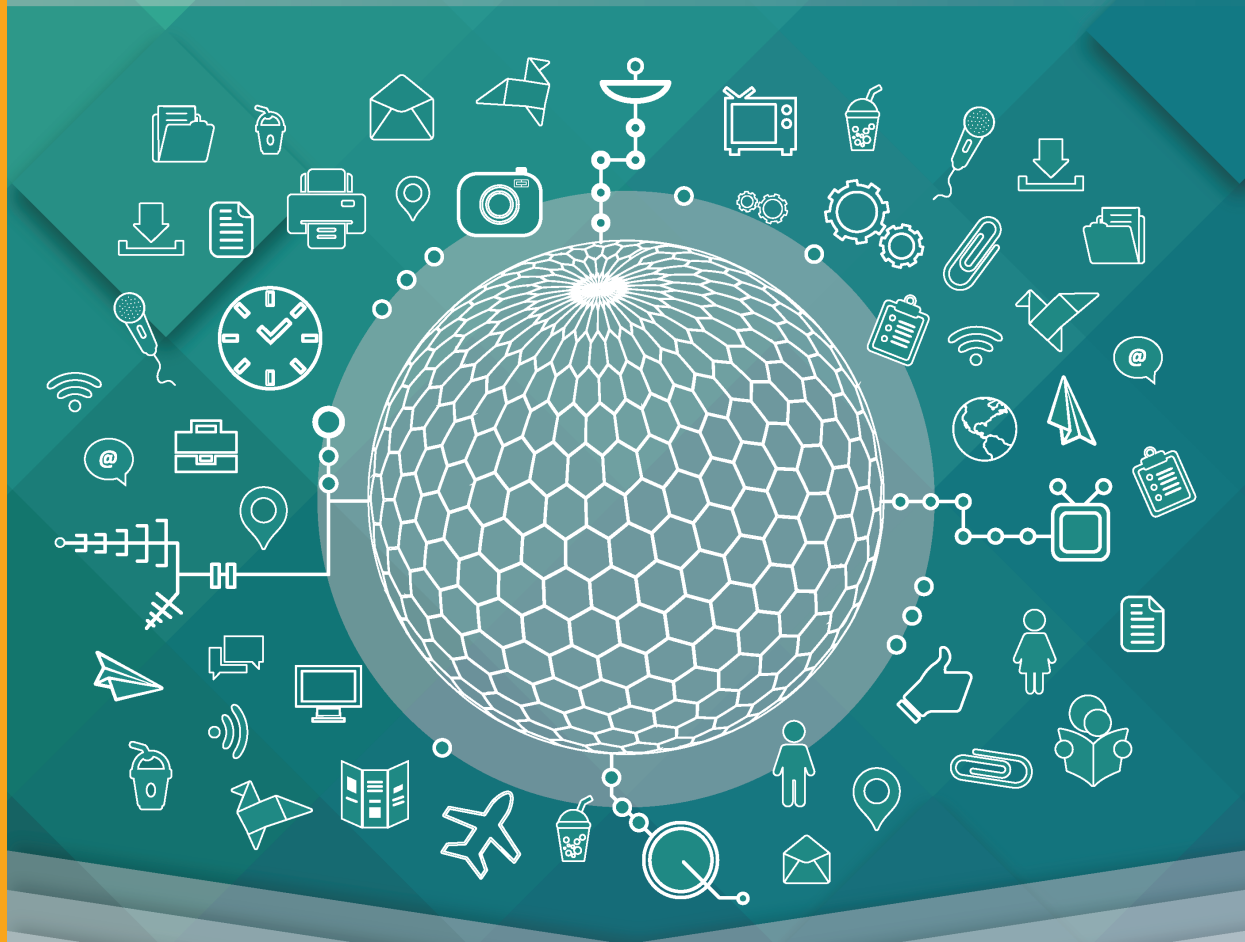
CENTAR ZA DEMOKRATSKU TRANZICIJU



ANNUAL REPORT 2014

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ANNUAL REPORT
2014

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I INTRODUCTION

This is an overview of the most important CDT achievements and activities in 2014. Last year was very dynamic for CDT, with a number of interesting projects and important advocacy activities.

As the greatest success in the previous year we consider maintained integrity of the organization, through professional and objective approach to all areas of work, despite the deep political divisions, conflicts and scandals. As a result, CDT is one of the few social actors in Montenegro that manages to bring together all the different opinions and conflicting policies, and to cooperate with all actors on the democratization of society.

In 2014, we worked hard to promote the principles of good governance and the improvement of communication between the political elite, civil society and citizens of Montenegro on NATO integra-

tions. However, the greatest impact and the best results, we have achieved through Civic Monitoring of Local Elections in Podgorica Project. In an atmosphere of extreme political divisions and mistrust in the electoral process, we managed to establish cooperation with all stakeholders, and together we have sent a message to citizens to vote freely and according to their own beliefs. In addition, on the election night, we once again demonstrated the importance of election monitoring by independent organizations - when we confuted the opposing political options, and announced accurate and reliable projection of the election results.

This report does not cover everything we did in 2014, but only some of the most important activities and results. In addition to description of achievements in program areas, information about our financial operations is included as well. This places us, for a second year in a row, in the group of the most transparent research centers in the world, according to Transparify survey.

We hope that you will find CDT's 2014 Annual Performance Report useful and informative, and that it will help you to better understand our work and effort that we invest in the democratization of society, promotion of transparency, openness and accountability of institutions and processes.

CDT team

II ORGANIZATION

1. CDT Bodies

The bodies of CDT are the Assembly, Managing Board, Supervisory Board, and Executive Board.

The Assembly meets at least once a year, and our regular session in 2014 was held on 9th May. In July 2014, through electronic session, the Assembly also adopted the amendments to CDT Statute. The Managing Board has monthly meetings. CDT Assembly on 31 December 2014, counted 32 members.

The Executive Board leads CDT in accordance with the law and regulations of the organization, but also taking into account decisions of the Assembly, Managing and Supervisory Board. This three-member body consists of the Executive Director and two Deputies elected by the Managing Board for a period of two years. In September 2014, CDT introduced the position of the second Deputy Director who is in charge of internal organization. This has significantly improved coordination within the organization.

2. Organizational development

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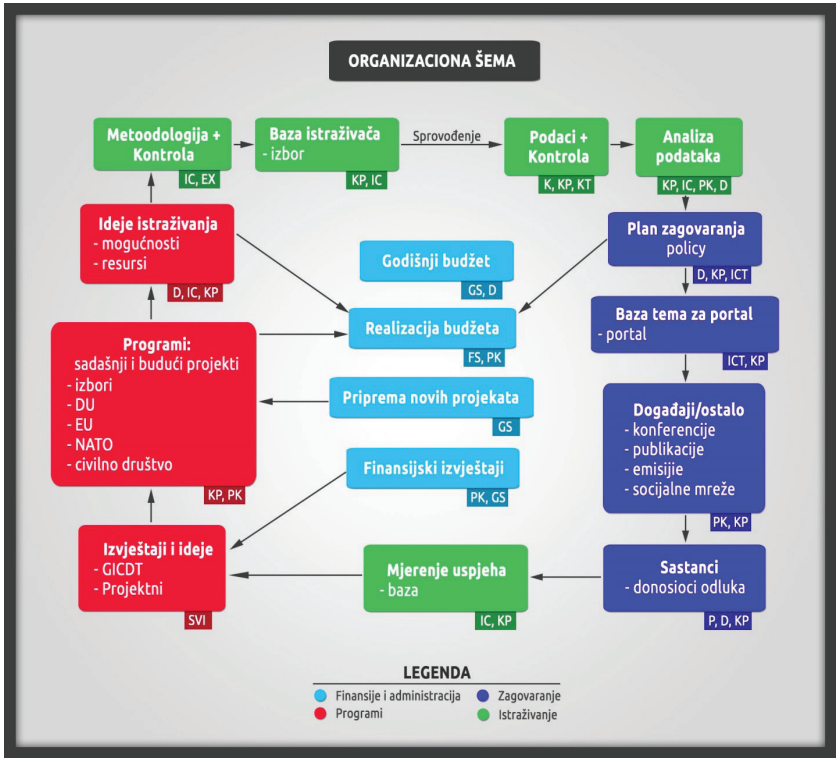
The development of CDT is based on the strong cooperation of all organizational segments. Ideas for projects and researches are mainly produced within program areas. Subsequently, research ideas are additionally elaborated, and procedure for a research is created - from methodology to quality control. After this step, the sector for advocacy is included and it prepares an advocacy plan. Advocacy is carried out through various communication channels and direct meetings with decision-makers. The effects of CDT's work of are measured through the system of indicators, so that we can accurately assess, at the end of a project cycle, the quality of work done.

Based on the conducted evaluation, the reports for donors and the Annual Report are being prepared, as well as ideas for new projects. In addition, CDT evaluates the performance of each employee based on monthly reports of program coordinators. The entire process is supported by the General Secretariat, which enables development and implementation



of activities through application of administrative and financial procedures.Since the Election Monitoring Project required significant organizational resources, in a period of three months in 2014 CDT was divided into two teams: one that dealt only

with elections, and one that was conducting all the other activities of the organization. CDT took advantage of the political situation at the time of the local elections to strengthen three organizational components: visibility, impact, and data presentation.

CDT had data and information, based on the monitoring of the electoral process that attracted media, policy makers and decision makers. Transparency of organization has significantly increased – e.g. in 2013, CDT had a total of 662 appearances in the media, while in 2014, in a period from January to May 797 media appearances was registered, with a total of 1,270 appearances at the end of the year.

In the same way, we have increased the impact, and improved communication with stakeholders with whom we shared monitoring findings. Monitoring of the elections has been utilized as well for improvement of data presentation through the work of the ICT section and CDT Portal.

III PROGRAM AREAS

Organization focused on five program areas in 2014: Elections and Electoral System, Good Governance, **Montenegro and the EU**, **Montenegro and NATO, and Civil Society**.

1. Elections and Electoral System

In this program area, in CDT's focus in 2014 were two topics - monitoring of local elections in Podgorica, and the work on improvement of the electoral legislation. CDT went back to the Election Day monitoring at the polling stations for the first time after 2009.

The reason for that decision is a significant loss of trust in electoral process, which culminated after 2013 Presidential Elections, which were not monitored by NGOs. CDT's activities during Podgorica elections significantly contributed to the tension relaxation and trust of citizens in the election results.

The most significant conclusions of our monitoring are recognized in the European Commission Progress Report. Participating in the process of amending the electoral law in which numerous CDT's suggestions were adopted, we have made an influence on the improvement of elections' legislative framework.

CDT was monitoring all aspects of the electoral process in Podgorica - political parties' campaigns, the performance of electoral administration, the Election Day, and the process of complaints and appeals.

In order to improve citizen trust in electoral process, CDT signed The Agreement on Rules of Conduct During the Election Campaign with all parliamentary parties, which has bound them to follow a set of democratic principles.

In collaboration with the NGO Civic Alliance, we started a campaign called "Vote Freely!" targeted towards encouraging citizens to choose and vote freely.

GLASAM

SLOBODNO!

Campaign was supported by a large number of public figures - politicians, candidates, journalists, musicians, sportspersons, and media support was provided by four TV stations which broadcast the video for free (TV Vijesti, TV Prva, TV Atlas and RTCG), websites Analitika, Vijesti, Pobjeda, CDM and RTCG, as well as radio stations Antena M and Free Europe. Campaign was intensively promoted on social networks and photographs from the final event were viewed by around 40 thousand Facebook users.

For the purposes of the Election Day monitoring, CDT accredited 151 persons, 120 of which were located at polling stations in Podgorica, and the rest, grouped in mobile teams, were following the situation in the city. In order to disclose the election results and to prevent publishing of unverified results by the

Foto: CDT

parties, CDT conducted parallel vote tabulation (PVT) on a representative sample of polling stations.

CDT announced the first projections according to 70%, then according to 88 and 100% of the processed data. Thus, we prevented the scenario from 2013 Presidential Elections, when both of the candidates proclaimed victory. Moreover, in the election night we confuted two biggest political groups, which published imprecise results.

All information related to the Election Day, CDT was publishing on a separate website, which enabled updated information at the same time for both the citizens and media, without discrimination. Website recorded 40 thousand visits during the Election Day. In addition to that, CDT was publishing information through press statements, interviews, and in special programs on TV Vijesti, RTCG, TV Prva, TV Pink and TV Atlas.

During monitoring of the pre-election period, we noticed certain irregularities and problems, about which we notified the public and upon which CDT will build its future policies and programs in

the area of elections. Some of the crucial problems we noticed were: amendments to the electoral legislation just before the elections, contrary to the international standards; numerous flaws of the electoral legislation, among which some resulted in an annulment due to their unconstitutionality; numerous suspicions about misuse of the public property for electoral purposes; presence of party activists near the polling stations, which can put pressure on the voters, etc.

In addition to local elections monitoring, CDT's key activity in this program area was participation in the parliamentary work group, which prepared the Law on Financing of Political Subjects and Electoral Campaigns, which was adopted in December 2014.

An important parts of provisions of the previous law, adopted in February 2014, were declared unconstitutional so the new working group, made of MPs and NGO representatives (CDT, CEMI and MANS) worked on the draft proposed by the Ministry of Finance.

Ten CDT's recommendations were adopted, in the original or modified form, and incorporated in the text of the Law.

The most important CDT's recommendations included in the Law are: specification of the allowed expenses for political parties' regular work; to ban companies, which are not paying taxes to finance political parties, and defining reporting procedures of the Agency for Prevention of Corruption.

CDT's activities in this program area during 2014 were supported by Balkan Trust for Democracy and Rockefeller Brothers Fund.

2. Good Governance

In 2014, within Good Governance program area, CDT carried out activities aimed to improve access to information, increase citizens' involvement in creating public policies, increase transparency and openness of institutions, as well as promotion of the use of new technologies intended to advance transparency of the state authorities.

Regarding the area of free access to information, in the previous year, CDT managed to direct attention of public and institutions on the obligation of proactive disclosure of information. We have assessed the application of the Law by institutions, thereby pointing them out the mistakes they make, which resulted in twice better result in the second round of grading.

Among important achievements in this area in the previous year was signing of Memorandums of Cooperation with the Agency for Protection of Personal Data and Free Access to Information and with the Supreme State Prosecution Office.

Memorandums were signed in order to establish cooperation on solving problems and to improve issues identified by the monitoring and research. In addition, CDT agreed with the Supreme State Prosecution Office a specific action plan for increasing its openness. The implementation of the Plan will start in 2015. CDT also has a representative in the national Open Government Partnership Operational Team.

CDT is a member of the regional network **SELDI** - anti-corruption and good governance coalition that consists of civil society organizations from Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Kosovo, Macedonia, Montenegro, Serbia, and Turkey. SELDI seeks to contribute to a dynamic civil society in the region, capable of participating in public debate and influencing policy and decision-making process in the area of anti-corruption and good governance. In 2014, the report on corruption in the region was presented. All network members have worked on it for the last two years. The report states that progress in the area of fight against corruption is limited. Corruption is still prevalent in various areas and it is still a serious problem, which demands an effective implementation of profound and long-lasting reforms. The conclusion is that Montenegro needs to improve its overall ability to coordinate, implement and monitor all the planned actions related to anticorruption.

Open Government Partnership

In the first part of the year, CDT conducted research project **"Freedom of Information – Tool for Democratization"**, in which a public policy paper was prepared with suggestions for impro-

vement of legislation and practice. As a part of this project, a comprehensive methodology for monitoring the implementation of the Law on Free Access to Information, with particular focus on the obligation of proactive disclosure of information was developed. In the second part of the 2014, as a part of the project "From Access to Information to Open Institutions", CDT prepared a detailed analysis of the quality of legislation which regulates the access to information, as well as comparative analysis of the legislation and the best practices for free access to information monitoring in the three countries – Montenegro, Croatia, and Serbia. In addition to that, we conducted monitoring of the implementation of the Law on Free Access to Information and published report with recommendations and monitoring results visualization. Thus, CDT obtained empirical evidence on (dis)obeying the Law by the institutions and gave a systematic and complete picture about implementation

of this important Law.As a part of the project **"Initiative for Transparency of the Criminal Justice System of Montenegro"**, CDT, last year, conducted overall monitoring of the courts, prosecutions and police, in order to determine whether those institutions follow the national law and international obligations and standards of transparency and openness. Monitoring inc-

luded 15 basic courts, 2 higher courts, the Appellate Court, the Supreme Court, the Supreme State Prosecutor, 2 higher state prosecutors' offices, 13 basic state prosecutors' offices, and Police Directorate. The key result of this project is the first systematic analysis of judicial transparency in Montenegro, which offered the authorities a set of clear and measurable indicators and recommendations for improvement of their transparency. According to project results, CDT established cooperation with the prosecution and courts and initiated preparation of activities, which would lead to improvement of the stated condition.

As a part of the project "Consult the People", CDT in 2014 conducted monitoring of the implementation of the Decree on Method and Procedure of Conducting the Public Debate in Preparation of Laws. Additionally, the project was targeted at increasing youth participation in decision-making processes. Therefore six workshops on topic of political participation were held for 180 representatives of the student organizations, NGO, and youth organizations of political parties. Also, within a project an online campaign, aimed to motivate citizens to become involved in public discussion on the Law on Salaries in the public sector using the website eUprava, was organized.

In 2014, CDT conducted regional monitoring of e-transparency of the authorities, as a part of the project **"Using New Media to Promote Government Transparency"**, with partners – **CRTA from Serbia**, **Zašto ne from Bosnia and Herzegovina** and **MOST from Macedonia**. Thus we obtained comparative data on e-transparency of the institutions in the region with a goal to create a new competent ambient and space for joint improvements. Within this project, a publication with results of the research and recommendations was published, as well as web presentation of the research results, which allows comparison and insight into all indicators.

The project was completed by a regional conference on topic **"E-transparency in the region"** which was held at the same time in Podgorica, Sarajevo, Belgrade, and Skopje and participants were following panels in other towns through a video link.

CDT's activities in this program area in 2014 were supported by the European Commission, British Embassy, U.S. Embassy, European Fund for the Balkans, and National Endowment for Democracy.

3. Montenegro and EU

In the program area Montenegro and EU, CDT's activities in the previous year were focused at increase of the transparency of the negotiation process and better communication with citizens.

In April 2014, CDT published public policy paper "Accession Negotiations Between Montenegro and the EU – Active and Well Informed Citizens or Mere Observers of the Process". The document contains a set of recommendations targeted at improvement of the coordination between decision-makers in this area, and improvement of the communication between decision-makers and citizens.

CDT's representative took part in work of the Government's working group, which prepared "Strategy for Informing Citizens about the European Union and Membership Preparations for Period 2014-2018".

The working group adopted a part of CDT's recommendations, including an obligation of conducting public opinion research, as well as obligation to organize regular meetings between decision-makers an media in order to improve cooperation. CDT gave suggestions for establishing mechanism for the Strategy evaluation, which have been partially accepted. Therefore, operative and consultative teams for monitoring of the Strategy implementation are established.

4. Montenegro and NATO

As part of the program area Montenegro and NATO, in 2014 CDT continued with Info Center's activities on Euro-Atlantic integrations, in order to improve public dialogue and increase awareness of Montenegrin citizens on this topic. Info Center was one of the key factors in communication about NATO integrations.

The beginning of 2014, toward NATO Summit in Wales, was marked by intensified communication campaign of Montenegrin Government, which resulted in an increase of public support, which, in March 2014, reached 45%. Local elections followed in number of Montenegrin municipalities, which put the topic of NATO integration in the background. Montenegro did not get membership invitation during Wales Summit and public support in autumn of 2014, fell down to 35%.

CDT's Info Center during the previous year led continuous dialogue on topic of NATO integrations and kept the status of one of the key points of the communication for all the interested parties in this area. CDT's representatives in 2014 made a direct communication with more than four thousand citizens, through partnership with media, our messages reached to a couple hundreds of thousands of Montenegrin citizens.

More than 1200 citizens had the chance to hear different opinions of NATO advocates and opponents, as a part of more than a hundred public events organized by CDT, but also the Government and other NGOs at our premises. In the previous year, CDT organized nine citizen hours, seven movie nights and 15 workshops, presentations and panel discussions. Info Center's

guests were high officials of NATO, ministers, MPs, leaders of political parties, media editors and experts. In February 2014, in cooperation with the Montenegrin Parliament we organized conference on topic **"Role of the Parliament in the Process of Euro-Atlantic Integration"**, which gathered 50 MPs, Government and diplomatic corps representatives, as well as media and civil society representatives.

In the previous year, CDT sought to communicate the topic of NATO integrations with as many citizens as possible throughout Montenegro. During 2014, 38 interactive workshops were held for around 1300 high school graduates in Podgorica, Nikšić, Kolašin and Danilovgrad.

We organized workshops for around 100 citizens in local communities in Podgorica, Nikšić and Danilovgrad. We explained different topics of NATO agenda through 15 info points, where we talked with more than 1000 citizens from Bijelo Polje, Tivat and Mojkovac. NATO public communication was additionally presented through 15 political caricatures entitled "Montene-

gro and NATO", which were promoted on social networks, and through exhibitions in Kolašin, Cetinje, Nikšić and Podgorica.

In 2014, CDT continued its successful cooperation with the media. Together with the agency MINA, we organized "NATO Info Service" through which 500 news about NATO and Euro-Atlantic integrations were published. In cooperation with TV Vijesti, seven short TV shows "Info Center" were prepared and broadcasted. The shows introduced wider public with attitudes and messages of the Info Center's guests. Furthermore, we prepared three talk-shows with TV Vijesti, through which relevant guests spoke about the role of the Parliament in Euro-Atlantic integrations, the role of NATO in emergency situations, and commented the outcome of the Summit in Wales.

CDT's activities in communicating NATO integrations in 2014 were supported by: British Embassy, U.S. Embassy, Embassy of Canada, Embassy of Turkey, Public Democracy Division and Montenegrin Government's NATO Membership Council's Communication Team.

5. Civil Society

The most important activity within the program area Civil Society during the previous year was the project **"Engage to Change – Montenegro on Twitter"**. The goal of the project was to use Twitter as a channel of communication and to promote the new sides and image of Montenegro, to ensure citizen activism in Montenegro, but also to connect with regional initiatives and promote Montenegro in the region. The project was implemented in cooperation with Vijesti Portal and TV show Robin Hood.

During the previous two years, 29 prominent individuals tweeted from the account **@cgtvituje**, on different topics like the rule of law, human rights, gender equality, citizen activism, youth activism, biodiversity, social responsibility of the companies, culture, sports, etc. The project rose a couple of important initiative, such as simulation exercise regarding movement of persons with disabilities, organization of lectures, citizen initiative and researches. Montenegro on Twitter directly connected interested citizens with decision-makers and other influential public persons, i.e. parts of society, which didn't have a lot of contact.

During 2014, CDT continued to participate in USAID's Europe and Eurasia Civil Society Sustainability Index preparation. CDT was also actively involved in development of strategies, reports, and regulation related to civil society. CDT's representative was a member of Working group for analyses of the institutional framework for NGO work, established by the Ministry of Interior.

IV PROGRAM SUPPORT

1. Research Center

In 2014, CDT continued with work on improvement of its research capacities with support of Think Tank Fund. Creating a system for evaluation of research and organizational influence on public policies, was the most important achievement in the previous year.

In consultations with a supervisor professor Martin Brusis, PhD from the University in Munich, CDT created evaluation mechanism (matrix) which is used for grading CDT performance in four dimensions: research, public policies, advocacy, and learning. Each of these dimensions is divided into sets of indicators, with different values established according to specific Montenegrin context. Thus, we are able to identify benefits and shortcomings of our researches and public policies, quantify the performance and accordingly make assumptions for measuring the progress.

2. ICT

At the end of 2013, CDT created a new web portal of the organization, which is completely reconstructed and redesigned in a way to serve as a strong advocacy mechanism. Special place on the portal is provided for investigative and data journalism contents. In 2014 the development of the portal was continued. It is now used as a basis for communication of organization with the public in each program area, but also as a mean of advocacy with decision-makers. Currently, the portal is following all CDT's

research and advocacy projects and campaigns. Also, a database was created and it contains topics regarding CDT's work for further journalistic elaboration, and it is constantly updated with new topics and ideas. In 2014, CDT established strategic partnership with journalistic agency MINA that enabled for all journalistic stories from CDT's portal to be conveyed by all the media in Montenegro.

Parallel with the development of the portal, CDT's team in the previous year became skilful in making info-graphics, as the best way for simple representation of research results, processes and messages to the citizens and decision-makers.

Additionally, CDT in the previous year significantly enhanced its presence on the social networks. Not only that database of people following CDT on the networks was expanded, but also the

presentation of our work is conducted in a more interesting way, with higher interaction with users.

In 2014, CDT got Windows 8.1 and Office 365 system as a donation from Microsoft. Office 365 allows that intern communication, document archiving, planning, cost monitoring and other everyday organization activities take place within contemporary "cloud" service supported by Microsoft. During the last year CDT ICT team analyzed test version of the system and prepared the rest of the team for transfer to Office 365.

At the end of the year, the transfer of everyday activities and communication within organization to Office 365 platform has started. It is planned that this system in 2015 completely replaces different systems of online collaboration used by CDT so far, which will simplify and speed up administrative procedures in the organization.

ActionSEE

In 2014, CDT strengthened regional cooperation with organizations, which use new technologies for the development of democracy and good governance. Jointly with association Zašto ne (B&H), Foundation Metamorphosis (Macedonia) and Center for Research, Transparency and Accountability – CRTA (Serbia) we established regional network ACTION SEE (The network for responsibility, transparency and openness of institutions in the South-East Europe). Members of the network will be working on promotion and establishing responsibility and transparency

of the authorities, creating potentials for citizen activism and participation, promotion and protection of rights and freedom on the Internet, and improving capacities of civil society organizations and individuals in the region for using technology for promotion of democracy.

3. Reports for International Organizations

CDT, in the previous year, continued to prepare detailed national reports for USAID Europe and Eurasia Civil Society Sustainability Index and for Transformation Index of Bertelsmann Foundation. Through participation in these projects, CDT managed to position itself as the main address for numerous international organizations, which seek for objective evaluation of social and political situation in Montenegro.

Civil Society Organization Sustainability Index is report on general state of civil society in each of the countries included in the project. Index emphasizes progress and regression of the civil sector and allows comparison between countries and regions for different time periods.

Bertelsmann Transformation Index is grading the level of democracy, market economy and political governance in 129 transition and countries in development. It grades progress and poor results on the road towards democracy based on the rule of law and socially-responsible market economy.

V FINANCIAL REPORT

1. CDT's Income and Expenses

CDT's total income in 2014 was 285.212,97 €. In addition to donations for implemented projects in 2014, Microsoft donated, as a support for the development of CDT ICT sector, software in a total value of 24,775.00$.

CDT'S PROJECTS AND DONATIONS IN **2014:**

NAME OF THE PROJECT	DONOR	AMOUNT
Support for the development of CDT's research capacity	Think Tank Fund, Open Society Instiute	50.000,00$
CSO Sustainability Index	USAID MSI	6.4350,00 $
"Southeast Europe: Capacity Building for Monitoring, Advocacy and Awareness Raising"	European Commission *80% co-financing	52.501,16 €
Using New Media to Promote Government Transparency	National Endowment for Democracy, Washington, USA	36.860,00 $
Money and Politics	Balkan Trust for Democracy (German Marshall Fund), Washington, USA	42.500,00 $

Initiative for Transparency of Criminal Justice System of Montenegro	INL – US State Department's Bureau of International Narcotics and Law Enforcement Affairs through the United States Embassy in Podgorica	27.835,00 €
Freedom of Information – Tool for Democratization	The Network of European Foundations for Innovative Cooperation – European Fund for the Balkans	13.960,00 €
Consult the People	U.S. Embassy	14.040,00 $
Increasing Legislative Transparency in the Western Balkans	International VišegradFund	1.500,00 €
Engage to Change – Montenegro on Twitter	United Nations Development Programme	9.956,00 $
Info Center on Euro-Atlantic Integration	NATO PDD	12.000,00 €
Info Center on Euro-Atlantic Integration – Creative approach to integration	Embassy of Canada	20.763,00 €
Info Center on Euro-Atlantic Integration	British Embassy	30 462,00 €
NGO Communication Strategy on Euro-Atlantic integration	U.S. Embassy	4.498,00 $
Info Center on Euro-Atlantic Integration	Communication team of Council for Membership to NATO	3,785.00 €
Info Center on Euro-Atlantic Integration	Embassy of the USA	10.000,00 $
Info Center on Euro-Atlantic Integration	Embassy of Turkey	3.000,00 €
Exploring NATO with citizens: Fears and Aspirations	U.S. Embassy	17.000,00 $

Election Monitoring Program	Rockefeller Brothers Fund	45.000,00$
From free access to information to open institutions	British Embassy	30.653,63 €
Participate and Vote	Commission for allocation of part of income from lottery funds	6.280,00 €
Microsoft software	Microsoft	24,775.00 $

CDT's expenses in 2014 amounted to **284.964,53€**.

122.415,06€ was allocated for salaries and benefits of employees and external consultants.

59.583,50€ was allocated for taxes and contributions.

25.611,71€ was allocated for office lease, regular maintenance costs and monthly bills.

53.001,79€ € was spent on services and implementation of project activities.

Detailed overview of CDT's expenses in 2014 divided by categories:

EXPENSES	AMOUNT	%
Salaries of employees	84,135.23	29.52%
Costs of outsourcing	38,279.83	13.43%
Taxes and contributions on salaries of employees	55,533.31	19.49%
Taxes and contributions on fees for external consultants	4,050.19	1.42%
Office lease	6,295.20	2.21%
Cost of services (services, printing, accounting, marketing, transport)	44,704.66	15.69%
Material expenses (office material and consumables, electricity costs, phone costs, utilities, maintenance)	19,316.51	6.78%
Depreciation expense	12,235.48	4.29%
Expenses of negative exchange rate diffe-ences, taxes, interest rates and bank fees	995.47	0.35%
The costs of organizing seminars and conferences (team, hotel accommodation and flights)	8,297.13	2.91%
The cost of projects with partner organizations	4,600.00	1.61%
Costs of donations and sponsorships	960.00	0.34%
Other non-material expenses	5,561.52	1.95%
TOTAL EXPENSE	284,964.53	100.00%