

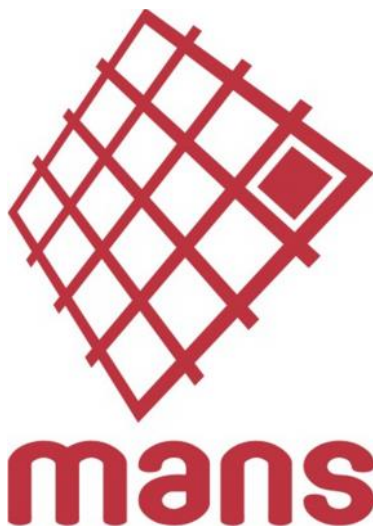


First

15

years...

ANNUAL REPORT 2015



Our Vision

Montenegro as a just, open society
of active citizens and governance serving its people.

Our Mission

MANS is non-governmental organization devoted to fight against corruption
and organized crime that affect Montenegro.

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INTRODUCTION

The Network for Affirmation of the NGO Sector - MANS is leading anticorruption advocate in Montenegro and the largest NGO in the country.

Year 2015 was fruitful for MANS, many of our previous activities finally yielded results. The first high level officials were arrested upon our criminal appeals; we changed many laws and policies and provided hundreds of citizens with free legal assistance. We obtained thousands of public documents and received two awards for investigative reporting.

In 2015 we celebrated our 15th Anniversary. For all these years we mobilized thousands of citizens to actively fight against corruption, we revealed number of concrete corruption cases involving high level officials that led to criminal investigation and court cases; we changed many laws and policies as well as improved transparency of public institutions.



Reported more than

20.000



Cases of election related violations

15 years

Submitted more than

500



Criminal appeals to prosecution

15 years

Received 4 awards

4



For investigative reporting

15 years

Submitted over

80.000



Requests for information

15 years

Almost

90% decisions

upon our appeals



Are in favor of transparency

15 years

Over

30.000



Documents published upon our requests

15 years

This Annual Report is published in order to promote our achievements and activities in 2015 and contribute to transparency of our work. The first section provides information on our strategic goals and objectives. The second part points out our key achievements, followed with information on specific activities. Our relations with media are presented in a separate chapter, and information on organizational development is also provided. The last chapter is dedicated to finances and it provides information on the budget expenditures and structure of donors.

1. ABOUT MANS

MANS fights against corruption and organized crime that affect Montenegro, by making governance more transparent, accountable and responsive to citizens' needs and by stimulating citizens to take actions and exercise their rights.

Strategic Goals and Objectives for 2015 - 2017

1. Reduce High Level Corruption

- ~ Reveal more concrete cases of high level corruption
- ~ Increase number of investigations, court proceedings and convictions for high level corruption cases
- ~ Improve anticorruption legislation and policies to reduce opportunities for corruption

2. Reduce Opportunities for Organized Crime

- ~ Reveal more concrete cases of high level organized crime
- ~ Increase number of investigations, court proceedings and final judicial verdicts for cases of high level organized crime
- ~ Improve legislation, policies and control mechanisms and their implementation to reduce opportunities for legalization of proceeds of crime

3. Increase Transparency and Accountability of Institutions and improve Civic Control in Areas Prone to Corruption and Organized Crime

- ~ Improve access to information that can help uncover corruption and organized crime
- ~ Increase participation of citizens, NGOs, media and businesses in decision making and control of institutions to change regulations and practices
- ~ Improve and increase use of control mechanisms to hold accountable institutions responsible for fight against corruption and organized crime.

We are partners for Montenegro of the Transparency International and the Organized Crime and Corruption Reporting Project.



We are members of the Global Network of Domestic Election Monitors and the Freedom of Information Advocates Network, and allies to Task Force on Financial Integrity and Economic Development.

2. KEY ACHIEVEMENTS IN 2015

Two ex-Majors and two dozens of their partners and associates were arrested on the basis of MANS criminal appeals submitted to the prosecution in recent years. More than 50 million of embezzled EUR is expected to be returned to the state budget based as results of these processes.

More than 450 citizens reported us possible corruption. In one case reported individuals were arrested and more than 10 million euros were seized following our criminal appeal to prosecution.

We revealed ten high level cases of corruption, mainly related to privatization and energy, and reported them to prosecution in over 70 criminal appeals and through 35 investigative stories.

MANS received the Global Shining Light Award for joint efforts with the Organized Crime and Corruption Reporting Network's investigators in development of the "Unholy Alliance" Dossier, picturing connections between high level politics, business and organized crime in Montenegro. We were awarded for excellent investigative work by local Institute for media.

The Parliament **improved more than 20 laws** following our advocacy and submission of almost 250 amendments.

Two Parliamentarian Committees obliged the Government to criminalize illicit enrichment, following several high level cases revealed by MANS and our public campaign.

More than 90% of our proposals, based on consultations with over 400 representatives of business, **were incorporated into the Strategy for Development of the Public Procurement System** by the Government.

We obtained more than 2.500 public documents upon over 7.000 requests for information; **nearly 90% of decisions made upon over 3.000 complaints were in our favor.** For the first time since the law was adopted, **several public officials were sentenced** for violations of the FOI law.

3. ACTIVITIES IN 2015

3.1. Illicit Enrichment

We revealed several high level cases of possible illicit enrichment of public officials and raised public awareness of this issue; we initiated consultative hearing in the Parliament whose committees requested the government to develop a law that will criminalize illicit enrichment.



In 2015 we advocated for criminalization of illicit enrichment of public officers in Montenegro after MANS broke down major case of the high-ranking official whose wife was stashing nearly four million of US\$ in secret Swiss account at HSBC bank¹.

As this money was not officially reported to Montenegrin Commission for Conflict of Interests, and it cannot be explained as savings from his official incomes, this case launched nation-wide public discussion on defining illicit enrichment as criminal act in Criminal Code of Montenegro.

In 2015 we revealed documents related to possible illicit enrichment of former Police Director, current Secretary of the National Security Council. We discovered that former director of the Police bought apartment at prime location in capital of Montenegro for only part of its market value soon after the Police signed suspicious privatization contract with owner of company that constructed that apartment².

Our investigation also revealed that his wife obtained luxury BMW SUV that was bought from official income³. This case is currently investigated by Prosecutor's Office.



¹www.occrp.org/en/investigations/3739-montenegrin-official-wife-stashed-millions-in-switzerland

² www.mans.co.me/en/how-veljovic-bought-a-luxury-apartment/

³ www.mans.co.me/en/veljovic-hiding-80-000-euros-worth-bmw-for-three-years/

MANS organized public advocacy campaign and invited citizens to report us more active in reporting illicit enrichment of Montenegrin public officers. We organized 20 info-corners in most of Montenegrin municipalities, distributing over 6500 informative leaflets.



MANS submitted initiative to the Parliamentary Anticorruption Committee to organize consultative hearing of relevant stakeholders regarding criminalization of illicit enrichment of public officials and conducted strong media campaign to advocate for the Committee to discuss the issue. The Anticorruption Committee held joint session with the Committee on Political System, Judiciary and Administration.



Their session attended also Minister of Justice, Minister of Interior, Supreme State Prosecutor, Special Prosecutor for Corruption and Organized Crime, chairman of the Judicial Council, president of the Commission for the Prevention of Conflict of Interest and representatives of three NGOs, including MANS.

Following the hearing, the Committees adopted conclusions requiring from the Ministry of Justice to propose to Committees a model that will provide the most effective suppression and punishment of illicit enrichment of public officials.

The Committees also requested from the Ministry of Justice to establish cooperation with NGOs experienced in field of fight against illicit enrichment. However, the Ministry did not yet implement these conclusions of the Committees.

3.2. Privatization

Our investigative team revealed several high level cases of corruption in privatization and reported them to prosecution during this year.

MANS investigated privatization of the most famous wellness-health resort in the country “Institut Simo Milosevic” to unknown consortium from the United Kingdom for just part of its real value.

The property of the resort contains more than 200.000 square meters of land and 86.000 square meters of business buildings and accommodation capacities, and it is positioned at beach front line. Majority shares of this company were sold for 10 million EUR, a part of its market value.

Our investigation showed that price was determined based of value assessment conducted back in 1995. However, the financial report of the company from 2012 estimated land value at 24 million and value of objects at 40 million euros. The criminal appeal we submitted on this occasion is still pending with Prosecutor’s Office⁴.



MANS investigated tenders for land and touristic sites in the coastal zone. We found out that price and conditions from the Agreement for long term lease of the Lastavica Island, with ancient fortress-prison, are not in line with laws⁵. The case is pending at Prosecutors Office.

Another investigation revealed that agreement on lease of the Queens Beach Resort was renewed with lower rent, despite the fact that current investor violated majority of the provisions of the old lease agreement, and several laws regulating construction of objects⁶.

⁴ www.mans.co.me/en/institute-being-sold-based-on-the-1995-value-estimation/

⁵ www.mans.co.me/en/members-of-the-parliament-to-reject-harmful-contract-for-mamula/

⁶ www.mans.co.me/en/members-of-the-parliament-to-resist-pressure-by-interest-lobbies/

In 2015 MANS conducted strategic litigation and advocacy campaign against the decision of the Council for Privatization to declare all information on privatization of several state-owned companies confidential. Total net worth of those companies is 1.3 billion EUR and they employ nearly six thousand workers. We initiated several legal processes and final decisions are still pending.

One company that was privatized under this decision is Montenegro Defence Industry (MDI), producing ammo and weapons. Our investigation showed that several laws were violated in the privatization process, while the new owner has problematic track record in arms smuggling ⁷.

In 2015, we continued with public awareness campaign to increase transparency and accountability in privatization process. Through network of associates MANS obtained photos of 90 devastated privatized companies from nine south and central towns of Montenegro.



Description of each privatization and all collected information, such as privatization contracts, investment plans and other available documents were posted at a special section of our web site.



In January 2015, in eight south and central municipalities, we organized public presentations with photos of these companies. Public presentations were attended by hundreds of citizens that provided us with further information on their companies and possible corruption.

In 2015, we developed policy brief on privatization focused at legislative framework and practices with concrete recommendations for improvements of oversight and transparency of privatization process.

⁷ <http://www.mans.co.me/en/the-privatization-of-military-company-mdi-remains-secret/>

3.3. Energy sector

We revealed information on hidden costs of construction and state aid provided to largest project in the field of energy, and reported public officials responsible for defining energy prices that are unlawfully in favour of energy companies, at the expense of consumers.

In 2015 we continued to investigate economic feasibility of construction of the second unit of the coal-fired power plant in Pljevlja, declared by the Government as priority investment into the energy sector, valued at approximately 350 million EUR.

MANS' investigation disclosed Government's intention to hide real costs of the second unit by disregarding coal excavation costs worth more than one billion EUR.



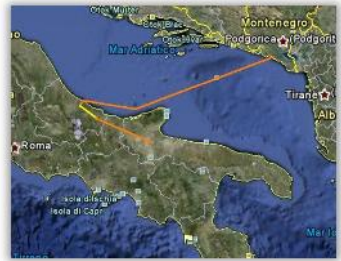
In cooperation with NGO Green Home, we disclosed information on estimated costs related to environment and health care as result of power-plant operation showing that 40 years of second unit's work will cause nearly 2.5 billion euro of costs in relation to environment protection and health care.

All of this imposed a huge question in public about economic feasibility of the overall project and ignited public debate with government that is still keeping most of the crucial data on this project far from public eye.

MANS' Center for Investigations continued to look closely into another pricy energy investment - construction of the underwater energy connection cable between Montenegro and Italy.

This project should, according to the government officials, position Montenegro as regional energy hub and one of the key energy exporters in this part of the Europe. The investment is a result of the agreement between Italian energy company "Terna" and Montenegrin state company for energy transfer.

During investigation MANS came across the document on coastal zone lease agreement by which Government of Montenegro is waiving multi-million income for the benefit of Terna by calculating only symbolic price of the land lease. MANS informed the Prosecutor Office about this lease agreement, but the case is still pending.



We also submitted several criminal appeals to Prosecutor Office against the responsible people in the Regulatory Agency for Energy for defining energy prices that are unlawfully in favour of energy companies, at the expense of consumers.

The investigation on this case have shown that only on the basis of controversial methods of calculation of technical losses in the distribution gird, the energy companies illegally collected one million euro from consumes. Upon these criminal appeals, Prosecutor office initiated investigation which was in progress at the end of 2015.

3.4. Public Procurement and State Concessions

MANS organized public consultations with businesses and provided comments that significantly improved Public Procurement Strategy. We revealed concrete cases of possible corruption in public procurements and in using state concession.

In cooperation with Public Procurement Administration in Montenegro, in April and May 2015, MANS organized three regional public debates in order to introduce public authorities and business sector with changes of the Law on Public Procurement. The debates gathered over 200 representatives of state institutions and bidders. Each participant was provided with Brief guide in which we have, together with the Public Procurement Administration, summarized most important changes in the Law that affect stakeholders in this system.



MANS participated in the government's working group for development of the Strategy for development of system of Public Procurement in Montenegro 2016 - 2020.

We developed analysis of obstacles in implementation of the public procurement legislation and recommendations together with draft action plan with proposals for concrete reforms.



Following development of the analysis, we organized four public consultations in cooperation with Public Procurement Administration and Chamber of Commerce that gathered over 200 representatives of state institutions and businesses.

We collected inputs from participants and incorporated them in MANS analysis and recommendations for improvements of the draft Strategy. Finally, we proposed 27 concrete reforms and over 90% of our proposals were adopted by the Government.

In 2015 MANS was analyzing calls and tender documentation published on the Portal of Public Procurement Administration. Based on these analyses, we submitted initiatives for 19 identified irregularities to the Public Procurement Inspection.

In most of these cases institutions did not incorporate anticorruption clause in the contracts or they were limiting competition by too precise definition of technical specification of procured good. In 13 cases decisions were brought in MANS favor.

Moreover, our initiatives triggered additional oversight by the Inspection which reviewed additional 19 contracts and 18 draft contracts of reported institutions. In these cases the Inspection found out that institutions also did not include anticorruption clause in the contracts and demanded from the Institutions to correct these irregularities.

During this year we submitted 54 criminal appeals for breaches of the Public procurement Law, and we are still pending for response from the Special Prosecutor for Corruption and Organized Crime.

During 2015, MANS started investigating process of granting state concessions for excavation of gravel and sand, in the light of the upcoming highway construction project. Initial analysis of the legal framework showed loopholes in the existing legislation that could be used for private gain.

We conducted several field visits to major excavation sites, just in time to record extensive illegal activities on excavation of sand. Moraca River on base of which MANS team submitted nearly 30 initiatives for inspection control.

3.5. Policies against Corruption & Organized Crime

We supported establishment of the new Agency for Prevention of Corruption through concrete proposals for improvement of bylaws and internal acts and participation in its Council.

MANS representative was appointed by the National Parliament as member of the Council of the Agency for Prevention of Corruption, following a public call. This body, consisting of five members, is responsible for appointing Director of the Agency, adopting budget, bylaws and working plans of the Agency, as well as for oversight on the Agency operations and its Director.

As a direct result of our efforts, sessions of the Council of the Agency are open to media and general public, and we improved Statute and Rules of Procedure. MANS also participated in development of bylaws for implementation of the Law on Financing Political Subjects and Election Campaigns. Following public hearing, MANS submitted 24 amendments to the Agency and half of them were accepted.

On 9th of December, International Anti-corruption Day, MANS organized IX National Anticorruption Conference, the most high level anti-corruption event in the country. The conference was opened by the Minister of the Justice and ambassadors of the EU, USA, UK and Germany to Montenegro.

At the Conference foreign experts from Germany, USA and UK presented best practices to over 200 participants from all branches of power, independent agencies, international organizations, NGOs and media.



Our representatives also participated in the Operational team of the Open Government Partnership for Montenegro responsible to develop the Action Plan and proposed many reforms related to fight against corruption.

3.6. National Parliament

We initiated successful use of control mechanisms by the Parliament and changed many laws through submission of amendments.

During 2015 we observed all plenary sessions in the Parliament of Montenegro lasting for 84 days, as well as 73 sessions of various parliamentary committees when tackling issues related to anticorruption.

In cooperation with members of the Parliament (MPs) from majority of political parties, we proposed 246 amendments to 22 laws discussed by the Parliament through cooperation with MPs from different political parties. Although formal acceptance rate of our amendments so far is 10%, proposals from many amendments were additionally incorporated in the legislation, during committee debates and later political agreements among parties.

We put special emphasis on fostering use of control mechanisms by the Parliament. During this period, MANS submitted three initiatives to the parliamentary working bodies asking for use of different control mechanisms. One initiative was adopted and at hearing on criminalization of illicit enrichment the government was obliged to develop such law. Two remaining initiatives are still pending for revision. We also provided legal assistance to three NGOs to submit their own initiatives to the parliamentary committees. In addition, MANS representatives participated in debate at 12 sessions of parliamentary working bodies.

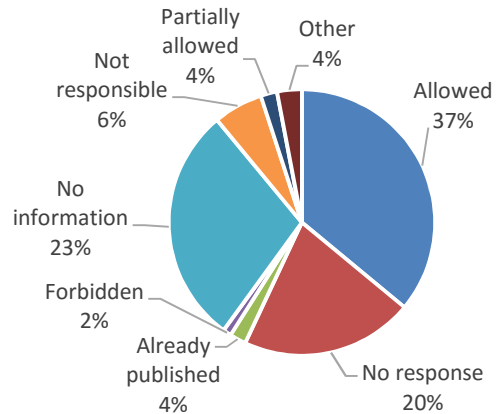
MANS Analytic and Research Program developed policy brief, dealing with weak role of Parliamentarian the Anticorruption Committee in combating corruption. This policy product offers recommendations and solutions. The research was based on findings from monitoring of all sessions of the Parliamentary Anticorruption Committee and our two watchdog reports.

Our representatives participated in the Working Group of Parliamentary Dialogue for Preparation of Free Elections. Since its establishment until the end of 2015, this working group had thirteen meetings, covering topics of abuse of public funds for election purposes, voter register and electronic identification of voters. MANS proposed 24 concrete solutions for improvements of both the legislative framework and its implementation.

3.7. Freedom of Information

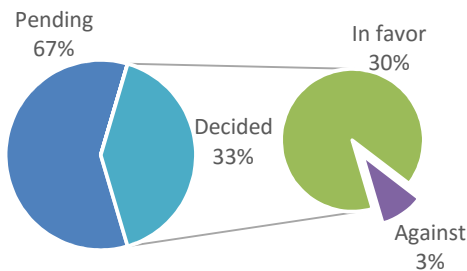
In 2015 we submitted more than 7.000 FOI requests and obtained third requested information, including important types of documents that might reveal corruption.

Since the first day of the adoption of the first Freedom of Information Law in Montenegro in September 2005, till the end of the 2015, MANS submitted more than 80.000 requests for free access to information to relevant institutions, nearly 25.000 complaints to supervisory institutions and over 9.500 appeals to the Administrative Court. We created good judicial practice, probably the largest in the region, and more than 70% verdicts are passed in our favor.

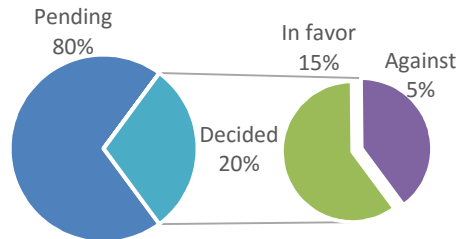


Graph 1: Responses to FOI requests in 2015

During year 2015 MANS submitted over 7.000 FOI requests and obtained one third of requested information. We also submitted about 3.000 complaints to Agency for Personal Data Protection and Freedom of Information. Till the end of the year 2015, the Agency decided in one third of submitted cases, and about 90% of decisions were in our favor.



Graph 2: Decisions of the Agency



Graph 3: Decisions of the Administrative Court

We also submitted over 100 appeals to the Administrative Court and more than 70% of cases, their decisions were in favor of transparency.

We submitted more than 1000 initiatives for penalty legal proceedings against institutions that are the most serious examples of violation of the FOI Law. For the first time, after 10 years of the existence of the FOI law, three officials were sentenced following verdicts passed by court.

In this year we obtained access to documents related to registration of vehicles, including contracts and payment slips, which enabled us to more effectively investigate possible illicit enrichment of public officials.

Public Electricity Company finally disclosed the first documents, including some contracts on importing electricity and other tenders. However that company still keeps some important information, especially those related to privatization, far from public eyes.

In cooperation with the Access Info Europe, leading European NGO dealing with freedom of information, we developed a policy brief 'Montenegro Charges Analysis'. This product reflects on the issue of high costs that citizens have in order to access information in possession of state bodies or institutions in Montenegro and provides comparative overview of other countries, which impose much less financial burden to citizens who want to exercise this right.

On the basis of this analysis, we initiated changes of the government's decision on charges. Following our media campaign, the Council of the FOI Agency responded requested the government to change the Decision.

In order to raise awareness of citizens on their rights to information, we presented best practices at public hearings organised in Bijelo Polje, Tivat, Nikšić and Podgorica, together with representatives of the Agency for Personal Data Protection and Freedom of Information, as well as with other nongovernmental organizations.



3.8. Free legal assistance to citizens

More than 450 citizens reported us possible corruption. In one case reported individuals were arrested and more than 10 million euro was seized following our criminal appeal to prosecution.

In 2015 MANS continued to provide citizens with secure and reliable channels for reporting corruption and other law violations. In addition to existing SOS Line for reporting corruption and secure online platform, this year MANS introduced Viber and Facebook as additional channels for citizens that wish not only to report corruption, but also submit relevant evidence, primarily photos and documents.

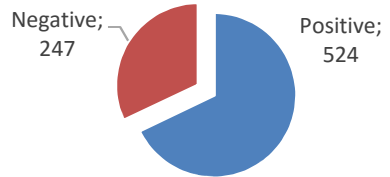
During 2015 we received 465 reports on corruption and/or some other form of law violation. Compared to non-election reports that were dominating in 2014, this year we achieved an increase of over 200%. This is a result of continuous campaign for promotion of these services for citizens, but also of their increased trust in MANS work.

<i>Thematic area</i>	<i># of reports</i>	
<i>Urban development</i>	75	We processed nearly 400 cases and submitted 67 initiatives to different state institutions including inspections, prosecution and Parliament.
<i>Labor rights</i>	69	
<i>Access to information</i>	51	At the same time we organized meetings with more than 30 citizens' groups, providing them support in addressing their problem to responsible institutions.
<i>Judiciary</i>	33	
<i>Consumer rights</i>	29	
<i>Privatization</i>	29	
<i>Local government</i>	22	
<i>Illicit enrichment</i>	21	
<i>Public procurement</i>	15	One of the cases that were reported by group of citizens/ex workers for which we submitted criminal appeal to Special Prosecutor ended up with arrest of all reported individuals and seizure of more than 10 million EUR worth property.
<i>Political party financing</i>	12	
<i>Health</i>	11	
<i>Concessions</i>	9	
<i>Police</i>	8	
<i>Miscellaneous</i>	81	

4. PUBLIC RELATIONS

MANS has very good media coverage of its activities. In 2015 nearly 800 articles were published in print media. While some government controlled media engaged in a very negative campaign against MANS, 70% of all articles published in media were positive in relation to our work.

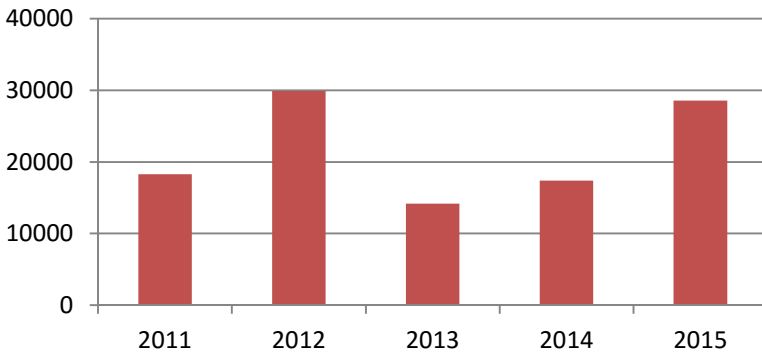
Articles were published at more than 350 cover pages, where almost every second article on MANS activities got the front page. About 85% of cover pages were positive about our work.



Graph 4: Number of articles in printed media in 2015

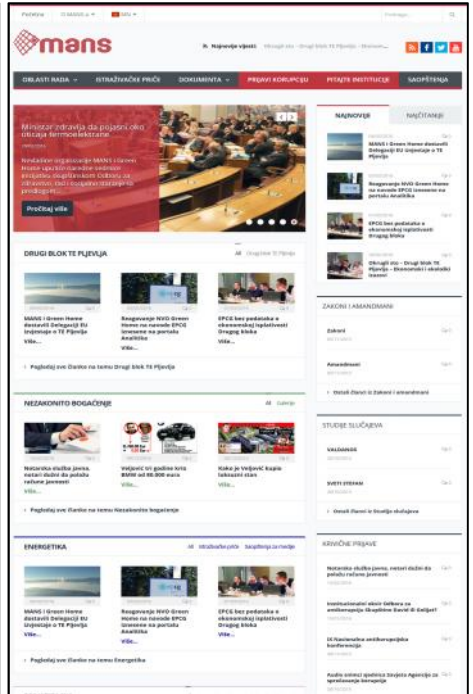
In addition, main electronic media published over 100 reports about our activities.

In 2015 almost 30.000 unique visitors loaded over 60.000 pages at www.mans.co.me, almost twice more than in the previous year.



Graph 5: Unique visitors of website www.mans.co.me 2011-2015

At the end of 2015 we developed new web site. We changed structure of presentation so more information is provided, while they are better classified and easier to find. We improved navigation and developed special version for mobile phones.



Old and new MANS' web site

MANS's Facebook page is followed by over 7000 people. Facebook group „MANS” has over 3500 members. We posted over 1000 tweets and have over more than 700 followers.

MANS also maintains several electronic lists with close to 4000 contacts of all stakeholders, such as other NGOs, experts, decision makers, international community, media and a range of activists' movements.

5. ORGANIZATIONAL DEVELOPMENT

During this year 41 people were working for MANS. We had 24 full-time employees (47% female, 54% male) and 17 part-time employees and associates (65% female, 35% male).

MANS is composed of four departments:

- Investigative Center focused at high level corruption and organized crime cases and advocacy,
- Monitoring and Analytics dealing with laws and policy research,
- Legal Department dealing with administrative legal procedures;
- Administration and Finances that supports other departments.

We were developing human resources through range of trainings. Most intensive capacity building was related to use of new methodologies for policy research. Our new team for policy research was provided with eight trainings in qualitative and quantitative methods and special training on data visualizations. Our team responsible for monitoring also participated at two regional trainings related to public procurements.

In addition, the Investigative team participated at three trainings related to new tools for investigative reporting, ethics and media standards, and business integrity. Different MANS employees participated at 14 trainings related to implementation of new laws provided by local institutions.

We organized internal retreat focusing at review of previous key achievements and development of strategic goals for 2015 - 2017, and annual objectives of each department.

In our work, we extensively use software to assist us in dealing with large datasets in monitoring and investigations. In 2015 we finalized development of software searching through all records in all MANS databases, including also all obtained responses upon FOI requests, to be used for investigations. We developed new databases for monitoring public procurement calls and improved existing software for maintenance of administrative legal procedures in relation to FOI and cases reported to different inspections.

6. FINANCES

MANS total expenditures in 2015 were 490.969.00 EUR.

\$= 0.886705 Euro

<i>Cost Category</i>	<i>Amount In Euro</i>	<i>Amount In \$</i>
<i>Salaries and fees</i>	€ 202.178,44	\$ 228.010,94
<i>Taxes and benefits</i>	€ 146.143,76	\$ 164.816,66
<i>Office running costs</i>	€ 54.791,02	\$ 61.791,71
<i>Fees for consultants</i>	€ 34.883,38	\$ 39.340,46
<i>Cost for campaigns and printed materials</i>	€ 10.403,51	\$ 11.732,77
<i>Cost for organizing events</i>	€ 11.776,05	\$ 13.280,69
<i>Cost for taxes for access to information</i>	€ 12.088,57	\$ 13.633,14
<i>Equipment</i>	€ 8.497,99	\$ 9.583,78
<i>Other Cost</i>	€ 10.206,28	\$ 11.510,34
<i>Total</i>	€ 490.969.00	\$ 553.700.50

Table 2: MANS expenditures in 2015

For implementation of activities in period of 2015-2017 we signed contracts in total value of 582.189.63EUR.

1\$= 0.886705Euro

<i>Donor</i>	<i>Amount In Euro</i>	<i>Amount In \$</i>
<i>Royal Norwegian Embassy</i>	€ 19.946,52	\$ 22.495,10
<i>European Climate Foundation</i>	€ 20.000,00	\$ 22.555,42
<i>British Embassy Podgorica</i>	€ 9.248,95	\$ 10.430,70
<i>Critical Ecosystem Partnership Fund</i>	€ 37.183,21	\$ 41.934,14
<i>US Embassy in Montenegro</i>	€ 34.445,45	\$ 38.846,57
<i>- Criminal Justice Civil Society Program</i>		
<i>US Embassy in Montenegro</i>	€ 20.454,34	\$ 23.067,81
<i>- Democracy commission</i>		
<i>German Embassy</i>	€ 19.925,00	\$ 22.470,83
<i>Rockefellers brothers Fund</i>	€ 45.777,36	\$ 51.626,37
<i>Co-PLAN/ World Bank Group</i>	€10.558,40	\$ 11.907,46
<i>Delegation of the European Union</i>	€ 174.971,52	\$ 197.327,77
<i>- Montenegro IPA/2015</i>		
<i>Delegation of the European Union</i>	€ 149.000,00	\$ 168.037,85
<i>- Montenegro EDHR/2014</i>		
<i>Balkan Trust for Democracy</i>	€ 22.450,25	\$ 25.318,74
<i>IPA Civil Society - Advocacy NGOs networks for sustainable use of energy and natural resources in the Western Balkans and Turkey</i>	€ 4.200,00	\$ 4.736,64
<i>- ETNAR</i>		
<i>European Commission partnership with SEE SEP Network , BIH</i>	€ 6.984,96	\$ 7.877,43
<i>Deutsche Gesellschaft für Auswärtige Politik</i>	€ 550,00	\$ 620,27
<i>- Train programe 2013</i>		
<i>Organized Crime and Corruption Reporting Project</i>	€ 150,00	\$ 169,17
<i>Award for Investigative Journalism</i>	€ 1.300,00	\$ 1.466,10
<i>Private donations</i>	€ 5.043,67	\$ 5.688,10
Total	€ 582.189,63	\$ 656.576,46

Table 3: Contracts signed in 2015

ANNEX: MAIN PUBLICATIONS AND REPORTS



Policy brief - Privatization in Montenegro - Highway to Destitution?

This is the only analysis in Montenegro dedicated to privatization process, its legal and practical deficiencies. It provides recommendations for improvements of legal and institutional frameworks as well as practices of these institutions, especially in relation to oversight and transparency of privatization.



Policy brief - Institutional Framework of the Anticorruption Committee - David or Goliath?

This policy brief builds on previously developed monitoring reports on the Anticorruption Committee of the Parliament. It provides analysis of the role and work of this Committee, identifies key problems in its operations and provide concrete recommendations for improvement of both legislative framework and practice.



Policy Memo - Prevention of Corruption in Public Procurement System

This analysis is based on consultations with businesses in the whole country and it contains overview of general problems in public procurement with concrete solutions for improvements in implementation of regulations.



Policy Memo - Montenegro Charges Analysis

Developed by external experts from the Europe Access Info in cooperation with MANS, this analysis is dedicated to costs for access to information. It presents costs in the European Union countries and offers strong arguments for change of practice in Montenegro.



Monitoring Report - Energy Efficiency...Just do it!

Report on how energy efficiency is influencing energy poverty and energy policies across South East Europe. Developed in coalition with CSOs from seven SEE counties under support from European Union



Two Monitoring Reports - Activity Report of the Anticorruption Committee of the Parliament of Montenegro

Reports contain information about work of the Anticorruption Committee of the Parliament of Montenegro and it covers period from its establishment in December 2012 until 31st of July, 2015. It provides general information about the Committee, fulfillment of its annual working plan, exercises of its oversight role and a brief analysis of enforcement of recommendations and conclusions made by this body.



Capacity building materials - Short Guide through the New Provisions of the Public Procurement Law

This guide was developed in cooperation with the Public Procurement Administration. It contains a comparison between previous and new provisions of the Law on Public Procurement, in order to ensure smooth implementation of new provisions by the public authorities and business.

*Documents can be downloaded from MANS website
<http://www.mans.co.me/en/categories/analyzes/>*