ANNUAL REPORT 2008
PHOTOGALLERY
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Dear readers,

you are holding again the annual report of the Institute for Local Administration Prague, this time for the year 2008, which was a very important year for all us, because we celebrated the 40th anniversary of the establishment of our organization. This significant event brought us to a recapitulation of past years and evaluation of our work so far. And I have to admit that this recapitulation was very pleasant because the Institute is currently having the image of reliable and professionally skillful not only in the Czech Republic, but also within the European area. We celebrated our successes, reached mainly during last eight years of intensive development, with a lot of our partners, friends and invited guests in our training centre in Benešov in May last year, and also by the modified logo of the Institute and other graphic elements, which were being reflected to our activity and presentation throughout the whole year.

Year 2008 was not just the anniversary one, but it also came to an important change of establishment deed, which became a great challenge for us. On the basis of this change, the Institute became one of main pillars of following aims of Strategy of Implementation of eGovernment in territorial public administration. We have become a methodologist, coordinator and in some cases also performer of training for eGovernment features not only for territorial self-governing units but also for Czech Post, Chamber of Commerce, registrars and others interested in this training. Practically, it meant to compile own strategy for this area including a quality technical support for eLearning training, to create a system of training in the whole national scale and also to create network of lecturers in eGON centres in regions and municipalities with extended powers. The indispensable part is also the compilation of quality training products and last but not least also the second part of our activity, which is obviously the execution of state administration, which belong the testing special professional competence with the exam, methodological and research activity of the Institute to.

Overall, I consider the year 2008 to be one of the most successful so far. However, I am aware that also a close and very friendly cooperation with our institutor Ministry of Interior, mainly the Section of Public Administration, offices of territorial self-governing units, ministries, trainers and all other collaborators has a large contribution on our successes and I would like to thank all of them.

PhDr. Zdenka Procházková
Director of the Institute for Local Administration Prague
2. FEW WORDS FROM DEPUTY MINISTER OF INTERIOR

Ladies and gentlemen,

the state allowance organization Institute for Local Administration Prague has already belonged to my managing competence for three years. I am glad that I can express my opinion of the work of colleagues from the Institute through this annual report. First of all, I am happy to state, that this organization fulfilled all entrusted assignments, like in previous years, in the requested quality and high professionalism. Especially, the successful launch of training regarding the project of Ministry eGovernment became very beneficial for the management of Ministry of Interior. First training projects were the training of trainers of Czech POINT portal and eGON centres managers. The Institute also celebrated the 40th anniversary of its establishment last year. Moreover, I would like to congratulate the Institute for a successful hosting of the 7th meeting of Network of European Public Administration Schools and Institutes, where some key issues of further operation of international cooperation within this association were discussed. Last year, a second part of the training DVD, this time focused on training methods, was finished. In the area of methodological role of the Institute in the system of proliferation of qualification, I consider the completion and implementation of new system of evaluations into practice and the completion of preparation of modernization of the system of trainers training very important. I know that the number of tasks assigned to the Institute by Ministry of Interior is very broad and their quality and timely provision requests a real high professional and expert attitude of all employees of the Institute. But even today, I can claim that it is the interest of Ministry to further enlarge the scope of Institute’s tasks, mainly at the provision of methodology, management and coordination of the system of public administration officials training, certification of trainers and their further training. The Institute will therefore further actively participate on the preparation of new legislative form of rights and duties of public administration of officials. During the last year the large restructuralization of the Institute took place mainly in order to make the work and performance of the institution more efficient. According to currently approved internal projects, the Institute is going to realize many interesting and thematically demanding topics, especially the further training within the eGovernment also in 2009. Management of the Ministry believes that the Institute will further operate as a pillar of training of officials and mainly ensure all spheres of action and tasks in high quality and proficiency and that it will also represent us abroad on an appropriate level as well. In this place, I would like to wish a lot of health, happiness and personal as well as professional successes to all employees for fulfilling of all assigned tasks.

Mgr. Zdeněk Zajíček
Deputy Minister of Interior for Public Administration, Informatics, Legislation and Archives
Ladies and Gentlemen,

I have to admit that it is a very unusual feeling for me. In last eight years, I was participating on creating of the annual report from the position of first deputy director of the Institute, now I was asked to write a couple of words about the Institute as a head of Public Administration Section of Ministry of Interior.

Obviously, I am still carefully following the activities of the Institute and not only because my function entitles me to do so. Eight years in the executive position in the Institute are not easy to be left behind.

In 2008, I was participating in the Institute on a great amount of projects, among others I would mention the initiation of the continuation of the project financed from EU funds called “Identifying and Validating of Competencies of European Officials - The Road to a Joint Training”, which destiny I am obviously interested in. The Institute had to deal with many demanding tasks and projects in previous years and always managed them with honour. I strongly believe that this will further continue, although the year 2009 will bring many complicated challenges. However, I do not have a single reason not to believe the skills of management and employees of the Institute that their work will further represent the Institute and enforce its prestige.

PhDr. Robert Ledvinka
Head of Public Administration Section of Ministry of Interior
4. MANAGEMENT OF THE INSTITUTE
4. MANAGEMENT OF THE INSTITUTE
5. ABOUT THE INSTITUTE

The Institute for Local Administration Prague (Institute) is a state allowance organization founded by Ministry of Interior. The Institute has an exceptional role in the area of training of public administration officials because it is simultaneously a body of public administration and training institution providing a complex offer of training programmes according to Act 312/2002 Coll., About Officials of Territorial Self-Governing Units. Since 2008 the Institute has been entrusted of preparation of the training system in eGovernment for all target groups.

5.1. Institute in charge of eGovernment training area

The Institute became a methodologist and coordinator for the whole republic for the area of eGovernment training. This delegation became a big challenge for us and based on the document of Ministry of Interior “Strategy of Implementation of eGovernment to regions”, we intensively focused on the preparation of complex and functioning system of training in eGovernment and its implementation into practice. The training system is designed on a few basic pillars. Firstly, the Institute acts as a methodologist, coordinator and trainer of managers and trainers of eGovernment skills, the second pillar is represented by eGON centres, in other words training managers of eGON centres of territorial self-governing units and third one are trainers of the Czech Post and Czech Chamber of Commerce.

5.2 Cooperation of the Institute with other subjects of public administration

The Institute cooperates on its activities with other subjects of public administration. During its everyday activities performance, it is in a close contact with representatives of particular territorial self-governing units, Ministry of Interior, central and administrative offices, universities and scientific workplaces. Moreover, the Institute confirmed its long term cooperation with Association of Chief Local Executives of Municipal Authorities, Czech Republic by the signature of the frame contract.

Among main areas of cooperation belong the collaboration of both institutions at the launch of system of mutual transfer of current information and new findings in public administration, mutual support and participation on conferences and seminars, cooperation and creation of common projects in the area of officials training.

5.3 Celebrations of 40th anniversary of the Institute’s establishment

In 2008, the Institute celebrated together with its partners the important event, which was the 40th anniversary of its establishment. A lot of representatives and prime experts of public administration, lifelong training and cooperating foreign institutions took part on the celebrations in May.

The Institute was established by Ministry of Interior in 1968. Since then, it underwent various organizational and economic forms, its activity and focus has been changing. The Institute became politically independent in 1990 and started to focus mainly on professional training of officials and senior representatives of territorial self-governing units. The turning point in modern history of the Institute was represented by the year 2000, when it came to a significant enlargement of its sphere of actions with continuous training, international cooperation, research activities and editorial and publishers work. Other changes happened in 2003 as a result of implementation of Act no. 312/2002 Coll. The Institute was assigned selected tasks of state administration, especially in the area of testing special professional competence. Since 2003 the Institute has been then representing a basic pillar of the whole system of training of officials of territorial self-governing units. The last essential moment in the Institute’s history so far was year 2008, when the Institute was entrusted to manage methodically and coordinate the system of training in eGovernment.
In 2008 the new organization order was approved by the director of the Institute. Basic directions of organizational changes were in:

- approximation of employees providing the realization of training and testing the special professional competence to the venue of realization
- re-distribution of activities of particular departments in order to rationalise and optimise the staff provision of their activities
- provision of new forms of training and enforcement of the process of certification

The important tool at the change of the organizational structure was a utilization of a new system of evaluation of employees. Newly set conclusions of evaluation, which vest mainly in broadening of employees skills through various trainings, contribute to improved work performance leading to requested reach of performance optimalization. The indispensable form of qualification improvement are language courses organized by the employer or possibility for employees to improve their qualification through university studies. New coming employees were immediately after their accession lectured especially in Act No. 312/2002 Coll. Other employees participated on the lecture about ethic dealing with clients and have been regularly improving their professional knowledge related with changes of legal acts and provisions of work safety and health protection.

The new system of project management via research teams proved to be good in order to deal with all, especially new unusual assignments, which the majority of Institute’s employees participated on. Totally, 27 projects were realized in 2008 and they helped to speed up for example the implementation of new technologies in the administration of organization, electronization of contacts with the Czech National Bank and Commercial Bank, creation of web application or optimalization of new system of evaluation.

As far as it concerns the social area, the management of the Institute focused mainly on the continuous creating of ideal working conditions. The utilization of two company doctors was also enlarged; one of them is at the disposal for employees of the Institute in the Training centre in Benešov and the other one for employees of the Institute in Prague.
The Institute guarantees the provision of selected sphere of action of execution of state administration in the area of training of officials of territorial self-governing units according to the Act No. 312/2002 Coll. Here belongs mainly the following:

- methodology and coordination of the area of special professional competences and continuous training linked with special professional competences
- testing special professional competences with the exam of the state validity
- elaboration of a part of “Report about the State of Training of Officials of Territorial Self-Governing Units in the Area of Special Professional Competences”
- keeping the “List of Experts on General and Special Part of the Exam for Testing of Special Professional Competence” and provision of its publication in a way enabling a distant access

### 7.1 Testing special professional competence with the exam

In 2008, 2,889 officials of territorial self-governing units were registered for the testing of special professional competence. The certification of passing the exam received and the special professional competence proved 2,844 officials of self-governing territorial units. Other 660 officials took the exam of testing the special professional exam, though but were classified as failed. At the first opportunity to repeat the exam 529 out of 660 invited officials were classified as passed. Even at the second opportunity to repeat the exam, 45 officials have not managed to prove the special professional competence. From the total number of 2,889 registered for the testing the special professional competence, 45 officials haven’t managed to prove the special professional competence in the time given by the law. So the offered eLearning study has a positive influence on proving the special professional competence.

<table>
<thead>
<tr>
<th>Type of exam</th>
<th>Total result of exam</th>
<th>Number of participants</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Passed</td>
<td>%</td>
</tr>
<tr>
<td>Regular</td>
<td>2,116</td>
<td>76%</td>
</tr>
<tr>
<td>1. repeated</td>
<td>529</td>
<td>68%</td>
</tr>
<tr>
<td>2. repeated</td>
<td>199</td>
<td>81.50%</td>
</tr>
<tr>
<td>In total</td>
<td>2,844</td>
<td></td>
</tr>
</tbody>
</table>
7. EXECUTION OF STATE ADMINISTRATION

7.2 Methodological and coordination role of the Institute

Like in previous years, the Institute was also fulfilling its role of methodologist and coordinator of the execution of state administration in the section of training of officials of territorial self-governing units in area of special professional competences. Thanks to the excellent cooperation of the Institute with particular departments, the sets of questions for testing the special professional competence are now improved regarding the content as well as andragogical-didactic aspects in comparison with previous years. Simultaneously, a big methodological and coordination meeting of the Institute and representatives of Ministry of Interior with human resources specialists of regional offices and chief local executives and human resources specialists of municipalities with extended powers was held. Except from usual information about special professional competences and the Institute’s activity, the issue of the training in eGovernment was presented here.

7.3 Information service

Also in 2008 the Institute was providing a complex information service for the area of training of officials of territorial self-governing units and newly also for the area of training in eGovernment skills. Efforts of the Institute for the most possible openness and offer of information peaked at the preparation and launch of the new web site, which completely complies with user friendly policy. Interested people find there transparently structured information, contacts, news and they also have an opportunity to register for receiving news via e-mail.

People interested in consultancy had as well as in previous year an opportunity to contact employees of department of database and certifications (former organizational department) not only in person but mainly via telephone or e-mail. The activity of the information centre of the Institute proved to be good especially at quick and operative solution of non-standard situations related with participation of officials on training events with human resources specialists of particular territorial self-governing units.
8. TRAINING

The Institute creates a complex offer in all types of proliferation of qualification according to Act No. 312/2002 Coll. In the area of training the Institute realizes mainly following activities:

• creation of training programmes and provision of their accreditation by Ministry of Interior
• realization of proliferation of officials' qualification in conditions and extent set by the special legal act
• preparation of content of study literature and study supportive materials
• formation of trainers staff and provision of its permanent training
• provision of present and distant, eventually eLearning form of training including the management of ELEV training platform
• creation of schedule of preparations for testing the special professional competence, courses of continuous training, training courses for senior officials and heads of offices and all terms of regular as well as repeated exams for testing the special professional competence
• analyses of training needs of officials of territorial self-governing units

It came to a significant change regarding providing of training by the Institute in 2008. Based on the change of the establishment deed, the Institute also started, except from the proliferation of qualification according to Act No. 312/2002 Coll., to completely ensure the training related to the implementation of eGovernment into regions. Apart from officials and employees of territorial self-governing units also employees of the Czech Post, Chamber of Commerce, administrative offices and other individuals and corporate bodies providing the implementation of eGovernment into regions became new target groups.

Although the Institute was very intensively dedicating to the preparation of new types of training for the eGovernment area, it realized, as well as in previous years, many training events for all types of qualification proliferation according to Act No. 312/2002 Coll. With the exception of initial training, which is directly covered by territorial self-governing units. As traditionally, the Institute had also the training for elected representatives in its offer, although it is not legally processed.

The Institute has been noticing the gradual stabilization of public administration for several years and related decrease of interest in testing of special professional competences and increase of interest in all types of continuous training. The Institute reacted on the given situation by a significant extension of the offer of continuous training courses. Totally, 36 new training programmes were accredited.

Number of issued certificates in 2008

<table>
<thead>
<tr>
<th>Type of proliferation of qualification</th>
<th>Number of certificates</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Special professional competence</td>
<td>2 844</td>
<td>60%</td>
</tr>
<tr>
<td>Continuous training</td>
<td>1 643</td>
<td>34%</td>
</tr>
<tr>
<td>Training of senior officials and heads of offices</td>
<td>245</td>
<td>5%</td>
</tr>
<tr>
<td>Training of members of assemblies</td>
<td>35</td>
<td>1%</td>
</tr>
<tr>
<td>In Total</td>
<td>4 767</td>
<td>100%</td>
</tr>
</tbody>
</table>

Since September 2008, the Institute’s main focus has become the implementation of eGovernment into regions. The Institute was entrusted to become a methodologist and coordinator for the area of eGovernment implementation. In practice, it meant not only the already mentioned change of the establishment deed but also the increase of agenda of all employees contributing to the provision of this type of training.

8.1 Preparation for testing the special professional competence

In the year 2008 the Institute ensured, as well as in previous years, the preparation of testing special professional competence with exam for all types of administration activities set by legal implementing regulations. In total, 88 terms of preparations for testing the special professional competence with the exam, consisting of two or three weeks courses, were held. The total amount of realized preparation weeks is 220, though. The brand new offer in preparation for testing the special professional competence has been an opportunity of preparation for three administrative activities in form of three months lasting course (see the chapter about eLearning). Generally, it is possible to illustrate the big shift in the area of utilized training methods as following:
8. TRAINING

Also as far as it concerns preparations for testing the special professional competence, training specialists were intensively dealing with reaching the maximal training and organizational efficiency of this type of training.

Even more significant role at the training of general part represents didactic electronic devices. The majority of lecturers has been already using their own PowerPoint presentations not only during lectures but also within seminars. The utilization of multimedia boards and access to Internet in classrooms became obvious. The most utilized sources are web sites of Ministry of Interior and the Institute, portal of public administration, the Dictionary of Most Frequent Terms in Public Administration and interactive sample tests.

8.2. Continuous training

In compliance with requests of territorial self-governing units, the Institute focused in 2008 on the extension of training programmes in the area of continuous training of officials of self-governing territorial units. Twenty newly accredited training programmes were launched, two training programmes underwent an essential change and for 14 training programmes the accreditation was renewed for following three years.

Like in the last year, training programmes directly successive to particular special professional competences reached a great success, especially the application of administration code for administrative activities.

During the preparation of new training programmes, training specialists consider various sources. The first of them are requests of territorial self-governing units. Needs and wishes of officials who have already been already participating on our training events and submitted us their needs via evaluation questionnaires are also important for the Institute.

The other stimulation for creating a new training programme are legislative changes, which the Institute reacts on and in time prepares updating training programmes with quality trainers coverage for attendants.

During the planning of courses, the Institute also tries to react on current social topics, which has the impact on daily practise of officials of territorial self-governing units. In 2008 it created for instance courses “Municipality and Gaming Machines”, “Roma Issue in Territorial Self-governing Units”, “Municipalities and Environmental Protection”. It is not possible to omit courses focused on so called soft skills, because a quality official has to manage not only the particular professional agenda but also psychosocial skills, which will especially reflect in his/her behaviour towards the broad public.

Except a few days courses held in the Training centre of the Institute in Benešov, a great popularity, especially in commuting areas, also obtained one-day courses held in the Institute’s classroom in the centre of Prague.

### Attendance at courses of continuous training

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number of courses</td>
<td>Number of participants</td>
</tr>
<tr>
<td>Premises Prague</td>
<td>53</td>
<td>633</td>
</tr>
<tr>
<td>Training centre Benešov</td>
<td>46</td>
<td>1 193</td>
</tr>
<tr>
<td>Totally</td>
<td>99</td>
<td>1 826</td>
</tr>
</tbody>
</table>

The table above illustrates the increasing trend of continuous training in the Institute and it is necessary to stress that not only from the number of lectured person’s point of view but also from the quality of training perspective. Technical equipment of classrooms is on a high level so it is possible to follow non-standard requests
of trainers, e.g. regarding didactic equipment. Participants always receive study materials on courses, which mean workbooks, course guide, printed presentations of trainers, brochures, legal acts etc. Since 2007 the ability of trainers to work with state of art didactic devices has significantly increased. PowerPoint presentations or utilization of interactive boards is a daily practice and at the training of soft skills video cameras are being used still more often.

It is apparent from the evaluation of continuous courses by participants that they appreciate the high professionalism of trainers, usually prime experts in given topics, practical contribution of courses content, diversity of topics and last but not least favourable prices and warranty of courses even at the low number of participants.

8.3. Training of senior officials, heads of offices and elected representatives

In 2008 the Institute also continued in the organization of training of senior officials, heads of offices and the training of elected representatives of territorial self-governing units, which is not legislatively handled.

The training of senior officials consists of two parts – general and special part. The general part is focused on managerial knowledge and skills, which are necessary for quality management of human resources. In 2008, courses of general part were held for five times in total and 108 officials took part.

The special part of the training of senior officials consists of an overview of activities executed by subordinate officials and it is composed of 13 modules within training programmes of the Institute. In total, 137 officials attended courses focused on the special part.

The training of heads of offices consists of, same as the training of senior officials, the general and the special part. The content of general part is basically identical with the content of the general part of training of senior official, but in addition comprises also the introduction to distant learning, because the special part of training of heads of offices is being realized by the Institute, based on a wish of heads of offices, via eLearning. The course of special part of training for heads of offices contains information about particular administrative activities according to the bill No. 512/2002 Coll. About special professional competences of territorial self-governing units, as amended by later ordinance, an overview of recommended study literature and short tests of informative character. In 2008, 215 heads of offices passed through the general part and 160 through the special part of training of heads of offices.

Training courses focused on needs of members of elected bodies are the other type of training which the Institute offers. The aim of training programmes is to help mayors and vice-mayors to improve in areas which they need for efficient dealing with work issues, especially at meetings with citizens, colleagues or managers of companies. From offered courses four of them were realized in 2008 – Civil and Social Events and Ceremonies in Municipalities and Towns, Cooperation with Enterprises in Municipality and Town, Art to Persuade and Deal with Objections, Psychology of Personality and Management Skills. In total, 53 mayors and vice-mayors attended these courses.

8.4. Training in eGovernment skills

The Institute was assigned by the Ministry of Interior in 2008 to completely ensure the area of training in the eGovernment area for officials and employees of territorial self-governing units as well as employees – holders of postal licence, Chamber of Commerce of the Czech Republic and notaries. Though, the Institute became a methodologist and coordinator for the given area of training. Practically, it means that our primary goal is the preparation of the system of training in eGovernment, training of trainers in eGovernment skills, preparation of courses content and study materials.

The first product of eGovernment skills area was the course called “Work with Portal Czech POINT”, which has been ensuring efficient and mainly common preparation of assistants of Czech POINT contact sites. A necessity to train the work with Czech POINT required building a brand new IT classroom with 25 PC stations capacity.
During 2008 the Institute trained in seven courses 151 assistants of Czech POINT contact sites in its training centre in total. It is apparent from evaluation questionnaires that attendants found especially beneficial the opportunity to train a practical work with particular sheets. Workbooks, which guide attendants step by step at filling in the sheets, also gained a positive feedback.

Based on the need of quick distribution of all new features was the course “Work with Portal Czech POINT” prepared not only in face to face form but also in eLearning form, in training modules according to particular features. Advantages of eLearning were appreciated mainly by designers and users at the end of year, when the Institute prepared three eLearning courses for new features, which were put into operation on 1st January 2009 (Drivers points register, List of qualified suppliers, Register of participants of car wrecks module). Czech POINT assistants had an opportunity to study the work with new features even before their launch to production environment of Czech POINT, though.

Except the realization of the mentioned course, the Institute participated on cooperation with Ministry of Interior on the elaboration of training part of Strategy of Implementation of eGovernment into Regions document. A few strategic meetings of top representatives of Ministry of Interior and the Institute with territorial self-governing units’ representatives, whom objectives of eGovernment implementation in territorial self-governing units were presented, were held in the training centre of the Institute. Based on the elaboration of these objectives, the Institute initialized to realize the training for future training managers of eGon centres of territorial self-governing units, actually coordinators of dissemination of information and eGovernment skills into regions.

At the end of 2008, the Institute entered into negotiations with Czech Post, Chamber of Commerce of the Czech Republic and notaries. For all these target groups the Institute prepared programmes of training in eGovernment skills, which have been gradually realized since January 2009. It is important to mention here that all training programmes contain the same knowledge basis, which is important mostly from the perspective of provision the unity of eGovernment execution by particular subjects towards citizens. Last but not least the Institute also improved the LMS ELEV, which became the nation widely utilized system for management of elearning training in eGovernment skills [see chapter ELEV].

8.5. Treatment of trainer’s staff and development of system of evaluation training events

The Institute has been dedicating a long-term constant treatment of members of its numerous trainer’s staff and also members of testing board of commissionaires within following its coordination and methodological role in the area of special professional competences. Despite various new tasks, the year 2008 was not an exception.

Six courses dedicated to trainers’ staff were held during 2008. 75 trainers took part on them and they were focused on andragogical topics.

The most important training event in this sphere of action of the Institute was already the third year of two days meeting of trainers and members of testing boards under the heading “Pedagogic Skills of Trainer 2008”.
8. TRAINING

The involvement of topically successive workshops to selected modules was new. Participants were discussing and looking together for a solution of a particular problem.

The significant activity of the Institute in the field of improvement of pedagogic skills of trainers was the preparation and realization of shooting of already the second guiding film, in which employees tried to prepare a kind of sample of basic training methods utilized at proliferation of qualification of officials of territorial self-governing units.

In relation with treatment of trainers staff, a further development of evaluation system, in other words evaluation process, representing the basis which the quality and efficiency of training in the Institute is being considered on, has to be mentioned. In 2008 a permanent collection, analysis and subsequent utilization of information about the training process was intensified, which led to its more efficient state. This important link between attendants of training events and employees of the Institute enabled the creation and realization of training events directly according to needs of officials of territorial self-governing units.

The cornerstone of the evaluation system of the Institute is the questionnaire “Evaluation of Training Course”, which is being handed to participants of training events with the explanation of its meaning and importance for officials’ training.

Establishing new Training-organizational department right in the Training centre in Benešov in 2008 has significantly reflected into the improvement of work with trainers’ staff and utilization of evaluation resources. The establishment of this department has showed to be a very good step for improvement of service of the Institute for training participants as such and it is positively perceived by trainers as well as officials.

8.6. ELEV- eLearning training of the Institute

In 2008 elearning training underwent a great development. Traditional thirty days courses Preparation for Repeated Exam of Special Professional Competence continued. A new thing was a division of courses to three types according to a target group of officials - Prague, municipality, region (consequent to changes in exam questions of general part of special professional competence). In total 22 courses with 146 participants were realized. Six participants took the three months course Preparation for Testing the General Part Special Professional Competence, which is a fully relevant alternative to a face to face course.

For a special part of special professional competence there were prepared or updated courses Overview of Administration Activities (for heads of offices), Preparation for Testing Special Professional Competence for Execution of Administrative Activity at Offence Process Regarding Public Order, Civil Co-Existence and Property, Preparation for Testing Special Professional Competence at Financial Management of Territorial Self-governing Units and its Revision, Preparation for Testing Special Professional Competence at Execution of Administrative Activity at Management of Entrepreneurship and Preparation for Testing Special Professional Competence at Execution of Administrative Activity at Administrative Process of Driving Licences. Eighteen officials were studying in eight terms; the greatest interest recorded the course Overview of Administration Activities, dedicated to heads of territorial self-governing units.

Since October 2008, the Institute started to prepare elearning courses for work with Czech POINT portal. Five courses were created, which initially mainly served as a study support for face to face courses of practical training with forms of Czech POINT contact sites. Courses are being regularly updated now and will be used for face to face as well as elearning training in establishing eGON centres (see chapter Training in eGovernment).

New courses „Driver’s Points Classification” and „List of Qualified Suppliers” were processed in supplementary training of new Czech POINT features. New technological methods were utilized during the creation of the course and video tutorials were involved. These training events were made available for all officials and employees of territorial self-governing units via online registration. 903 users have been registered until the end of 2008 (see graph).

Number of registered participants for Czech POINT courses

The increase of users required a modification of server solution, which is providing a stable access to the learning platform now. In this relation modifications of administrative part of learning platform LMS ELEV were conducted. Some features were modified in order to enable a trouble free management of administration of a few hundreds users and simultaneously guarantee the adequate study comfort for students.
Attendants of all training events which were held by the Institute in 2008, received, within the price of course and according to a type of training event, study or other work materials, lecture notes, brochures with complete wording of legal acts and ordinances, workbooks containing a submission of assignments, presentations by trainers with smaller images of slides with a place for own notes.

Training specialists of the Institute prepare so called course guide for all types of training. A new thing, which proved to be very good, was the distribution of study materials on CD in selected courses. The Institute also focuses on releasing of texts available for public, mainly vocational publications. Among the most important releases belong “Social Therapy” by Eva Zakouřilová and “Municipality Constitution” by Simona Brodská and Petr Kuš. Furthermore, new information text presenting the activity of the Institute, its organizational structure and role in the Czech public administration system to the public has been prepared.

To the marketing area belong the catalogue of publications, which have been released by the Institute so far, other public relations and marketing materials and information leaflets, which are being continuously prepared and distributed ad hoc with the compliance with current needs of the Institute. Except these activities, publishes vocational articles in some magazines, e.g. Public Administration, Andragogy, Modern Municipality and Moravian Countryside.

9.1. Dictionary of Most Frequented Terms in Public Administration

Also in 2008, the Institute was developing in cooperation with Ministry of Interior of the Czech Republic the long term project “Dictionary of Most Frequented Terms in Public Administration”. The dictionary, designed as popular educational handbook, has been available in electronic form for a broad range of experts and public on the website http://svs.institutpraha.cz/ since 1st September 2008. The great advantage of the dictionary is the fact that every user has the opportunity to ask for specification or inserting of a new term through a simple web form. The consistency and adequate level of professionalism is being ensured by the editorial board of Dictionary composed of employees of Ministry of Interior and the Institute. Between 1st September 2008 and 15th January 2009 the Dictionary web site was visited by 3116 users and each of them accessed repeatedly, i.e. 6,000 returns and more than 100,000 terms and definitions were downloaded.
In 2008 the Department of Databases and Certifications was established, which assumed assignments from the original Organizational Department and simultaneously ensures new tasks mainly linked with the maintenance of all databases of the Institute. It maintains and updates the schedule of training events, including planning of dates of testing the special professional competence with the exam, dates of repeated exams and eLearning preparatory courses from the general part for officials who were classified as failed in the first term of the exam.

The second crucial responsibility of this department is the maintenance of EZOP database, which is a complete system where entries about the proliferation of officials of territorial self-governing units are stored.

EZOP database is not only the registration system but also enables to process statistics, which are valuable resource of information about the national situation in the area of qualification proliferation of officials of territorial self-governing territorial units.

In 2008 the Institute registered 4,610 accepted applications for all types of qualification proliferation of officials of territorial self-governing units.

To illustrate the work of this department 6,300 contracts, 5,480 advance tax document and 10,111 tax documents were submitted. During 2008, 736 excuses and 3,417 cancellations of officials’ participation on training events were processed as well. In total 4,848 “Announcement of date, venue and time of testing the special professional competence with the exam or training event” were printed and distributed.

The Department of Databases and Certifications serves as the information centre of the Institute as well. It provides information and consults territorial self-governing units and especially human resources specialists with training of officials via telephone and e-mail. In cooperation with Human resources specialists, it flexibly deals with non-standard situations related to attendance of officials at training events and testing of special professional competence with the exam.
The cooperation with foreign institutions of public administration complies with the mission of the Institute to train officials of territorial self-governing units. Realization of international cooperation contributes to the exchange of experience, transfer of good practice and implementation of innovative approaches to the system of Institute’s training. The cooperation is traditionally realized in three basic levels:

- realization of projects co-financed from European Union funds
- organization of conferences and seminars with international participation
- participation of the Institute in international and professional organizations – it is mainly the membership in Network of European Public Administration Schools and Institutes (NEPASI) and European Network of Training Organizations and for Local and Regional Authorities (ENTO)

The Institute participated on a further development of the project Identifying and Validating of the Competencies of European Officials in 2008 and the cooperation with partners in the project will continue in 2009 as well. The project, which will have the title “Transfer of Innovation in Methodologies for European Officials: Follow up on a joint learning path”, belongs to the programme Leonardo da Vinci/ Multilateral Projects/ Transfer of Innovation and after the revision of training modules created within the mentioned project it designs new modules focused on social inclusion and subsequently transfer them to modern information technologies platform. The Institute is the coordinator of the project and partners are Slovakian Institute of Public Administration, Instituto National de Administraçao from Portugal, Italian Scuola Superiore dell’Amministrazione dell’Internno and Institute of Public Administration from Bulgaria. Each partner will then disseminate project outputs to other institutions that he cooperates with.

11. INTERNATIONAL COOPERATION

11.1. Organization of conferences and seminars

In April the Institute prepared in its training centre in cooperation with the French Embassy and Association Masaryk the lecture about “Deontology in European Public Functions”, which attended important representatives of public administration as well as academic branch. Among essential topics of this seminar belonged for example the lecture about ethics for more efficient public administration. In middle of September, already the sixth meeting of Association of European National Schools and Institutes
11. INTERNATIONAL COOPERATION

was held in the training centre of the Institute. Formal and content conclusions, which enable further development of Association, were approved. The area of cooperation will concern eLearning, evaluation tools and a joint statement regarding cooperation with European Union. Following the unanimous agreement of all participants Association was renamed to Network of European Public Administration Schools and Institutes (NEPASI).

11.2. Other types of international cooperation in public administration area

Representatives of the Institute took part on the 21st meeting and vocational conference of ENTO, which was held in Italian Desenzano del Garda and had the title „For Dynamic Local and Regional Policy: Training for Innovation, Innovation for Training”.

The meeting was terminated with elections to the ENTO board, so called Bureau.

However, the course and results of elections were infirmed by several participants due to the lack democracy and transparency. These circumstances caused the call for extraordinary ENTO meeting for February 2009.

The Institute was also developing cooperation in the area of bilateral relations, for instance by the visit in the partner Slovak Institute of Public Administration or Institut Régional d’Administration in Nantes.

On the other hand, the Institute hosted visits from Shanghai Institute of Public Administration or Serbian Ministry for Local Government and Self-Governance.

It has become a good habit that representatives of the Institute participate on international conferences focused on public administration area, adults training or eLearning area. In the beginning of the year, the Institute’s representatives presented a paper “Efficient Public Administration and Friendly Public Service” in Athens, Greece. Moreover, the Institute participated on Slovakian conference about the training of employees of territorial public administration and the First World Lifelong Learning Forum in Paris.
Last year, the Institute followed the success from previous years, especially in the application of saving programmes with the maximal utilization of programme financing for particular areas of public expenditures. The great care was dedicated to investment activities area, which aimed to improve conditions for stay of officials during the qualification proliferation and conditions training process realization. From successfully realized investment activities in 2008, it is good to mention the lift modernization, installation of emergency lighting and fire alarm, reconstruction of multipurpose sports field in the training centre in Benešov. Within the development of training processes the modern IT classroom, which serves mainly for Czech POINT and eGovernment training was opened. Other stages of implementing modern teaching devices are in process. The management of the Institute considers the finalization of electronization of property management and launch of electronic property registration via bar codes as a very important step in transparency of economic processes and quality of book keeping.

The Institute’s economics ended like in last seven years in black numbers. Last year, it recorded a loss of 3,787,137 CZK in the main activity and in the sixth year in row it had to subsidize a lack of financial resources in the main activity from its other activity. Since the appointment of the management in 2000, economic processes have been stabilized and standardized, it has managed to increase revenues and keep the level of costs. This success is also reflected in the capability to create resources of funds necessary for a provision of permanent development and modernization of the organization. The successful economics reflects to a still increasing share of the Institute on revenues of the state budget. Since 2000 the Institute has submitted in average 7.5 – 8 millions CZK to the state budget in appropriate taxes. In total, it is 60,237,947 CZK for the eight years period and it re-invested 41,038,428 CZK to the state property from its own resources. Positive aspects of gradually realized measures in economic processes are also displayed in graphs for a comparison of results of the Institute’s economics results. The Institute is economically stabilized organization with a quality system of check mechanisms within a preliminary, continuous and subsequent check of economic processes. It is the organization disposing of transparency and completely led accountancy and rules of economic processes set by its management enable a long-term profitability and creating of sufficient volume of financial resources necessary for the provision of permanent growth of the organization.
12. ECONOMICS OF THE INSTITUTE

![Bar chart showing VAT and Tax from income trends from 1998 to 2008.](chart-image)

<table>
<thead>
<tr>
<th>Year</th>
<th>VAT</th>
<th>Tax from income</th>
</tr>
</thead>
<tbody>
<tr>
<td>1998</td>
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<td>360 150</td>
</tr>
<tr>
<td>1999</td>
<td>0</td>
<td>157 500</td>
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<tr>
<td>2000</td>
<td>1 465 943</td>
<td>332 850</td>
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<tr>
<td>2001</td>
<td>34 715</td>
<td>1 894 720</td>
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<td>989 210</td>
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<td>3 514 711</td>
<td>1 312 850</td>
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<tr>
<td>2007</td>
<td>9 801 667</td>
<td>2 423 520</td>
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<tr>
<td>2008</td>
<td>6 423 286</td>
<td>1 168 108</td>
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The Institute holds the vast majority of training events in its Training centre in Benešov. This training centre with modern equipment, offering our clients the complex service from training, accommodation, catering as well as an offer of supplementary service, is located 49 kilometres from Prague in the direction Tábor. Training took place in 5 classrooms with the capacity of 25-110 seats, equipped with modern didactic devices as well as modern furniture. Furthermore, there is a congress hall with the capacity of 192 seats (with possibility of simultaneous interpretation to six languages, taking audiovisual record of the meeting and possibility of hosting videoconferences), four exam rooms online connected to the central database EZOP and 2 lounges. All rooms of the training part of the centre are air conditioned. Accommodation is provided in 76 double rooms, 12 three bed rooms with its own sanitary facility, 8 double rooms with joint sanitary facility for two rooms together and 4 suites. The quality catering is provided in the dining room disposing of 130 seats. Last year employees of the training centre prepared 27,970 breakfasts, 49,617 lunches and 28,430 dinners for 30,218 persons. They also ensured all requests for dietary or vegetarian meals and special diets. Like in previous years, the great care was dedicated to modernization of the training centre, for example restoration of the lift for 1,614,530 CZK in total.
14. INTERNAL AUDIT

The execution of internal audit in the Institute is a part of its internal control. It is a service provided in form of analyses, evaluation and consultancy. Obtained information was a result of revision and evaluation of the organizational activity. In 2008 it was mainly observed whether risks related to the execution of given activities are recognized early and whether relevant measures are being implemented in order to eliminate completely or minimize consequences. Simultaneously, the great attention was attracted to a risk based analysis linked with the execution of audited activity. Audited activities were assessed whether they comply with efficiency rules, follow requests for purposefulness and are ensured by efficient financial resources management. This plan was completely fulfilled. The system of inner check was set in a way that the controlled check was adequate, efficient and was preventing system insufficiencies. No serious insufficiency was found in the internal audit area in 2008.
WHAT THEY SAID ABOUT US

Thomas Buffin
Attaché for technical and European cooperation, French embassy in the Czech Republic

Institute for Local Administration Prague is one of the main partners of French embassy in the Czech Republic in the area of cooperation in public administration. Its contacts with foreign and French institutions for training of state officials such as Institut Régional d’Administration in Nantes or its active role in ENTO just prove its openness and willingness to participate on active exchange of experience between European training institutions for officials. Finally, I would like to thank the director and her colleagues for the pleasant cooperation in the last year. I have no doubts that the next year will bring development and intensification of already existing activities in this area.

PhDr. Ing. Stanislav Konečný, PhD.
Director of Institute of Public Administration, Bratislava, Slovakia

The cooperation between Institute of Public Administration and Institute for Local Administration Prague, which origins from common beginnings of both institutions more than 40 years, has not been losing its importance through years but vice-versa – it has been still improving. While we used to cooperate on more bilateral basis in past, now we are more and more meeting as partners in European projects. Last year, thanks to a friendly offer of the Institute, we could join in the project Transfer of Innovations in Methodology of Training for European Officials, in which we will participate with training institutions from other countries on the preparation of common European methodology of officials in various areas of public administration. Though, we connect what is useful for public administration in both our as well as other countries with that which is pleasant at our already traditional meetings.

Ing. Jaromír Zajíček
Chief local executive of Děčín municipality and chairman of Association of Chief Local Executives of Municipal Authorities of the Czech Republic

Association of Chief Local Executives of Municipal Authorities of the Czech Republic has been cooperating with the Institute almost all the time of its fifteen-year existence. Last year, the mutual cooperation was proliferated and coordinated even more. A natural output was the signing of the frame co-operation contract, which above all includes the conclusion of common realization of research programmes, training, publishing and dissemination of results in the training area. This contract further institutionalizes cooperation at organizing courses and seminars, mutual support and consultancy as well as common realization of training projects.

Except its main role – obligatory training of officials the Institute ensures necessary activities not only for Association of Chief Local Executives but also for other employees in public administration. During their realization various training programmes organized directly with or with other training institutions serve as, among others, an opportunity for meeting and transfer of experience of pundits from the whole public administration. The Institute prepares and organizes training and research programmes not only in the national but also in European scale. It has been participating on designing the legislature recently. It is impossible not to mention Dictionary of Most Frequently Used Terms in Public Administration, which experts have been demanding for years.

For all of this the Institute deserves a great thanks and in charge of Association of Chief Local Executives of Municipal Authorities I can stress that we are looking forward to further quality cooperation and to common realization of many projects, which we have prepared.

Mgr. Stanislav Havlíček
President of Czech Pharmacy Chamber

I would like to express my thanks for the smooth and trouble free organization of the meeting of our chamber in the Training centre of the Institute in Benešov. During the whole event we experienced pleasant conditions, very good service and hospitality of Institute’s employees. Therefore, we will be glad to return to Benešov next year.