



ANNUAL REPORT

2020 – 2021



Contents

1	Opening Words of the Deputy Minister of the Interior for Management of the Section of Legislation, State Administration and Territorial Self-Government, Mgr. Petr Vokáč.....	5
2	Opening Words of the Director of the Institute For Public Administration Prague, JUDr. Anna Doležalová.....	7
3	Activities of the Institute.....	8
4	Organizational Structure and Management	10
5	Training	11
6	Development of the Institute	17
6.1	Meeting with heads of personnel departments of regional authorities	17
6.2	Conference on distance learning for HR managers and HR specialists of regions and municipalities	18
6.3	Announcement of the Authority on the Way to Equality Competition.....	19
7	Strategy And Action Plan Of The Institute	23
7.1	The Institute's Corporate Social Responsibility Strategy	23
7.2	The Institute has become an Authorised Person for Further Education.....	24
8	Institute and Media.....	24
8.1	Summary of Articles Published in the Journal Public Administration	24
8.2	Editorial Activity.....	27
8.3	Newsletter	28
9	Training Centre Benešov	29
10	International Cooperation	30
10.1	DISPA	30
10.2	ENTO Meeting	32
10.3	The Future of Public Service - a virtual debate at the OECD with the Network of Schools of Public Administration.....	32
11	Economics of the Institute	33
11.1	Management of the Institute in 2020	34
11.1.1	Economic Result of the Institute	34
11.1.2	Investment Activity	36
11.1.3	Repair and Maintenance	36
11.2	Management of the Institute in 2021.....	36
11.2.1	Economic Result of the Institute	36
11.2.2	Investment Activity	40
11.2.3	Repair and Maintenance	40





1. OPENING WORDS OF THE DEPUTY MINISTER OF THE INTERIOR FOR MANAGEMENT OF THE SECTION OF LEGISLATION, STATE ADMINISTRATION AND TERRITORIAL SELF-GOVERNMENT, MGR. PETR VOKÁČ



Ladies and gentlemen,

I am pleased to present the annual report of the Institute for Public Administration Prague, a state allowance organisation of the Ministry of the Interior, for the years 2020 and 2021.

The year 2020 was an extremely difficult year for all of us for well-known reasons. Throughout the year, we have been in a situation that we have known so far perhaps only from the movies; overstretched health care, people dying of a little-known disease, social closures, restrictions on business and training activities, limitations on interpersonal contacts, a state of emergency. The Covid-19 pandemic has affected the lives of all of us in a fundamental way. The state administration also found itself in completely new conditions from one day to the next. The situation was changing dynamically almost every day and the ability to adapt to change, the ability to find new ways and ways to continue to operate in difficult and changed conditions, resilience proved to be a key skill. Digitalisation has also emerged as a crucial area.

The Institute for Public Administration has been no exception to this, and I am pleased that it has coped very well with these new conditions and has continued to implement the training of civil servants with quality. At the same time, the year 2021 also allowed us to have face-to-face meetings, and the Institute therefore had to respond very flexibly to the current situation and adapt the form of training to the measures currently in force. This required a great deal of commitment from the staff, a good deal of improvisation and creativity given the dynamically evolving conditions, and a willingness to



learn many new skills almost on the fly. Thus, even in this challenging period, the Institute was able to contribute to what I consider to be one of its important objectives - educated civil servants as the basis for a high quality and well-functioning public administration. For this, I am very grateful to the director of the Institute and all the employees.

The Institute has shown a high level of commitment not only in its training activities, but also in its economic performance. Thanks to this, it has also been possible to make some investments, particularly in the Benešov Training Centre. I believe that this will certainly contribute to the further improvement of the quality of the services provided.

I am sure that current events are both an opportunity and a challenge and that the skills we have all learned over the past two years are lasting and that we will appreciate these changes. In particular, the shift in the digitalisation of government is huge; it is not just about using modern technology to host training events, conferences and workshops, but also about changing attitudes and getting used to online technology as a to a standard way of communicating. While the situation will (hopefully) return closer to pre-pandemic normalcy in the coming year thanks to vaccinations, this change is here to stay and will make life easier for the clients of government - the citizens.

In any case, I wish us all that we overcome the situation as quickly as possible and that society, the government and all citizens overcome it as soon as possible and are able to incorporate the skills and abilities acquired into their normal functioning and life.



2. OPENING WORDS OF THE DIRECTOR OF THE INSTITUTE FOR PUBLIC ADMINISTRATION PRAGUE, JUDR. ANNA DOLEŽALOVÁ



Ladies and gentlemen,

I cannot begin other than to say that 2020 was an incredibly challenging year for the whole society. A test we could not have imagined a few years ago that we would have to pass. With the advent of the pandemic, many of us have seen our daily lives transformed in a relatively short period of time, and more than ever, worries, fear for health and life have taken centre stage. This situation has, of course, had an impact on our professional lives.

I am very happy to meet you again on the pages of the annual report of the Institute for Public Administration Prague, this time for the years 2020 and 2021.

However, it is not in my nature, nor in the nature of my colleagues, to give up in the face of adversity. Therefore, we have tried to provide the best possible training even in these difficult times. And for that I would like to thank my team very much. In times of understandable constraints, we have provided a wide range of preparation for the Special Proficiency Examination, webinars and other distance learning events. We have learned a lot of new things through this as well. Although we had planned to do distance learning, the pandemic has accelerated things considerably. All the measures in 2020-2021 have then enabled us to develop and improve these activities further to their current form. We are now much further along thanks to this experience, and distance learning, which would otherwise have taken many months to prepare and implement, has been implemented and brought into practice in a very short time and with exceptional quality. But of course, we are not forgetting the face-to-face form of training either. In 2021, we managed to implement several courses in person and believe me, the lecturers and participants always looked forward to this form of training and left full of the energy that these face-to-face meetings brought them.



Of course, the coronavirus events have also had an impact on our international cooperation, where all meetings and planned conferences have taken place online only since March 2020. And it was no different in 2021, when both international DISPA meetings took place during the Portuguese and Slovenian presidencies.

The joyful news in the joyless year 2020 was the Institute's move in November to its new headquarters in Baarova Street 2 in Prague's Michle district. We can now be in modern and dignified premises where we have facilities for exam and course participants, lecturers and our staff. I see a great advantage in the fact that all Prague departments can operate in one building.

The year 2021 was, among other things, the year of preparations for the Czech Presidency of the EU Council. The CZ PRES courses were guaranteed by the Office of the Government and our Institute implemented them for the employees of administrative offices in the following three areas: negotiation skills, communication skills in words and writing, knowledge of the functioning of the EU and the national system of coordination of European policies. These courses were also conducted in high quality and the participants themselves evaluated them as very beneficial.

At this point, I am pleased to say that we have met the challenges that these 2 years have brought, and we have met them successfully. And for that big thanks belong not only to my colleagues but also to you, ladies and gentlemen, for your goodwill and mutual cooperation, which I appreciate immensely. I hope that you will find interesting and useful information in our annual report.

I wish all of us to make use of all our newly acquired experience, skills and knowledge, not only in our professional lives, and that 2022 will bring us more personal encounters.

3. ACTIVITIES OF THE INSTITUTE

The Institute for Public Administration Prague, a state allowance organisation established by the Ministry of the Interior of the Czech Republic (hereinafter referred to as the "Institute") performs complex tasks in the field of training of public administration officials. The Institute's activities are defined by its founding charter, both for its main and other activities.

The core activity of the Institute is to provide training for heads of authorities, senior officials, officials of territorial self-government units, public administration employees, and civil servants.

The Institute, on behalf of the Ministry of the Interior, as the only institution in the Czech Republic, ensures the performance of examinations of special professional competence under the Act on Officials of Territorial Self-Government Units and professional competence under the Act on Liability for Offences and Proceedings Thereon, and the performance of examinations of document conversion under the Act on Electronic Acts and Authorised Document Conversion.

In order to ensure the quality of preparation of officials for the performance of the special professional competence and professional competence examinations, the Institute provides highly demanded



training courses for the preparation for the examinations, for all prescribed administrative activities provided for by the Decree on Special Professional Competence of Officials of Territorial Self-Government Units (except for the preparation for the examination for the performance of administrative activities in spatial planning). Also, the preparation for the examination under the Misdemeanours Act was offered by the Institute throughout 2020 and 2021. An integral part of the Institute's activities is the management training of members of the security forces (MBA studies) and senior managers of the public administration (MPA studies).



Due to the pandemic situation, the full-time courses organised at the Benešov Training Centre and in Prague were significantly interrupted in 2020. In a very short period of time, the Institute moved all training activities to an electronic environment and thus ensured the continuous training of civil servants. However, the performance of the Special Competence Examinations had to be interrupted for a necessarily short period of time. Thanks to the great efforts of the Institute's staff, in cooperation with the guarantors of the administrative activities of the relevant ministries and the examiners, most of the examinations were completed by the end of 2020. In 2021, the situation in the field of training and, in particular, in the preparation for the special professional competence examinations was similar to that in 2020. The performance of the special professional competence examinations and the examinations under the Misdemeanour Act was maintained throughout the year, both at the Training Centre in Benešov and at the Institute's headquarters in Prague.

In order to expand current knowledge in the field of administrative activities, cyber security, increase skills for public service and acquire managerial competences, the Institute organised training courses for civil servants and senior officials of public administration offices in 2020 and 2021. Traditionally, a considerable amount of activity has been devoted to training of elected representatives of territorial self-government units, where, in cooperation with the Ministry of the Interior, a training cycle was held to acquire financial competencies. The Institute works closely with the Association of Municipal and Municipal Office Secretaries of the Czech Republic, the Association of Adult Education Institutions, academia and other entities in providing training needs.

The development of international cooperation with institutions training public administration officials in EU and non-EU countries was also not neglected in 2020 and 2021. Bilateral and multilateral negotiations and exchanges of experience in training municipal employees took place, especially during the coronavirus epidemic. All international activities took place online.

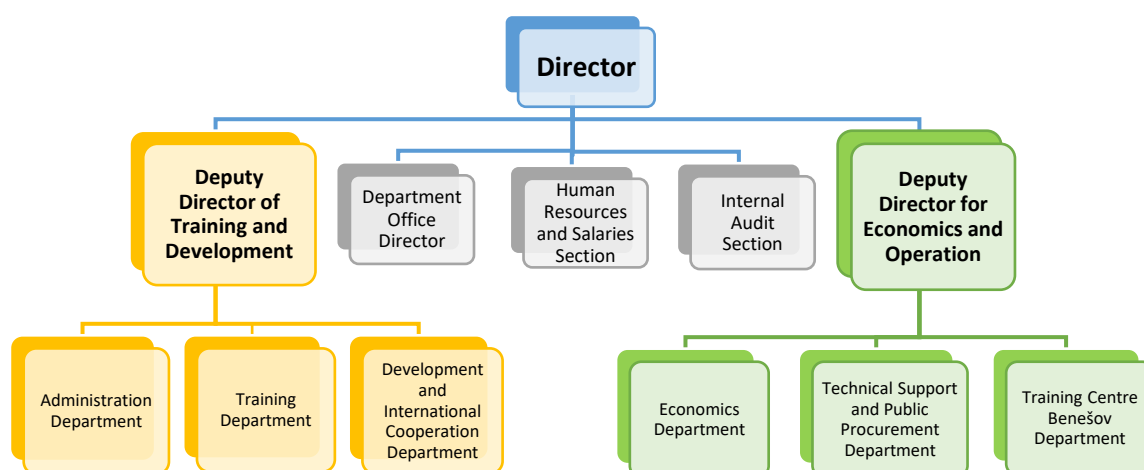
Despite the unfavourable epidemic situation, the Office on the Road to Equality competition was successfully held and the Institute, in cooperation with the Office of the Government of the Czech



Republic and the Ministry of the Interior, implemented the fourteenth edition of the competition in 2020. However, it was not possible to hold the award ceremony for the winners of each category in 2020 in person and this exceptional event was postponed until 2021, when the award ceremony for the winning offices took place.

One could describe many other activities that the Institute successfully implemented in 2020 and 2021. A fundamental pillar of all the Institute's work is to provide the highest quality services, both training services and services that create the total package of care for our customers.

4. ORGANIZATIONAL STRUCTURE AND MANAGEMENT



The Institute is headed by its Director, JUDr. Anna Doležalová. She is directly responsible for the Director's Office, the Personnel and Payroll Department and the Internal Audit Department.

The Institute is further divided into two sections. The Training and Development Section is headed by Deputy Director Mgr. Dušan Zouhar, MBA, LL.M. This section includes the Administration Department, the Training Department and the Development and International Cooperation Department.

The Head of the Economics and Operations Section is Deputy Director Ing. Adriana Vytisková. This section includes the Economics Department and the Technical Support and Procurement Department, which was created in 2020 by merging the Technical Support Department and the Procurement, Central Purchasing and Methodology Department.



In 2021, the same organisational structure has been maintained, but the procurement agenda has been integrated into the Economics Department, so that the Technical Support Department continues to operate independently.

5. TRAINING

Special professional competence pursuant to Act No. 312/2002 Coll.

In 2020, a total of 2,466 civil servants were registered with the Institute by local authorities to verify their special professional competence by examination. The Institute received the largest number of applications for verification of special professional competence for the performance of administrative activities in the social and legal protection of children, in the financial management of territorial self-government units and its review, and in territorial decision-making and decision-making in the field of building regulations and expropriation.

In 2020, 88 regular examinations were held for all 32 special professional competences and the general part of the special professional competences for heads of authorities. There were 106 re-examination dates. A total of 2,032 officials participated in the examinations.

The number of officials trained and the number of examination dates were significantly affected by the epidemic situation in 2020.

3,137 officials attended preparatory courses for the Special Competence Examination on 202 dates. The new courses were also held in the distance learning format. At the time of the emergency measures, when they could not be held as usual in person at the Benešov Training Centre, the Institute offered an alternative in the form of eLearning courses, webinars or a combination of both.

In 2021, the Institute received 2,363 applications for the special professional competence examinations. Most of the applications were again for administrative activities in social and legal protection of children, financial management of territorial self-government units and its review, and in territorial decision-making and decision-making in the field of building regulations and expropriation.

There were 142 regular and 179 repeat examination dates. In total, nearly three and a half thousand officials were tested on all dates.

A cumulative total of 4,784 officials attended the preparatory courses. The training was both face-to-face and distance learning.

Training of senior officials pursuant to Act No. 312/2002 Coll.

The duties of senior officials in the field of training are regulated by Paragraph 27 of No. 312/2002 Coll., on officials of territorial self-government units and on amendments to certain acts (hereinafter



referred to as "the Act"). Training includes a general part and a special part. The general part, consisting of two consecutive courses totalling 38 teaching hours, was attended by 74 senior officials.

Nineteen terms of monothematic special sessions of 6 teaching hours and the eLearning course for heads of offices were attended by 129 persons. The modules focusing on administrative activities were the most popular in nature and landscape protection, trade business and administrative activities in financial management of territorial self-government units and its review.

In 2021, two terms of the general part of the training of senior officials were implemented, with 65 senior officials completing the entire course in the form of two camps.

There were 18 courses for the special part, with a total of 89 senior officials attending.

A 5 x eLearning course was opened for Heads of Offices and 25 persons completed it.

Initial training of local government officials pursuant to Act No. 312/2002 Coll.

Every official is obliged by law to complete the initial training of central self-governing unit (USC) officials within 3 months from the date of employment. A civil servant who has a special professional competence is not obliged to undergo initial training. The course was conducted through eLearning, from 1st to 21st of every month. In 2020, 12 courses were conducted, attended by 643 officials.

In 2021, the course was run again 12 times with 810 officials attending.

Continuing training for local authorities and state administration

Continuing training courses have been significantly affected by the epidemic situation in the spring and autumn of 2020. Most of the full-time courses have been cancelled or rescheduled for the following year. Selected courses were delivered by webinar, but priority was given to ensuring preparation and testing of specific competencies so that officials would meet the statutory deadlines. In 2020, 197 courses were delivered to 1,652 participants.

The situation in 2021 was again marked by an epidemic situation. Continuing training courses were offered in both full-time and distance learning formats. The greatest interest was in the preparatory courses for the examination under Act No. 250/2016 Coll. A large number of courses were run by the Institute for the founder. 126 courses were attended by 2,472 people.

Professional competence exams pursuant to Act No. 250/2016 Coll.

The year 2020 was the year of preparation for the professional competence examination pursuant to Act No. 250/2016 Coll. and the actual conduct of the examinations were significantly affected by the epidemic situation in the Czech Republic. Nevertheless, it was possible to run preparatory courses for six authorities at their locations, as well as the subsequent examinations.

A separate examination was conducted for two offices. The planned preparatory courses for other institutions could no longer be implemented in the required full-time form and were postponed until 2021.

A total of 29 examinations were held in 2020, with 217 participants passing. There were 8 dates for remedial examinations, which were taken by 44 officials.

The year 2021 also brought complications due to the ongoing epidemic. A number of preparatory courses and subsequent examinations, conducted on demand, were moved to new dates and the form of preparation was often changed from full-time to distance learning.

In addition to the Institute's headquarters in Prague, the 2021 exams took place all over the country, e.g. in Mělník, Kadaň, Kolín, Valašské Meziříčí, Mikulov, Chomutov, Zlín, Ostrava, Brno and many other cities. Preparatory courses and examinations were also conducted in the seats of administrative offices by agreement. For example, fifteen examinations were held at the headquarters of financial offices, and examinations for the State Veterinary Administration were held in six cities.



In 2021, a total of 102 regular examinations were held, with 1 132 participants. 119 officials passed the re-examinations, of which 22 were held. 1,092 officials successfully passed the examination.

Management Study Programmes

In the spring of 2020, 19 students from the last run of the MBA D attended the study programme

Security Management Studies for Security Forces, which ended with the award of the professional degree Master of Business Administration (MBA). The course of study was also affected by the COVID-19 pandemic, so part of the study was transferred to an online environment. The final examinations were conducted in a face – to – face form when the epidemic situation at the time allowed it.



In 2020, the Institute opened two new courses of the management training programme for public administration, culminating in the award of the professional degree Master of Public Administration



(MPA) for 35 participants. A total of 55 learners studied in 2020 in all ongoing courses. Due to the epidemic situation, most of the study courses were conducted online.

In 2020, the Institute was preparing a new MBA programme of Security Management Studies for members of the security forces so that the first candidates could be admitted in early 2021. The Institute responded to the high demand for this type of study from the security forces, which persisted after the last applicants for the original MBA programme were admitted to study in 2019.

In 2021, a total of 86 students were studying in the management programmes. In February, 23 students were admitted to the next run of the Security Management Studies programme MBA for security officers. In September, the Institute admitted a total of 16 new students to the Management Training for Public Administration programme, finished by the awarding of the professional degree of Master of Public Administration and 12 students to the MBA programme.

Initial follow-up training pursuant to Government Resolution No. 899 of 7 September 2020 on the Framework Rules for the Training of Employees in Administrative Authorities

The eLearning training programme "Initial training follow-up" is intended for employees in administrative offices and aims to deepen and consolidate the knowledge and skills of the target group in the field of public administration, ethics and EU law following the initial training. Also in 2020, the Institute conducted six runs of the course with 215 participants in the initial follow-up training.

In 2021, five courses were implemented with 122 participants.

Initial follow-up training pursuant to Government Resolution No. 899 of 7 September 2020 on the Framework Rules for the Training of Employees in Administrative Offices and Service Regulation of the Deputy Minister of the Interior for the Civil Service No. 4 of 5 November 2019 laying down the Framework Rules for Training in Service Authorities

The eLearning course was created on behalf of the Institute's founder, the Ministry of the Interior. It is an introductory training course designed for new employees in administrative offices. The course content was updated in September 2020, including the final test. The course contains a total of 20 study chapters. In 2020, 9 runs were conducted, attended by 189 employees.

In 2021, the content of the course was updated on 15 October 2021. A total of 12 runs were conducted in that year, involving 442 persons.

Study materials for the general part of the Special professional competence

The eLearning course "Study materials for the general part of the Special Professional Competence" is a supplementary course to the preparation for the general part of the Special Professional Competence examination. It is made available to participants one month before the start of the face-to-face course



for the general part of the special professional competence exam and is open until the last day of the regular examination. In 2020, 270 persons attended.

In 2021, 405 persons ordered study materials.

Corruption, ethics and whistleblowing

The eLearning course was developed in cooperation with the Anti-Corruption Unit integrated into the Conflict of Interest and Anti-Corruption Division of the Oversight and Justice Section of the Ministry of Justice. The programme focuses on forms of corruption, detection of corrupt behaviour, ethical standards and codes. In 2020, 623 students completed the course in 9 terms. The greatest interest in the course was shown by state administration authorities (e.g. the State Office for Nuclear Safety), and the Statutory City of Zlín among authorities of territorial self-government units.

In 2020, the Institute has developed a free follow-up course on Corruption, Ethics and Whistleblowing for advanced students in cooperation with the Anti-Corruption Unit. A total of three courses were held, in which 33 civil servants were interested.

In 2021, 213 people attended the courses on 6 dates. **The Corruption, Ethics and Whistleblowing Advanced Course** was attended by 35 people over 6 dates.

Cybersecurity courses

In 2020, the implementation of eLearning courses on cyber security issues continued in cooperation with the National Office for Cyber and Information Security. The content of the courses was updated in the first half of 2020 to ensure that the courses provide up-to-date information, also taking into account feedback from participants and course graduates. In 2020, more than 24,000 people attended the courses.

In 2021, the Institute no longer offered these courses. The agenda was transferred directly to the National Office for Cyber and Information Security.

Other training events

Integration of foreigners

Based on the request of the Department of Asylum and Migration Policy of the Ministry of the Interior, the Institute implemented two runs of the training event "Integration of Foreigners" in 2020, which, due to the pandemic situation, took place mainly online, using the MS TEAMS application. A total of 46 participants successfully completed the course.

In 2021, this training event was repeated in the form of face-to-face meetings for 45 participants.



Representative in Course III

Training in the area of financial management of local governments for elected representatives "Representative in the Course" was financed within the project Implementation Unit of the Ministry of the Interior of the Strategic Framework for the Development of Public Administration of the Czech Republic for the period 2014 - 2020, reg. no. CZ.03.4.74/0.0/0.0/15_019/0000125, from the Operational Programme Employment. In 2020, the third run of this successful and highly demanded by the target group training event was implemented. Twenty-seven face-to-face (later in the form of on-line) seminars were implemented, which expanded the knowledge acquired in the eLearning courses (a total of 3 thematic modules). A total of 1,114 municipal, town and district councillors attended the seminars themselves.

Towards the end of 2021, preparatory work for the fourth round of training for councillors was underway. The current training events will start in the first half of 2022.

Preparation for the Czech Presidency of the Council of the EU

The Institute has been entrusted with the implementation of training events by the *Concept of Training of Employees in the Service and Other Administrative Offices for the Czech Presidency of the Council of the EU*. The content guarantor of all three courses is the Office of the Government of the Czech Republic.

These are two face-to-face courses and one eLearning course. *Negotiation Skills for Working Group Chairpersons and their alternates*, *Communication Skills in Written and Verbal Communication for Working Group Chairpersons and National Representatives in Working Groups*. eLearning course *Knowledge of the Functioning of the EU and the National System of Coordination of European Policies* is intended mainly for organisational and logistical staff. The Institute worked intensively on the preparation of the courses at the end of the year.

The current training phase started in June 2021 and will continue until May 2022. The courses are designed as two-day courses and are conducted in Czech language. The afternoon part of the second day of the Communication Skills in Words and Writing course was conducted in English, and the second day of the Negotiation Skills course was also partly conducted in English. eLearning course Knowledge of the Functioning of the EU and the National System of Coordination of European Policies was conducted in six-week cycles.

Since the beginning of the training until December 2021, a total of 19 Negotiation Skills courses have been held, of which 2 are face-to-face and 17 are online. 222 participants were registered for the courses and 208 received certificates.

In the case of the Communication Skills in Words and Writing course, a total of 35 courses have been held by the end of 2021, of which 8 are face-to-face and 27 are online. 435 participants were enrolled in the courses and 416 received certificates.



The eLearning course had 14 completed runs in the year, with 1,040 participants enrolled and 946 completing the course.

Training of trainers

The basic prerequisite for the quality activity of an training institution is the work of lecturers and examination commissioners, their high expertise and knowledge of pedagogical processes and the use of professional skills. The Institute has been systematically developing its lecturers and examiners for a long time. Every year it prepares a training offer in the field of lecturing skills and personal development. In 2020, 7 events were held for 71 participants. *The How to Webinar and Virtual Training courses* were the most popular in a time of predominantly distance learning.

Due to the pandemic situation, lecturing skills courses have been curtailed. Cooperation with lecturers was concentrated in the area of mainly technical support for distance learning. The Institute was authorised by the Ministry of Education, Youth and Sports under Act No. 179/2006 Coll., on the verification and recognition of the results of further education and on amendments to certain acts (Act on the recognition of the results of further education), as amended, for the professional qualification of a lecturer in further education. Preparatory courses for the examination and the examination are offered to cooperating lecturers as part of the lecturer training.

6. DEVELOPMENT OF THE INSTITUTE

6. 1. Meeting with heads of personnel departments of regional authorities

On 13 February 2020, a meeting of the Institute's Director, JUDr. Anna Doležalová, and representatives of the Ministry of the Interior of the Czech Republic with heads of personnel departments, HR managers and HR assistants of regional authorities was held at the European House in Prague to discuss the effectiveness of the Institute's communication with regional authorities and the flexibility of the response to the requirements of HR officers, what measures the Institute has taken in this direction and what others it is planning in the future, the new system of training of trainers and the upcoming courses with case studies on selected professional topics.

For the development area, the results of an analysis of the training needs of the type II and III municipalities were presented.

The conference participants also received information about the planned International Summer School of Public Administration Training, but due to the pandemic situation this event was cancelled and postponed to a more convenient time.

In the field of training, the conclusions of the roundtable discussion on the causes of exam failure were discussed. In this respect, the Institute will focus, among other things, on increasing the awareness of officials about the examination process, on a training programme for exam preparation, and on methodological and coordination work with lecturers, examiners and supervisors.



The good cooperation with the authorities also allows the deployment of some courses in the territory. A brochure with information on the special proficiency tests is being prepared to serve as a guide for HR and civil servants. A suggestion was made to return to the preparation and examination module, where the examination is immediately preceded by a revision. During 2020, the Institute, in cooperation with the sponsors, has prepared changes so that the time of absence of the official from the office and the financial costs have not been not affected.

Regarding the establishment of cooperation with other educational entities, the Institute has prepared a memorandum on cooperation with the Technical University of Ostrava. The Institute now has a modern Learning Management System, which is also used for preparation for the general part of the Special Professional Competence exam and access to mock tests. A brochure "Special Professional Competence Exam Guide" is also in preparation. There was also discussion on the deadlines for submission, passing, registration and the process for excuses for the exams. A clearer website was also presented, with the intention of preparing a page for each Special Professional Competence exam.

Representatives of the Ministry of the Interior of the Czech Republic informed the present HR specialists about the standards for accreditation of the preparation for the Special Professional Competence examination as a training programme, procedural issues and procedures for recognition of educational equivalence.

It is planned to organize such regular meetings of HR managers and HR specialists in the future.

6.2 Conference on distance learning for HR managers and HR specialists of regions and municipalities

On 8 October 2020, a conference on distance learning for HR managers and HR specialists of regions and municipalities was held. The pandemic situation did not allow its originally planned face-to-face form in the representative premises of the Lichtenstein Palace in Prague's Kampa, and therefore as an alternative solution, a combined form was chosen in cooperation with the ministry, where the target group of HR specialists and HR managers, including several secretaries and secretaries, were connected to the conference remotely.

The programme, designed in blocks, introduced the participants to the issue of distance learning from the point of view of an expert who has been working on this phenomenon for several years. The second block was devoted to the presentation of activities and plans of the Institute for Public Administration Prague in the field of distance education from the perspective of pedagogical and technical support and offered an international comparison.

The final part consisted of very welcome examples from practice, which were presented by the secretary of the Prostějov City Council Ing. Blanka Vysloužilová, MBA and the Secretary of the Municipality of Litoměřice Mgr. Milan Čigáš.

6.3 Announcement of the Authority on the Way to Equality Competition

The fourteenth edition of the Authority on the Way to Equality competition was announced by the Institute, together with the Ministry of the Interior of the Czech Republic and the Office of the Government of the Czech Republic on 20 June 2020 on the theme "Security in Public Space from the Perspective of Equality between Men and Women". A total of 42 type I, type II and type III municipalities applied for this competition.

The award ceremony associated with an expert conference was originally planned in November 2020, but due to the epidemic situation it was postponed to 2021.

The activities of the municipalities were evaluated by a committee composed of representatives of the Government Office, the Ministry of the Interior of the Czech Republic, the Institute, the Prague City Hall, regional authorities and the non-profit sector. The municipalities were evaluated according to criteria that reflect the issue of security from the perspective of gender equality. A specific sub-theme was the experience of municipalities from the impact of the COVID 19 pandemic.

The questionnaires showed that most municipalities are now conducting an analysis of citizens' security needs in cooperation with the Police of the Czech Republic by creating fear maps or identifying dangerous locations, in the creation of which citizens participate. The overall concept of crime prevention and, in some cases, the establishment of a public order prevention officer are helpful. Ensuring security is also part of other projects such as the "Smart City", "Healthy City", "Family Friendly Municipality", identifying senior-friendly places or "European Mobility Week". Awareness-raising events such as the "Health and Equal Opportunities Day" are organised, which take into account the gender dimension in the aspect of municipal security.

Municipalities are also inspired by good practice from abroad. In the area of creating safe public spaces future users can co-design projects in the planning phase. Emphasis is placed on the height of green areas, accessibility and pavement surfaces, clarity of intersections and energy efficiency of street lighting. The installation of CCTV systems in the streets is now mostly standard. In larger cities, there are active Senior Academies in SeniorPoints, which focus on the safety and awareness of seniors in modern society.



Winning municipalities of type I, II, III of the competition "Authority on the Way to Equality" for 2020			
Ranking of the top ranked municipalities in a given category:			
Municipality	1st place	2nd place	3rd place
Type I municipalities	Hlavice	Stráž pod Ralskem	Květnice
Type II municipalities	Starý Plzenec	Dobřany	Postoloprty
Type III municipalities	Litoměřice	Třebíč	Municipal district of Prague 22 Most (same number of points)



In 2021, the Institute organised the 15th annual Authority on the Way to Equality contest on the theme "Examples of Good Practice in the Public Administration in the Time of the Covid-19 Pandemic from the Perspective of Gender Equality" and was indeed affected by the pandemic. Because of it, the final expert conference at which the winning municipalities present their projects could not take place.

The contest was launched on 1 July 2021 and the closing date was 25 September 2021. 23 entities participated - 5 regional authorities, 3 type I municipalities, 4 type II municipalities and 11 type III municipalities. The announcement of the winners with the presentation of awards for 2020 and 2021 took place during the conference of the Ministry of the Interior of the Czech Republic - Modern Public Administration in November 2021 in Olomouc.

Winning regions and municipalities of type I, II, III of the contest "Authority on the Way to Equality" for the Year 2021			
	1st place	2nd place	3rd place
Regional authorities	Region of Vysočina	Region of Olomouc	Southmoravian Region
Type I municipalities	Chlumčany	Hlavice	Květnice
Type II municipalities	Starý Plzenec	Dobřany	Bor u Tachova
Type III municipalities	Brno-střed	Chomutov	Třebíč



During the pandemic, the municipal authorities looked into the possibility of using flexible forms of work for their employees and switched to a teleworking regime for a certain period of time. This situation was handled well by the authorities and working from home, home-office, became a normal part of their working life, especially for women, and especially mothers. Regions, towns and municipalities also had to deal with the closure of schools and nurseries, as the care of children and the elderly fell most heavily on women.

The need for effective communication with citizens through websites and online advice centres has also become a key issue. Many authorities have introduced rent relief for single parents, provided crisis apartments because single mothers lost their jobs as a result of the pandemic and could not pay the rent, and in some cases provided free lunches. During the period of compulsory distance training, the authorities also helped with the provision and distribution of laptops to families with larger numbers of children.



Municipalities have often had to provide assistance in addressing and preventing the increased incidence of domestic physical violence in families. Municipalities also supported the provision of psychological assistance to those in need. Municipal authorities cooperated well with the police in ensuring security. Assistance to people with reduced mobility and outreach support to foreign workers was cited as good practice by regional authorities. Transport services to vaccination and testing centres had also been improved in the interest of pro-family and pro-senior policies.

The evaluation of the Office on the Way to Equality competition showed that the provision of assistance and action in crisis situations was handled very well by the authorities within their capacity. However, there are differences in the perception of the gender dimension of the crisis situation and the involvement of women in crisis management between the offices and there is certainly room for

improvement and look for reserves. Awareness-raising activities on gender equality in public life should continue.

7. STRATEGY AND ACTION PLAN OF THE INSTITUTE

The Institute has established and developed a Strategic Development Plan for its activities, which is elaborated in detail in the Action Plan for a period of three years, active from 2019 to 2021. Members of the Steering Committee are representatives of the Institute's management and heads of individual departments - expert guarantors. According to the Rules of Procedure, the Steering Committee meets 4 times a year.

7.1 The Institute's Corporate Social Responsibility Strategy

In 2020, the Institute updated its Strategy for Fulfilling the Value of Social Responsibility, which was already outdated and did not meet the needs of a modern training institution. A wide-ranging discussion was held on the development of the new strategy, with many ideas that gradually filtered down to the final form of the document.

The strategy is based on 3 pillars: economic, environmental and social. Compliance with the economic pillar is largely determined by the law; we have therefore focused mainly on the environmental and social pillars. In the environmental field, many of the planned measures concern the garden at the Benešov Training Centre. For example, we want to create a water habitat and plant suitable trees. Meadow flowers will be created in elevated areas and the garden lawn will not be cut short. This will improve the environment, especially for insects.

Other measures concern the operation and the responsibility of each employee: to save paper, energy, sort waste. As a reminder to save printing, all employees have a disclaimer attached to their signature in the mail. We have also made a commitment in terms of our carbon footprint and the Institute's fleet: to reduce our average CO₂ emissions by 20 % by 2023.

In the social pillar, we discussed the use of home-office, volunteer activities (for example, in the form of a day to help a selected non-profit organization), cooperation with Benešov City Hall and greater involvement in the local community, as well as training activities for employees (for example, language courses).

The implementation of the measures (especially in the social area) was fundamentally affected by Covid-19. Language courses, volunteering or cooperation with the Benešov town hall were practically impossible to implement in 2020. Much space also had to be devoted to adaptation to online learning and other rapid changes associated with the pandemic. However, we believe that it will be possible to return to the topics raised in the coming year.



7.2 The Institute has become an Authorised Person for Further Education

In 2020, the Institute was authorized by the Ministry of Education for 2 professional qualifications - Lecturer of Further Education and Manager of Further Education. We have thus expanded our portfolio of activities by the possibility of organizing preparatory courses and examinations for these 2 qualifications for those interested members of the public who wish to work as lecturers in adult education or in managerial positions in educational organizations. In 2020 we also started preparing both an exam and a preparatory course for the Further Education Lecturer qualification. They were offered to the public in 2021.

8. INSTITUTE AND MEDIA

8.1 Summary of Articles Published in the Journal Public Administration

February 2020

Integrating Foreigners - You Are Not Alone! (p. 23)

The MBA Programme has 15 New Graduates (p. 32)

March 2020

Cooperation with Regional HR Officers is Important (p. 32)

Annotation (p. 32)

The Next Cycle of the MPA Study Programme Has Begun (p. 33)

New Developments in Misdemeanour Exams (p. 33)

May 2020

How to Help Officials to Pass the Special Professional Competence exam (p. 34)

IPA Prague Training Activities (p. 35)

Practical Information (p. 35)

June 2020

Specific Competence for Administrative Activities (p. 34)

Annotation (p. 35)

MPA Training Programme Trailer (cover page)

July 2020

Preparing for the Czech EU Presidency (p. 30)

Institute and Distance Learning - eLearning in a New Guise (p. 31)



Authority on the Road to Equality will Continue This Year (p. 32)

August 2020

Distance Learning is Gaining Ground across Europe (p. 33)

To Work as a Skilled Professional, You Need to Become One (p. 34)

September 2020

News in the Autumn Course Offer of IPA Prague (page 34)

October 2020

Autumn Offer of IPA Prague Courses - cover page

Online Education is a Challenge for All (p. 18)

November 2020

Institute for Public Administration Prague online (p. 26)

Jan Lorman: We Must Not Deprive People of the Ability to Manage Their Condition (p. 8)

December 2020

Institute for Public Administration Prague is Moving – cover page

MPA for Public Administration – cover page

January 2021

Does the Misdemeanour Law Exam Apply to You? (p. 38)

MBA Studies Return to the IPA Prague Offer (p. 38)

We Choose for You from the Course Offer (p. 40)

Institute for Public Administration Prague Has Moved (cover page)

February 2021

Preparation of Officials for the EU Council Presidency Already Has a Clear Framework (p. 38)

DISPA Teleconference Brings Interesting Topic Again (p. 38)

The Institute Has Received Authorisation for Additional Professional Qualifications (p. 39)

MPA Training Programme Implemented by IPA Prague (p. 39)

We Choose for You from the Courses Offer (cover page)

ivs.pro/ia

Jana Malíková
odělení
vzdělávání

Zkoušku musí zvládnout téměř 7 tisíc úředníků

Institut pro veřejnou správu Praha věnuje ve spolupráci s Ministerstvem vnitra a s úřady, jejichž úředníci osob se zkouška týká, tomuto tématu velkou pozornost. Zkouška podle zákona č. 250/2016 Sb., o odpovědnosti za přestupky a řízení o nich se týká totiž 6 738 osob.



Vzhledem k vysokému počtu osob a krátkému se času jsou zkoušky a příprava na ně jednou z největších priorit pro letošní rok. Zkoušky je nutno složit do 31. prosince roku 2022. Největší část z úředníků, kterých se týká, působí na městských a obecních úřadech – 3 296, následují ministerstva a jim podřízené správní úřady s počtem 2 980 oprávněných osob. Na krajských úřadech pracuje 404 úředníků, kteří mají zkoušku před sebou a 98 působí na ostatních úředních správních úřadech a úřadech jim podřízených.

„Intenzivně komunikujeme jak s ministerstvy, úředními správními úřady a úřady samosprávních celků. Úřady samy jsou oprávněny přihlásit úředníky ke zkoušce. Proto je třeba vše pečlivě plánovat tak, aby byly vzdělávací kapacity IVS Praha optimálně využity. Úřadům vedle námi plánovaných a vypsáních termínů zkoušek nabízíme i zkoušky a přípravu přímo u nich v místě a čase, které jim vyhovují“, vysvětluje ředitelka Anna Doležalová.

Institut připravil harmonogram termínů zkoušek na rok 2021 pro 3 400 osob, s plánovanou rezervou pro cca 500 osob. Termíny jsou plánovány jak do Prahy, tak i do vybraných krajů. Počítá se i s termíny, které budou stanoveny po individuální dohodě s úřady. Praxe konání příprav a zkoušek přímo v místě úřadu se dlouhodobě osvědčila. Úspěšně

proběhly přípravy a zkoušky na městských úřadech v Hustopečích u Brna, v České Třebové, v Zateci, Litoměřicích, Ústí nad Labem a Trutnově, dále pak zkoušky na krajském úřadě Jihočeského kraje či v Olomouci. Jednáni s dalšími úřady o zkouškách přímo v místě dále pokračují. Stejně tak komunikační aktivity směřem k úřadům. V této věci IVS Praha velmi úzce spolupracuje s odborem veřejné správy, dozoru a kontroly a odborem legislativy a koordinace předpisů Ministerstva vnitra.

Můžeme vás připravit

„Pro zájemce o zkoušky jsou připraveny kvalitní přípravné kurzy. Vzhledem k přetrvávající nutnosti distančního studia jsme našli nabídku rozšířit o další možnosti, například o zcela nový e-learningový kurz. Nyní tedy mají zájemci další dvě možnosti, jak se na zkoušku připravit.“ říká Anna Doležalová.

E-learningový kurz připravy ke zkoušce podle zákona č. 250/2016 Sb., umožní dostatečnou množství zájemců přípravu k úspěšnému zvládnutí zkoušky. Kurz obsahuje texty ke zkoušce, audio výklady lektorů, kontrolní otázky, otázky k procvičování, informace ke zkoušce a seznam právních předpisů. Bude zahájen vždy 1. a 15. den v měsíci a bude uživatelsky přístupný po dobu 60 dní.

Druhou možností přípravy ke zkoušce je vzdělávací program realizovaný v elektronické podobě formou webinarů (online výuka 1:1 ve vztahu k prezentační formě), který bude nabízen jako alternativa k prezentační výuce původně plánované v Benešově. Délka webinarů bude obdobná jako prezentační příprava, tj. 12 výukových hodin.

U obou vzdělávacích programů byla udělena akreditace vzdělávacího programu podle zákona č. 312/2002 Sb.

„Institut vydal k 19. březnu 709 osvědčení o absolvování zkoušky. Věřím, že do konce roku 2022 ve spolupráci s úřady Institut pro veřejnou správu Praha dále prozkoumá všechny úředníky, kteří zkoušku potřebují proto, aby mohli pokračovat ve své profesi“, uzavírá Anna Doležalová.



March 2021

Looking Back at 2020 in Numbers (p. 39)

A Selection of Our Courses (cover page)

April 2021

Nearly 7,000 Civil Servants Must Pass the Exam (p. 34)

Examination of the Professional Competence of Officials Authorised to Perform Administrative Acts in Misdemeanour Proceedings – advertisement (p. 35)

We Select for You from a Range of Courses (cover page)

May 2021

MPA for Public Administration (p. 40)

Special Professional Competence Exam for Officials Authorised to Perform Administrative Acts in Misdemeanour Proceedings (cover page)

June 2021

The 15th Annual Authority on the Road to Equality Competition to be Held again in Autumn (p. 40)

Want to Gain a New Professional Qualification as a Further Education Lecturer? Now You Can (p. 40)

Examination of the Professional Competence of Officials Authorised to Conduct Acts of the Administrative Authority in Misdemeanour Proceedings (cover page)

July 2021

Quality Preparation and Training are among the Prerequisites for a Successful Presidency (p. 40)

The Authority on the Way to Equality (p. 40)

Examination of the Professional Competence of Officials Authorised to Perform Administrative Acts in Misdemeanour Proceedings – advertisement (cover page)

August 2021

MPA for Public Administration

The MPA for Public Administration Managers Programme has More Graduates

Special Professional Competence Exam for Officials Authorized to Perform Administrative Acts in Misdemeanor Proceedings

September 2021

Face-to-Face Lessons Returned to Benešov

Examinations of the Misdemeanour Act in Numbers

Examination of the Professional Competence of Official Persons Authorised to Perform Administrative Acts in Misdemeanour Proceedings



October 2021

Do You Have Your Qualifications and You Want to Pass on Your Experience? (p. 39)
Institute for Public Administration Prague Welcomed New Students of Management Training Programmes (p. 39)
How to Pass the Special Professional Competence Exam? (p. 40)

November 2021

A Practical Guide to Help you Pass the Special Professional Competence Exam (p. 39)
From January, the Institute Will Offer Online Consultations to HR Professionals (p. 39)
Round Table on the Amendment to the Act on Aid in Material Distress (p. 40)
Home Office Is Still a Hot Topic Even for the State Administration (p. 40)
Take Part in the Expert Conference on the Office on the Way to Equality Competition (cover page)
MPA for Public Administration (cover page)

December 2021

The Contest for the Best Equal Opportunities Authorities Has Its Winners (p. 39)
MPA for Public Administration, LL.M. for Public Administration (cover page)

8.2 Editorial Activity

In 2020 and 2021, the Institute continued to publish professional scripts primarily intended as supplementary study material for the audience of training events.

Newly published titles include "Fundamentals of Monument Care" by Mgr. Jiří Vajčner, Ph.D. and JUDr. Martin Zídek and "Financial Management of Local Government" by Ing. Miroslava Vojtíšková and Mgr. Petr Kuš.

Another popular publication is "Administrative Code" by Mgr. Ivan Tobek, Mgr. Karel Hruška and JUDr. Petr Voříšek, Ph.D., which was reprinted in its second updated edition in 2020, or "Basic Characteristics of Public Administration" by Mgr. Jan Břeň, which was published in 2021 in its third updated edition.



8.3 Newsletter

In 2020, two issues of the newsletter were published, which traditionally aims to inform the professional public about the activities and news of the Institute. In addition to information on training activities and conferences, international cooperation and editorial activities, the June newsletter also included updates on postponed examinations and preparatory courses in connection with epidemic measures, and an important topic of the December newsletter was details of the Institute's move to new premises.

NEPŘEHLÉDNĚTE



Institut se přestěhoval

Najdete nás v moderních prostorech na adrese Baarova 2, Praha 4

Po letech v Dlážďené ulici a na Senovážném náměstí Institut mění své pražské sídlo. V Baarově 2 na Praze 4 naleznete od 16. listopadu 2020 ředitelství a pražská oddělení Institutu pod jednou střeou (oddělení vzdělávání pak od ledna 2021). Až situace umožní konání prezenčních akcí, budou se v novém sídle konat opakované zkoušky a zkouška odborné způsobilosti podle zákona č. 250/2016 Sb., o odpovědnosti za přestupky a řízení o nich.

Změna sídla se netýká Vzdělávacího střediska Benešov.



Institut pro veřejnou správu Praha, Dlážďená 6, 110 00 Praha 1, www.institutpraha.cz, newsletter@institutpraha.cz

9. BENEŠOV TRAINING CENTRE

The Benešov Institute's Training Centre served in 2020, as in previous years, as the main centre for training and deepening the qualifications of state and local government officials.



Compared to 2019, the pandemic situation in the Czech Republic has led to a significant decrease of more than 50% (3,958 in total) in the number of people staying at the training centre. There were also only 8 commercial events, which marked a reduction of more than 70% compared to the previous year. The catering department thus delivered 9,220 breakfasts, 18,089 lunches and 9,223 dinners. Twenty-eight staff members were involved in the running of the training centre.

As part of the modernization of the entire campus, several planned projects were implemented in 2020, which significantly contributed to the improvement of the environment of the training centre. Interior building renovations consisting of replacing doors in classrooms, offices and restrooms were successfully completed. In the hotel part, these modifications included the replacement of bathroom doors and glass balcony walls on the upper floors. The appearance of the lobby and café area has also changed with new furniture and design changes. Audiences will also appreciate the more comfortable



classrooms and more modern furniture. The new state-of-the-art CCTV system, which meets the most stringent criteria in this area, has undoubtedly helped to increase the security of the building.

In 2021, the Benešov Training Centre recorded an increase in the number of persons accommodated to 8483, despite some remaining pandemic restrictions. Compared to 2020, when there was a sharp decline for the same reasons, this represented an increase of more than 50%. The Centre also hosted 11 events of other activities, corresponding to approximately 80% of the pre-vaccine period. The catering section served 8281 breakfasts, 18036 lunches and 8057 dinners. Twenty-seven staff members were involved in the running of the training centre.

In accordance with the Institute's development strategy, several planned projects were implemented in 2021, which undoubtedly contributed to the increased comfort of the audience and staff. A modern sound system was newly installed in the congress hall and classrooms, and a videoconferencing system corresponding to the latest trends was connected in a small meeting room. The contract for the supply and implementation of a hotel system was successfully implemented, which, among other things, brought simplification and streamlining of the daily work activities of the Centre's employees. The security system was also completely renovated and the next stage of the replacement of the outdated water supply system in the Training Centre Benešov building was also carried out. As part of the next stage of the modernisation of the catering section, a professional food preparation machine and a large-capacity dishwasher were purchased and installed in the kitchen.



10 INTERNATIONAL COOPERATION

10.1 DISPA

On 2 July 2020, a DISPA teleconference co-organised by the Croatian National School for Public Administration and the Brussels-based European School of Administration took place on the Zoom platform, mainly focusing on distance learning, measures taken during the coronavirus crisis, lessons learned and future perspectives. Participants agreed that the transition to distance learning in the form of eLearning courses and webinars was very important, as was



quality home-office work. Not every professional topic is suitable for distance learning (e.g. soft skills training). The need for training in leadership and crisis management was mentioned, as well as flexibility as an important element in balancing distance and face-to-face learning. New skills are needed for distance learning and for effective home working, including people management at a distance. The need to increase attractive webinar content that is not just a temporary substitute for face-to-face training, access to technical stuff, acquisition of soft skills, digital skills of employees, effective assistance to trainers in the transition to the use of new communication technologies were highlighted.

During the Croatian Presidency of the EU Council, a meeting was held on 24 September 2020 due to the pandemic situation, online, where issues such as "Training of Trainers" and "Changes in Training Institutions in Relation to Coronavirus" were addressed in the context of developments in what has already been done in this area and what challenges remain. The discussion revealed that most institutions are using open platforms (most commonly Zoom or Webex) for distance communication and to some extent student education, including lecturer education, and the usefulness of webinars and focus on soft skills were highlighted. The financial constraints and lack of technical equipment, the functioning of schools in the form of homeworking and the usefulness of sharing materials are also a challenge. A joint initiative on the DISPA platform was proposed to develop a study on the methods implemented and lessons learned from the application of distance training.



In the framework of the German Presidency of the EU Council, the German Bundesakademie für Öffentliche Verwaltung (BAKöV) and the European School of Administration (EUSA) held an online DISPA meeting, the central theme of which was sustainability in public administration and the new BAKöV project "Digital Academy". The importance of sustainability was outlined in the light of the 17 Sustainable Development Goals announced by the UN and the EU priorities for the period 2021-2027. Public administration institutions should be agents of change towards sustainability - e.g. moving away from printed course materials (difficult to motivate people to be environmentally responsible). Issues of reducing energy consumption and socially responsible public procurement were raised. The BAKöV representative referred to the sustainable development strategy, about balancing environmental, economic and social aspects, which is sometimes contradictory. The commitment of German public

authorities to be climate neutral by 2030 was presented, which two ministries are already continuously fulfilling (e.g. Federal Ministry for Economic Cooperation and Development). In this context, tools to achieve this such as responsible public procurement, sustainable mobility, climate-neutral factory catering, better work-life balance, intercultural opening of public administration and others were mentioned. In addition to the 2030 emission neutrality of authorities, the plan for a complete neutrality of Germany by 2050 was also mentioned.

On the issue of distance training, the optimal example of a ratio of 1/3 full-time education, 1/3 distance education and 1/3 self-learning or a hybrid training model was given. On the issue of sustainability and efficiency of learning methods, flexible solutions and reasonable length of webinars were underlined. Target groups should be reached through catalogues, networks and associations, social media and targeted newsletters.

Regular DISPA meetings were also held in 2021 due to the ongoing online pandemic situation.

In the framework of the Portuguese Presidency of the Council of the EU, the Instituto Nacional de Administracao organised a meeting on 26 May 2021, the central theme of which was the EU Leadership Exchange Programme.

The second half of the year was marked by the Slovenian Presidency, and the Administrative Academy of the Ministry of Public Administration held a session on 29 November 2021, which focused on intergenerational cooperation and management of older employees.

10. 2 ENTO Meeting

The regular annual meeting of ENTO, of which the Institute is a long-standing member, was held on 13 November 2020. Due to the pandemic situation in many countries, this time it was held by teleconference with 17 participants from member institutions. The meeting was divided into two parts - the first was the regular session including the election of the new Board and President, followed by an interactive workshop.

The central theme was the future of ENTO in the next 10 years. The most frequently mentioned issues were coping with the pandemic and the transition to distance training, deepening cooperation and expanding the membership base, equal access to IT technologies and cybersecurity issues.

10.3 The Future of Public Service - a virtual debate at the OECD with the Network of Schools of Public Administration

The Institute also took advantage of an invitation from the Organisation for Economic Co-operation and Development (OECD) to hold a virtual debate with sixty representatives of foreign schools of public administration on the future of public administration modernisation, where the contributions of



countries such as Brazil, Israel, Canada, Australia, Bahrain, Singapore, South Korea and New Zealand were noteworthy.

The discussion, which took place on 25 November 2020, addressed issues and examples of good practice in a global coronavirus pandemic by presenting visions for the future of work in the public sphere, its development and adequate flexible responses in unpredictable conditions, and what roles and responsibilities public sector employees should have in these situations.

The ongoing crisis provides an opportunity for reflection, considering the context, regarding the future vision - what kind of officers do we need and how can these officers develop and support the achievement of the values for society?

In the final panel, the panelists summarized their findings from the debate - what lessons have been learned from the crisis from the perspective of the public administration schools, what implications the crisis has had for public administration schools in preparing public servants, what skills these public servants should have, what kinds of curriculum, syllabus or teaching methods should be used, what are the scholarly opportunities and whether schools are undertaking any research in this area.

The participants, coming from often different socio-economic and cultural backgrounds and therefore and different capacities and reactions to change with which to deliver quality training to public servants, however, clearly agreed on better access to and use of new technologies in teaching, exchange of experiences, as well as the creation of a friendly public administration environment and the readiness of an educated public servant that are used by clients.

11. ECONOMICS OF THE INSTITUTE

The Institute for Public Administration Prague (hereinafter referred to as the "Institute") is a state contributory organisation of the Ministry of the Interior of the Czech Republic and in its economic activities it is governed by Act No.218/2000 Coll., on Budget Rules, as amended.

In the area of management, the Institute's objective is to generate a balanced or improved economic result. Its main activity is the provision and implementation of training for officials of local government units and training for civil servants in administrative offices.

Other activities include the provision of services related to the participation of officials in the training process (accommodation and catering for course participants, services related to the holding of seminars) at the Bernešov Training Centre (VSB) as well as publishing activities, including commercial activities (seminars, courses, corporate events, catering on request, etc.).

In 2020, due to the anti-epidemic measures adopted by the Government of the Czech Republic, the Institute was forced to curtail and almost completely stop all activities in the area of other activities. As a result of these facts, there was a significant shortfall in income, which was reflected in the Institute's negative economic result for 2020.



In 2021, the Institute's finances continued to be affected by the measures related to the Covid-19 pandemic, but the Institute adapted its teaching and other activities to the situation as much as possible and as of 31 December 2021, the Institute has already reported a positive economic result.

11.1 Management of the Institute in 2020

11.1.1 Economic result of the Institute

The main activity in 2020 ended with a **profit after tax of CZK 1,932,366.21**. The largest part of the contribution from the founder was used for salaries of employees in the main activity and remuneration of lecturers, including the relevant deductions. Out of the total contribution of CZK 44,189,769.-, CZK 36,898,333.-, i. e. 83.5 %, was used for salaries (excluding the remuneration fund) and related costs. This left only 16,5 % for current expenditure, totalling CZK 7, 291, 436.

In other activities, the Institute ended the year with a **loss due to the epidemiological measures ordered after tax in the amount of CZK 2,025,731.51**.

The evaluation of the overall economic results shows that the Institute ended the financial year 2020 with a **negative economic result of CZK 93,365.30 after tax**. The economic loss was expected to be higher given the situation during 2020, but the Institute took a number of measures to mitigate the loss - significantly expanding the distance learning offer and maximising the use of the organisation's funds.

Funds (in CZK)

	Status as of 1 January 2020	Status as of 31 December 2020
Reserve Fund	21.201.403,18	26.094.035,79
Asset Reproduction Fund	43.786.465,86	36.565.256,18
Remuneration Fund	2.101.867,00	3.393.367,00
Cultural and Social Needs Fund	340.218,67	455.315,89

Revenues (in thousands CZK)

REVENUES 2020		
Sales of own products	own publications, scripts	358,32
Revenue from the sale of services	course fees and training events on request, events of other activities	34 875,92
Revenue from goods sold	Training Centre Benešov cafeteria	1 180,07
Rental income	Training Centre Benešov, ČEZ	33,76
Proceeds from the sale of tangible fixed assets		0,00
Accounting of funds	drawdown from remuneration fund, asset reproduction and investment fund, reserve fund	12 300,76
Other incomes, interests		194,23
Operating allowance		44 189,77
Total revenue		93 132,83
Loss after tax		- 93,37

Costs (in thousands CZK)

COSTS 2020	
Wage costs, incl. social security contributions and health insurance	58 061,01
Material consumption	8 306,59
Energy, water consumption	2 509,09
Other services	9 241,69
Repair, maintenance	8 565,99
Taxes, foreign exchange losses, fees, other expenses	2 284,93
Depreciation of assets	4 256,90
Total costs	93 226,20



11.1.2 Investment activity

In 2020, the following investment actions were carried out, among others:

- Purchase of large-capacity catering appliances
- Purchase of a camera system
- Technological and security upgrade of the EZOP system
- Acquisition of a new WIFI network in the Training Centre Benešov
- Replacement of switches

11.1.3 Repair and maintenance

In 2020, the Institute carried out the following repairs, among others:

- Completion of repairs to the plinths, pavements and retaining wall in the Training Centre
- Repair of the staff toilet facilities in the Training Centre Benešov
- Replacement of doors throughout the Training Centre Benešov
- Replacement of part of the risers in the Training Centre Benešov

11.2 Management of the Institute in 2021

11.2.1 Economic result of the Institute

The main activity in 2021 ended with a **profit after tax of CZK 6,612,874.14**. Also in this year, the largest part of the contribution from the founder was used for salaries of employees in the main activity and remuneration of lecturers, including the relevant deductions. Of the total contribution of CZK 55,706,610, CZK 39,210,789.10, i. e. 70.4 %, was used for salaries (excluding the remuneration fund) and related costs. This left 29,6 % for current expenditure, totalling CZK 16, 495, 820.90.

In other activities, the Institute ended the year with a **profit after tax of CZK 6,062,578.71**.

The evaluation of the overall economic results shows that the Institute ended the financial year 2021 with an **improved economic result of CZK 12,675,452.85 after tax**.



Funds (in CZK)

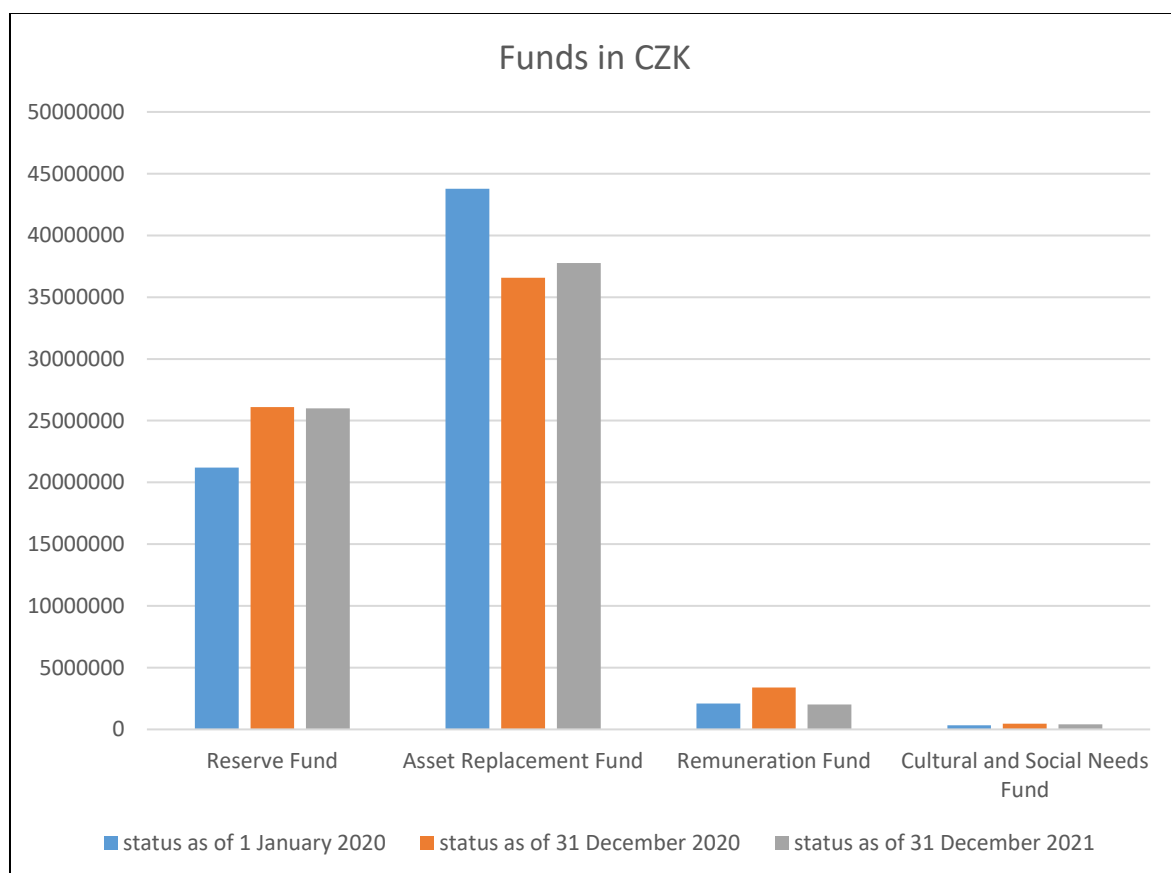
	Status as of 1 January 2021	Status as of 31 December 2021
Reserve Fund	26.094.035,79	26.000.670,49
Asset Reproduction Fund	36.565.256,18	37.770.066,23
Remuneration Fund	3.393.367,00	2.005.367,00
Cultural and Social Needs Fund	455.315	403.929,05

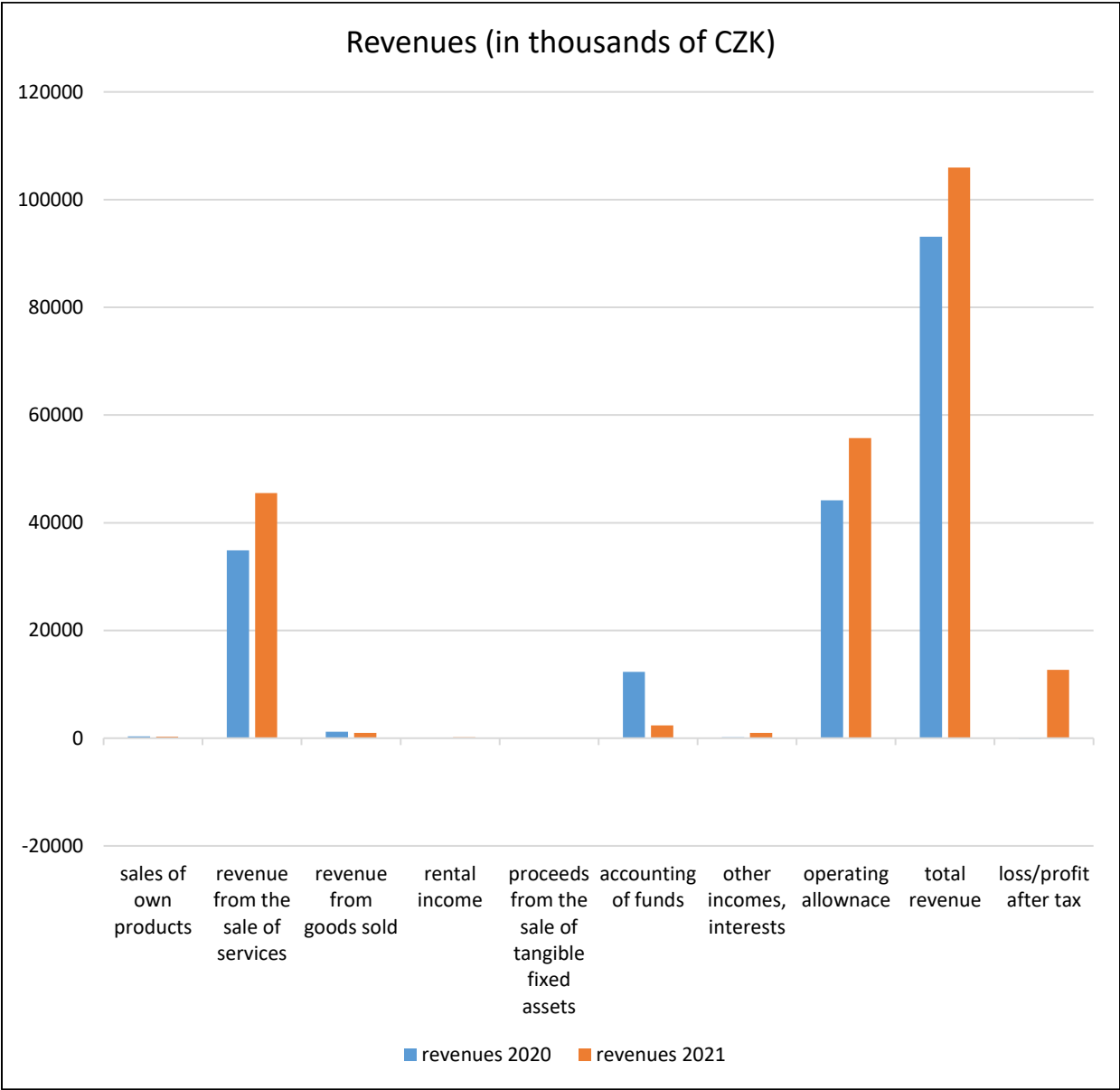
Revenues (in thousands CZK)

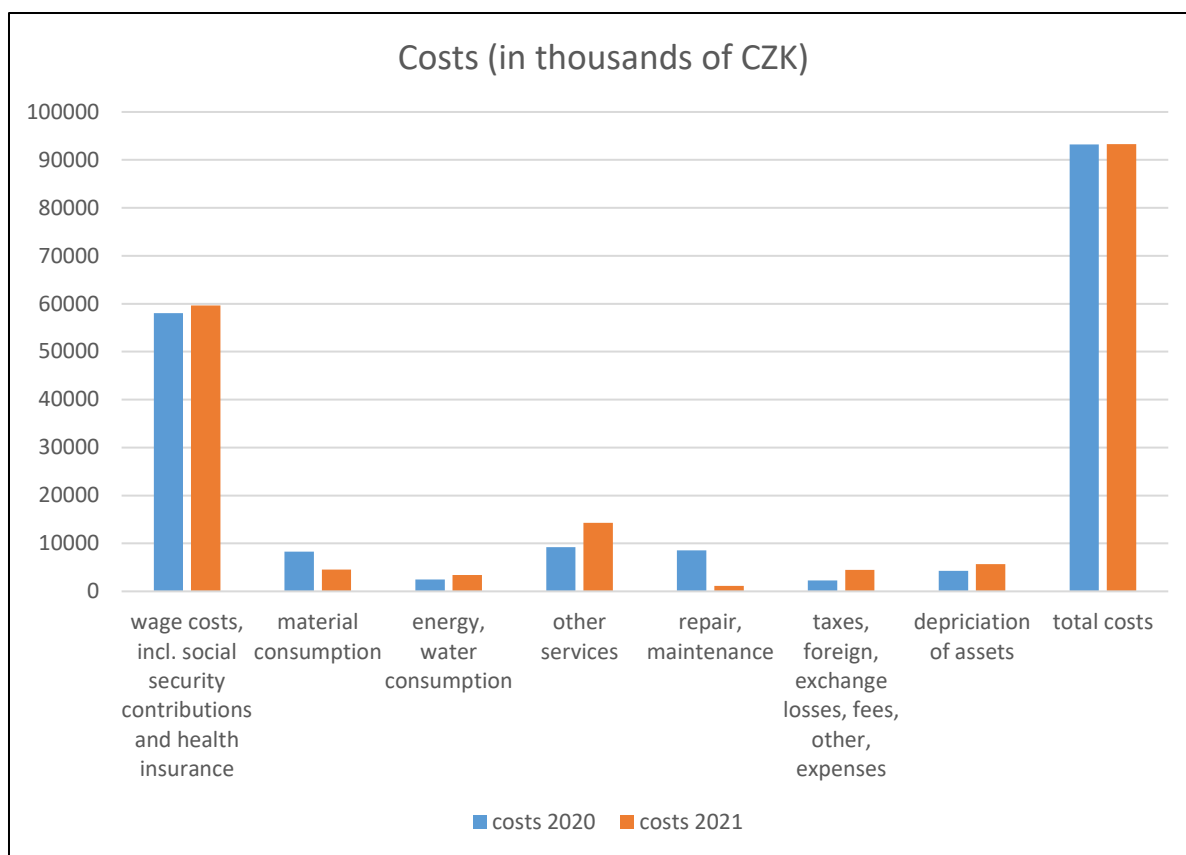
YIELDS 2021		
Sales of own products	own publications, scripts	258,06
Revenue from the sale of services	course fees and training events on request, events of other activities	45 534,54
Revenue from goods sold	Training Centre Benešov cafeteria	973,62
Rental income	Training Centre Benešov, ČEZ	165,49
Proceeds from the sale of tangible fixed assets		0
Accounting of funds	drawdown from remuneration fund, asset reproduction and investment fund, reserve fund	2 368,94
Other incomes, interests		960,93
Operating allowance		55 706,61
Total revenue		105 968,19
Profit after tax		12 675,45

Costs (in thousands CZK)

COSTS 2021	
Wage costs, incl. social security contributions and health insurance	59 659,24
Material consumption	4 577,16
Energy, water consumption	3 425,05
Other services	14 312,42
Repair, maintenance	1 111,94
Taxes, foreign exchange losses, fees, other expenses	4 495,73
Depreciation of assets	5 711,20
Total costs	93 292,74







11. 2. 2 Investment activity

In 2021, the following investment actions were implemented, among others:

- Purchase of three passenger cars
- Sound system of the congress hall - technical evaluation
- Purchase of hotel software, including hardware, license
- Purchase of a kettle for the kitchen in the Training Centre Benešov
- Reconstruction of the security system in the Training Centre Benešov
- Purchase of two printers

11.2.3 Repair and maintenance

In 2021, the Institute carried out the following repairs, among others:

- Replacement of risers in Training Centre Benešov
- Installation of blinds in the IVS headquarters - Baarova