

# **Annual Report 2005**

**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.....	13
Web-Site Statistics.....	15
Media Coverage.....	16

## Structure of the Institute

INEKO is a member of INEKO Group which is being 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).

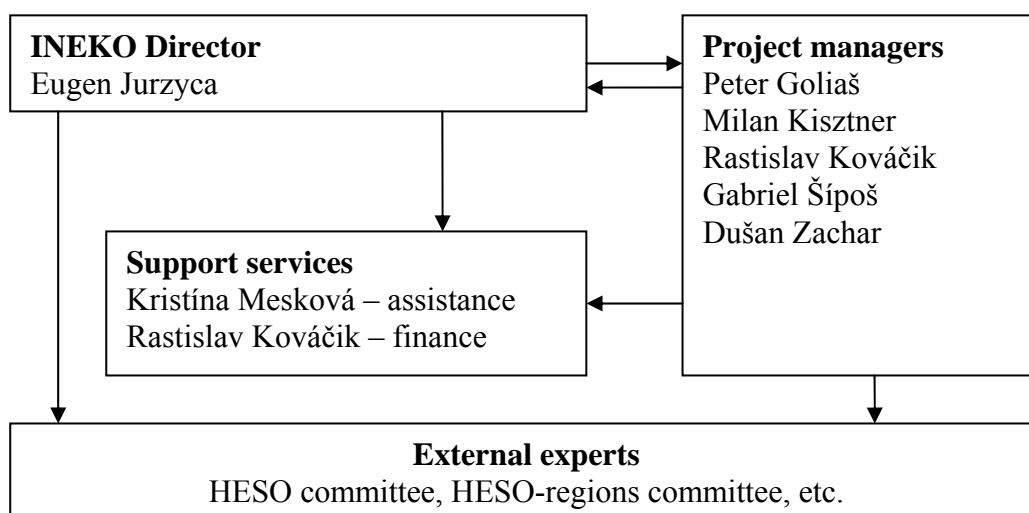
The INEKO Group's goal was to bring different NGOs physically to one area and thus, to encourage common building of infrastructure. This goal has been accomplished – we work together, we built common infrastructure, we can share knowledge and some facilities, which makes our work more efficient. The 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 has been 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). In the future INEKO plans to work more intensively on projects with the PAS, which represents progressive private companies in Slovakia. For INEKO it is effective to push its proposals with the support of strong economic players, who can also provide valuable feedback. INEKO will remain linked to PAS personally, when two of INEKO staff members (Eugen Jurzyca, Milan Kisztnér) take seats in the PAS Board. Cooperation with other Group members will be rather informal. Potentially, project cooperation is probable with the CED.

The Institute is governed by the Board and managed by a Director. The Board includes mostly the heads of the separate organizations that have established the Institute and a small number of additional individuals (Ivan Miklos, Jan Figel, Grigorij Meseznikov, Emilia Sicakova, Lubos Vagac, Rastislav Kovacik, Eugen Jurzyca). The Director has been appointed by the Board and the Board members have been appointed by the founders<sup>1</sup>. The Board meets usually once a year discussing the results of INEKO projects and plans for the future. In 2005, it approved a change in the Articles of Association, when it introduced rotation membership lasting 5 years.

The Institute budget supports two broad functions: the management, infrastructure and service staff to coordinate effective policy research, and selected projects. The strategy is created within and by INEKO staff. 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 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.

---

<sup>1</sup> Katarina Vajdova, Daniela Zemanovicova, Eugen Jurzyca.

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 (Lajos Bokros, Brigita Smognerova, Michal Mejstrik, Peter Weitz in memoriam).

**Legal statute:** The Institute is incorporated as an association of citizens<sup>2</sup>.

<sup>2</sup> 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:** 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.

The economic reform process in the SR has entered into a new phase after parliamentary elections in 2002. While the election period 1998 – 2002 may be characterized by privatization in the sector of financial services and network industries, the new government concentrated on reforms of social security, labor market, public finance (tax system) and health care. Some reforms have not yet been finished (health care); some need yet to be proposed (education, sport). These reforms dramatically change the life in Slovakia, bring it closer to the market economy, and create conditions for sustainable economic growth. However, some people have been hurt by reforms. There is a high need for monitoring and commenting both the revision measures and the new reform proposals. Based on current situation, the Institute's leadership identified following areas of interest: education, sport, pensions, health care, and promoting solidarity with people hurt by reforms. 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.

At the same time, membership in the EU has substantial and long lasting impact on economic environment and decision making process. Generally, decrease in the decision making power of local government and shift towards the central European entities as well as regional entities such as self-governing bodies and municipalities may be expected. There is an urgent need to implement structural reforms also within the EU, and to unify different national standards and reform policies across the EU. Therefore, the Institute plans to pay close attention to the decisions regarding these issues in Slovakia, other member states and the EU institutions. Since the Brussels policy has still bigger impact on the Slovak economy the Institute starts to monitor and evaluate policy issues decided on the European level in several of its projects.

The 2006 parliamentary election will be decisive for the Institute's future strategy. Under pro-reform coalition, the Institute will further concentrate on the technical support of reforms (monitoring, commenting, analyzing, consulting, etc.). In other case, the cooperation with the government would be more difficult and the Institute would focus rather on the public education and social capital building in order to help to create reform-friendly environment.

## Staff

INEKO had 7 regular employees in 2005.

Director: 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 Kisztnér, Gabriel Šípoš, Dušan Zachar

Economic Department: Rastislav Kováčik

Assistant: Kristína Mesková

## 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 2005, issues at the center of Slovak government concern and relevant to the Institute's activities included:

- social security reform;
- health care reform;
- public finance (tax) reform;
- reform of sport and education;
- administrative and fiscal decentralization.

The Institute has developed a small-specialized staff, which also draws on existing capacity in cooperating organizations. The founders and other Board members, Advisors, and government colleagues have regularly met to develop 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:

- difficult orientation in the complicated legislative process;
- lack of the high-quality reform-related information;
- little social capital (low levels of trust, cooperation or altruism in the population);
- pessimistic view of Slovak people on the perception of their living standard and the economic reforms;
- 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 badly needed 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 in the SR”*** results for the last quarter of 2004 came out in January 2005, results for the 1st quarter 2005 in May 2005, results for the 2<sup>nd</sup> quarter 2005 in September 2005, and results for the 3<sup>rd</sup> quarter 2005 came out in December 2005. They are publicly available on the project web-site <http://www.ineko.sk/static/heso/index.php> (full version - in Slovak) and <http://www.ineko.sk/articles/heso-project> (short version - in English). The Experts' Committee consisting of up to 50 experts evaluated the most important economic and social measures proposed or adopted in the Slovak Republic as well in the EU. The monitoring of proposed and passed Slovak and EU measures has continued in the last quarter of 2005: selecting measures to evaluate and preparing their characteristics. The results of the last quarter 2005 will be published beginning of 2006. The evaluation committee consists of experts from Slovakia, some experts are from the Czech Republic, Hungary, Austria, Belgium, 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. Overwhelming majority of the Slovak dailies, political/economic magazines and internet portals regularly publish quarterly results. They appear repeatedly also in public and private TV and radio stations. In February, INEKO carried out a ***survey on ways of finishing the construction and of ownership and operation of the new Slovak National Theatre building***. Together 39 HESO-experts participated. See the results:

[http://www.ineko.sk/projekt\\_heso\\_prieskum\\_divadlo.pdf](http://www.ineko.sk/projekt_heso_prieskum_divadlo.pdf) (in Slovak only). In May, INEKO carried out a ***survey on evaluation of particular reforms of the Slovak Government***. Together 47 HESO-experts participated. See the results:

[http://www.ineko.sk/projekt\\_heso\\_prieskum\\_reformy.pdf](http://www.ineko.sk/projekt_heso_prieskum_reformy.pdf) (in Slovak only).

In July 2005 INEKO issued a new publication ***“Reforms in Slovakia 2004 – 2005”*** covering the project results and containing description and evaluation of selected important and/or interesting economic and social measures/reforms of the period January 2004 – March 2005 in the Slovak Republic. The publication was supported by the Open Society Institute, and the Royal Netherlands Embassy within the MATRA/KAP Programme. Slovak edition – 700 Pcs., 198 pages; English edition – 600 Pcs., 128 pages. See also the enclosed printed version or the project web site.

The HESO Project was in 2004-2005 supported also by: Slovenský plynárenský priemysel, a.s. (Slovak Gas Industry), Západoslovenská energetika, a.s. (West-Slovak Electricity), and Soitron, a.s.

## HESO-Regions

The project **monitoring the best practices of the municipalities and regional administrations** continued with the publication of the fourth quarter 2004 results in March; first, second and third quarter 2005 results in June, August and November, respectively. The publication went both to local decision-makers as well as to public. In 2005, INEKO updated the project to reach even wider audience. The committee of experts evaluating the local administrations' measures was expanded from 35 to 45 experts. Media cooperation deals were concluded with Slovakia's best business weekly, TREND, and public Slovak television (which replaced former agreement with the only all-round news channel TV TA3), to carry and debate the projects' results. We also discussed the possibility of expanding the project to the Czech Republic with the local governance monthly's publisher, but we were unable to find funds to support the idea. The main goal of this project is to monitor and evaluate the measures taken by municipalities. It serves as a source of the information and expert advice for municipalities and citizens. It should support the implementation of the most successful proposals and discourage the implementation of the least successful ones. For latest results see [http://www.ineko.sk/static/heso\\_regiony/](http://www.ineko.sk/static/heso_regiony/) (in Slovak).

## Monitoring and Commenting on the Structural Reforms

Since June 2005, **project of continuous monitoring and commenting on pension, health care, and tax reforms** has been postponed. INEKO took this decision based on the reduced importance of the project (mentioned reforms have largely been adopted) and reduced funds for the project. Until May 2005, some new data, newspaper articles and links to the proposed and adopted legislative measures enriched the related web page: <http://www.ineko.sk/reformy2003/dochodky.htm>. In the first half of 2005, INEKO continued in delivering the **presentations** aimed at supporting the decision whether to stay in the mono-pillar system or to switch to the 2-pillar system. Since September 2004, more than 20 presentations have taken place mostly in several largest Slovak companies (e.g. Slovak Gas Industry, Slovnaft, Central-Slovak Energy Company, SES Tlmace, Henkel Slovensko, and others). Background: Until 30<sup>th</sup> June 2006, almost each individual may switch for the 2<sup>nd</sup> pillar and choose the company for saving his/her money for retirement. This decision is of big importance as it strongly influences the old-age living standards. With its expert knowledge and model calculations, INEKO supports the individuals to make an informed decision.

In November 2005, INEKO re-launched the project by **monitoring the reform of education and proposals aimed at providing solidarity to people hurt by reforms** adopted in recent years. 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 reform appears to be crucial for future happiness of Slovak citizens. On December 22<sup>nd</sup>, INEKO organized a seminar aimed to identify the barriers to implementing changes in the content of education on the Slovak basic and secondary schools. Eight experts representing the government, schools, NGOs and state research took part on the event. The outcomes will be summarized in the beginning of 2006. Regarding the solidarity proposals, these are often delivering help in an ineffective way, when only fraction of the limited sources reaches the poor people. On a web, INEKO collects newspaper articles and studies relevant to these proposals and improving their effectiveness.



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. The project comprises key pro and con arguments on particular reforms, daily monitoring of the Slovak press, list of basic legislative measures, important data, calculations on individual impact of reforms, as well as relevant foreign experience.

### **Best Annual Report Award**

Project of evaluating the annual reports of enterprises operating in Slovakia has continued - [www.rocnasprava.sk](http://www.rocnasprava.sk). On February 4, 2005, a special seminar **“Annual report as a tool of communication”** has been held. The participants in the last year award as well as the representatives of firms willing to participate in 2005 took part. The participants received the organizers’ feedback about how the firms fulfilled criteria in the last year. The evaluation criteria remained unchanged: (1) the information for shareholders, (2) the financial transparency, and (3) the comprehensibility of used language. Beginning 2005, **a new category has been created** – the evaluation of annual reports of organizations that receive financial support from public fund-raising 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 better inform the donors (people and firms) about how the target subjects used the collected money. Organizers believe this activity helps building higher confidence between donors and recipients of financial sources. The project culminated in November 2005 by awarding the winners in both (profit and non-profit) categories.

Project background: The original objective of the project is to collect relevant and transparent information about entrepreneurs on their business activities in Slovakia and inform all stakeholders – citizens, municipalities and other interest groups. Two other partners – Trend (the most popular Slovak economic weekly) and Sk-Media (PR agency) help the Institute to realize the project. In May and June 2005, the media campaign has been prepared focused on active participation of both profit and not-for-profit subjects in the award. The 1st wave of media campaign started on June 27, 2005 and lasted until July 14, 2005. Media partners were Radio Expres (the most successful commercial radio in Slovakia), daily SME, and private press agency SITA. Throughout the year, the media presentation of the project and related activities (publishing articles, participation on TV and radio discussions) continued as usually.

### **Financing Sport in Slovakia**

In February 2005, INEKO presented at the press conference the results of a **survey among 228 Slovak football clubs**. INEKO conducted the survey at the end of 2004 with the support of Šport Progress, s.r.o., Bratislava, which is an exclusive marketing and advertising partner to the Slovak Football Federation. The survey has shown, that unlike the industry, football has made little progress in the transition from the centrally planed to the market environment. The clubs named the unwillingness of private firms to support the football as their biggest problem. Respondents also pointed out the loss of talented players and the corruption. Particularly astonishing high corruption (47% of respondents admitted personal contact with

the corruption in the last five years) has negative effects on the perception of football in the society. People do not visit football matches if they believe, they can be corrupted. Even more serious is negative impact on the young players, who meet corrupt behavior early at their age. Asked to propose solutions, the clubs called for greater state aid, investment in youth playing football, better protection and search for talents, new methods to fight corruption, and import of the foreign experience in the training process.

Shortly after publishing the survey results, the Slovak Prime Minister's office showed the interest to cooperate with INEKO on a broader reform of the sport in Slovakia. Two INEKO experts have become members of the Prime Minister's team preparing the reform. The team started to **analyze the public funding of the Slovak sport**. Based on this analysis, it formulated strategic objectives of the funding, key barriers to achieve the objectives, and hypothesis of overcoming the barriers. The analysis resulted in the proposal of a new model of financing the Slovak sport, which is due to be presented to the Prime Minister and Finance Minister in January 2006.

In September 2005, INEKO published the results of the **survey aimed at finding out the barriers to private funding of Slovak sport**. INEKO surveyed 20 major Slovak companies. The results show, that the importance of tradition as well as private relations between business and sport decreases. On the other hand, more important is how the sport promotes private sponsors to the public, e.g. through sport successes.

**Electronic Newsletter:** In December, INEKO launched a newsletter focused on corporate governance problems in sport organizations. This focus is a reaction on the distrust of private corporations to finance sport organizations mainly due to their low transparency and obscure ownership patterns. The newsletter will be published quarterly. It will put emphasis on monitoring and publishing the best practices and new trends from around the world, and other useful information in chosen area. The focus group will be the top representatives of sport organizations in Slovakia.

Project background: The sport is a strong social phenomenon in Slovakia, thanks to its famous history and popularity. It influences the culture and the way of thinking of people not only in the big cities, but also in the regions - even small villages have a football club. The reform of sport seems to be an efficient tool for improving and building the social capital in Slovakia. Together with its increasing economic importance as a growing industry, this should contribute to the overall economic development of Slovakia.

## **Competition in Essay-Writing**

Supported by the deputy prime-minister Ivan Mikloš, INEKO has organized competition for the best essay written on the topic: ***“Slovak Economy: More Knowledge, less Connections?”*** The competition took place among university students. A jury of 7 well known Slovak economists led by Ivan Mikloš evaluated 56 essays and their compliance with given criteria. The main goal of competition is to involve a young generation in the successful implementation of key economic and social reforms in the country. The enforcement of reforms depends on the number of experts who support them. Therefore, a small country like Slovakia needs to be active in the selection process of perspective experts and their

introduction to the public policy issues. The results of competition were announced on May 23 in Bratislava. The best essays were published on the web-site [www.ineko.sk](http://www.ineko.sk).

### **Transfer of Economic Reform Know-How to Ukraine**

The SlovakAid (Slovakia's official development assistance) project aimed at providing Ukrainian experts with lessons learned from economic and social reforms carried out in V4 countries continued after the elections in Ukraine brought to power a pro-western administration. Together with our partner in Kyiv, the ICPS think-tank, the new Ukrainian government's agenda was monitored and two priority areas, the public administration and tax reforms, were picked for detailed analyses in policy papers, written in March and April. The paper on tax reform was co-written by Peter Golias, INEKO analyst. Also, dissemination of previous policy briefs in five different areas continued in Ukrainian expert publications in January and February. In May, INEKO together with ICPS organized in Kyiv a **seminar on improving Ukrainian business environment** that hosted central European reformers (such as Ivan Miklos, the current Slovak Minister of Finance, Peter Mihalyi, former deputy Hungarian Minister of Finance, or Eugen Jurzyca, INEKO's director) and engaged them in debate with Ukrainian politicians (including Minister of Finance Viktor Pynzenyk), economists and businesspeople. All participants as well as other target policy-making bodies received a booklet with all the V4 reform experience briefs and papers included. The project will be wrapped up by final dissemination and evaluation in June. For more information, see [http://www.ineko.sk/english/project\\_ukraine.htm](http://www.ineko.sk/english/project_ukraine.htm) (in English). For the program of the seminar, please see [http://www.ineko.sk/english/project\\_ukraine\\_seminar.htm](http://www.ineko.sk/english/project_ukraine_seminar.htm) (English).

### **Creating Reform Coalition from Business, NGO and Media Leaders in Serbia**

In October 2005 INEKO started a new project aimed at transferring Slovak economic reform know-how to Serbia, having finished the project in Ukraine. It is again financed by SlovakAid, the Slovak government's official development assistance and carried out in cooperation with Center for Liberal-Democratic Studies, a Serbian think-tank. The goal of the project is to improve the efficiency of Serbian labor market and quality of its business environment. It will do so by creating reform coalition from among the business leaders, partner think-tank experts and journalists who will monitor and comment on labor market and business climate reforms on a regular basis. As the first step, two INEKO representatives visited its Serbian partners in Belgrade in December and consulted initiation of the Serbian Business Alliance, which is to be the main basis for monitoring business environment reforms. A manual for the Alliance management and reform assessment was prepared. In 2006, a Labor and Business Environment Reforms conference to be held in Belgrade will be the highlight of the project. For more information, please see <http://www.ineko.sk/articles/project-serbia>

## Other Activities

**Memberships of the present Director** of the Institute Eugen Jurzyca:

1. Member of the Advisory Committee of the Minister of Finance Ivan Miklos
2. Member of the Antimonopoly Office of the SR Board
3. Member of the Slovenská konsolidačná Board (agency consolidating and exacting the “bad” state claims)
4. Member of the OSF Board.
5. Member of the Advisory Committee of the Minister of Social Affairs Iveta Radicova

**Krynica Economic Forum 2005:**

In September 2005, three INEKO experts accepted invitations to give lectures at the Economic Forum Conference in Krynica, Poland.

Peter Goliaš – “Pension funds: what consequences for the economy?”

Eugen Jurzyca – „The European Union 2007-2012: a new perspective“

Gabriel Šipoš – “How can new EU Member States help Ukraine?”

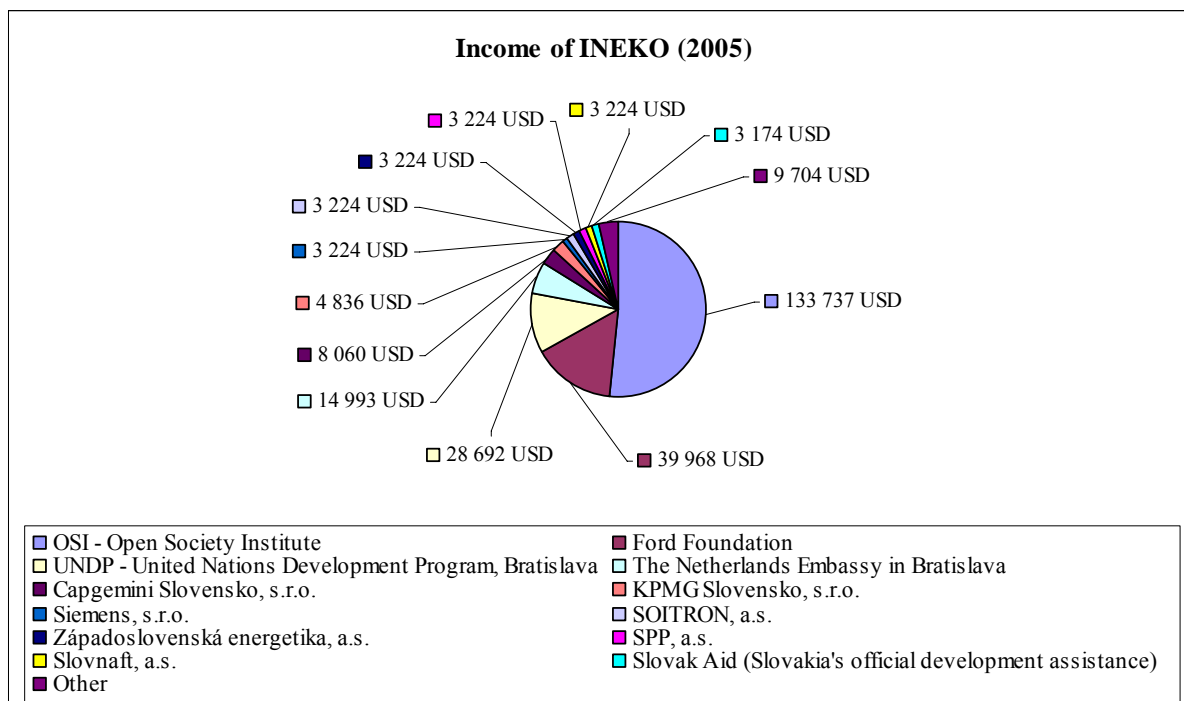
Besides, INEKO experts gave several lectures on economic development in Slovakia (e.g. educating young leaders in Bosnia, educating journalism and economics students in Slovakia and the Czech Republic, educating young potential reformers in Iraq).

**Fundraising:** INEKO prepared a new strategy for its fundraising activities. The emphasis should be moved towards the private sponsors in Slovakia. In autumn 2005, INEKO addressed selected private companies with the aim to find institutional partners, who would regularly support Institute’s activities. The institutional support should provide stable environment for the management of INEKO projects. It should serve to finance the basic infrastructure of the Institute, which is necessary for sustaining and developing its activities. To preserve independence, INEKO insists that the institutional partners do not interfere in the projects’ results. The experience shows, that majority of companies (more than 90%) desire rather project than institutional cooperation. They are willing to support particular activities if it ensures their visibility (press of publications with logo on it, seminars, conferences, etc.). The institutional support does not seem to be attractive.

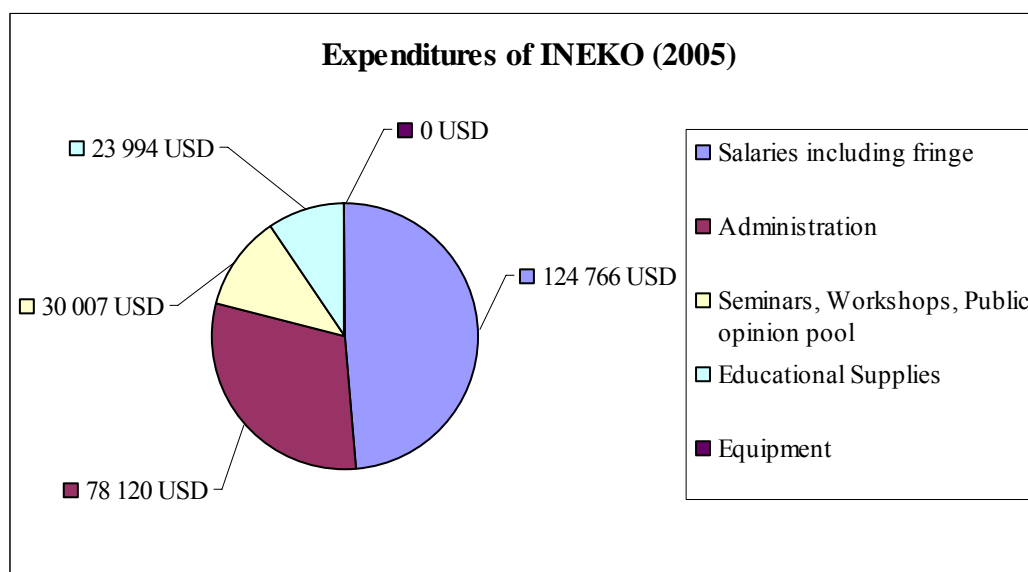
**New web page:** In the end of 2005, INEKO launched a new web-page [www.ineko.sk](http://www.ineko.sk) offering the information about its activities in a more user-friendly way.

## Financial Report

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



Income of INEKO (USD)	2003	2004	2005
Open Society Institute	197 200	159 183	133 737
Ford Foundation	34 752	50 200	39 968
Slovenská sporiteľňa, a.s.	2 719	32 551	-
UNDP	-	14 878	28 692
The Netherlands Embassy in Bratislava	-	-	14 993
Slovak Telecom, a.s.	-	9 517	-
Capgemini Slovensko, s.r.o.	-	7 750	8 060
U. S. Steel Košice, s.r.o.	-	6 200	-
KPMG Slovensko, s.r.o.	-	-	4 836
Siemens, s.r.o.	-	-	3 224
Slovenský plynárenský priemysel, a.s.	-	2 356	3 224
Slovnaft, a.s.	-	-	3 224
SOITRON, a.s.	-	-	3 224
Západoslovenská energetika, a.s.	-	-	3 224
Slovak Aid (Slovakia's official development assistance)	-	-	3 174
Volkswagen Slovakia, a.s.	-	1 550	-
Other	30 410	1 984	9 704
<b>Total</b>	<b>265 081</b>	<b>286 170</b>	<b>259 284</b>



Expenditures of INEKO (USD)	2003	2004	2005
Salaries including fringe	99 476	102 712	124 766
Administration	119 168	93 524	78 120
Seminars, Workshops, Public opinion pool	29 421	59 776	30 007
Educational Supplies	11 242	13 675	23 994
Equipment	5 774	9 636	0
<b>Total</b>	<b>265 081</b>	<b>279 325</b>	<b>256 887</b>

Notes:

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

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

**Seminars, Workshops, Public opinion pool**

**Educational Supplies:** books, papers, studies, software, printing, translation...

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

## Web-Site Statistics

The Institute marked a slight decline in the number of hits and visits on its web pages in 2005 ([www.ineko.sk](http://www.ineko.sk), [www.rocnasprava.sk](http://www.rocnasprava.sk)). However, the attractiveness of INEKO web pages remained high relative to 2004, when it achieved its peak due to the increased interest of the public to get the information about the new pension system and to calculate future pensions.

The following table includes data only for INEKO, excluding other members of the INEKO Group:

<i>Domain "ineko.sk"</i>	<i>Hits total</i>	<i>Daily average</i>
January	168863	5447
February	173537	6198
March	174396	5626
April	167820	5594
May	132757	4282
June	103388	3446
July	72813	2348
August	69443	2240
September	88784	2959
October	126895	4093
November	111024	3700
December	79291	2557
<b>Total 2005</b>	<b>1469011</b>	<b>4024</b>
<b>Total 2004</b>	<b>1549365</b>	<b>4534</b>
<b>Total 2003</b>	<b>1173508</b>	<b>3236</b>

<i>Domain "rocnasprava.sk"</i>	<i>Hits total</i>	<i>Daily average</i>
January	9680	312
February	10219	365
March	10093	326
April	9677	323
May	6239	201
June	5177	173
July	6028	194
August	3975	128
September	6646	222
October	4887	158
November	12284	409
December	9075	293
<b>Total 2005</b>	<b>93980</b>	<b>259</b>
<b>Total 2004</b>	<b>72065</b>	<b>197</b>
<b>Total 2003</b>	<b>98177</b>	<b>269</b>

## Media Coverage

*Total number of electronic media appearance: 19*

*Total number of journal articles: 145*

INEKO continued in strong media relations policy in order to support positive perception of both economic and social reforms in Slovakia. It presented in media mostly those projects focused on reforms or independent evaluation of reform steps. During the period of January 1, 2005 – December 31, 2005 there had been 145 published articles mostly focused on informing about INEKO projects or about the results of its various activities – Evaluation of Economic and Social Reforms (both regional and global), Financing Sport in Slovakia, Monitoring and Commenting the Structural Reforms, and other activities in business sector. In the same time INEKO representatives continued in electronic media presentation of their projects and activities and participated totally in 19 electronic media discussions and programs.