

Annual Report 2009

Institute for Economic and Social Reforms – INEKO
www.ineko.sk

Content

Structure of the Institute.....	2
Mission & Environment.....	4
Staff.....	5
Program.....	6
Projects.....	7
Financial Report.....	16
Web-Site Statistics.....	18
Media Coverage.....	18

Structure of the Institute

INEKO was established as a member of INEKO Group which was created by several existing research institutes: The Center for Economic Development (CPHR, or CED), Transparency International Slovakia (TIS), Business Alliance of Slovakia (PAS), Junior Achievement Slovakia (JAS) and Slovak Governance Institute (SGI).

The INEKO Group's goal was to bring different NGOs physically to one area and thus, to encourage common building of infrastructure. This goal has been accomplished – we work together, we built common infrastructure, we can share knowledge and some facilities, which makes our work more efficient. The intensity of cooperation within INEKO Group reached its peak between 2000 and 2003, when INEKO largely financed the infrastructure of INEKO Group members (rent, energy, office equipment, phone, internet, etc.). In 2004 this support was gradually declining and ceased completely since 2005. Nowadays, all members cover their entire infrastructure individually. However, all institutes cooperate further on an informal (discussions, consultations) as well as formal basis (common projects, personal links).

The Institute is governed by the Board and managed by a Director. The Board includes the heads of the separate organizations that have established the Institute and some other individuals. It has a rotation membership lasting 5 years. In 2009, the Board had following members: Rastislav Kováčik, Eugen Jurzyca, Ján Tóth, David Frankel. The Director has been appointed by the Board and the Board members have been appointed by the founders¹. The Board members meet irregularly to discuss the results of INEKO projects and plans for the future.

The Institute budget supports two broad functions: the management, infrastructure and service staff to coordinate effective policy research, and selected projects.

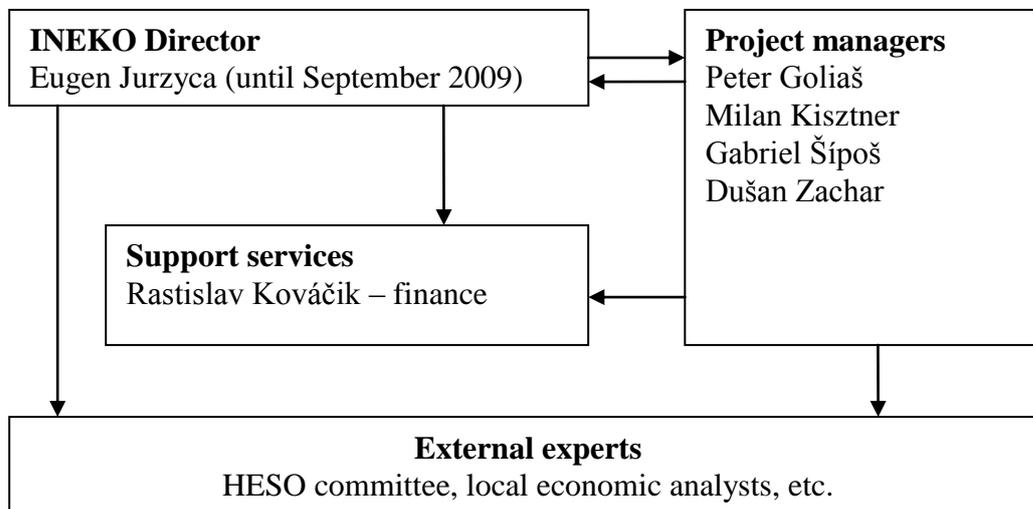
The Institute's initiative responds to the serious need for independent Slovak support for the economic reform challenges facing the government and the regional entities in the time of implementing the crucial structural reforms. This support is still not available from understaffed public bureaucracies or existing private organizations. In this environment, the Institute leadership identifies 4-5 key areas in which analysis and information is needed to support the reform process. Firstly, the Institute monitors and comments developments in all selected areas. This is less difficult and costly. As soon as it becomes evident, which area becomes subject to a major reform, the Institute narrows its focus and starts in depth analyses of 1-2 selected reforms.

The Institute has developed a small-specialized staff, which also draws on existing capacity in cooperating organizations. Its work involves identifying barriers to economic efficiency and developing policies designed to remove these barriers. The staff development aims at deepening the know-how in the process of preparation and implementation of reforms. INEKO does not plan to hire experts on selected sectors of the economy. These experts will be contracted externally if needed in a particular project. INEKO people should understand reforms and be capable to propose and realize useful changes across all sectors in the

¹ Katarina Vajdova, Daniela Zemanovicova, Eugen Jurzyca.

economy. INEKO staff knowledge develops mainly through on-the-job-learning while working on particular reform projects, studying relevant literature and, though financially limited, attending international conferences.

Organization Chart:



The Institute has also established an international Advisory Committee. Members come from policy research institutes, some outside of Slovakia, business and finance, the media, and other sectors with relevant expertise and commitment to the goals of the Institute. In 2009, the Advisory Committee had following members: Ivan Mikloš, Lajos Bokros, Brigita Šmögnerová, Michal Mejstřík, Peter Weitz in memoriam.

Legal statute: The Institute is incorporated as an association of citizens².

² Act No.: 83/1990 Coll. of Laws on Association of Citizens

Mission & Environment

Mission: The Institute's mission is to support a rational and efficient economic and social reform process in the Slovak Republic (SR), through research, information development and dissemination, advice to senior government, political and self-governing officials, and promotion of the public discussion. It also focuses on those areas of social policy on the regional as well as the European level critical to the economic transformation of the SR. It draws on the best experience available from other transition countries and members of the European Union (EU) and the OECD.

Environment: In 2009, the Institute focused on reflecting the situation after the 2006 parliamentary election, when a government of social-democratic party Smer (led by Mr. Fico), SNS (led by Mr. Slota) and HZDS (led by Mr. Mečiar) came into power. Soon it became evident that this government was rather backward-looking and anti-reform. For instance, it has virtually canceled healthcare reform, violated labor market reform and proposed changes in the regulation of natural monopolies that strengthen political (instead of expert) influence and put the country several years ago. For the Institute, this meant limited space for the cooperation on the reform process. Therefore, we rather focused on involving the independent experts into monitoring and evaluating government steps and on the public education aimed at fostering the reform-friendly environment.

Staff

INEKO had 6 regular employees and fellow workers in 2009.

Director (until September 2009): Eugen Jurzyca



Eugen Jurzyca was born in Bratislava, Slovakia in 1958. He worked for the Center for Economic Development, Antimonopoly Office of the Slovak Republic, he served as a Member of the Bank Council of the National Bank of Slovakia (from December 1, 2000 to December 2001), Member of the Alliance for Transparency and against Corruption, consultant to the OECD and the World Bank. Mr. Jurzyca graduated from the Economics University in Bratislava, he was trained in economics at Georgetown University, Washington, D.C. (1993), and marketing at Open University Bratislava (1991-1992).

Analysts: Peter Goliaš, Milan Kisztner, Gabriel Šípoš, Dušan Zachar
Economic Department: Rastislav Kováčik

In September 2009 Eugen Jurzyca resigned from his position due to the launch of his political career. Rastislav Kováčik was authorized to lead INEKO temporarily until a new Director Peter Goliaš has been appointed coming into force since 2010.

Program

The focus of work supported by the Institute is being determined by a careful analysis of public opinion, government priorities and options as well as by the analysis of the Brussels policy. It has already changed and will be a continually changing agenda. In 2009, issues at the center of Slovak government concern and relevant to the Institute's activities included:

- Euro adoption
- social security reform;
- health care reform;
- public finance (tax) reform;
- reform of education.

The Institute has developed a small-specialized staff, which together with the founders and other Board members, as well as Advisors developed the agenda of Institute activities. Its work involves identifying barriers to economic efficiency and developing policies designed to remove these barriers. The identified barriers include:

- lack of the high-quality reform-related information;
- growing populism among politicians;
- difficult orientation in the complicated legislative process;
- still insufficient quality, ethics and economic literacy of media.

Through research, analysis, expert forums and working groups, public discussion and other means, the Institute develops policy options and strategies for presenting these effectively to the relevant audiences. It should be able to provide some of the policy development services that the public administration cannot. By providing feedback on government economic and social measures, organizational support, additional financial resources for research and project development, and coordination of presentations to public officials the Institute has a significant influence on the private, non-commercial contribution to policy.

PROJECTS

HESO-Slovakia

Project “*Evaluation of Economic and Social Measures*” results for the last quarter of 2008 came out in June 2009. The results showed negative average ratings of measures evaluated. This means that on average, the measures taken by the government harm the economy. Project results are publicly available on HESO-project web-site: <http://www.ineko.sk/static/heso/> (in Slovak). The Experts’ Committee consisting of up to 60 experts evaluated the most important economic and social measures proposed or adopted in the Slovak Republic as well as in the EU. The evaluation committee consists of experts from Slovakia; some experts are from the Czech Republic, Hungary, Austria, United Kingdom, and Canada. Their opinion should help public to identify which measures have contributed to the economic and social development in Slovakia and which have slowed down the economic and social progress; i.e. which measures they should support and which not. The Institute disseminates project results as a press report. They are frequently quoted by the Slovak media.

In July 2009, the “*HESO 2008*” **publication** was published and afterwards distributed. There are two editions: the Slovak edition (81 pages) and the English edition (77 pages). The publication maps the HESO (Evaluation of Economic and Social Measures) project results during the period of January 2008 to December 2008. It follows seven previous HESO publications, which covered results from the beginning of the Project in April 2000. The publications contain description and evaluation of selected important and/or interesting economic and social measures/reforms of the monitored period in the Slovak Republic as well as in the EU. The electronic editions (both Slovak and English) are publicly available on INEKO webpage.

HESO-Regions

In 2009 INEKO closed the project on **monitoring the best practices of the municipalities and regional administrations**. The final outcome included the publication of its results for the last quarter of 2008. The project results had been disseminated to both local decision-makers as well as to the public through national media. Despite closing the project, the Center for Economic Development (CED) started to implement its own version. The main goal of this project was to monitor and evaluate the measures taken by municipalities. It served as a source of the information and expert advice for municipalities and citizens. Thus it should support the implementation of the most successful proposals and discourage the implementation of the least successful ones. For results see <http://www.ineko.sk/heso-regiony/> (in Slovak).

Feedback on Populism: Unrealistic Promises and Inefficient Government Spending

In 2009, we continued in implementation of the three-year project “**Feedback on populism**”. This project was a direct reaction on the result of the parliamentary elections in 2006, after which a government of social-democratic party Smer (led by Mr. Fico), SNS (led by Mr. Slota) and HZDS (led by Mr. Mečiar) came into power in Slovakia. Generous promises to improve social standards of people played a key role in their success. We believe there is a risk that most of the promises have either no or inefficient solutions (the efficiency means the best possible desired results relative to costs involved). This is how we define **populism – popular promises without solutions or with bad (inefficient) solutions**. Populism is dangerous because it does not solve real problems, and, on the opposite, generates new ones. Moreover, it weakens the sense of democratic elections. If the politicians compete more by lying than by solving problems, people lose chances for reasonable choice. It is important to have an independent oversight of government activities, helping people to recognize populist promises and to demand efficient solutions. The project aims at systematic reduction of the populism in two basic ways:

1. Feedback on promises:

The project mirrors all the promises related to social and economic issues government has made through the period 2006-2009 and the real fulfillment of them. Thus, it **puts in contrast promises and reality**. We put emphasis on involving independent experts to monitor government measures, analyze them, and comment on their accord with promises, and, if applicable, the reasons why politicians adjusted their promises over time. This information is being published in media.

In 2009, we published seven analyses contrasting the reality and the pre- and post-election promises of government representatives in seven different sectors of the public governance. The analyses are based mainly on hard (statistical) data that proved to be more effective when revealing populist promises compared to the expert opinion. This is mainly because the government does not listen to the experts’ opinion, but it rather attacks their credibility. The analyses covered following areas:

- **Social policy** (June 10th, 2009): After three years in power, the government fulfilled 7 of 36 most important promises related to building a social state. Both in 2007 and 2008 Slovakia had the lowest share of government expenditure on GDP in its history and also among the European Union members (around 35% of GDP). This is in direct contrast to the government’s promise of building a strong social state in Slovakia. The analysis is available on internet (in Slovak only):

http://www.ineko.sk/file_download/434

- **Rule of law and transparency** (June 12th, 2009): After three years in power, the government fulfilled only 3 of its 22 promises regarding rule of law and transparency. It failed mainly in its fight against corruption, when several of its ministers had to leave office due to corruption scandals and non-transparent public procurement. The analysis is available on internet (in Slovak only):

http://www.ineko.sk/file_download/435

- **Transport policy** (June 15th, 2009): After three years in power, the government fulfilled just 1 of its 15 most important promises in transport. This was thanks to its generous financial support of building highways. However, it failed in development of railways, transport with alternative fuels, introducing digital TV, and electronic highway toll. The analysis is available on internet (in Slovak only):

<http://www.ineko.sk/clanky/vlada-plni-sluby-v-oblasti-dopravy-na-paetinu>

- **Education, culture and sport** (June 19th, 2009): After three years in power, the government fulfilled 4 of its 21 promises related to education, culture and sport. Despite increased funding in 2009, the state budget for the education, sport and culture was still lower than in 2006 expressed as a share of GDP. The government also promised to increase the average salary in education to 100% of the average wage in the economy. In reality, it went up from 82% in 2005 to 88% in 2009. The analysis is available on internet (in Slovak only):

http://www.ineko.sk/file_download/440

- **Health care** (June 25th, 2009): After three years in power, the government fulfilled 6 of its 23 promises in health care. It cancelled symbolic fees for seeing a doctor or staying at a hospital, stopped privatization of providers, and poured much more money into healthcare. On the other hand, it failed in its effort to centralize and nationalize health insurance market, and to substantially increase salaries of health personal. Unfortunately, the government did not fulfill several promises that are rather good for a country such as creating a fund for financing serious illnesses, supporting voluntary health insurance, lowering debts, supporting prevention, or simplifying the annual payroll tax forms. The analysis is available on internet (in Slovak only): http://www.ineko.sk/file_download/441

- **Economic policy** (June 29th, 2009): After three years in power, the government fulfilled 6 of its 20 promises. In particular, it stopped privatization and frozen household energy prices. On the other hand, it is not successful in improving the business environment (most indicators show it is worsening), it has not introduced a special tax on banks and monopolies, and it has not decreased tax on gas fuels. The analysis is available on internet (in Slovak only):

http://www.ineko.sk/file_download/442

On July 1st 2009, we published a press report informing about fulfillment of 147 most important promises followed by this project. After three years in power the present government fulfilled completely 27 promises. It did not even start to fulfill 44 out of remaining 120 promises. The press report is available on internet (in Slovak only):

<http://www.ineko.sk/clanky/tri-roky-vlady-koalicne-strany-este-nesplnili-120-slubov>

Fulfillment of government promises after three years in power

Degree of fulfillment	0%	1%-50%	51%-99%	100%
Number of promises	44	56	20	27

Among fulfilled promises, there were mainly popular promises that the experts say are unsustainable and bad for the Slovak economy, such as canceling direct fees in healthcare, “freezing” energy prices, imposing a kind of 13th “Christmas” retirement, or stopping the privatization. On the other hand, it also adopted new “euro” currency which was desired by experts. However, the government mostly fails in fulfilling promises that experts think are good for the economy, such as fight against corruption, increasing transparency in public

procurement, improving business environment, or supporting education. Unfulfilled “bad” promises such as canceling the flat tax and imposing special taxes on banks and monopolies are rather in minority.

In general, very low degree of fulfillment based on detailed analyses of promises proves that the government’s promises were unrealistic, that it had no real strategy before elections, and that it fails in managing financially and technically demanding projects.

On November 4th 2009, we issued a **publication collecting 90 most important promises** and feedback on their quality and fulfillment. The electronic publication is available on internet (in Slovak only): http://www.ineko.sk/file_download/470. We have distributed 100 hard-copies of the publication among selected experts, politicians, journalists, NGO representatives and people from the academy.

Fulfillment of 90 most important promises tracked by the publication

Degree of fulfillment	0%	1%-50%	51%-99%	100%
Number of promises	27	33	19	11

At the end of November 2009 we concluded an **agreement with the daily SME allowing us to add a short feedback on fulfillment of promises (together with the link to our database of promises) directly to articles published on SME website**, which has one of the biggest readerships in Slovakia. This would help significantly in informing the public about how the government delivered on its promises.

2. Feedback on the state budget goals:

In 2009, we gradually concluded our work on the “Feedback on inefficient government spending” part of the project. In December 2008 and January 2009, we published results of the analysis of the state budget goals for 2009. The goals were taken from the following budget chapters: education, sport, economy, science, and health-care. As in previous years we found out that **the vast majority of goals (more than four out of five) are designed to support specific subjects or processes, but not to achieve results. Compared to the previous state budget for 2007 and 2008, the share of goals that are not result oriented increased from 73% in 2007 to 76% in 2008 and 81% in 2009.** It means that the government has not improved the efficiency of the public spending. It continues in measuring the efficiency mostly by the numbers of decisions issued, analysis written, or projects and organizations supported from the state budget. At the same time, the government puts much less emphasis on the real impact and usefulness of these decisions, projects, and organizations for the society. According to our survey among experts, the biggest problem is that the goals are not clearly formulated and do not have relevant measurable indicators. We informed about conclusion of our project in the end of January 2009. The results of the project together with the full version of the analysis are available on internet (in Slovak only):

<http://www.ineko.sk/heso-rozpocet/projekt-heso-efektivny-statny-rozpocet>

3. New activities

During 2009, we replaced “Feedback on inefficient government spending” by two activities:

1. “HESO-Future”
2. “Fact checking in media”

Reasons for the change:

Since 2007, large part of the goals of “Feedback on inefficient government spending” has been fulfilled. Moreover, public discussion especially in media has fallen to the level where no strategies supported by logical arguments, analysis and reliable facts are presented by politicians. Instead of that, very often existing strategies are attacked by Government members by false facts, obfuscation, and demagogy. INEKO is afraid that in such situation the country will (1) not have healthy strategies to solve the most important problems publicly discussed when political situation will allow for their implementation and (2) even the strategies already existing could be destroyed by publishing false facts in key public discussions.

HESO-Future

In January 2009, we contacted two experts (Jan Toth – Chief Economist at UniCredit Bank, Ludovit Odor – Viceprezident at National Bank of Slovakia) to identify the most problematic social and economic issues in Slovakia. These were the impact of the world financial and economic crisis on the Slovak economy and how the Slovak government should react. In the second round we distributed three questionnaires among approximately 20 experts, mostly local economists and bank analysts to give their assumptions about future economic development in Slovakia and possible government reaction. We published the results in February, April, and June 2009. The results showed serious negative trend in experts’ assumptions about economic development in Slovakia. The survey identified increasing fiscal deficit as one of the biggest economic problems. Among recommended solutions, experts would like to see government adopting structural reforms of taxes, payroll taxes, and labor market. They also emphasized a need for increasing transparency in the public procurement and a need to cut down government expenditure to decrease fiscal deficit. The results are summarized in the press reports that are available on internet (in Slovak only):

<http://www.ineko.sk/projekty/projekty-v-roku-2009>

In September 2009, Eugen Jurzyca stepped down from a position of INEKO director (although he still stays with INEKO). Soon after he established and became a leader of an anti-crisis team of the main opposition political party SDKÚ-DS. Although he is not a member of this party, he will candidate for it in the forthcoming parliamentary elections in June 2010. Peter Goliaš, INEKO analyst, became one of the members of the anti-crisis team led by Mr. Jurzyca. The team consisted of 11 members and several consultants including some of top Slovak economists. By this activity, INEKO has contributed significantly to form political opposition and expert views of social and economic measures needed to minimize negative impact of the world financial crisis.

Fact-checking in media

In the reporting period, we monitored all important TV and radio political discussions as well as public proclamations of main politicians. As proposed in our project update for 2009 we planned to publish our fact-checking findings on our blog Slovak Press Watch (SPW) - <http://spw.blog.sme.sk/>. However we had to finish SPW due to lack of financial resources. After that we fact-checked politicians mainly by commenting their expressions and proposals in media as well as by writing several newspaper articles for the daily SME and publishing several blogs on eTrend.sk – business weekly web page: <http://blogy.etrend.sk/inekomenty/117755.html>. In July 2009, we began to fact-check politicians also on INEKO web page. In October, we have been able to renew SPW project thanks to a new grant from the U.S. Embassy in Slovakia. Since then we have published several fact-checking articles also on SPW web page.

Monitoring and Commenting on the Structural Reforms

In 2009, INEKO continued in **monitoring and commenting on the structural reforms in Slovakia**. The main goal of the project is to help the broad public as well as the experts to get a quick and clear overview of the structural reforms. It contributes to the discussion about the outcomes of these reforms so that possible mistakes or pitfalls are avoided. In 2009, we focused particularly on the government measures aimed at modifications of the pension reform, the health care reform, the tax reform, and the reform of education. For the media coverage, please, visit our webpage: <http://www.ineko.sk/media/medialne-vystupy>.

For the monitoring of the education reform, we established a special webpage - <http://www.ineko.sk/ostatne/monitoring-reformy-skolstva>. Here, INEKO collects main arguments for and against related measures taken from Slovak and foreign newspaper articles and studies. The project reflects that the current education system does not provide useful knowledge to young people – children do not learn to cooperate, communicate, solve problems effectively, work with information, think critically, etc. The university students are not properly prepared for their work-careers and especially foreign investors start to claim lack of qualified work-force. The reform seems to be crucial for future happiness of Slovak people.

In 2009, we also continued in our project “**Discussing the problems of health care and potential solutions (i-health.sk webpage)**“ with our local partner – private health insurance company Dôvera. The goal of the project is to identify key problems of the Slovak health care system, to research best foreign practices and to propose solutions to the problems. Thus it should improve the quality of the public as well as expert discussion of the Slovak health care system. The results of the project are displayed on a web page www.i-health.sk and published in the local media. In 2009, the project included monitoring of main developments on local market, publishing of key health care statistics, developing electronic library of studies focused on economy and financing of health care, writing analysis and presenting key results in media.

Best Annual Report Award

Project of evaluating the annual reports of both enterprises and non-profit organizations operating in Slovakia has continued – www.rocnasprava.sk. The project culminated in the fall 2009 by awarding winners in both (profit and non-profit) categories. Throughout the year, the media presentation of the project and related activities (publishing articles, participation on TV and radio discussions) continued as usually.

Project background: The original objective of the project is to collect relevant and transparent information about entrepreneurs on their business activities in Slovakia and to inform stakeholders, citizens, municipalities and other interest groups. This is done through evaluating of firms' annual reports. In 2005 we started to evaluate annual reports of non-profit organizations that receive financial support from public fundraising campaigns and from the citizens' and firms' donations transferred directly from taxes (Slovak law allows to donate 2% of paid taxes to subjects supporting non-profit activities). The aim of this activity is to provide better information for donors (people and firms) about how their money has been used. Organizers believe this activity helps building higher confidence between donors and recipients of financial sources. The evaluation criteria for both profit and non-profit categories are: (1) the information for shareholders, (2) the financial transparency, and (3) the comprehensibility of used language. Two other partners - Trend (the best Slovak economic weekly) and Sk-Media (PR agency) help INEKO to run the project.

Slovak Press Watch - Journalism Blog

In 2009, INEKO continued in regular publishing of its media monitoring blog – Slovak Press Watch. However, we had to postpone the project from April to September due to the end of grant from the Trust for Civil Society in Central and Eastern Europe (CEE Trust). The project has been renewed in October 2009 thanks to a new grant from the US Embassy in Slovakia. The project should improve quality and the ethics of the Slovak media, and to encourage critical thinking and real public debate about work of media.

In 2009 we focused less on criticizing media and more on helping them to investigate the truth, to verify facts and to correct false arguments presented by politicians and other authorities. We followed these objectives:

- (1) To filter, fact-check, and comment on incorrect news and false arguments presented by media, politicians, and experts (economists, political scientists, sociologists).
- (2) To encourage critical thinking and real public debate about the work of media and about the arguments presented by politicians and other authorities.
- (3) To educate journalism students, new media experts and future journalists.

Activities:

- (1) Media monitoring – we monitored daily news, interviews, discussions and investigative reports published in major TV stations (Markíza, STV, TA3 TV, TV JOJ), dailies (SME, Pravda, HN), and weeklies (Trend, týždeň).
- (2) Checking the facts presented by media with emphasis on politicians' and experts' statements.
- (3) Publishing analyses: On a web page / blog - <http://spw.blog.sme.sk/>, the project summarized (approximately 2 times per week) “wrong” and offer “right” information, formulated critics and proposals how to improve. The web page includes a discussion room for general public.
- (4) Offering lectures and cooperation with young people with interest in journalism – we offered 3 lectures for young people with interest in journalism. We cooperated with 2 researchers.

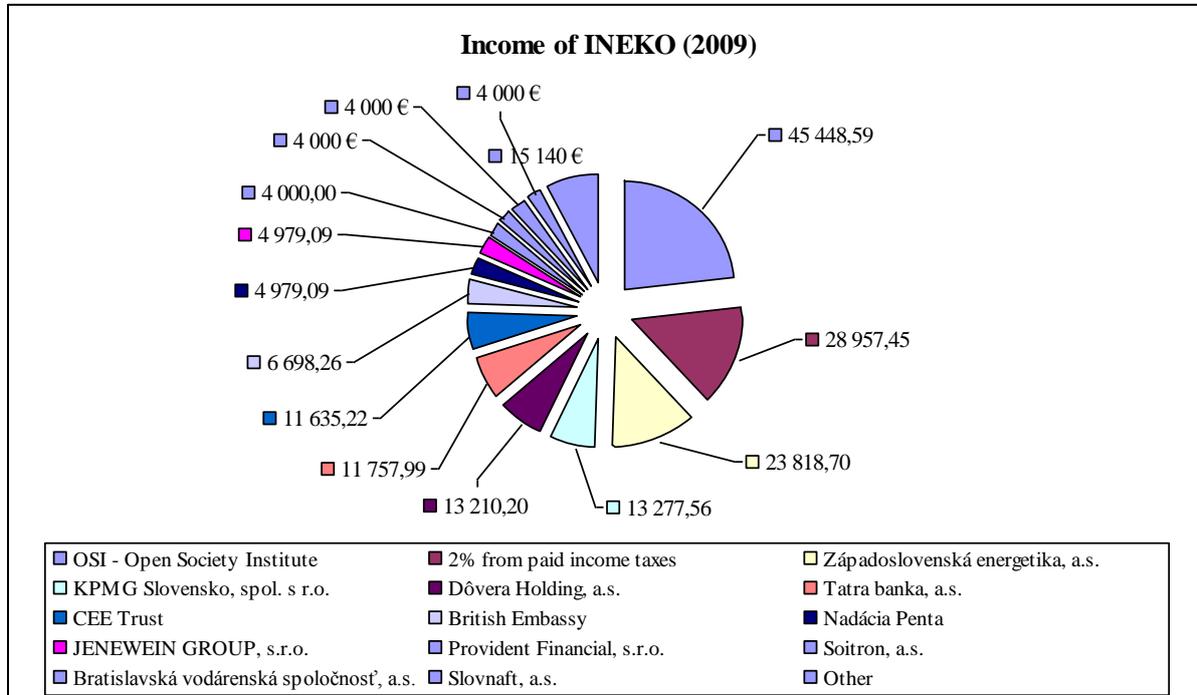
For more information, see the blog itself at <http://spw.blog.sme.sk/>.

Other Activities

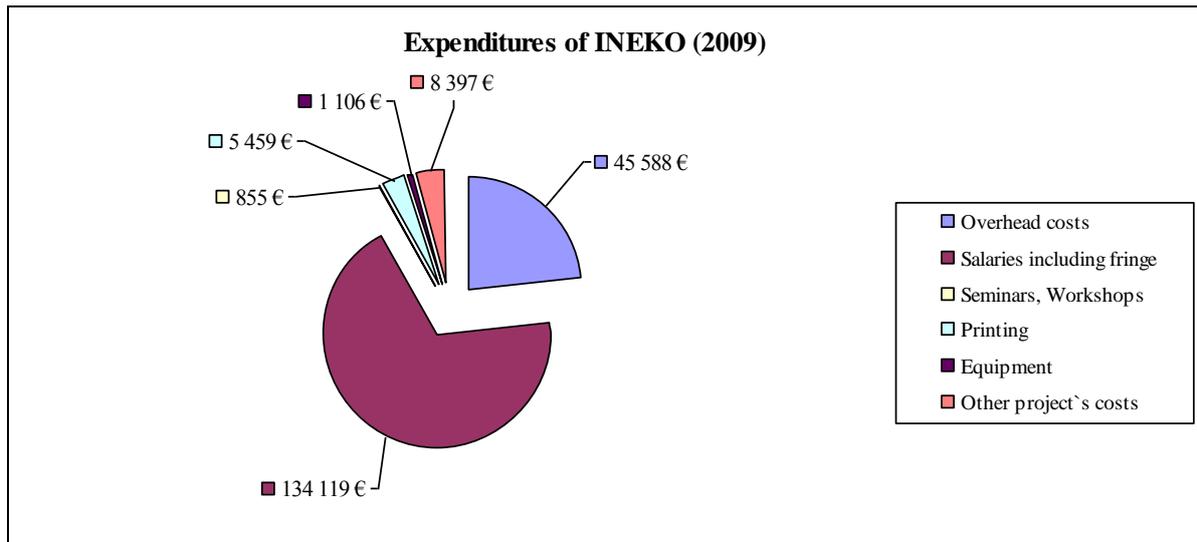
Fundraising campaign: In 2009, INEKO repeated the fundraising campaign aimed at attracting the citizens' and firms' donations transferred directly from taxes (Slovak law allows to donate 2% of paid taxes to subjects supporting non-profit activities). This was done by means of letters sent directly to the top representatives of selected private companies.

Financial Report

The following figures and tables include data only for INEKO, excluding other members of the INEKO Group:



	2003	2004	2005	2006	2007	2008	2009
Income of INEKO	(USD)	(USD)	(USD)	(USD)	(EUR)	(EUR)	(EUR)
Open Society Institute	197 200	159 183	133 737	100 000	46 515	38 364	45 449
2% from paid income tax	-	ns	ns	17 250	40 732	77 977	28 957
Západoslovenská energetika, a.s.	-	-	-	-	-	-	23 819
KPMG Slovensko, s.r.o.	-	-	4 836	5 046	4 440	4 794	13 278
Dôvera Holding, a.s.	-	-	-	-	-	10 923	13 210
Tatra banka, a.s.	-	-	-	-	-	-	11 758
CEE Trust	-	-	-	9 189	56 561	21 427	11 635
British Embassy	-	-	-	-	-	-	6 698
AJG - Amrop Jenewein Group, s.r.o.	-	-	-	8 411	7 401	7 990	4 979
Other	67 881	126 987	120 711	81 693	61 987	45 756	36 119
Total	265 081	286 170	259 284	221 589	217 636	207 231	195 902
ns ... not significant							



Expenditures of INEKO (USD)	2003	2004	2005	2006
Salaries including fringe	99 476	102 712	124 766	105 984
Administration	119 168	93 524	78 120	67 211
Seminars, Workshops, Public opinion polls	29 421	59 776	30 007	28 587
Educational Supplies	11 242	13 675	23 994	11 777
Equipment	5 774	9 636	0	3 215
Other project's costs	-	-	-	-
Total	265 081	279 325	256 887	216 774

Expenditures of INEKO (EUR)	2007	2008	2009
Salaries including fringe	138 572	141 711	134 119
Overhead costs	44 635	46 399	45 588
Seminars, Workshops	7 442	1 057	855
Printing	8 875	6 520	5 459
Equipment	2 272	605	1 106
Other project's costs	16 037	10 629	8 397
Total	217 833	206 922	195 523

Notes:

Salaries including fringe: managers – internal as well as external, accountants, lawyers, assistants, project administrators, researchers, intranet manager, librarian...

Overhead costs: rent and utilities, telephone, postage, office supplies, maintenance, subscription and membership, insurance, local travel...

Equipment: PC, book cases, chairs, tables...

Expenditures of INEKO until 2007 include some of the expenditures of INEKO Group (common projects of members of INEKO Group, administration of INEKO Group...)

Web-Site Statistics

January 1st, 2009 – December 31st, 2009

<i>Domain "ineko.sk"</i>	<i>Visits</i>	<i>Daily average</i>
January 2009	4795	155
February 2009	5326	190
March 2009	7780	251
April 2009	6300	210
May 2009	4853	157
June 2009	4627	154
July 2009	2941	95
August 2009	2812	91
September 2009	4447	148
October 2009	5116	165
November 2009	5536	185
December 2009	5094	164
Total	59627	163

Media Coverage

Total number of published articles and electronic media releases: around 500

INEKO continued in strong media relations policy in order to support right perception of both economic and social reforms in Slovakia. It presented mostly those projects focused on reforms or independent evaluation of reform steps. During the period of January 1, 2009 – December 31, 2009 there had been around 500 published articles and electronic media releases quoting INEKO experts, focused on informing about INEKO projects or results of its various activities – Feedback on Populism, Evaluation of Economic and Social Reforms (both regional and global), Monitoring and Commenting the Structural Reforms, Slovak Press Watch, and other activities.

See also the list of media releases: <http://www.ineko.sk/media/medialne-vystupy-za-rok-2009>