



**OCCRP**

**ORGANIZED CRIME AND  
CORRUPTION REPORTING PROJECT**



**2016  
ANNUAL REPORT**



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**“Many news networks are cartoonish parodies of their former selves,** individual billionaires appear to have taken up newspaper ownership as a hobby, limiting coverage of serious matters concerning the wealthy, **and serious investigative journalists lack funding.”**

*—‘John Doe’, anonymous source  
of the Panama Papers*



# OCCRP

## ORGANIZED CRIME AND CORRUPTION REPORTING PROJECT

Amman, Jordan

Moscow, Russia

Bogota, Colombia

Riga, Latvia

Bucharest, Romania

Sarajevo, Bosnia and Herzegovina

Johannesburg, South Africa

Tbilisi, Georgia

Kyiv, Ukraine

Washington DC, USA

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# Vision of the Future

The media landscape continues to change, and everyone is struggling to keep up. That's why, at OCCRP, we're determined to stay on the cutting edge -- and this year is no different. The unique model we've developed allows regional reporters who know their countries better than anyone to come to us and get the editors, programmers, researchers, and resources they need to do great cross-border investigations. Think of us as the Uber or AirBnB of journalism -- we don't have our own reporters, but we've built the infrastructure that lets them reach new heights.



*Drew Sullivan, Editor*

It's working. We have more and better stories and more readers and viewers than ever before. Traffic growth has continued at about 30 percent a year. This year we reached around 4 million readers and viewers on just our website and Youtube pages. That's not counting the dozens of millions more we reach through our primary distribution network: our partners in the traditional regional media.

But when things change, it's not always for the better. Websites are disappearing in favor of harder-to-distribute mobile phone apps. Facebook and Google have become indispensable for reaching audiences, but their algorithms are inscrutable and ever-changing, and they increasingly demand payments to reach audiences. This favors the "fake news" and vanity press that we compete against, many of whom get their money from political or governmental sources. The traditional news media is hollowed out by these same forces.

As a result, in a time when our news -- the real news -- is more necessary than ever, we have less money, more headwinds, more enemies seeking our destruction, and more work to do than ever before. For every two steps forward we are forced one step back. It's tough out here and getting tougher.

So we invent and reinvent. We need to keep changing and getting better; better and more creative content; more innovative ways of telling stories; more technology tools to lower costs and coax out stories from big data; more connections to people who can help. It's more important than ever to be fast and nimble.

One thing we will never change: our standard of high-quality, in-depth reporting that tells our readers how the world really works. While pollsters insist that readers want shorter stories and less information, we don't believe in briefer news. We know when people really care, they will want to dig deep -- and we'll be there, giving them the news others won't or can't.

That's why we continue to defy the trends and trust that our continued growth is a sign that people still care. We know we do.

**Drew Sullivan**  
OCCRP Editor

# Who We Are



**We are a global platform for the world's best, most tenacious investigative reporters.**

**We are the sharp edge of 21st century journalism.**

**We are global corruption's worst enemy.**

The Organized Crime and Corruption Reporting Project (OCCRP) is an investigative reporting platform used by dozens of media outlets and thousands of journalists and researchers. Our stories are read by hundreds of millions of ordinary citizens each year.

We teamed up in 2006 to do transnational investigative reporting and promote technology-based approaches to expose organized crime and corruption. A decade later, we've expanded globally. Our network is now spread across Europe, Eurasia, Africa, and Latin America, and we plan to cultivate reporting partnerships in Asia this coming year.

Everything we do is built upon the core mission of giving citizens the information they need to change their societies for the better. We are one of the most effective news organizations in bringing about real change.

While the past few years have seen exposés of governments spying on citizens and how they've used technology to collect personal data, we're turning that story on its head.

We are watching the governments.

We are collecting data and developing technologies to analyze and connect information faster.

We are exposing the secret crimes and networks of some of the most powerful people in the world.

## We are 'The People's NSA.'

Since 2009 our reporting has led to:

- **US\$ 5,735 billion** in assets frozen or seized by governments.
- **84 criminal investigations and government inquiries** launched as a result of its stories.
- **81 calls for action** by civil, **public** or international bodies.
- **147 arrest warrants** issued with **7 subjects on the run**.
- **20 major sackings and resignations**, including a **President, Prime Minister and CEOs of major international corporations**.
- **Over 1,400 company closures, indictments and court decisions**.

On a modest budget, OCCRP has an outsized impact. Looking only at financial returns, historically **OCCRP has returned more than 59,700 percent to governments through seizures and fines**, an almost unheard of success.

The world has never needed to know the truth more. OCCRP is rising to the occasion, putting its reporters, editors and tools at the public's service.

# Board of Directors



**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.

**"We are preparing to fight for a better 2017** because we are passionate about the truth and passionate about building a better world. **We will not allow corruption to go unaddressed.** We will not let criminals gain credibility and we will not allow uncivil society to be accepted as a norm. **We will continue to be outraged and speak out.**"

— *Paul Radu and Drew Sullivan,  
2016 End of Year Letter*



**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 from 2010 to 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.



**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.

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.



**Sheila Coronel**

Tchobanov is co-founder of the Bulgarian investigative website Bivol.bg, exposing the State-Mafia nexus in Bulgaria. Bivol publications triggered most of the major corruption scandals in Bulgaria in the last six years. Tchobanov has contributed to many cross-border investigation cases concerning hidden assets in Bulgaria by foreign officials and abuse of EU money. He holds a PhD in computational linguistics from Paris Ovest University and works as a senior research engineer in CNRS. In his journalistic activity he is interested in big data harvesting and exploring, forensic methods, and encryption techniques for protecting the communications and the journalistic sources. Tchobanov is a co-recipient of the Serbian National Award for Investigative Reporting.



**Atanas Tchobanov**  
OCCRP Member  
Representative

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.



**Drew Sullivan**

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.



**Paul Radu**

# Why We Need Investigative Reporting

## Corruption lacks a natural enemy

High-level corruption and dark lucrative ties between organized crime and governments remain a threat to democracy around the world and to fair and transparent business. The technological revolution may have benefitted societies globally, but also the criminals who learned to exploit new systems for their own illicit gain.

**“A borderless world needs watchdogs who can transcend borders.”**

— *Sheila Coronel, 2016 Conference for Investigative Reporters and Editors*

Crime bosses, kleptocrats and their ilk are now far more sophisticated and efficient in the means they use to defraud, embezzle, launder money and cover up serious crimes. Above all, they work within the system. They're not tattooed gangsters in leather jackets with guns and knives. Rather, they're respectable looking men and women in suits and ties.

**They are our business leaders.**

**They are lawyers, accountants and bankers.**

**They are our government officials.**

**Ominously, some of them are also our political leaders.**

Corruption is the world's biggest hidden tax, robbing entire populations of resources, public money and economic opportunity. It contributes to global inequality by allowing those who break the law and get away with it to enrich themselves at the public's expense. It's the poorest in our global society who pay the price of high-level corruption and who are often co-opted to participate in it, remaining silent for their own survival.

**“There's a lot of risk involved... but we can find the leads to the criminality and just expose the entire thing.”**

— *Smari McCarthy, Coded: The People's NSA*

Some of the wealthiest and most powerful individuals in the world have gained their positions through dubious dealings and outright theft. We are in the midst of the greatest plundering of the developing world by those who were elected to be caretakers. Instead, money that could be used for starting new businesses, developing critical infrastructure and alleviating poverty and misery are stolen and parked in high end real estate and hedge funds.

Criminals and the corrupt have trillions in the bank, transferred to anonymous accounts in offshore jurisdictions. Global money laundering transactions are estimated at 2 to 5% of global GDP, or roughly US\$ 1-2 trillion annually, according to PricewaterhouseCoopers. In fact, a recent study published by Global Financial Integrity found that transnational organized crime groups are raking in US\$ 2.2 trillion per year.

That kind of money can hire the best accountants, financial services professionals and lawyers to protect them. That kind of money, much of it which should have been spent fixing roads, building schools and hospitals, re-invested in the public good, instead is stolen and hoarded in the name of power and greed by criminals.

## **Transparency is crime's greatest enemy.**

OCCRP reporters have faced smear campaigns, stalking, jail time and major lawsuits in attempts to be put out of business by the very people they are working to expose. Intelligence agencies and cyber criminals have attempted to attack key OCCRP infrastructure, break into journalists' email accounts and surveil their communications to target their sources or prevent their stories from being amplified. They have seen their families harassed and faced defamation in pro-government papers in countries that don't take kindly to critical independent media.

They risk their lives to uncover the truth and bring it from the shadows to light.

**"Why do criminals talk to journalists? Because journalists write history and they want to be part of history."**

— *Roman Anin, Investigative Editor at Novaya Gazeta*

# Our Stories: Highlights from 2016

## Panama Papers: The Secret Caretaker

In 2016 OCCRP partnered with the International Consortium of Investigative Journalists (ICIJ), Süddeutsche Zeitung and hundreds of reporters around the world to cover one of the biggest leaks in journalistic history, the Panama Papers, revealing the secretive offshore companies used to hide wealth, evade taxes and commit fraud by the world's dictators, business tycoons and criminals.

One of the most impactful stories published was an investigation by Novaya Gazeta spotlighting Russian President Vladimir Putin's close friend, the godfather to his children, cellist Sergey Roldugin. The reporters uncovered an offshore empire controlled by Roldugin. One company alone traced to him turned over US\$ 2 billion between 2009 and 2012. His companies worked as a network in a scheme run by people

**"I want to make these crimes public."**

— 'John Doe', anonymous source of the Panama Papers Leak



in Rossiya Bank, dubbed “Putin’s Bank” because it is owned by Putin’s closest friends and relatives.

OCCRP also revealed that an offshore company which stole money from the Russian people was also, at about the same time, sending money to Roldugin. The Magnitsky case involved the theft of US\$ 230 million from the Russian Treasury, one of the largest tax fraud cases in Putin’s Russia. The crime was uncovered in 2007 by Sergei Magnitsky, a Russian lawyer who was working for Hermitage Capital Management, then the biggest foreign investor in Russia. Magnitsky was arrested by the same police officers whom he accused of covering up the fraud. He was thrown into jail, where he died of mistreatment and inadequate medical care. Despite his death, the government of Russia continued to prosecute him.

The Russian angle of the Panama Papers investigation took more than a year to complete, and drew high-level attention. It was called an “information attack against Vladimir Putin” by the president’s press secretary Dmitry Peskov. The stories shed light on the workings of Putin’s inner circle and raised questions about systemized kleptocracy in a country where corruption is entrenched. The global effort was awarded the Pulitzer Prize for explanatory journalism.



## The St. Princess Olga: Seeking the Hidden Owner of a Superyacht

Novaya Gazeta, OCCRP's Russian partner, took on yet another controversial story last year, identifying the wife of Igor Sechin as owner of the superyacht St. Princess Olga. Reporters traced the yacht's itinerary and matched it to posts on social media sites. Sechin, known as the "Darth Vader" of Russian politics, is a member of President Vladimir Putin's inner circle and, since 2012, has been the chief executive officer of Rosneft, Russia's state-owned energy giant. According to the reporters, the US\$ 190 million yacht potentially costs US\$ 19 million per year to operate, US\$ 1 million per week to rent. It is impossible to fully determine whether Sechin would have the earnings to buy and operate the St. Princess Olga but it would be unlikely based solely on his BBC reported salary of US\$ 11.8 million.





## Making a Killing: Tracking Balkan Arms to the Syrian Conflict

Among OCCRP's highlights from 2016 was the publication of yearlong investigation in partnership with the Balkan Investigative Reporting Network (BIRN) exposing the emergence of a €1.2 billion arms pipeline fueling conflict in the Middle East, causing untold human suffering.

The OCCRP/BIRN investigation, published in partnership with the Guardian, made international headlines and sparked reactions from governments and senior officials. The reporters identified flights through detailed analysis of airport timetables, cargo carrier history, flight tracking data, leaked arms contracts and end user certificates and air traffic control sources. 50 flights carried arms and ammunition, with 18 additional flights as likely carriers of arms destined for Saudi Arabia, Jordan and the United Arab Emirates. They also used social media to identify Balkan arms manufactured as recently as 2015 being used in the Syrian conflict, showing they are being re-routed from middlemen buyers to the Syrian conflict, in breach of sanctions.

The stories prompted reactions from the governments involved as well as from the European Union with countries casting a critical eye at their own arms exports. In Germany, policy makers began publicly debating the findings of the report and called on Germany to toughen its stance on exporting arms to Saudi Arabia. The European External Action Service said it was monitoring the flow of weapons to the Middle East and reading the findings of the OCCRP/BIRN report.

## Clear Cut Crimes: Shutting Down a Dirty Business in Romania and Ukraine

OCCRP and partner RISE Romania produced a 42-minute documentary investigating illegal logging in the Carpathian Mountains across Romania and western Ukraine. The major Austrian timber firm Holzindustrie Schweighofer was positioned as a main beneficiary of the practice, having built a wood-processing capacity in Romania exceeding the country's legal wood-harvesting quota. In Ukraine, a criminal network supplying Schweighofer sent timber harvested to Romanian processing plants. The documentary won first place for "TV & Video" at a journalism gala in Bucharest. The investigation provoked the Forest Stewardship Council (FSC) to sever its ties with Schweighofer Group earlier this year revoking its certification for failing to comply with its standards. Simply put, the largest wood buyer in Eastern Europe won't be able to sell its wood and profit from crime.



# 2016 Was a Turning Point for OCCRP

2016 has been a great year for OCCRP and its network partners. After several years of being shortlisted, OCCRP finally won the Investigative Reporters and Editors' Tom Renner Award for Crime Reporting for our Khadija Project. Our RFE/RL partner reporter, Khadija Ismayilova, for whom the project was named, was freed from prison in Azerbaijan this past spring, a major victory.

"We are at the dawn  
of a **Golden Age of  
global muckraking.**"

— *Sheila Coronel, 2016  
Conference for Investigative  
Reporters and  
Editors*

OCCRP regional editor and investigative reporter Miranda Patrucic won the Knight International Journalism Award, making her the third OCCRP editor to win the prize, in addition to numerous other international and local awards OCCRP and its partners took home in 2016. The year has also seen us partner with Transparency International in a global anti-corruption consortium where investigative reporters bring evidence to the table and anti-corruption activists use it to pressure governments and justice institutions.

## OCCRP Has Grown

2016 has seen OCCRP expand, not merely in terms of network partners but also in new hires, private donations, commercial revenues and readership.

- 1 global partnership with Transparency International, and 14 new network members across Africa.
- 13.5 million page views to the OCCRP website over 2016.
- 16 awards added to our wall and counting.
- 14 new hires, including a regional Africa Editor and Slot Editor.
- Our private donations have seen a 426 percent increase.
- We raked in USD \$40,000 in commercial revenues in 2016.

## Khadija is Free, but the Khadija Project Continues...

Investigative reporter Khadija Ismayilova worked with OCCRP to cover the corruption of Azerbaijan's ruling family before she was arrested in late 2014 and sentenced to 7.5 years in prison in September 2015. The Khadija Project was started by colleagues and friends of Khadija Ismayilova to finish the work she began before her imprisonment. Khadija made this request of us and not only did we fulfil it as her friends, we felt a moral obligation to do so as journalists.



She was released on probation - with a travel ban - after a successful appeal to Azerbaijan's Supreme Court on May 25, 2016, two days before her 40th birthday. The Khadija Project, which won the 2015 Tom Renner Award, continues on behalf of others still imprisoned.

## Our Journalists Continue Facing Threats...

... but also continue chasing the story.

This past year has seen OCCRP reporters face threats and counter them courageously as press freedom in the regions where our reporters work are increasingly challenged in the current political climate. In Serbia and Bulgaria, OCCRP partners KRIK and Bivol have dealt with smear campaigns against them by pro-government media, along with physical threats. Novaya Gazeta faced a major lawsuit by one of Russia's most powerful men, Igor Sechin, for daring to expose his connections to alleged ownership of a luxury superyacht. Khadija Ismayilova faces a travel ban and is effectively under "country arrest", unable to leave Azerbaijan. The regimes of Hungary and Macedonia are placing pressure on independent nonprofit journalism centers targeting their sources of funding. Meanwhile, in Ukraine, one journalist, Pavel

"I'm happy to be back with Radio Liberty and OCCRP and continue doing investigations. **I have some stories in the pipeline that hadn't been finished.**"

— *Khadija Ismayilova, 27 May 2016*

**“You can jail us or even kill us but for each journalist who falls, a dozen will take their place.”**

*— Drew Sullivan, Editor, OCCRP*

Sheremet, a friend and colleague of our network reporters in Kyiv paid the ultimate price: he was assassinated by car bomb on his way to work. OCCRP journalists continue to investigate the assassination even after airing of a documentary on the crime.

## Magnitsky’s Legacy Lives On...

... as More Countries Adopt New Laws in His Name

Following up on OCCRP’s stories on Sergei Magnitsky, who exposed a \$230 million fraud and embezzlement scheme by Russian tax officials, both Estonia and the United Kingdom proposed new legislation to combat similar schemes. Estonia passed a law in December 2016 permitting its government to ban entry for anyone who has participated in the abuse of human rights.

The same month, legislators in the United Kingdom proposed a “Magnitsky amendment” to the Criminal Finances Bill. The cross-party amendment was touted as an effort to close loopholes that make the UK a favored destination for the wealth of dictators and kleptocrats. It targets those involved in the persecution of whistleblowers, opposition politicians, journalists and human rights activists. The bill, yet to become law, would make the UK the second European country, after Estonia, to adopt a Magnitsky law.

Meanwhile, also in December 2016, the United States expanded the scope of the Magnitsky Act as part of a defense policy bill, denying entry to the US or access to its financial institutions to any officials worldwide sanctioned by the president for engaging corruption or the persecution of rights activists and whistleblowers.

**“People with blood on their hands for the worst human rights abuses should not be able to funnel their dirty money into the UK.”**

*— Dominic Raab, Conservative Member of Parliament*



## Russia Confirms \$10.5 Billion Money Laundering...

... linked to the Moldova Laundromat

In a follow up to OCCRP's initial Laundromat project, officials from the Russian Ministry of Internal Affairs said more than 700 billion rubles (US\$ 10.5 billion) were transferred illegally from Russia into offshore accounts in 2015, TASS News Agency reported. Andrei Kurnosenko, head of the Department for Economic Security, along with the deputy chief of the General Directorate of Economic Security and Anti-Corruption, Police Colonel Yevgeny Lukin, held a press conference revealing some of the ministry's findings from the past year. Kurnosenko said 20 offshore companies and 10 banks had been involved in facilitating the transfers. "We identified almost 23,000 crimes linked to the transfer of money abroad," Kurnosenko told the TASS news agency. "In particular, we found evidence of the transfer of more than 700 billion rubles (US\$ 10.5 billion) abroad, linked to the transfer of money from Russia to Moldova, which continued onward to offshore companies." The Moldovan case referred to by Kurnosenko is only one of several cases that were part of the US\$ 10.5 billion transfer. This was explored by RISE Moldova journalists in OCCRP's Russian Laundromat investigations, which discovered how this and much more money left the country.





## **We Forge a Partnership with Anti-Corruption Activists...**

... with the Global Anti-Corruption Consortium

OCCRP embarked on an unprecedented and exciting partnership with Transparency International. Supported by a consortium of funders led by the US State Department and including four other governments and the Open Society Foundation, the project created a new coalition of anti-corruption investigators. Also involved are other networks of investigative reporters - Connectas in Latin America, Arab Reporters for Investigative Journalism (ARIJ) in the Middle East, the African Network of Centers for Investigative Reporting (ANCIR) in Africa and the Global Investigative Journalism Network (GIJN).

The idea is simple: take two organizations with local partners and chapters spread all around the world, committed to creating impact for social good, and amplify that impact. By helping journalists and activists share data and knowledge, we can both improve the reach of investigative stories and make anti-corruption advocacy and campaigns more compelling.

We expect the project, which will run for at least two years, to produce a high number of high quality, high impact investigations from across the world. OCCRP has been appointing new regional editors and refining its communications and collaborative software to ensure that people can participate from a wide range of backgrounds, including dangerous environments.

In a world where accurate information is becoming available only to those who can afford it - creating a stratified environment in which citizens are left in the dark - this kind of partnership is one way to increase the number of potential investigators and boost global accountability. Corruption has no natural enemy within nation-states. This project is one way to change that.

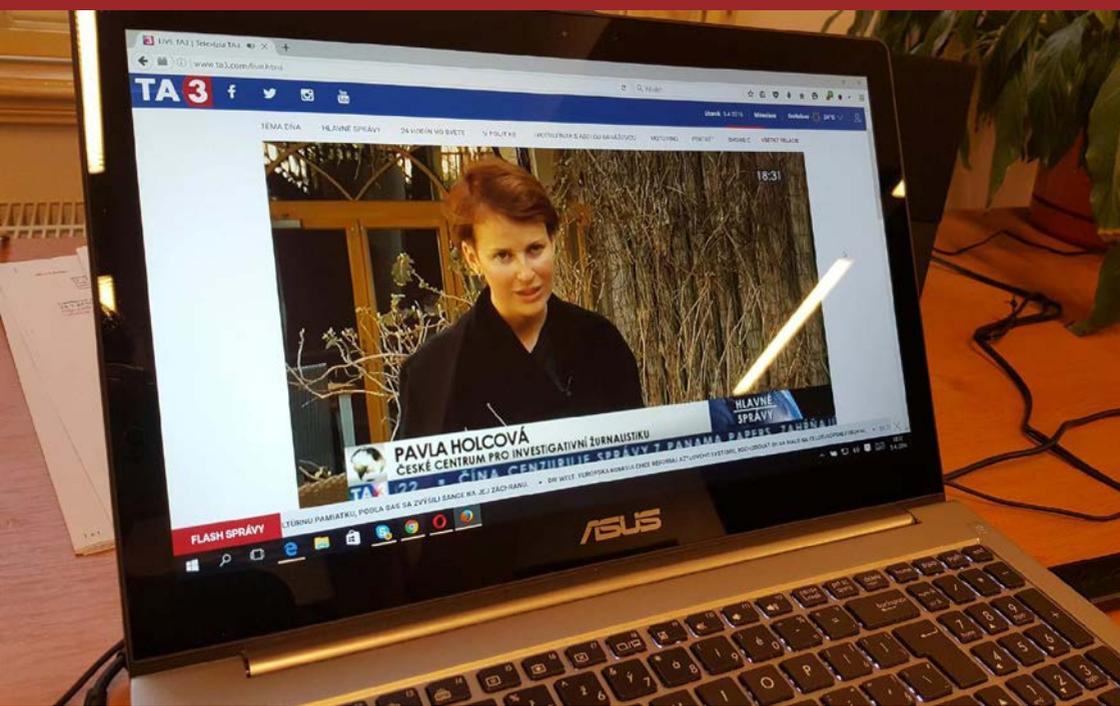
# Gauging The Impact

OCCRP servers reach 6 million website viewers monthly, and our social media reaches over 50,000 Facebook followers and 16,000 Twitter followers - not to mention the social media impact of our network partners.

We estimate our impact and that of our partners in multiples:

- OCCRP's Panama Papers stories produced multiple reactions and investigations in the countries we cover plus the United States and the European Union.
- Politicians in multiple OCCRP countries were indicted, arrested, or left politics, particularly in the Balkans and the Caucasus. Milo Djukanovic resigned (convincing nobody of his sincerity).
- Germany, Bulgaria, Serbia and the EU all reacted at the highest levels to OCCRP's findings on arms deals with the Middle East. The EU launched an investigation.
- The shake-up of telecoms firms continued, with Telia Company, Vimpelcom, MTS and Takilant all making moves that ranged from paying forfeits and making admissions to withdrawing from lucrative markets.





- US and Dutch authorities are seeking a record US\$ 1.4 billion settlement from Telia Company for its activities in Uzbekistan.
- Banking remained another major area of effect, with banks and/or bankers in Moldova, Latvia, Lithuania and Russia undergoing sanctions, including arrests, and a couple of banks closing down. (Much of this was an ongoing effect of the Russian Laundromat investigations.)
- Russia made disclosures based on its own investigations of the Laundromat, while Moldova indicted 20 members of its own judiciary, arresting 18.

We've worked to maintain our partners' security and to protect reporters working with us.

This past year has also brought on bigger ambitions to expand our video reporting and documentary film-making capacities. We've opened a film investigation into the assassination of Pavel Sheremet in Ukraine which aired this spring 2017, and put out the award-winning Clear Cut Crimes investigative documentary, plus The Faces of Romanian Extremism and several video shorts.

We wrote and published 69 investigative stories in 2016. With our global expansion, we plan to raise the bar in 2017.

# OCCRP Tech Team: Digitizing a Revolution

## Expanding Tech for Journalists

After years of previous successes in building tools for reporters and training journalists in information security, OCCRP has invested more heavily in our Tech Team. It has now grown to seven full-time members:

- Two working with our Research Team on Investigative Dashboard (ID).
- One member focusing on keeping the critical infrastructure up and running and acting as point person on information security-related issues in the organization.
- One member developing and running Android/iOS apps for OCCRP and our partner centers.
- One member focusing on re-imagining the editorial pipeline and working closely with reporters and editors to improve their workflow.
- One member focusing on publishing new stories and conducting trainings for reporters.
- One member acting as a tech support contact inside of the office and focusing on day-to-day tech support.

Tech Team members continue to share responsibilities and get involved on other members' areas as needs arise. For instance, during intense publishing periods, most Tech Team members help in website publishing. Information security is also a shared responsibility, with all Tech Team members working to improve security in their areas of work, and at the same time helping out journalists across the OCCRP network whenever security-related help is required.

In 2016, OCCRP Tech Team has helped us gain over two times as much traffic as in 2015, topping the 2015 traffic in April alone. They also improved in our infrastructure to be able to handle larger amounts of traffic. They've rolled out Android and iOS mobile applications for OCCRP and five other partner centers, and are planning to expand the applications to more partner centers in 2017.

They've expanded the set of secure online services offered to journalists,

both from within the organization and partner centers and from outside of the broader OCCRP network.

Thanks to the Tech Team's work and trainings in 2016, reporters now enjoy considerably improved security of communications within the OCCRP network, with most journalists now using secure mobile applications and encrypted e-mails on a daily basis. They've also rolled out a Single Sign-On (SSO) solution connecting several of the aforementioned services to it, including Investigative Dashboard. This simplifies the usage of tools by journalists with just one set of credentials required to sign-in into several tools and improving security by introducing the possibility to force certain security measures—like 2-factor authentication—for most at-risk OCCRP network members, and at the same time making it easier to manage user credentials across different tools and services provided to journalists.

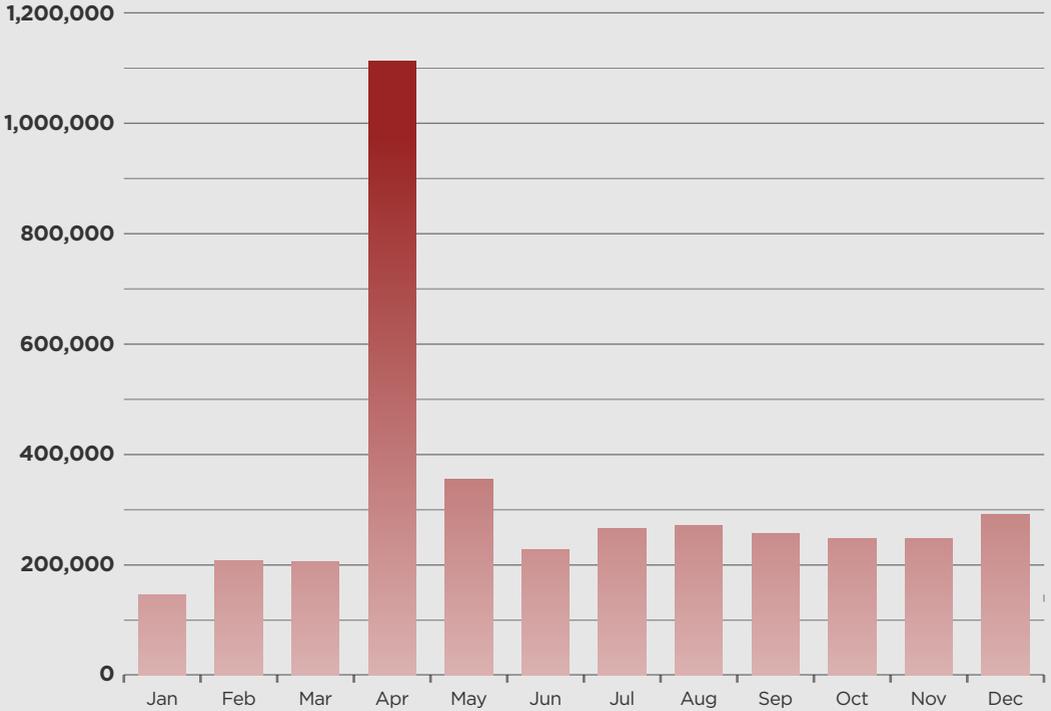
In 2016, we have seen a switch in the Chief Technology Officer position, with Smari McCarthy departing OCCRP and Tech Team leadership now being split between Michał Woźniak and Friedrich Lindenberg.

Importantly, the Tech Team is expanding upon and improving Investigative Dashboard Search, which now indexes close to a hundred million records for journalists.

**“...curtailing information access is just as effective [in subjugating people] or more so, since the act is often invisible. Yet we live in a time of inexpensive, limitless digital storage and fast internet connections that transcend national boundaries. It doesn't take much to connect the dots: from start to finish, inception to global media distribution, the next revolution will be digitized.”**

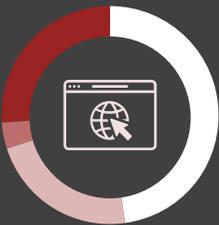
— 'John Doe', anonymous source of the Panama Papers

## Daily unique visitors on OCCRP's website



Total visitors for [Occrp.org](http://Occrp.org) in Q1 2017 **1.294.087**

### Devices used to visit the website



 Desktop  
**47.8%**

 Smartphone  
**22.4%**

 Tablet  
**4.0%**

 Other devices  
**25.8%**

### Peak periods for OCCRP hosted websites

Rise Romania



Liviu Dragnea's Brazil business

**1,014,822**  
views  
Mar. 1-3 2017

OCCRP



Panama Papers

**637,525**  
views  
Apr. 3-5 2016

KRIK



Maria Mali on her ex-husband's businesses

**457,025**  
views  
Feb. 13-14 2017

Rise Moldova



Election candidates send millions to Vladimir Plahotniuc

**150,484**  
views  
Oct. 27-28 2016

CINS



Jorgovanka Tabakovic plagiarized her doctor thesis

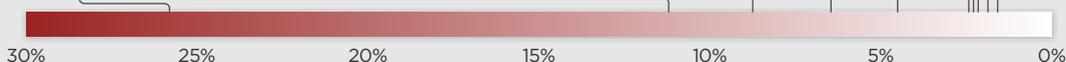
**68,084**  
views  
Dec. 21-22 2016

## Average distribution of visitors worldwide

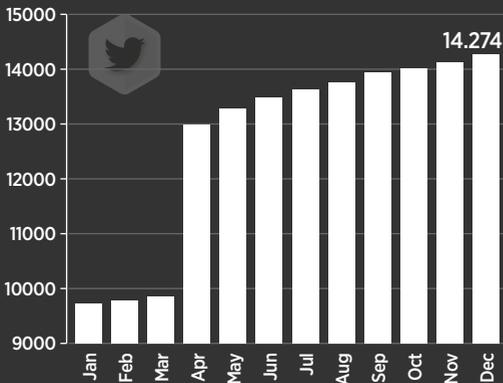


### TOP 10 Visitors

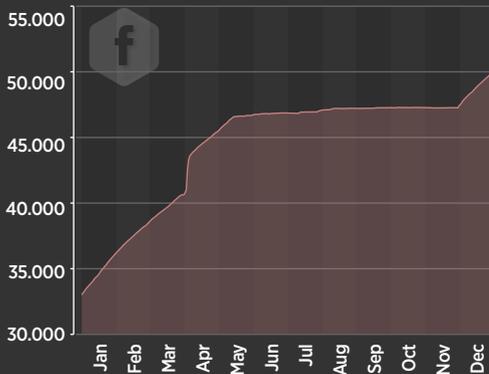
United States	Russia	United Kingdom	Lithuania	Germany	Romania	France	Ukraine	Netherlands	China
25,8%	11,2%	8,7%	6,4%	4,5%	2,3%	2,2%	2,1%	1,9%	1,7%



### Twitter followers



### Total Facebook likes



## OCCRP Tech + Investigative Dashboard = 65 Million Records and Growing

OCCRP's Tech Team continues to do extraordinary work not only in protecting the security of reporters and defending their websites from attacks but also building innovative and much-needed practical tools. Working with OCCRP's Investigative Dashboard (ID) Team, they are developing information databases, dissemination tools and continuing to evolve resources for reporters such as ID Search. In short, they are revolutionizing the way journalism is done.

The five-strong ID Team kicked off 2016 with the launch of ID Search (<http://data.occrp.org>), a research tool combining information from public records, leaks and previous investigations into a comprehensive search portal for the OCCRP network and beyond.

### The Power of Open Data

Launching with just 200,000 documents, ID Search has grown over the course of 2016 to include over 6 million searchable text documents, and over 65 million database entries. ID Search covers material from dozens of government company registries, land and asset records, litigation in na-



tional and international courts as well as thousands of leaked and source documents from our previous and current investigations. It also serves as a workspace where reporters can upload, search and share their source materials. The underlying open source software package, Aleph, is used not just by OCCRP, but also our partners at OpenOil, Code for Africa and Süddeutsche Zeitung.

Using this expanding infrastructure, we were also able to provide data research and technical services to investigations across our network, including our teams in Moldova, Georgia, Russia, Ukraine and Bosnia and Herzegovina. This past year, the ID Team has conducted 10 trainings in the use of these new resources in Moldova, Georgia, Ukraine, Latvia and Germany. Dozens of reporters, from young journalists to experienced investigators, have gone through ID Team's trainings.

In autumn, the ID Team began an overhaul of the Investigative Dashboard web site, beginning a refresh of the layout, and updating our comprehensive index of recommended research databases from across the world. This resource for investigative reporters is widely used by reporters both from the OCCRP network and the global community. As part of this overhaul, ID was integrated with OCCRP's new security infrastructure, which protects our web properties using a central login and access management system.

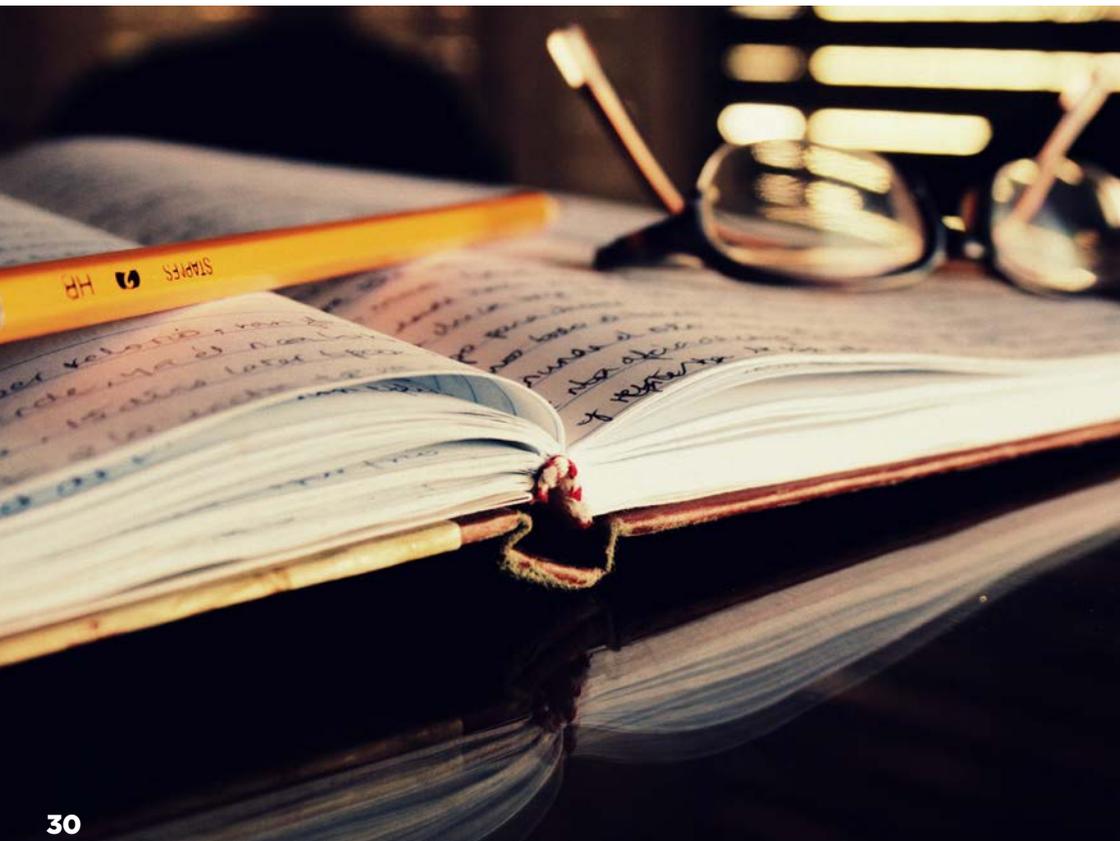
This past year has also seen our ID Team handle nearly 500 research requests over 2016.



# Fact-Checking: Writing Stories Based on Solid Evidence

OCCRP's fact-checkers are key to the high level of accuracy in our reporting. Our stories are made to stand up in a court of law. In a world where "fake news" and misinformation have seeped into the global media space, OCCRP takes the credibility of its journalism seriously. We believe the best way to fight false narratives is to present the best evidence.

This last year, our fact-checking team conducted in-depth fact-checking of the Panama Papers project stories. As our organization grows and our network expands globally, our fact-checking team has also grown to meet the needs of our editorial staff. Five new fact-checkers have been added to our team from Ukraine, Romania and Moldova who also cover Russian language publications.



# Awards

OCCRP and its partners continue to win a variety of regional and international awards for their investigative reporting. Recently, our partners CINS, Atalatszo, and 15min. Its investigative editor Sarunas Cerniauskas, and OCCRP were shortlisted for the 2017 European Press Prize.

2016 has added the following prizes to our wall:

**Winner**



OCCRP reporters and editors, including many working both inside and outside Azerbaijan, have been awarded IRE's 2015 Tom Renner Award recognizing outstanding crime and corruption reporting for The Khadija Project, in which OCCRP continued the work of our then-jailed partner Khadija Ismayilova.

**Winner**



Awarded to then-jailed OCCRP partner and RFE/RL Azerbaijani reporter Khadija Ismayilova "in recognition of her outstanding contribution to press freedom in difficult circumstances."

**Winner**



OCCRP reporter and regional editor Miranda Patrucic, OCCRP/RFE/RL's Khadija Ismayilova and representatives of SVT and Swedish news agency TT were recognized with Sweden's prestigious Golden Shovel award for their work on Teliasonera's activities in Azerbaijan.

## Winner



Studio Monitor's Nino Ramishvili and Giorgi Mgeladze won the EU Prize for Journalism in the category of "Best Investigative Audio or Audiovisual Story in Broadcast or Online Media" for their video report "Agent provocateur in service of the government 2". Their reporters Tskriala Shermadini and Giorgi Mgeladze also received an honourable mention for "Sacrificed to the hard work" and one more honourable mention went to Natia Chekheria and Nana Biganishvili for their report "Police system against a citizen".

## Winner



Hetq reporter Tatev Khachatryan was declared the winner of Armenia's branch of Oxfam's Food Safety and Nourishment competition in the category of Internet reporting.

## Winner



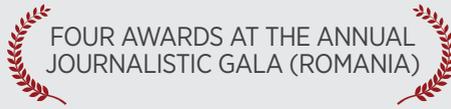
Armenian Hetq reporter Yeranouhie Soghoyan won first prize at the "Suitcase 2016" annual media competition on key migration issues in the print media category.

## Winner



Hetq reporter Naira Hayrapetyan won two media awards in a competition organized by the Children of Armenia Fund (COAF).

## Winner



The first place for investigative reporting went to Ana Poenariu of RISE Romania for her series on Gabriel Oprea the former vice prime minister. The second place went to Rise Romania/Rise Moldova for their work on the Panama Papers. The first place for “TV & Video” for the OCCRP documentary Clear Cut Crimes, was awarded to Romana Puiulet. The main award for the night also went to RISE Project/Romana Puiulet for the same OCCRP/RISE documentary-Clear Cut Crimes. Finally, there was an honorary award for local reporting for RISE Moldova, for their work on elections.

## Winner



Reporter Jasna Fetahović from the Center for Investigative Reporting in Sarajevo (CIN), together with reporters from RISE Moldova, Dumitru Lazur and Olga Ceaglei, as well as the regional editor of the Organized Crime and Corruption Report (OCCRP) Miranda Patručić, have become the recipients of the third award for investigative reporting as granted by UNDP Moldova.

## Winner



OCCRP won the inaugural Trace International prize for reporting on bribery with Wall Street Journal.

## Winner



OCCRP partner HETQ won four awards at the Digistory Conference in Yerevan, Armenia.

**Winner**



WORLD SUMMIT AWARDS



Digital databases of the Center for Investigative Reporting in Sarajevo have been declared one of the five best digital projects in the category of online media and journalism by the World Summit Awards (WSA). CIN's databases about politicians' property holdings, public procurement and energy resources of Bosnia and Herzegovina (BiH) have been acknowledged at the world level for its quality among nearly 400 submissions from 86 countries.

**Winner**



SERBIAN NATIONAL AWARD FOR INVESTIGATIVE REPORTING



Stevan Dojcinovic and Dragana Peco from KRIK and Atanas Tchobanov from Bivol won the Serbian National Award for investigative reporting for 2016 for investigative stories on Sinisa Mali, mayor of Belgrade.

**Winner**



PULITZER MEMORIAL AWARD (HUNGARY)



Atlatszo was awarded the prestigious Pulitzer Memorial Award, the Hungarian prize for quality journalism, the most prestigious journalism award in the country, named after Hungarian-born journalist Joseph Pulitzer. Atlatszo was its sole recipient for 2016.

**Winner**



SOZIAL MARIE AWARD (AUSTRIA)



Awarded to Atlatszo for the creation of an online tool, KiMitTud, implemented to provide easier access to important public information and in recognition of the initiative's innovative nature and social impact.

Winner



“BEST INVESTIGATION OF THE YEAR,” HONOR OF THE PROFESSION AWARD 2016 (UKRAINE)



OCCRP partner Lyubov Velychko was recognized in Ukraine for her investigation into Kalush chemical clean-up.



# OCCRP's International Media Partners

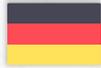
OCCRP has continued working with major international media partners. We've worked with the International Consortium of Investigative Journalists (ICIJ) and Süddeutsche Zeitung on the Panama Papers. We've worked with the UK Guardian and Croatian newspaper Nacional on an exposé on Balkan arms that have ended up in Syria. OCCRP continues to foster relationships with mainstream media partners to amplify our impact.

# International Media Collaborations 2012-2016

2016



ICIJ



Süddeutsche  
Zeitung



The  
Guardian



Nacional



SVT



TT News  
Agency

2015



Euractive



SVT



TT News  
Agency



Korea Center  
for Investigative  
Journalism

2014



Convoca



eIPeriodico



Connectas



OjoPublico



Svidomo



ICIJ



Financial  
Times



RFE/RL



New York  
Magazine



Hashi  
Groshi



ZIK

2013



Irish Mail  
on Sunday



TBi



The  
Guardian



SVT



TT News  
Agency

2012



BBC



RFE/RL

Global Partners

## Our Growing Network

This past year has seen us engage new partners in Africa as part of the Global Anti-Corruption Consortium with Transparency International. We are proud to add a roster of award-winning investigative reporters from the continent to our existing network and plan to launch cross-border collaborations into organized crime and corruption into and beyond Africa.



Маникюр  
+38 (067) 738-97-97

MILK

P.L.

# Global Partners

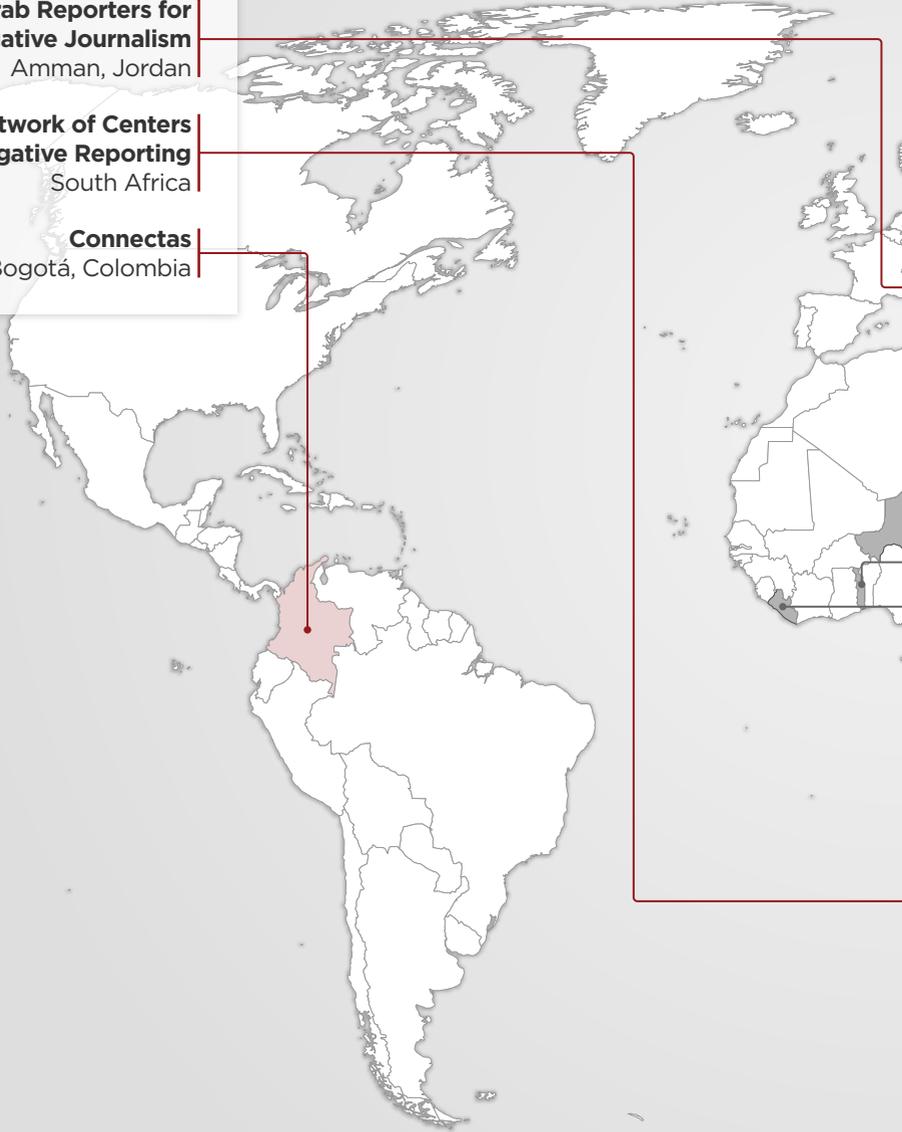
**Radio Free Europe /  
Radio Liberty**  
Prague, Czech Republic

**Transparency International**  
Berlin, Germany

**Arab Reporters for  
Investigative Journalism**  
Amman, Jordan

**African Network of Centers  
for Investigative Reporting**  
South Africa

**Connectas**  
Bogotá, Colombia



# Africa

**Inkyfada**  
Tunisia

**L'évenement**  
Niger

**L'alternative**  
Togo

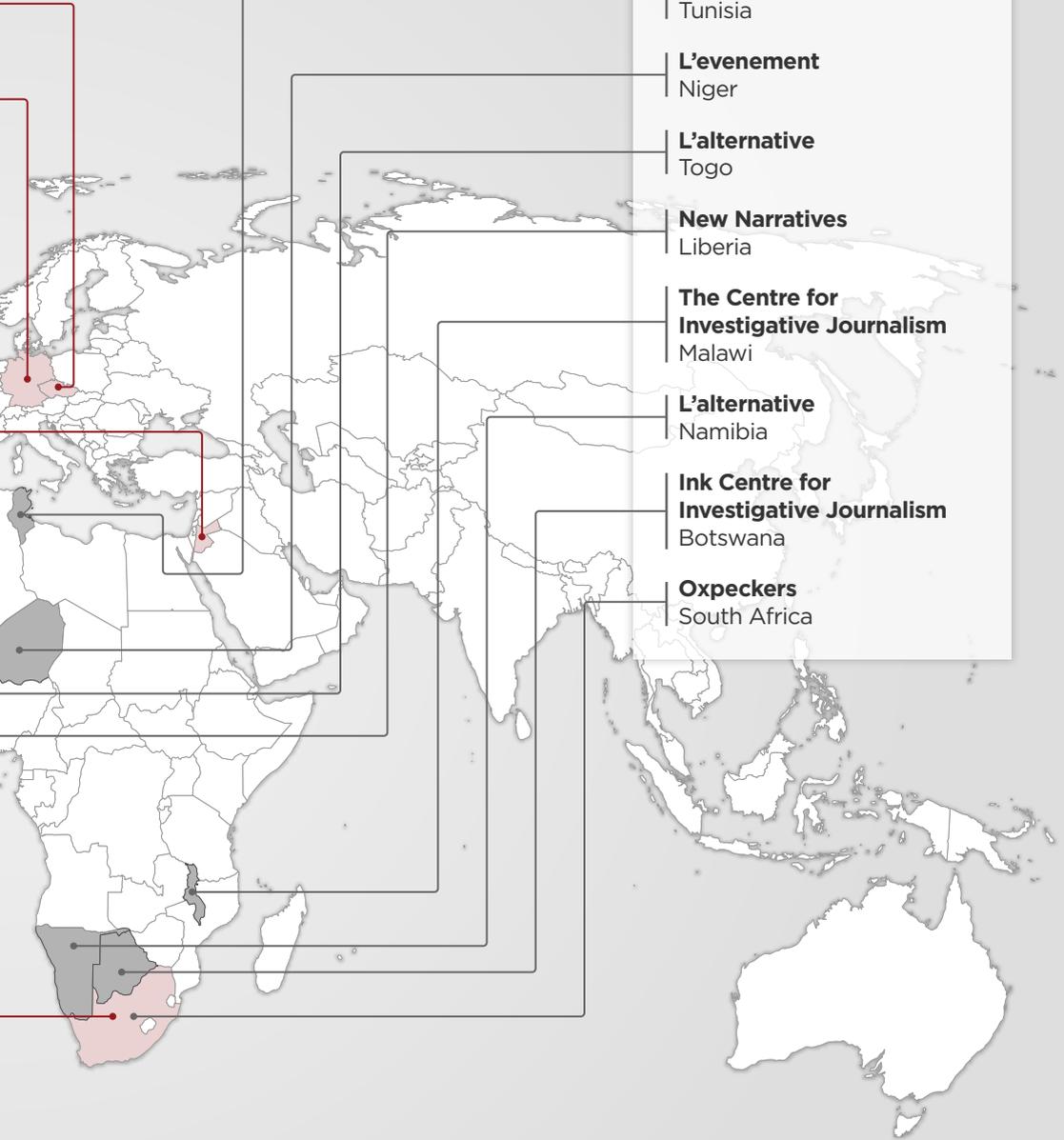
**New Narratives**  
Liberia

**The Centre for  
Investigative Journalism**  
Malawi

**L'alternative**  
Namibia

**Ink Centre for  
Investigative Journalism**  
Botswana

**Oxpeckers**  
South Africa



# Europe

**Association of independent  
TV Journalists (ATI)  
Rise Project Moldova  
Ziarul de Gardă (ZDG)**  
Moldova

**Rise Project**  
Romania

**Atlatzo.hu  
Direkt36**  
Hungary

**České Centrum pro  
Investigativní Žurnalistiku**  
Czech Republic

**Dossier**  
Austria

**Crime and Corruption  
Reporting Network (KRIK)  
Center for Investigative  
Reporting in Serbia (CINS)**  
Serbia

**The Center for Investigative  
Reporting in Bosnia and  
Herzegovina (CIN)**  
Bosnia and Herzegovina

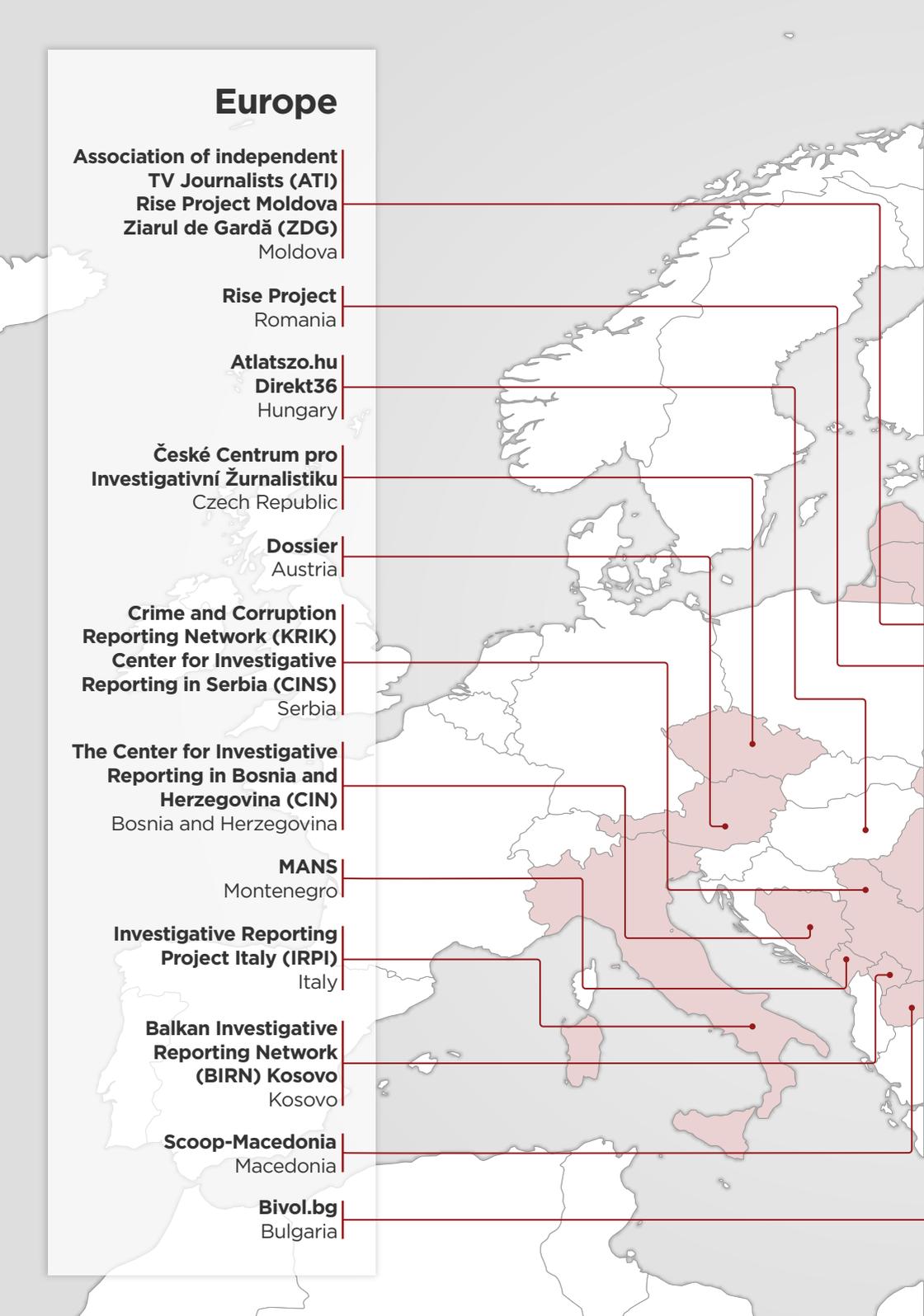
**MANS**  
Montenegro

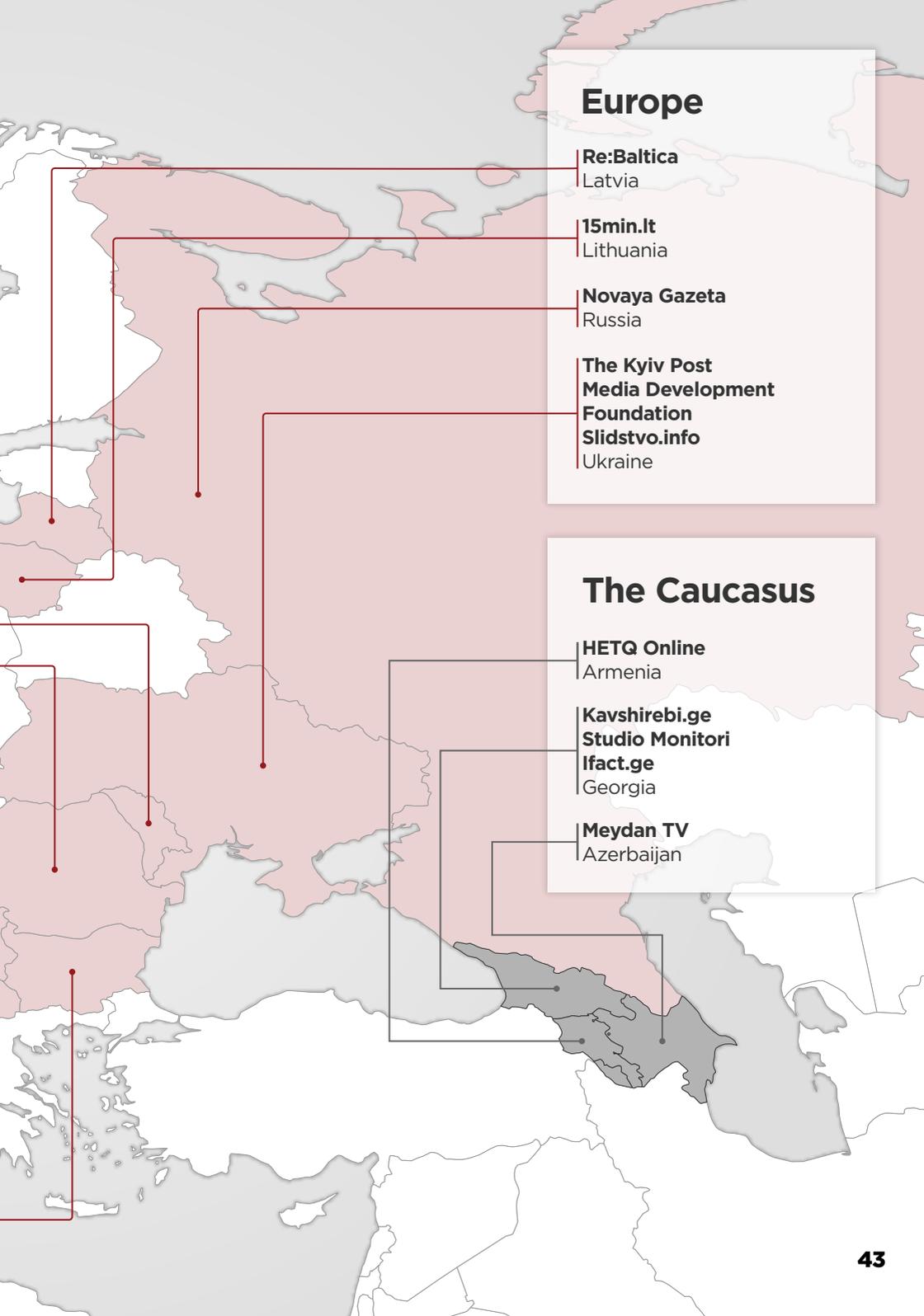
**Investigative Reporting  
Project Italy (IRPI)**  
Italy

**Balkan Investigative  
Reporting Network  
(BIRN) Kosovo**  
Kosovo

**Scoop-Macedonia**  
Macedonia

**Bivol.bg**  
Bulgaria





## Europe

**Re:Baltica**  
Latvia

**15min.lt**  
Lithuania

**Novaya Gazeta**  
Russia

**The Kyiv Post**  
**Media Development**  
**Foundation**  
**Slidstvo.info**  
Ukraine

## The Caucasus

**HETQ Online**  
Armenia

**Kavshirebi.ge**  
**Studio Monitori**  
**Ifact.ge**  
Georgia

**Meydan TV**  
Azerbaijan



# Our Donors

2016 was a year in which OCCRP's stature and reputation grew significantly. It's no surprise that governments, foundations and individual donors have become increasingly aware of the power of investigative journalism for social good. Our combination of innovative technology, rigorous editorial standards, cross-border collaboration and careful financial and programmatic stewardship makes OCCRP a trusted partner for funders seeking to generate tangible impact.

Our year was highly successful. OCCRP received new funding from five national governments (the USA, Argentina, Australia, Norway and Denmark), a hallmark of the trust placed in our work. In addition, we received grants from the Sigrid Rausing Trust, a UK-based foundation focused on human rights and freedom of expression; the Skoll Foundation, which drives large-scale change through social entrepreneurship and innovation; and Google's Digital News Initiative, one of the main incubators of journalistic transformation.

In 2017 we will build on that success by aiming to scale up our work. Against a backdrop of increasing global political instability - and some disappointing backsliding on some vital anti-corruption and freedom of expression initiatives, both nationally and internationally - there is more urgency to reinvent and expand collaborative investigative journalism than ever. To do this, we will need far greater support - going beyond institutional donors to ordinary people through crowdfunding platforms like Patreon, and attracting gifts and grants from high net wealth individuals.

We will also increasingly concentrate on identifying ambitious, large-scale, collaborative projects that we can work on with other like-minded organizations. A fragmenting world - with fragmenting national identities - is a dangerous place. We are going to need new types of partnerships and collaboration to overcome that danger.

## COMBINED FINANCIAL STATEMENTS

### Journalism Development Network Inc.

FOR THE YEARS ENDED

DECEMBER 31, 2016 AND 2015

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

#### COMBINED STATEMENTS OF FINANCIAL POSITION

AS OF DECEMBER 31, 2016 AND 2015

<b>ASSETS</b>	<u>2016</u>	<u>2015</u>
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	\$ 1,210,592	\$ 588,455
Accounts receivable	29,282	20,406
Grants receivable (Notes 2 and 5)	761,711	1,074,413
Contributors receivable	-	58,000
Prepaid expenses	1,031	197
Advances to sub-recipients	19,943	72,280
Total current assets	<u>2,022,559</u>	<u>1,813,751</u>
<b>FIXED ASSETS</b>		
Furniture	1,890	1,890
Less: Accumulated depreciation	<u>(1,439)</u>	<u>(1,061)</u>
Net fixed assets	<u>451</u>	<u>829</u>
<b>NON-CURRENT ASSETS</b>		
Grants receivable, net of current maturities (Note 2)	<u>-</u>	<u>398,126</u>
<b>TOTAL ASSETS</b>	<u>\$ 2,023,010</u>	<u>\$ 2,212,706</u>

<b>LIABILITIES AND NET ASSETS</b>	<u>2016</u>	<u>2015</u>
<b>CURRENT LIABILITIES</b>		
Accounts payable and accrued expenses	\$ 86,046	\$ 77,240
Due to sub-recipients	19,323	-
Refundable advance (Note 5)	<u>397,327</u>	<u>14,269</u>
<b>Total current liabilities</b>	<u>502,696</u>	<u>91,509</u>
<b>NET ASSETS</b>		
Unrestricted	283,910	227,016
Temporarily restricted (Note 3)	<u>1,236,404</u>	<u>1,894,181</u>
Total net assets	<u>1,520,314</u>	<u>2,121,197</u>
<b>TOTAL ASSETS</b>	<u>\$ 2,023,010</u>	<u>\$ 2,212,706</u>

COMBINED STATEMENTS OF ACTIVITIES AND CHANGES IN NET ASSETS  
FOR THE YEARS ENDED DECEMBER 31, 2016 AND 2015

	2016		
	Unrestricted	Temporarily restricted	Total
<b>REVENUE</b>			
Grants and contributions (Notes 4 and 5)			
U.S. Government	\$ 1,695,217	\$ -	\$ 1,695,217
Private Foundations	-	240,333	240,333
Individuals	49,927	-	49,927
Consulting and other revenue	45,055	-	45,055
Net assets released from donor restrictions (Note 3)	889,126	(889,126)	-
Total revenue	<u>2,679,325</u>	<u>(648,793)</u>	<u>2,030,532</u>
<b>EXPENSES</b>			
Program Services	2,313,415	-	2,313,415
Management and General	308,663	-	308,663
Total expenses	<u>2,622,078</u>	<u>-</u>	<u>2,622,078</u>
Changes in net assets before other item	57,247	(648,793)	(591,546)
<b>OTHER ITEM</b>			
Currency loss	(353)	(8,984)	2,313,415
Changes in net assets	56,894	(657,777)	308,663
Net assets at beginning of year	227,016	1,894,181	2,622,078
<b>NET ASSETS AT END OF YEAR</b>	<u>\$ 283,910</u>	<u>\$ 1,236,404</u>	<u>\$ (591,546)</u>

COMBINED STATEMENTS OF ACTIVITIES AND CHANGES IN NET ASSETS  
FOR THE YEARS ENDED DECEMBER 31, 2016 AND 2015

	2016		
	Unrestricted	Temporarily restricted	Total
Personnel costs	\$ 1,332,229	\$ 134,442	\$ 1,466,671
Contract services	181,232	19,654	200,886
Facilities and equipment	31,686	28,548	60,234
Travel and meetings	270,763	60,276	331,039
Operations	146,132	29,049	175,181
Insurance expense	44,048	36,694	80,742
Program expenses and subgrants	307,325	-	307,325
<b>TOTAL</b>	<u>\$ 2,313,415</u>	<u>\$ 308,663</u>	<u>\$ 2,622,078</u>

2015

Unrestricted	Temporarily restricted	Total
\$ 1,350,373	\$ -	\$ 1,350,373
-	1,257,037	1,257,037
77,744	-	77,744
86,336	51	86,387
858,873	(858,873)	-
<u>2,373,326</u>	<u>398,215</u>	<u>2,771,541</u>

2,029,612	-	2,029,612
221,532	-	221,532
<u>2,251,144</u>	<u>-</u>	<u>2,251,144</u>
122,182	398,215	520,397

(2,015)	(138)	(2,153)
120,167	398,077	518,244
106,849	1,496,104	1,602,953
<u>\$ 227,016</u>	<u>\$ 1,894,181</u>	<u>\$ 2,121,197</u>

2015

Unrestricted	Temporarily restricted	Total
\$ 1,119,362	\$ 60,685	\$ 1,180,047
199,222	54,237	253,459
33,441	25,591	59,032
352,503	24,445	376,948
132,858	29,723	162,581
30,904	26,851	57,755
161,322	-	161,322
<u>\$ 2,029,612</u>	<u>\$ 221,532</u>	<u>\$ 2,251,144</u>

COMBINED STATEMENTS OF CASH FLOWS  
FOR THE YEARS ENDED DECEMBER 31, 2016 AND 2015

	<u>2016</u>	<u>2015</u>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Changes in net assets	\$ (600,883)	\$ 518,244
Adjustments to reconcile changes in net assets to net cash provided by operating activities		
Depreciation	378	378
(Increase) decrease in:		
Accounts receivable	(8,876)	39,600
Grants receivable	710,828	(362,536)
Contributions receivable	58,000	(58,000)
Prepaid expenses	(834)	7,591
Advances to sub-recipients	52,337	(42,029)
(Increase) decrease in:		
Accounts payable and accrued expenses	8,806	32,515
Due to sub-recipients	19,323	-
Refundable advance	<u>383,058</u>	<u>(36,788)</u>
Net cash provided by operating activities	<u>622,137</u>	<u>98,975</u>
Net increase in cash and cash equivalents	622,137	98,975
Cash and cash equivalents at beginning of year	<u>588,455</u>	<u>489,480</u>
<b>Cash and cash equivalents at end of year</b>	<b>\$ <u>1,210,592</u></b>	<b>\$ <u>588,455</u></b>

NOTES TO COMBINED FINANCIAL STATEMENTS  
DECEMBER 31, 2016 AND 2015

**GRANTS RECEIVABLE**

Grants receivable as of December 31, 2016 and 2015, respectively, are as follows:

	<u>2016</u>	<u>2015</u>
Open Society Institute - Central Asia (2)	\$ 224,960	\$ 449,920
Open Society Institute - Regional	-	399,591
USDoS Moldova	-	19,770
USDoS Russia	-	55,707
ICFJ (RIJN Program)	151,836	13,516
Swiss Government (Romania)	384,915	534,035
<b>TOTAL GRANTS RECEIVABLE</b>	<b>\$ <u>761,711</u></b>	<b>\$ <u>1,472,539</u></b>

# Looking Forward

2016 was a year in which the importance of accurate information was made painfully clear. OCCRP and its members in countries where the truth has long been under attack have been aware of that foundational maxim for a long time. But now, voters in apparently secure Western democracies like the United Kingdom, France and the United States have begun to see what damage can be done to institutions and society itself when truth and lies co-mingle.



*Tom King, Head of Partnerships*

The age of trust is over. When information is no longer mediated by history's gatekeepers -- whether religious leaders, government regulators, education institutions or media watchdogs -- there is a need to rethink the entire infrastructure of information from top to bottom. We need to get comfortable with the idea that in a globalized world, readers will rightly be wary of truth claims, especially from those in power. In many ways, this mistrust is an indicator of more informed audiences, as well as more confused messages.

But we also need to recognize that if data is the oil of the digital age - the world's most valuable commodity - we must ensure that information acts in the public interest as well as that of private companies and governments. Information inequality, left to itself, will tear down institutions, undermine democracies and leave citizens in the dark, at the mercy of vested interests we can't even be sure exist.

The key lesson we have learned from autocratic and oppressive governments in Eastern Europe, post-Soviet states, Venezuela, Turkey, the Philippines and many other places is this: they will always attack trusted sources of information, especially the media, as soon as they can. A tenacious, inquiring media, with investigative capacity, is the most effective non-governmental institution available to humanity for maintaining accountability and forcing public transparency.

The work continues to build a global media that truly aspires to those core values - transparency, accountability and collaborative sharing for the public good. OCCRP believes in those values and will continue to work with all like-minded partners to pursue them.

As we move forward, we aim towards two significant global goals. The first is the establishment of a data commons: a massive repository of verified facts, mostly publicly available, that will form the basis of investigative work not just for media organizations but also NGOs, lawyers, and concerned citizens. The second is the creation of a trust for investigative reporting that will help to secure the long term sustainability of non-profit public interest media.

Each goal feeds off the other. The data commons is vital to kick-start the golden age of muckraking by using available technology to power much more efficient investigations. We have the right team to achieve this, combining investigative know-how with the best technical expertise, and drawing in knowledge and support from the wider free knowledge and internet freedom communities.

The trust is equally vital because it will take the risk out of investing in media for public good. For philanthropists and new funders looking to enter the media space, it will help to pool resources, enabling credit for stories to be shared. For media organizations scrabbling for funding, it will create a new, reliable source of money, curated and controlled primarily by journalists who understand the pressures facing the industry.

None of this will stop us continuing with our fundamental mission: high quality, detailed investigative reporting to expose transnational organized crime and corruption. On the contrary, these goals are what are required in the long term to continue the revolution that OCCRP and its partners represents, finally reinventing journalism and helping to reform the information economy for the 21st century.

**Tom King**  
Head of Partnerships







**Published by OCCRP**  
**Sarajevo 2017**