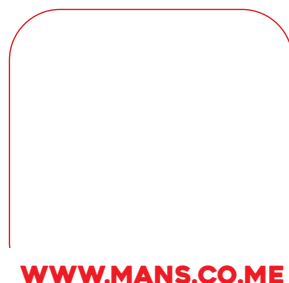


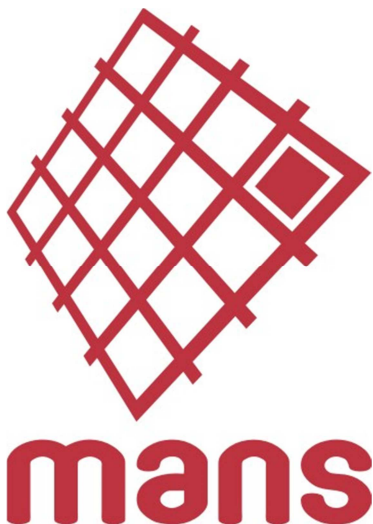
# ANNUAL

## 2016 REPORT



**mans**

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### **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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Podgorica, 2016

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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.

MANS provides citizens with free legal assistance in reporting corruption. We extensively use freedom of information requests to obtain official documents, and we conduct strategic litigation.

We investigate high level corruption and organized crime, publish stories in media and submit criminal appeals with evidences to the prosecution.

MANS monitors elections, implementation of anticorruption policies and work of the National Parliament and its committees relevant to the fight against corruption. We conduct researches in areas relevant to corruption and organized crime and propose concrete improvements of laws and policies.

This Annual Report is published in order to promote our achievements and activities in 2016 and contribute to transparency of our work.

The first section provides information on our strategic goals and objectives. Second part points out our key achievements, followed with information on specific activities. Our relations with media are presented in 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.



## **2. KEY ACHIEVEMENTS IN 2016**

**We revealed 45 cases of high level corruption, mainly related to privatization and energy, and reported them to prosecution in over 90 criminal appeals and through more than 60 investigative stories published in media.**

**Top managers of the national power supply company were arrested due to MANS investigation of money embezzling scheme through consultancy contracts worth 15 million of euros.**

**Links between cocaine cartel and public institutions, and money laundering through local banks and off shore companies were revealed in documentary that was broadcasted at television network with national frequency.**

**MANS obtained more than 8.000 public documents upon over 25.000 requests for information, over three times more than in the previous year. We shaped favorable institutional and judicial practices with nearly 80% of decisions upon complaints and 97% of court decisions in our favor.**

**Nearly 1200 citizens were provided with free legal assistance to report corruption and election irregularities or obtain information from public institutions.**

**Institutions published three times more information on their expenditures in pre-election period following MANS monitoring, compared to the beginning of the election campaign.**

**At least 2,000 illegally enrolled voters were removed from the Voter Registry, on the basis of our initiatives.**

**Information on over 95% of reforms planned by the Action Plan for Chapter 23 of the Acquis is available in one comprehensive, accurate online source.**



## 3. ACTIVITIES IN 2016

### 3.1. Reduce High Level Corruption

During 2016 we investigated high level corruption, especially in privatization, selling of the state land, construction and energy, as well as possible misuses of public funds for political purposes. We published investigative stories in printed media and submitted criminal appeals with evidences to the prosecution.

#### 3.1.1. Elections

**We investigated possible misuses of public funds for political purposes during 2016 Parliamentary Elections and submitted concrete cases to prosecution.**

Our focus was at expenditures that were previously revealed as possible mechanisms for influencing voters, such as employment in public administration, distribution of social welfare, government loans and subsidies, and development of local infrastructure.

We discovered that over 18 million euros were spent for those purposes in the pre-election campaign. Most funds were spent for local infrastructure, whopping 10.4 million, which was mostly used for promotion of the ruling political party officials.

Prior to the elections nearly three million euros of public money were spent for over 1500 newly employed people through special programs introduced prior to the elections. We investigated particular cases and submitted initiatives to responsible institutions.

On the basis of investigations of particular cases we submitted 156 criminal appeals and most of them are still pending with Prosecutors' Office. Following our criminal appeals, current Minister for Human and Minority rights and former Mayor of Ulcinj signed plea bargains after they were prosecuted for illegal employment prior to the elections.

More information about our activities related to elections is provided in Chapter 3.3.1 and complete report is available at our website<sup>1</sup>.

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<sup>1</sup> Available at <http://www.mans.co.me/wp-content/uploads/lzvjestaj.pdf>

### 3.1.2. Privatization

In 2016 MANS disclosed evidences of high level corruption in privatization and reported them to prosecution.

This year we investigated operations of the national air-carrier Montenegro Airlines that the government plans to privatize.

We found out that the company was provided with state aid in millions of euros, but still operated with large losses due to harmful decisions of its management composed of mainly of political figures.

We discovered that management of the Airlines made several decisions which significantly increased the company's debt that almost reached 60 million euro. Despite unfavorable market conditions and lack of proper economic studies, the management decided to open unprofitable air routes which increased losses and signed contract for acquiring an aircraft, under conditions that were not in interest of the company.



Montenegro airlines was for years managed by people with limited or no experience in air traffic industry, mostly recruited from ruling political parties.

Our investigation disclosed that management was hiding real figures on losses and compiled false financial report.

On the basis of findings from the investigation, we submitted several criminal complaints to the Special Prosecutor and obtained no response.



### 3.1.3. Energy Sector

**This year we shed more light on Government plans for construction of the coal-fired power plant at North, and attempts to hide real costs and negative impact of that project at public interest and environment.**

During the reporting period, MANS monitored all activities of the Government regarding announced project of construction of new coal-fired plant in Pljevlja. Many documents related to that project were not available to the public, including the feasibility study on cost effectiveness. We conducted thorough investigation of this project and managed to obtain some important documents from whistleblowers that have shown that this project is not in line with public interest.

Through detailed investigation we documented that actual investment costs will exceed a sum of €1 billion, not including costs of health care and environment protection that are set at close to €2.5 billion for 40-year operation of the new power plant. Our investigation also revealed that commercial reserves of the coal are not sufficient for operations of the new power plant within the projected period of work.

We organized round table that gathered representatives of the Government, the most important energy companies in the country which are involved in the project of the new power plant, representatives of the civil society, local and foreign experts. At the round table we presented our findings and provided all stakeholders with report that is also available at our website.<sup>2</sup>



This year MANS was following the launch of the highly risky project of investigation of oil and gas in the Adriatic Sea. Our investigation has shown that Italian-Russian consortium that were granted with concession contract for exploration of the sea bed for oil and gas has history of incidents in drilling on African continent.

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<sup>2</sup> <http://www.mans.co.me/en/report-on-noneconomic-viability-of-construction-of-unit-ii-of-the-thermal-power-plant-pljevlja/>

We also investigated work of the national electricity supplier - EPCG and discovered that money was redrawn from that company on the basis of consultancy contracts.

We obtained documents showing that payments for those contracts, close to 15 million euros, were made in one instalment to Italian company that partly owns the EPCG.



Following our criminal appeal, the Special prosecutor initiated investigation and arrested several managers of EPCG.



In cooperation with other NGOs we conducted advocacy campaign that included press conferences, public events and performances. MANS also provided written comments to Strategic Environment Impact Assessment for exploring findings of oil and gas in Adriatic Sea. Unfortunately, the Parliament adopted concession contracts envisioning that the first drillings will start in 2018.

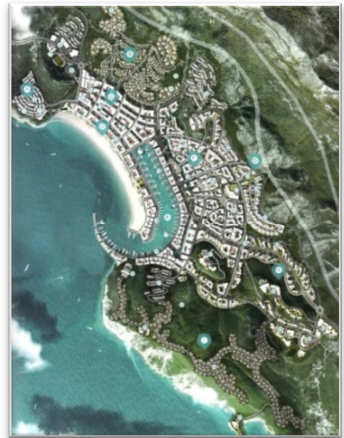
### 3.1.4. Spatial planning

**We investigated the largest tender for selling state land on the coast and construction of skyscraper in Podgorica, revealed possible corruption and submitted evidences to prosecution.**

We investigated government's tender for selling state land in Buljarica Bay, one of the last unspoiled gems of nature at small Montenegrin coast.

Our investigation revealed that the government allowed construction of 11.5 million square meters of business and residential objects, or over 42.000 individual apartments for the market. We have shown that such plans were contrary to the existing spatial plans of higher importance and development strategies, but also in collision with several international conventions signed by Montenegro.

The investigation revealed that the Government's tender included also several plots of land owned by individuals that are subject to restitution.



We conducted strong public campaign in cooperation with local NGOs. The tender failed, only one investor responded, but never submitted the offer.

MANS also revealed that new skyscraper that is under construction in Podgorica does not have proper permit.

We discovered that investor of that object firstly bought land from municipality for ridiculously small price, and then provided with construction permit allowing him to build larger object than envisaged by relevant planning document.

We submitted criminal appeal to State Prosecutor which is still pending.

## 3.2. Reduce Opportunities for Organized Crime

MANS investigated links between organized crime structures and state authorities and published findings in documentary that was broadcasted at television network with national frequency.

### 3.2.1. Organized crime

For several years relevant international organization underlined the severity of links between state authorities and organized crime, some even calling Montenegro a mafia-state. This year MANS brought a story describing in detail those links.

MANS developed documentary<sup>3</sup> on affairs of infamous cocaine cartel in Montenegro.

The documentary described how cocaine was shipped from South America to Europe and roles of Montenegrin individuals in that business.



Second part of the documentary is following the money of the organized criminal group and their investments in Montenegro. It presents documents showing how money was laundered through local banks and off shore companies.

Last part reveals significant shortcomings in activities of responsible institutions, including, police and intelligence services, but also prosecution and judiciary. The documentary presented links between members of the criminal cartel and Montenegrin officials.

It was aired at TV Vijesti, television network covering the whole country, on two occasions, in prime time.

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<sup>3</sup> Available at <https://youtu.be/OrISHBJDr5M>



### 3.3. Increase Transparency and Accountability

During 2016 we submitted freedom of information requests to institutions and conducted strategic litigation. We provided citizens with free legal assistance to obtain information or report election irregularities and corruption.

MANS monitored Parliamentary and local elections, implementation of anticorruption policies and conducted comprehensive research of integrity in all areas relevant to corruption. We monitored activities of the Parliament relevant to the fight against corruption, proposed improvements for oversight and submitted concrete initiatives. We also proposed improvements of the public procurement law.

#### 3.3.1. Freedom of Information

Since adoption of the Free Access to Information Law in 2005, MANS was submitting requests to state institutions in the areas highly sensitive to corruption, and conducting strategic litigation in front of supervisory institutions and courts.

Since adoption of the first FOI Law, in September 2005, till the end of 2016, MANS submitted more than 110.000 requests for information to relevant institutions. In that period we submitted about 40.000 complaints in cases when institutions failed to provide us with requested information and nearly 13.000 court proceedings.

During 2016 we submitted more than 25.000 requests, and institutions provided us with every third requested document.

In every fourth case institutions stated that they do not have requested information, while they didn't provide any answer to every fifth request.

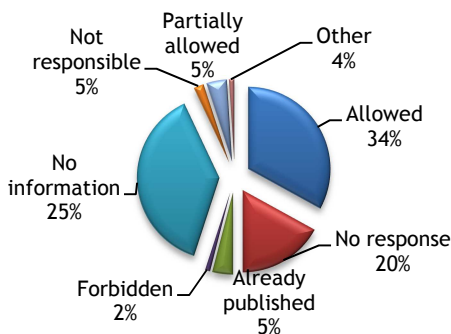
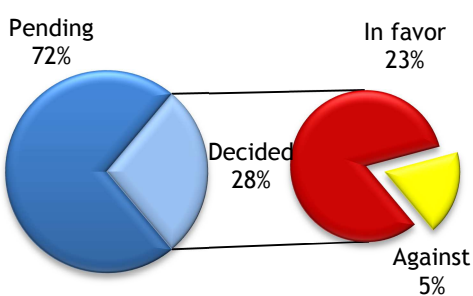


Chart 1: Responses to FOI requests in 2016

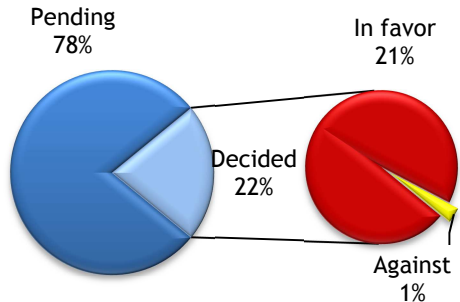


We submitted over 8.500 complaints to the Agency for Personal Data Protection and Freedom of Information. Till the end of 2016, the Agency decided in less than one third of cases, and nearly 80% of its decisions were in our favor.

During 2016 we submitted almost 2.500 appeals to the Administrative Court, which decided in every fifth case and 97% of decisions are in favor of transparency.



*Chart 2: Decisions of the Agency in 2016*



*Chart 3: Decisions of the Administrative Court in 2016*

Through strategic litigation in 2016 we managed to improve transparency in areas that are especially prone to corruption. We obtained information related to public expenditures for employment, especially in pre-election period.

Following many decisions of the Agency and the Court, the Public Electricity Company (EPCG) finally published important documents on its work and finances, as well as some important information related to construction of new energy sources and distribution networks.

During 2016 we improved our case management software and started submitting requests, appeals and complaints via email. That improved efficiency of the process and reduced costs.

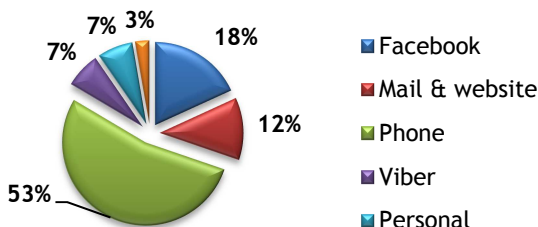
We participated in the Working group established by the Government to develop amendments to the Law on Free Access to Information related to re-use of the information.

Following our advocacy campaign the government changed its Regulation on Costs of the Access to Information, and reduced costs for 50%.

### 3.3.2. Free legal assistance to citizens

**In 2016 we continued to represent the first address in the country for citizens to report corruption and election irregularities, with nearly 1200 citizens using our free legal assistance.**

During 2016 three times more cases were reported than in the year before.



*Chart 4: Sources of citizens' reports in 2016*

In addition to secure online platform for reporting cases, in 2016 we promoted other online tools such as Viber, Facebook and email, and recorded significant number of cases reported through online tools (nearly 450 citizens or 37%).

We provided assistance to 780 citizens that requested information or reported irregularities related to the elections. Prior to the elections, we invited citizens to check information about their polling stations and accuracy of their personal data in the Voter Registry. Other reports on elections were related to possible misuses of public funds, illegal employment, vote buying, threats and pressures at voters.

We submitted 127 criminal complaints to the state prosecution regarding the elections. Out of that number, until this report was published, the state prosecutor responded to 100 criminal complaints. In all of responded complaints prosecution stated that there was no criminal offence, without providing more detailed justification of such conclusions.

Throughout 2016 citizens reported 410 cases of possible corruption in different areas. We submitted 180 initiatives to responsible institutions, mostly inspections, and 442 FOI requests based on citizens' reports.

We also provided direct support to 37 groups of citizens, and organized more than 20 individual meetings with them. Majority of them were organized around environmental issues in their neighborhoods. One picturesque example includes a group of citizens complaining about illegal sand excavation site on banks of the river, close to their homes. After they approached MANS, we initiated legal procedures with responsible inspections that ordered the investor to stop excavation and submitted criminal complaint to the prosecution.

### 3.3.3. Elections

Following extensive reform of election related laws<sup>4</sup>, MANS monitored the Parliamentary Elections and local elections in Tivat that were held during 2016. We analysed the Voter Registry and political party financing, and monitored pre-election expenditures of institutions with the largest budgets and work of the State Election Commission (SEC) in addition to investigations and free legal assistance to citizens (described in 3.3.1. and 3.3.4).

**The Voter Registry.** MANS conducted the analysis of the Voter Registry and revealed at least 15% suspicious entries. The majority of these entries concerned enabling voters who did not fulfill criteria prescribed by the Constitution and the Law regarding citizenship and residency requirement, large number of deceased and persons who were enrolled and erased from the Registry between two elections without any explanation.



Irregularities were noted and reported to the competent authorities, including both the Ministry of Interior and the Special State Prosecution. Based on our initiatives at least two thousand illegally enrolled voters were erased from the Registry.

However, we received no information regarding seven criminal appeals against responsible persons for abuse of Electoral Register submitted to the Special Prosecutor.

Our representative was appointed to the Ministry of Interior's Coordination Team for Monitoring of Implementation of the Electoral Process. We participated at all six meetings of that body and required concrete information that were not provided by the administration. Following our request, the Minister of Interior, appointed as representative of opposition in the "government of election trust<sup>5</sup>" did not sign the Voter Registry for the Parliamentary Elections.

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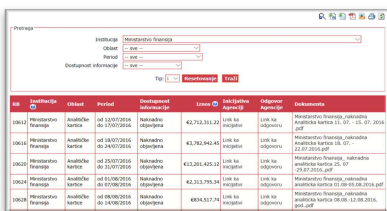
<sup>4</sup> Law on Voters' List, Law on Financing of Political Subjects and Election Campaigns and amendments to the Law on Election of MPs and Local Councilors adopted in early 2014.

<sup>5</sup> That government was composed of six political parties from the government and three parties from the opposition. It was established in May 2016 in order to increase public trust in elections.

**Political Party Financing.** Officially, total costs of all political parties for parliamentary elections were 3,68 million euros. We analyzed expenditures and sources of election funds of all political parties presented in their official reports as well as information obtained on the basis of FOI requests.

Official reports were lacking important information and the Agency for Prevention of Corruption did not publish all supporting documents obtained from political parties. Therefore, we had to submit FOI requests to political parties in order to obtain information. We submitted 245 FOI requests to all political parties participating at elections regarding their financing, but only ¼ of those were responded. Most political parties were hiding information about their financing, particularly those with the largest campaign budgets.

**Pre-election Expenditures.** In order to monitor use of public funds for the election purpose, MANS developed special software for tracking, analyzing and publishing various information proactively disclosed by different public authorities according to the Political Party Finance Law. We collected all information on budgetary expenditures for over 100 state and local institutions, independent institutions and state owned enterprises for three months prior to elections and one month after the elections.



Id	Opis izjave	Glavni	Period	Donosilac izjave	Iznos	Ispraznjenje	Opis izjave	Ispraznjenje
10412	Monstrantno finansiranje	Monstrantno finansiranje	01.10.2015-31.12.2015	Monstrantno finansiranje	42.712.311,22	Monstrantno finansiranje	Monstrantno finansiranje	Monstrantno finansiranje
10414	Monstrantno finansiranje	Monstrantno finansiranje	01.10.2015-31.12.2015	Monstrantno finansiranje	42.712.311,22	Monstrantno finansiranje	Monstrantno finansiranje	Monstrantno finansiranje
10416	Monstrantno finansiranje	Monstrantno finansiranje	01.10.2015-31.12.2015	Monstrantno finansiranje	42.712.311,22	Monstrantno finansiranje	Monstrantno finansiranje	Monstrantno finansiranje
10418	Monstrantno finansiranje	Monstrantno finansiranje	01.10.2015-31.12.2015	Monstrantno finansiranje	42.712.311,22	Monstrantno finansiranje	Monstrantno finansiranje	Monstrantno finansiranje
10420	Monstrantno finansiranje	Monstrantno finansiranje	01.10.2015-31.12.2015	Monstrantno finansiranje	42.712.311,22	Monstrantno finansiranje	Monstrantno finansiranje	Monstrantno finansiranje
10422	Monstrantno finansiranje	Monstrantno finansiranje	01.10.2015-31.12.2015	Monstrantno finansiranje	42.712.311,22	Monstrantno finansiranje	Monstrantno finansiranje	Monstrantno finansiranje
10424	Monstrantno finansiranje	Monstrantno finansiranje	01.10.2015-31.12.2015	Monstrantno finansiranje	42.712.311,22	Monstrantno finansiranje	Monstrantno finansiranje	Monstrantno finansiranje
10426	Monstrantno finansiranje	Monstrantno finansiranje	01.10.2015-31.12.2015	Monstrantno finansiranje	42.712.311,22	Monstrantno finansiranje	Monstrantno finansiranje	Monstrantno finansiranje
10428	Monstrantno finansiranje	Monstrantno finansiranje	01.10.2015-31.12.2015	Monstrantno finansiranje	42.712.311,22	Monstrantno finansiranje	Monstrantno finansiranje	Monstrantno finansiranje

The database with all collected information was available at MANS website for journalists, NGOs and citizens<sup>6</sup>. Daily digest with new information was distributed to journalists that published 73 stories on the basis of documents from the database.

We submitted over 2,300 initiatives to the Agency for Prevention of Corruption. The Agency initiated procedure before the Penalty Court against institutions in only 30 cases and in all other declared not competent to act.

**State Election Commission (SEC).** MANS established a Working Group for revision of by-laws that was composed of 13 parliamentary political parties' representatives, one member of the SEC and four NGOs. Following development of draft amendments to bylaws developed by the Working Group, MANS organized six regional public debates gathering members of Municipal Election Commissions and political parties at the local level to provide comments. We submitted 39 amendments and 10 recommendations to the SEC, but these were never reviewed by that institution.

<sup>6</sup> Available at: <http://www.mans.co.me/predizborna-potrosnja-budzeta/>.

### 3.3.4. Policies against Corruption

**We established system for monitoring implementation of the most important anticorruption policy, submitted requests to institutions to obtain official information and published all obtained documents online. We conducted comprehensive research of integrity in all areas relevant to corruption on the basis of internationally recognised methodology as well as two researches related to citizens' participation at local level.**

In 2016, MANS established system for monitoring implementation of the Action Plan for the Chapter 23 of the Acquis and Operative Document for Prevention of Corruption in areas that are more prone to corruption<sup>7</sup>. We identified benchmarks for monitoring implementation of 626 envisaged reforms. On the basis of benchmarks we defined questions and submitted over 2700 FOI requests to institutions and more than 800 complaints.

We analyzed obtained information and inserted indicators for each planned reform. We collected additional information from other official reports, analysis of NGOs and international organizations. We organized meetings with NGOs, especially those dealing with human rights to obtain further information. All collected documents used for evaluation of implementation of the reforms, as well as detailed information on individual indicators for each planned measure are publically available at MANS website<sup>8</sup>.

MANS conducted research of integrity system, according to methodology developed by the Transparency International. The research covered 15 sectors including: legislative power, executive, judiciary, prosecution, police, anticorruption and electoral bodies, political parties, state audit institution, public sector, state owned enterprises, ombudsman, civil society organizations, media and business.

MANS also conducted two researches in municipalities of Kolasin and Ulcinj to determine major obstacles for citizens' participation in decision making, as part of the World Bank regional project, and based on their methodology. Following the researches, we organized workshops with stakeholders where scenarios for improvements were developed. On the basis of that MANS drafted action plans that were adopted by both municipalities.

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<sup>7</sup> These areas are: privatization, construction, public procurements, police, education, health, local government.

<sup>8</sup> Available at <http://www.mans.co.me/ap23/>

### 3.3.5. National Parliament

Throughout 2016 we monitored activities of the National Parliament and its committees relevant to the fight against corruption. We developed reports with recommendations for improvements of Parliamentary oversight in this area. We also submitted concrete initiatives for use of oversight functions and participated in discussions at sessions of relevant bodies.

During 2016 we observed 28 plenary sessions in the Parliament of Montenegro lasting for 64 days, as well as 22 sessions of various parliamentary committees dealing with issues related to anticorruption.

We monitored work of the Parliamentary Anticorruption Committee and published Monitoring Report on its work covering activities of the Committee from its establishment, in December 2012, till February 2016<sup>9</sup>. MANS also developed policy brief related to role of the Anticorruption Committee with set of specific recommendations for improvements.

In cooperation with members of the Parliament (MPs) from most political parties, we proposed 28 amendments to the Liquidation Law, and nearly every fifth proposal was accepted by the Parliament.



Four MANS representatives participated in seven debates organized by three different Parliamentary committees, on legislation and other issues related to anticorruption. MANS representative participated in eight sessions of the Working Group of Parliamentary Dialogue for Preparation of Free and Fair Elections.

We submitted and advocated for adoption of 19 control-oriented initiatives. However, due to extensive boycott of the Parliament by opposition parties, vast majority of initiatives are still in the process of revision. Only one was revised and rejected, by the Healthcare, Labor and Social Welfare Committee in relation to construction of the second block of the coal plant in city of Pljevlja and its effect on health of the surrounding population.

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<sup>9</sup> The report is available at <http://www.mans.co.me/wp-content/uploads/ap/IV-izvjestajCG.pdf>

### 3.3.6. Public Procurement

**We gathered all stakeholders to discuss problems and possible solutions in the legal framework, developed and submitted concrete amendments and initiatives to authorities. We also monitored public procurements of the Ministry of Interior and reported irregularities.**

Our representative was appointed in the Coordination Body for Monitoring Implementation of the Strategy for development of system of Public Procurement in Montenegro 2016 - 2020 and in Working Group for development of new Public Procurement Law. We provided over 40 amendments to the draft law, which are currently being revised.

These amendments were result of extensive consultations with all stakeholders in form of Public Procurement Forum. We organized the Forum in cooperation with the Public Procurement Administration, Chamber of Commerce and the Coordination Body. The forum gathered nearly 150 representatives of public authorities, business, CSOs, international community and media that discussed problems in implementation of the Law and inadequate operations of oversight institutions. Participants provided proposals for improvements, which we submitted to the Government.



MANS submitted initiative to the Constitutional Court of Montenegro for revision of provisions from the Law on Public Procurement which define the complaint tax. In order to speed up the proceedings, we invited all members of the Parliament to submit their initiative because they are entitled to faster procedure then CSOs and citizens. Five MPs submitted the initiative in mid-March 2016 and the Constitutional Court did not make any decision.

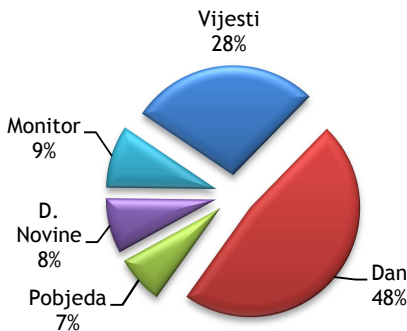
In 2016 we monitored publication of public procurement plans and reports by institutions and direct agreements conducted by the Ministry of Interior. On the basis of monitoring, we reported irregularities to the Public Procurement Inspection. We submitted initiatives for over 200 cases where we suspected that contracting authorities breached the Law. More than 60 cases are still in the procedure, while remaining initiatives were rejected due to statute of limitation. We developed monitoring Report on implementation of the Law on Public Procurement<sup>10</sup>.

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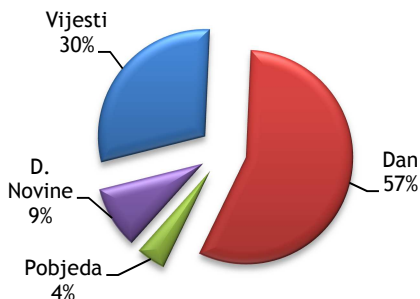
<sup>10</sup> <http://mans.co.me/wp-content/uploads/2016/10/ImplementacijaZakonaJNCG.pdf>

## 4. PUBLIC RELATIONS

Media coverage of MANS' activities was very good in 2016, with around 1000 articles published in the printed media and over 100 TV reports.



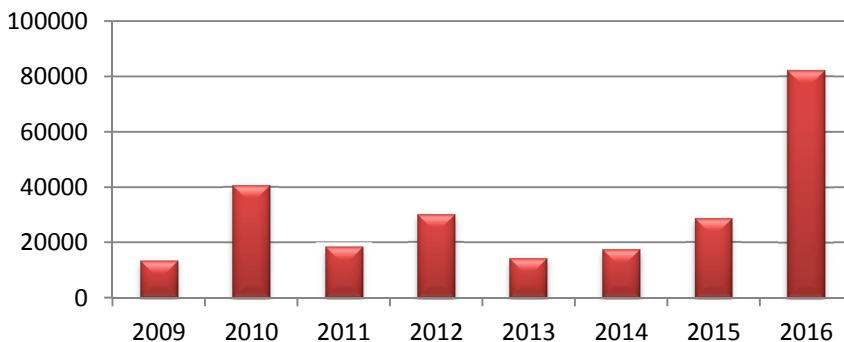
*Chart 5: Number of articles by media in 2016*



*Chart 6: Number of cover pages by media in 2016*

Articles were published at more than 300 cover pages. Main electronic media published over 150 reports about our activities.

In 2016 over 80 000 unique visitors loaded over 160 000 pages at [www.mans.co.me](http://www.mans.co.me), almost three times more than in the previous year.



*Chart 7: Unique visitors of website [www.mans.co.me](http://www.mans.co.me) 2009-2016*

MANS's Facebook page is followed by almost 11 000 people. We posted over 1500 tweets and our Twitter profile is followed by 1000 people.



## 5. ORGANISATIONAL DEVELOPMENT

During this year 93 people were working for MANS. We had 29 full-time employees (51 % female and 49 % male) and 64 part-time employees<sup>11</sup> and associates (50 % female, 50 % 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 responsible for 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 and data visualization where 17 employees participated in three trainings.

We also developed capacities of our staff for investigations and IT development and data security. Furthermore, we participated at set of trainings and workshops related to analyses of public finances and expenditures.

We organized internal retreat focusing at review of previous key achievements, and development of annual objectives of each department.

In our work, we extensively use software to assist us in dealing with large datasets. In 2016 we developed new databases for monitoring public expenditures and implementation of reforms envisaged by the Action Plan 23, which are automatically updated online, representing unique sources of information in those areas.

We further improved existing software for maintenance of administrative legal procedures in relation to freedom of information that is handling over 110.000 cases. We improved the software to be able to submit FOI requests and appeals via email.

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<sup>11</sup> This figure also includes election observers that were engaged for monitoring the Parliamentary Elections.

## 6. FINANCES

MANS total expenditures in 2016 were 561.206.34 EUR.

1\$= 0.949069 Euro

Cost category	Amount in €	Amount in \$
Salaries and fees	€ 220,901.39	\$ 232,755.88
Taxes and benefits	€ 152,401.44	\$ 160,579.94
Office running costs	€ 57,424.52	\$ 60,506.16
Cost for freedom of information	€ 15,651.55	\$ 16,491.48
Fees for consultants	€ 55,675.97	\$ 58,663.77
Cost for public campaigns and printed materials	€ 26,160.26	\$ 27,564.13
Cost for organizing events	€ 7,483.61	\$ 7,885.21
Equipment	€ 5,891.49	\$ 6,207.65
Other Cost	€ 10,616.11	\$ 11,185.81
Sub-grants to partner organizations	€ 9,000.00	\$ 9,482.98
Total	€ 561,206.34	\$ 591,323.01

In 2016 we implemented projects approved by donors in previous years and signed new contracts in total value of 361.063.12 EUR.

1\$= 0.949069 Euro

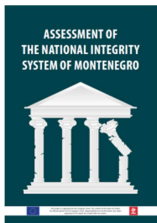
Donor	Amount in €	Amount In \$
European Union partnership with Wings Of hope	€ 120,908.00	\$ 127,396.43
The International Center for Not-for-Profit Law	€ 893.35	\$ 941.29
British Embassy Podgorica	€ 95,844.40	\$ 100,987.81
The Charles Stewart Mott	€ 65,807.57	\$ 69,339.08
US Embassy in Montenegro (Democracy commission)	€ 22,270.20	\$ 23,465.31
Balkan Trust for Democracy	€ 18,289.60	\$ 19,271.10
ECF- European Climate Foundation	€ 25,000.00	\$ 26,341.60
Private donations	€ 12,050.00	\$ 12,696.65
Total	€ 361,063.12	\$ 380,439.27

## Annex: Main Publications and Reports



### Report on the Parliamentary Elections in 2016

This report presents our findings related to the elections. It presents concrete cases of possible political corruption, analyses legal framework and institutional responses. The report includes analyses of political parties' finances and expenditures of public institutions, and our findings related to irregularities in the voter registry.



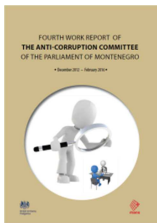
### Assessment of the National Integrity System of Montenegro

The assessment of government authorities, state institutions and bodies involved in the fight against corruption, independent bodies, public and private enterprises, as well as civil society organizations and the media has been conducted in accordance with the methodology developed by Transparency International.



### Implementation of the Law on Public Procurements - Challenges and solutions

This report presents main challenges in implementation of the Law on Public Procurement including significant number of problems that impede efficient implementation of the law by the contracting authorities and bidders, as well as adequate legal protection, supervision and control by the civil society, media and citizens.



### Fourth Work Report of the Anti-corruption Committee of the Parliament of Montenegro

The Parliament of Montenegro established Anti-Corruption Committee as one of the permanent working bodies of the Parliament. This report presents main achievements and challenges faced by the Committee in exercising its authorities, and provide concrete recommendations for improvements.



### Report on (Non)economic Viability of Construction of Unit II of the Thermal Power Plant Pljevlja

The Report is questioning decision of the Government of Montenegro to construct new coal-fired power plant in Plevlja, tackling issues of energy deficit, coal reserves, electricity price and overall transparency of the project.