



ANNUAL REPORT

2022

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1 Opening Words by the Chief Director of the Public Administration and eGovernment Section Ing. Mgr. David Sláma



Ladies and gentlemen,

I am very pleased to present for the first time the annual report of the Institute of the Institute for Public Administration Prague, a state allowance organisation of the Ministry of the Interior, for the year 2022.

Throughout my time at the Ministry of the Interior so far, I have always perceived a very high level of service provided by the Institute, I am therefore very pleased to be able to participate at its direction within my agenda since April 2022.

Last year when the Russian invasion to the Ukrainian territory emerged, the Institute was confronted with new unexpected tasks related with the accommodation of Ukrainian refugees in the Benešov Training Centre premises while maintaining the full operation of training of officials. I am glad to state that the Institute fulfilled this task very well and for Ukrainian refugees, which were represented here especially by mothers with small children and foster families, there were created comfortable conditions and care that was necessary to provide them.

However, the last year 2022 was also a positive milestone, when the Czech Republic held the EU Council Presidency for half a year. It achieved this goal with flying colours, and I am particularly pleased that the Institute played a major role in the preparation and training of administrative authorities employees. Therefore, a big thanks belongs to the entire Institute's implementation team for successfully organising the remaining part of the courses in the first half of 2022 and for training of a total of nearly 2,000 officials in the preparation for the Czech Presidency in 2021-2022.

An educated and competent European official with a professional approach is a priority today and a necessity to ensure the functioning of a modern, client-oriented authority. That is why I am extremely pleased that during the Czech Presidency of the Council of the EU, the meeting of the Directors of European Institutes and Schools of Public Administration (DISPA) successfully organised by the Institute on the very current topic of digitalization of public administration has undoubtedly contributed both to a deeper awareness of the Institute and its efforts in the need for digital training of civil servants in the European context, as well as a valuable exchange of international experience. I believe that although the Czech public administration still has some way to go in the field of digitalization, the established tools such as eGovernment infrastructure, data box, electronic

identification are already working very reliably. Ladies and Gentlemen, last but not least, after giving just a few examples of the close cooperation, let me here thank my colleagues at the Institute who are jointly involved in the creation of and the implementation of training programmes. I have a great respect for their expertise and professionalism, and their growing portfolio of training events, from exam preparation and delivery to in-depth training and to management training reinforces my belief that the Institute is a comprehensive modern training institution and actively contributes to the high added value in the development of quality training that is so valuable for the performance of administrative activities.

2 Opening Words of the Director of the Institute for Public Administration Prague JUDr. Anna Doležalová



Ladies and gentlemen,

allow me to look back on the activities of the past year on the pages of the annual report of the Institute for Public Administration Prague for the year 2022.

This year, the pandemic measures related to COVID were ended, which allowed us to return to the traditional form of training for civil servants, but with the knowledge and skills gained from almost two years of online learning. This fact shows us a new path in the possible development and form of training. One of the good signs is the project "Communication with Persons at Risk of Social Exclusion", in the module "Communication with the Elderly

Population" participants can try on a gerontological suit and realistically feel the possible pitfalls of life in the old age. Another is the use of virtual reality in training programmes.

Alongside these innovative approaches to training, regular courses and examinations have of course continued, taking place in different cities with the aim of being closer to officials from all over the country. Together with the ongoing modernisation of our Benešov Training Centre, we have been able to meet demanding training requirements of the authorities better, whether in courses and examinations or managerial studies. And all this in the situation where we have been providing accommodation, food and other assistance to Ukrainian refugees at the Benešov Training Centre for almost the whole year 2022. This unprecedented situation required an immediate response

from the Institute and we have shown that we can adapt to sudden and unexpected events very quickly and act accordingly.

Simultaneously, the year 2022 was specific for the Institute in another aspect. The Czech Republic held the Presidency of the Council of the EU and this event was also directly related to the activities of the Institute. I am glad that the Institute has also contributed to this positively evaluated presidency, by training the administrative staff who have subsequently represented us in European environment, but also by the successful implementation of the meeting of Directors of European Institutes and Schools of Public Administration (DISPA) in Prague. This event of unprecedented importance took place at the Clam-Gallas Palace and focused on the very topical subject of „Digitalization of Public Administration in the Context of Civil Service Training“. At the same time, the whole event undoubtedly contributed to a greater awareness of our Institute in the European scale of training institutions for public administration.

An integral part of our activities was the sixteenth year of the traditional competition Office on the Way to Equality, this time on the theme „Equality through the Lens – Presentation of Examples of Good Practice in the Process of the Functioning of the Authorities“, which was officially announced at the end of the year.

I would like to take this opportunity to thank all my colleagues for their high level of effort and successful handling of all the extraordinary tasks that had to be accomplished.

Ladies and gentlemen, I also very much appreciate working with you and I look forward to working with you again next year.

3 Activities of the Institute

The Institute for Public Administration Prague, a state allowance organization established by the Ministry of the Interior (hereinafter referred to as "the Institute"), provides tasks in the field of training of officials of territorial self-government units, civil servants and employees of administrative authorities.

The basic activity of the Institute is the verification of special professional competence by examination of officials of territorial self-government units according to the Act on Officials of Territorial Self-Government Units, performance of the examination of professional competence according to the Act on Liability for Misdemeanours and Proceedings on Misdemeanours and performance of the

examination of document conversion according to the Act on Electronic Acts and Authorised Document Conversion.

For each type of examination, the Institute prepares and conducts preparatory training courses in order to prepare officials for the examination adequately. In addition to the preparatory courses, the Institute offers a range of training activities for heads of offices, senior officials and officials in the context of continuing training, in the field of administrative activities, legislative changes and their application in practice, the introduction of eGovernment, the activities of the civil service branches, as well as the development of managerial and soft skills. The offer of training activities reflects the current training needs of the target groups as much as possible.

Elected representatives of local governments also play an important role in training. In 2022, in cooperation with the Ministry of the Interior, the Institute implemented another year of combined training focused on the financial management of local governments and increasing the financial competences of representatives called "Representative in the Course". In 2022, the Institute, again in cooperation with the Ministry of the Interior, has prepared and launched an e-learning training programme designed especially for newly elected representatives of territorial self-government units called "Representative in the Overview", which provides a comprehensive view of the system of public administration, the position of representatives of territorial self-government units, their responsibilities, remuneration and other important areas that representatives need to know in order to perform their demanding function.

An integral part of the Institute's activities is the provision of management training for members of the security forces (MBA studies) and senior managers of public administration (MPA studies).

Based on the demand from public administration officials, a new training programme has been prepared and opened within the framework of lifelong learning, focusing on legal issues in public administration (LL. M. studies for public administration). Most of the training activities take place at the Institute's Training Centre in Benešov. Among the most demanded and successful is the organization of bespoke training according to the specific needs of customers and carried out in premises according to their own requirements.

To ensure the effectiveness and conformity of training, the Institute has focused significantly in 2022 on strengthening innovative forms of training, both in the field of e-learning and the use of virtual reality, process training and gamification of training forms.

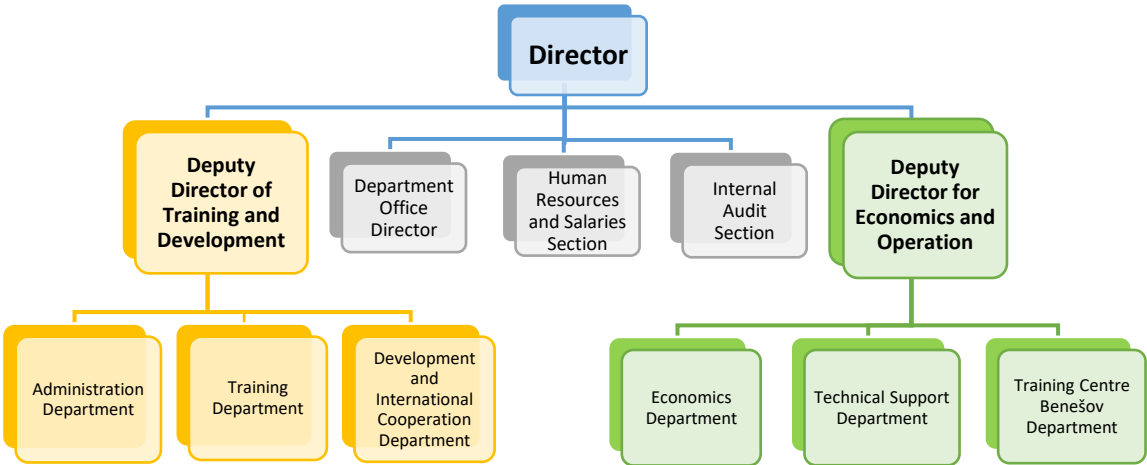
The exchange of information and experience is one of the fundamental pillars of effective activity. In full awareness of this fact, regular working meetings are held with the founder, guarantors of

administrative activities of the relevant ministries, heads of offices, representatives of the Association of Municipal Secretaries and municipal secretaries, HR managers and personnel managers.

As part of the Institute's cooperation with local authorities and support for gender policy, the Office on the Way to Equality competition, which is co-organized by the Office of the Government of the Czech Republic and the Ministry of the Interior, is successfully running. The Institute is still very active in social areas. In addition to the above-mentioned competition, the Office on the Way to Equality is intensively involved in training officials to deal professionally with persons requiring special access. In 2022, a training programme on Communication with persons at risk of social exclusion was launched, which consists of three modules, namely the Office's communication with the elderly population, the Office's communication with people with disabilities and the Office's communication with foreigners.

On the international front, 2022 was particularly marked by the Czech Presidency of the Council of the EU. After a very successful training of representatives of individual ministries for the work in working groups within the framework of the Czech Presidency of the EU Council, the main task of the Institute was to arrange and comprehensively organize a highly prestigious international meeting of directors of schools of public administration of EU countries and invited European countries DISPA. However, bilateral meetings and establishing cooperation with representatives of public administration schools of other countries do not remain in the background.

4 Organizational Structure, Management



5 Training

5.1 Examinations of Special Professional Competence Pursuant to Act No. 312/2002 Coll.

In 2022, the Institute accepted and processed 2,510 applications for the Special Professional Competence Examination (hereinafter referred to as "SPC examinations") pursuant to Act No. 312/2002 Coll., on officials of local self-government units and on amendments to certain acts. The largest number of applications was for the administrative activity "social and legal protection of children" and "in the financial management of local self-government units and its review".

For all 31 administrative activities and the general part for heads of offices, 128 regular and 157 repeated SPC examinations were conducted. In total, over 3,000 officials took part in the examinations. For all administrative activities except town and country planning, the Institute provided preparatory courses. Preparatory courses were conducted both in full-time and distance learning form and a total of over 4,500 officials participated in the courses.

5.2 Examination of the Professional Competence of Official Persons Authorised to Perform Acts of the Administrative Authority in Proceedings Concerning Offences pursuant to Act No. 250/2016 Coll.

In 2022, 50 regular and 16 re-examination dates were held. 404 persons were successful and issued certificates. By the end of 2022, 2,129 authorised persons had passed the professional competence exam.

To prepare for the exam, the Institute offered courses in face-to-face, webinar or eLearning formats. 68 officials attended the face-to-face course held at the training centre in Benešov. The webinar course with the same scope and content was attended by 143 candidates. Distance learning course for self-training was attended by 50 participants.

Also in 2022, a number of authorities have taken the opportunity to hold a preparation or just an examination at their headquarters. Preparatory courses or examinations were held, for example, in the offices of Břeclav, Havířov, Kralupy nad Vltavou, Teplice, Ostrava, Regional Office Vysočina, Regional Office Zlínský kraj, and the Prague City Hall. Other preparations or tests were conducted on

request for e.g. the Czech Arms Testing Authority and Ammunition, Regional Hygiene Stations in Plzeň and Olomouc, for members of the Fire Rescue Corps of the Liberec Region, Ústí nad Labem Region and Central Bohemia Region.

5.3 Examinations in Authorised Document Conversion Pursuant to Act No. 300/2008 Coll.

Due to the amendment of Act No. 300/2008 Coll., on electronic acts and authorized document conversion, the Institute has resumed the implementation of examinations on authorized document conversion according to § 30 of this Act. The examination consists of a written and a practical part. During the practical part, the participant performs in the Czech POINT environment the authorised conversion of documents from paper to electronic and from electronic to paper form. A total of 142 persons took part in the examination.

5.4 Other Training Programmes

5.4.1 Initial Training of Local Government Officials Pursuant to Act No. 312/2002 Coll.

Each official must complete the initial training of the territorial self-government units no later than 3 months from the date of commencement of employment if he/she had not passed the SPCs examination. In 2022, 840 officials completed the Institute's eLearning course in 12 runs.

5.4.2 Training of Senior Officials and Heads of Authorities

The obligation to undergo training for senior officials and heads of offices is regulated by § 27 of the Act 312/2002 Coll., on officials of territorial self-government units and on amendments to certain acts. The training is divided into a general and a specific part. The general part, focusing on management skills, totalling 38 teaching hours, is held in two consecutive blocks of three days each. It has been attended by 45 senior officials.

139 senior officials attended the 26 individual monothematic special sessions of 6 teaching hours. The most requested modules were those focused on administrative activities in the financial management of local authorities and its review, and in the administration of taxes, fees and other similar monetary

transactions. eLearning course for heads of authorities was held 4 times for 14 participants.

5.4.3 Initial Training for Administrative Staff

Initial training is conducted in accordance with Government Resolution No. 899 of 7 September 2020 on the Framework Rules for the Training of Employees in Administrative Authorities. The course content was updated in September, including the final test. In 2022, 12 runs were launched, attended by a total of 568 employees.

5.4.4 Initial Follow-up Training for Staff in Administrative Authorities

The course is prepared in accordance with the Resolution of the Government of the Czech Republic of 7 September 2020 No. 899 on the Framework Rules for the Training of Employees in Administrative Authorities. It 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 European Union law. In 2022, the Institute implemented 8 eLearning courses with a total of 435 participants.

5.4.5 Continuous Training Courses and Courses Commissioned by the Authorities

Additional training programmes and training materials were offered by the Institute as part of its continuous training, at the request of the authorities and according to the requirements of the founder. Webinars have been a popular form of training and have become a regular part of the Institute's course portfolio. Among the most interesting or most requested events were:

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 Supervision and Justice Section of the Ministry of Justice. The programme deals in particular with forms of corruption, detection of corrupt behaviour, ethical standards and codes. In 2022, 259 participants attended the course in 7 dates. The follow-up course for advanced was completed by 41 participants in 5 dates.

Communication with People at Risk of Social Exclusion

The project Communication with Persons at Risk of Social Exclusion, co-funded by the Operational Programme Employment, is implemented by the Ministry of the Interior and the Institute provided all training activities on the basis of a contract. The training programme consists of three modules, Communication of Authorities with the Elderly Population, Communication of Authorities with People with Disabilities and Communication with Foreigners. Each module has an eLearning part and a face-to-face part. The face-to-face seminars are held in Prague, České Budějovice, Plzeň, Brno, Olomouc and Ostrava. 228 people have signed up for the project and it will continue until March 2023.



The Representative in the Overview

In cooperation with the Ministry of the Interior, an eLearning course called "Representative in the Overview" was opened for newly elected representatives. The course is divided into seven chapters and provides information on the system of public administration and the status of representatives, the basics of financial management of the municipality, the basics of strategic management of the municipality, digitalization of public administration, citizen involvement, GDPR data protection and integration of foreigners. In 2022, 327 representatives enrolled in the course.

Integration of Foreigners

The training event Integration of Foreigners was conducted on the basis of an order from the Department of Asylum and Migration Policy of the Ministry of the Interior. The 2022 edition was exceptionally well attended, with more than 200 participants. The four-day training event was successfully completed by 178 participants.

Study Materials for the General Part of the SPC

Supplementary study materials for the general part of the SPC in electronic form are made available to participants one month before the start of the full-time course for the general part of the SPC until the last day of the regular examination. In 2022, 365 officials were registered for the subscription.

5.4.6 Lifelong Learning Programmes

Security Management Studies - MBA

The three-semester programme, designed primarily for members of the security forces, opens always in February and September. The study is completed by the defence of the final thesis before a committee. The composition of the courses reflects the specifics of the security forces and their requirements for an optimal level of knowledge and competence for middle and senior management positions. Thus, it appropriately complements the system of training of security forces. In the autumn of 2022, the 6th run was opened. In all runs, 42 participants studied.

MPA for Public Administration

The MPA training programme is also a three-semester programme culminating in a thesis defence. The programme for senior public administration managers focuses on public law, EU law, administrative law, personnel work, management skills, control and financial management, project and risk management, quality in public administration, grant management, eGovernment, PR and public communication. New runs are opened once a year. In 2022, 30 participants studied.



LL.M. in Public Administration

It is intended for employees of state administration, local government and public authorities with legal and non-legal higher education, who professionally work in areas requiring competences in the application of legal regulations or wish to further expand their qualifications. The organization

replicates the earlier successful MBA and MPA programmes, with three semesters of study culminating in a thesis defence. For the second semester, participants choose from the Administrative Law and Labour Law and Civil Service modules. New runs are opened 1-2 times a year. In 2022, 34 participants studied.

Preparatory Course for the Authorised Document Conversion Exam

A new preparatory course for the Authorised Document Conversion exam was added in 2022. It takes the form of an online webinar of 4 teaching hours. The dates were announced in conjunction with the dates of the examinations. A total of 282 students attended the preparatory course. 8 courses were organised.

5.5 Development Activities in the Field of Training

At the end of 2022, the Institute focused on the use of the latest technologies in teaching. The first step was the acquisition of special virtual reality glasses. The glasses feature a programme where the participant tries out a presentation and rhetorical skills in front of a virtual audience. They choose from several tasks, such as speaking without preparation on a specified topic, how to break down stage fright, speech clarity. The subsequent evaluation helps the participant to focus on certain characteristics of the performance that could be improved. Wider use of virtual reality and inclusion in courses for public administration officials is planned for 2023.

Media Training and Speaking Culture

The newly introduced course is highly interactive and uses modern audiovisual technology. In addition to the theoretical basics, the participant will try practical exercises, such as an interview with a moderator or a discussion with several participants in front of a camera in a simulated TV studio.

5.6 Training in Preparation for CZ PRES

Until May 2022 (from September 2021), the Institute implemented, on the basis of Resolution No. 729 of the Government of the Czech Republic, of 14 October 2019, and the subsequent joint memorandum of the Ministry of the Interior of the Czech Republic and the Section for European Affairs of the Office of the Government of the Czech Republic, the training of employees of administrative authorities to

ensure the Czech Presidency in the Council of the EU. The training was implemented in three types of courses - "Negotiation Skills", "Communication Skills in Words and Writing" and "Knowledge of the Functioning of the EU and the National System of Coordination of European Policies". A total of 299 persons



participated in the training in Negotiation Skills, 540 persons in Communication Skills and 1142 persons completed the training in knowledge of the functioning of the EU.

The training took place both online and in person, depending on the date. Due to the covid pandemics, online courses were predominant this year. In preparation for the Czech Presidency of the Council of the EU, officials had to acquire not only basic theoretical knowledge and its application, but also communication and negotiation skills on a practical level. The lecturing team consisted of top experts in the subject areas. The participants perceived the courses as interesting and very beneficial, which was clearly evident from their immediate communications and evaluation questionnaires.

Negotiation Skills

The content of the two-day course focused on the negotiation process, its phases and structure, including simulation situations. Although not primarily aimed at deepening language skills, part of this course was conducted in English.

The aim of the course was to familiarize the participants with the way of conducting meetings and acquiring skills how to lead a Council working group, prepare relevant documentation for working group meetings and gain an in-depth knowledge of decision-making procedures.

This course was held in 2022 in 10 dates, with a total of 101 persons enrolled and 91 receiving certificates. During the whole period of implementation of this training, the course was held on 29 dates, 323 persons were enrolled and 299 of them obtained the certificate.

Communication Skills in Words and Writing

The course entitled "Communication Skills in Words and Writing" was designed as a two-day and focused on the introduction to communication, assertiveness issues, there was communication in tense situations and conflict resolution. Then a block of written communication and an English-led section on the specifics of EU negotiations, legislation or specifics of EU terminology followed.

The aim of the course was to acquire specific language skills, especially for the chairs of the working groups, in order both to communicate smoothly orally in English and to prepare compromise draft texts for the working group meetings. The course focused on practical exercises.

This course was held in 2022 on 17 dates, with a total of 133 persons enrolled and 124 of them receiving certificates. During the whole period of implementation of this training, the course was held on 52 dates, 568 persons were enrolled and 540 of them obtained the certificate.

eLearning Course Knowledge of the Functioning of the EU and the National System of European Policy Coordination

The content of the course focused on the history of European integration, gaining a basic overview of the role of and function of the presidency of a Member State in the Council of the EU.

The aim was to understand the role of the presidency and the system of European policy coordination at national level.

This course was conducted in 2022 in 6 regular six-week runs and 1 remedial run, with a total of 297 persons enrolled and 196 receiving certificates. During the whole period of this training, the course was held in 19 regular runs and 1 remedial run, with 1,234 persons enrolled (and 103 in the remedial run) and 1,142 of them received the certificate (30 of them in the remedial course).

5.7 Statistics on Excuses from Training Events

In 2022, the Institute received 1,413 excuses from preparations and examinations pursuant to Act No. 312/2002 Coll. on officials of territorial self-government units and on amendments to certain acts, which meant finding alternative dates for about 900 officials. A total of 530 officials were cancelled from the preparations and examinations.

At the same time, in 2022, the Institute processed a total of 228 excuses received for the professional competence examinations of officials authorised to perform administrative acts in proceedings on offences pursuant to Act No. 250/2016 Coll., on liability for offences and proceedings thereon of which an alternative date was requested for 13 officials, 98 authorised persons were cancelled from the examination.

6 Development of the Institute

6.1 Meeting with Heads of Personnel Departments of Regional Offices

At the end of May 2022, a meeting of the Institute's representatives with staff members of local authorities took place in the Council Hall of the Central Bohemian Region Authority.

Among the topics discussed with the 44 heads of personnel services present were preparations for the verification of special professional competence and subsequent examinations, examination according to Act No. 250/2016 Coll, on liability for offences and proceedings thereon, conversion examination pursuant to Act No. 300/2008 Coll. on electronic acts and authorised conversion of documents, or a summary of the implementation of preparatory courses for the Czech Presidency of the Council of the EU, which the Institute provided.

6.2 Announcement of the Results of the 16th Annual Office on the Way to Equality Competition

Traditionally, the Institute, in cooperation with the Ministry of the Interior and the Government Office,



organizes the competition Office on the Way to Equality and in 2022, the 16th edition of the competition was held, with the theme „Equality through the Lens – Presentation of Examples of Good Practice in the Process of the Functioning of the Authorities“. The award ceremony took place in early December.

21 entities participated in the competition and the presentation of awards to the winning municipalities and the conference were held in the New Press Hall of the Government Office of the Czech Republic. Some authorities took part in this competition for several times. The opening ceremony was attended by the Government Commissioner for Human Rights Klára Šimáčková Laurenčíková, Ondřej Mátl, Head of the Office of the Deputy Minister of the Interior for the Management of the Legislation and State Administration Section, represented by the Director of the Institute for Public Administration Prague Anna Doležalová,

her Deputy for Training and Development Dušan Zouhar and the Director of Gender Studies o.p.s. Johana Jonáková.

This year, municipalities, towns and regions presented photographs to showcase their approach to equal opportunities. In the category of Type I municipalities, the municipality of Květnice came first, in the category of Type II municipalities, Starý Plzenec won, and in the category of Type III municipalities, Prostějov won. The highest ranked regional authority in the competition was the Prague City Hall.

The event was also enriched by cooperation with Gender Studies o.p.s., whose representative Helena Skálová presented the project of good practices from other foreign cities "Gender Equality in Public Administration across the EU" and the GEMIS (Promoting Gender Equality for a More Inclusive Society) good practice manual. The examples of good practice from participating smaller cities from Italy, Germany, Sweden, Portugal and Poland from this project were of interest to the representatives of the authorities present.

6.3 Modern Public Administration Conference

In mid-June 2022, representatives of the Institute participated in the sixth annual Modern Public Administration Conference held in Olomouc. The conference, organized by the Ministry of the Interior, addressed current topics in public administration from digitalization to dealing with the refugee crisis, offered a block of training in public administration and communication in public administration. Other topics discussed included eGovernment and cybersecurity. The conference also included an accompanying programme, during which the Ministry of the Interior Awards for Quality and Innovation in Public Administration for 2021 were presented. The Institute presented its stand at the conference, where it provided participants with information on current training programmes, upcoming events or where those interested could get acquainted with professional publications issued by the Institute.

6.4 Strategy and Action Plan of the Institute

After meeting the milestones of the previous Action Plan 2019-2021, the Institute decided in 2022 to conceptualise the Strategy according to the milestones and adjust it according to the evolution of the needs of public administration and the Institute's objectives. There was also a decision to simplify the Action Plan resulting from the Strategy, and therefore a new plan was developed for 2022 - 2024. It has been tailored to the different departments of the Institute for greater clarity and more user-friendly orientation, and is updated according to the objectives.

The strategic plan provides a framework for coordinating all processes for effective and rational public administration training and is the basis for the elaboration of partial action plans for individual

departments in selected areas, is divided by chapters and is based on an analysis of the Institute's statistics, particularly in the field of training.

The Institute profiles itself as a leader of training in public administration and aims to ensure coordinated and effective improvement of training in public administration, which is achieved through coordination and synergy of the Institute with its founder, the Ministry of the Interior. It seeks to continuously improve the quality of teaching and the environment and services offered at the Benešov Training Centre, to implement modern elements in the training system, to monitor and evaluate new trends in the field of training and their implementation in practice, and to organise working meetings with representatives of the authorities in order to identify current training needs to improve the quality and efficiency of the training provided.

The Strategy document is accompanied by an annex: scheme of strategy of the Institute for Public Administration Prague Strategy 2022 - 2024 with the global objective of Leader in Public Administration Training, 5 strategic and specific objectives and 4 specific sub-objectives.

The action plans contain specific steps and procedures for the implementation of individual activities. The activities are aimed at achieving the strategic and specific objectives and are elaborated in the Action Plan for the period 2022 - 2024. A Steering Committee composed of representatives of the Institute helps to monitor the implementation and fulfilment of the milestones set in the Strategy and Action Plan. Three meetings of the Steering Committee were held in 2022.

7 Institute and Media

7.1 Summary of Articles Published in the Journal Public Administration

January 2022

SPC Guarantors, Representatives of the Institute and the Ministry of Interior Met Online before Christmas

The Institute and the Regional Authority of the Central Bohemian Region Signed a Memorandum of Cooperation

Roundtable on the Repeal of the Provisions of the General Nature Measure - Tax-free Zones

February 2022

Advertisement LL. M. for Public Administration

Advertisement MPA for Public Administration

Institute opens online consultations for HR and local government officials

Ten more graduates of the training programme

March 2022

Advertisement - Are you Waiting for the Exam from Misdemeanors according to Act No. 250/2016 Coll.?

Institute Welcomes New Students of Managerial programmes

Constructive Discussion Contributes to Solve Problems that Plague Local Government

April 2022

Distance Learning in Continuous Training

Online Consultation with HR Specialists

May 2022

Advertisement - Train Yourself Effectively with the Institute

June 2022

Advertisement - Can we Fully Provide Public Administration Services to People at Risk of Social Exclusion?

Institute for Public Administration Prague Helps War Refugees

The Importance of Behavioural Sciences in Public Administration

July 2022

Institute Prepares DISPA Meeting

MPA Advertisement for Public Administration

A Year without a Month, or How the Training of Civil Servants for the EU Presidency Went

Advertisement LL. M. for Public Administration

August 2022

Advertisement - Institute for Public Administration Prague Offers a New Training Programme in Cooperation with the Ministry of the Interior

Czech Inspiration for German Public Administration

September 2022

Advertisement - Institute for Public Administration Prague Offers a New Training Programme in Cooperation with the Ministry of the Interior

Start of Teaching at the Institute in the Second Half of 2022

Sixteenth Annual Competition Office on the Way to Equality

October 2022

Attention, the Conditions for Authorised Document Conversion are Changing

December 2022

European Meeting in the heart of Prague

Cooperation with the Georgian School of Public Administration



7.2 Publication of the Employee Circular (Občasník)

Since 2019, the Institute has been publishing an internal information circular under the title "Občasník". In 2022, three issues were published, each with an introduction by the Director of the Institute, contributions of current news, news or events from individual departments and a conclusion with an interesting cultural and social topic.

The articles are accompanied by photographs.



8 Benešov Training Centre

The Benešov Training Centre (VSB) has been providing the full-time training since March 2022 and deepening of qualifications of state and local government officials in limited accommodation capacities due to the placement of hundreds of Ukrainian refugees fleeing the war in this country. Despite this limitation, a total of 5,670 additional persons were accommodated in the training centre. In the



catering section, 7,337 breakfasts, 12,100 lunches and 7,073 dinners were prepared and served. The running of the training centre was conducted by 26 staff members, for whom 4 breakfasts, 5,323 lunches and 47 dinners were prepared. As part of the modernisation and retrofitting of the VSB, several actions were conducted.

Reconstruction of the control electronic part of the gas boiler room and partial replacement of lighting

with less energy-intensive luminaires in the building not only modernised the training centre, but also made necessary energy-saving measures. As a part of further energy saving measures, a project to install photovoltaic panels was initiated on the roofs of the buildings in the Benešov Training Centre by preparing a technical and economic study. In January 2022, a new hotel and catering system was launched, which not only expanded services for the clients of the training centre, but also simplified the daily work activities of the centre's employees. Other expanded services for VSB clients included the installation of a payment terminal in the Café, the installation of a video conferencing system in Room 115, and enhanced Wi-Fi connectivity. A garden tractor was replaced, which is an indispensable tool for maintaining the green spaces throughout the VSB campus.

Due to limited accommodation capacity, only 8 events of other activities were carried out in 2022, including Life Support, the State Labour Inspection Office and Ahoj Public Relations. In total, 410 breakfasts, 481 lunches and 463 dinners were prepared for clients in the catering section.

The Institute also showed solidarity with Ukrainian refugees fleeing the war in Ukraine and sheltered them in the VSB. The first two families of 5 persons were provided with accommodation in VSB on 4 March 2022. Gradually the number of refugees increased to a total of 126 persons (47 women, 5 men, 74 children), 2 dogs and 1 cat. These were mainly mothers with children,



elderly married couples and children from orphanages and SOS villages in the care of foster families. The oldest Ukrainian refugee housed in the Benešov facility was eighty-five-year-old Tatiana Ivanec. The youngest resident was Nikol Petrushkova, who was less than three months old when she arrived in the Czech Republic. In addition to accommodation, the training centre also provided meals for Ukrainian refugees, in the first two months completely free of charge, then partly for a fee. In the building of the centre, the bar area was transformed into a beautiful and spacious community centre, which was used by both children and adults. As part of charity events, the citizens of the Benešov region handed over many gifts to Ukrainian refugees, especially clothes, toys, hygiene products and food. Among the most generous charitable donors were Mr. Benedikt and MUDr. Elsa Zemánková. The latter not only organized charity events for refugees, but also took children and adults into her medical

care. Over time, in cooperation with the Czech SOS villages, adequate accommodation for the children from the foster families was secured and they gradually began to move to new locations at the beginning of April 2022. One of the foster families moved to Germany by invitation. At the end of May, after a partial calming of the situation in some areas of Ukraine, some of the war refugees started to return to their country. Others gradually found employment in the labour market and joined the normal life in our country, children were admitted to primary and kindergarten schools. In the last quarter of the year many found their own accommodation in the Benešov region, one family chose to move to England, one to Canada. By the end of 2022, 34 war refugees were accommodated in the training centre.

9 International Cooperation

9.1 Participation in a Conference in Training and Public Administration Development

In February, representatives of the Institute participated in the international online conference "Training and Development in Public Administration" organised by Romanian colleagues in the framework of the project "Strengthening INA's Capacity to Produce Studies with Impact on the System of Professional Training in Public Administration". The project was implemented by the National Institute of Administration (INA) in cooperation with the General Secretariat of Government (SGG) and the National Agency of Civil Servants (ANFP).

The aim of the conference was to discuss current trends and new approaches to training in public administration.

9.2 DISPA

In the second half of May, representatives of the Institute took part in the DISPA meeting (Meeting of Directors of Institutes and Schools of Public Administration) in Paris, organised by the Institut National du Service Public in the framework of the French Presidency of the Council of the EU.

The theme of this session was the contribution of behavioural sciences and psychology to training and selection of public officials. The involvement of behavioural sciences is growing in importance, as illustrated by the contributions of French experts. Behavioural sciences have a role to play in policy-making and in the training of public officials, and aspects of psychometrics are used in France in the selection of police officers.

At the end of the conference, the representatives of the Institute invited the present delegates to the next autumn DISPA meeting in Prague.

On 20 - 21 October 2022, the Institute organised a DISPA meeting on the occasion of the Czech Presidency of the Council of the European Union, the topic of which was the digitalization of public administration in the context of training of civil servants. The Institute welcomed 50 guests from 25 countries in the newly renovated premises of the Baroque Clam - Gallas Palace in Prague.

Introductory remarks were made by the Director of the Institute, Anna Doležalová, Director of the Strategic Development and Public Administration Coordination Department, in charge of the Public Administration and Information Technologies Section of the Ministry of the Interior David Sláma and the Deputy Director of the Municipality of the Prague City Hall Tomáš Veselý, Head of the Territorial Decision Making Section of the City of Prague. Representatives of the Ministry of the Interior Tomáš Šedivec from the Department of the Chief Architect and Michal Czudek, Head of the Department of International Cooperation in the Civil Service, presented the state of digitalization in public administration. Tomáš Kotyza, Director of the Regional Office of the Moravian-Silesian Region, presented the topic of digitalization and training of employees at the regional office, including practical examples. Radko Sáblík, Director of Smíchov Secondary Industrial School and College, presented the issue of secondary education and related digitalization. At the same time, virtual reality showcase was available for the conference participants through special glasses.



The conference continued in three parallel workshops. The first one was focused on the topic "Electronization of Training and Sociological Aspects". Petr Lupač from the Faculty of Arts of Charles University gave an introductory speech and then the use, benefits and training in digitalization in everyday life were discussed. The conference continued in three parallel workshops. The first one was focused on the topic "Electronization of training and sociological aspects". Petr Lupač from the Faculty of Arts of Charles University gave an introductory speech and then the use, benefits and training of digitalization in everyday life were discussed. In the workshop "Sharing Training Programmes", Jaroslav Vobr and Filip Janský, representatives of the Institute's Training Department, introduced the project of the Ministry of the Interior and the Institute "Communication with Persons at Risk of Social Exclusion" and its module "Communication of Authorities with the Senior Population". The workshop participants then discussed the possibilities of sharing the outputs of this and other projects. In the third workshop entitled "Skills of Authorities and Officials Towards Digitalization", after the introductory input of Tomáš Šedivec, the necessity of training also senior officials, initial testing of digital skills during the recruitment procedure and subsequent continuous training were discussed.

Foreign guests also spoke during the meeting. The Portuguese representative Sofia Crisóstomo presented her contribution on civil society involvement in digitalisation. The e-learning programmes and other interactive courses of the Serbian Academy of Public Administration were presented by its director Dejan Miletić.

With a national policy on digital training and work distance learning for civil servants in Spanish offices was presented by the Deputy for Training of the Spanish Institute, Israel Pastor Sainz-Pardo. The experience gained was shared with the delegates, while representatives of Cyprus and Ireland bid farewell to their long-standing DISPA experience.

In the final session, Christiane Keutgens, who is in charge of the European School of Administration, traditionally presented the news from the European School of Administration, and Lukáš Jirsa, Head of the Development International Cooperation Department of the Institute, described the content and principles of the European Reciprocal Training (ERT)



In November, a representative of the Institute had the opportunity to present the outcomes of the DISPA meeting at the Prague conference of EUPAN (The Network of Directors-general Responsible for Public Administration in the EU Member States), which took place within the framework of the Czech Presidency of the EU Council.

9.3 ERT Seminar for German Officials

In June 2022, in cooperation with the German Bundesakademie für Öffentliche Verwaltung (BAKÖV), the Institute organised a three-day seminar for representatives of the German public administration.



The main topic of the meeting, which was attended by 17 representatives from selected ministries, the Bundestag and the Federal Council, was the functioning of public administration in the light of the Czech Presidency of the Council of the EU. The participants were introduced to the public administration system, the role of the Senate, the objectives and priorities of the Czech Presidency, the activities and current or upcoming projects of individual institutions. The issues of Czech-German relations, the situation in the field of sustainable energy sources and the and cooperation between the Czech Republic and Germany in this area were discussed. In the individual part of the

programme, the participants had the opportunity to meet with a partner from a specific ministry that corresponded professionally with their current work in Germany.

The launch of the programme took place at the Ministry of the Interior with the participation of Director of the Department of Strategic Development and Coordination of Public Administration, in charge of the Public Administration and Information Technologies Section, David Sláma. Petr Schlesinger from the Department of Strategic Development and Public Administration Coordination presented the public administration system. The delegation also visited the Embassy of the Federal Republic of Germany and attended a lecture at the Diplomatic Academy of the Ministry of Foreign Affairs, where Jiří Šitler from the European Section of the Ministry of Foreign Affairs introduced them

to the development of Czech-German cooperation. This was followed by a meeting at the Office of the Government with Alice Krutilová, Director of the Czech EU Presidency Department, where the objectives and priorities of the Czech EU Presidency were presented. At the Senate of the Czech Republic, Adéla Šuchmanová, Head of the European Union Affairs Department of the Senate Office, introduced the German guests to the functions of the Senate and explained the cooperation with the Federal Council of Germany.

The final days were devoted to a meeting at the Goethe Institute, opened by its director Ms. Sonja Griegoschewski and followed by a seminar with Michal Daňhelka from the Ministry of the Environment on the topic of climate policy in the Czech Republic, Martina Jakl, Head of the Competence Centre for Energy and Environment of the Czech-German Chamber of Commerce and Industry, who gave a presentation on the situation in the field of sustainable energy sources and industry. The final word then belonged to Jacob Venuß, from the Czech-German Future Fund, who presented its activities and projects.

Such a full programme led the participants to the idea of extending the ERT exchange programme in the future by enriching the participants from more countries.

9.4 Signing of Memorandum with Zurab Zhvania School of Public Administration

With the participation of the directors of both institutions, Anna Doležalová and Ketevan Jakeli, and other leading officials, including the Ambassador of Georgia to the Czech Republic, Her Excellency Mariam Rakviashvili, the Memorandum of Cooperation between the Institute and the Georgian Zurab Zhvania School of Public Administration was signed in October. The thematic cooperation will include, for example, the implementation of joint training events, sharing of experience in the field of public administration, public policy and governance or cooperation in the process of applying innovative approaches in the development of training courses.



10 Economics of the Institute

In its economic activities, the Institute is governed by Act No. 218/2000 Coll., on budgetary rules, as amended. As in previous years, the Institute carried out the activities set out in its founding charter and the tasks required by the founder, which meant mainly providing training for officials of local government units within the meaning of Act No. 312/2002 Coll. and providing advanced training for employees of administrative authorities. The economics and activities of the Institute are closely intertwined with the economic potential of these entities, as the contribution from the founder does not cover the full costs of the core activities. In line with the strategic concept of the organisation's development, the Institute has taken measures to optimise costs and increase the efficient use of financial resources. At the same time, the Institute continued in 2022 to actively seek to generate additional sources of revenue by implementing some commercial activities in its so-called other activities. These measures had a positive impact on the Institute's economy, which again ended with a positive economic result.

10.1 Economic Results for 2022

The core business ended 2022 with an after-tax profit of CZK 7,158,176.86.

Again 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 operating contribution of CZK 53,986,478,-, CZK 36,621,031,-, i.e. 68 %, was used for salaries (excluding the remuneration fund) and related costs. The remaining value of current expenditure was therefore CZK 17,365,447.14, i.e. 32 %.



In other activities, the Institute ended the year with a profit after tax of CZK 8,295,265.89.

Other activities of the organization support the main activity of the Institute, i.e. training of civil servants. In the area of costs, this mainly concerns accommodation and meals at the Benešov Training Centre, operation of audiovisual and IT equipment, repairs and maintenance of movable and immovable property, depreciation of assets, etc.. Income from other activities is generated from activities supporting the core business, but also from the provision of complex services to ensure the smooth running of commercial activities (seminars, courses, corporate events, catering on request, etc.). It follows that the management of other activities is substantially determined by the use of the Benešov Training Centre.

The evaluation of the overall economic results shows that the Institute ended the financial year 2022 with an improved economic result of CZK 15,453,442.75 after tax.

Funds (in CZK)

	Status as of 1 January 2022	Status as of 31 December 2022
Reserve Fund	26,000,670.49	29,654,404.34
Asset Reproduction Fund	37,770,066.23	41,621,805.68
Remuneration Fund	2,005,367.00	4,921,091.00
Cultural and Social Needs Fund	403,929.05	286,591.89

Revenues (in thousands CZK)

REVENUES 2022		
Sales of own products	own publications, scripts	199,58
Revenue from the sale of services	course fees and training events on request, events of other activities	52,776.42
Revenue from goods sold	Café/Bar Benešov Training Centre	1,170.36
Rental income	Benešov Training Centre, ČEZ	126,07
Proceeds from the sale of tangible fixed assets		0
Accounting of funds	drawdown from remuneration fund, asset reproduction and investment fund, reserve fund	4,046.50
Other incomes, interests		99,93
Operating allowance		53,986.48
Total revenue		112,405.34
Profit after tax		15,453.44

Costs (in thousands CZK)

COSTS 2022	
Wage costs, incl. social security contributions and health insurance	61,129.57
Material consumption	7,017.29
Energy, water consumption	3,374.25
Other services	14,620.46
Repair, maintenance	1,145.69
Taxes, foreign exchange losses, fees, other expenses	4,483.04
Depreciation of assets	5,181.60
Total costs	96 951,90

10. 2. Investment Activity

In 2022, the following investment actions, among others, were implemented:

- Comprehensive renewal of network elements
- Replacing disk arrays and switches older than 10 years
- Installation of a new hotel and catering system in the Benešov Trainig Centre
- Enhancing Wi-Fi connectivity
- Sound system in the Benešov Trainig Centre classrooms with the possibility of using wireless microphones
- Setting up a videoconferencing room at the Benešov Trainig Centre
- Purchase of a garden tractor for mowing grass

10.3. Repair and Maintenance

In 2022, the Institute conducted the following repairs and renovations, among others:

- Reconstruction of outdated gas boiler room control system
- Technology and security update
- Replacement of fluorescent lamps in the entrance hall
- Replacement of circuit breakers in the Benešov Trainig Centre substation

