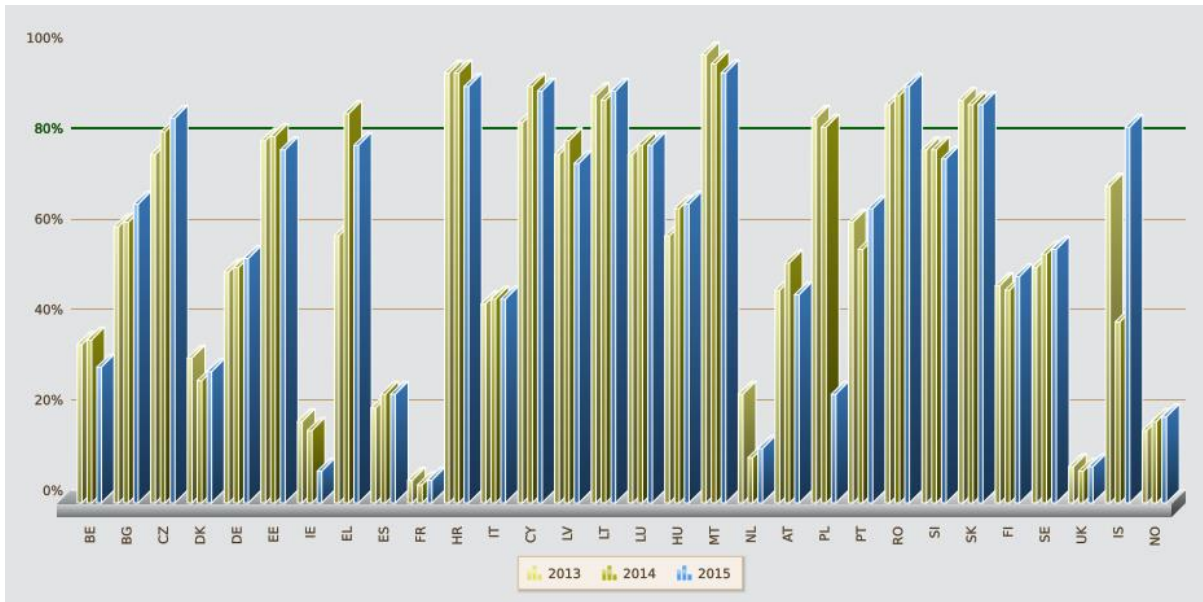
Figure 1.6. Use of MEAT vs. lowest price criteria



Source: OECD analysis based on the responses to the questionnaire

This analysis is supported by the Single Market Scoreboard of the European Commission, where it appears that the lowest price criteria were used in 88% of procedures reported in Tenders Electronic Daily in 2015 (See Figure 1.7.).

Figure 1.7. Proportion of procedures awarded only on the basis of lowest price in EU countries

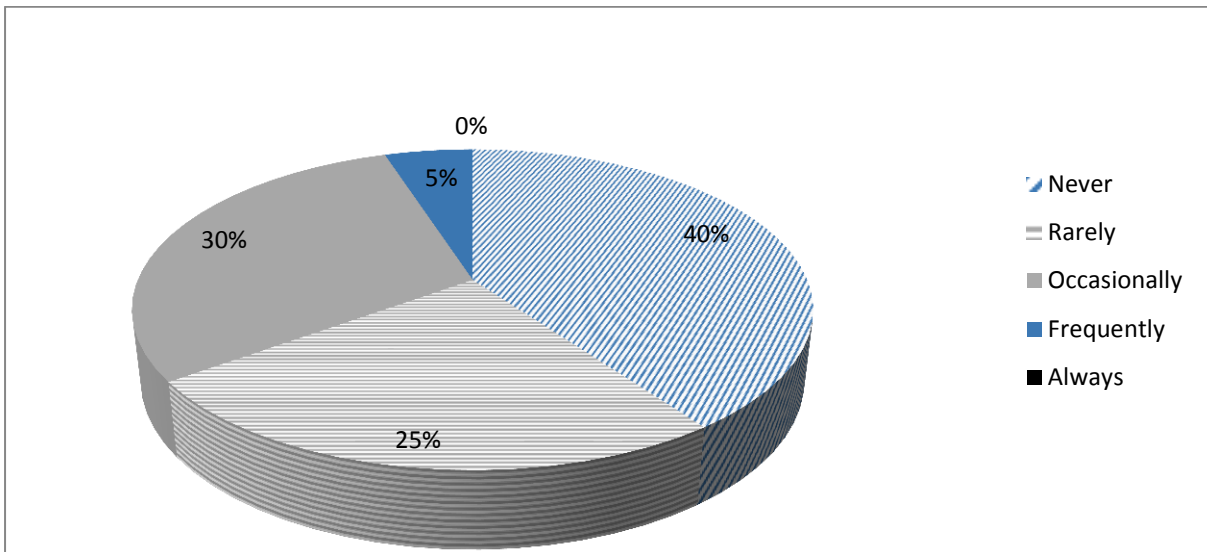


Source: European Commission, Single Market Scoreboard, http://ec.europa.eu/internal_market/scoreboard/performance_per_policy_area/public_procurement/index_en.htm

Technical specifications

Technical specifications constitute the cornerstone of an effective procurement process since they define the needs of the contracting authority and how potential bidders could respond to them. As described in Figure 1.8., only 35% of the respondents occasionally or frequently draft technical specifications. This number can be explained by the fact that in various occasions they are not drafted by the official in charge of the procurement procedure, but rather by officials with technical skills. 88% of them have neither structured templates nor internal guidance on how to draft technical specifications. It is also worth mentioning that technical specifications are often identified as a major source of irregularities found in public procurement.

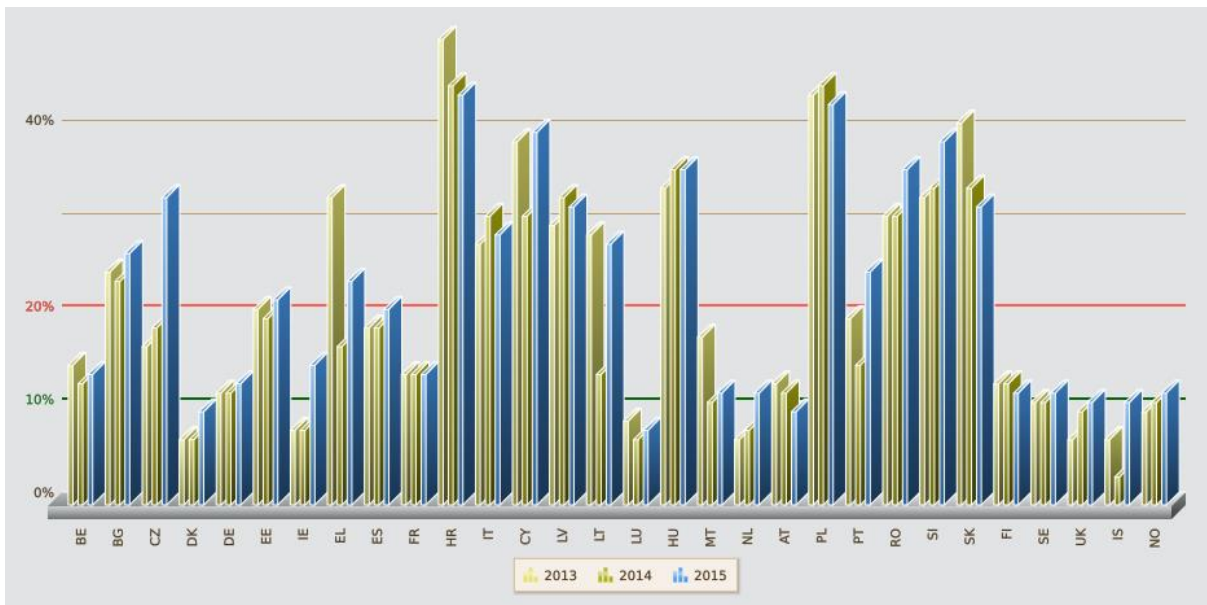
Figure 1.8. Frequency of drafting technical specifications



Source: OECD analysis based on the responses to the questionnaire

Moreover, as mentioned above, the drafting of technical specifications impacts also the competition in a given market. This can be one of the reasons why Slovakia has a relatively high proportion of contracts awarded (32% in 2015) where there was just one bidder (see Figure 1.9.).

Figure 1.9. Proportion of contracts awarded with “one bidder” in EU countries



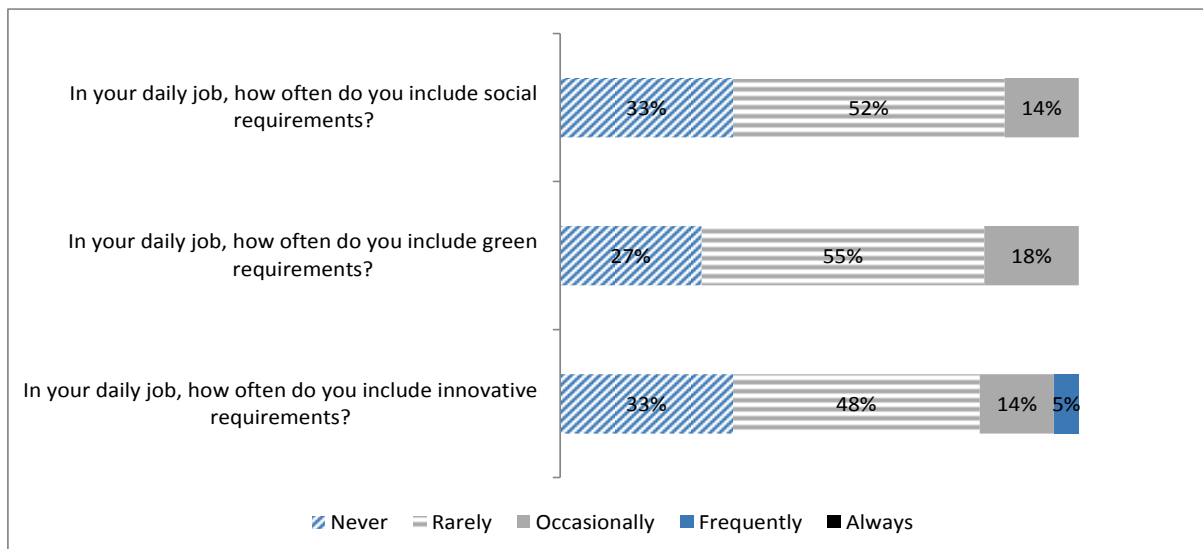
Source: European Commission, Single Market Scoreboard, http://ec.europa.eu/internal_market/scoreboard/performance_per_policy_area/public_procurement/index_en.htm

Secondary policy objectives

Transforming public procurement into a strategic governance tool, the EU Directives and the corresponding Slovak legislation call for further integration of secondary policy objectives in public

procurement. The National Development Plan further states targets in terms of procurement operations with environmental considerations. One can see that green policy objective are the most used among the respondents. However, as described in Figure 1.10., the practice of introducing secondary policy objectives into procurement remains largely uncommon in Slovakia.

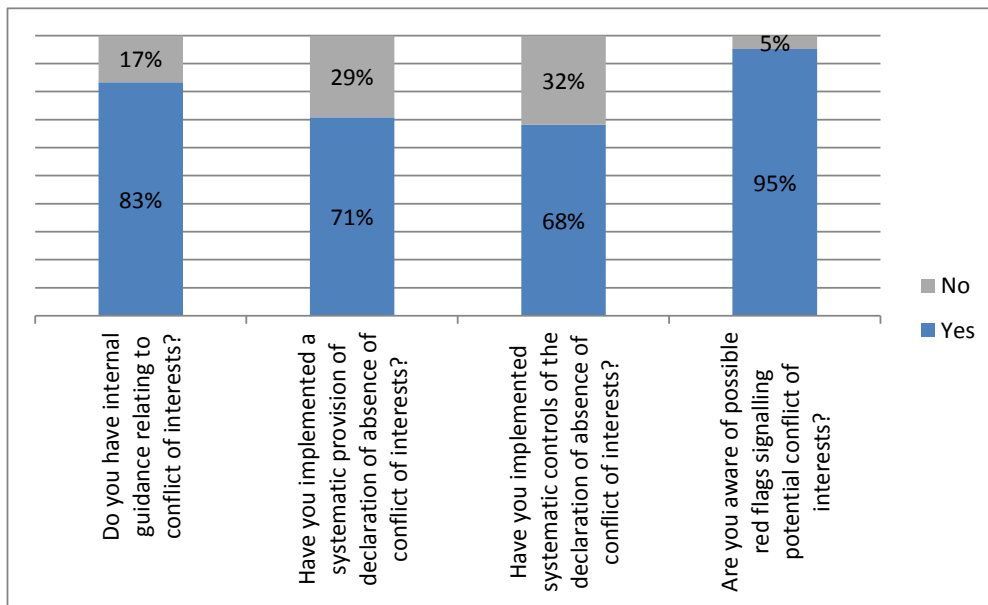
Figure 1.10. Introduction of secondary policy objectives



Conflict of interest

Integrity in public procurement has received specific attention in the last years in the Slovak Republic. As illustrated in Figure 1.11., the vast majority of respondents (83%) have stated that there is internal guidance available about dealing with conflict of interest. However, responses show a lower number of procurement officials systematically controlling the effectiveness of such guidance. To ensure that integrity policies are effectively implemented, additional training could be offered in this area.

Figure 1.11. Prevention of conflict of interests



In addition to these survey results, a capacity strategy should consider the relatively high degree of perceived corruption in Slovakia, as evidenced by Transparency International’s Corruption Perception Index. According to this index, Slovakia consistently receives the lowest scores among the EU Member States (the ranking in 2015: 50th out of 168 countries – only four other EU Member States rank lower). While the aforementioned index only measures perceptions, it is clear that the wide distrust in public sector integrity in Slovakia requires mitigation measures. A public procurement training strategy could therefore foresee a focus on this aspect as well (see Box 2.3. on the German experience in tackling this issue in public procurement). External pressures not only represent an incentive, but also a challenge, as they require matching internal motivation to follow international obligations when entering into international agreements, such as the WTO’s or the United Nations Convention Against Corruption.

Box 1.4. Integrity training in Germany

The Federal Procurement Agency is a government agency which manages purchasing for 26 different federal authorities, foundations and research institutions that fall under the responsibility of the Federal Ministry of the Interior. It is the second largest federal procurement agency after the Federal Office for Defence Technology and Procurement.

The Procurement Agency has taken several measures to promote integrity among its personnel, providing support and advice by a corruption prevention officer (“Contact Person for the Prevention of Corruption”), organising workshops and training on corruption, and the rotation of its employees.

Since 2001, it is mandatory for new staff members to participate in a corruption-prevention workshop in which they learn about the risks of getting involved in bribery and bribers’ possible strategies. Another part of the training deals with how to behave when these situations occur; for example, by encouraging them to report it (“blow the whistle”). Workshops highlight the central role of employees whose ethical behaviour is an essential part of corruption prevention. About ten workshops took place with 190 persons who provided positive feedback concerning the content and the usefulness of the training. The involvement of the Agency’s “Contact Person for the Prevention of Corruption” and the Head of the Department for Central Services in the workshops demonstrated to participants that corruption prevention is one of the priorities for the agency. In 2005 the target

group of the workshops was enlarged to include not only induction training but also ongoing training for the entire personnel. Since then, six to seven workshops are being held per year at regular intervals, training approximately 70 new and existing employees per year.

Another key corruption prevention measure is the staff rotation after a period of five to eight years in order to avoid prolonged contact with suppliers, as well as improve motivation and make the job more attractive. However, the rotation of members of staff still meets difficulties in the Agency. Due to a high level of specialisation, many officials cannot change their organisational unit, their knowledge being indispensable for the work of the unit. In these cases alternative measures such as intensified (supervisory) control are being taken.

Source: OECD (2016), *Towards Efficient Public Procurement in Colombia: Making the Difference*, OECD Public Governance Reviews, OECD Publishing, Paris. <http://dx.doi.org/10.1787/9789264252103-en>

Chapter 2: The public procurement training action plan

Slovakia does not have a specific public procurement training strategy as Slovakia's goal of increased capacity in the public procurement workforce is part of general public sector reform, encompassing also public procurement. The obligations presented by the public procurement ex-ante conditionality for ESI Funds represent therefore a strong incentive to have a comprehensive approach to the topic and achieve international standards. In fact, Slovakia has been implementing a range of training activities for its public procurement workforce and should expand on the efforts, integrating them into a coherent strategy.

This chapter sets out elements that are recommended as part of a new public procurement training action plan, ambitious and comprehensive, in scope and outreach. In order to optimise the work and achieve better value, it is also recommended to ensure proper linkages between this action plan and the draft CEP for ESI Funds as developed by the ESIF AC Department.

Box 2.1. The Draft CEP of the Slovak Republic for ESIF AC for the 2014-2020 programming period

As a result of previous experiences, Slovakia has included the creation of a standardised system of education and career growth in the Partnership Agreement for ESI Funds. The CEP should ensure systematic and continuous education of ESIF AC on the national level. The implementation of this Plan is the responsibility of the ESIF AC Department.

Target group

The new CEP clearly defined target groups for training: officials managing ESI Funds, and those who have controlling roles in public procurement.

Thematic scope

The module related to public procurement is divided into three distinct parts, with each course focusing on the following components:

- **Introduction to Public Procurement and control:** Act no. 343/2015 Coll. on public procurement - amendments, structure of the act, basic terms, emphasising difference with the previous version of the act within the scope of public procurement control of contracts funded from ESIF; definition of new terms such as market consultations, innovative partnerships, conflict of interest, interpretations and application for public procurement control of contracts funded from ESIF
- **Introduction to rules of protection of competition and anti-competition activities in public procurement:** selected provisions of the Act no. 136/2001 Coll. on protection of competition - definition of terms; forms of forbidden restrictions on competition and concentration; co-operation with the Anti-monopoly office on detection of forbidden restrictions on competition, cartels and their detection (with practical examples)
- **Control of public procurement in projects funded by ESIF:** control of public procurement based on the Management system of ESIF in 2014-2020; first and second ex-ante control, standard ex-ante control, subsequent ex-ante control; control of processes of public procurement which are not regulated by the Public Procurement Act; analysis of risks of controlled public procurement and subsequent

procedure, conflict of interest in public procurement, anti-competition practices; cooperation with PPO, Anti-monopoly office and law enforcement authorities; financial correction in case of not following the rules of public procurement – ex-ante, ex-post financial correction, rules on determining its amount; procedure on making decision about the amount of financial correction in line the Act no. 292/2016 Coll. on ESIF contribution; case studies/PPO findings from supervising contracting authorities.

Competency model

The central concept of CEP is a competence model (for standardised positions) which aims to align competencies needed for performance in individual positions with knowledge, abilities and skills. The competency model for standardised positions notably covers public procurement control managers.

Forms and methods of trainings

CEP uses modern forms of training and adequately combines distance and in-class forms of learning, theoretical and practical training. Management, monitoring, and evaluation are supported by an IT platform.

In the implementation of CEP, predominantly the following forms of training will be used:

- Distance education/e-learning is used for orientation and getting a basic knowledge of ESIF, enabling participants to gain essential knowledge/information necessary for later adoption of expert competencies.
- In-class education is used primarily for gaining knowledge and skills necessary for performing activities in standardised and non-standardised job positions.

For the module relating to public procurement the first two parts should be carried out via distance education/e-learning, whereas the last part should be delivered through in-class education. Detailed information regarding the frequency of trainings will be provided in the methodological instruction which will be effective from March 1, 2017.

Trainings should be complemented by mentoring, internships, and participation in professional events.

Trainers

In-class training sessions are delivered by experts from PPO and CCB. The ESIF AC Department also foresees future co-operation with experts from Anti-monopoly Office.

Assessment of gained competencies

Assessments will test of three areas:

- basic knowledge of the topic - after distance training
- understanding of training content - after each training module
- gained competencies - after completing all mandatory training modules.

While the implementation of the CEP is the responsibility of the AC ESIF Department, indicators will not be developed to monitor progress.

Source: Adapted from Department for ESIF AC (2016), Draft Central Education Plan

Synergies could indeed be found between those two plans. While the ESIF AC Central Education Plan covers a broader audience of public officials who are dealing with ESI Funds, it includes a specific module relating to public procurement. However, it only applies to officials managing ESI Funds and having a controlling role in public procurement. To ensure an effective application of public procurement rules and principles throughout the country, it is crucial to develop a structured training curriculum for officials with an operational role in public procurement.

The below training action plan therefore complements the existing training offering provided by PPO and by the ESIF AC Department. The plan proposes an incremental expansion of its outreach not only to officials involved in the management of ESI Funds but also to other public procurement communities in the Slovak Republic.

2.1. Elements to consider for the training action plan

While drafting the training plan, the following elements should receive considerable attention:

Goal: Slovakia aims to increase the capacity of its public procurement workforce. Specifically, the goal is to raise the skills of the procurement officers so that they can perform complex tasks required by the new Public Procurement Act transposing the 2014 EU Directives on Public Procurement, and by the ESI Funds framework. In addition, training the public procurement workforce on other topics, such as integrity, could have beneficial effects on civil society's perception.

Reasoning: Slovakia has a need for an increased public procurement capacity. The new legislative framework, which entered into force on 18 April 2016, poses new requirements and possibly new challenges which will need to be addressed. Increased capacity would improve the value for money achieved by Slovakia's public procurement service, and could open new avenues for pursuing secondary policy objectives more effectively.

An increased level of skills is also required to make the most of the ESI funding. Slovakia has one of the lowest absorption rates among EU countries, with public procurement procedures being one of the factors contributing to this.

Ownership: PPO should lead the development and implementation of the capacity strategy. Being the supervisory body in charge of public procurement, the PPO has the necessary clout to fulfil this task, yet needs to build on its own resources. In order to minimise the impact on human resources, a coordinated approach with other public institutions is necessary. Moreover, a number of different actors provide trainings on public procurement in Slovakia. A training action plan would need to tackle this issue and provide a comprehensive view of the training offered by various actors. For example, the creation of a central platform, or the use of an existing one such as the Information System CEP, listing training providers and training courses would help mitigate the risks of duplication, overlap, and conflicting sessions.

Timing: The immediate goal of the capacity building efforts in Slovakia was the fulfilment of the EU's ex-ante conditionality on public procurement in the framework of ESI Funds by the end of 2016, hence the development and implementation of a training action plan. At the same time, the enshrined training culture in the Slovak Republic provides an opportunity to implement a longer-term capacity building programme that has a wider scope. The OECD recommends for Slovakia to implement an intensive training programme to be delivered over the course of three years.

2.2. Drafting and implementing a training action plan

Identifying the scope and structure of the training action plan

So far, Slovakia has largely focused its public procurement training programmes on legal aspects, mainly targeting the improvement of the knowledge of the legal and regulatory frameworks. With the new Public Procurement Act being recently introduced, this focus certainly responds to training needs. At the same time, the gap analysis has revealed other topics currently missing from the trainings on offer. Based on this analysis and the overview of the country public procurement landscape, it is recommended for Slovakia to expand its training curricula in three main dimensions as follows:

1. ensuring a widespread and effective common understanding of the major principles and rules applicable to public procurement across various stakeholders
2. enabling a strategic use of public procurement
3. promoting integrity in public procurement.

Various stakeholders in Slovakia are confronted with public procurement and with the implementation of the ESI Funds. The variance in ESI Funds allocation for Member States over different programming periods and the fluctuations in the number of contracting authorities in Slovakia signal a constantly changing procurement workforce. This assumption is confirmed by the statistics revealing the high average turnover rate of procurement officials between 2010 and 2014.

This situation implies a strong heterogeneity and volatility of the procurement workforce in terms of public procurement experience. This has been confirmed during the OECD fact-finding mission. Yet, current training efforts in Slovakia do not seem to cater to the needs of its diverse workforce.

The structure of the training action plan should address this overarching parameter to ensure that arrangements for training and dissemination of information of staff involved in the implementation of the ESI Funds are effective, and the training action plan can also reach out to other public officials in charge of public procurement in the country.

In addition to the main issues identified (MEAT, technical specifications, secondary policy objectives and conflict of interest), the assessment highlighted significant differences in levels of expertise or exposure to public procurement operations. The training action plan should also tackle this issue with specific training curricula for the following three categories of the procurement workforce:

- beginners: newcomers or officials confronted with the respective topic only rarely or occasionally
- intermediate: training targets officials regularly exposed to the respective concepts
- advanced: employees requiring extensive expertise on the topics.

Since the proposed modules do not exist in the current training offering, the first level above, the one for beginners, could be provided to all officials.

Training curricula could be structured not only on the basis of the needed level of expertise, but also tailored to roles in public procurement. Two broad functions could be distinguished in this

regard: officials carrying out procurement operations, and officials controlling or reviewing procurement procedures.

Another structural element which will shape the training action plan is pedagogical considerations. Survey of training participants suggests that practical examples or walk-through exercises are not sufficiently integrated into training courses. Should the focus of the overarching procurement training strategy be on ensuring effective learning outcomes, then the proportion of practical examples, walk-through exercises, and other active learning methods, should be revisited.

The implementation of a training action plan can draw on existing structures developed as part of the administrative capacity building strategy in connection with the receipt of ESI Funds. These structures, mechanisms and procedures were developed for capacity building in the administration in general. They can be applied to the public procurement realm. For example, the ESIF AC Department in its strategy envisions distance learning elements and exams for officials to ensure their readiness for the next level of training.

The training plan as proposed here by the OECD takes into account the above-mentioned considerations and details the scope, target groups, trainers, approach, content, and timeline of the training.

Given the need to enhance the capacity of the public procurement workforce, the OECD recommends for Slovakia to implement an intensive training programme during the next three years. To further reinforce the skills of the trainers and the necessary knowledge sharing and transferal, the training programme developed by the OECD under this project² also includes the delivery of a training workshop for trainers. This approach will allow these trainers to be better prepared to train the entire public procurement workforce in Slovakia over the course of three years.

Identifying the scale and target groups of the training action plan

Statistical information about the trainers and trainees communities are elements which provide central information to understand the magnitude of the action plan, thereby supporting an efficient and sustainable design. Considering the absence of statistics on the number of public officials having a role in public procurement, the methodology used to assess the potential magnitude of trainings has been based on different proxies.

Trainees community

Virtually all officials having roles which involve public procurement related tasks could be the target of a comprehensive training action plan. However, as mentioned before, no central repository listing all public procurement officials exists in the Slovak Republic. Therefore, assessing the trainees' community requires using available proxies and drawing assumptions based on them.

² "Support the Implementation of the Slovak Public Procurement Reform in the Framework of the ESIF Ex-ante Conditionality Action Plan" - project financed by the European Commission's technical assistance budget.

PPO statistics provide initial insights: In 2015, 2,489 contracting authorities were active public procurement subjects in Slovakia. Those CAs include both central and local public administrations. The training plan assumes that on average, two public procurement officials for each contracting authority should be trained. This means that this training action plan assumes that at least 5,000 procurement officials need to be trained.

Another source of information used to evaluate the scope of the training action plan were statistics on ESI Funds received under the 2007-2013 programming period, notably in terms of value of projects and exposure to procurement operations.

Figure 2.1. Geographical dispersion of active beneficiaries in 2015 under the 2007-2013 programming period



Source: OECD analysis based on information provided by CCB
 Note: Yellow and green spots mean a high concentration of beneficiaries

The value of projects co-financed by ESI Funds provides insights allowing for the prioritisation of training courses to targeted entities. Extrapolating from amounts received under the previous programming period, reasonable assumptions could be drawn for the 2014-2020 programming period.

Figure 2.2. Active beneficiaries by amount received in 2015 under the 2007-2013 programming period



Source: OECD analysis based on information provided by CCB

Note: Red marker: below EUR 100,000 / Yellow marker: EUR 100,000-1,000,000 / Green marker: EUR 1,000,000-10,000,000 / Blue marker: EUR 10,000,000-100,000,000 / Purple: in excess of 100,000,000

Considering the number and financial volume of procurement operations co-financed by ESI Funds, and while the training action plan targets the entire procurement workforce, the OECD recommends the Slovak authorities to give priority to officials working on ESI Funds.

In addition to the procurement officials having an operational role, the training action plan should also encompass officials in a controlling role. According to the Department of ESIF AC, as of 31 March 2016, 967 officials have a controlling role in procurement for expenditure co-financed by European funds. The training action plan assumes that approximately 1,000 officials involved in the control of ESI Funds should receive training as part of this training plan.

Trainers community

The clear identification of trainers and their commitment to deliver the trainings is key for the success of the implementation of the training action plan and thus for the enhancement of the capacity of the procurement workforce on the different topics identified. Slovak administration already has a pool of trainers who deliver trainings on public procurement. In 2015, 44 trainers from PPO and three out of the 15 trainers from the Department of ESIF AC provided training courses related to public procurement.

- The PPO as the primary body in charge of training on public procurement, will be responsible for providing trainings for officials in contracting authorities. 44 trainers were employed by the Office in 2015.
- **Department of the ESI Funds administrative capacity:** The control on public procurement procedures demonstrated many irregularities within the procurement process. Under these

circumstances, it is key to include trainers currently participating in training sessions delivered under the CEP to ensure similar level of knowledge and understanding amongst officials in charge of controlling public procurement.

Based on the sample of trainers interviewed during the OECD fact-finding mission, the overwhelming majority of trainers have a legal educational background, hence the focus of the training to-date on the legislative environment. Specific expertise on topics such as green public procurement or financial corrections related to public procurement in ESI Funds is provided by the responsible institutions. The skills and experience of the pool of current trainers should be further diversified and expanded.

Training content would benefit from better integration of both theoretical and practical perspectives. For example, in case of sector-related training courses on developing technical specifications, agencies or associations could be asked to participate by providing trainings/trainers or helping to develop the training material.

Considering the trainees' community and the objectives of the training action plan, the OECD recommends a maximum of one trainer delivering four in-class sessions each year based on the assumption that each session hosts approximately 20 trainees.

Defining the training portfolio

On the basis of the gap analysis and the detailed assessment carried out, the following public procurement in-class training portfolio for the Slovak Republic is suggested. The training portfolio takes into account the heterogeneity of the public officials, therefore addressing different roles and levels in public procurement functions. The following topics were identified: MEAT criteria; technical specifications; secondary policy objectives; conflict of interest.

Table 2.1. below provides additional detail on the specific courses delivered under each topic: all four topics will be taught differently for officials in CAs and officials in control positions. To account for different levels of expertise, most topics are offered for beginners, intermediate level and advanced level. The courses of the beginners' level represent a "canon" of public procurement. Therefore, this training plan suggests to provide these classes as a "general training" to the entirety of officials handling ESI Funds.

Table 2.1. Training portfolio based on gap analysis

Topics for Training	Level	Role: Conducting procurement procedures	Role: Controlling/reviewing procurement procedures
MEAT Criteria	Beginners	101 of MEAT Criteria (i.e., definitions, advantages, challenges, applicability) Differences between criteria for award, selection and exclusion	Introducing MEAT Criteria, ensuring correct application of MEAT Criteria Differences between criteria for award, selection and exclusion Control for transparency and objectivity in evaluating tenders using MEAT criteria
	Intermediate	How to make assessments more objective Financial assessments beyond evaluations based on price Ensuring transparency and objectivity in evaluating tenders using MEAT criteria	
	Advanced	Weightings and evaluation formulas Using MEAT criteria for specific procurement instruments	
Technical Specifications	Beginners	101 of technical specifications drafting 101 of reviewing technical specifications	Controlling that technical specifications comply with the legal framework and public procurement principles (non-discrimination, proportionality, equal treatment, transparency)
	Intermediate	As necessary, modules on technical specifications for different sector (e.g. health, construction, IT)	
	Advanced	How to prepare performance-based technical specifications	
Secondary Policy Objectives: Green	Beginners	Introducing environmental (“green”) policy objectives in tenders	Understanding environmental/green policy objectives and aligning controls
	Intermediate	Carrying out cost/benefit analysis of the introduction of secondary policy objectives in tenders	
	Advanced	Impact assessments/monitoring for innovation procurement	
Secondary Policy	Beginners	Introducing policy objectives in support of	Understanding procurement policies in support of SMEs and aligning

Objectives: Attracting SMEs		SMEs in tenders Carrying out cost/benefit analysis of the introduction of secondary policy objectives in tenders	controls
	Intermediate	Identifying the best tools, processes and strategies to support the participation of SMEs in public procurement How to engage potential SME suppliers	
	Advanced	Fostering the participation of SMEs in the supply chain (e.g., sub-contractors)	
Secondary Policy Objectives: Innovation	Beginners	Understanding how public procurement can foster innovation	Understanding innovation objectives in public procurement and aligning controls (legal and technical aspects, competition, intellectual property rights)
	Intermediate	How to introduce innovation-related considerations in public procurement (Pre Commercial Procurement, Public Procurement of Innovation, partnership agreements, etc.) and identifying best processes	
	Advanced	Mediation in innovation procurement Innovation procurement and competition Innovation procurement and intellectual property rights Impact assessments/monitoring for innovation procurement	
Conflict of interest	Beginners	Introducing Slovakia's existing guidance on conflict of interest Introduction to conflict of interest risks (i.e., definitions, examples, legal basis) Identification of risks and red-flags for conflict of interest	Ensuring systematic controls and effective management of conflict of interest in public procurement (control of asset disclosure, due diligence, spot checks, etc.)
	Intermediate	How to respond to conflicts of interest Prevention, Detection of and Reaction to the conflict of interest	

For the effective implementation of the training action plan, the OECD recommends conducting intensive trainings during the first three semesters (from beginning 2017 to first semester in 2018). During this period, the focus will be on those officials involved in ESI Funds. The following period (second semester in 2018 to 2019) will be dedicated to trainings for intermediate and advanced officials and will also broaden the audience to procurement officials not dealing with ESI Funds.

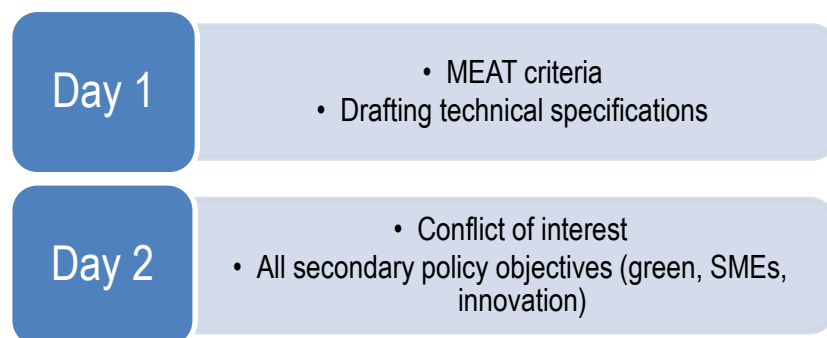
Due to the different training needs of officials in contracting authorities and officials in charge of control functions, the training is divided into two different tracks accordingly: Track 1 for public procurement officials having an operational role, Track 2 for public procurement officials having a controlling function.

The main elements would be the same, however. Both tracks contain the same elements, in the following order:

1. general, basic training on the four key topics
2. exam and assessment
3. deepened training (intermediate and advanced level) on some of the four key topics based on a modular approach where trainees can only opt for modules of their interests.

The general training is intended to provide all trainees with the basic knowledge on the identified key topics, with the aim of enhancing capacity across the board and to avoid irregularities in the procurement process.

Figure 2.3. Structure of the general training



An exam to assess the trainees will follow each session (as it is done for the ESIF AC trainings). These assessments will confirm the level of knowledge acquired and will also take stock of the needs for further guidance on specific topics. In doing so, the authorities can draw on the structures and mechanisms developed as part of the ESIF AC strategy.

Depending on the results of the tests and the needs of participants for deeper knowledge of the four topics mentioned above, participants can undertake the additional trainings for intermediate and advanced level.

Figure 2.4. Structure of the intermediate and advanced training (variable duration)

Module 1	• MEAT criteria
Module 2	• Technical specifications
Module 3	• Conflict of interests
Module 4	• Module 4 a) - Secondary Policy Objectives - Green public procurement • Module 4 b) - Secondary Policy Objectives - SMEs • Module 4 c) - Secondary Policy Objectives - Innovation

This training action plan for face-to-face workshops should be complemented with e-learning tools or distance learning which should be introduced at the latest in semester 1 of 2018. The e-learning tools will be of core importance to enhance the capacity of officials who failed in the test, and would also be pivotal for increasing the outreach of the training action plan, for officials who need a refresher and new comers.

Defining delivery modes

The different topics identified during the needs analysis and the different audiences identified require different ways of conveying the training. To date, Slovakia's training efforts have usually taken the form of classroom lectures. Building on the strengths of the existing in-class training courses, the OECD recommends an alternative approach that combines different delivery modes.

Taking into account the need for cost efficiency, it is recommended to build the training action plan around some of the following delivery modes. The capacity building strategy could then encompass in subsequent updates additional delivery modes. Delivery modes would include:

- welcome/Induction pack (to develop immediately)
- in-class learning (to refine immediately)
- distance- or E-learning (to introduce in the medium term)
- mentoring / coaching (to develop in the long term)
- support programmes for degree level study (longer-term).

Induction pack

A first step could be to develop an induction pack and related mandatory short test for every official newly undertaking functions linked to public procurement. This would contribute to a more effective dissemination of general public procurement knowledge allowing for a minimum understanding of the overarching principles applicable to it. It could also maximise the efficiency of more targeted and specialised trainings by ensuring a common basic understanding of public procurement principles.

The training portfolio presented below presupposes that newcomers can only enrol in the targeted trainings courses if they have successfully passed the above-mentioned test.

In-class learning

In-class learning (face to face workshops/seminars), is the main delivery mode of the training action plan outlined in this section. In addition to being aligned with the current practice in the Slovak Republic, it is also adapted to the nature of the proposed training portfolio.

Distance learning or e-learning

Distance learning programme (e-learning) is also envisioned in the ESIF AC strategy. Experience from many projects suggests that even with an active programme of face to face training seminars and workshops, training activities cannot reach all public officials who may be involved in the conduct, supervision or auditing of public procurement. The high number of beneficiaries and contracting authorities outside Bratislava calls for the implementation of a distance learning course that should be undertaken in light of emerging practical experience of the training workshops. The PPO should adapt and design a self-study version of the materials from the training workshops to meet demands for training outside Bratislava. E-learning should be accessible to public officials unable to attend one of the workshops conducted, but it can also be used as a refresher by those who have attended a seminar, with the aim of enhancing the sustainability of the project. The training material should be posted on PPO webpage, along with answers to frequently asked questions and suggestions for recommended further reading and links to relevant downloads and websites. In this respect, the distance learning material could be made available to a wide range of potential stakeholders, not only public officials. A model for public procurement distance learning structures in Slovakia can be found in the distance learning activities currently being developed by the ESIF AC Department. Another modality combining in-class and distance learning might be to develop live-training classes broadcasted live with the possibility to have remote access, including having interaction between the sender and the receivers. This modality has proven very effective in several international training originating from locations that differ from the recipients, and could be adapted successfully to the country-specific context. It might contain, however, some technical challenges.

In choosing which type of distance or e-learning to implement, Slovakia should consider the broad range of options available, and their associated costs. Costs usually vary with the level of technical sophistication and quality of the graphical presentation. Common social media tools, like Skype, YouTube, or the communications options on Google, can be used to facilitate simple broadcasting of sessions that are ongoing anyway; readings can be provided as downloads or emailed directly to remote participants. These approaches are considered below as distance learning. More complex options include platforms in which assignments, class discussions and learning activities are conducted online. These alternatives are classified as full-fledged e-learning activities below. Table 2.2 provides an overview of options, ranging from simple/open source/no cost, to sophisticated/bespoke/costly. The most-right column provides an overview of the production process for all options, which should be facilitate an expectation of associated costs. Precise references prices should be determined based on a thorough market consultation.

Distance learning

All of the options detailed in Table 2.2. are based on the training delivered in classrooms to officials attending in person. In principle, the material used for these in-classroom trainings is distributed in different channels to reach officials who are unable to attend classes in person or where this is not economical.

Table 2.2. Different distance learning options

Type	Description and process	Requirements beyond standard equipment ³
Email-based system	Scripts and exercises, developed for the in-class training, are available as PDFs and will be emailed to participants for self-study. Assignments will be collected via email. Questions can be answered via email or telephone.	No additional requirements once material is available.
Video for download	Sessions delivered by trainers will be recorded and provided as a download in common social media websites, potentially in a private account. Alternatively, pre-recorded videos can be shared in cloud storage, via email, or via offline storage devices (discs, flash drives, external hard drives, etc). A more sophisticated (and more costly) option would be to professionally produce videos to explain different concepts, going one step further than recording the classes. <i>Example:</i> Many university professors film their lectures with a simple camera and provide the videos on YouTube, such as the open coursework channel of the Massachusetts Institute of Technology: www.youtube.com/channel/UCEBb1b_L6zDS3xTUfIALZOW	Purchase of special equipment (video camera, storage devices) Potentially costs for professional production
Remote participation	Sessions will be delivered as usual, but via a video conference link (e.g. Skype or similar.) Participants require a stable broadband internet connection. They can interact with the teacher and other participants via the video connection tool.	None

E-learning

E-learning modules could be developed to reach out to a broader audience while keeping track of progress achieved by participants. As opposed to distance learning courses, those options necessitate revisiting and restructuring training materials so they exploit the possibilities offered by IT tools and systems (voice over, gamification, etc).

³ Computers, stable and fast internet connection

Table 2.3 Different E-learning options

Type	Description and process	Requirements beyond standard equipment ⁴
Simple online platform	An online space for sharing teaching material, videos of lectures, assignments, discussions between participants, or other, is created (for example by using open-source solutions.) First, the script of the training has to be developed, detailing the content of the e-learning (on the basis of the in-class training). Second, the content has to be adapted to the provision on this platform, usually by a dedicated IT firm. The simplest form would be to create standard text-based presentation slides and match them with a voice-over. Additional elements can be exercises which are created from in-class assignments.	Costs (e.g. staff time) for creating the content, setting up the tools online, and administering the platform once ready by an IT firm. Savings possible if content is based on existing manuscripts.
Sophisticated online platform	An online space like the simple platform, but with interactive online content and “gamification” (i.e. work sessions that are a mix of lectures to explain concepts and exercises checking the knowledge of the participant immediately). This solution requires more complex software and a strong internet connection, but will be more effective in conveying content.	Costs for creating content (e.g. staff time) as well as for the technical implementation (e.g. via a service provider). Savings possible if content is based on existing manuscripts.

Further examples

- Moodle is an open source e-learning tool, geared towards schools and universities. Moodle offers a range of tools, such as forums for questions, space for downloads and uploads of course material, assignments, and work activities. The content needs to be created by every user. A demo can be explored: <http://school.demo.moodle.net/>.
- The World Bank offers an e-learning tool related to public procurement which was developed using Moodle. There are different sections, geared towards different levels of experience (certificate, professional diploma). The certificate course consists of presentations and exercises. A demo version can be viewed: www.procurementlearning.org/sample_course/index.htm. The general website with additional information can be accessed at: www.procurementlearning.org/index.php#.

Costs and timeframe for the development of e-learning modules will considerably vary according to the nature and complexity of the modules and of the technical solutions adopted. However, experiences in the development of advanced e-learning modules suggest that associated costs could range between EUR 75 000 to EUR 100 000 to develop a three-hour e-learning module which would include the manuscript design, the technical implementation, and the hosting. The timeframe to develop such a module would range from seven to nine months including the time necessary to conduct procurement procedures to select the company providing technical services.

The development of e-learning modules should therefore be subject to a costs-benefits analysis since they will generate cost savings only if they are used by a sufficient number of officials. For example, with the assumption that an in-class training course costs EUR 75 per participant, the

⁴ Computers, stable and fast internet connection

development of an e-learning module amounting to EUR 75 000 will generate savings after 1,000 officials take the course. This assumption however does not integrate associated costs with in-class trainings such as travel expenses for participants.

Mentoring/coaching

Mentoring/coaching for public officials handling public procurements could be implemented in the long-term after rolling out the proposed training action plan. Following its implementation, every CA or control body will have officials with advanced knowledge on public procurement. To ensure the long-term sustainability of the model and to capitalise on efforts and investments required to implement the training action plan, it is recommended to the Slovak authorities to rely on the skills and experience of those officials, to enhance the capacity of other officials working within the same entity.

Support programmes for degree level study

There is also the need to increase the overall background and education of procurement officials in Slovakia as many public officials are not educated in the field. The OECD Recommendation calls for the promotion of collaboration with knowledge centres. To work towards this, the Slovak authorities may explore links with universities to introduce classes on public procurement or a dedicated master's degree on the subject. This approach will be beneficial in the long run only as it takes time to develop. Beneficiaries will be limited to a certain number of officials per course and year.

Assessing the impact of the training action plan

The training action plan in Annex B details entities, target groups, priority audiences, delivery modes, topics, levels and schedule.

Beyond the various impacts that a training action plan could have on the procurement system as whole, as highlighted in the gap analysis, the implementation of the proposed methodology to enhance the capacity of the public procurement workforce would provide the following quantitative indicators:

- ***Outreach of the training action plan***
 - By the end of 2017, opportunities for training courses in the above-mentioned topics will have been provided to all entities significantly involved in procurement expenditures linked to ESI Funds (entities having received at least EUR 10 million during the last five years). The targeted entities range from MAs to bodies governed by public law and municipalities.
 - By the end of 2018, opportunities for training courses in the above-mentioned topics will have been provided to all entities involved in procurement expenditures linked to ESI Funds (entities having received ESI Funds in the last five years). The targeted entities range from MAs to bodies governed by public law and municipalities.

- By the end of 2019, all procurement entities in the Slovak Republic will have been provided with training opportunities in the above-mentioned topics.
- ***Increase of skills and competences***
 - By the end of 2018, all entities significantly involved in procurement expenditures linked to ESI Funds (entities having received at least EUR 10 million during the last five years) will have been provided with opportunities to take on further specialised trainings.
 - By the end of 2019, all entities involved in procurement expenditures linked to ESI Funds will have been provided with training opportunities in the most advanced levels in the above-mentioned topics.
- ***Development of complementary delivery modes***
 - By the end of 2017, e-learning modules will have been developed for beginner modules in the above-mentioned topics.
 - By the end of 2018, opportunities to take e-learning modules will, at least, have been provided to all entities involved in procurement expenditures linked to ESI Funds.

Figure 2.5 Number of entities subject to training according to modules taken

Level	2017			2018			2019		
	Core ESIF	Other ESIF	Non ESIF	Core ESIF	Other ESIF	Non ESIF	Core ESIF	Other ESIF	Non ESIF
Beginner	81	62	0	0	829	1115	0	0	0
Intermediate	0	0	0	81	891	0	0	0	1115
Advanced	0	0	0	0	0	0	81	891	1115
Standard	39	0	0	42	891	186	0	0	929

Note: Standard level refers to the module for the controlling functions

Training Evaluation

The proposed plan includes quantitative and qualitative targets and indicators allowing for the monitoring and reporting the implementation of the training action plan. To complete the training action plan and assess its effectiveness, Slovakia should introduce an evaluation mechanism for the assessment of learning outcomes, so its effectiveness can be judged and improvements proposed, as needed. Reaction questionnaires at the end of each training exercise, and exams and certifications at the end of each self-standing training block (e.g. module on MEAT criteria) could be useful approaches.

The evaluation can be undertaken either by the trainers or by dedicated employees of the PPO. It might be more resourceful to place some of the evaluation tasks with the trainers. An independent person could however create additional incentives and increase accountability. For example, reaction

questionnaires might be best placed to be distributed by the trainers, but collected by the independent evaluator.

Preparing for the implementation of the training action plan

Support material

An exhaustive research of existing training materials was conducted for the project. Some material will be specifically developed for this project; other material will be based on existing approaches adapted to the Slovak context. Examples are the training material developed by OECD/SIGMA, to enhance public procurement capacity in its countries of operation, the material developed for a capacity building project financed by the EU in Bulgaria, and the material developed by the OECD Public Procurement Unit for the toolbox related to the implementation of the OECD Recommendation.

Trainers will be provided with presentational material, case studies from peers, and other relevant supporting material for the topics addressed in the workshop. Furthermore, comprehensive guidance and a checklist will be developed based on issues and challenges identified by the OECD. Below is a list of some of the key supporting material that will be developed:

- presentations (slides) covering the topics of the workshop (four topics)
- public Procurement Guidance and checklists on:
 - awarding (MEAT) criteria
 - issues to consider when developing technical specification
 - secondary policy objectives
 - conflict of interest
- case studies from peers
- exam at the end of workshop (all target groups).

Introductory workshop

To prepare the trainers for their new training tasks, the OECD will organise an introductory workshop to introduce the training material. In addition, the workshop will provide further guidance on how each trainer should develop the actual training to be delivered on the basis of the training materials provided above. The introductory workshop will provide an opportunity to gather feedback on the training action plan and its components, and continue refining them. To further support each target group, peers and experts from European countries with expertise in the management of ESI Funds and procurement will be invited to share their experience and real-life cases addressing the challenges already identified by the OECD.

Trainers from the PPO and from the ESIF AC Department will be required to attend two three-day workshops. All the modules conducted during the workshop will last between 2-3 hours and will be supported with slides and other materials that participants can use to support their own training. In

addition to that, a module on “How to train/how to teach others” will also be included in the programme. The following sessions will be provided:

1. Training trainers: How to deliver effective trainings

2. Content:

- MEAT criteria
- Technical specifications
- Secondary policy objectives
- Conflict of interest

Risk Factors

The OECD missions, as well as other sources, indicate that there is an interest in, and need for, training in public procurement, which is a good basis for developing a training strategy.

The success of this project will depend on how the Slovak Authorities will succeed in implementing the training plan under the leadership of the PPO. The OECD has identified several areas of risks that need to be addressed collectively by the Slovak authorities to ensure the sustainability and efficiency of this project. The development of a change management strategy is probably the most immediate action, taking into consideration all the ongoing changes and reforms such as the new legislation and regulations, updated guidance, checklists, new training programmes, etc.

The OECD identified project and systemic risks that could hinder the effective implementation of the training programme:

Project risks include:

- lack of engagement and leadership – project leaders lacking the authority to achieve project objectives (PPO and Slovak authorities)
- lack of ownership of the project by the different stakeholders including the Slovak authorities
- lack of support and commitment from stakeholders (MAs, CAs): Disengagement and no participation of the different stakeholders. For instance, the daily workload can prevent the officials from taking active part in the training programme.
- Training in rural areas: Despite the possibility to join a distance learning programme, some officials still need face-to-face training. Given the size of the country and the traveling costs, this risk can slow down the implementation of the training programme.
- lack of follow-up of the project implementation by the local counterparts, the EC and/or the OECD.

Systemic risks include:

- The new legal and regulatory framework could increase the risks of irregularities in the public procurement process

- lack of capacity of the PPO in terms of resources (numbers and skills). Although the number of employees in the Office has recently increased, these are not expandable and, for the moment, are still not enough to manage and implement this ambitious project
- high turnover of procurement officials at a national and sub-national level
- lack of financial resources or inability to secure sufficient resources for the implementation of the training plan.

Many risks listed above are interconnected and some of them should be addressed by the Slovak authorities themselves or with the support of the EU and the OECD, namely key risks related to the leadership and ownership of the project and the implementation of the plan. To this regard, there is a need to follow up on the progress of this project in the forthcoming months to ensure its sustainability. In addition to leadership, sound preparation and active communication about the implementation of the training action is critical factor to ensure successful developments of the plan.

Concrete steps towards implementation

The training action plan outlined above is based on estimates, drawing from sound proxies, of officials to be trained. A successful implementation of the training action plan, and ultimately an increased capacity of the public procurement workforce should be based on realistic numbers. The following provides a prioritised “To Do List” to help reduce this information gap and implement the Training Action Plan:

1. creation of an exhaustive list of all contracting authorities active in Slovakia, with contact information
2. contact of all CAs to receive detailed information about their workforce (number of employees working on procurement, in what function, with regards to ESIF)
3. creation of a list of all officials working on controlling and audit in connection with public procurement – in dedicated bodies and in CAs
4. creation of a list, prioritising how many procurement officials from which body will receive training and when
5. contact of all procurement authorities to solicit registrations for training (concrete names and roles)
6. allotment of names to concrete training sessions
7. organisation of logistics: booking travel for officials to Bratislava, or organising trainings in other cities across Slovakia
8. preparation of training material by the trainers
9. delivery of the training by the trainers
10. evaluations and exams are conducted
11. candidates for intermediate and advanced training are selected
12. training is modified based on the evaluations provided.

Chapter 3: Conclusion

The training action plan on public procurement detailed above builds upon the existing training offering in public procurement and the recent initiatives led by the Department of AC ESIF in the Government Office of the Slovak Republic. Table 3.1. below summarises the main elements of the training action plan.

Table 3.1. Overview of the training action plan

<i>Goal/objectives</i>	The goal is to raise the skills of the procurement officers so that they can perform complex tasks required by the new Public Procurement Act transposing the 2014 EU Directives on Public Procurement and by the ESI Funds framework.			
<i>Training curricula: modules, duration and mode of delivery</i>	Modules	Duration	Mode of delivery	
	Introductory workshop covering the four areas (MEAT, technical specifications, secondary policy objectives, conflict of interests)	2 days	In-class and e-learning	
	Intermediary level - MEAT	0.5 days	In-class and distance learning	
	Advanced level - MEAT	0.5 days	In-class and distance learning	
	Intermediary level - technical specifications	0.5 days	In-class and distance learning	
	Advanced level - technical specifications	0.5 days	In-class and distance learning	
	Intermediary level - Secondary policy objectives	0.5 days	In-class and distance learning	
	Advanced level - Secondary policy objectives	0.5 days	In-class and distance learning	
	Intermediary level - Conflict of interests	0.5 days	In-class and distance learning	
<i>Target group to be trained: total figure, by knowledge levels (beginner, etc), by methods (in-class, e-learning), priority groups</i>		2017	2018	2019
	Target entities to be trained	143	2,087	2,087
	Target entities to be trained by level	Beginner level: 143	Beginner level: 1944 Intermediate level: 972	Intermediate level: 1115 Advanced level: 2087
	Target entities to be trained by	In-class: 143	e-learning: 1,944 In-class: 95	In-class: 95 Distance learning: 1,992

	training methods		Distance learning: 877	
<i>Institutional responsibilities</i>	<ul style="list-style-type: none"> • Beginners trainings for officials having an operational role: PPO • Beginners trainings for officials having a controlling function and dealing with ESI Funds: Department of the ESIF AC • Beginners trainings for officials having a controlling function and not dealing with ESI Funds: PPO • Intermediate trainings for officials having an operational role: PPO + sector specialists + experts from relevant ministries/bodies • Advanced trainings for officials having an operational role: PPO + sector specialists + experts from relevant ministries/bodies 			
<i>Indicators for monitoring the implementation of the Plan</i>	<ul style="list-style-type: none"> • Number of targeted entities reached against the projected number in the training action plan • Number of officials participating to training sessions • Number of participants to beginners trainings taking part in intermediate and advanced training sessions • Number of officials taking the e-Learning training module. 			

Annex 1. Different approaches to build capacity, their applicability, strengths and weaknesses

	Description of the learning process	Level & application	Strengths	Challenges
Coaching and mentoring	Tailored and contextual learning process Coaching: generally focused on workplace challenges, time-bound Mentoring: generally a long-term process of supporting an individual's career and personal development	Individuals and groups at various levels; ideal as follow-up to training	Provides focused/tailored guidance	Ideally: separation from line-management structures, focus on specific skills
Degree-level study	Specialised university study at master's and doctoral levels	Individuals; young/mid-level professionals	Positive and quantifiable impacts	Long absence from work (needing cover); difficulty adapting and applying new knowledge to workplace; risk of brain drain
Distance learning	Programmes offered by universities or institutions for participants to follow from home	For contexts in which high quality training is not available locally and where travel/relocation is not an option (financially or personally)	Provides training opportunities while maintaining geographical, financial, and time-flexibility	Students are isolated; need for high-level of intrinsic motivation and study skills; need for good quality and affordable Internet access
E-learning	Technology-supported or web-based learning systems. E-learning can happen across distances and borders or within one organisation and therefore not necessarily at a distance.	Individuals and groups; highly technical content; geographically dispersed groups	Individual and flexible learning opportunities; can be very cost effective	Students are isolated; need for high level of intrinsic motivation and study skills; need for good quality and affordable Internet access
Experiential learning	Processes to support individuals to learn from their experiences, such as action learning, critical incident analysis, on-the-job training, work-based learning, work/job shadowing, etc.	Individuals and groups; can also be used to monitor training achievements	Departs from the participant's own level of experience; grounds learning into workplace practice; works well for those not academically inclined	Can create resistance where this learning style does not match the culture or expectations; difficult to deliver theoretical or fact-based knowledge
Exposure	Exposure visits take people to see what others are doing in work situations similar to their own; attending	Individuals and groups	Makes learning about new ideas more practical and grounded in reality; stimulates the spread	Exposure can be expensive and not cost effective (e.g. international travel); clear

	conferences and other events provide exposure to new knowledge, ideas and influences within sectors		of good practice and the fertilisation of innovation	learning objectives need to be specified and followed up effectively
Knowledge management	Process by which organisations generate value from their intellectual and knowledge-based assets by documenting what staff and stakeholders know about the organisation's areas of interest, and then sharing that collected data back to those who need it to enhance their performance	Groups, organisations and sectors, particularly in multidisciplinary areas	Enhances communication and connection within systems to ensure that they are using all the available knowledge assets to best effect	Can be very complex and time consuming to implement; requires constant attention and updating; can become overly technical and dependent on data management system
Partnerships and networks	Mechanisms through which diverse actors with mutual interests come together; can include twinning	Organisations and sectors	Provides opportunities for sharing knowledge and experience across borders	Can be difficult to co-ordinate and keep functional; power relations can become unbalanced, having a negative impact on opportunities for learning

Source: Adapted from Pearson, 2011; Train4Dev, 2011.

Annex 2. Detailed implementation of the training action plan

entity type	Type of entity	Target groups	Size of workshop	Level	Workshops	Priority audience	Schedule	Topics	Trainers	Number of trainings
1	Ministry of Agriculture and Rural Development of the Slovak Republic	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1 or 2 depending the number identified by the MA
1	Ministry of Agriculture and Rural Development of the Slovak Republic	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1 or 2 depending the number identified by the MA
1	Ministry of Agriculture and Rural Development of the Slovak Republic	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
1	Ministry of Agriculture and Rural Development of the Slovak Republic	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1 or 2 depending the number identified by the MA
1	Ministry of Education, Science, Research and Sport of the Slovak Republic	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1 or 2 depending the number identified by the MA
1	Ministry of Education, Science, Research and Sport of the Slovak Republic	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1 or 2 depending the number identified by the MA
1	Ministry of Education, Science, Research and Sport of the Slovak Republic	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
1	Ministry of Education, Science, Research and Sport of the Slovak Republic	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1 or 2 depending the number identified by the MA

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1	Ministry of Environment	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1 or 2 depending the number identified by the MA
1	Ministry of Environment	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1 or 2 depending the number identified by the MA
1	Ministry of Environment	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
1	Ministry of Environment	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1 or 2 depending the number identified by the MA
1	Ministry of Interior	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1 or 2 depending the number identified by the MA
1	Ministry of Interior	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1 or 2 depending the number identified by the MA
1	Ministry of Interior	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
1	Ministry of Interior	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1 or 2 depending the number identified by the MA
1	Ministry of Labour, Social Affairs	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives	PPO	1 or 2 depending the number identified by the

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								- Conflict of Interests		MA
1	Ministry of Labour, Social Affairs	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1 or 2 depending the number identified by the MA
1	Ministry of Labour, Social Affairs	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
1	Ministry of Labour, Social Affairs	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1 or 2 depending the number identified by the MA
1	Ministry of Transport, Construction and Regional Development	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1 or 2 depending the number identified by the MA
1	Ministry of Transport, Construction and Regional Development	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1 or 2 depending the number identified by the MA
1	Ministry of Transport, Construction and Regional Development	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
1	Ministry of Transport, Construction and Regional Development	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1 or 2 depending the number identified by the MA
1	Slovak Government Office	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1 or 2 depending the number identified by the MA

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1	Slovak Government Office	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1 or 2 depending the number identified by the MA
1	Slovak Government Office	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
1	Slovak Government Office	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1 or 2 depending the number identified by the MA
2	Agricultural Paying Agency	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1 or 2 depending the number identified by the Ministry or government body
2	Agricultural Paying Agency	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
2	Agricultural Paying Agency	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
2	Agricultural Paying Agency	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1 or 2 depending the number identified by the Ministry or government body
2	Central Office of Labour, Social Affairs and Family	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1 or 2 depending the number identified by the Ministry or government body

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2	Central Office of Labour, Social Affairs and Family	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
2	Central Office of Labour, Social Affairs and Family	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
2	Central Office of Labour, Social Affairs and Family	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1 or 2 depending the number identified by the Ministry or government body
2	General Prosecutor's Office of the Slovak Republic	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1 or 2 depending the number identified by the Ministry or government body
2	General Prosecutor's Office of the Slovak Republic	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
2	General Prosecutor's Office of the Slovak Republic	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
2	General Prosecutor's Office of the Slovak Republic	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1 or 2 depending the number identified by the Ministry or government body
2	Ministries and government bodies having received less than MEUR 10 in the last 5 years (14 entities)	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	September-December 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1 or 2 depending the number identified by the Ministry or government body

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2	Ministries and government bodies having received less than MEUR 10 in the last 5 years (14 entities)	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	July-December 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
2	Ministries and government bodies having received less than MEUR 10 in the last 5 years (14 entities)	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	July-December 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
2	Ministries and government bodies having received less than MEUR 10 in the last 5 years (14 entities)	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1 or 2 depending the number identified by the Ministry or government body
2	Ministries and government bodies not having received ESIF in the last 5 years (62 entities)	Officials having an operational procurement role or function	e-Learning	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	Trainings can be organised at defined intervals or taken on the spot depending on trainee's needs
2	Ministries and government bodies not having received ESIF in the last 5 years (62 entities)	Officials having an operational procurement role or function	Distance learning (40 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	Training material sent in advance to registered participants and participation to an online workshop
2	Ministries and government bodies not having received ESIF in the last 5 years (62 entities)	Officials having an operational procurement role or function	Distance learning (40 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	July-December 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	Training material sent in advance to registered participants and participation to an online workshop
2	Ministries and government bodies not having received ESIF in the last 5 years (62 entities)	Officials having a controlling/reviewing role or function	e-Learning	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	January-December 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	Trainings can be organised at defined intervals or taken on the spot depending on trainee's needs

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2	Ministry of Culture	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1 or 2 depending the number identified by the Ministry or government body
2	Ministry of Culture	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
2	Ministry of Culture	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
2	Ministry of Culture	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1 or 2 depending the number identified by the Ministry or government body
2	Ministry of Defence	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1 or 2 depending the number identified by the Ministry or government body
2	Ministry of Defence	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
2	Ministry of Defence	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
2	Ministry of Defence	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1 or 2 depending the number identified by the Ministry or government body

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2	Ministry of Economy	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1 or 2 depending the number identified by the Ministry or government body
2	Ministry of Economy	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
2	Ministry of Economy	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
2	Ministry of Economy	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1 or 2 depending the number identified by the Ministry or government body
2	Ministry of Finance	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1 or 2 depending the number identified by the Ministry or government body
2	Ministry of Finance	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
2	Ministry of Finance	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
2	Ministry of Finance	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1 or 2 depending the number identified by the Ministry or government body

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2	Ministry of Foreign Affairs and EU	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1 or 2 depending the number identified by the Ministry or government body
2	Ministry of Foreign Affairs and EU	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
2	Ministry of Foreign Affairs and EU	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
2	Ministry of Foreign Affairs and EU	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1 or 2 depending the number identified by the Ministry or government body
2	Ministry of Health	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1 or 2 depending the number identified by the Ministry or government body
2	Ministry of Health	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
2	Ministry of Health	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
2	Ministry of Health	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1 or 2 depending the number identified by the Ministry or government body

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2	Ministry of Justice	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1 or 2 depending the number identified by the Ministry or government body
2	Ministry of Justice	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
2	Ministry of Justice	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
2	Ministry of Justice	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1 or 2 depending the number identified by the Ministry or government body
2	National Agency for Network and Electronic Services	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1 or 2 depending the number identified by the Ministry or government body
2	National Agency for Network and Electronic Services	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
2	National Agency for Network and Electronic Services	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
2	National Agency for Network and Electronic Services	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1 or 2 depending the number identified by the Ministry or government body

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2	National Security Authority	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1 or 2 depending the number identified by the Ministry or government body
2	National Security Authority	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
2	National Security Authority	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
2	National Security Authority	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1 or 2 depending the number identified by the Ministry or government body
2	Research Agency	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1 or 2 depending the number identified by the Ministry or government body
2	Research Agency	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
2	Research Agency	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
2	Research Agency	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1 or 2 depending the number identified by the Ministry or government body

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2	Slovak Academy Of Science	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1 or 2 depending the number identified by the Ministry or government body
2	Slovak Academy Of Science	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
2	Slovak Academy Of Science	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
2	Slovak Academy Of Science	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1 or 2 depending the number identified by the Ministry or government body
2	Slovak Film Institute	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1 or 2 depending the number identified by the Ministry or government body
2	Slovak Film Institute	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
2	Slovak Film Institute	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
2	Slovak Film Institute	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1 or 2 depending the number identified by the Ministry or government body

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2	State Housing Development Fund	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1 or 2 depending the number identified by the Ministry or government body
2	State Housing Development Fund	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
2	State Housing Development Fund	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
2	State Housing Development Fund	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1 or 2 depending the number identified by the Ministry or government body
2	Statistical Office	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1 or 2 depending the number identified by the Ministry or government body
2	Statistical Office	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
2	Statistical Office	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
2	Statistical Office	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1 or 2 depending the number identified by the Ministry or government body

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3	Bodies governed by public law having received less than MEUR 10 ESIF in the last 5 years (48 entities)	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	September-December 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1
3	Bodies governed by public law having received less than MEUR 10 ESIF in the last 5 years (48 entities)	Officials having an operational procurement role or function	Distance learning (40 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	July-December 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	Training material sent in advance to registered participants and participation to an online workshop
3	Bodies governed by public law having received less than MEUR 10 ESIF in the last 5 years (48 entities)	Officials having an operational procurement role or function	Distance learning (40 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	July-December 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	Training material sent in advance to registered participants and participation to an online workshop
3	Bodies governed by public law having received less than MEUR 10 ESIF in the last 5 years (48 entities)	Officials having a controlling/reviewing role or function	e-Learning	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	January-December 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	Trainings can be organised at defined intervals or taken on the spot depending on trainee's needs
3	Bodies governed by public law not having received ESIF in the last 5 years (124 entities)	Officials having an operational procurement role or function	e-Learning	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	January-December 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	Trainings can be organised at defined intervals or taken on the spot depending on trainee's needs
3	Bodies governed by public law not having received ESIF in the last 5 years (124 entities)	Officials having an operational procurement role or function	Distance learning (40 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	Training material sent in advance to registered participants and participation to an online workshop
3	Bodies governed by public law not having received ESIF in the last 5 years (124 entities)	Officials having an operational procurement role or function	Distance learning (40 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	July-December 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	Training material sent in advance to registered participants and participation to an online workshop

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3	Bodies governed by public law not having received ESIF in the last 5 years (124 entities)	Officials having a controlling/reviewing role or function	e-Learning	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	January-December 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	Trainings can be organised at defined intervals or taken on the spot depending on trainee's needs
3	Catholic University in Ruzomberok	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1
3	Catholic University in Ruzomberok	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Catholic University in Ruzomberok	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Catholic University in Ruzomberok	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	September-December 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
3	Children Teaching Hospital Kosice	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1
3	Children Teaching Hospital Kosice	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Children Teaching Hospital Kosice	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1

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3	Children Teaching Hospital Kosice	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	September-December 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
3	Comenius University in Bratislava	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1
3	Comenius University in Bratislava	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Comenius University in Bratislava	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Comenius University in Bratislava	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	September-December 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
3	Computing Centre of the Slovak Academy of Science	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1
3	Computing Centre of the Slovak Academy of Science	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Computing Centre of the Slovak Academy of Science	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Computing Centre of the Slovak Academy of Science	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	September-December 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1

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3	Constantine the Philosopher University in Nitra	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1
3	Constantine the Philosopher University in Nitra	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Constantine the Philosopher University in Nitra	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Constantine the Philosopher University in Nitra	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	September-December 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
3	DataCentre	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1
3	DataCentre	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	DataCentre	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	DataCentre	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	September-December 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
3	Earth Science Institute of the Slovak Academy of Sciences	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1

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3	Earth Science Institute of the Slovak Academy of Sciences	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Earth Science Institute of the Slovak Academy of Sciences	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Earth Science Institute of the Slovak Academy of Sciences	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	September-December 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
3	Faculty Hospital F. D. Roosevelt Banská Bystrica	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1
3	Faculty Hospital F. D. Roosevelt Banská Bystrica	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Faculty Hospital F. D. Roosevelt Banská Bystrica	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Faculty Hospital F. D. Roosevelt Banská Bystrica	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	September-December 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
3	Faculty Hospital JA Reiman in Prešov	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1

Annex 2. Detailed implementation of the training action plan

3	Faculty Hospital JA Reiman in Prešov	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Faculty Hospital JA Reiman in Prešov	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Faculty Hospital JA Reiman in Prešov	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	September-December 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
3	Implementation Agency of the Ministry of Labour, Social Affairs and Family	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1
3	Implementation Agency of the Ministry of Labour, Social Affairs and Family	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Implementation Agency of the Ministry of Labour, Social Affairs and Family	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Implementation Agency of the Ministry of Labour, Social Affairs and Family	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	September-December 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
3	Institute of Chemistry, Slovak Academy of Sciences	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1

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3	Institute of Chemistry, Slovak Academy of Sciences	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Institute of Chemistry, Slovak Academy of Sciences	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Institute of Chemistry, Slovak Academy of Sciences	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	September-December 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
3	Institute of Experimental Physics	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1
3	Institute of Experimental Physics	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Institute of Experimental Physics	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Institute of Experimental Physics	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	September-December 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
3	Institute of Materials and Machine Mechanics Slovak Academy of Sciences	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1

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3	Institute of Materials and Machine Mechanics Slovak Academy of Sciences	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Institute of Materials and Machine Mechanics Slovak Academy of Sciences	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Institute of Materials and Machine Mechanics Slovak Academy of Sciences	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	September-December 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
3	Matej Bel University, BB	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1
3	Matej Bel University, BB	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Matej Bel University, BB	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Matej Bel University, BB	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	September-December 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
3	Methodology and Pedagogy Centre	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1

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3	Methodology and Pedagogy Centre	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Methodology and Pedagogy Centre	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Methodology and Pedagogy Centre	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	September-December 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
3	Museum of Slovak National Uprising	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1
3	Museum of Slovak National Uprising	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Museum of Slovak National Uprising	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Museum of Slovak National Uprising	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
3	National Centre	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1
3	National Centre	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries	1

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									(Environment, Economy, Labour) for secondary policy objectives	
3	National Centre	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	National Centre	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
3	National Institute of Certified Measurement	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1
3	National Institute of Certified Measurement	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	National Institute of Certified Measurement	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	National Institute of Certified Measurement	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
3	National Institute of Lifelong Learning	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1
3	National Institute of Lifelong Learning	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1

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3	National Institute of Lifelong Learning	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	National Institute of Lifelong Learning	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
3	Pavol Jozef Šafárik University in Košice	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1
3	Pavol Jozef Šafárik University in Košice	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Pavol Jozef Šafárik University in Košice	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Pavol Jozef Šafárik University in Košice	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
3	Railways of the Slovak Republic	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1
3	Railways of the Slovak Republic	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1

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3	Railways of the Slovak Republic	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Railways of the Slovak Republic	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
3	Research Institute of Child Psychology	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1
3	Research Institute of Child Psychology	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Research Institute of Child Psychology	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Research Institute of Child Psychology	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
3	Slovak Centre of Scientific and Technical Information	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1
3	Slovak Centre of Scientific and Technical Information	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1

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3	Slovak Centre of Scientific and Technical Information	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Slovak Centre of Scientific and Technical Information	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
3	Slovak Hydrometeorological Institute	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1
3	Slovak Hydrometeorological Institute	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Slovak Hydrometeorological Institute	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Slovak Hydrometeorological Institute	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
3	Slovak Innovation and Energy Agency	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1
3	Slovak Innovation and Energy Agency	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Slovak Innovation and Energy Agency	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries	1

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									(Environment, Economy, Labour) for secondary policy objectives	
3	Slovak Innovation and Energy Agency	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
3	Slovak Medical University in Bratislava	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1
3	Slovak Medical University in Bratislava	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Slovak Medical University in Bratislava	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Slovak Medical University in Bratislava	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
3	Slovak National Gallery	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1
3	Slovak National Gallery	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Slovak National Gallery	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1

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3	Slovak National Gallery	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
3	Slovak National Library	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1
3	Slovak National Library	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Slovak National Library	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Slovak National Library	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
3	Slovak Road Administration	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1
3	Slovak Road Administration	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Slovak Road Administration	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Slovak Road Administration	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1

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3	Slovak University of Agriculture	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1
3	Slovak University of Agriculture	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Slovak University of Agriculture	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Slovak University of Agriculture	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
3	Slovak University of Technology Bratislava	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1
3	Slovak University of Technology Bratislava	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Slovak University of Technology Bratislava	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Slovak University of Technology Bratislava	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
3	Slovak Water Management Company	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1

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3	Slovak Water Management Company	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Slovak Water Management Company	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Slovak Water Management Company	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
3	Slovak Youth Institute	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1
3	Slovak Youth Institute	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Slovak Youth Institute	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Slovak Youth Institute	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
3	Slovak Youth Institute	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1

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3	Social Insurance Agency	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Social Insurance Agency	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Social Insurance Agency	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
3	State Geological Institute of Dionýz Štúr	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1
3	State Geological Institute of Dionýz Štúr	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	State Geological Institute of Dionýz Štúr	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	State Geological Institute of Dionýz Štúr	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
3	State Nature Conservancy of the Slovak Republic	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1

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3	State Nature Conservancy of the Slovak Republic	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	State Nature Conservancy of the Slovak Republic	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	State Nature Conservancy of the Slovak Republic	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
3	State Pedagogical Institute	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1
3	State Pedagogical Institute	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	State Pedagogical Institute	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	State Pedagogical Institute	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
3	State Vocational Training Institute	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1

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3	State Vocational Training Institute	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	State Vocational Training Institute	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	State Vocational Training Institute	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
3	Technical University in Zvolen	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1
3	Technical University in Zvolen	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Technical University in Zvolen	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Technical University in Zvolen	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
3	Technical University of Košice	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1

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3	Technical University of Košice	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Technical University of Košice	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Technical University of Košice	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
3	University Alexander Dubcek in Trencin	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1
3	University Alexander Dubcek in Trencin	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	University Alexander Dubcek in Trencin	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	University Alexander Dubcek in Trencin	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
3	University Hospital of L. Pasteur Košice	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1

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3	University Hospital of L. Pasteur Košice	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	University Hospital of L. Pasteur Košice	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	University Hospital of L. Pasteur Košice	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
3	University of Prešov	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1
3	University of Prešov	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	University of Prešov	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	University of Prešov	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
3	University of Veterinary Medicine and Pharmacy in Košice	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1

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3	University of Veterinary Medicine and Pharmacy in Košice	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	University of Veterinary Medicine and Pharmacy in Košice	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	University of Veterinary Medicine and Pharmacy in Košice	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
3	University of Žilina	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1
3	University of Žilina	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	University of Žilina	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	University of Žilina	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
3	Water Research Institute	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	1

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3	Water Research Institute	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Water Research Institute	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	January-June 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
3	Water Research Institute	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
4	Capital of Slovakia Bratislava	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	
4	Capital of Slovakia Bratislava	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
4	Capital of Slovakia Bratislava	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	July-December 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
4	Capital of Slovakia Bratislava	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	July-December 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
4	Košice Self-governing Region	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	

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4	Košice Self-governing Region	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
4	Košice Self-governing Region	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	July-December 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
4	Košice Self-governing Region	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	July-December 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
4	Kropachy	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	
4	Kropachy	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
4	Kropachy	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	July-December 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
4	Kropachy	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	July-December 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
4	Levice	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	

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4	Levice	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
4	Levice	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	July-December 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
4	Levice	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	July-December 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
4	Michalovce	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	
4	Michalovce	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
4	Michalovce	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	July-December 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
4	Michalovce	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	July-December 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
4	Municipalities and self-governing regions having received between MEUR 1 and MEUR 10 ESIF in the last 5 years (168 entities)	Officials having an operational procurement role or function	e-Learning	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists	Trainings can be organised at defined intervals or taken on the spot depending on trainee's needs

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4	Municipalities and self-governing regions having received between MEUR 1 and MEUR 10 ESIF in the last 5 years (168 entities)	Officials having an operational procurement role or function	Distance learning (40 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	July-December 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	Training material sent in advance to registered participants and participation to an online workshop
4	Municipalities and self-governing regions having received between MEUR 1 and MEUR 10 ESIF in the last 5 years (168 entities)	Officials having an operational procurement role or function	Distance learning (40 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	July-December 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	Training material sent in advance to registered participants and participation to an online workshop
4	Municipalities and self-governing regions having received between MEUR 1 and MEUR 10 ESIF in the last 5 years (168 entities)	Officials having a controlling/reviewing role or function	e-Learning	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	July-December 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	Trainings can be organised at defined intervals or taken on the spot depending on trainee's needs
4	Municipalities and self-governing regions having received less than MEUR 1 ESIF in the last 5 years (661 entities)	Officials having an operational procurement role or function	e-Learning	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	Trainings can be organised at defined intervals or taken on the spot depending on trainee's needs
4	Municipalities and self-governing regions having received less than MEUR 1 ESIF in the last 5 years (661 entities)	Officials having an operational procurement role or function	Distance learning (40 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	July-December 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	Training material sent in advance to registered participants and participation to an online workshop
4	Municipalities and self-governing regions having received less than MEUR 1 ESIF in the last 5 years (661 entities)	Officials having an operational procurement role or function	Distance learning (40 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	July-December 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	Training material sent in advance to registered participants and participation to an online workshop
4	Municipalities and self-governing regions having received less than MEUR 1 ESIF in the last 5 years (661 entities)	Officials having a controlling/reviewing role or function	e-Learning	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	July-December 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	Trainings can be organised at defined intervals or taken on the spot depending on trainee's

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										needs
4	Municipalities and self-governing regions not having received ESIF in the last 5 years (928 entities)	Officials having an operational procurement role or function	e-Learning	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	January-December 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	Trainings can be organised at defined intervals or taken on the spot depending on trainee's needs
4	Municipalities and self-governing regions not having received ESIF in the last 5 years (928 entities)	Officials having an operational procurement role or function	Distance learning (40 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-December 2019	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	Training material sent in advance to registered participants and participation to an online workshop
4	Municipalities and self-governing regions not having received ESIF in the last 5 years (928 entities)	Officials having an operational procurement role or function	Distance learning (40 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	July-December 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	Training material sent in advance to registered participants and participation to an online workshop
4	Municipalities and self-governing regions not having received ESIF in the last 5 years (928 entities)	Officials having a controlling/reviewing role or function	e-Learning	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	January-December 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	Trainings can be organised at defined intervals or taken on the spot depending on trainee's needs
4	Prešov Region	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	
4	Prešov Region	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
4	Prešov Region	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	July-December 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1

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4	Prešov Region	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	July-December 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
4	Sládkovičovo	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	
4	Sládkovičovo	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
4	Sládkovičovo	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	July-December 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
4	Sládkovičovo	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	July-December 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
4	Spišská Belá	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	
4	Spišská Belá	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
4	Spišská Belá	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	July-December 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
4	Spišská Belá	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	July-December 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1

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4	The city of Košice	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	
4	The city of Košice	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
4	The city of Košice	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	July-December 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
4	The city of Košice	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	July-December 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
4	village Plášťovce	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	
4	village Plášťovce	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
4	village Plášťovce	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	July-December 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
4	village Plášťovce	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	July-December 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1
4	Žilina Region	Officials having an operational procurement role or function	In-class training (20 person max)	1 Beginner	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	March-August 2017	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO	

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4	Žilina Region	Officials having an operational procurement role or function	In-class training (20 person max)	2 Intermediate	0.5 day workshop / module	Staff with between 3 and 5 years experience + all those identified after the test	January-June 2018	Drafting technical specifications - Award criteria - Secondary Policy objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
4	Žilina Region	Officials having an operational procurement role or function	In-class training (20 person max)	3 Advanced	0.5 day workshop / module	Staff with more than 5 years experience + all those identified by the test	July-December 2019	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	PPO + Sector specialists (technical specifications and award criteria) + experts from Ministries (Environment, Economy, Labour) for secondary policy objectives	1
4	Žilina Region	Officials having a controlling/reviewing role or function	In-class training (20 person max)	4 Standard	2 days workshop	Staff with less than 3 years experience + all those identified by the authority	July-December 2018	Drafting technical specifications - Award criteria - Secondary Policy Objectives - Conflict of Interests	AC ESIF	1

DEVELOPING ADMINISTRATIVE CAPACITY FOR PUBLIC PROCUREMENT IN THE SLOVAK REPUBLIC A TRAINING ACTION PLAN FOR 2016-2019

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