

Stichting Organized Crime and Corruption Reporting Project

Policy Plan 2025 - 2027

Introduction

The Organized Crime and Corruption Reporting Project (OCCRP) is one of the largest investigative journalism organizations in the world, and is the only outlet solely focused on organized crime and corruption. It has approximately 160 staff working for it globally, including 100 editorial personnel. OCCRP is the operating name of Journalism Development Network, Inc. (JDN), a U.S.-registered 501(c)(3) non-profit (equivalent to a Dutch ANBI).

Stichting OCCRP was established by JDN in July 2022 in order to create a global center for OCCRP's activities, and to enable OCCRP to increase its presence in Europe. The Netherlands was selected for its strong commitment to freedom of expression and a free press, as well as its vigorous civil society and network of investigative journalism organizations. Stichting OCCRP shares vision, mission, strategy, and core standards with JDN, and contributes to their execution from the Netherlands. It also undertakes activities of specific benefit to Dutch society.

This policy plan covers the period 2025-2027.

Vision and Mission

- **Vision:** "A more informed world where lives, livelihoods, and democracies are not threatened by crime and corruption."
- **Mission:** "to spread and strengthen investigative journalism around the world and expose crime and corruption so the public can hold power to account."

The Main Pillars of Our Work

- **Investigations:** We lead collaborative cross-border projects and publish stories on topics including how crime and corruption fuel war, climate change, inequality, and threats to democracy.
- **Infrastructure:** We provide news organizations in our global network with critical services, including access to reporting partners, technology and data, editing and fact-checking, security support, legal protection, and fundraising assistance.
- **Innovation:** We develop new technology for journalists. This includes OCCRP Aleph, a data platform with over 4 billion documents, and Reporters Shield, a membership program defending investigative reporting from legal threats.
- **Impact:** We forge partnerships to accelerate the fight against corruption, such as the Global Anti-Corruption Consortium (GACC) with Transparency International.

Stichting OCCRP in the Netherlands

Stichting OCCRP conducts a program of activity that benefits Dutch society.

- **Investigations:** The Amsterdam office is the central location for planning and finalizing complex, multi-country investigations.

- **Collaboration:** We collaborate with Dutch investigative journalists and media and Netherlands-based civil society partners.
- **Public Events:** We hold public events to present evidence of the damage from corruption and organized crime and to familiarize the public with the work of investigative journalists.
- **Peer-to-Peer Events:** We host investigative journalism exchanges and summits in Amsterdam to share innovative ideas and investigative tools, and to spur collaboration.

Strategic Plan Objectives, 2025-2027

Stichting OCCRP works to achieve the following objectives:

- **Consolidate our position as a global investigative news organization.** We will expand our geographic reach, subject-matter expertise, and technological capacity.
- **Strengthen the global network.** We will provide Member Centers with organizational development training, legal protection via Reporters Shield, and new technological infrastructure.
- **Maximize our impact.** We will build on the success of the GACC and use new storytelling channels and styles to bring investigations to a wider, non-specialist audience.
- **Invest in people, culture, and systems.** We will ensure all staff feel nurtured and valued, have opportunities to learn and develop, and are equitably and transparently remunerated.
- **Consolidate our financial strength.** We will diversify funding sources, increase core flexible funding, and strengthen our balance sheet by increasing unrestricted reserves.

Goals of Stichting OCCRP in the Netherlands

- Strengthen the Netherlands headquarters as a secure space for editorial planning.
- Bring journalists and others from the global network to the Netherlands for fellowships, training, and meetings.
- Expand and deepen cooperation with Dutch media and civil society organizations, sharing know-how, expertise, data, and tools.
- Educate the public through events, showing the "behind the scenes" work of investigative journalists.
- Increase financial resilience by expanding the circle of Dutch and European funders.

Governance

Stichting OCCRP has a two-tier board:

- The three-person Supervisory Board sets the strategic direction of the organization.
- The three-person Management Board implements that strategy and is legally accountable for the organization.

Two of the members of the Supervisory Board are members of the senior leadership team of JDN. They serve in a personal capacity on Stichting OCCRP's Supervisory Board, but, because of their role in JDN, facilitate effective collaboration between and strategic alignment of the two organizations.

The Supervisory and Management Boards of Stichting OCCRP are constituted as follows:

Who	Stichting Supervisory Board	Stichting Management Board	Role in OCCRP	Employed by
Drew Sullivan	x		Co-Founder, JDN Board Member, Publisher	JDN
Miranda Patruć	x		Editor in Chief	JDN
Peter Noorlander	x		n/a	Independent Director, consultant with expertise in social justice policy and law
Paul Radu		x	Co-Founder, JDN Board Member, Director of Innovation	Stichting OCCRP
Oliver Rivers		x	Chief Operating Officer	JDN
Julia Wallace		x	Deputy Editor in Chief	Stichting OCCRP

Remuneration Policy

Members of the Supervisory Board do not receive remuneration for their work. Members of the Management Board do not receive remuneration for their work as board members. Employees are remunerated according to Stichting's global equitable salary framework.

Financial Model

- **Income:** Stichting OCCRP's income sources are donors (governments and private foundations), individual donations, and subgrants from JDN. JDN is committed to providing funding until the Stichting can cover its own operating expenses out of grants and other funding that it raises itself.
- **Income Forecast:** JDN subgrants are forecast to decrease from 72% of income in 2025 to 46% in 2027. Funding from foundations is projected to increase from 22% in 2025 to 38% in 2027. The balance will be funding from governments (6% in 2025 rising to 26% in 2027).
- **Expenditure:** The Stichting's total budget is forecast to be approximately €3.2 million in 2025, rising to €3.9 million in 2027. Employee headcount is expected to be 33 in 2024, rising to 35 in 2026. Personnel costs will be 82% of total expenditure throughout the period. Of that 82%, 79% (i.e. 65% of total expenditure) will be on Editorial, Technology and other front-line staff.
- **Gift Acceptance Policy:** The Stichting has a strict gift acceptance policy and will not accept donations from elected officials, political parties, or candidates; that may have been illegally obtained; that pose a conflict of interest; or that could compromise editorial or operational independence.
- **Unrestricted Funds Policy:** During this plan's period, Unrestricted Funds are forecast to be €4k to €28k. The Supervisory Board's long-run target is for the Stichting to hold Unrestricted Funds equal to six months' operating expenses as a designated "emergency fund".