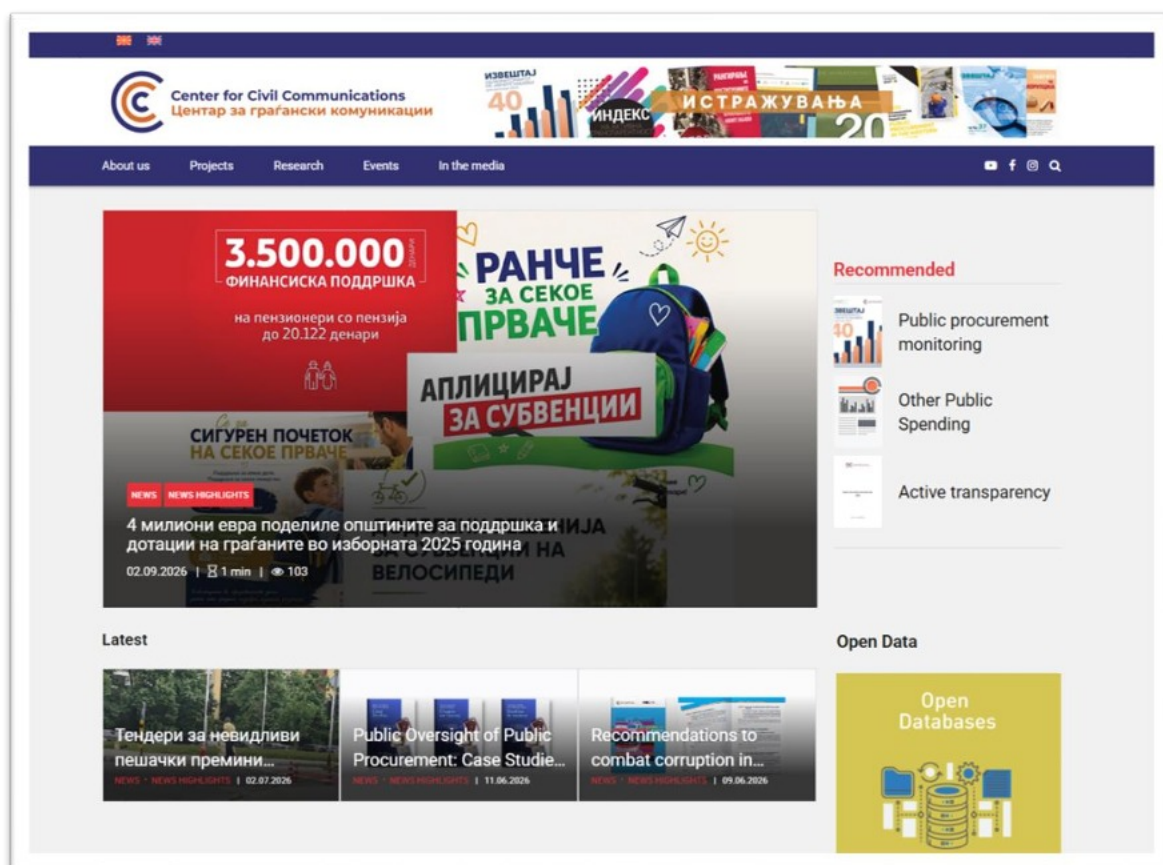


ANNUAL REPORT 2025

JANUARY 1 – DECEMBER 31, 2025



The interface of our new website launched in November 2025

January 2026

IN BRIEF

2025 was the 21st year of operation of the Center for Civil Communications (CCC) and the third year of implementation of the current five-year Strategic Plan (2023-2027).

This year, the dynamic work of previous years continued, as evidenced by the following summarized results:

- » A total of 10 researches were conducted;
- » 10 analyses were developed and published;
- » 5 open databases were developed and published;
- » 21 publications (reports, analyses and public policy documents) in Macedonian, Albanian and English were published and distributed, in electronic form and in 1,800 printed copies;
- » More than 300 tenders were monitored in depth;
- » 7 public events (workshops, forums and debates) were organized with a total of 132 participants;
- » CCC reports, recommendations, research and manuals were downloaded more than 300,000 times from the website www.ccc.org.mk;
- » CCC posts on social networks had 1,622,079 views;
- » 514 media articles were published based on our activities and the results of their implementation in 200 different media in the country and the region;
- » Hundreds of specific measures were recommended for narrowing the room for corruption.

In 2024, the regular monitoring of public procurement in the country, which the CCC has been conducting for 18 consecutive years, continued, by detecting and indicating weaknesses and corruption risks in the public procurement system and by proposing measures to reduce the possibilities for abuse and the room for corruption. As a result, transparency and accountability in the spending of public money through public tenders, as well as the legal framework in the field of public procurement, have been significantly improved.

In the field of public procurement, in parallel with activities at the systemic level, the CCC also conducts activities to determine transparency, accountability and integrity in public procurement at the institutional level. This year, these aspects were investigated and analyzed in public procurement of municipalities. At the sectoral level, this year, the risks of corruption in public procurement of healthcare were analyzed. A cross-sectional study of data on 360 elected and appointed officials from the executive branch at national and local levels was also conducted, including data on public procurement of companies that the officials reported owning or being affiliated with.

This year, we began in-depth research and analysis in areas related to public procurement, i.e. the awarding of concessions and contracts for establishing public-private partnerships, as related areas and contracts to public procurement contracts.

In the other main area of activity – the field of improving the capacities of journalists and the media, significant activities continued in 2025 to strengthen investigative journalism and cooperation between the media and civil society organizations in realizing their common social role. Regular assistance to journalists in their investigations into corruption and the spending of public money also continued.

This year, the CCC conducted a number of research studies on important phenomena, issues and areas for further use by journalists and NGOs, which are published in an open format on the web portal <https://www.opendata.mk/>, which allows their further use by all interested parties.

The CCC's activities in 2025 were carried out within the framework of eight projects, financially supported by: the Swiss Agency for Development and Cooperation, USAID, the Kingdom of the Netherlands, the Swedish International Development Cooperation Agency (SIDA), the National Endowment for Democracy (NED), the European Union, the Open Society Foundation - Macedonia and the International Secretariat of the Open Government Partnership, and which are implemented independently or in partnership with other NGOs from the country and the Western Balkans region.

The CCC is a regular member of the Global Civil Society Coalition for the UNCAC, a global network of civil society organizations dedicated to promoting the monitoring and implementation of the UN Convention against Corruption (UNCAC).



More detailed information about the projects, their implementation, activities, results, achievements, donors and partners of the CCC can also be obtained on our website <https://www.ccc.org.mk/>, which since November 2025 has a completely new look, design and content.

ABOUT US

The Center for Civil Communications (CCC) was founded in April 2005 as a non-governmental, non-profit and non-partisan citizens' association. In its activities so far, it has focused its work on two groups of interrelated activities: (1) monitoring of state institutions and, based on that, recommending measures and policies to improve their work and reduce the space for corruption and (2) improving the ability of journalists and the special role of the media and non-governmental organizations in the fight against corruption and increasing the transparency, responsibility and accountability of state institutions.

In this regard, the CCC has so far developed and proposed several hundred specific recommendations for taking measures to improve regulations and practices in the direction of more transparent, accountable and responsible work of central and local governments, has trained more than five hundred journalists from national and local media on research and reporting on corruption and representatives of civil society organizations, and has developed, conducted and published more than two hundred researches, analyses and manuals.

Representatives of the CCC regularly participate in workshops and expert groups for creating strategies and measures to fight corruption and on other issues in the areas of activity of the CCC.

The activities of the CCC are aimed at employees of state institutions and bodies at the central and local levels, at journalists, businessmen and their associations, at representatives of non-governmental organizations, as well as at citizens at the local and central levels, as end users of the results of the organization's activities.

The CCC staff in 2025 numbered six employees and several permanent associates - experts from the spheres of activity of the CCC. The governing and management bodies of the CCC include the Assembly of the Association as the highest body, the Executive Board and the President of the Association.



PROJECT ACTIVITIES AND ACHIEVEMENTS

USE OF BENEFICIAL OWNERSHIP DATA TO REDUCE CORRUPTION (2023-2026) – A PROJECT SUPPORTED BY THE SWISS GOVERNMENT (SDC) THROUGH CIVICA MOBILITAS PROGRAM

The project improves transparency, accountability and efficiency in the spending of public money by encouraging and promoting the use of beneficial ownership information in the fight against corruption. The project contributes to the actual use of data from the Beneficial Owners Registry as a tool in the fight against corruption.



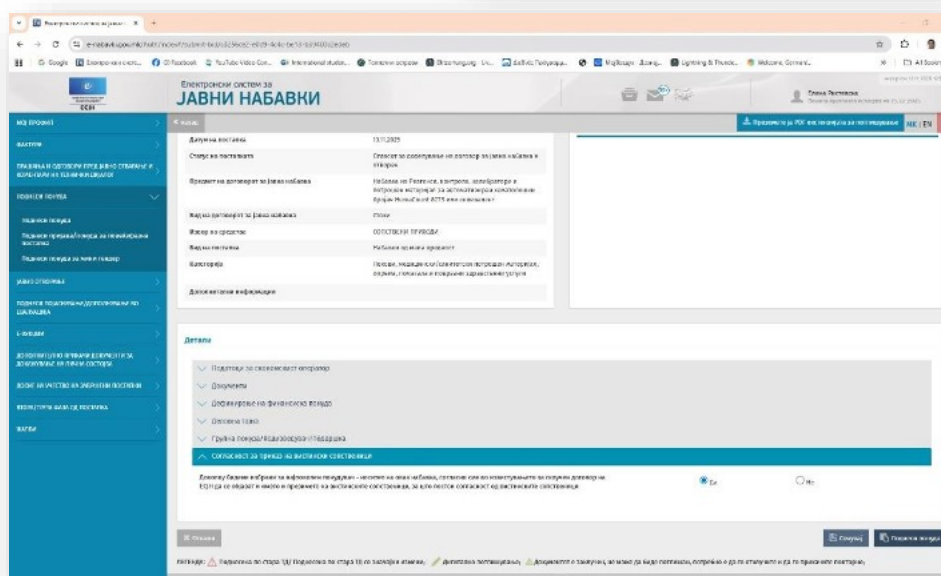
During 2025:

- » The "[Research for detecting possible conflicts of interest and abuse of power in public procurement among politically exposed persons](#)" was conducted and published, which showed significant gaps and inconsistencies in the reporting of ownership and interests of officials on the path to detecting corruption.
- » Starting from November 17, 2025, the names of the beneficial owners of companies that have received a public procurement contract began to be published on the Electronic Public Procurement System. This fulfilled the commitment that the CCC proposed in the [National Action Plan for the Open Government Partnership 2024-2026](#) and directly participated in its implementation through membership in the working group where representatives of all involved parties are also members. This commitment was selected by the Government and proposed as the Macedonian nomination for the so-called [OGP challenge](#), an initiative of the International Secretariat of the Open Government Partnership for a competition between countries for the best commitment.
- » 20 investigative journalists and representatives of civil society organizations in the field of anti-corruption and good governance improved their knowledge and skills on how to find, use, check and cross-reference data from a variety of databases and registers to detect and prevent corruption and conflict of interest. The two separate workshops,

held in Kumanovo and Skopje, were led by representatives of the State Commission for the Prevention of Corruption and the Public Procurement Bureau.

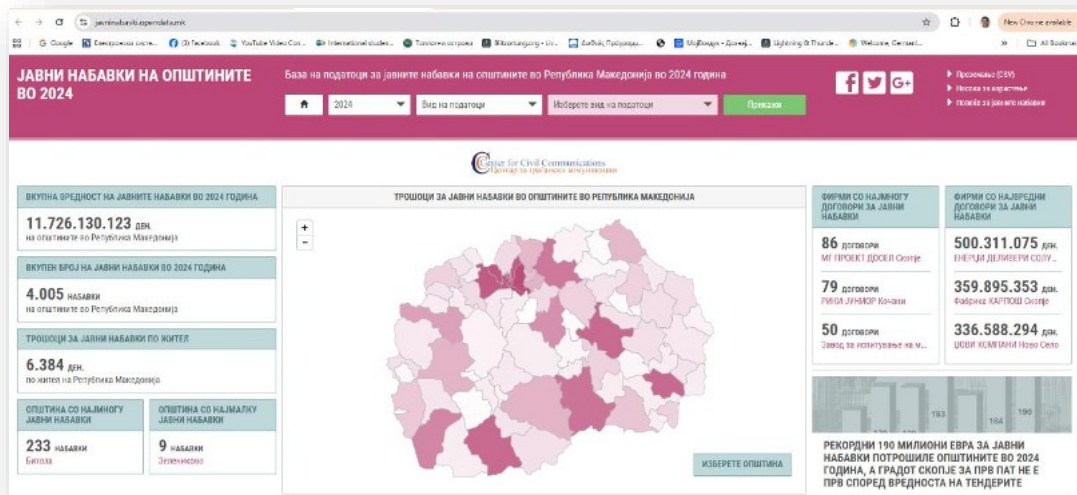
- » Some of the solutions for the identified gaps and inconsistencies in the possibilities for detecting and preventing corruption when checking and cross-referencing information from various registers and databases, have been incorporated into the proposals for measures in the development of the Draft-National Strategy for the Prevention of Corruption and Conflict of Interest 2026-2030.

The project is being implemented in partnership with the Center for Active Citizens Aktivno Veles and the Association of Tax Advisors of the Republic of Macedonia from Skopje.



CREDIBLE JOURNALISM FOR REAL CHANGE (2023-2026) – A PROJECT FUNDED BY THE SWEDISH INTERNATIONAL DEVELOPMENT COOPERATION AGENCY (2023-2026)

The project involves the development and publication of research, analyses and databases on issues and topics of public interest.



During 2025, eight in-depth researches were conducted in different areas and 6 reports and databases were published on our website www.ccc.org.mk, on our portal www.opendata.mk and in the media:

- » Research and database on winter road maintenance costs;
- » Research and database on the procurement of passenger vehicles by state institutions;
- » Research and database of companies whose licenses will be revoked following the inspections triggered by the fire tragedy in Kocani;
- » Research and database on public procurement of municipalities in 2024;
- » Research and database on the financial results of local public enterprises;
- » Research and database on municipal expenditures for New Year's decorations.



The project is implemented in partnership with the Balkan Investigative Reporting Network, Macedonia (BIRN) as the lead partner.

COMBATING CORRUPTION IN HEALTHCARE PUBLIC PROCUREMENT (2025-2027) – A PROJECT FINANCED BY THE NATIONAL ENDOWMENT FOR DEMOCRACY (NED)

The project promotes transparency and accountability in public spending in the health sector.



During 2026:

- » A research was conducted and a report was published on [public procurement in the health sector over the past ten years](#), which detected risks and possible corruption in public procurement in health care, which increased two and a half times in ten years, despite the decline in services provided in public health institutions.
- » A study was conducted and a report was published on [competition and key “players” in public procurement in healthcare](#), which showed that the enormous increase in the value of procurements did not lead to increased competition between companies, but rather that funds were concentrated among a small number of bidders.
- » Two debates were held with more than 50 representatives of the involved and affected institutions to present the results of the research, discuss the main findings and formulate recommendations for improvement.
- » A study was conducted on corruption schemes in healthcare procurement revealed through legal protection, the report of which will be published in 2026.



DW ВО ФОКУС Војна во Украина Balkan Booster Избори 2024 Најнови видеа ТВ во живо

ЕКОНОМИЈА | СЕВЕРНА МАКЕДОНИЈА

Тендерите во здравството растат, конкуренцијата опаѓа

Даниела Трпческа-Зафировска
23.12.2025

Истражување на Центарот за граѓански комуникации открива дека тендерите во здравството пораснале двојно, но конкуренцијата останува ограничена

f x

A nurse in a white uniform is standing in a hospital corridor, talking to a group of people sitting on the floor. The corridor is brightly lit with yellow walls and a red stripe.

Јавното здравство троши сè повеќе, а дава сè помалку, покажува истражување на ЦГК



Фото: Енвато

11/11/2025 - 12:27

ВЕСТИ. ГРАЃАНИ

FAIR SPENDING FOR FAIR ELECTIONS: MONITORING MUNICIPAL PUBLIC PROCUREMENT IN THE ELECTION YEAR (2025-2026) – A PROJECT FUNDED BY THE EUROPEAN UNION AS A SUB-GRANT AWARDED UNDER “EU SUPPORT TO CIVIL SOCIETY RESOURCE CENTRE – PHASE 2”

The project contributes to increased transparency and accountability in local government by monitoring public procurement expenditures in municipalities during the election year, reducing the possibilities for misuse of public funds to achieve electoral advantage.



During 2025:

- » » A survey was conducted and a report was published [on government funds allocated for infrastructure projects in municipalities](#) from the money from the so-called Hungarian loan.
- » » A [detailed overview of the survey data](#) was prepared and published for each municipality in the country.



CITIZENS AGAINST CORRUPTION – USAID PROJECT (2023-2028, TERMINATED IN JUNE 2025)

The project increases the engagement and cooperation of citizens, civil society, the media and the private sector in the fight against corruption, to improve the government's response and effectiveness in dealing with corruption in all sectors at the national and local levels.

During 2025:



- » The implementation of "citizen oversight" of public procurement in municipalities continued, where, together with citizens and representatives of the civil sector, questionable procurements are detected and in-depth investigations are conducted.
- » Representatives of the CCC organized and participated in meetings with citizens and local civil society organizations from Kriva Palanka and Gostivar to involve them in reporting and preventing corruption.
- » Brochures with information on public procurements of municipalities and the way they were implemented ([case studies](#)) were produced, published and distributed.



The project is implemented by the Macedonian Center for International Cooperation (MCIC) in partnership with the Center for Civil Communications (CCC), the Institute for Democracy Societas Civilis, Skopje (IDSCS), the Chamber of Commerce of North Macedonia (CCNM), 360 Degrees, the Investigative Journalism Laboratory, Macedonia (IRL) and the Balkan Investigative Reporting Network, Macedonia (BIRN).

PUBLIC SCRUTINY OF PUBLIC PROCUREMENT (2025-2027) – A PROJECT WITHIN MATRA PROGRAM, WITH FINANCIAL SUPPORT FROM THE KINGDOM OF THE NETHERLANDS

The project is directly aimed at combating corruption in public procurement by enabling citizens to effectively check public tenders and be better informed about abuses, which will encourage institutional accountability and reduce impunity.

The project began to be implemented in October 2025 and by the end of the year the following activities were carried out:

- » Institutions whose tenders will be investigated based on corruption risk indicators assessed through the so-called red flags of the Public Procurement Bureau have been identified.
- » Field visits were conducted to consult with affected citizens and to collect information on specific tenders conducted by selected institutions, which directly affect the deterioration of the quality of life of citizens and are considered to be a clear misuse of public money.
- » Based on internationally recognized indicators, additional information was collected and analyses of tenders were made, identifying the highest risks of corruption as an additional potential list of public procurement cases for further research.
- » A final selection of problematic tenders to be investigated was made, which citizens and the research considered to have the highest probability of revealing real corruption and create public influence.

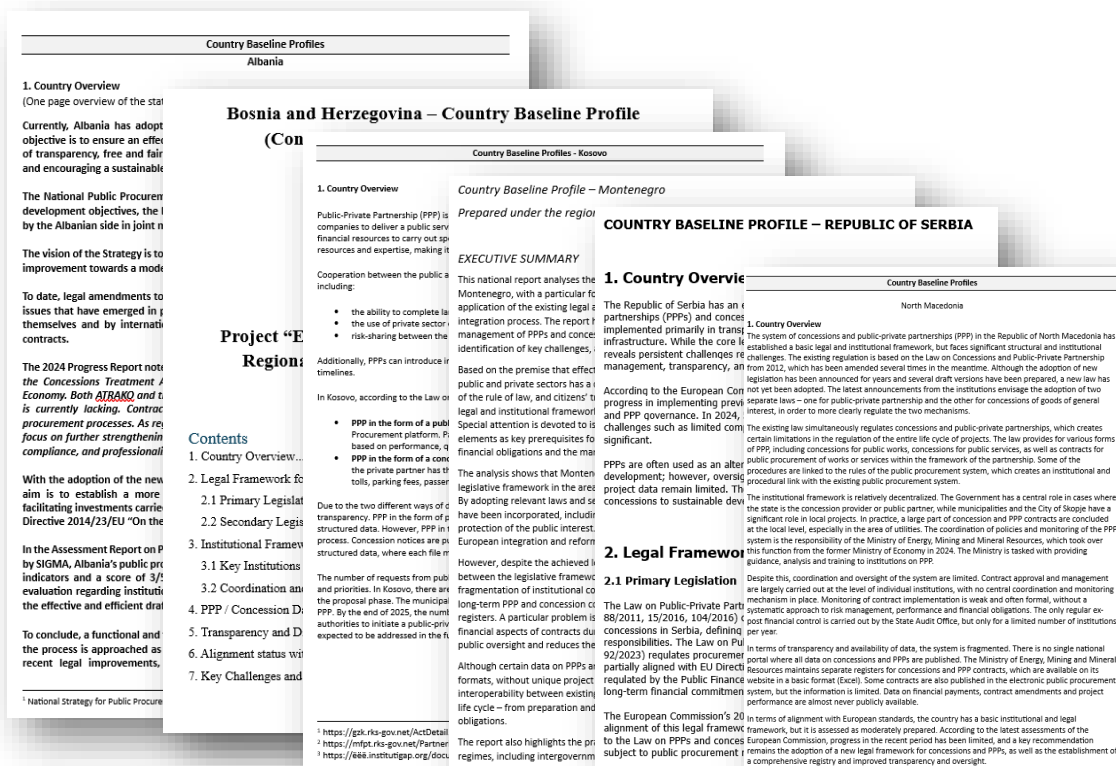


RESEARCH ON THE POTENTIAL OF PUBLIC-PRIVATE PARTNERSHIPS AND CONCESSIONS FOR REGIONAL DEVELOPMENT IN THE WESTERN BALKANS (2025-2026), A REGIONAL PROJECT FINANCED BY THE OPEN SOCIETY FOUNDATION – MACEDONIA

The project aims to accelerate regional development and EU integration by strengthening the governance of public-private partnerships and concessions in the Western Balkan countries, through transparency, legal harmonization and integration with public procurement systems.

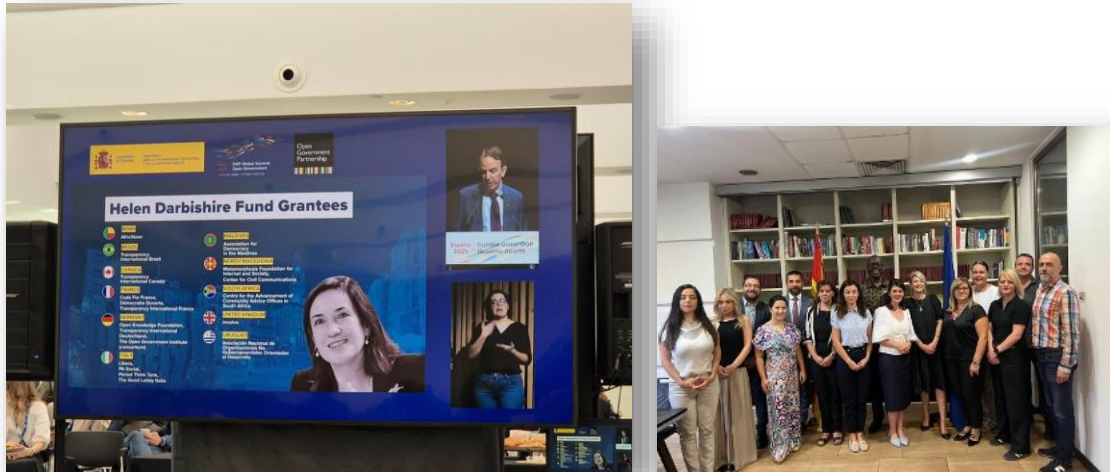
The project implementation began in December 2025 and immediately at the beginning, the following activities were carried out:

- » A consortium of civil society organizations from each of the six countries of the Western Balkans was formed, which, in addition to the Center for Civil Communications, includes: Bečej Youth Association – BUM (Serbia), the Center for New Initiatives (Montenegro), the Enterprise Development Agency – EDA (Bosnia and Herzegovina), the FOL Movement (Kosovo) and the Center for Legal Empowerment (Albania).
- » A draft methodology and data mapping framework for the preparation of the initial profiles of the Western Balkan countries were developed.



OPENGOV TOGETHER: SUPPORTING IMPLEMENTATION AND DESIGNING THE FUTURE (2025-2026) – A PROJECT FUNDED BY THE INTERNATIONAL SECRETARIAT OF THE OPEN GOVERNMENT PARTNERSHIP, THROUGH THE NEWLY ESTABLISHED HELEN DARBISHIRE CIVIL SOCIETY FUND 2025-2027

The project supports the implementation of the existing National Action Plan for the Open Government Partnership 2024-2026 and strengthens the process of co-creation of the upcoming National Action Plan for the OGP 2026-2028.



The project implementation began in November 2025 and by the end of the year the following activities were carried out:

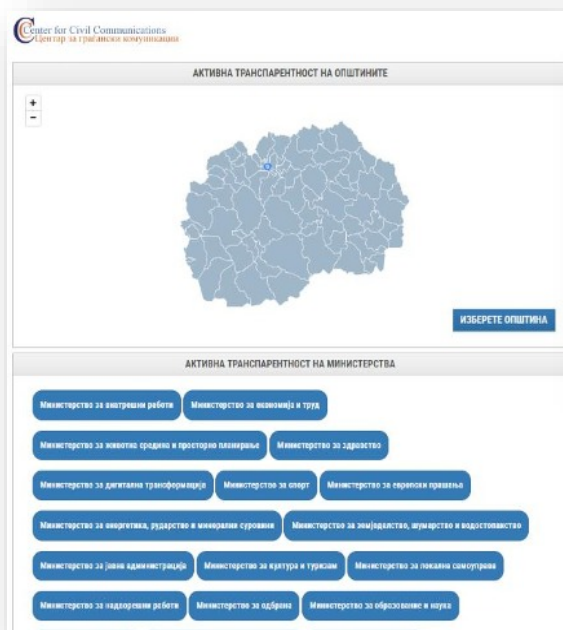
- » A coordination meeting with the Ministry of Finance and a meeting of the working group for the implementation of the commitment to digitize the financial reports of political parties for regular and electoral financing were held to prioritize the next steps and activities for the implementation of the commitment from the current National Action Plan for the Open Government Partnership 2024-2026;
- » A session of the Open Government Partnership Council was held to discuss the next steps for co-creating the new National Action Plan for the Open Government Partnership 2026-2028, during which a subgroup was formed to prepare the documents as a prerequisite for the start of the creation of the plan, which also includes a representative of the CCC.

The project is being implemented in partnership with the Metamorphosis Foundation, which is the lead partner.

OTHER ACTIVITIES

During 2025, among others, the following significant organizational activities were carried out that the CCC carries out independently as part of its regular operations:

- » 80 tenders conducted by state institutions at the national and local levels were directly monitored as part of the regular [monitoring of public procurement](#) that the CCC has been conducting continuously since 2008. Through direct monitoring of public procurement, the main weaknesses in the implementation of tenders are detected and specific measures are recommended to overcome the problems and the irrational spending of public money, as well as to narrow the space for corruption in public procurement.
- » A survey was conducted to rank 97 institutions (Government, ministries, municipalities and the City of Skopje) according to the level of Active Transparency, which has become the main criterion for measuring the transparency of state institutions in the country, so that information from active transparency has become mandatory for publication. The special website for a simplified presentation of the active transparency of institutions www.aktivnatransparentnost.mk has been supplemented with the latest data from the 2025 survey.
- » Participation in the process of developing the National Strategy for the Prevention of Corruption and Conflict of Interest 2025-2030, organized by the State Commission for the Prevention of Corruption. The CCC made a special contribution by actively participating in a dozen full-day workshops to determine the methodology for developing the strategy, strategic goals and areas, creating measures and activities in the field of public procurement, healthcare, large infrastructure projects, etc.



FINANCIAL STATEMENTS

Association of citizens “Center for Civil Communications” - Skopje

Annual financial statement 2025 (in MKD*)

INCOME:		19.985.442
Income from services		0
Interest and currency translation income		2.060
Income from donations		19.983.382
Other (extraordinary) income		0
EXPENSES:		19.985.442
General and administrative expenses, and depreciation		1.350.573
Operating expenses		9.434.824
Equipment		0
Wages, salaries and benefits		9.200.045
Other expenses		0
INCOME TAXES:		0

Balance sheet 31.12.2025 (in MKD*)

ASSETS:		13.708.252
Non-current (fixed) assets		243.442
Current assets and short-term financial assets		13.464.810
EQUITY AND LIABILITY:		13.708.252
Capital stock		23.629
Short-term financial liabilities		0
Transfer of funds for the next year		13.684.623

*The exchange rates of the National Bank of the Republic of North Macedonia, as of 31.12.2025:
MKD 61.4950 = 1 EUR; MKD 52.3050 = 1 USD; MKD 66.1735 = 1 CHF