

Annual Report 2017

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.....	20
Web-Site Statistics.....	22
Media Coverage.....	23

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 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).

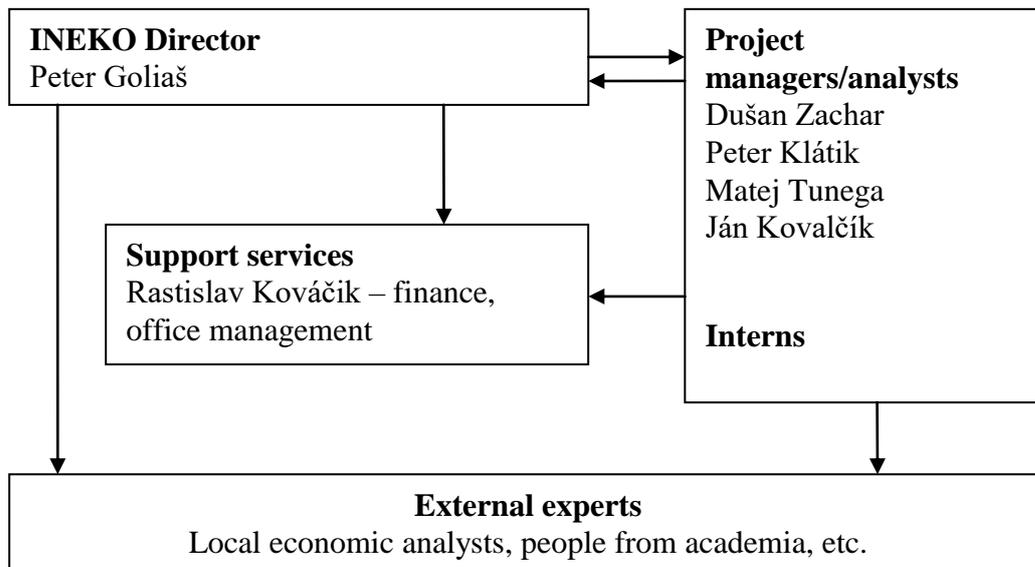
INEKO was founded in 1999 by Katarina Vajdova, Daniela Zemanovicova, and Eugen Jurzyca, who all became also original members of the General Assembly.

The Institute is governed by the Board and managed by a Director. The Board has a rotation membership lasting 5 years. Since 2011, the Board had following members: Gabriel Šípoš, Róbert Kičina, Luboš Vagač. The Board members meet irregularly to discuss the results of INEKO projects and plans for the future. The Director has been appointed by the Board and the Board members have been appointed by the General Assembly. In 2017, the General Assembly had following members: Katarina Vajdova, Daniela Zemanovicova, and Peter Goliaš.

The Institute budget supports these 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 many times not available from understaffed public bureaucracies or existing private organizations.

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 support implementation of 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.

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 2017, 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 citizens¹.

¹ 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 discourse. 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 2017, the work of INEKO was influenced mainly by following factors: (1) Growing popularity of the populist and anti-democratic forces in politics; (2) Intensive effort of the government to conclude contracts on building highways and to exclude the biggest transport projects from the “Value for Money” analyses; and (3) Increased demand for exporting INEKO reform know-how abroad. Thus, the Institute focused on supporting democratic thinking in Slovakia; monitoring the biggest transport infrastructure projects and providing feedback on the transparency and efficiency of their preparation. We have also been involved in exporting the Slovak reform know-how abroad. At the same time, the institute continued in its effort to decrease information asymmetry in education, health care, and municipal finance. Continuously, we were monitoring and analyzing proposed changes in other areas such as health care, labor market, pension system, social benefits system, etc.

Staff

INEKO had 6 regular staff and fellow workers in 2017.

Director: Peter Goliaš



Peter Goliaš was born in Liptovský Hrádok, Slovakia in 1977. Before 2010 he worked at INEKO as an economic analyst. His areas of interest include monitoring and analyzing the reforms of pensions, health care, education, labor market, and public finance. Before 2002 he worked as an economic journalist at the local daily Pravda and the private press agency SITA. He graduated from the Faculty of Management, Comenius University in Bratislava and holds Magister (MA) degree.

Project managers/analysts: Dušan Zachar, Peter Klátik, Matej Tunega, Ján Kovalčík

Economic Department: Rastislav Kováčik

Interns: Adam Kušnirik

There were several more external people working for INEKO during 2017.

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 2017, issues at the center of Slovak government concern and relevant to the Institute's activities included:

- Construction of transport infrastructure, esp. highways
- Public finance stabilization
- Health care reform;
- Reform of education;
- Labor market reform;
- Social security reform (including pensions).

The Institute has developed a small-specialized staff, which together with the General Assembly members and other Board members 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:

- Growing popularity of the populist and anti-democratic forces in politics;
- Lack of transparency in preparation of the biggest transport infrastructure projects;
- Information asymmetry in education and healthcare;
- Lack of the high-quality reform-related information.
- High level of public debt;

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

Supporting Democracy in Slovakia

The project was launched in September 2016 and was financially supported by the Centre for International Private Enterprise (CIPE) in Washington and The Representation of Konrad Adenauer Foundation in Slovakia. The goal is to analyze the state and development of democracy and to promote democratic consciousness in Slovakia. The Final Report served as supporting document for decision-making about long-term and more intensive support of selected initiatives aimed at the development of democracy in Slovakia.

The project was performed in cooperation with the Business Alliance of Slovakia (BAS).

In 2017 we published the Final Report and realized the Public Outreach Campaign. With the financial support of the Representation of the European Commission in Slovakia we organized series of lectures and discussions presenting the results of the project to students of mainly secondary schools all across Slovakia.

Summary:

The project helped to raise awareness about the state of democracy in Slovakia and about the most necessary changes needed to improve the democracy. It helped the public and media to better understand the link between the democracy and the quality of life. The project helped to share this knowledge directly through lectures and discussions with several hundred students from secondary schools all across Slovakia. Indirectly, the project reached to tens of thousands readers of INEKO blogs and Facebook posts. Additionally, many more people have been reached by media mentions relevant to the project.

For more information, including the English version of the summary of the Final Report and the list and photo-documentation of lectures and discussions with students, see <http://www.ineko.sk/projekty/sprava-o-stave-a-vyvoji-demokracie-na-slovensku>.

Enhancing Transparency of Current PPP Projects and Transport Tenders

Project description: Collection and assessment of data with the aim to evaluate the transparency and efficiency of using the public funds on PPP projects and public procurement of transport infrastructure; publishing results in the analysis of transparency, competitiveness and possible overpricing of the current biggest projects.

Project funding:

- The Fund for Transparent Slovakia of the Pontis Foundation
- The Representation of Konrad Adenauer Foundation in Slovakia

Non-financial assistance:

- The Stop Corruption Foundation

Project background:

The project consists of watchdog of the transparency and efficiency in current PPP and other transport projects. The transport sector consuming the 4th biggest financial package from the state budget (after social welfare, health care and education) is worth of competent public debate based on fair and balanced information. Therefore it is important that the media do not rely exclusively on the statements of the politicians and experts dependent on them. INEKO has a capacity and expertise to be beneficial in assessment of ambitious and enormously costly investment plans. The systemic monitoring and medialization of the suspicious cases/practices should increase the pressure on the fairness of the tenders and reduce the risk of state capture and wasting public money. This is even more relevant due to the intensive effort of the government to conclude contracts on building highways while excluding the biggest transport projects from the “Value for Money” analyses.

Project results in 2017:

The project supported a quality of media coverage and deepened public debate on the biggest government projects by delivery of formerly missing information. We succeeded to reveal manipulations in propaganda by official authorities. The project also unmasked the fact, that ministry of transport officials rather promise dozens of projects without financial coverage than seek for appropriate and more feasible transport solutions. We published several analytical articles and blogs on anti-competitive practices in tenders, overpricing and wasting public funds. Some of our findings were quoted in hundreds of reports in TV, radio, print and internet media. The project helped to strengthen transparency, public awareness and thus reduce the space for plundering public funds in big projects in the future. It has also brought synergies with “value for money” initiative that became part of current government program declaration. In late 2017 we published an interactive map of highways in Slovakia offering unique information about the sections currently in use, under construction or planning: <http://cesty.ineko.sk/>.

For more project results, see: <http://www.ineko.sk/projekty/zvysovanie-transparentnosti-v-aktualnych-ppp-projektoch-a-v-dopravných-tendroch>

Helping to Improve the Act on Free Access to Information

The project was financially supported by the Centre for International Private Enterprise (CIPE) in Washington

Project Objectives:

To increase access to the information based on the Law on Free Access to Information; to involve private sector in advocacy and consultations on improving the Law on Free Access to Information and assessing its impact.

ACTIVITIES & RESULTS

1) Consulting:

- Active participation in the official legislative commenting procedure to the Amendment to the Act on Free Access to Information – developing and submitting the list of INEKO comments
- Initiating and active participation in the process of opening data at the Ministry of Transport – elaborating a list of data to be published on regular basis related to the biggest transport projects funded under the EU-funded Operation Programme Integrated Infrastructure
- Membership and active participation in the Monitoring Committee of the EU-Funds for Integrated Infrastructure which is an official body monitoring the use of those funds
- Consulting 10 selected managers individually about specific issues related to their use of public data and the amendment
- Electronic survey among private firms (owners/top managers) mapping their experience with searching for information related to public sector, as well as the business views of proposed changes and potential improvements of the Act on Free Access to Information and the way of opening public data. The survey was distributed via email to approximately 1000 private firms. Out of them 73 firms fully responded and completed the questionnaire. Processing, analyzing and publishing findings from the survey.

2) Advocacy:

- Active participation in multilateral meeting (December 13th) with representatives of the Ministry of Transport, Vice-PM Office, and the Government Office for the Civil Society focused on identification of relevant data to be published on regular bases
- Active participation in meeting of the Monitoring Committee of the EU-Funds for Integrated Infrastructure (December 14-15th)
- Initiating and participation in several multilateral meetings (July 4th, August 10th, August 23rd) with representatives of the Ministry of Transport, Vice-PM Office, Public Procurement Authority and NGO experts to implement specific measures on improving access to public data. We also proposed the Ministry of Transport to organize open discussions with suppliers about how to minimize the risk of setting anti-competitive criteria/requirements in the public tenders.

- Publishing a summary of individual meetings with selected managers about specific issues related to opening public data, digital communication with the Government and the amendment of the Free Access to Information Act
- Presenting results of the electronic survey among private firms – press conference, press report and analysis of complete results issued by INEKO and Business Alliance of Slovakia – see the list of relevant documents enclosed in the Appendices.
- Commenting in media – presenting the most important results of the survey and interviews with business people to journalists (TV interviews, individual consultations) – see the list of media releases enclosed in the Appendices.

Monitoring and Commenting on the Structural Reforms

In 2017, 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 and the journalists 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 2017, we focused particularly on the government measures aimed at modifications of the pension, health care, tax, labor market, and education systems.

In 2017, we 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 2017, the project included monitoring of main developments on local market, writing analysis and presenting key results in media.

In 2017 we analyzed in depth the reasons and possibilities for reducing the inequalities among Slovak regions – see the workshop organized in cooperation with the European Commission representation in Slovakia: <http://www.ineko.sk/clanky/ako-znizovat-regionalne-rozdiely-na-slovensku>.

Monitoring Financial Health of Slovak Municipalities

In December 2011, INEKO launched a project aimed at increasing pressure to improve financial health of Slovak municipalities. Here is a short summary of its results in 2017:

In summer 2017 we updated the portal <http://www.hospodarenieobci.sk/> presenting the data about financial health of all municipalities and higher regional units in Slovakia. We added data for 2016. In autumn 2017 we published [analysis](#) of financial stability of 50 biggest Slovak municipalities and [analysis](#) of financial stability of 8 higher regional units (VÚC).

The project partner is PosAm, s.r.o.

Internet Portal on Primary and Secondary Schools

The project offers relevant information about all primary and secondary schools in Slovakia. This is done via special internet portal (launched in 2012): <http://skoly.ineko.sk/>. We believe, that when people have more relevant information, they can make better decisions. It is our opinion that the project helps not only parents and future pupils, but also the schools, because they will be able to compare themselves and get motivated to improve their results.

In 2017 we updated and upgraded the portal and published fresh school rankings.

For the project results, please, visit this page: <http://skoly.ineko.sk/>

Monitoring Quality and Efficiency of Hospitals

In November 2014 we launched an internet portal assessing quality and efficiency of the Slovak hospitals - <http://nemocnice.ineko.sk/>. The project offers relevant information about all hospitals in Slovakia. It includes information about quality and efficiency indicators including transparency and competitiveness in public procurement, waiting periods for operations, satisfaction of patients, death rates for various diagnoses, financial health indicators, etc. According to this information the public can create effective pressure on this status improvement.

In 2017 we updated and upgraded the portal and published fresh data. We also updated methodology for evaluating the quality and efficiency of selected hospitals and we rewarded the best hospitals in the country: http://nemocnice.ineko.sk/nemocnica_roka/2017/

For the project results, please, visit this page: <http://nemocnice.ineko.sk/>

Transparent, Financially Healthy and Competitive Self-governments in Ukraine

Project was financed by the [SlovakAid – Official Development Assistance of the Slovak Republic](#) and the U.S. Embassy in Kyiv

Partner: [International Centre for Policy Studies](#)

Duration: October 15, 2015 – March 31, 2018

Objectives: The main objective of the project is to support regional development in Ukraine through know-how transfer of successful projects implemented in Slovakia. By implementing the project, we would like to strengthen financial decentralization competences of municipalities, to strengthen their capacities at improving living condition of their citizens, to increase citizens' awareness of self-government significance, financial sustainability and transparency.

The specific objectives of the project are:

1. To intensify fight against corruption at local level by formulating the Anti-corruption measures reflecting anti-corruption priorities of Ukrainian self-government bodies and the best anti-corruption practices from Slovakia (e.g. publishing of public contracts on the Internet, public presence at meetings of self-government bodies, public recording of these meetings, etc.).
2. To intensify public demand for efficient public spending of municipalities. An online portal on financial management of Ukrainian municipalities will be created; portal will dramatically improve information about municipalities' fiscal management and will enable comparison of key debt and financial sustainability parameters. In this part of the project we plan to utilize unique know-how from a similar project, which has been successfully implemented in the Slovak Republic and led to a dramatic decline in debt of municipalities within last two years.
3. To increase competitiveness of Ukrainian regions by creating an interactive competitiveness model and comprehensive analysis of competitive advantages and disadvantages of Ukrainian regions (districts). The analysis will examine the level and quality of economic activity, infrastructure, human resources and public administration in regions, will identify barriers for economic development and will propose competitiveness strategies for regions of the Ukraine. Know-how will be derived from a similar and successful project implemented in Slovakia.

Results – Internet portals:

- [Measuring regional business environment in Ukraine](#)
- [Transparency of 50 largest cities in Ukraine](#)
- [Budget transparency of regions and their capital cities in Ukraine](#)

Events implemented in 2017:

Seminar – “Financial health of budgets in the regions and region centers of Ukraine”

Venue: Ukrinform (8/16 Bohdana Khmelnytskogo Street)

Date: November 9, 2017

Seminar – “Transparency of Regions of Ukraine: Presentation of Ranking”

Venue: Ukrinform (8/16 Bohdana Khmelnytskogo Street)

Date: June 26, 2017

Conference – “Transparent, financially healthy and competitive local governments in Ukraine: presentation of online platforms”

Venue: InterContinental Kyiv (2A Velyka Zhytomyrska Street)

Date: March 3, 2017

For more information, check the project webpage: <http://www.ineko.sk/projekty/transparent-financially-healthy-and-competitive-self-governments-in-ukraine>

Transparent, Financially Healthy and Competitive Self-governments in Moldova

Project is financed by the [SlovakAid – Official Development Assistance of the Slovak Republic](#) and the U.S. Embassy in Chisinau.

Partners: [Institute for Development and Social Initiatives \(IDIS\) „Viitorul“](#) ([Project webpage](#))

Duration: October 15, 2015 – October 31, 2017

Objectives: The main objective of the project is to support regional development in Moldova through know-how transfer of successful projects implemented in Slovakia. By implementing the project, we would like to strengthen financial decentralization competences of municipalities, to strengthen their capacities at improving living condition of their citizens, to increase citizens' awareness of self-government significance, financial sustainability and transparency.

The specific objectives of the project are:

1. To reduce corruption at local level by formulating the Anti-corruption measures reflecting anti-corruption priorities of Moldovan self-government bodies and the best anti-corruption practices from Slovakia (e.g. publishing of public contracts on the Internet, public presence at meetings of self-government bodies, public recording of these meetings, etc.).
2. To intensify public demand for efficient public spending of municipalities. An online portal on financial management of Moldovan municipalities will be updated and improved; portal will dramatically improve information about municipalities' fiscal management and will enable comparison of key debt and financial sustainability parameters. In this part of the project we plan to utilize unique know-how from a similar project, which has been successfully implemented in the Slovak Republic and led to a dramatic decline in debt of municipalities within last two years.
3. To increase competitiveness of Moldova regions by creating an interactive competitiveness model and comprehensive analysis of competitive advantages and disadvantages of Moldovan regions (districts). The analysis will examine the level and quality of economic activity, infrastructure, human resources and public administration in regions, will identify barriers for economic development and will propose competitiveness strategies for 32 districts of Moldova. Know-how will be derived from a similar and successful project implemented in Slovakia.

Results – internet portals:

- [Competitiveness rating of regions in Moldova](#)
- [Transparency rating of 50 biggest cities and 29 regions in Moldova](#)
- [Budget transparency of all cities and regions in Moldova](#)

Events implemented in 2017:

Conference: “Transparency of rayons: an indicator of regional anti-corruption efforts in Moldova”

Venue: “Violin” Conference Hall, Jazz hotel, Vlaicu Pircalab 72 Str., Chisinau

Date: October 19, 2017

Conference “Transparency and accountability of local authorities through anti-corruption actions”

Venue: Conference Hall, IDIS “Viitorul”, Iacob Hincu 10/1 Str., Chisinau

Date: June 29, 2017

Conference „Chisinau versus regions of Moldova: where politics meets business and citizens”

Venue: Saxophone Conference Hall, Jazz hotel, Vlaicu Pircalab 72 Str., Chisinau

Date: March 9, 2017

For more information, check the project webpage: <http://www.ineko.sk/projekty/transparent-financially-healthy-and-competitive-self-governments-in-moldova>

Promoting transparency and financial sustainability of regional policies, state-owned enterprises and local authorities in Moldova

Project is financed by the [SlovakAid – Official Development Assistance of the Slovak Republic](#).

Partners: [Institute for Development and Social Initiatives \(IDIS\) „Viitorul“](#) ([Project webpage](#))

Duration: September 14, 2017 – March 31, 2019

Objectives:

The goal of this project is to improve the efficiency of the state administration, self-government and civil society in the area of creation and control of regional policies, administration of state-owned enterprises, and monitoring of budgets and information openness of municipalities. This will be achieved by transferring know-how from unique and highly-rated projects implemented in Slovakia and by building on previous activities implemented in Moldova with the support of SlovakAid and the US Embassy in Chisinau.

Specific goals and activities:

1. Improving the quality of regional regulation and legislation through a regular expert assessment of the impacts of regional socio-economic measures – the applicant's local partner will monitor regional measures taken by local authorities; The selected key actions will be thoroughly analyzed and submitted to the panel of independent experts; The results of the evaluation will be made public.
2. Improving public control over the functioning of state-owned enterprises through an evaluation of the information openness of state-owned enterprises – the applicant and the partner will analyze how the top 50 state-owned companies report on their activities and will create an interactive portal with results for individual businesses.
3. Improving financial stability of state-owned enterprises through financial analysis tools – Applicant and Partner will analyze financial indicators of 50 top public companies, compare them with each other and with private sector standards, and create an interactive portal with results for individual businesses.
4. Strengthening transparency of municipalities through updating data in the portals of budgets and transparency of cities and municipalities (the portals have been created by the applicant 2 years ago in another SlovakAid project) – expected activities: collection of actual data on budgets and information openness, upgrading the interactive models, analyzing the developments over the past two years.

Events implemented in 2017:

Project kick-off seminar

Venue: “Violin” Conference Hall, Jazz hotel, Vlaicu Pircalab 72 Str., Chisinau

Date: October 19, 2017

For more information, check the project webpage: <http://www.ineko.sk/projekty/promoting-transparency-and-financial-sustainability-of-regional-policies-state-owned-enterprises-and-local-authorities-in-moldova>

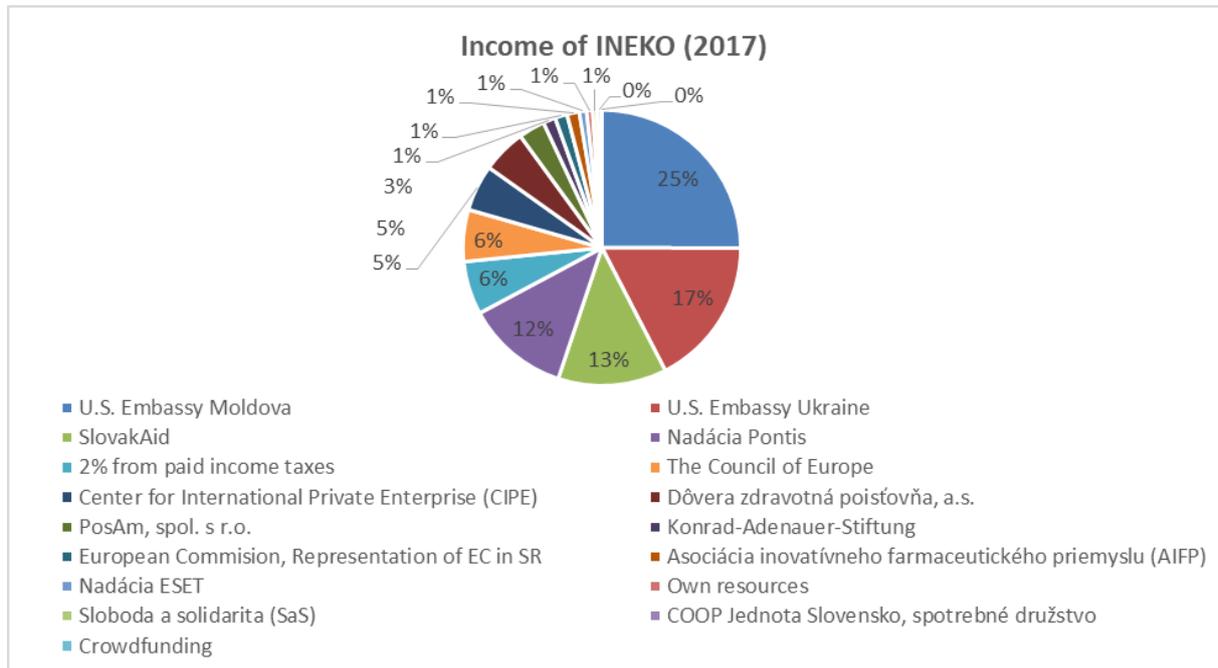
Other Activities

Memberships: Our people engaged in several advisory activities where they promoted the ideas of improving monitoring of the public finance sustainability, improving the education system, fostering business environment, etc. In 2017 they held following positions:

- a. Peter Goliaš and Ján Kovalčík were members of the Slovak Association of Economic Analysts (KEA) – informal group of local economists. In 2013-17 Peter Goliaš acted as an Executive Board member and was replaced by Ján Kovalčík in 2017 in this position.
- b. Peter Goliaš was a Member of the Strategic Committee at the Business Alliance of Slovakia (PAS).
- c. Peter Goliaš was Member of the Free Enterprise & Democracy Network (FEDN).
- d. Ján Kovalčík was Member of the Monitoring Committee of the EU-Funds for Integrated Infrastructure at the Ministry of Transport.

Fundraising campaign: In 2017, INEKO ran its regular 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.

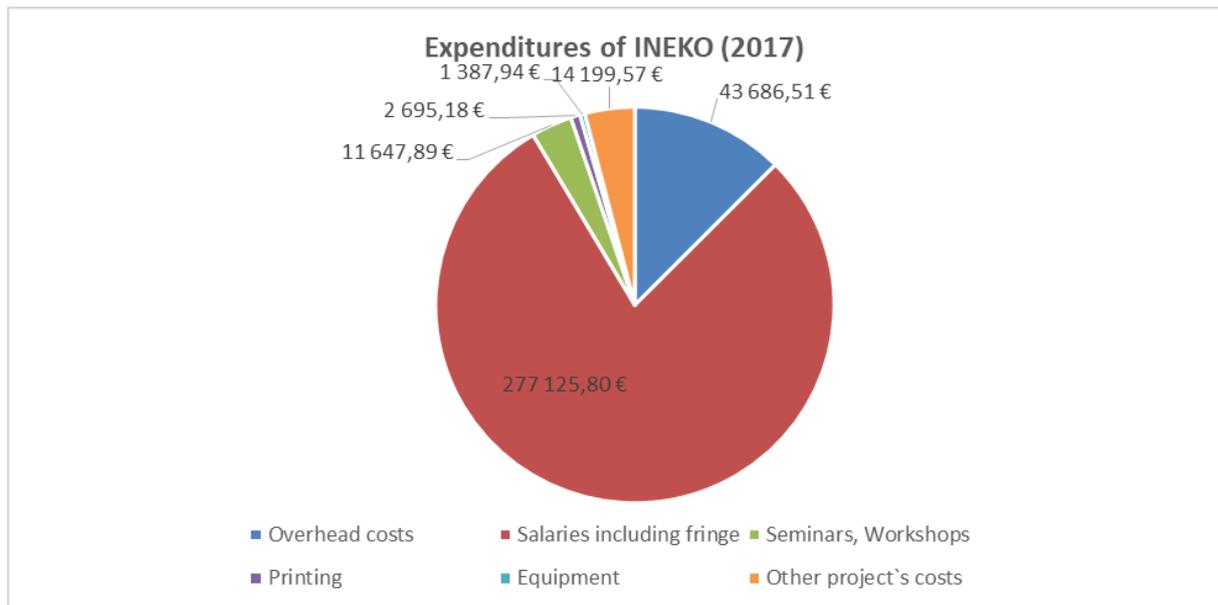
Financial Report



Income of INEKO (EUR)	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Total	217 636	207 231	195 902	151 579	106 602	123 874	148 481	141 841	209 832	273 355

Income of INEKO (EUR)	2017
Total	350 743

Income of INEKO (2017)	EUR
U.S. Embassy Moldova	87809,99
U.S. Embassy Ukraine	61119,92
SlovakAid	44329,73
Nadácia Pontis	42225,16
2% from paid income taxes	21934,25
The Council of Europe	21340,00
Center for International Private Enterprise (CIPE)	18963,98
Dôvera zdravotná poisťovňa, a.s.	18013,68
PosAm, spol. s r.o.	10750,00
Konrad-Adenauer-Stiftung	5074,06
European Commission, Representation of EC in SR	5000,00
Asociácia inovatívneho farmaceutického priemyslu (AIFP)	5000,00
Nadácia ESET	3000,00
Own resources	2467,12
Sloboda a solidarita (SaS)	1800,00
COOP Jednota Slovensko, spotrebné družstvo	1700,00
Crowdfunding	215,00
Total:	350742,89



Expenditures of INEKO (2017)	EUR
Overhead costs	43686,51
Salaries including fringe	277125,80
Seminars, Workshops	11647,89
Printing	2695,18
Equipment	1387,94
Other project's costs	14199,57
Total:	350742,89

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...

Web-Site Statistics

January 1st, 2017 – December 31st, 2017

Domains	Users	Page views
ineko.sk	48,829	114,727
skoly.ineko.sk	52,650	709,132
obce.ineko.sk	11,773	152,670
nemocnice.ineko.sk	10,640	41,807
i-health.sk	13,879	25,926
cesty.ineko.sk	31,472	85,169
Total	169,243	1,129,431

Media Coverage

January 1st, 2017 – December 31st, 2017

Total number of published articles and electronic media releases: around 1500

INEKO continued in strong media relations policy in order to support right perception and impact of the results of its projects. During the period of January 1, 2017 – December 31, 2017 **there had been around 1500 published articles and electronic media releases** reflecting INEKO comments on proposed or adopted government measures and informing about results of INEKO projects – Supporting Democracy in Slovakia, Enhancing Transparency of Current PPP Projects and Transport Tenders, Monitoring and Commenting the Structural Reforms, Monitoring Financial Health of Slovak Municipalities, Internet Portal on Primary and Secondary Schools and other activities. Among them, there are series of blogs (please, check INEKO blog on business weekly Trend website: <http://blog.etrend.sk/inekomenty/>, daily SME website: <http://ineko.blog.sme.sk/> and daily Dennik N website: <https://dennikn.sk/autor/ineko/>), newspaper articles, TV discussions and interviews. For many years, INEKO analysts belong among the most quoted economic analysts in Slovakia.

See also the list of media releases: <http://www.ineko.sk/media/medialne-vystupy-za-rok-2017>