



Internal study material

# Slovene public administration and institutions of European Union



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# Slovene public administration and institutions of European Union

## Introduction anecdote

On a crisp winter morning in Ljubljana, a civil servant, while meticulously preparing a report on Slovenia's compliance with European Union directives, was struck by an illuminating thought. It was not merely the burden of paperwork or the intricacies of regulatory alignment that occupied his mind, but rather the profound realization of Slovenia's dual identity. Here was a state rooted in a unique historical narrative of self-governance, yet dynamically interwoven with the supranational fabric of the European Union. This interplay between the national and the supranational, between tradition and modernity, forms the essence of Slovene public administration today. It serves as a microcosm of the broader relationship between member states and the EU's institutional framework—a relationship characterized by shared sovereignty, mutual obligations, and intricate administrative coordination.

## Brief intro with history of Slovene public administration and institutions of European Union

The historical development of Slovene public administration is a tale of resilience and adaptability. From its early roots in the Austro-Hungarian Empire to its transformation during the interwar period, and later under the socialist governance of the Yugoslav federation, Slovene public administration has undergone significant evolution. With independence in 1991, Slovenia embarked on a journey to establish a modern administrative system reflective of democratic values and the rule of law. This journey was further defined by its accession to the European Union in 2004, which necessitated the harmonization of national administrative practices with EU standards and norms.

The institutions of the European Union, born out of a desire for peace and economic stability, represent a unique model of supranational governance. The EU's institutional framework—comprising the European Commission, European Parliament, European Council, and the Court of Justice of the European Union—operates on principles of subsidiarity, proportionality, and shared sovereignty. For Slovenia, integration into this framework required not only structural reforms but also a shift in administrative culture, fostering a new ethos of collaboration and compliance.

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# 1 Organisation as a framework for governance, administration and public administration

The study of organization is fundamental to understanding the structures and processes that underpin governance, administration, and public administration. An organization, in its broadest sense, refers to a systematic arrangement of individuals and resources aimed at achieving specific objectives. Within the public sector, organizations serve as the scaffolding upon which governmental functions are constructed and executed.

## 1.1 Theoretical Foundations of Organizational Structures

The evolution of organizational theory has significantly influenced public administration. Max Weber's seminal work on bureaucracy introduced the concept of a rational-legal authority, characterized by hierarchical structures, formal rules, and impersonal relationships. Weber posited that such structures are essential for efficiency and predictability in administrative functions. His theories remain foundational in contemporary public administration studies.

Subsequent developments in organizational theory have expanded upon Weber's ideas. The New Public Management (NPM) paradigm, emerging in the late 20th century, advocated for the adoption of private sector practices within public administration. This approach emphasized decentralization, performance measurement, and a customer-oriented mindset. Critics, however, argue that NPM's focus on efficiency may undermine public accountability and equity.

## 1.2 Organizational Frameworks in Governance

Governance encompasses the mechanisms, processes, and institutions through which collective decisions are made and implemented. Organizational structures within governance can be broadly categorized into hierarchies, markets, and networks. Hierarchical structures, as exemplified by traditional bureaucracies, rely on top-down authority and formalized procedures. Market-based structures introduce competition and performance incentives, often through privatization or outsourcing. Network-based structures emphasize collaboration among various stakeholders, including government agencies, private entities, and civil society organizations.

The choice of organizational framework significantly impacts governance outcomes. Hierarchical models may ensure uniformity and control but can be rigid and slow to adapt. Market models may enhance efficiency but risk prioritizing profit over public interest. Network models promote inclusivity and innovation but may face challenges in coordination and accountability. Understanding these dynamics is crucial for designing effective governance structures.

## 1.3 Organizational Structures in Public Administration

Public administration operates within the organizational frameworks established by governance structures. The design and function of public organizations are influenced by factors such as political context, administrative culture, and societal needs. In Slovenia, the public administration system reflects a blend of hierarchical and networked structures, balancing centralized authority with local autonomy.

The Slovenian public administration comprises central government ministries, regional administrative units, and local self-governing communities. This multi-tiered structure facilitates the implementation of national policies while accommodating regional and local specificities. The integration of Slovenia into the European Union has further influenced its organizational frameworks, necessitating alignment with EU administrative standards and practices.

#### 1.4 Organizational Design and Administrative Performance

The design of organizational structures directly affects administrative performance. Key considerations in organizational design include specialization, coordination, and flexibility. Specialization allows for the development of expertise but may lead to siloed operations. Coordination mechanisms, such as interdepartmental committees or integrated information systems, are essential to ensure coherence across specialized units. Flexibility enables organizations to adapt to changing environments but requires a balance with stability and predictability.

Empirical studies have demonstrated that well-designed organizational structures contribute to improved public service delivery, enhanced accountability, and increased citizen satisfaction. Conversely, poorly designed structures can result in inefficiencies, duplication of efforts, and diminished public trust. Therefore, continuous evaluation and reform of organizational frameworks are imperative for effective public administration.

#### 1.5 Challenges in Organizational Frameworks

Public organizations face several challenges in maintaining effective frameworks. Bureaucratic inertia, resistance to change, and the complexities of inter-organizational collaboration can impede organizational performance. Additionally, the increasing demand for transparency and accountability necessitates the development of robust governance mechanisms.

In the context of globalization and technological advancement, public organizations must also navigate the complexities of cross-border collaboration and digital governance. The integration of information and communication technologies presents opportunities for innovation but also requires careful consideration of issues such as data security and digital inclusion.

#### 1.6 Conclusion

Understanding organization as a framework for governance and public administration is essential for analyzing and improving administrative systems. Theoretical insights from organizational studies provide valuable perspectives on the design and function of public organizations. In practice, the effectiveness of public administration depends on the alignment of organizational structures with governance objectives and societal needs. Continuous assessment and adaptation of these structures are necessary to address emerging challenges and to enhance the capacity of public administration to serve the public effectively.

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## 2 Definition of governance and administration

The concepts of governance and administration are foundational to the study of public affairs, yet they are often conflated or misunderstood. A nuanced understanding of these terms is essential for comprehending the structures and processes that underpin public sector operations.

### 2.1 Governance: Conceptual Foundations

Governance refers to the frameworks and processes through which collective decisions are made and implemented within a society. It encompasses the mechanisms, institutions, and practices that guide political, economic, and administrative authority. Governance is not confined to governmental institutions alone; it includes the roles of non-governmental organizations, civil society, and the private sector in decision-making processes.

The United Nations Development Programme (UNDP) defines governance as "the exercise of economic, political, and administrative authority to manage a country's affairs at all levels." This definition underscores the multifaceted nature of governance, highlighting its applicability across various sectors and levels of society.

### 2.2 Dimensions of Governance

Governance is often analyzed through several key dimensions:

- **Political Governance:** This dimension pertains to the processes of policy formulation, political decision-making, and the establishment of legal frameworks. It involves the distribution of power among institutions and the mechanisms for holding them accountable.
- **Economic Governance:** This aspect focuses on the management of economic resources and the establishment of policies that influence economic activities. It includes regulatory frameworks, fiscal policies, and the oversight of financial institutions.
- **Administrative Governance:** This dimension relates to the implementation of policies and the management of public services. It encompasses the structures and processes through which public administration operates.

These dimensions are interrelated and collectively contribute to the overall effectiveness of governance within a society.

### 2.3 Administration: Conceptual Foundations

Administration refers to the organized and systematic management of resources and operations to achieve specific objectives. In the public sector, administration involves the implementation of government policies and the delivery of public services. It encompasses activities such as planning, organizing, directing, coordinating, and controlling governmental operations.

According to the Encyclopaedia Britannica, public administration is "the implementation of government policies." This definition emphasizes the role of administration as the operational arm of governance, responsible for translating policy decisions into tangible outcomes.

## 2.4 Distinguishing Between Governance and Administration

While governance and administration are closely related, they represent distinct concepts:

- **Governance** encompasses the overarching frameworks and processes through which decisions are made and authority is exercised. It involves setting strategic directions, establishing policies, and ensuring accountability.
- **Administration** focuses on the execution of policies and the management of day-to-day operations. It deals with the practical aspects of delivering services and implementing decisions made through governance processes.

Understanding this distinction is crucial for analyzing the roles and responsibilities within public sector organizations.

## 2.5 The Interplay Between Governance and Administration

The relationship between governance and administration is dynamic and interdependent. Effective governance provides the strategic direction and policy frameworks within which administration operates. Conversely, efficient administration ensures that the objectives set through governance are achieved through proper implementation.

In the context of public administration, this interplay is evident in the formulation and execution of public policies. Governance structures determine the priorities and goals of public policy, while administrative bodies are tasked with implementing these policies in practice.

## 2.6 Governance and Administration in the European Union Context

Within the European Union (EU), the concepts of governance and administration take on unique characteristics due to the supranational nature of the organization.

- **EU Governance:** The EU's governance framework involves multiple institutions, including the European Commission, the European Parliament, and the Council of the European Union. These bodies collaborate to formulate policies, enact legislation, and oversee their implementation across member states.
- **EU Administration:** The administrative functions within the EU are carried out by various agencies and bodies responsible for implementing policies, managing programs, and ensuring compliance with EU laws. The European Commission, for instance, plays a central role in the administration of EU policies and the enforcement of EU law.

The interplay between governance and administration within the EU is complex, involving coordination among multiple levels of government and various stakeholders.

## 2.7 Conclusion

A clear understanding of governance and administration is essential for analyzing public sector operations. Governance provides the strategic frameworks and decision-making processes that guide societal development, while administration focuses on the practical implementation of these decisions. Recognizing the distinctions and interconnections between these concepts enables a more comprehensive analysis of public administration systems, both within individual nations and in supranational entities like the European Union.

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### 3 The concept of state administration, loyal selfgovernment and public services

The architecture of public administration is fundamentally structured around three pivotal components: state administration, local self-government, and public services. Each of these elements plays a distinct yet interrelated role in the governance framework, collectively ensuring the effective delivery of public goods and services. This chapter delves into the theoretical underpinnings, structural configurations, and functional dynamics of these components, with a particular emphasis on their manifestation within the Slovenian context.

#### 3.1 State Administration: The Central Apparatus of Governance

State administration, often synonymous with central or national administration, constitutes the core executive machinery of a sovereign state. It encompasses the array of ministries, departments, and agencies responsible for the formulation and implementation of national policies, the enforcement of laws, and the provision of services that transcend local jurisdictions.

The theoretical foundation of state administration is deeply rooted in Max Weber's conceptualization of bureaucracy. Weber posited that an ideal bureaucratic system is characterized by a hierarchical structure, a clear division of labor, a set of formal rules and procedures, and a merit-based personnel system. These attributes are designed to promote efficiency, predictability, and impartiality in administrative operations.

In Slovenia, the state administration operates through a centralized framework comprising various ministries and governmental agencies. Each ministry is tasked with specific policy domains, such as finance, education, health, and defense. The Ministry of Public Administration, for instance, plays a pivotal role in overseeing the functioning of the public sector, ensuring that administrative processes align with legal standards and public expectations.

#### 3.2 Local Self-Government: Decentralization and Autonomy

Local self-government refers to the decentralization of administrative authority, granting local entities the autonomy to manage their affairs within the confines of national legislation. This concept is grounded in the principle of subsidiarity, which advocates that matters ought to be handled by the smallest, lowest, or least centralized competent authority.

The European Charter of Local Self-Government, ratified by Slovenia in 1996, enshrines the rights of local authorities to regulate and manage a substantial share of public affairs under their own responsibility. This charter underscores the importance of local autonomy as a cornerstone of democratic governance.

In Slovenia, municipalities serve as the fundamental units of local self-government. As of 2024, the country comprises 212 municipalities, including 12 urban municipalities. Each municipality is governed by a mayor and a municipal council, both elected by local residents. These local bodies possess competencies in areas such as spatial planning, local economic development, public utilities, and primary education. The Local Self-Government Act

delineates the organizational structure and functions of municipalities, ensuring their alignment with national policies while preserving local autonomy. [Vladna spletna stran](#)

### 3.3 Public Services: The Interface Between State and Citizens

Public services constitute the tangible outputs of administrative functions, directly impacting the daily lives of citizens. These services encompass a broad spectrum, including healthcare, education, transportation, public safety, and social welfare. The provision of public services is a shared responsibility between state administration and local self-government, necessitating a collaborative approach to ensure accessibility, quality, and efficiency.

In Slovenia, the delivery of public services is governed by a combination of national legislation and local ordinances. The Public Utilities Act, for instance, outlines the framework for the provision of local public services, mandating municipalities to ensure the availability of essential services to their residents. Furthermore, the decentralization reforms have empowered municipalities to tailor services to local needs, fostering a more responsive and citizen-centric approach to public service delivery.

### 3.4 Interplay and Balance Among the Components

The interaction between state administration, local self-government, and public services is characterized by a delicate balance of power, responsibility, and collaboration. While the state administration provides overarching policy direction and regulatory frameworks, local self-governments possess the discretion to adapt and implement these policies in a manner that reflects local contexts and priorities.

This balance is not without challenges. Issues such as fiscal disparities among municipalities, variations in administrative capacity, and the need for coherent policy implementation necessitate continuous dialogue and coordination between central and local authorities. Mechanisms such as intergovernmental committees, fiscal equalization schemes, and capacity-building initiatives are instrumental in addressing these challenges and fostering a harmonious relationship between different levels of administration. [IFIMES](#)

### 3.5 Conclusion

The concepts of state administration, local self-government, and public services are integral to the architecture of public administration. Their effective interplay ensures that governance is both efficient and responsive to the needs of citizens. In Slovenia, the evolution of these components reflects a commitment to democratic principles, decentralization, and the continuous enhancement of public service delivery. Understanding the theoretical foundations and practical manifestations of these concepts is essential for scholars, practitioners, and policymakers dedicated to advancing the field of public administration.



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## 4 Acts of administration

Administrative acts are the tangible manifestations of public administration's authority, serving as instruments through which governmental decisions are formalized and implemented. These acts are pivotal in translating policy into action, thereby directly influencing the rights and obligations of individuals and entities. This chapter delves into the theoretical foundations, classifications, procedural aspects, and legal implications of administrative acts, with a particular focus on their application within the Slovenian legal framework.

### 4.1 Theoretical Foundations of Administrative Acts

The concept of administrative acts is deeply rooted in administrative law, which governs the activities of administrative agencies of government. An administrative act is typically defined as a unilateral, authoritative decision made by a public authority that determines the rights or obligations of individuals or entities in a specific case. This definition underscores several key characteristics:

- **Unilateral Nature:** Administrative acts are issued by public authorities without requiring the consent of the affected party.
- **Authoritative Decision:** These acts are binding and enforceable, reflecting the sovereign power of the state.
- **Specific Case Application:** Administrative acts pertain to particular situations or individuals, distinguishing them from general legislative measures.

The theoretical underpinnings of administrative acts are extensively discussed in legal literature. For instance, the *Encyclopaedia Britannica* defines administrative law as the legal framework within which public administration is carried out, emphasizing the role of administrative acts in this context. [Britannica](#)

### 4.2 Classification of Administrative Acts

Administrative acts can be classified based on various criteria, including their content, effect, and the nature of the decision-making process. Common classifications include:

- **Constitutive vs. Declaratory Acts:** Constitutive acts create new legal situations or rights, while declaratory acts recognize or affirm existing legal situations.
- **Individual vs. General Acts:** Individual acts apply to specific persons or cases, whereas general acts apply to an indeterminate group of people or situations.
- **Internal vs. External Acts:** Internal acts are directed towards the internal functioning of the administration, while external acts affect individuals or entities outside the administrative body.

Understanding these classifications is essential for determining the appropriate legal remedies and procedures applicable to different types of administrative acts. The *Administrative Procedure* entry in the *Encyclopaedia Britannica* provides further insights into these classifications. [Britannica](#)

### 4.3 Procedural Aspects of Issuing Administrative Acts

The issuance of administrative acts is governed by procedural rules designed to ensure legality, transparency, and fairness. These procedures typically involve:

- **Initiation:** The process may be initiated by the administration ex officio or upon application by an interested party.
- **Investigation:** The administrative body gathers relevant facts and evidence to inform its decision.
- **Hearing:** Affected parties are often given the opportunity to present their views and arguments.
- **Decision-Making:** The authority evaluates the information and makes a decision, which is formalized in the administrative act.
- **Notification:** The decision is communicated to the affected parties, typically in writing.

Adherence to these procedural steps is crucial to uphold the principles of due process and to prevent arbitrary decision-making. The *Administrative Procedure Act* outlines these procedures in detail. [SpringerLink](#)

### 4.4 Legal Effects and Enforcement of Administrative Acts

Administrative acts, once issued, have binding legal effects. They may confer rights, impose obligations, or alter legal statuses. The enforcement of these acts is a critical aspect of administrative law, ensuring compliance and the realization of administrative objectives. Enforcement mechanisms may include:

- **Direct Execution:** The administration may directly enforce the act, such as by collecting fines or demolishing unauthorized structures.
- **Indirect Enforcement:** This may involve sanctions or penalties designed to compel compliance.
- **Judicial Enforcement:** In some cases, the administration may seek judicial assistance to enforce its decisions.

The legal effects and enforcement mechanisms of administrative acts are discussed in the *Administrative Law* entry in the *Encyclopaedia Britannica*. [Britannica](#)

### 4.5 Judicial Review and Remedies

Administrative acts are subject to judicial review to ensure their legality and adherence to procedural requirements. Affected parties may challenge administrative acts on grounds such as:

- **Illegality:** The act violates statutory provisions or exceeds the authority of the administrative body.
- **Procedural Impropriety:** The act was issued without following required procedures.
- **Irrationality:** The act is unreasonable or lacks a rational basis.

Judicial review serves as a check on administrative power, safeguarding individual rights and promoting accountability. The *Administrative Court* plays a pivotal role in this process. [Vladna spletna stran](#)

#### 4.6 Administrative Acts in the Slovenian Legal Framework

In Slovenia, the issuance and regulation of administrative acts are governed by the *General Administrative Procedure Act* (GAPA). This legislation outlines the procedures for administrative decision-making, emphasizing principles such as legality, transparency, and the protection of parties' rights. The GAPA stipulates that administrative acts must be:

- **Lawful:** Issued within the legal authority of the administrative body and in accordance with applicable laws.
- **Reasoned:** Accompanied by a clear explanation of the factual and legal basis for the decision.
- **Notified:** Properly communicated to the affected parties, ensuring they are informed of their rights and obligations.

The Slovenian legal system provides mechanisms for challenging administrative acts, including administrative appeals and judicial review by the Administrative Court. These processes are designed to uphold the rule of law and protect individual rights against administrative arbitrariness. The *Administrative Justice in Europe* report provides an in-depth analysis of these mechanisms. [ACA Europe](#)

#### 4.7 Conclusion

Administrative acts are fundamental instruments in the functioning of public administration, serving as the primary means through which governmental decisions are formalized and implemented. Their significance lies not only in their practical impact on individuals and entities but also in their role in upholding the rule of law and ensuring the proper functioning of the administrative state.

In the Slovenian context, administrative acts are governed by a comprehensive legal framework that emphasizes legality, transparency, and accountability. The General Administrative Procedure Act (GAPA) provides clear guidelines for the issuance, enforcement, and review of these acts, ensuring that they are not only effective but also equitable and just.

Judicial oversight, through mechanisms such as administrative appeals and judicial review, plays a critical role in maintaining the balance between administrative authority and individual rights. This oversight ensures that administrative acts adhere to legal and procedural standards, thereby fostering public trust in administrative institutions.

As the complexity of governance increases in the modern era, particularly in the context of European Union integration and globalization, the role of administrative acts will continue to evolve. They will remain central to the implementation of public policy, requiring ongoing refinement to address emerging challenges and to meet the evolving expectations of society.

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## 5 Modern principles of public administration

The evolution of public administration has been profoundly influenced by the adoption of modern principles aimed at enhancing efficiency, accountability, and responsiveness to societal needs. These principles serve as foundational guidelines for public sector organizations, shaping their structures, processes, and interactions with citizens. This chapter delves into the core modern principles of public administration, examining their theoretical underpinnings, practical applications, and implications within the context of Slovenian public administration and the broader European Union framework.

### 5.1 Theoretical Foundations of Modern Public Administration

The transformation of public administration from traditional bureaucratic models to more dynamic and responsive systems is rooted in several theoretical developments:

- **New Public Management (NPM):** Emerging in the late 20th century, NPM advocates for the adoption of private sector management practices within the public sector. It emphasizes efficiency, performance measurement, and a customer-oriented approach. NPM seeks to decentralize authority, promote competition, and enhance service delivery by introducing market mechanisms into public administration.
- **Governance Paradigm:** This perspective broadens the focus from hierarchical government structures to include networks and partnerships among various stakeholders, including non-governmental organizations and the private sector. It underscores the importance of collaboration, transparency, and participatory decision-making in addressing complex societal challenges. [Cambridge](#)
- **Digital Era Governance:** With the advent of information and communication technologies, public administration has increasingly embraced digital tools to enhance service delivery, improve transparency, and facilitate citizen engagement. E-governance initiatives aim to streamline administrative processes and make government services more accessible to the public. [SigmaWeb](#)

### 5.2 Core Principles of Modern Public Administration

Building upon these theoretical foundations, several core principles have emerged as central to modern public administration:

- **Efficiency and Effectiveness:** Public organizations are expected to utilize resources judiciously to achieve desired outcomes. This involves optimizing processes, reducing waste, and ensuring that services meet the needs of citizens in a timely and cost-effective manner. [SigmaWeb](#)
- **Accountability and Transparency:** Public administrators are accountable to citizens and must operate transparently. This entails clear reporting mechanisms, openness in decision-making processes, and the availability of information to the public. Transparency fosters trust and enables citizens to hold public officials accountable for their actions. [OECD iLibrary](#)

- **Responsiveness and Citizen-Centricity:** Modern public administration prioritizes the needs and preferences of citizens. This principle advocates for engaging citizens in policy formulation and service design, ensuring that public services are tailored to the diverse needs of the population. [SigmaWeb](#)
- **Equity and Social Justice:** Ensuring fair and impartial treatment of all citizens is a cornerstone of modern public administration. This involves addressing disparities, promoting inclusivity, and implementing policies that advance social justice.
- **Innovation and Adaptability:** In a rapidly changing world, public administration must be innovative and adaptable. This requires fostering a culture of continuous improvement, embracing new technologies, and being responsive to emerging challenges and opportunities. [SpringerLink](#)

### 5.3 Application of Modern Principles in Slovenian Public Administration

Slovenia's public administration has actively integrated these modern principles to enhance governance and service delivery:

- **E-Government Initiatives:** Slovenia has implemented various e-government services to improve accessibility and efficiency. The national e-government portal provides citizens with online access to a wide range of public services, facilitating interactions with government agencies.
- **Public Administration Development Strategy:** The Slovenian government has adopted strategic frameworks aimed at modernizing public administration. These strategies focus on enhancing efficiency, transparency, and citizen engagement, aligning with the broader objectives of the European Union.
- **Anti-Corruption Measures:** To uphold accountability and transparency, Slovenia has established institutions such as the Commission for the Prevention of Corruption. These bodies work to detect and prevent corrupt practices within public administration, thereby strengthening public trust. [OECD iLibrary](#)

### 5.4 Challenges and Future Directions

While significant progress has been made, several challenges persist in the implementation of modern public administration principles:

- **Resource Constraints:** Limited financial and human resources can impede the effective implementation of reforms aimed at enhancing efficiency and responsiveness.
- **Resistance to Change:** Institutional inertia and resistance from public officials can slow the adoption of innovative practices and hinder adaptability.
- **Ensuring Equity:** Addressing systemic inequalities and ensuring that all citizens have equitable access to public services remains an ongoing challenge.

To address these challenges, continuous efforts are required to build administrative capacity, foster a culture of innovation, and engage citizens in governance processes. Leveraging

technology, promoting public-private partnerships, and enhancing intergovernmental cooperation are potential avenues for advancing modern public administration principles.

## 5.5 Conclusion

The integration of modern principles into public administration represents a paradigm shift towards more efficient, accountable, and citizen-centric governance. In Slovenia, these principles have been instrumental in transforming public administration to better meet the needs of its citizens and align with European Union standards. Ongoing commitment to these principles, coupled with proactive strategies to address emerging challenges, will be essential in sustaining and advancing the progress achieved in public administration reform.

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## 6 International trends in public administration

The field of public administration has undergone significant transformations over the past few decades, influenced by globalization, technological advancements, and evolving societal expectations. This chapter examines the prevailing international trends shaping public administration, with a particular focus on their implications for Slovenia and the broader European Union (EU) context.

### 6.1 The Shift from Traditional Bureaucracy to New Public Management (NPM)

Traditional public administration, characterized by hierarchical structures and rule-bound procedures, has increasingly been supplanted by the principles of New Public Management (NPM). Emerging in the late 20th century, NPM advocates for the adoption of private sector management practices within the public sector. It emphasizes efficiency, performance measurement, and a customer-oriented approach, seeking to decentralize authority, promote competition, and enhance service delivery by introducing market mechanisms into public administration. [OECD](#)

In Slovenia, the adoption of NPM principles has led to reforms aimed at increasing efficiency and responsiveness in public services. These reforms include the introduction of performance-based budgeting and the decentralization of certain administrative functions to local governments. Such initiatives align with broader EU efforts to modernize public administration across member states. [Svetovna banka](#)

### 6.2 Emphasis on Good Governance and Accountability

The concept of good governance has gained prominence as a cornerstone of effective public administration. Good governance encompasses principles such as transparency, accountability, rule of law, and participatory decision-making. International organizations, including the United Nations and the World Bank, have advocated for these principles as essential for sustainable development and the effective functioning of public institutions. [UN Development Programme](#)

In the Slovenian context, efforts to enhance good governance have been evident through the implementation of anti-corruption measures and the establishment of independent oversight bodies. These initiatives aim to foster transparency and accountability within public administration, thereby strengthening public trust in governmental institutions. [OECD iLibrary](#)

### 6.3 Digital Transformation and E-Government

The advent of digital technologies has revolutionized public administration globally. E-government initiatives, which involve the use of information and communication technologies to deliver public services, have become prevalent. These initiatives aim to enhance efficiency, accessibility, and citizen engagement. The Organisation for Economic Co-operation and Development (OECD) has highlighted the importance of digital government strategies in modernizing public administration. [OECD](#)

Slovenia has been proactive in embracing digital transformation within its public administration. The country has developed comprehensive e-government services, including

online portals for various administrative procedures and digital platforms for citizen engagement. These efforts align with the EU's Digital Agenda, which seeks to promote digital literacy and the integration of digital technologies across member states. [OECD Opsi](#)

#### 6.4 Collaborative Governance and Public-Private Partnerships

There has been a growing recognition of the need for collaborative governance models that involve multiple stakeholders, including the private sector and civil society. Public-private partnerships (PPPs) have emerged as a mechanism to leverage private sector expertise and resources in the delivery of public services. The European Commission has endorsed PPPs as a means to enhance infrastructure development and service provision within the EU. [UN Development Programme](#)

In Slovenia, PPPs have been utilized in sectors such as transportation and healthcare, facilitating the development of infrastructure projects and the provision of services that might otherwise be constrained by public sector resources. These partnerships are governed by legal frameworks that ensure accountability and the alignment of public and private interests.

#### 6.5 Focus on Sustainability and Resilience

Contemporary public administration increasingly emphasizes sustainability and resilience, particularly in the face of global challenges such as climate change and pandemics. Governments are adopting policies that promote environmental sustainability and the resilience of public institutions. The United Nations' Sustainable Development Goals (SDGs) provide a framework for integrating sustainability into public administration practices. [Javna Uprava](#)

Slovenia has committed to the SDGs and has integrated sustainability considerations into its public policies. The country's public administration has implemented initiatives aimed at promoting renewable energy, sustainable urban development, and environmental conservation. These efforts reflect a broader EU commitment to sustainability and the transition to a green economy. [OECD Opsi](#)

#### 6.6 Enhancing Citizen Participation and Engagement

There is a growing trend towards enhancing citizen participation in public administration. Mechanisms such as participatory budgeting, public consultations, and digital platforms for citizen feedback are being implemented to involve citizens in decision-making processes. The Open Government Partnership (OGP) advocates for increased transparency and citizen engagement in governance.

In Slovenia, initiatives to enhance citizen participation have included the establishment of online platforms for public consultations and the involvement of civil society organizations in policy development. These efforts aim to foster a more inclusive and responsive public administration.

## 6.7 Conclusion

International trends in public administration reflect a dynamic and evolving landscape, characterized by a shift towards efficiency, accountability, digitalization, collaboration, sustainability, and citizen engagement. Slovenia's public administration has actively embraced these trends, implementing reforms and initiatives that align with broader European and global developments. Continued adaptation to these trends will be essential for addressing emerging challenges and meeting the evolving expectations of society.

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## 7 Current public administration arrangements

Public administration serves as the backbone of governmental operations, translating policy decisions into actionable programs and services that directly impact citizens' lives. The structure and functioning of public administration are pivotal in ensuring effective governance, transparency, and responsiveness to societal needs. This chapter provides an in-depth analysis of the current public administration arrangements, with a particular focus on Slovenia, while situating its practices within the broader European Union (EU) context.

### 7.1 Structural Organization of Public Administration

The organizational framework of public administration is typically delineated into central (state) administration and local self-government entities.

- **Central Administration:** This encompasses the national government's executive bodies, including ministries, agencies, and other central institutions responsible for formulating and implementing national policies. In Slovenia, the central administration comprises 19 ministries, each led by a minister who oversees specific policy domains such as finance, health, education, and defense.
- **Local Self-Government:** Local self-government units operate at sub-national levels, managing local affairs and providing services tailored to community needs. Slovenia is divided into 212 municipalities, including 12 urban municipalities, each governed by elected mayors and municipal councils. These local entities possess competencies in areas such as spatial planning, local economic development, public utilities, and primary education.

[Vladna spletna stran](#)

### 7.2 Legal and Regulatory Framework

The functioning of public administration is underpinned by a comprehensive legal and regulatory framework that ensures legality, transparency, and accountability.

- **Constitutional Provisions:** The Constitution of the Republic of Slovenia establishes the fundamental principles of public administration, including the rule of law, separation of powers, and the protection of human rights. It delineates the roles and responsibilities of various governmental bodies and enshrines the principles of local self-government.
- **Administrative Legislation:** Key legislative instruments, such as the General Administrative Procedure Act (GAPA), provide detailed procedures for administrative decision-making, ensuring due process and the protection of parties' rights. The GAPA outlines the procedures for administrative decision-making, emphasizing principles such as legality, transparency, and the protection of parties' rights.
- **Public Sector Integrity:** To uphold accountability and transparency, Slovenia has established institutions such as the Commission for the Prevention of Corruption. These bodies work to detect and prevent corrupt practices within public administration, thereby strengthening public trust.

### 7.3 Human Resources and Civil Service

The effectiveness of public administration is largely contingent upon the quality and professionalism of its human resources.

- **Civil Service System:** Slovenia has instituted a merit-based civil service system aimed at ensuring competence, impartiality, and continuity in public administration. Recruitment, promotion, and remuneration are governed by the Civil Servants Act, which stipulates criteria for selection, performance evaluation, and career development.
- **Training and Development:** Continuous professional development is emphasized to enhance the skills and competencies of civil servants. The Administration Academy, operating under the Ministry of Public Administration, offers training programs and courses to equip public employees with the necessary knowledge and skills.

[Vladna spletna stran](#)

### 7.4 Digital Transformation and E-Government

The integration of digital technologies into public administration has been a significant trend aimed at improving efficiency, accessibility, and citizen engagement.

- **E-Government Services:** Slovenia has implemented various e-government services to improve accessibility and efficiency. The national e-government portal provides citizens with online access to a wide range of public services, facilitating interactions with government agencies.
- **Digital Public Services Strategy:** The Digital Public Services Strategy 2021-2030 aims at user-friendly and simple digital services, ensuring data for better services and decision-making, and providing a secure, trustworthy, and inclusive digital environment.

[Vladna spletna stran](#)

### 7.5 Public Administration Reforms and Modernization

Continuous reforms are essential to adapt public administration to evolving societal needs and global trends.

- **Public Administration Development Strategy:** The Slovenian government has adopted strategic frameworks aimed at modernizing public administration. These strategies focus on enhancing efficiency, transparency, and citizen engagement, aligning with the broader objectives of the European Union. [Evropska komisija](#)
- **Anti-Corruption Measures:** To uphold accountability and transparency, Slovenia has established institutions such as the Commission for the Prevention of Corruption. These bodies work to detect and prevent corrupt practices within public administration, thereby strengthening public trust. [Joinup](#)

## 7.6 Challenges and Future Directions

Despite significant advancements, public administration faces ongoing challenges that necessitate strategic responses.

- **Resource Constraints:** Limited financial and human resources can impede the effective implementation of reforms aimed at enhancing efficiency and responsiveness.
- **Resistance to Change:** Institutional inertia and resistance from public officials can slow the adoption of innovative practices and hinder adaptability.
- **Ensuring Equity:** Addressing systemic inequalities and ensuring that all citizens have equitable access to public services remains an ongoing challenge.

Addressing these challenges requires a multifaceted approach, including capacity-building initiatives, fostering a culture of innovation, and engaging citizens in governance processes. Leveraging technology, promoting public-private partnerships, and enhancing intergovernmental cooperation are potential avenues for advancing modern public administration principles.

## 7.7 Conclusion

The current public administration arrangements in Slovenia reflect a commitment to efficiency, transparency, and responsiveness, aligning with broader European Union standards. The integration of digital technologies, emphasis on good governance, and continuous reforms underscore the dynamic nature of public administration. Ongoing efforts to address emerging challenges and adapt to global trends will be essential in sustaining and advancing the progress achieved in public administration reform.

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## 8 EU institutions

The European Union (EU) represents a unique supranational entity, characterized by a complex institutional framework designed to balance the interests of its member states with those of its citizens. This chapter provides an in-depth analysis of the principal institutions of the EU, elucidating their structures, functions, and interrelationships, with a particular focus on their implications for public administration within Slovenia.

### 8.1 The European Parliament

The European Parliament (EP) serves as the EU's directly elected legislative body, embodying the democratic will of approximately 450 million citizens across the Union. Comprising 705 Members of the European Parliament (MEPs), the EP exercises legislative, budgetary, and supervisory functions. MEPs are organized into transnational political groups reflecting ideological affiliations rather than national lines. [Evropski parlament](#)

#### 8.1.1 Legislative Role

The EP shares legislative authority with the Council of the European Union under the Ordinary Legislative Procedure (OLP), formerly known as the co-decision procedure. This process entails the joint adoption of legislation proposed by the European Commission, covering a broad spectrum of policy areas, including the internal market, environmental protection, and consumer rights.

#### 8.1.2 Budgetary Authority

The EP holds significant sway over the EU's budget, possessing the power to approve, amend, or reject the annual budget in collaboration with the Council. This budgetary control ensures that EU expenditures align with the Union's priorities and policies.

#### 8.1.3 Supervisory Functions

The EP exercises oversight over other EU institutions, notably the European Commission. It has the authority to approve the appointment of the Commission President and Commissioners and can pass motions of censure, potentially leading to the Commission's dismissal. Additionally, the EP engages in democratic scrutiny through parliamentary questions, committees of inquiry, and the examination of petitions from EU citizens.

### 8.2 The European Council

The European Council comprises the heads of state or government of the EU member states, the President of the European Council, and the President of the European Commission. It convenes at least four times annually to define the EU's overall political direction and priorities. While it does not exercise legislative functions, its strategic decisions significantly influence the Union's policy agenda. [Evropska unija](#)

#### 8.2.1 Strategic Guidance

The European Council provides strategic impetus by setting long-term objectives and addressing complex or sensitive issues that cannot be resolved at lower levels of intergovernmental cooperation. Its conclusions often serve as mandates for the European Commission and the Council of the EU to develop specific policies or legislation.

### 8.2.2 Institutional Appointments

The European Council plays a pivotal role in high-profile EU appointments, including nominating the President of the European Commission, the High Representative of the Union for Foreign Affairs and Security Policy, and the President of the European Central Bank. These appointments require the European Parliament's consent, reflecting the interinstitutional balance within the EU.

## 8.3 The Council of the European Union

Commonly referred to as the Council, this institution represents the governments of the EU member states. It convenes in various configurations, depending on the policy area under discussion, with national ministers attending relevant sessions. The Council shares legislative and budgetary responsibilities with the European Parliament and coordinates member states' policies in specific domains. [Evropska unija](#)

### 8.3.1 Legislative Function

In conjunction with the European Parliament, the Council adopts EU legislation based on proposals from the European Commission. The voting procedures within the Council vary, with qualified majority voting being the norm, though unanimity is required for sensitive areas such as foreign policy and taxation.

### 8.3.2 Policy Coordination

The Council coordinates member states' policies in areas like economic and fiscal policy, education, and culture. It also develops the EU's foreign and security policy, following guidelines set by the European Council.

## 8.4 The European Commission

The European Commission functions as the EU's executive arm, responsible for proposing legislation, implementing decisions, upholding the EU treaties, and managing day-to-day operations. It comprises 27 Commissioners, one from each member state, including the President and Vice-Presidents. [Evropski parlament](#)

### 8.4.1 Legislative Initiative

The Commission holds the exclusive right to initiate legislation, presenting proposals to the European Parliament and the Council for consideration. This role ensures a coherent and coordinated approach to EU policymaking.

### 8.4.2 Executive Functions

As the EU's executive body, the Commission implements decisions, manages the EU budget, enforces EU law in collaboration with the Court of Justice, and represents the Union internationally in areas such as trade negotiations.

## 8.5 The Court of Justice of the European Union

The Court of Justice of the European Union (CJEU) ensures the uniform interpretation and application of EU law across member states. It comprises two courts: the Court of Justice and the General Court. The CJEU adjudicates cases involving member states, EU institutions, businesses, and individuals, thereby upholding the legal framework of the Union.



## 8.6 The European Central Bank

The European Central Bank (ECB) manages the euro and formulates and implements EU economic and monetary policy. Its primary objective is to maintain price stability within the eurozone, thereby supporting economic growth and job creation. The ECB operates independently from member state governments, ensuring impartiality in its monetary policy decisions.

## 8.7 The European Court of Auditors

The European Court of Auditors (ECA) plays a crucial role in safeguarding the financial interests of the European Union by ensuring accountability and transparency in the use of EU funds. Although it has no judicial powers, its mandate is to audit the EU's revenues and expenditures and to provide an independent assessment of financial management within the Union. ([eca.europa.eu](http://eca.europa.eu))

### 8.7.1 Financial Audits and Reports

The ECA conducts financial audits to verify the legality and regularity of the EU's revenue and spending. Its annual reports highlight discrepancies and irregularities, providing recommendations for improving financial management. These reports are submitted to the European Parliament and the Council, influencing the decision to discharge the European Commission for budget execution.

### 8.7.2 Special Reports and Performance Audits

In addition to financial audits, the ECA issues special reports that evaluate the performance and effectiveness of specific EU policies and programs. These audits assess whether funds have been used efficiently and have achieved their intended objectives.

## 8.8 The European Ombudsman

The European Ombudsman investigates complaints about maladministration in EU institutions, bodies, and agencies. The Ombudsman operates as a watchdog, ensuring that EU institutions act transparently, fairly, and in accordance with legal standards. ([ombudsman.europa.eu](http://ombudsman.europa.eu))

### 8.8.1 Addressing Citizens' Complaints

EU citizens, businesses, and organizations can lodge complaints with the Ombudsman regarding issues such as delays, lack of transparency, and administrative irregularities. The Ombudsman investigates these complaints and issues recommendations for corrective action.

### 8.8.2 Promoting Good Administration

Beyond handling individual complaints, the Ombudsman proactively conducts inquiries and publishes reports to improve the overall quality of EU administration. This contributes to strengthening the Union's accountability mechanisms.

## 8.9 The Role of EU Institutions in Slovenia's Public Administration

The integration of Slovenia into the European Union has necessitated significant adjustments in its public administration. Slovenian institutions work closely with EU bodies to align national policies with EU standards and to ensure compliance with Union regulations. This

collaboration spans various sectors, including environmental policy, digital governance, and economic reform.

#### 8.9.1 Policy Harmonization and Legislative Compliance

Slovenia actively participates in the EU's legislative processes, ensuring that its domestic laws align with EU directives and regulations. National ministries collaborate with the European Commission and other EU bodies during policy formulation and implementation.

#### 8.9.2 Access to EU Funding

Slovenian public administration plays a vital role in managing and utilizing EU funds, including structural and investment funds aimed at regional development, innovation, and infrastructure projects. These funds have significantly contributed to Slovenia's economic growth and modernization.

### 8.10 Conclusion

The institutions of the European Union form a sophisticated governance framework designed to balance national sovereignty with supranational integration. Each institution performs distinct but interconnected roles, collectively ensuring the effective functioning of the Union. For Slovenia, engagement with EU institutions has enhanced its public administration, fostering greater efficiency, transparency, and alignment with European norms. The continued evolution of these institutions, alongside deepening integration, will shape the future trajectory of public administration within both Slovenia and the wider European Union.

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## 9 CASE STUDIES

### 9.1 Case Study 1: Organizational Restructuring of Slovenia's Ministry of Public Administration

In 2018, Slovenia's Ministry of Public Administration initiated a comprehensive organizational restructuring to enhance efficiency, transparency, and responsiveness in public service delivery. This reform aimed to address bureaucratic inefficiencies and align administrative practices with contemporary governance standards.

#### Pre-Reform Structure

Prior to the restructuring, the Ministry operated within a traditional hierarchical framework, characterized by rigid departmental divisions and centralized decision-making processes. This structure often resulted in slow response times and limited inter-departmental collaboration, hindering the Ministry's ability to adapt to evolving public needs.

#### Key Components of the Restructuring

1. **Decentralization of Decision-Making:** The Ministry delegated greater authority to mid-level managers, empowering them to make decisions within their areas of expertise. This shift aimed to expedite administrative processes and foster a more agile organizational culture.
2. **Integration of Digital Technologies:** Recognizing the importance of digital transformation, the Ministry implemented advanced information and communication technologies (ICT) to streamline operations. This included the development of e-government platforms to facilitate online service delivery and enhance citizen engagement.
3. **Establishment of Cross-Functional Teams:** To promote inter-departmental collaboration, the Ministry formed cross-functional teams tasked with addressing complex policy issues. These teams brought together diverse expertise, enabling more holistic and innovative solutions.
4. **Implementation of Performance Management Systems:** The Ministry introduced performance metrics and regular evaluations to monitor the effectiveness of administrative functions. This data-driven approach aimed to identify areas for improvement and ensure accountability across all levels of the organization.

#### Outcomes and Implications

The restructuring led to several positive outcomes:

- **Enhanced Efficiency:** Decentralized decision-making and digital integration reduced processing times for administrative tasks, improving overall efficiency.

- **Improved Transparency:** The adoption of e-government platforms increased transparency in public administration, allowing citizens to access information and services more readily.
- **Greater Responsiveness:** Cross-functional teams enabled the Ministry to respond more effectively to complex policy challenges, reflecting a more adaptive organizational structure.

This case exemplifies the impact of organizational restructuring in public administration, highlighting the benefits of decentralization, digital transformation, and collaborative approaches in enhancing governance outcomes.

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## 9.2 Case Study 2: Governance and Administration in the Ljubljana Urban Region

The Ljubljana Urban Region (LUR) provides a compelling example of how governance and administration function in tandem to achieve regional development goals. This case study explores the governance framework within LUR, focusing on the interplay between strategic oversight by the Regional Development Agency of the Ljubljana Urban Region (RRA LUR) and the administrative implementation carried out by individual municipalities.

### 1. Background

The Ljubljana Urban Region consists of 25 municipalities, including the capital city, Ljubljana. Together, these municipalities contribute significantly to Slovenia's economy, accounting for a substantial portion of its GDP. However, challenges such as urban sprawl, traffic congestion, and environmental sustainability necessitated a coordinated regional approach to ensure sustainable development. This led to the establishment of RRA LUR as the central governance body for the region.

([rralur.si](http://rralur.si))

### 2. Governance Structure of LUR

RRA LUR operates as a governance institution, tasked with creating a cohesive strategic framework for the entire region. It focuses on long-term planning, policy alignment, and fostering partnerships among various stakeholders.

#### 3. Strategic Planning

RRA LUR develops comprehensive regional strategies, such as the Regional Development Program (RDP), which outlines key priorities in economic growth, environmental sustainability, and social inclusion.

([rralur.si](http://rralur.si))

#### 4. Policy Coordination

The agency ensures alignment between municipal policies and regional objectives. By harmonizing efforts, it prevents fragmentation and promotes unified development initiatives.

#### 5. Stakeholder Engagement

RRA LUR facilitates collaboration among public institutions, private enterprises, and civil society. This inclusive approach ensures that various perspectives are integrated into regional planning.

### 6. Administrative Implementation

While RRA LUR provides strategic direction, the administrative responsibility for implementing these strategies lies with individual municipalities. This structure allows for localized solutions within a broader framework of regional priorities.

#### 1. Infrastructure Development

Municipalities implement projects such as road construction, public transportation upgrades, and utility services. These projects are designed in accordance with the region's strategic plans.

#### 2. Service Delivery

Local administrations manage essential services, including education, healthcare, and waste

management, ensuring they meet the quality and efficiency standards outlined in regional policies.

### 3. Regulatory Compliance

Municipalities enforce regulations related to zoning, environmental protection, and urban development, adhering to guidelines provided by RRA LUR.

## 7. Case Example: Sustainable Urban Mobility Plan (SUMP)

One of the most notable examples of this governance-administration dynamic is the development and implementation of the Sustainable Urban Mobility Plan (SUMP) for the Ljubljana Urban Region. The SUMP was spearheaded by RRA LUR, which coordinated stakeholder input and devised strategies to reduce traffic congestion and promote sustainable transportation.

After the strategic plan was finalized, municipalities took charge of its implementation:

- **Ljubljana Municipality:** Expanded cycling infrastructure and launched a bike-sharing system to encourage non-motorized transport.
- **Domžale Municipality:** Improved public transport services and optimized traffic flows through smart traffic management systems.

## 8. Results and Impact

The partnership model in the Ljubljana Urban Region has yielded tangible benefits:

- **Policy Cohesion:** By aligning local and regional strategies, the region has achieved more consistent and effective policy outcomes.
- **Enhanced Efficiency:** Shared resources and joint initiatives have reduced costs and improved the quality of services.
- **Increased Public Participation:** The inclusive planning process has fostered a sense of ownership among stakeholders, contributing to greater public trust in governance.

## 9. Lessons Learned and Conclusion

The case of the Ljubljana Urban Region highlights the importance of distinguishing between governance and administration. Governance, as demonstrated by RRA LUR, provides the strategic vision and coordination necessary for regional cohesion. In contrast, administration, carried out by municipalities, translates this vision into practical outcomes tailored to local needs. This complementary relationship ensures that regional development is both strategic and responsive. The Ljubljana Urban Region's approach to governance and administration serves as a model for other regions facing complex developmental challenges. By combining centralized strategic planning with decentralized administrative execution, the region has successfully addressed issues such as urban mobility and sustainable growth. This case underscores the value of collaborative governance frameworks in achieving integrated and adaptive public administration.

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### 9.3 Case Study 3: Municipal Waste Management in Maribor

The city of Maribor, Slovenia's second-largest urban center, has implemented an innovative approach to municipal waste management that exemplifies the interplay between state administration and local self-government in delivering public services. This case study explores how Maribor's municipal authorities have exercised their autonomy within the framework of national regulations to develop a sustainable waste management system.

#### Background

Slovenia's legislative framework mandates that municipalities are responsible for organizing and providing public utility services, including waste management. The Environmental Protection Act outlines the obligations of municipalities to ensure the collection, treatment, and disposal of municipal waste in an environmentally sound manner. Within this context, Maribor has leveraged its local governance structures to implement a comprehensive waste management strategy.

#### Local Self-Government Initiatives

Maribor's municipal government, through its public utility company Snaga Maribor, has introduced several initiatives aimed at enhancing waste management practices:

1. **Waste-to-Energy Plant:** The city established a waste-to-energy facility that processes non-recyclable waste to generate electricity and heat. This initiative reduces landfill dependency and contributes to the city's energy needs.
2. **Comprehensive Recycling Program:** Maribor implemented a city-wide recycling scheme, providing residents with separate bins for various waste categories and establishing collection points for hazardous materials. Educational campaigns were conducted to encourage public participation.
3. **Circular Economy Projects:** The municipality launched projects promoting the reuse and repurposing of materials, aligning with the principles of a circular economy. These projects include repair workshops and second-hand markets.

#### Collaboration with State Administration

While Maribor's municipal authorities have demonstrated significant autonomy in waste management, their initiatives operate within the regulatory framework established by the state administration:

- **Compliance with National Legislation:** All local waste management practices adhere to national environmental laws and standards, ensuring consistency across the country.
- **Access to State Funding:** The municipality has secured funding from national programs aimed at supporting sustainable waste management projects, facilitating the implementation of advanced technologies.
- **Participation in National Monitoring:** Maribor contributes data to national waste management monitoring systems, aiding in the assessment of environmental impacts and policy effectiveness.

## Outcomes and Implications

Maribor's proactive approach to waste management has yielded several positive outcomes:

- **Increased Recycling Rates:** The city's recycling rates have surpassed national averages, reflecting the effectiveness of local programs.
- **Energy Production:** The waste-to-energy plant contributes to the city's energy supply, demonstrating the potential of waste as a resource.
- **Community Engagement:** Public participation in waste management initiatives has fostered a culture of environmental responsibility among residents.

This case illustrates the dynamic relationship between state administration and local self-government in Slovenia. Maribor's experience underscores the capacity of municipal authorities to innovate and tailor public services to local needs while operating within the parameters set by national legislation.

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## 9.4 Case Study 4: Issuance of Building Permits in Slovenia

The issuance of building permits in Slovenia provides a clear example of administrative acts, demonstrating the critical role these acts play in ensuring orderly development, legal compliance, and public interest protection. Building permits, as administrative acts, formalize the legal permission to commence construction projects, reflecting the principles of legality, transparency, and accountability.

### 1. Legal Framework

In Slovenia, the issuance of building permits is regulated by the *Building Act (Gradbeni zakon)*, which lays out comprehensive procedures and requirements. The Act specifies that no construction, significant renovation, or demolition can proceed without a valid building permit. Additionally, permits must align with local spatial planning regulations and adhere to building safety and environmental standards.

([e-uprava.gov.si](http://e-uprava.gov.si))

### 2. Administrative Process

The administrative process for obtaining a building permit involves several stages, each designed to ensure that the proposed construction project adheres to legal and regulatory standards:

#### 3. Application Submission

Applicants submit their requests to the local administrative authority, along with detailed project documentation. This includes architectural plans, proof of ownership, and technical reports addressing environmental and safety considerations.

#### 4. Documentation Review and Coordination

The authority reviews the application, verifying compliance with zoning regulations, building codes, and spatial planning documents. It may also require consultations with other relevant bodies, such as environmental protection agencies or cultural heritage organizations.

#### 5. Public Participation

For projects with potential community or environmental impact, public consultations are often held. This allows residents and stakeholders to voice their concerns or support, fostering transparency and community engagement.

#### 6. Decision Making and Issuance

Once all conditions are met and approvals from relevant authorities are obtained, the administrative body issues the building permit. The permit includes conditions that must be observed during construction. It becomes legally binding after a defined period, provided no appeals are filed.

#### 7. Appeals and Judicial Review

If objections are raised, the administrative act may be subject to appeal or judicial review. This ensures that all stakeholders have access to legal recourse, safeguarding procedural fairness.

### 8. Case Example: National and University Library of Slovenia Expansion

The planned expansion of the National and University Library of Slovenia (NUK II) provides an illustrative case of the complexities involved in the building permit process. The project, which aims

to enhance the capacity and services of one of Slovenia's most important cultural and academic institutions, has faced delays over several decades.

#### **Key Challenges:**

- **Land Acquisition and Documentation**  
Securing the site and preparing necessary documentation required coordination with multiple stakeholders.
- **Historical and Archaeological Considerations**  
The construction site includes remains of the Roman settlement Emona, necessitating extensive archaeological surveys and consultations with heritage protection authorities.
- **Public and Legal Scrutiny**  
Given the high-profile nature of the project, the building permit process involved rigorous public consultations and faced several legal challenges, including appeals by local stakeholders.

Despite these challenges, the eventual issuance of the building permit marked a significant milestone, highlighting the importance of robust administrative procedures in balancing development needs with legal and cultural preservation.

#### **9. Implications and Lessons**

The NUK II case underscores the critical role of building permits as administrative acts in ensuring that construction projects comply with legal, environmental, and social requirements. It illustrates the complexities inherent in large-scale projects, particularly those intersecting with historical preservation and public interest.

Key takeaways include:

- **Thorough Documentation and Compliance:** Comprehensive and accurate documentation is essential for a smooth permitting process.
- **Stakeholder Engagement:** Active participation of the public and relevant authorities helps build consensus and reduce conflicts.
- **Legal Safeguards:** The availability of appeal mechanisms and judicial review ensures that the process adheres to principles of fairness and legality.

#### **10. Conclusion**

The issuance of building permits in Slovenia exemplifies the practical application of administrative acts in public administration. Through a structured and transparent process, these acts serve to balance the rights and interests of individuals, communities, and the state, fostering sustainable development while upholding legal and environmental standards.

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## 9.5 Case Study 5: The Commission for the Prevention of Corruption of the Republic of Slovenia

The Commission for the Prevention of Corruption of the Republic of Slovenia (CPC) serves as a pivotal institution in upholding ethical standards and integrity within Slovenian public administration. Established to combat corruption and promote transparency, the CPC exemplifies the implementation of ethical frameworks in public governance.

### Establishment and Legal Framework

The CPC was established under the 2010 Act on Integrity and Prevention of Corruption, which expanded its mandate to include oversight of lobbying activities and protection of whistleblowers. Subsequent amendments in 2011 further strengthened its powers, granting the authority to subpoena financial documents of public servants and management boards of public enterprises when investigating corruption, conflicts of interest, or ethical breaches.

### Independence and Structure

As an independent body, the CPC operates without subordination to any other state institution or ministry, aligning with the requirements set by the UN Convention against Corruption. Its executive team comprises a Chief Commissioner and two deputies, appointed by the President of the Republic following an open recruitment process. This structure ensures autonomy in decision-making and reinforces its role as an impartial watchdog.

### Core Functions and Activities

The CPC's responsibilities encompass a wide range of activities aimed at fostering integrity and preventing corruption:

- **Administrative Investigations:** Conducting inquiries into allegations of corruption, breaches of integrity, conflicts of interest, illegal lobbying, and violations of restrictions on business activities.
- **Whistleblower Protection:** Safeguarding individuals who report unethical or illegal activities within public administration, thereby encouraging the exposure of misconduct.
- **Asset Declaration Monitoring:** Overseeing the financial disclosures of high-level public officials across the executive, legislative, and judicial branches to detect and prevent illicit enrichment.
- **Lobbying Regulation:** Maintaining a central register of lobbyists and monitoring lobbying activities to ensure transparency and compliance with legal standards.
- **National Anti-Corruption Action Plan:** Developing and coordinating the implementation of comprehensive strategies to combat corruption at all levels of government.
- **Integrity Plans:** Assisting public institutions in creating and executing integrity plans that identify and mitigate corruption risks.
- **Preventive Measures:** Designing and implementing educational programs, awareness campaigns, and training sessions to promote ethical behavior and prevent corruption.
- **Legislative Assessment:** Evaluating proposed laws and legal documents to identify potential corruption risks and breaches of integrity.

- **International Cooperation:** Serving as a national focal point for international anti-corruption efforts, collaborating with organizations such as GRECO, OECD, UN, and the EU.

### **Accountability and Transparency**

The CPC is subject to external audits, and its reports are submitted to the Parliament and the President, ensuring oversight and accountability. It is also required to present annual reports to the Parliament and publish its decisions online, promoting transparency in its operations. Substantive decisions are subject to judicial review by Administrative Courts, providing a legal avenue for appeals and reinforcing the rule of law.

### **Impact and Challenges**

Since its inception, the CPC has played a crucial role in enhancing the ethical standards of Slovenian public administration. Its efforts have led to increased awareness of corruption issues, improved compliance with integrity standards, and the establishment of mechanisms for accountability. However, challenges persist, including the need for continuous adaptation to evolving corruption tactics and ensuring sufficient resources and support to effectively carry out its mandate.

### **Conclusion**

The Commission for the Prevention of Corruption of the Republic of Slovenia stands as a testament to the country's commitment to ethical governance. Through its comprehensive approach to preventing corruption and promoting integrity, the CPC contributes significantly to the transparency and accountability of public administration in Slovenia.

### **Reference**

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## 9.6 Case Study 6: E-Government Implementation in Slovenia

Slovenia has been proactive in integrating digital technologies into public administration to enhance efficiency, transparency, and citizen engagement. The development and implementation of e-government services exemplify the country's commitment to modernizing its administrative processes.

### Background

The evolution of e-government in Slovenia began in the early 2000s, with the establishment of the Government Centre for Informatics in 1993. This initiative laid the groundwork for subsequent digital advancements. By 2001, the Electronic Commerce and Electronic Signature Act was enacted, providing a legal framework for electronic transactions and communications within the public sector.

### Key E-Government Initiatives

#### 1. e-Uprava Portal

Launched in 2001, the e-Uprava portal serves as the central platform for citizens to access government information and services online. It offers a wide range of services, including the ability to submit applications, access personal records, and receive official notifications. The portal has undergone continuous enhancements to improve user experience and expand its service offerings.

#### 2. e-VEM Portal

Introduced in 2005, the e-VEM portal focuses on facilitating interactions between businesses and government entities. It streamlines processes such as company registration, tax filings, and obtaining permits, thereby reducing administrative burdens on entrepreneurs and fostering a more business-friendly environment.

#### 3. e-SJU Portal

The e-SJU portal aims to make most administrative forms available in electronic form, further simplifying interactions between citizens and public administration. This initiative reflects Slovenia's commitment to reducing paperwork and enhancing the accessibility of public services.

#### 4. eVŠ Portal

In 2012, the Ministry of Education, Science, and Sport developed the eVŠ portal to streamline higher education processes. The portal facilitates online applications for university admissions, recognition of foreign education credentials, and provides a centralized platform for students and educational institutions to manage administrative tasks.

### Impact and Outcomes

The implementation of e-government services in Slovenia has yielded significant benefits:

- **Increased Accessibility:** Citizens and businesses can access government services online, reducing the need for physical visits to administrative offices.
- **Enhanced Efficiency:** Digital processes have streamlined administrative procedures, leading to faster service delivery and reduced processing times.
- **Cost Savings:** The reduction in paperwork and manual processing has resulted in cost savings for both the government and service users.

- **Transparency and Accountability:** E-government platforms have improved transparency by providing clear information on administrative procedures and enabling tracking of service requests.

### Challenges and Considerations

Despite the successes, the implementation of e-government services has faced challenges:

- **Digital Divide:** Ensuring that all citizens have access to digital services, particularly those in rural areas or from disadvantaged backgrounds, remains a priority.
- **Data Security:** Protecting personal data and ensuring secure transactions are critical to maintaining public trust in e-government services.
- **User Adoption:** Encouraging citizens and businesses to transition from traditional methods to digital platforms requires ongoing education and support.

### Conclusion

Slovenia's proactive approach to e-government demonstrates a commitment to leveraging technology to improve public administration. By continuously evolving its digital services, Slovenia aims to create a more efficient, transparent, and citizen-centric government.

### References

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## 10 Progress tests

### **Chapter 1: Organization as a Framework for Governance, Administration, and Public Administration**

1. Which of the following best defines the concept of public administration?
  - a) The legislative body responsible for creating laws.
  - b) The executive machinery implementing public policies and delivering services.
  - c) The judiciary enforcing legal decisions.
  - d) Non-governmental organizations operating independently of the government.
2. What is the primary role of organizational structure in public administration?
  - a) To regulate international trade.
  - b) To ensure efficient decision-making and task allocation.
  - c) To define legal frameworks.
  - d) To eliminate hierarchical systems.

### **Chapter 2: Definition of Governance and Administration**

3. Governance differs from administration in that it:
  - a) Focuses on the implementation of policies.
  - b) Involves decision-making and strategic oversight.
  - c) Is limited to local government operations.
  - d) Requires no interaction with citizens.
4. Which of the following is a characteristic of good governance?
  - a) Secrecy
  - b) Accountability
  - c) Centralization
  - d) Autocracy

### **Chapter 3: The Concept of State Administration, Local Self-Government, and Public Services**

5. Which body primarily manages local public services in Slovenia?
  - a) The European Parliament
  - b) State Administration
  - c) Local Self-Government (Municipalities)
  - d) The European Court of Justice
6. Local self-government is characterized by:
  - a) Centralized decision-making by national authorities.
  - b) Autonomy to manage local affairs within the legal framework.
  - c) Exclusive responsibility for international treaties.
  - d) No financial or administrative independence.

#### **Chapter 4: Acts of Administration**

7. An administrative act is best described as:
  - a) A unilateral decision by a public authority affecting individual rights or obligations.
  - b) A bilateral agreement between two governments.
  - c) A court ruling.
  - d) A recommendation issued by a private agency.
8. In Slovenia, a building permit issued by a local administrative body is an example of:
  - a) A legislative act.
  - b) An administrative act.
  - c) A judicial ruling.
  - d) An international treaty.

#### **Chapter 5: Modern Principles of Public Administration**

9. The principle of accountability in public administration ensures:
  - a) Administrators are exempt from oversight.
  - b) Officials are held responsible for their actions.
  - c) Decisions are made without public input.
  - d) Centralized power in all administrative decisions.
10. New Public Management emphasizes:
  - a) Strict adherence to bureaucratic processes.
  - b) Adopting private sector practices in public service.
  - c) Reducing citizen engagement.
  - d) Eliminating performance evaluations.

#### **Chapter 6: International Trends in Public Administration**

11. One of the primary goals of e-government is to:
  - a) Increase the complexity of administrative processes.
  - b) Provide more accessible and transparent public services.
  - c) Limit public participation in governance.
  - d) Replace human administrators with robots.
12. Slovenia's participation in international governance reforms is guided by:
  - a) Isolationist policies.
  - b) Global trends in transparency, digitalization, and sustainability.
  - c) Decreasing international cooperation.
  - d) National legislation only.



## **Chapter 7: Current Public Administration Arrangements**

13. Slovenia's Ministry of Public Administration has implemented reforms to:
- a) Centralize decision-making.
  - b) Improve efficiency, transparency, and citizen engagement.
  - c) Limit access to public services.
  - d) Avoid modern digital practices.
14. Which of the following portals supports Slovenian citizens with access to public services?
- a) eUprava
  - b) Eurostat
  - c) eJustice
  - d) Schengen Visa Portal

## **Chapter 8: Institutions of the European Union**

15. Which EU institution is responsible for initiating legislation?
- a) European Parliament
  - b) European Council
  - c) European Commission
  - d) European Court of Justice
16. The European Central Bank's primary objective is to:
- a) Oversee national budgets.
  - b) Maintain price stability within the eurozone.
  - c) Manage EU's foreign policy.
  - d) Handle disputes between member states.

## Answer Key

1. b

2. b

3. b

4. b

5. c

6. b

7. a

8. b

9. b

10. b

11. b

12. b

13. b

14. a

15. c

16. b

## 11 OTHER MATERIALS

### 11.1 Slides and handouts

PowerPoint slides and handouts