

# ANNUAL REPORT 2014



OCCRP

ORGANIZED CRIME AND CORRUPTION REPORTING PROJECT

Cover, top to bottom: Khadija Ismayilova, OCCRP/RFE/Radio Liberty; Miranda Patrucic, OCCRP; Vlad Lavrov, OCCRP/Kyiv Post with Roman Anin, OCCRP/Novaya Gazeta; and Stevan Dojcinovic, OCCRP.

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## CONTENTS

Building OCCRP

OCCRP Movies in 2014

OCCRP Stories in 2014

OCCRP Person of the Year

OCCRP Effects in 2014

OCCRP Investigative Editors

OCCRP Training

OCCRP and Investigative Reporting Technology

The Investigative Dashboard

OCCRP and Tools for Fighting Crime

The Khadija Project

Threats in 2014

Awards in 2014

Cost Effectiveness

What next for OCCRP?

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ORGANIZED CRIME AND CORRUPTION REPORTING PROJECT

Sarajevo, Bosnia & Herzegovina; Tbilisi, Georgia;  
Bucharest, Romania; Riga, Latvia;

Washington DC, USA

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**“The only way to prove oppressive regimes wrong is to continue exposing corruption... Yes, there is a price to pay, but it is worth it!”**

**OCCRP/RFE/Radio Liberty journalist,  
Khadija Ismayilova,  
writing from prison in Azerbaijan.**



## Marina Gorbis (President)



Gorbis is the executive director of the Institute for the Future (ITF). She created the Global Innovation Forum, a project comparing innovation strategies in different regions, founded the Global Ethnographic Network (GEN), and led

ITF's Technology Horizons Program, focusing on interaction between technology and social organizations. She has authored publications on international business and economics, with an emphasis on regional innovation.

## David Boardman (Treasurer)



Boardman is the dean of the Temple University School of Journalism. He is the former executive editor at The Seattle Times and served as Senior Vice President 2010-2013. He is also Vice President of the American Society of News Editors. He sits on several boards

in addition to that of OCCRP, including the Center for Investigative Reporting, and the Reporters' Committee for Freedom of the Press. He is a former two-time president of Investigative Reporters and Editors, Inc. Under his leadership The Seattle Times won the 2012 Pulitzer Prize for investigative reporting and the 2010 Pulitzer Prize for breaking news.

**“In an era of growing globalization but decreasing journalistic capacity, some of the best international reporting comes through collaboration... Enter the Organized Crime and Corruption Reporting Project (OCCRP).”**

*The Sunlight Foundation*

## Drew Sullivan



Sullivan is the editor and co-founder of OCCRP and served as the first director. He founded the Journalism Development Network, an innovative media development organization with programs worldwide. He has served on the board of directors of Investigative

Reporters and Editors and the National Institute for Computer Assisted Reporting. Before becoming a journalist, he was an aerospace engineer on the Space Shuttle Project for Rockwell International Space Systems. He worked on stories with OCCRP that have been awarded the Daniel Pearl Award, the Online Journalism Award for investigative reporting, the Global Shining Light Award for reporting under duress, the Tom Renner award for Crime Reporting and many other international awards.

## Paul Radu



Radu is the executive director of OCCRP and a co-creator of the Investigative Dashboard concept, the Visual Investigative Scenarios software, and the RISE Project, a new platform for investigative reporters and hackers. He has

held a number of fellowships including the 2008 Knight International Journalism fellowship with the International Center for Journalists as well as a 2009-2010 Stanford Knight Journalism Fellowship. He is the recipient of numerous awards including the Knight International Journalism Award, the Investigative Reporters and Editors Award, the Global Shining Light Award, the Tom Renner Investigative Reporters and Editors Award and the Daniel Pearl Award for Outstanding International Investigative Reporting.



## Victor Jacobsson



Jacobsson is an entrepreneur and investor with 10 years of experience in the finance and technology sector. In 2005 he co-founded the online payments company Klarna and gained valuable hands-on experience from scaling the organization.

Heading up risk management, he was also exposed to some of the challenges facing both businesses and journalists dealing with big datasets. Jacobsson currently serves on Klarna's Board of Directors and acts as a private investor and advisor to Founders and Management teams. He holds an MSc in Accounting and Financial Management from the Stockholm School of Economics.

## Sheila Coronel



Coronel is Professor of Professional Practice at Columbia University in New York, as well as director of the Toni Stabile Center for Investigative Journalism. In 1989 she co-founded the Philippine Center for Investigative Journalism (PCIJ) to promote

investigative reporting. She has received numerous awards including the Ramon Magsaysay Award for Journalism, Literature and Creative Communication Arts in 2003.

**“OCCRP connects investigative journalism nonprofits and for-profit media. Working together, journalists...mine the rich vein of corruption that runs through their countries, gathering and analyzing data and publishing hard-hitting reports.”**

*The Sunlight Foundation*

## David E. Kaplan



Kaplan is executive director of the Global Investigative Journalism Network (GIJN), an association of more than 100 organizations worldwide dedicated to the expansion and support of investigative reporting. Kaplan has reported from

two dozen countries and his stories have won or shared more than 20 awards. He is a four-time winner of the coveted Investigative Reporters and Editors Award, including three medals: IRE's highest honor.

## Pavla Holcová



Holcová is the founder of the Czech Center for Investigative Journalism, where she has investigated cases concerning Serbian organized crime suspects, Montenegrin secret service investments in Prague, money laundering, and offshore

companies. Before founding the Czech center, she worked for six years at the People in Need humanitarian and human rights organization as head of the Cuban section. She is a co-recipient of the Global Shining Light Award.

# OCCRP

OCCRP is a multi-faceted platform for investigative journalism, combining media and technology development with the production of hard-hitting stories. A consortium of more than 20 organizations, we have ongoing programs in 27 countries and work in as many as 50 countries a year, tracking organized crime across Europe, the Caucasus and Central Asia; tracing connections to Latin America, Africa and the Middle East.

OCCRP stories have helped change laws, spur investigations and indictments, and raise public expectations of both media and government.



OCCRP editor Stevan Dojcinovic trains in Mezhyhirya, former residence of Ukraine's ex-president Viktor Yanukovich.

# With help from OCCRP stories:

- Law enforcement froze or seized more than \$1.3 billion in assets
- Tax authorities found \$600 million in hidden assets
- Competent authorities closed more than 2,500 companies
- Law enforcement investigated, indicted or arrested 77 persons – including an ex-president
- Ten government officials resigned or were sacked – including a prime minister
- Governments changed twenty laws, rules or regulations

These effects were achieved with \$5 million invested in OCCRP over the past five years.



Some members of the YanukovichLeaks team:  
Vlad Lavrov, Dmytro Gnap, Anna Babinets.

# Building OCCRP

"In a country where unpunished crimes are deeply rooted in all levels of government, there is a simple logic that prompts people to commit crimes.

'If it is good, why can't I do it?'

'If it is bad, why are they doing it?'

And then the conclusion:

'If they can do it, I'll do it too'."

*Khadija Ismayilova*

"OCCRP was founded out of a common need among regional journalists to share and communicate about criminal behavior and corruption that were effortlessly spanning borders. We believed that if the corrupt could cooperate, so must we."

*Drew Sullivan*

"A global world requires global investigations."

*The Sunlight Foundation, describing OCCRP.*



OCCRP started in 2003 when small investigative centers scattered over different countries first came together to work on the same stories. Co-founders Paul Radu and Drew Sullivan were themselves directors of two small centers, in Bucharest and Sarajevo. They knew that when working in isolation, small centers in small countries struggle to follow organized crime across borders and to identify the destination of dirty money. But together, they could tackle ever bigger and more complex structures.

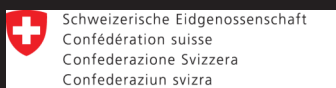
In 2005 their team won the first ever Global Shining Light Award. OCCRP hasn't looked back.

OCCRP's mission is to:

- Promote cross-border relationships regionally and internationally
- Provide data, tools and technology for investigative reporting worldwide
- Train reporters and editors in real-world settings
- Set a regional standard for quality as well as physical, legal and information security
- Help investigative reporting organizations become sustainable around the world

Paul Cristian Radu is OCCRP's Executive Director, located in Bucharest. Drew Sullivan is the Editor, located in Sarajevo. OCCRP has regional offices in Tbilisi and Riga, and regional editors working out of Kyiv, Moscow, Tbilisi, Sarajevo and Belgrade.

# PARTNERS/DONORS WE COOPERATED WITH IN 2014:



## WE COOPERATED



OCCRP does not divulge the names of all partners and journalists for security reasons.



Russia

KyivPost

СЛІДСТВО.ІНФО

СЛУЖБА ЖУРНАЛІСТІВ ДОСЛІДЖЕНЬ

Studio Monitor

Ukraine

MEYDANTV



zdg

ziaruri de gară

Georgia

Azerbaijan

Armenia

htunonline

Romania

Bulgaria



Бивол

Bulgarian  
Investigative  
Journalism Center

SCOOP



Our larger coverage area comprises:

**European Union:** Romania, Latvia, Czech Republic, Slovakia, Hungary, Bulgaria, Croatia, Slovenia, Lithuania

**Non-EU:** Albania, Montenegro, Serbia, Bosnia and Herzegovina, Macedonia and Kosovo

**Current and former members of the Commonwealth of Independent States:** Russia, Ukraine, Moldova, Belarus, Armenia, Georgia, Azerbaijan, Kyrgyzstan, Kazakhstan, Tajikistan, Uzbekistan and Turkmenistan

**Global:** Connecting reporters to the larger world, with an emphasis on Latin America, Africa and the Middle East

# OCCRP Movies in 2014

"Contemporary investigative reporting requires advanced skills in every media form. OCCRP's new documentary wing gives our reporters the chance to gain experience in the realm of visual storytelling."

*Drew Sullivan*



"I want to make a statement regarding the assassination attempt on Gorbuntsov in London. My face is covered because of plastic surgery... In mid-January 2012 I received a prepayment... to eliminate Gorbuntsov."

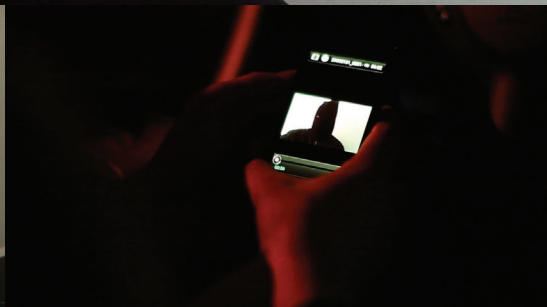
On March 20th, 2012, security cameras filmed a man emerging from the London Underground. According to authorities, he walked to a housing complex in East London and waited.

Then, as a billionaire Russian banker entered his apartment, the man pumped eight bullets into him with a silenced pistol.



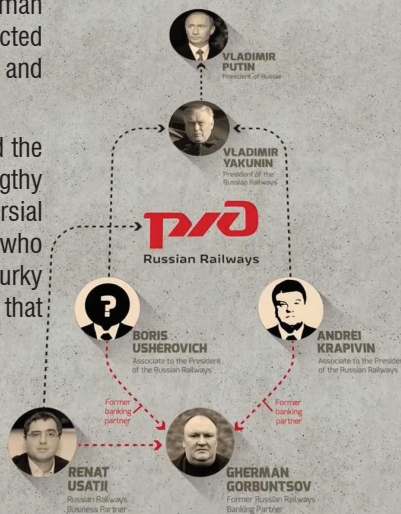
# OCCRP PRESENTS: KILLERS INC.

Dedicated to Khadija Ismayilova,  
one of the most courageous journalists in the world.



The victim was Gherman Gorbuntsov, a well-connected Russian banker and businessman.

Gorbuntsov, who survived the attack, belongs to a lengthy tradition of controversial Russian businessmen who become victims of murky assassination attempts that are never solved.



OCCRP reporters sought to untangle the forces at work behind the assassination attempt, and uncover who ultimately ordered his death.

OCCRP's investigation revealed a transnational network of assassins for hire, and eastern oligarchs fighting over billions of dollars in dirty money, connected to the upper ranks of Russian state power.

**One of our key interlocutors, Renato Usatii, fled to Russia when the documentary aired. His pro-Russia political party Patria was banned from the Moldovan state elections.**

**Subsequently a pro-European option won.**

Reporter:

Mihai Munteanu

Additional Reporting:

Iurie Sanduta

Cristi Ciupercu

Victor Ilie

Roman Anin

Camera:

Matt Sarnecki

Mihai Dina

Mihai Pogan

Sergiu Breka

Laura Ranca

Sam Brolan

Mirela Bichigeanu

Daniel Osmanovici



“In our world, this kind of mistake can only be made once ... Killers don’t live long.”

*Ion Druta (“Vanea the Writer”) talking to OCCRP.*

A criminal group offered an OCCRP reporter Russian army weapons, including a rocket-propelled grenade (RPG) unit. The reporter bought the RPG, and the transaction is part of Killers Inc.

**Moldovan police subsequently arrested four heavily armed mercenaries, who were apparently preparing to fight in Ukraine on behalf of pro-Russian forces, and seized their large cache of Russian army weapons.**

**They also arrested Ion Druta, one of the most powerful organized crime figures in the Republic of Moldova and the breakaway state of Transdniestria.**

Producers: Matt Sarnecki  
Romana Puiulet



Executive Producers:  
Drew Sullivan  
Paul Radu




# OCCRP PRESENTS:

## Jailcrunch

"The girl couldn't get anything. Once she arrived she was already paying for the debt she had."

*Viorica Ursa,  
a convicted human trafficker,  
speaking to OCCRP.*

OCCRP journalists conducted a number of interviews with convicted criminals in Eastern Europe. The videos provide a personal window into how organized crime works in the region. Every few weeks OCCRP releases a new inmate interview, shedding light on common criminal networks across Eastern Europe.



OCCRP documentarian  
Matt Sarnecki filming at a  
Bulgarian prison.  
(Photo: Alexenia Dimitrova)



# OCCRP Stories in 2014

"At its heart, OCCRP is a working journalism organization, engaged primarily in the art and craft of investigative reporting across borders."

*Drew Sullivan*

"What we did was obtain more than 1,000 pages of top-secret reports and internal records.

Lawyers told us this information was so protected that if we published it - we and our sources could be prosecuted, even sentenced to jail.

We published. We are journalists. That's what we do."

*Miranda Patrucic, delivering the keynote speech at the South Eastern European Media Organization (SEEMO) award ceremony in 2014.*

"I saw the streets of Kyiv littered with corpses of young Ukrainians shot by the military. It was one of the most awful days in our history. I went from covering that mass shooting downtown to the quiet of the abandoned estate two days later. It was surreal. Back then it felt like a victory. It doesn't anymore."

*OCCRP/Kyiv Post Editor Vlad Lavrov, interviewed by Times Union, Albany, NY.*

OCCRP stories have helped establish **good media as one of the most effective agents for change**. Their impact in 2014 affected countries ranging from Sweden and Russia to the UK and US.

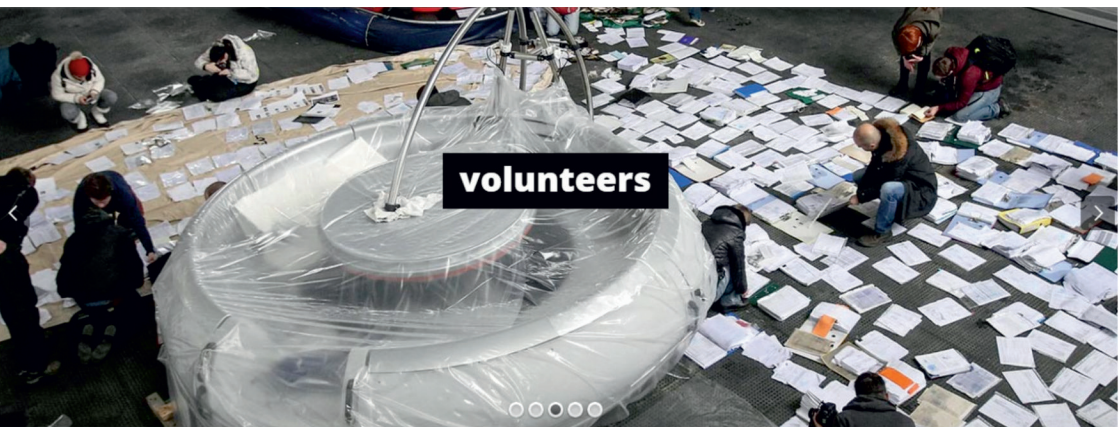
In 2014 OCCRP produced 68 in-depth stories by more than 90 journalists in 20 countries.

## OCCRP PRESENTS: YanukovychLeaks

*It's rare to see such a good story about:*

1. *The role of media in good governance*
2. *Why it's worth investing in investigative journalism*
3. *Journalism being a collaborative process*
4. *Databases being journalism*
5. *That our Ukrainian colleagues rock!*

*Global Forum for Media Development, February 25.*



On 22 February 2014, volunteer divers found nearly 200 folders of documents in a lake at Mezhyhirya, residence of the former president of Ukraine. A team of journalists and activists rescued, systematized and investigated the haul.

**The YanukovychLeaks project won three international prizes in 2014, and was nominated for a fourth. It contributed directly to multiple prosecutions and six Interpol warrants, including the warrant for Viktor Yanukovych, ex-president of Ukraine.**



YanukovychLeaks, the name Ukrainian journalists gave to this project, is also remarkable because competing news outlets worked together on it.

The project is part of an evolving model of collaborative investigative journalism.

Drew Sullivan, Organized Crime and Corruption Reporting Project

Natalie Sedletska,  
Radio Free Europe

Oksana Kovalenko,  
Ukrainska Pravda

We as investigative reporters have to redefine what we consider an investigative story. We are not always the gatekeepers, and things are not always strict narratives. We are in a bold new world, and we need to change and deal with it.

YanukovychLeaks is still finishing up the first big part of the job: posting everything online. Once all the papers are up, the real work begins – reporting and writing the stories that emerge from the documents.

The next several months will be crucial. We have a chance to make it so officials are accountable to the public.

Vlad Lavrov,  
Kyiv Post/OCCRP

Roxanne Palmer is an illustrator and science journalist based in New York. She's worked with Symbolia to explore Medicaid in Maine and chart the event horizons of black holes.  
[www.symboliamag.com](http://www.symboliamag.com)



# OCCRP PRESENTS: The Russian Laundromat





Call it the Laundromat. It's a complex system for laundering more than \$20 billion in Russian money stolen from the government by corrupt politicians or earned through organized crime. It not only moved money from Russian shell companies through Latvia into EU banks: it had the added feature of getting corrupt or uncaring Moldovan judges to legitimize the funds.

The system used just one bank in Latvia and one bank in Moldova but 19 banks in Russia, some of them controlled by rich and powerful figures including the cousin of Russian President Vladimir Putin.

**The National Crime Agency started investigating 19 companies in the UK. In Russia, police announced they were investigating the withdrawal of 700 billion rubles from Russia via 21 banks. Moldovan authorities launched their own investigation.**

**This story was nominated for the 2015 European Press Prize. (OCCRP won the new Special Award.)**

# OCCRP PRESENTS:

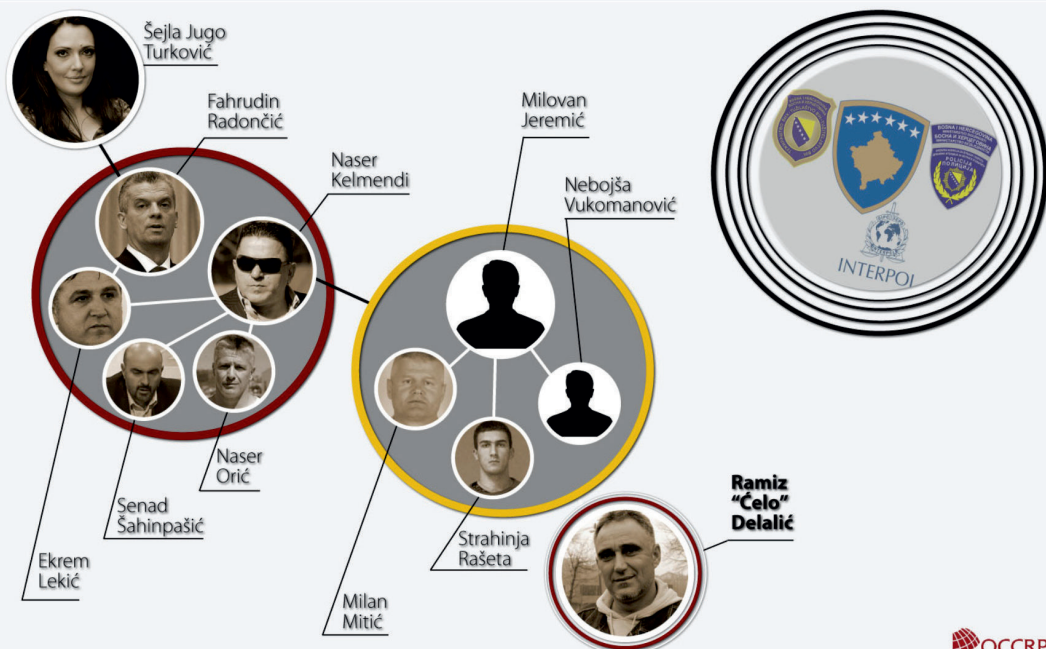
## The Two Bosses

Seven years after a charismatic mobster was gunned down outside a Sarajevo apartment block, prosecutors think they know what happened that night and who was involved – a suspected drug trafficker, and a former media mogul who in 2014 ran for president of Bosnia and Herzegovina.

Fahrudin Radoncic and Naser Kelmendi say it's all lies. But a star witness is currently testifying at Kelmendi's trial in Kosovo that she heard them make the plan, and saw them pay money for the Serbian killers who took down Ramiz Delalic in 2007.

**The project was published while Radoncic was running for president of Bosnia and Herzegovina and was widely disseminated by local media.**

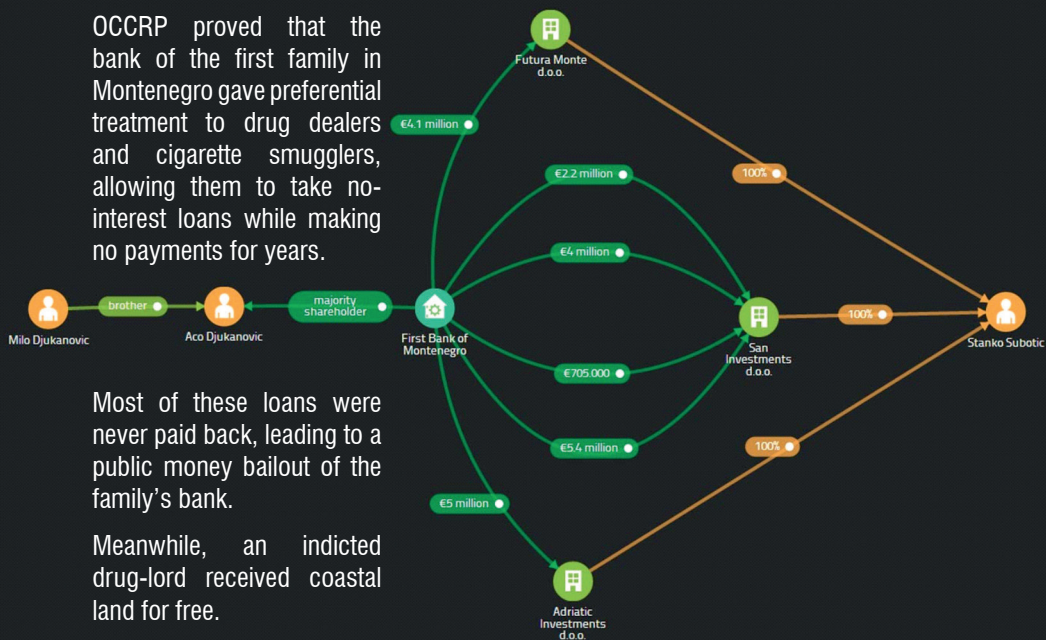
**It may have contributed to his failure to win.**



# OCCRP PRESENTS: Unholy Alliances

Montenegro has long desired to become a Balkan Monte Carlo. But instead it has become something else – a crime state.

OCCRP proved that the bank of the first family in Montenegro gave preferential treatment to drug dealers and cigarette smugglers, allowing them to take no-interest loans while making no payments for years.



Most of these loans were never paid back, leading to a public money bailout of the family's bank.

Meanwhile, an indicted drug-lord received coastal land for free.

**This story was nominated for the 2015 European Press Prize. (OCCRP won the new Special Award.)**

Project Journalists



Miranda Patrucic  
(OCCRP)



Dejan Milovac  
(MANS)



Stevan Dojcinovic  
(CINS)

# OCCRP Person of the Year

"Putin has been a finalist every year so you might consider this a lifetime achievement award. He has been a real innovator in working with organized crime."

*Drew Sullivan*

"Vladimir Putin and his *siloviki* fused a Cold War mentality with modern organized crime strategies and technology to create a new level of transnational organized crime. The Russian-backed money laundering platforms have exploited the lack of transparency in the global financial and offshore company registration systems to create a new criminal financial infrastructure used by crime groups from as far away as Mexico and Vietnam".

*Paul Radu*

# VLADIMIR PUTIN WINS OCCRP'S PERSON OF THE YEAR AWARD FOR 2014

Every December, OCCRP members vote for the person who has done the most to promote organized crime and corruption during the year. This year's choice fell overwhelmingly on Russian President Vladimir Putin.



## VLADIMIR PUTIN

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**OCCRP'S PERSON OF THE YEAR FOR 2014**



# Darko Šarić – the book

"If anybody has been hoping that investigative journalism in Serbia is dead – this book will disappoint him. Stevan Dojčinović with his team made a case study of Darko Šarić in the best tradition of that ungrateful genre."

*Miloš Vasić, Vreme*

"Stevan Dojčinović, a young, brave and curious investigative journalist, brings us the story of a highly successful "start-up" from our part of the world. You can read not only how to create a narco-cartel, but also learn the best principles of management and communication for leading this organization successfully."

*Đorđe Krivokapić, Share*

"Have you ever, in your experience of jurisprudence, seen somebody issue a book about the accused during his trial? ...The writer decided to prove himself using somebody else's distress... However, he was not as biased as other reporters."

*Darko Šarić, speaking to the judge.*



[www.mup.gov.rs](http://www.mup.gov.rs)

Photo: B92

Accused drug-lord Kosmajac had the book on his night table when he was arrested.

**“Around midnight of 22 May, 1991, a Lada Niva stopped outside a shop in the Montenegrin village of Čemerno. Two boys got out. One of them carried a big crowbar, known locally as a ‘pig’s foot’. With the help of the crowbar they burst two padlocks... and entered the shop. It was dark inside, so they switched on a torch.**

**“They pulled out a couple of sacks and started filling them at random... In a short time each sack held more than twenty kilograms of delicatessen together with socks, coffee, cigarettes...The sacks were soon full and the two boys carried them out and dumped them in the Lada...The robbers were Darko Šarić and Dejan Posuka, both aged twelve.”**

OCCRP editor Stevan Dojčinović traveled to Italy, to Latin America, to Delaware in the United States and back to the Balkans in order to map the mysterious world of modern narco-smuggling. The result is a fast-moving account of an international drug-lord, his associates, their operations and indicted their methods of laundering money.

Stevan published in August 2014, soon after Darko Šarić returned to Serbia. He aimed to help the public understand just what is at stake in the trial. The trial has yet to reach a verdict, but the book is already into its second edition. Alleged drug-lord Dragoslav Kosmajac was reading the book at the time of his arrest.

We plan to bring out Stevan’s book in an English translation – and OCCRP has plenty more stories to tell. We believe the proceeds of this and future books are one way to assure the sustainability of investigative journalism centers.

# Effects of OCCRP Stories in 2014

In 2014 OCCRP and its members helped the following to happen:

- *12 people – including an ex-president – were arrested or indicted*
- *There were at least 15 significant cases of public policy change*
- *Over 50 businesses and individuals are being investigated*

“We must build a new reality where telling the truth will not require courage.”

*Khadija Ismayilova*

“The journalists of OCCRP and Novaya Gazeta followed the transfers meticulously, with the help of foreign colleagues, accessing publicly available databases and registries over many stages, and established the final destinations for considerable amounts of money, which had originally been stolen from the Russian people.”

*Rapporteur Andreas Gross,  
addressing the Committee on Legal Affairs and  
Human Rights of the Parliamentary Assembly  
of the Council of Europe (PACE) in January 2014.*

**Ukraine** — Interpol has issued warrants for six members of the former government including ex-president Viktor Yanukovich. The warrants specifically mention the financial crimes revealed by YanukovichLeaks.

- So many other criminal cases were filed that prosecutors have now combined them into a single package.
- According to a new law, officials whose lifestyle does not correspond with official income can no longer hold office.
- The Ukraine Ministry of Justice has asked the YanukovichLeaks team to sit on an independent council within the Ministry. The council will monitor the implementation of this law.

**UK** — The British National Crime Agency launched an inquiry into the involvement of 19 British shell companies in a US\$20 billion money-laundering operation which channeled the proceeds of organized crime in Russia into the EU banking system.

The investigation came after OCCRP and the Independent newspaper exposed the multi-billion dollar scam as detailed under the Independent headline “The Great British Money Launderette.”

**Russia** — Police in Russia subsequently announced that they were investigating the withdrawal of 700 billion rubles (over \$18 billion) from Russia via 21 banks between March 2011 and April 2014.

**Moldova** – Following OCCRP’s documentary Killers Inc., Moldovan officials arrested a group of organized crime figures, together with organized crime leader Ion Druta. A major political party leader fled to Russia, and his pro-Russian party was banned.

Thanks to OCCRP partner RISE Moldova, law enforcement is investigating a dozen local officials for corruption.

**Armenia** – Reporter Kristine Aghalaryan (Hetq.am/OCCRP) tracked down the smuggling of exceedingly rare and supposedly protected Bonobo apes from Africa.

“This latest article and all previous ones have been circulated worldwide including to all relevant CITES, UNEP, EU officials, and several hundred other so-called VIPs and NGOs.”

*Sean Whyte, director of Nature Alert in the UK.*



“The Organized Crime and Corruption Reporting Project (OCCRP) unveiled a remarkable look into the massive operations Gulnara Karimova, daughter of President Islam Karimov, spearheaded over the past decade.”

*The Diplomat*



## Uzbekistan: The Prodigal Daughter

Uzbekistan is one of the toughest countries in the world for investigative journalism – a virtual black hole. Yet OCCRP is running a multi-year serial on Gulnara Karimova, the daughter of Uzbekistan's President, and her relations with Scandinavian telecom firms.

- In 2012, with Swedish Television, we wrote several stories on TeliaSonera, a Swedish telecom giant. Investigations were launched, millions of dollars in assets frozen, and top-ranking personnel resigned or were sacked.
- In 2013 we wrote another story. French police backed by Swiss authorities raided properties we identified, worth \$65 million.
- In March 2014 Swiss prosecutors announced a money laundering investigation would explore the role of Gulnara Karimova.
- More than \$900 million in Swiss accounts, previously frozen in another case, is now being held in this case.
- Swedish prosecutors launched an investigation and so did the US Department of Justice.
- Shortly afterwards, TeliaSonera admitted that some of its business practices in “other Eurasian markets” may also have been illegal.
- In November 2014 OCCRP and the Norwegian journal Klassekampen wrote how a Norwegian firm, Telenor, entered a similar relationship with Karimova.
- In December 2014 Telenor's executives were summoned before a committee of the Norwegian Parliament.

OCCRP published three new stories on Karimova's empire in March 2015.

# OCCRP

## Investigative Editors

"In the best of conditions, it is a difficult job. In the coverage area of OCCRP, it is one of the hardest jobs there is."

*Drew Sullivan*

"Every day I am blown away by the diligence and determination of the reporters and the grace with which they respond to my endless questions about things that everyone in country X knows but nobody's heard of in country Y."

*Jody McPhillips*

"Editing and coordinating investigative cross-border stories is a journey through various cultures confronted by the same enemies, corruption and organized crime. It's a learning process and the editor needs to adapt and understand the different flavors needed to make a good story that appeals outside the region. In a way we are shaping a global audience."

*Paul Radu*

"I told them to do your very best with each story and don't think about the money or your career."

*Vlad Lavrov*

"We are the enemies of the fear and ignorance of our governments and our people. But saying this doesn't convince anybody. We have to prove it by showing how good journalism works."

*Miranda Patrucic*

OCCRP has worked for several years building the reporting and writing skills of the best reporters in the countries where we work, and then developing the editing skills of the best of the best reporters. Now we are seeing a new generation of editors evolve.

“Editing at OCCRP is a contact sport, requiring the utmost in tolerance and humor from all parties. Not only are the stories the hardest of the hard; we are crossing multiple cultures on a daily basis – which can feel like trying to dance in snowshoes.”

*Jody McPhillips*

Cross-border investigative editing requires leading a multinational team based in multiple countries on a daunting mission. The investigative editor has to make sure a complex story is fully told and at the same time make sure the reporters keep safe – and keep to high standards for ethics and reporting.

“Working with OCCRP’s amazing reporters I feel like I have two main tasks. One is to make them slow down and explain to readers exactly how the complicated schemes and structures they have uncovered work. And the other is to get them to translate, for a global audience, just why their discoveries matter.”

*Rosemary Armao*

Over the course of months investigative editors must be deeply involved in a story, often from hour to hour. They strive to keep reporters moving ahead, undistracted by competing priorities. They hold daily conferences and design intermediate products, keeping a long story on target and on time.

“I am sincere here: OCCRP journalists rock and it’s a privilege to work with them.”

*Jody McPhillips*

# OCCRP Training



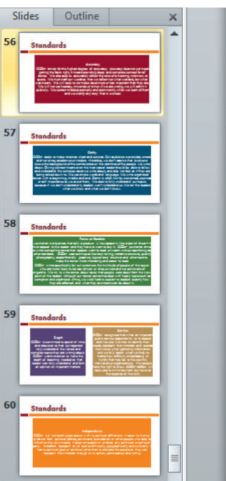
OCCRP editors are in constant demand around the world to train media. In 2014 OCCRP spoke or trained in Germany, Sweden, Norway, Finland, Iceland, Canada, Russia, the United States, Mexico, the Philippines, the Baltics, the Balkans, the United Kingdom, Switzerland, Belgium, France, Tunisia, Jordan, Nepal and the Democratic Republic of the Congo.





OCCRP believes real change comes from instituting sound newsroom practices, continuous improvement of standards, and above all, learning from mentors in a real world setting.

And this is how we spend our training time – working with reporters and editors directly on the job. Even our formal trainings include getting people to work side by side with OCCRP on the projects that they care about the most.



## Standards

Training slide

### Accuracy

OCCRP strives for the highest degree of accuracy. Accuracy does not just mean getting the facts right, it means providing deep and complete context for all stories. We also seek to accurately reflect the tone of a meeting, interview or quote. We must craft our words so that we reflect not what was said, but what was meant. We will seek to not make issues more or less important than they are. We will not use hearsay, innuendo or rumor. If we are wrong, we will admit it publicly. We correct mistakes promptly and prominently when we learn of them and we clarify any story that is unclear.



Presenting a project: on-the-story training



Thinking like criminals: on-the-story training

# OCCRP and Investigative Reporting Technology

"We realized this was the time to experiment, to take investigative journalism to a cross-border level where the latest technologies would help reporters match both the creativity and almost unlimited resources of corrupt leaders and organized crime."

*Paul Radu*

"We are technological innovators as well as journalists. We seek to reinvent investigative reporting as a data-rich, interactive multimedia platform that people can actually use for their needs."

*Drew Sullivan*

"Technology and journalism are intrinsically linked. The better tools that journalists have, the faster and more accurately they can do their reporting. OCCRP's technical development is focused on that goal: to reduce friction and increase speed while facilitating greater accuracy."

*Smari McCarthy,  
OCCRP Chief Technologist*

"Sarajevo-based OCCRP...has a reputation for finding documents in all the world's archives."

*John Bones, VG, Norway*

# Investigathon

OCCRP, in partnership with Google Ideas, brought together nearly one hundred journalists, programmers, researchers and others for the first all-day “Investigathon” in London, in July 2014.

Participants ranging from customs officers to employees of The Financial Times used a variety of advanced tools and company databases. They sought locations, shareholders, formation agents and other data connecting British companies to millions of dollars in suspicious money transfers.

The London Investigathon has already had three successors, thanks to Bellingcat, Hacks/Hackers London and the Open Society Foundations (OSF). It also went transatlantic:

“On November 12, 2014, in New York City, OCCRP along with Google Ideas will sponsor an “Investigathon” that will bring together some 100 reporters, programmers and researchers in a day-long exploration of how to track down property owned by organized crime and controversial politicians. Imagine what they could have done with Al Capone.”

*The Sunlight Foundation*



Paul Radu at the first London Investigathon

# The Investigative Dashboard

**<https://investigativedashboard.org>**

"The Investigative Dashboard...aims to help investigative journalists...by compiling public records worldwide and offering a global network of research experts."

*Covering Business*

"OCCRP's Investigative Dashboard... scrapes data from business registries around the world and makes it searchable to assist those working on cross-border investigations."

*Journalism.co.uk*

"Since the ID's launch, journalists have used it to write stories that have won more than a dozen international awards, forced the resignations of heads of state, and led to arrests, indictments, and seizures of funds."

*Covering Business*

"We are expanding the scope of ID to encompass the investigative journalism pipeline more fully, including meta search engines, big data tools, document management, entity extraction and collaborative analysis."

*Smari McCarthy, OCCRP Chief Technologist*

The chief investigation research tool was the Investigative Dashboard, funded by Google Ideas and the Open Society Foundations. This allows reporters to access terabytes of scraped public data, the best international commercial databases, and support from some of the world's best researchers.

Since ID started offering its services:

- Researchers have accessed more than 3,000 records in over 55 countries.
- 80 percent of accessed records were for offshore locations.
- Over 1,200 journalists and researchers from more than 60 countries signed up with ID.

## Some ID Successes in 2014

### **Ukraine**

With the help of ID, the YanukovychLeaks journalists went through the documents plucked from the Mezhyhirya residence lake. They put together evidence that was later used in multiple prosecutions and indictments of the former Ukraine president and members of his regime.

### **Azerbaijan/Sweden**

With the help of ID, Khadija Ismayilova combed registry records in Turkey for a story showing the hidden links between the daughters of Azerbaijan President Ilham Aliyev and the leading mobile phone companies operating in Azerbaijan.

### **Uzbekistan/Norway**

With the help of ID, OCCRP and Norwegian business journal Klasseklampen investigated payments which Norway's Telenor may have made to the Uzbekistani President's daughter.



## SOME OTHER HANDY TOOLS

<http://mediapedia.mk/en-uk>

MediaPedia is an independent media research project owing to four enthusiasts: Meri Jordanovska is a journalist with the Balkan Investigative Reporting Network (BIRN), while Saska Cvetkovska (OCCRP/NovaTV) and Vlado Apostolov are journalists for the information portal NOVA. Tamara Atanasoska is a programmer and a civil rights activist.

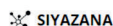
**MediaPedia won the Association of Macedonian Journalists' award for best investigative reporting.**


[www.cin.ba/energopotencijal](http://www.cin.ba/energopotencijal)

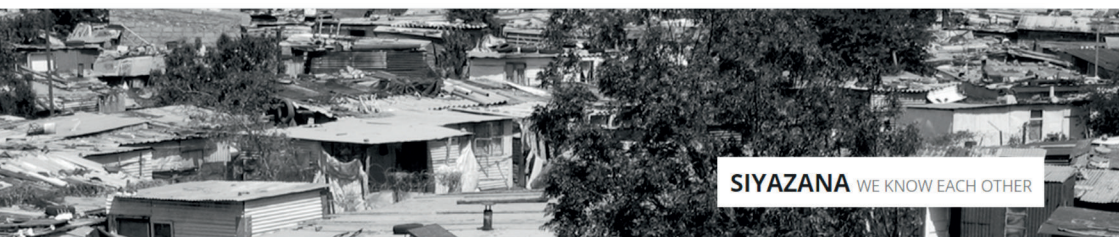
Created by OCCRP's partner Center for Investigative Reporting, (CIN) Sarajevo, this leads the viewer straight into the twilight world of Balkan energy, allowing viewers to see all the companies involved and the deals done to exploit the region's resources.

[www.siyazana.org](http://www.siyazana.org)

Created by OCCRP's African partner network ANCIR, Siyazana draws on ID to help users track the spending of public money across the African continent.



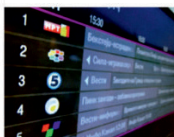
 Search for politicians and companies in South Africa



TV, RADIO

WEB PORTALS

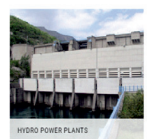
PRINT MEDIA



COAL POWER PLANTS



MINES



HYDRO POWER PLANTS



WIND POWER PLANTS



SOLAR POWER STATIONS

[HTTP://MEDIAPEDIA.MK/EN-UK](http://mediapedia.mk/en-uk)

# OCCRP and Tools for Fighting Crime

“Finding information online is a great demonstration of how Access to Information laws can help journalists and especially investigative journalists.”

*Alexenia Dimitrova,  
OCCRP/Bulgarian Investigative Journalism Center*

“OCCRP’s systems are expanding in complexity every day, trying to keep up with the complexity of organized crime and corruption. So far we kept track of public databases, document caches and research questions. Now we need to interrogate those databases, scan social networks, and have the research questions start answering themselves.”

*Smari McCarthy*

## **Worldwide profiles: People of Interest**

OCCRP members are collecting every single primary public record and secondary source record on business and crime in the world. The data helps to outline criminal structures – making OCCRP reporters experts on both global crime and the records that prove criminality.

Our central database on organized crime will have the following applications:

- **Mapping businesses and assets worldwide** – this will empower consumers by showing how organized crime impinges on their favorite hotels, cafes, movie theaters, sports clubs and much more.
- **Mapping timelines** – a journalist, civil activist, law enforcement member or any member of the public can get a timeline of businesses and assets connected to their chosen figure from organized crime.
- **Modeling pre-crimes** – Our “Hack & Track” method of following known crime figures allows us to disclose new criminal behavior as it happens – for example, when a known crime figure opens a new business.

WANTED



OCCRP's list of the world's most wanted criminals



Hakan Ayik

TURKEY



Matteo Mezzina

Denaro  
ITALY



Vicente Carrillo

Fuentes  
MEXICO



Angel Hristov and  
Plamen Galiev

BULGARIA



Roberto Vargas  
Gutierrez

COLOMBIA



Daut Kadnovski

ALBANIA



Dawood Ibrahim  
Kackar

INDIA



Joaquin Guzman  
Loera

MEXICO



Darko Santic

MONTENEGRO



Giovanni Morsù

ITALY



Jemion Mogilevich

UKRAINE



Nicolae Popescu

ROMANIA



Rafael Caro Quintero



Ismael Zambada



Eduardo Ravello



Pasquale Scotti



Kenichi Shinoda



Omid Tahvil

# Visual Investigative Scenarios (VIS)

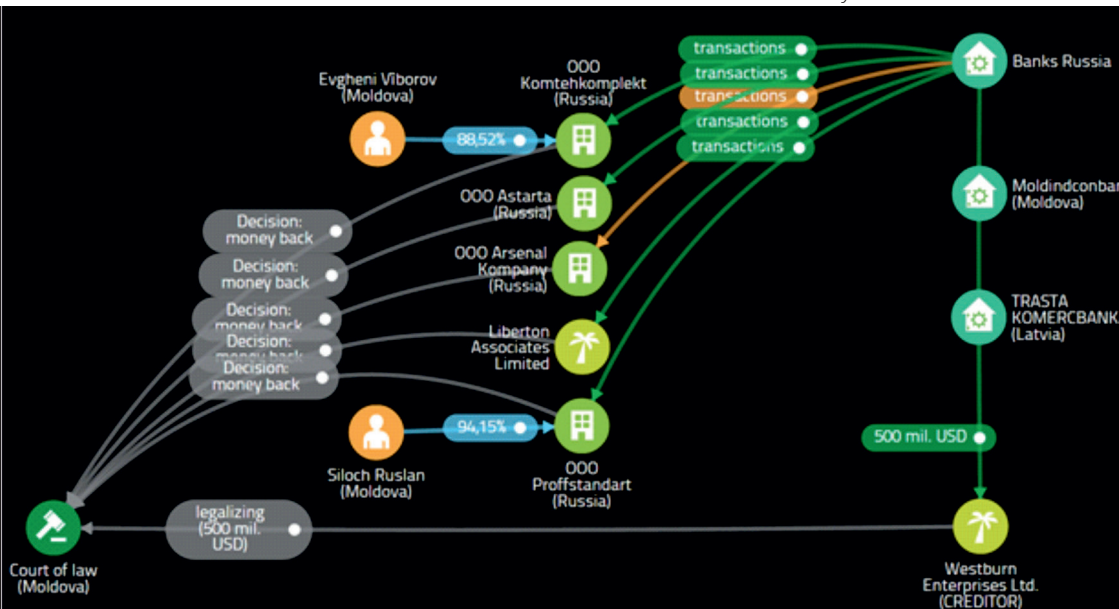
The VIS application for visually displaying criminal structures is a key tool for OCCRP stories. It mapped the complex relationships of the Russian Laundromat (see below). It has been honored by MediaPedia, which uses VIS to illustrate media ownership structures.

VIS is integral to OCCRP plans for interactive and user-friendly data, helping the public to see and understand the breathtaking complexity of criminal networks.

OCCRP is working on a graphical search tool that uses VIS to model a money-laundering corporate structure, then matches the structure with other, known structures in our central database. This will help reveal hidden networks.

“Traditionally journalists need leads that indicate illicit behavior. We want to algorithmically cause reality itself to be the lead.”

*Smari McCarthy*



# The Khadija Project

"I know that I am innocent, and no matter how hard you try to isolate me from the community, they too know I am innocent."

*Khadija Ismayilova,  
speaking to her judges in Azerbaijan*

Khadija Ismayilova has for years been one of the biggest thorns in the flesh of the Azerbaijani government. A beloved OCCRP member with an unerring nose for corruption, she became an investigative reporter after another local journalist was murdered. Her multiple stories linking the Azerbaijani First Family and government to corrupt business deals have repeatedly upset the local elite – as well as winning her the International Women's Media Foundation Courage Award and the Global Shining Light Award, among many other acknowledgments of her grit and skill. After a series of efforts to silence her, ranging from covert blackmail attempts to smear campaigns and threats carried by tame media, she suffered arrest in Baku on 5 December 2014. She is now undergoing an indefinite period of pre-trial incarceration.

Khadija is not the only prisoner to be arrested on trumped-up charges: there are some 100 political prisoners behind bars in Azerbaijan.

"Among us we have created a family, an... ecosystem that gives us strength and helps us stay strong."

OCCRP believes that allowing governments to arrest, harm or intimidate journalists without repercussion will only embolden this behavior. As a means of discouraging future arrests, we are committed to finishing Khadija's work. We therefore are launching **The Khadija Project**, a secure reporting and newsgathering platform, which challenges would-be whistleblowers to upload documents proving corruption.





FREE

KHADIJA  
ISMAYILOVA



# OCCRP Leaks

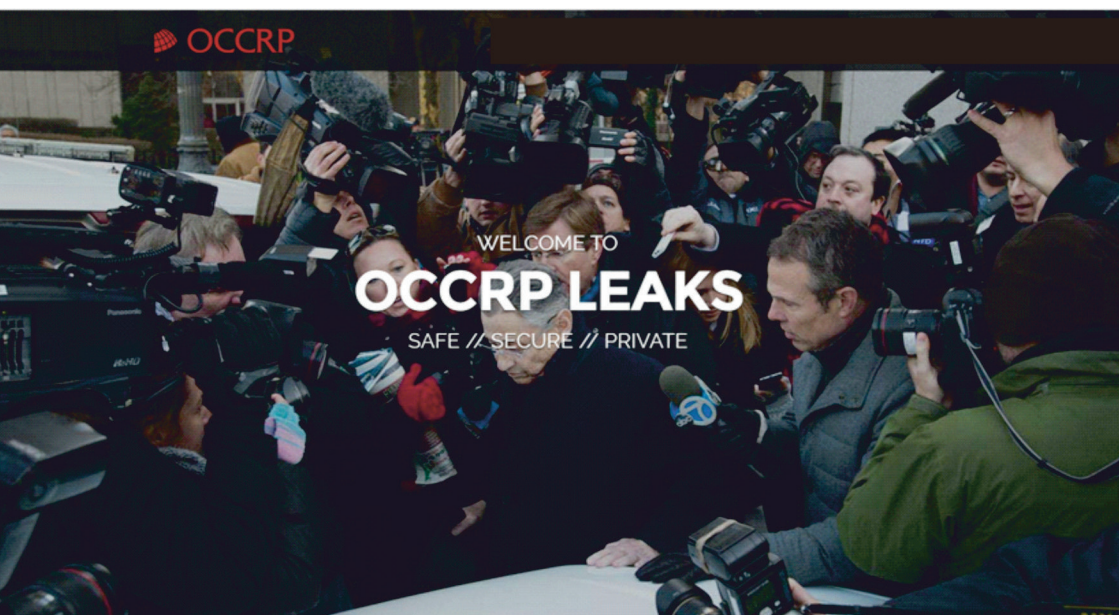
“Whistleblowing, instead of being applauded, tends to ruin lives, get people vilified as traitors, thrown into jail or hunted down globally. We need to welcome and protect leakers... And we must use the material they bring to us with care.”

*Miranda Patrucic:  
keynote speech at the  
SEEMO Award Ceremony, 2014*

OCCRP in 2014 teamed up with GlobalLeaks, an Italian whistleblowing platform created by the Hermes Center. The result has come online as OCCRP Leaks, a secure platform for would-be whistleblowers. We are translating the platform into 16 languages so that we can implement it in all the countries where we work.

We are not only working to free Khadija, but also to encourage more Khadijas in the repressed countries of the world.

The platform was launched in March 2015.



# Threats in 2014

“‘Why am I here?’ is a question that everyone in prison asks themselves, regardless of the crime. Corruption is the reason I am in my prison, but the regime’s corruption, not mine.”

*Khadija Ismayilova*

OCCRP continues to work in countries that other media development agencies have abandoned. We operate in places notorious for corruption, organized crime and active repression of free speech. In countries including Hungary, Russia, Azerbaijan, Macedonia and Serbia, let alone regions such as Central Asia, governments have arrested journalists, shut down NGOs, created new laws allowing for the quick closure of media and generally followed a strategy for repressing media and civil society.

“These places are run by gangs and thugs.”

*Vlad Lavrov,  
describing the annexed territories of Ukraine.*

## PRISON

- **Azerbaijan:** Since December 2014 OCCRP/Radio Free Europe/Radio Liberty journalist Khadija Ismayilova has been imprisoned. The charges against her have ranged at various times from incitement to suicide, embezzlement and abuse of power to slander. Her pretrial incarceration seems set to continue indefinitely.

## SMEAR CAMPAIGNS

“Whore, behave. Or you will be defamed.”

*First blackmailing letter received by Khadija Ismayilova.*

- **Montenegro and Serbia:** Following publication of the “Unholy Alliances” series (on the interaction of organized crime, government and business in Montenegro), OCCRP and its Montenegrin partner organization MANS as well as several individual journalists and editors became targets of a sustained and vicious smear campaign. Sexual smears and even lawsuits ranging from allegations of promiscuity to bestiality are a common feature of these campaigns.

## PROSECUTION

- **Slovenia:** Anuska Delic is accused of publishing classified state intelligence which could cost her three years in prison. In 2011, Anuska wrote articles uncovering alleged connections between the Slovenian neo-Nazi group Blood & Honor and members of the Slovenian Democratic Party.
- **US, Latvia and Russia:** In 2013 Businessman Maxim Stepanov and his Cyprus based firm Midland Consult sued OCCRP and its partners in the United States, Latvia and Russia. All four cases and three appeals have now been rejected by courts in all countries and the cases dismissed.





## SURVEILLANCE

- **Russia, Azerbaijan, Serbia, Montenegro:** In all these countries we have evidence that OCCRP reporters and editors are under surveillance.
- **Macedonia:** The main opposition party handed files filled with transcripts of telephone conversations and notes to a group of journalists, claiming these were the result of illegal snooping ordered by the Prime Minister. Some of the biggest files belonged to OCCRP members. Saska Cvetovska has been followed since 2011.
- **Serbia:** The government recently passed new legislation which enables a trace on journalists' investigations of public records. This trace has already been activated for at least one member of OCCRP.





Anuska Delic  
(Photo by Uros Hocevar, Delo)

## RAIDS

- **Azerbaijan:** Thirty investigators raided the premises of Radio Free Europe. They seized documents, saying that they were searching for signs of narcotics and financial crimes.

Alternative TV Meydan closed its Baku studio.

## VIOLENCE

- **Crimea:** In March 2014, the office of the Crimean Center for Investigative Journalism was seized by masked gunmen. Militia leader Konstantin Knyrik explained that the center had not been producing accurate coverage, but said employees there could continue to work.

He added,  
“We will try to agree on the correct, truthful coverage of events.”

# Awards in 2014

To honor Ukrainian Journalists' Day on June 6, local journalists organized the **Mezhyhirya Festival** in the former presidential compound. The festival also saw the launch of Ukraine's first-ever investigative journalism award.

## **Winners: M100 Media Award**

The international media conference M100 Sanssouci Colloquium concluded with the bestowal of the M100 Media Award on the Mayor of Kiev, Vitali Klitschko, and on YanukovychLeaks reporters **Natalie Sedletska and Kateryna Kapliuk**.

## **Winners: BOBS Award**

The **YanukovychLeaks team** from Ukraine received the "Best of Online Activism" (The BOBs) award from German broadcaster Deutsche Welle, in the "Reporters Without Borders" category.

## **Winner: 2014 Missouri Honor Medal for Distinguished Service in Journalism**

OCCRP partner **Kyiv Post** won this award for superior journalism throughout the publication's history.

## **Special Mention: SEEMO**

YanukovychLeaks team member **Anna Babinets** of **Slidstvo.info**, Ukraine, received a Special Mention at the 2014 South East Europe Media Organization (SEEMO) award ceremony, for her reporting from the Kyiv barricades.



YanukovychLeaks team member Denys Bigus speaks to the audience on June 6.  
© Anastasia Vlasova



The US Ambassador in Ukraine Geoffrey Pyatt, Kyiv Post editor Katya Gorchinskaya, DR Orienteering editor Brita Kvist Hansen, and OCCRP editor/Kyiv Post staff writer Vlad Lavrov give Ukraine's first ever investigative journalism award to Lyubomyr Ferens of TVi.  
© Anastasia Vlasova



Anna Babinets (OCCRP/Slidstvo.info)

### **Winner: SEEMO Award**

South East Europe Media Organization (SEEMO) honored three interns of **CIN** Sarajevo with the Award for Outstanding Journalism, in the category of Young Professionals. Their story on foster families led to a new law.

### **Winner: USAID Journalism Award**

The same story was recognized by USAID in Bosnia and Herzegovina, under its project Strengthening Government Institutions and Processes in BiH (SGIP BiH).

### **Recognition: “100 Information Heroes”**

Reporters Without Borders, a non-profit organization focusing on freedom of expression and information featured **Assen Yordanov of Bivol/OCCRP** and **Khadija Ismayilova** on their list.

### **Winner: ACCOUNT Awards**

OCCRP member **CIN**, Sarajevo, was recognized at the Bosnia and Herzegovina Anti-Corruption Civic Organizations Unified Network (ACCOUNT)’s annual journalism awards ceremony for the fourth time. Reporters **Aladin Abdagić** and **Mubarek Asani** jointly received the best video award and **Aladin Abdagić** received the best investigative story award.

Both stories led to police investigations and one man was sentenced to 11 years in prison.

### **Winner: Media Excellence prize**

OCCRP’s Armenian partner **www.hetq.am** won the “Media Excellence” prize at the 2014 Universal Rights ceremony held in Yerevan for its professionalism in the field of investigative journalism and in exposing human rights issues.



### Winner: Georgia's Best TV Story of the Year

**Studio Monitori** journalist and OCCRP partner **Nana Naskidashvili's** investigative story "Tabatskuri Lake and the Trouble of Fishermen" was named the best TV story of the year by the Republic of Georgia's Civil Society Institute.

### Winner: Lielais Kristaps Film Festival awards, Latvia

**Re:Baltica's Arta Giga** saw 'Modris', a film by her Red Dot media company, honored for best debut and best actress as well as receiving the audience award.

The film premiered in the Toronto International Film Festival and received special recognition in Spain's San Sebastian film festival. (Director Juris Kursietis received the "Silver Prometheus" at the Tbilisi International Film Festival.)

### Winner: Biodiversity Prize

This is the second year in a row that OCCRP's Bulgarian partner **Bivol** was awarded the prize for environmental journalism by the Foundation "Biodiversity."



Bivol was nominated for numerous publications on the destruction of dunes in Nessebar (Dunes Gate); construction on the beaches Karadere and Coral and in the Strandzha, Pirin, and Vitosha mountains; deforestation of the banks of the Ropotamo river; land swaps and poaching.



# Cost Effectiveness

While registered in Romania and the United States, OCCRP utilizes a virtual structure (which helps us to minimize costs). Wherever possible, administration is outsourced. OCCRP leverages technology to keep costs low and to effectively coordinate and communicate with a network that spans seven time zones and encompasses 16 languages. All administrative staff and management are based in the field and staffers come from participating countries – keeping more money in each region, keeping costs down, and professionalizing the local media industry. OCCRP consistently maintains overhead rates that are among the lowest in the industry.

JDN/OCCRP is audited yearly by Gelman, Rosenberg & Freedman (GRF) of Bethesda, MD.

GRF does an A-133 audit which has additional requirements because OCCRP accepts more than \$500,000 per year from government sources.

## COMBINED FINANCIAL STATEMENTS

### **JOURNALISM DEVELOPMENT NETWORK, INC.**

FOR THE YEARS ENDED  
DECEMBER 31, 2014 AND 2013

### COMBINED STATEMENTS OF FINANCIAL POSITION AS OF DECEMBER 31, 2014 AND 2013

ASSETS	2014	2013
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	\$ 489,480	\$ 142,045
Accounts receivable	60,006	14,100
Grants receivable (Notes 2 and 6)	1,110,003	167,307
Prepaid expenses	7,788	2,917
Other current assets	30,251	-
Total current assets	\$ 1,697,528	\$ 331,247
<b>FIXED ASSETS</b>		
Furniture	1,890	1,890
Less: Accumulated depreciation	(683)	(305)
Net fixed assets	1,207	1,585
<b>TOTAL ASSETS</b>	<b>\$ 1,698,735</b>	<b>\$ 332,832</b>

OCCRP is a trade name of the Journalism Development Network, Inc., a Maryland 501(c)3 non-profit organization.

## LIABILITIES AND NET ASSETS

	2014	2013
<b>CURRENT LIABILITIES</b>		
Accounts payable and accrued expenses (Note 5)	\$ 44,725	\$ 57,713
Refundable advance (Note 6)	51,057	73,218
Total liabilities	95,782	130,931
<b>NET ASSETS</b>		
Unrestricted	106,849	11,665
Temporarily restricted (Note 3)	1,496,104	190,236
Total net assets	1,602,953	201,901
<b>TOTAL ASSETS</b>	<b>\$ 1,698,735</b>	<b>\$ 332,832</b>

## COMBINED STATEMENTS OF ACTIVITIES AND CHANGES IN NET ASSETS FOR THE YEARS ENDED DECEMBER 31, 2014 AND 2013

	2014		
	Unrestricted	Temporarily Restricted	Total
<b>REVENUE</b>			
Grants and contributions (Notes 4 and 6)	\$ 1,083,987	\$ 1,848,632	\$ 2,932,619
Interest income	-	37	37
Consulting and other revenue	86,999	-	86,999
Net assets released from donor restrictions (Note 3)	471,134	(471,134)	-
Total revenue	1,642,120	1,377,535	3,019,655
<b>EXPENSES</b>			
Program Services	1,362,974	-	1,362,974
Management and General	180,190	-	180,190
Total expenses	1,543,164	-	1,543,164
Change in net assets before other item	98,956	1,377,535	1,476,491
<b>OTHER ITEM</b>			
Currency gain (loss)	(3,772)	(71,667)	(75,439)
Changes in net assets	95,184	1,305,868	1,401,052
Net assets at beginning of year	11,665	190,236	201,901
<b>NET ASSETS AT END OF YEAR</b>	<b>\$ 106,849</b>	<b>\$ 1,496,104</b>	<b>\$ 1,602,953</b>

## COMBINED STATEMENTS OF FUNCTIONAL EXPENSES FOR THE YEARS ENDED DECEMBER 31, 2014 AND 2013

	2014		
	Program Services	Management and General	Total Expenses
Personnel costs	\$ 860,662	\$ 59,469	\$ 920,131
Contract services	25,620	47,563	133,960
Facilities and equipment	189,613	23,209	48,829
Travel and meetings	132,137	19,248	208,861
Operations	31,599	17,590	149,727
Insurance expense	35,595	13,111	44,710
Program expenses and subgrants	36,946	-	36,946
<b>TOTAL</b>	<b>\$ 1,362,974</b>	<b>\$ 180,190</b>	<b>\$ 1,543,164</b>

2013

Unrestricted	Temporarily Restricted	Total
\$ 1,058,518	\$ 265,615	\$ 1,324,133
-	-	-
13,807	-	13,807
445,533	(445,533)	-
1,517,858	(179,918)	1,337,940
1,414,195	-	1,414,195
91,843	-	91,843
1,506,038	-	1,506,038
11,820	(179,918)	(168,098)
-	-	-
11,820	(179,918)	(168,098)
(155)	370,154	369,999
<b>\$ 11,665</b>	<b>\$ 190,236</b>	<b>\$ 201,901</b>

2013

Program Services	Management and General	Total Expenses
\$ 780,540	\$ 23,271	\$ 803,811
171,120	33,514	204,634
35,902	17,267	53,169
206,947	7,578	214,525
97,800	8,548	106,348
35,595	1,665	86,291
86,291	-	-
<b>\$ 1,414,195</b>	<b>\$ 91,843</b>	<b>\$ 1,506,038</b>



# **COMBINED STATEMENTS OF CASH FLOWS** **FOR THE YEARS ENDED DECEMBER 31, 2014 AND 2013**

	2014	2013
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Changes in net assets	\$ 1,401,052	\$ (168,098)
Adjustments to reconcile changes in net assets to net cash (used) provided by operating activities:		
Depreciation	378	291
(Increase) decrease in:		
Accounts receivable	(41,028)	(2,270)
Grants receivable	(942,696)	162,856
Prepaid expenses	(4,871)	3,533
Other current assets	(30,251)	-
Increase (decrease) in:		
Accounts payable and accrued expenses	(12,988)	(6,481)
Refundable advance	(22,161)	(3,683)
Net cash (used) provided by operating activities	347,435	(13,852)
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchase of fixed assets	-	(1,049)
Net cash used by investing activities	-	(1,049)
Net (decrease) increase in cash and cash equivalents	347,435	(14,901)
Cash and cash equivalents at beginning of year	142,045	156,946
<b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>	<b>\$ 489,480</b>	<b>\$ 142,045</b>

## NOTES TO COMBINED FINANCIAL STATEMENTS

### DECEMBER 31, 2013 AND 2012

#### GRANTS RECEIVABLE

Grants receivable as of December 31, 2014 and 2013, respectively, are as follows:

	2014	2013
Open Society Institute – Training	\$ -	\$ 44,000
Open Society Institute – Media Ownership	66,727	-
Open Society Institute – Regional	146,872	98,307
International Press Institute	139,820	-
Google	15,000	-
Open Society Institute – Central Asia	-	25,000
ICFJ (RIJN Program)	83,240	-
SUNY (USDoS)	1,253	-
Swiss Government (Romania)	657,091	-
<b>TOTAL GRANTS RECEIVABLE</b>	<b>\$ 1,110,003</b>	<b>\$ 167,307</b>



# What next for OCCRP?

"Life is very complicated, but sometimes we get lucky and are offered a clear choice between truth and lies. Choose truth and help us."

*Khadija Ismayilova,  
writing from prison in Azerbaijan*

2014 was a year to remember at OCCRP, though in many ways a hard year – and for some a dangerous year as well. Conflict in the world and the increasing Cold War mentality added to our difficulties. But we kept on doing what OCCRP does: letting our reporting speak for itself.

Security conditions are worsening in many of our countries and government surveillance is on the rise. So we have decided to share our ideas and experience of covert communication and journalism safety with the best thinkers on these subjects worldwide. We are holding a safety conference in May 2015 which will bring leaders in the field of journalism safety training to meet our members.

We will go on multiplying connections between Europe, the Caucasus, Central Asia, Africa, Latin America and the Middle East. Many stories cross these borders and OCCRP wants reporters to connect.

We also plan for increasingly interactive visual content to our stories and increasingly compelling video. We want to present the results of our reporting to the public in ways that everyone can use, with the help of tools that make data easier to search and to present – while making it harder for organized crime to hide.

But above all, we want to discourage governments from arresting, harassing or harming journalists. We hope to see OCCRP Leaks, launched in March 2015, become a worldwide initiative, helping would-be leakers gain confidence that their material will be used responsibly, safely and with effect.

We give thanks to our partners and supporters who make this work possible, among you our board members, both longstanding and new.

Paul Radu, Executive Director  
Drew Sullivan, Editor



ORGANIZED CRIME AND CORRUPTION REPORTING PROJECT