

ANNUAL REPORT

2009

ABOUT US

The Center for Civil Communications was established in April 2005, as a nongovernmental, nonprofit, and nonparty association of citizens whose main mission is to enhance and develop the communication among all societal factors in the Republic of Macedonia regarding processes of wider societal importance, as well as to monitor, analyze, and enhance the sociopolitical and economic processes in the country, primarily in the areas of anticorruption, local government and economic development.

The Center for Civil Communications realizes its mission via organizing and conducting investigations, analysis, monitoring, trainings, seminars, and panel discussions, as well through publishing reports, publications, and manuals for work.

Target groups

Our activities are primarily directed toward the public and state institutions and organizations on both central and local level, journalists, media, business subjects and their associations. Apart from the representatives from the target groups, the citizens also feature as beneficiaries of our services, who, ultimately, need to feel the benefits and results from the successful conducting of our activities, above all – decreasing the corruption in Macedonia, which would in turn enable more quality and cheaper services, greater competition, rule of law, further democratization and raising the general level of the living standard and the wellbeing of the population.

Structure

The governing and managing bodies of the Center for Civil Communications include an Assembly, Executive Board and President of the Executive Board.

The Assembly brings, revises, and supplements the Statute and work program, adopts an annual work report, a final account and a financial plan, elects and relieves members of the Executive Board etc.

The Executive Board devises and suggests changes of the Statute, conducts the policies of the association, the statutory assignments and the decisions of the Assembly, creates an annual program and work report, brings guidelines and other documents, manages the estate etc. The Executive Board is accountable for its work to the Assembly.

The President of the Executive Board is also the president of the association. He is a managing organ, guiding and organizing the work in progress and is accountable to the Executive Board. He is a signatory of the account of the association and authorizes another member as a second signatory. He is responsible for executing the financial plan and program for work, represents the association, concludes contracts in the name and on account of the association, etc.

Partnerships

In the course of its work, the Center for Civil Communications has forged several partnerships and long-term cooperation with domestic and foreign organizations.

In 2009, a partnership was concluded with the nongovernmental organizations NGO Infocenter from Skopje and EHO from Stip for a joint implementation of the USAID project for transparent local governance. Within this project, the three partner organizations signed memorandums for cooperation with the mayors of the first four municipalities that enter the pilot stage of the project: Stip, Strumica, Vinica, and Sveti Nikole.

In 2008, a partnership was signed with the Romanian Center for Investigative Journalism for a joint implementation of the project Decreasing Corruption: Exchange of Experiences and Best Practices in Investigative Journalism between journalists from Macedonia and Romania. In completing its activities, the Center has a close cooperation with the State Anticorruption Committee, the Public Procurements Bureau, the Balkan Investigative Network (BIRN), the Chamber of Commerce of Macedonia, the Association of Chambers of Commerce, etc. Within the Center for Civil Communications functions a network of investigative journalists from Macedonia, including leading investigative journalists who went through the trainings of the Center and with whom the Center regularly cooperates in its work.

Staff

The Center for Civil Communications has three full time employees and five permanent associates (legal, economic, and anticorruption experts). Apart from the employees and the permanent external associates, the Center also cooperates with a number of experts from various other areas. The team of the Center for Civil Communications is consisted of: German Filkov (president), Sabina Fakic (project manager), and Elena Ristevska (finance and administrative assistant).

Filkov is a former journalist and editor, with vast experience in the area of economy, media, and communications. He has a degree from the School of Economy and a Masters degree in the area of economy, and is currently working on his PhD in the same area. He has accomplished numerous visits and stays for professional development abroad, including a one year specialization in communications at the Missouri School of Journalism. He followed his many years of work as a journalist who reported on the most important events of the transition in Macedonia as a trainer of journalists for media relations and as a researcher on the field of corruption.

Fakic is also a former journalist and editor – in – chief of the most influential medium in the country, with vast experience in the areas of economy, media, and communications. She has continued her fruitful media experience as an experienced journalist and editor as a researcher, project manager, and trainer of journalists for media relations. She has attended numerous professional development trainings, including the International Leader Program of the US State Department.

Elena Ristevska is a student in her final year at the School of Journalism. She has attended a number of trainings on administrative – financial work, work on projects, budgeting, endorsement, etc. She is also responsible for administering the Internet site of the Centre.

The team of permanent external associates of the Center, among others, is consisted of Vanja Mihajlova, a domestic and regional anticorruption expert, former member of the State Anticorruption Committee, Miroslav Trajanovski, a legal and public procurements expert, one of the creators of legal solutions in this area, Darko Janevski, a legal expert, as well as a leading expert in the area of electronic procurements, Igor Mojanoski, a jurist and junior researcher, and Damjan Siskovski, a jurist and junior researcher.

STRENGTHENING THE ROLE OF THE MEDIA IN THE FIGHT AGAINST CORRUPTION (2008 – 2009)

The project enhances the journalistic standards for investigating and reporting on corruption and strengthens the capacity of the media for accomplishing their role in the fight against corruption. The starting point is an in – depth analysis of the manner in which the Macedonian media report on corruption, as well as detecting the main weaknesses in their reporting. From this starting point recommendations are drawn for enhancing the journalistic standards, whose implementation is ensured through a training of 12 investigative journalists from the leading media in the country. With these activities one of the chief problems is overcome, as detected in the State Strategy for Decreasing Corruption – inappropriate coverage of corruption on the part of the media. The project has been financially supported by USAID, through the Institute for Sustainable Communities.

Bearing in mind the scope, extent, and manner of monitoring, this is a one of its kind and so far the most comprehensive and in – depth monitoring ever conducted in the country, which offers relevant quantitative and qualitative indicators of the manner in which the media report on corruption.

This involves a direct monitoring of the articles on corruption published from 1 January until 31 December 2008, in five daily newspapers (Dnevnik, Vecer, Vreme, Utrinski Vesnik, and Fakti). The summary results from the monitoring were the subject of analysis within the research, rather than the results from any separate newspaper.

The monitoring included articles which referred to corruption, corruption practices, allegations and suspicions of corruption, abuse of public funds, as well as the anticorruption measures, activities, and policies that were taken.

The published articles and their content, among other things, were analyzed from the following points of view: the page number on which the article was published; the size of the article; announcement of the article on the front page; illustrations of the article; author of the article; the genre of the article; number, status, formality and location of the article's sources; a fair and balanced approach; occasion for the article; the area in which the case of corruption occurs; the act of corruption; possessing documents and evidence as confirmation of corruption; belonging of the perpetrator of corruption (current or former government), etc.

The results from the monitoring and the analysis of the manner in which the media inform about corruption point to the general assessment that the media in Macedonia do not fulfill their role in the fight against corruption and there is still great room for enhancing the professionalism and the manner of reporting on corruption. The key flaw of the current reporting of the media on corruption, from a professional point of view, is the absence of respect for the basic professional standards in journalism. In a great number of articles there is an absence of sources, as well as basic journalistic principles, such as a fair and unbiased approach.

Apart from this, the insufficient presence of investigative journalism in this area is also surprising, as the almost only way to detect and expose corruption activities which, in the nature of things, do not wish to be disclosed; hence, it is necessary for the media to invest additional efforts to disclose them. The problem is more serious if you bear in mind that this conclusion stems from a monitoring which was conducted on printed media, which, in their nature, need to offer more investigative and analytical stories. On the other hand, deprived of such important information, the public (citizens) cannot make relevant decisions on important issues about their private, working, and social life.

Bearing in mind that, on the one hand, there is a large number of articles on corruption, while on the other hand they are not grounded in journalistic investigation and they are not processed in – depth and analytically, but rather initiated from the state authorities, it can be concluded that an impression is created in the public that the media have the freedom to inform about corruption freely and without any pressure, whereas they actually create a distorted image of the problems with corruption in Macedonia.

The results from the monitoring of the media's reporting on corruption in Macedonia were presented on a workshop on which editors and journalists from all the relevant media in the country participated, which took place in June in Skopje. The workshop resulted in joint recommendations for enhancing and strengthening the role of the media in the fight against corruption in Macedonia.

In October 2009, 12 investigative journalists from the leading media in the country were trained for an appropriate implementation of the recommendations for strengthening the role of the media in the fight against corruption in Macedonia.

In order to grasp the results from the project, in the end, a final monitoring was conducted of the articles of the trained journalists after the completion of the training, which showed a significant improvement of the manner of reporting on issues related to corruption.



A PROJECT ON TRANSPARENT LOCAL GOVERNANCE (2009 – 2012)

The project develops mechanisms for increasing the transparency, accountability, and responsibility of the local governments in Macedonia, encouraging greater participation of the citizens and the local business community in the decision – making process in the local governments and exchange of best practices and experiences among the municipalities in the country as well as the region. The project activities will contribute toward decreasing the level of corruption in the local communities and strengthening the trust of the citizens and the business representatives in the local governments. The project is conducted in partnership with the nongovernmental organizations EHO from Stip and NVO Infocentre from Skopje and is financially supported by USAID Macedonia.

In the first four months since the implementation of the project from September to December 2009, in cooperation with the partner organizations, a research of the current practices was conducted in the four pilot – municipalities from eastern Macedonia: Stip, Strumica, Vinica, and Sveti Nikole, conducted according to a previously made detailed methodology.

The purpose of the investigation was to obtain relevant data about the satisfaction of the citizens, their associations and the business community with the services provided by the municipality, as well as to detect potential weaknesses in the work of the municipalities, in the direction of transparent, efficient, and accountable working.

In the research special survey questionnaires were used for each separate group of interviewees: the municipalities, the citizens, the civic associations and the firms. This approach enabled us to reach relevant information about the experience of each separate target group; to include the specifics of the relations that each of these separate target groups has with the municipality; to come up with a comprehensive picture of the conditions in the municipality and to reduce the risk of bias in the evaluation of the work of the municipality.

In the survey of the public opinion of the citizens from these municipalities sample target was used. 959 citizens were interviewed who in the period of two weeks of the research had contact with the municipality.

Given the relevance of their experience and their good knowledge of the work of the municipality in the research of the civil sector 80 active nongovernmental organizations in the municipalities were included (20 in each municipality).

In the research of the business sector a representative sample of 85 companies was included selected at random from the firms registered in the municipal offices for local economic development.

The results from the survey served among other things to determine: does the municipality inform the citizens about its work on time and appropriately; are the citizens included in reaching decisions and in what way; how does the municipality cooperate with the civic organizations and the business sector; what are the weaknesses in the functioning of the municipalities; does the municipality have built-in mechanisms for detecting illegal and unethical work; is an active anticorruption policy conducted and are the citizens involved in this fight and, is the municipality accountable for the results of its work.

The results from the research will serve as a basis for devising recommendations in order to take measures for overcoming the determined weaknesses and enhancing the work of the local authorities.

MONITORING OF THE PUBLIC PROCUREMENTS ON THE CENTRAL AND LOCAL LEVEL (2008-2010)

The project analyses the implementation of the procedures and the system of public procurements in the country in light of the new Law on Public Procurements from the view point of the transparency, competitiveness, equal treatment of the economic operators, non-discrimination, legal proceeding, cost-effectiveness, efficiency, effectiveness, and rational using of the budget, endeavoring to obtain the best bid under the most favorable conditions, as well as accountability for the money spent in the process of public procurements.

160 randomly selected public procurements procedures are followed and analyzed annually on a central level by means of direct presence at the opening of the bids, in-depth interviews with the bidders and the authorities who announce the procurements, collecting information from Public Procurements Bureau, and from other involved institutions. The results from the monitoring also include recommendations for enhancing the process of public procurements. The project is financially supported by FOSIM.

The research has generally shown insufficient transparency of the state organs in the spending of the public money and wide room for manipulation and abuse in the public procurements procedures, hence enhancing the process.

The results from the conducted monitoring along with an analysis of the remarks and with recommendations for enhancing the process of public procurements and decreasing the room for abuse and corruption, are published in four quarterly reports. Each report was followed by a press conference or a panel discussion through which the media, the expert and wider public, as well as the concerned authorities, institutions, and organizations were acquainted with the findings and the recommendations from the project team.

In the course of the monitoring, several types of questionnaires were used, which were intended for various concerned parties in the area of public procurements.

The observers used one of the questionnaires when they were present at the public opening of the bids, in order to note the actions undertaken during the public opening of the bids and collecting the information needed for further analysis.

A second questionnaire was devised and distributed to the economic operators. These questionnaires contained two groups of questions: general, related to the experience and the opinion of the firms regarding the handling of the public procurements in Macedonia, and separate ones, which referred to the experience in a concretely monitored public procurements procedure.

A third questionnaire was intended for the contracting authorities who conducted the procurements. This questionnaire was sent to the contracting authorities after the expiry of a certain reasonable period of time since the completion of the public opening of bids. This questionnaire also contained a general part in which information were requested on the public procurements plan, the number of procedures, etc., while the other part contained questions and requests for information on specific public procurements procedures which were monitored (a decision for selection or annulment, filed appeals, etc.)

Apart from this, with a certain number of economic operators there were direct meetings as well, on which in – depth interviews were conducted from which we obtained more detailed and extensive information and viewpoints than could be otherwise received from the answered questionnaires. However, the meetings and the in – depth interviews were mostly used as a means of collecting information from the state authorities who have specific, bigger or smaller, authorizations in the public procurements area. Part of these meetings was accompanied by an exchange of additional official written information. Among the institutions with which such meetings were arranged and whose information contributed to a better analysis were: the Public Procurements Bureau, the State Commission on Public Procurements Appeals, the Constitutional Court, the State Audit Bureau, the Public Prosecution, the Ministry of Finance (Sector for Internal Audit), the Financial Police and the State Procurator.

Finally, a useful source of information, at least in the area of economic analysis and legal protection, were the official publications of the Public Procurements Bureau and the State Commission on Public Procurements Appeals (the annual reports of the Bureau for 2008 and 2009, the semi – annual report of the Bureau for the period January – June 2008, the two electronic newsletters published by the Bureau during 2009, the report of the State Commission for the period November 2008 – March 2009 and the publicly announced decisions on the appeals of the State Commission for the period January – March 2009).

STRATEGIC PLANNING AND STRENGTHENING OF THE CAPACITIES

The team of the Center for Civil Communications, together with a dozen associates, experts and representatives of various concerned parties, held a three day workshop on strategic planning, as a result of which in 2009 the Center devised many important documents which specify and profile its future operations. These include the Three – year Strategic Plan (2010 – 2012), Fundraising Startegy and Plan, Communication Strategy, documents for evaluation and self – evaluation of the work performance, an Annual Program for 2010, as well as a range of other documents, policies, and procedures for work.

Within the same project for leading nongovernmental organizations, many other steps were undertaken for institutional and administrative enhancement of the work of the Center, primarily in the area of material – financial work and records, reporting, evaluation and monitoring of the activities, etc.



OUR WORK IN OUR FIVE YEAR EXISTENCE

In the course of its five year operation, the Center for Civil Communications has focused its work on two groups of mutually related activities: monitoring and disclosing of corruption practices and, based on that, recommending measures and policies for narrowing the room for corruption and enhancing the ability of the journalists and the special role of the media in the fight against corruption in the country. In this direction, the Center has so far proposed hundreds of recommendations for taking measures for enhancing the areas in which it is operating and has trained around 150 journalists from print and broadcast media, as well as from national and local media in the country. Apart from its project activities, the representatives of the Center, as experts, contribute to a number of activities conducted by other organizations: participation in the working team of experts who created the three year state strategy for fighting against corruption, participation in the committee for awarding rewards for good governance in Macedonia etc.

The more important activities so far include:

Decreasing the corruption: Exchange of experiences and best practices in investigative journalism among journalists from Macedonia and Romania (2008 – 2009)

Through partnership with the Romanian Center for Investigative Journalism, 10 journalists from the most relevant national and local media from Macedonia were trained by leading trainers in investigative journalism from Romania, on advanced techniques in investigative journalism. After the training, the journalists spent some time in Romanian media, where together with their colleagues from Romania, they worked on investigative stories, which were afterwards published in their media in Macedonia. The project resulted in forming a network of investigative journalists as part of the Center for Civil Communications. The project was financially supported by the program „East - East“.

Measures for decreasing the corruption in Macedonia (2007 – 2008)

After determining the most vulnerable areas to corruption in Macedonia in the first phase of the project, by means of this project a total of 156 concrete measures that need to be taken by the authorities were created and recommended in order to narrow the room for corruption. The project included a comparison with the best practices from other countries, a series of workshops on which experts and representatives from the interested parties discussed and suggested ways to narrow the room for corruption, prioritizing the measures and sending them to the relevant institutions and the media, as well as monitoring their implementation. A large number of the measures were taken, the more significant of which include: giving independence to the State Committee for Appeals regarding public procurements, whose members are now elected from the Parliament instead of the government, as was previously the case; acquiring an independent legal status of the Public Procurements Bureau, which has up until recently worked as part of the Ministry of Finance; starting the initiative for decreasing the bureaucratic procedures; providing legal protection for the students who report corruption; a more fierce fight against the construction mafia etc.

The project was financially supported by the Balkan Trust for Democracy.



A series of trainings for journalists from the local media in investigative journalism and reporting on the local government (2008)

The trainers from the Center conducted four regional trainings for about 30 journalists from the local media in order to enhance their abilities and capacities for researching and reporting on the work of the local government in light of the increased authorities of the local government, and in its turn the increased role of the local media for reporting on issues of interest of the citizens in the municipalities. The training also resulted in devising a Guide for journalistic reporting for representatives of the local media in Macedonia, published in both Macedonian and Albanian. The project was financially supported by the Program for Local Government of USAID Macedonia.

Training of journalists from the local media for enhancing their professional skills for reporting on issues of local interest (2007/08)

As part of the project, a total of 68 journalists from 16 local TV stations from all cities in Macedonia were trained. The trainings took place on the very spot in the newsrooms of the local media, as well as on the field during their everyday work. They were directed toward enhancing the skills of the journalists for focusing their stories on the interest of the citizens from the local community and toward improving the informing of the citizens about issues that relate to their everyday life, about which these citizens can only get informed precisely through the local media. The project was financially supported by the Program for Small Grants of the US Embassy in Macedonia.

Improving the journalistic skills for investigating and reporting on corruption (2007)

In fact, this project meant implementing the individual action plans of the representatives of the Center, who devised them during the training for improving the capacity for fighting against corruption, conducted by international experts of Crown Agents. Within the project, the Center trained a group of 8 journalists from leading local media for investigating and reporting on corruption, who then came up with their own investigative stories based on what they had learned and on the individual action plans completed in the course of the training. As a result of the project, CCC published the Manual for Journalists for Investigating and Reporting on Corruption, which it distributed among about 200 journalists from all media in the country. The project was supported by the program World Learning and USAID Macedonia.

Investigative reports on corruption in the Republic of Macedonia (2005/06)

The project encompassed in-depth investigations on corruption in several most vulnerable areas: public procurements, the composition of the management committees of public enterprises, providing services from the public administration, construction, education, and health care. The results from the investigation were published in analytical reports regarding the level, forms, and generators of corruption. The reports received wide coverage by the Macedonian media, with a total of 108 journalistic reports. Instigated by the reports, governmental representatives announced decreasing bureaucratic procedures, legal protection of the students who reported corruption, a more vigorous fight against the construction mafia, while the findings in the report on corruption in the health care was used as evidence that corruption is the first and foremost problem that has to be solved in the health care.

WHAT ARE WE GOING TO DO IN 2010?

The program for 2010 stems from our three year long strategic plan for the period 2009 – 2012. The main goals we wish to accomplish this year by implementing the planned activities are the following:

- Further enhancement of the public procurements system in Macedonia, not only on central, but also on local level, in order to accomplish greater transparency, competitiveness, equal treatment of the economic operators, no discrimination, lawfulness, economic, efficient, effective, and rational use of the budget, persistence to obtain the best offer under the most favorable conditions, as well as accountability for the money spent on the public procurements;
- Enhancing the role of the media as an important societal factor in the fight against corruption;
- Establishing principles and mechanisms for “good governance” in local municipalities;
- Raising the awareness for the principles of “good governance”, as well as for the measures and results taken in that direction.

We plan to achieve these goals by implementing the following mutually related activities:

- Monitoring the process of conducting the public procurements procedures both on central and local level for detecting the weaknesses and the possibilities for manipulation;
- Devising recommendations for enhancing the system of public procurements and narrowing the room for corruption in this area;
- Increasing the journalistic skills for reporting on the public procurements and the corruption in Macedonia;
- Determining the weaknesses of the local authorities and enhancing their transparency, accountability and responsibility, as well as increasing the participation of the citizens and the business sector in the process of making decisions within the local municipalities;
- Wider acquaintance of the representatives of all target groups with the principles of “good governance”, the measures taken in this direction and the positive experiences from other countries by means of publishing a special monthly anticorruption newsletter;
- Increasing the capacity of the representatives of our organization.



The media are a very important partner in our work. On the one hand, a significant part of our programs and activities include trainings of journalists and enhancing the role of the media in the fight against corruption in the society. On the other hand, the media are a tool by means of which we acquaint the wider public with the results of our investigations and with the measures we recommend to be taken in order to narrow the room for corruption in Macedonia. During 2009, the most influential media with the highest circulation in the country published over 50 articles and analysis that related to our activities. Here is a small number of them.

Dnevnik, 24 June, 2009

The public procurements received a score of 3

In the public announcements for medications and the construction of schools low criteria are requested, while for the procurement of shoes high criteria of the bidder are demanded, it was stated on yesterday's presentation of the results from the investigation of the Center for Civil Communications, which refers to the public procurements in the first three months of this year. The Center gave an average grade for conducting the public procurements procedures...

Vest, 24 June, 2009

15% of the public procurements fail

Up to 15% of the public procurements procedures are annulled, while the state institutions determine in their decisions that not a single offer is acceptable in spite of the fact that from 3 to 7 firms submitted a bid. This is shown in the investigation conducted by the Center for Civil Communications, which did a monitoring in the period from January to March this year...

Nova Makedonija, 24 June, 2009

The muddy criteria for public procurements should be cleared

There are very low criteria for grading in the public procurements procedures for medications and construction of schools, as opposed to high criteria for judging the quality of the procurement of shoes. These constitute just a part of the examples from which we can conclude that in the course of conducting the public procurements, no precisely defined criteria for grading exist in

all cases, as the investigation of the Center for Civil Communications on the public procurements in the country has shown, MIA reports.

Utrinski vesnik, 2 July, 2009

Apathetic journalism

... The bottom may not have been reached yet, but that the media are persistently heading for it, point the latest analyses of the Center for Civil Communications, which are really defeating for the media. Articles without sources under which the journalists most often don't even dare to sign their name, reports on corruption scandals based merely on news releases, without any consultations with the other party, are a sufficient sobering slap, as well as a call for some serious airing of the journalistic ranks.

Alfa TV, 22 August, 2009

CCC – The media do very little research on cases of corruption

The Center for Civil Communications concludes that the Macedonian media don't fulfill their role in the fight against corruption. According to the investigation of this nongovernmental organization, the articles on corruption are not based on journalistic research. Only in 8 percents of the published articles the journalist has decided to investigate a case of corruption himself/herself.

Forum, 22 October, 2009

The state needs to increase the control of the public procurements process

„The state needs to increase the control of the public procurements process, thus overcoming the present state of an exceptionally small number of public procurements procedures that have a court epilogue," it was concluded on today's presentation of the Report on Public Procurements in the country...

Vreme, 23 October, 2009

Every fourth tender is annulled

There is an increase in the trend of annulling the public procurement procedures, reaching a worrying 25 percent. In up to 40 percent of the procurements questionable elements for electing the most favorable bid are used, while the state has no effective mechanisms for control of the manner

in which the procedures are conducted. The electronic system for public procurements, which is supposed to provide transparency and objectivity, is almost not used. This is stated in the report on the monitoring of the public procurements process in the country, conducted by the Center for Civil Communications...

Vecer, 24 October, 2009

The annulment of procedures is on the increase. From the conducted monitoring of the public procurements process, the Center for Civil Communications concluded that there is an increase in the trend of annulling the public procurements procedures – up to 25 percent... The report recommends strengthening the role of the Public Procurements Bureau by awarding it authorization to monitor the public procurements process, whereby its recommendations and instructions would have a binding character.

Alsat M, 29 December, 2009

Insufficient transparency of the institutional spending

There is insufficient accountability of the state institutions regarding the spending of public money through the public procurements procedures, thus failing to respect the obligations from the Law on Public Procurements. This is just a part of the report concerning the results from the regular monitoring of the public procurements process, which is to be presented on Tuesday in Skopje.

The research, conducted by the Center for Civil Communications reached the conclusion that there is an increase in the number of appeals regarding public procurements on the part of companies...

Balkan Insight, 29 October, 2009

Macedonia's Public Procurements "Suspicious"

A lack of transparency and proper regulation of state tendering commissions lead Macedonians to be highly suspicious of corruption within public procurements procedures, a local survey has shown. Often the commissions delay or annul tenders, draw up highly subjective criteria and fail to adequately explain their decisions, the Center for Civil Communications, CCC, an NGO noted in its survey for the last quarter of 2009.



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