

Annual Report 2015

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.....	19
Media Coverage.....	20

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).

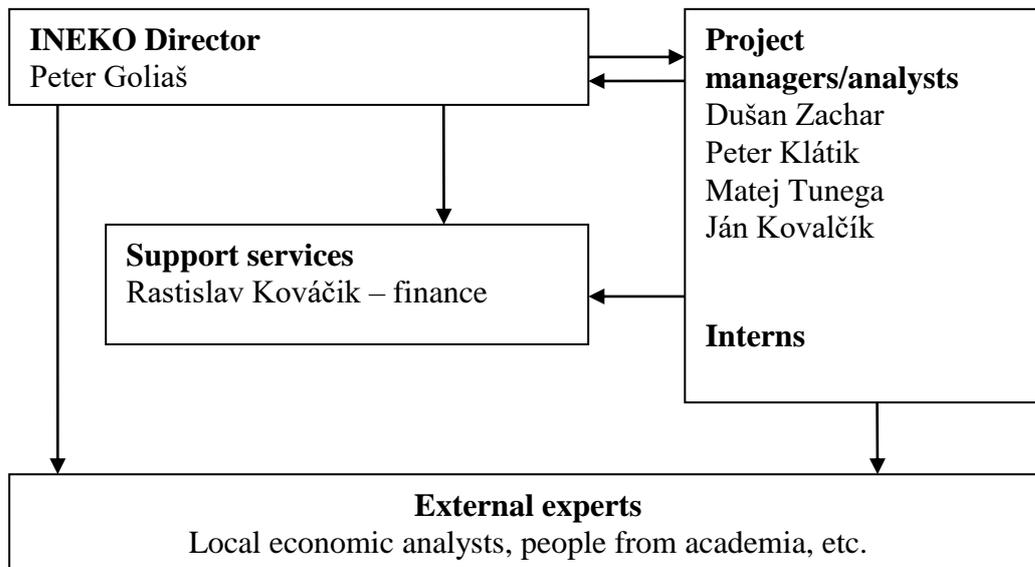
The Institute is governed by the Board and managed by a Director. The Board has a rotation membership lasting 5 years. In 2015, the Board had following members: Gabriel Šípoš, Róbert Kičina, Luboš Vagač. The Director has been appointed by the Board and the Board members have been appointed by the founders¹. The Board members meet irregularly to discuss the results of INEKO projects and plans for the future.

The Institute budget supports 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. 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 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.

¹ 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. In 2015, 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 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 2015, the work of INEKO was influenced mainly by following factors: (1) Intensive effort of the government to implement two big public-private partnership (PPP) projects of building the new University Hospital in Bratislava and a highway bypass of Bratislava; (2) Balancing of the public debt level close to 53-55% of GDP which are critical levels imposing legislative debt brake sanctions on the government; and (3) Increased demand for exporting INEKO reform know-how abroad. Thus, the Institute focused on monitoring both PPP projects and providing feedback on the transparency and efficiency of their preparation as well as on supporting the process of public finance consolidation. 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 2015.

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: Dominika Galmišová, Gaston Ivanov

Dominika Galmišová worked for INEKO until May 2015.

Gaston Ivanov joined INEKO in November 2015.

There were two more interns (university students) working for INEKO during summer 2015.

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 2015, issues at the center of Slovak government concern and relevant to the Institute's activities included:

- Public finance stabilization
- Preparation of two big PPP projects
- 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 founders 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:

- High level of public debt threatening long-term public finance stability;
- Lack of transparency in preparation of two big PPP projects;
- Information asymmetry in education and healthcare;
- Lack of the high-quality reform-related information.

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

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 PPP projects.

Project funding:

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

Non-financial assistance:

- The Stop Corruption Foundation

Project background:

When procuring constructions or other services worth millions of euro (sometimes even hundreds of millions) in Slovakia, many times it happens that the winning bid is not the lowest one and a single bid is also not an exception. Based on our preliminary research in the transport sector and ongoing public-private-partnership (PPP) projects, there is an ineffective use of the public resources of great proportions using hardly detectable forms of high-level corruption. Close ties between major suppliers and prominent politicians increase the risk of state capture.

Our project responds to the immediate necessity to control the transparency and efficiency of currently procured PPP projects: the government launches two significant PPP projects in 2015 (highway bypass D4 in Bratislava with an expressway R7 and the new hospital in Bratislava) which are worth over 10 billion euro (13% of GDP) and binding for several decades. The government is planning to sign both projects before the 2016 elections. These months are therefore pivotal with regards to the public inspection of both transactions and effective use of the public finances. The necessity for better public control stems from several suspicions about the wasting of the resources in the on-going PPP projects, namely the highway toll (the state is bound to pay 852 million euro to a private investor in 13 years), or the construction of the expressway R1 (the state is bound to pay 3465 million euro to a private investor in 31 years). Moreover, the media coverage of the two failed PPP projects in the preceding period showed that the complexity of such transactions enables a good cover up of unfair competition and inefficient use of the public resources. Therefore it is important that the media have access to independent analyses and do not rely exclusively on the statements of the politicians and experts dependent on them.

Project results in 2015:

We published two separate analyses on each of two ongoing PPP projects – (1) September 2015: analysis of the new university hospital in Bratislava project and (2) October 2015: analysis of a new highway bypass of Bratislava project.

Summary of the analyses:

Analysis of the PPP project on a Bratislava bypass highway

The government's decision to prefer PPP alternative to traditional procurement relies on misleading and manipulated assumptions. After correcting for these assumptions, we found out that the PPP alternative of building the Bratislava highway bypass is more expensive by up to 1.4 billion euro compared to the amount published in the feasibility study. This means that the government could save around 1 billion euro if it would choose traditional procurement instead of PPP alternative; or, in other words, that it would waste this money if the PPP alternative costs would amount to the sum indicated by the feasibility study.

Another problem is that the Ministry of Transport launched the project without sufficient data analysis proving the necessity and efficiency of a new highway. The data analysis should use the results of the traffic monitoring including the starting and ending points of traffic. These data have been made available in 2015. Without proper analysis there is high risk that enormous money will be spent on construction of roads that will not solve acute traffic problems in Bratislava. Instead of pressing for quick PPP solution (probably with the aim to sign the contract before parliamentary elections in March 2016), the Ministry should reconsider the alternative of traditional procurement and based on traffic analysis decide on building those parts of infrastructure that help to solve the acute traffic problems in Bratislava.

Analysis of the PPP project on a new university hospital in Bratislava

Acquisition of a new hospital in Bratislava by the use of PPP may not be the best option. The feasibility study has serious flaws in the key parameter -- *value for money* -- which distorted the outcome in favor of PPP. The Ministry of Health, which refers to this outcome, should provide for a corrected calculation as soon as possible. It is also necessary to properly explain the reasons for omitting the location of Rázsochy, perform a comparative analysis of the benefits and risks of placing a large hospital in both alternative locations, and select the most suitable one on the basis of the analysis.

University Hospital in Bratislava (UHB) is the most important hospital in Slovakia in terms of its size and significance. Due to operational inefficiencies and obsolescence of facilities at the current location, we do not dispute the need for a new hospital. However, we feel obliged to point out several inconsistencies and ambiguities that we have identified in the feasibility study, which remain unexplained even after repeated notices of these findings to the Ministry of Health. The construction of a new hospital should be the result of considerable decisions extracted from unbiased information and analyses. In view of the serious misconduct in the process of determining the assumptions and actual calculation of the *value for money*, to which the Ministry of Health and Slovak government refer, it is necessary to provide for a new corrected and independent calculation. The amendment of the initial calculation itself -- solely on the basis of bids submitted by tenderers -- seems insufficient given the significance of the identified issues.

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

Monitoring and Commenting on the Structural Reforms

In 2015, 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 2015, we focused particularly on the government measures aimed at modifications of the pension, health care, tax, labor market, and education systems.

In 2015, 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 2015, the project included monitoring of main developments on local market, writing analysis and presenting key results in media.

In 2015 we analyzed in depth following topics:

1. Possibilities for sustainable increasing the employment rate in Slovakia – see the [workshop](#) organized in cooperation with the European Commission representation in Slovakia.
2. [Analysis](#) of the Slovak population health status and its determinants as well as of the long-term financial stability of the health care system including recommendations.
3. Preparation of the [analysis](#) of the non-banking sector in Slovakia.

Monitoring Financial Health of Slovak Municipalities

In December 2011, INEKO launched a project aimed at increasing pressure to improve financial health of Slovak municipalities. The project was supported by the OPEN SOCIETY INSTITUTE. Here is a short summary of its results in 2015:

In summer 2015 we updated our portal obce.ineko.sk presenting the data about financial health of all municipalities and higher regional units in Slovakia. We added data for 2013 and 2014. In autumn 2015 we published [analysis](#) of financial stability of 50 biggest Slovak municipalities and [analysis](#) of financial stability of 8 higher regional units (VÚC).

We agreed on cooperation with Posam, a.s. to operate and develop portal in the future. The portal domain was changed to <http://www.hospodarenieobci.sk/>.

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 2015 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 2015 we updated and upgraded the portal and published fresh data. We also developed methodology for evaluating the quality and efficiency of selected hospitals and we [rewarded](#) the best hospitals in the country.

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

Hidden Triggers of Economic Growth in V4 Plus Ukraine

In September 2014 we launched a project “Hidden Triggers of Economic Growth in V4 Plus Ukraine” funded by the [International Visegrad Fund](#). The project is led by INEKO with partners from the Czech Republic, Hungary, Poland and Ukraine.

Background: The triggers of growth of the transition period are close to exhausting their potential. No clear alternative sets of policies leading to higher sustainable economic and social progress have been prepared. This project formulates such policies in four areas: consolidation of public finances; education, measurement quality and (labor market) results; high unemployment; and enhancing integration chances of Ukraine. Workshops; best practices analyses and policy papers are to reach these goals.

In 2015, we realized 2 webinars (on public finance consolidation and education) and published 2 country-specific analyses about these topics.

For more information, check the project website: <http://www.ineko.sk/projekty/visegrad-fund>

Improving Oversight of Local Governments in Moldova

Project was financed by the [National Endowment for Democracy](#).

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

Duration: May 01,2015 – January 31, 2016

Summary: The project addresses specific problem of fiscal decentralization, which is the risk of fiscal instability caused by unattended indebtedness of municipalities. Today in Moldova insufficient monitoring of the effectiveness and sustainability of expenditures; and the overall perception of using public resources, according to the evaluation of local entrepreneurs, is one of the worst in the world. The main objective of the project is to increase public awareness about financial health of cities and municipalities in Moldova and thus to increase pressure on improving their financial health and to strengthen their importance for local and regional development. We expect, that project will achieve these goals by creating an online portal on financial management of cities and municipalities of Moldova; portal will improve the transparency of financial management and enable comparison of key debt ratios and financial sustainability indicators of local budgets; portal will be based on the transfer of unique know-how of a similar project, which has been successfully implemented in the Slovak Republic and contributed to a dramatic decline in debt of municipalities within last two years.

Project objectives: The main objective of the project is to increase public awareness about financial health of cities and municipalities in Moldova and thus to increase pressure on improving their financial health and to strengthen their importance for local and regional development. We expect that the project will achieve these goals by:

- Creating a web portal concerning economy of municipalities in Moldova with well-arranged and comparable data
- Providing citizens of cities, their majors, representatives and also journalists with actual information on indicators of financial health of municipalities
- Creating and improving methodology of evaluation of financial stability of municipalities – the outputs will be also recommendations for policy makers for collecting, processing and presenting relevant data
- Improving management of municipalities and providing fiscal sustainability of local budgets

Key results: In January 2016, INEKO together with Moldovan think-tank IDIS “Viitorul” launched a portal displaying financial data of all municipalities in Moldova – <http://localbudgets.viitorul.org/>. The goal is to increase financial transparency on the local level and thus to involve people in control of spending public money and to reduce the risk of corruption. The idea takes inspiration from similar portal run by INEKO in Slovakia.

For more information, check the project website: <http://www.ineko.sk/projekty/improving-oversight-of-local-governments-in-moldova>

Transparent, Financially Healthy and Competitive Self-governments in Ukraine

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

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

Duration: October 15, 2015 – March 15, 2017

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.

Events:

Kick Off Seminar in Kyiv

Venue: IA "Ukrinform", 8/16 Bohdan Khmelnytsky Str., Kyiv

Date: November 12th, 2015

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](#).

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

Duration: October 15, 2015 – March 15, 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.

Events:

Kick Off Seminar in Kishinev

Venue: Summit Event & Conference Center, Rome Hall, 49/3 Tighina street, Chisinau

Date: November 26, 2015

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

Other Activities

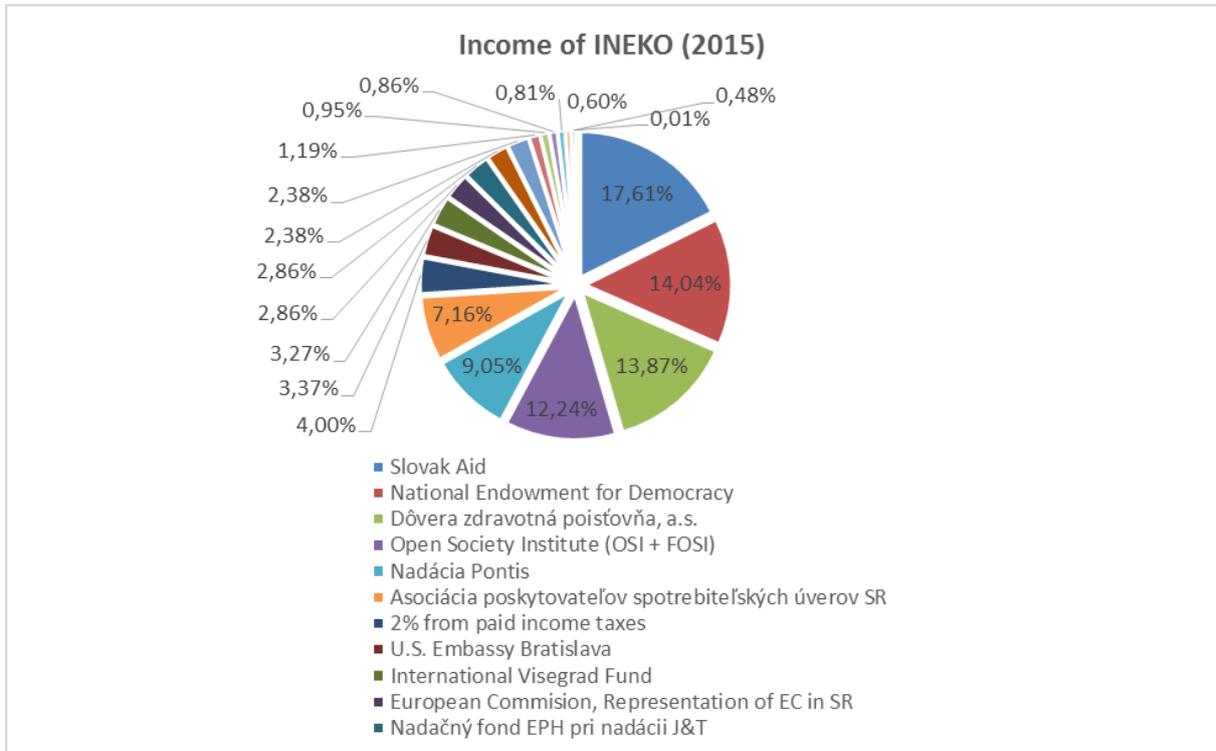
Memberships: Our people engaged in several advisory activities where they promoted the ideas of improving monitoring of the public finance sustainability, improving the education system, fostering business environment, etc. In 2015 they held following positions:

- a. Peter Goliaš was member of the Slovak Association of Economic Analysts (KEA) – informal group of local economists. Since 2013 Peter Goliaš has been an Executive Board member.
- b. Peter Goliaš was a Member of the Strategic Committee at the Business Alliance of Slovakia (PAS).
- c. Peter Goliaš was a part-time consultant of the Spanish investor Ribera Salud participating in the PPP tender on the new University Hospital in Bratislava. INEKO publicly declared his conflict of interest and Peter Goliaš did not interfere in any INEKO outputs or comments related to this PPP project.

Fundraising campaign: In 2015, 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

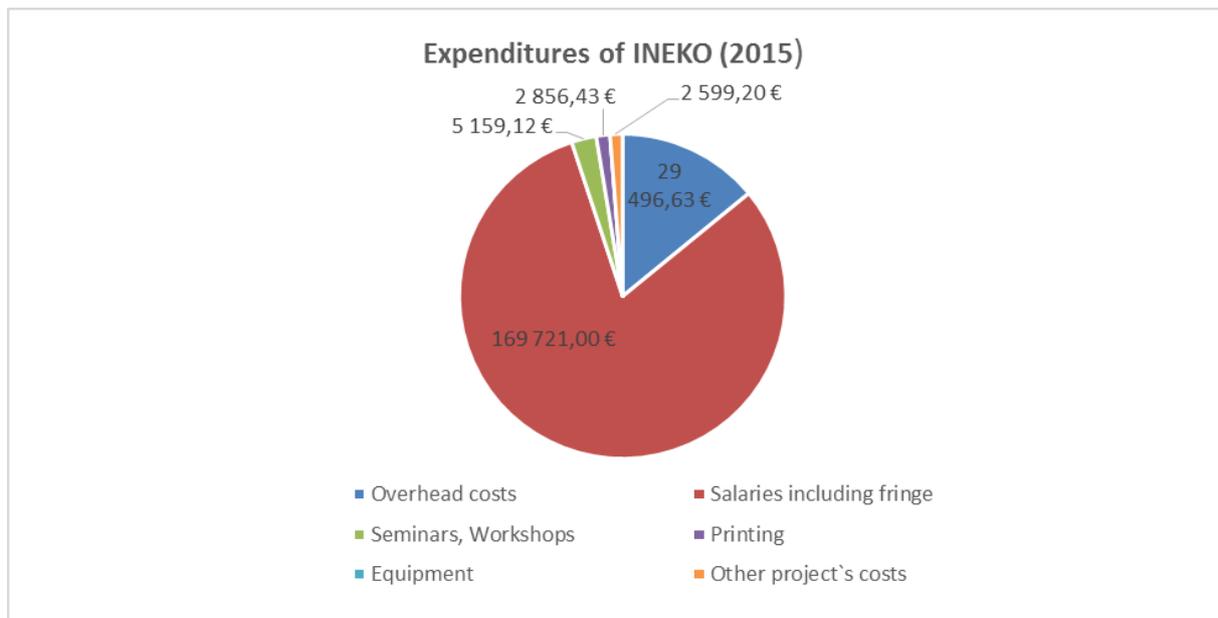
The following figures and tables include data only for INEKO, excluding other members of the INEKO Group:



Income of INEKO (EUR)	2007	2008	2009	2010	2011	2012	2013	2014	2015
Open Society Institute	46 515	38 364	45 449	38 679	8 599	14 272	36 943	38 790	25 680
Dôvera Holding, a.s.	-	10 923	13 210	2 979	28 232	25 444	40 578	27 907	29 099
2% from paid income tax	40 732	77 977	28 957	55 641	46 186	25 973	25 650	10 605	8 383
Pontis Foundation	-	-	-	-	-	-	-	10 000	19 000
Západoslvenská distribučná, a.s.	-	-	-	-	-	-	-	8 500	-
Západoslvenská energetika, a.s.	-	-	23 819	8 069	5 219	3 092	10 347	6 883	-
European Commission	-	-	-	-	-	-	-	6 000	6 000
Other	130 389	79 967	84 467	46 211	18 366	55 093	34 963	33 156	121 670
Total	217 636	207 231	195 902	151 579	106 602	123 874	148 481	141 841	209 832

Income of INEKO (2015)	EUR
Slovak Aid	36948,93
National Endowment for Democracy	29457,62
Dôvera zdravotná poisťovňa, a.s.	29099,15
Open Society Institute (OSI + FOSI)	25679,81
Nadácia Pontis	19000,00
Asociácia poskytovateľov spotrebiteľských úverov SR	15034,44
2% from paid income taxes	8383,24
U.S. Embassy Bratislava	7079,87
International Visegrad Fund	6862,13
European Commission, Representation of EC in SR	6000,00
Nadačný fond EPH pri nadácii J&T	6000,00
PosAm, spol. s r.o.	5000,00
Nadácia Antona Tunegu	5000,00

Nadácia Orange	2500,00
Nadácia ESET	2000,00
Konrad-Adenauer-Stiftung	1800,00
COOP Jednota Slovensko, spotrebné družstvo	1700,00
International cooperation (PISM + ICDT)	1250,55
Own resources	1014,64
Darujme.sk (crowdfunding)	22,00
Total:	209832,38



Expenditures of INEKO (EUR)	2007	2008	2009	2010	2011	2012	2013	2014	2015
Salaries including fringe	138 572	141 711	134 119	110 567	76 329	92 497	115 325	105 859	169 721
Overhead costs	44 635	46 399	45 588	31 369	30 030	30 698	31 041	30 481	29 497
Seminars, Workshops	7 442	1 057	855	5 259	243	65	577	4 383	5 159
Printing	8 875	6 520	5 459	0	0	0	0	0	2 856
Equipment	2 272	605	1 106	0	0	748	0	944	0
Other project's costs	16 037	10 629	8 397	4 384	0	0	1 500	174	2 599
Total	217 833	206 922	195 523	151 579	106 602	124 007	148 444	141 841	209 832

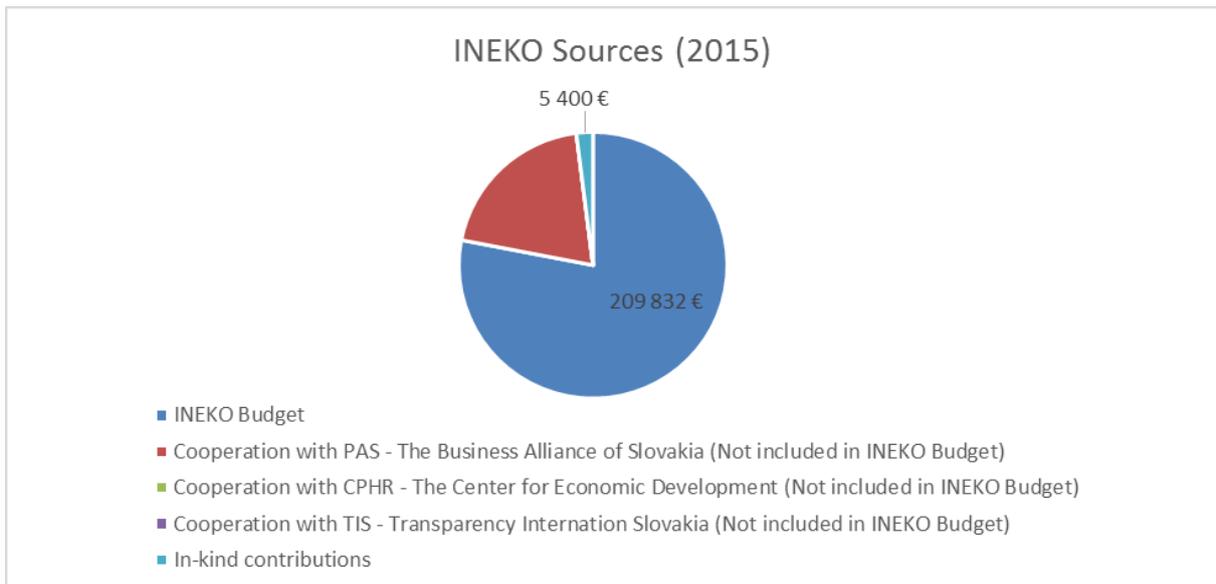
Notes:

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...

The following figures and tables include data for broad portfolio of INEKO projects (including joint projects with partners from INEKO Group, other INEKO activities and In-kind contributions):



INEKO Sources (EUR)	2011	2012	2013	2014	2015
INEKO Budget	106 602	123 874	148 481	141 841	209 832
Cooperation with PAS - The Business Alliance of Slovakia	88 602	47 830	16 408	-	53 684
Cooperation with CPHR - The Center for Economic Development	8 348	4 174	8 000	-	-
Cooperation with TIS – Transparency International Slovakia	-	20 200	10 100	-	-
Other INEKO activities	19 875	-	-	-	-
In-kind contributions	6 900	9 000	9 960	5 400	5 400
Total:	230 327	205 078	192 950	147 241	268 917

Web-Site Statistics

January 1st, 2015 – December 31st, 2015

Domains	Users	Page views
ineko.sk	50,073	111,607
skoly.ineko.sk	87,245	1,115,496
obce.ineko.sk	14,279	152,254
nemocnice.ineko.sk	14,651	58,147
hra.ineko.sk	4,729	7,804
i-health.sk	10,867	26,147
konsolidacia.ineko.sk	4,346	12,589
cenazamonopol.sk	2,384	5,647
Total	188,574	1,489,691

Media Coverage

January 1st, 2015 – December 31st, 2015

Total number of published articles and electronic media releases: around 1000

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, 2015 – December 31, 2015 **there had been several hundreds of published articles and electronic media releases** reflecting INEKO comments on proposed or adopted government measures and informing about results of INEKO projects – 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-2015>