

**REPUBLIC OF NORTH MACEDONIA
MINISTRY OF INTERNAL AFFAIRS**



**2023 REPORT ON
THE APPLICATION OF THE ACTION PLAN FOR IMPLEMENTATION
OF THE 2023-2025 INTEGRITY PLAN
OF THE MINISTRY OF INTERNAL AFFAIRS**

SKOPJE, January 2024

Contents

ABBREVIATIONS	3
I. INTRODUCTION	4
II. ABOUT THE METHODOLOGY AND THE PROCESS	6
III. OVERVIEW OF MEASURES AND ACTIVITIES CONDUCTED IN 2023	9
OBJECTIVE 1: STRENGTHENING INTEGRITY WITH THE OBJECTIVE OF REDUCING ABUSE OF OFFICIAL POSITION AND AUTHORIZATIONS	9
OBJECTIVE 2: STRENGTHENING INTEGRITY AMONG THE TRAFFIC AND BORDER POLICE WITH THE OBJECTIVE OF REDUCING RECEIVING BRIBES.....	11
OBJECTIVE 3: STRENGTHENING THE INTEGRITY OF POLICE OFFICERS WITH THE OBJECTIVE OF LAWFUL APPLICATION OF POLICE AUTHORIZATIONS.....	18
OBJECTIVE 4: STRENGTHENING INTEGRITY IN CONDUCTING PUBLIC PROCUREMENTS.....	22
OBJECTIVE 5: REDUCTION OF RISKS RELATING TO THE HUMAN RESOURCE MANAGEMENT SYSTEM.....	25
OBJECTIVE 6: STRENGTHENING INDIVIDUAL AND INSTITUTIONAL INTEGRITY WITH THE OBJECTIVE OF SAFEGUARDING THE REPUTATION OF THE INSTITUTION	26
IV. CONCLUSIONS AND RECOMMENDATIONS	28

ABBREVIATIONS

AOP - Authorized Official Person

BPS - Bureau for Public Security

DBAM - Department for Border Affairs and Migrations

DCA - Department for Civil Affairs

DCP - Department for Criminalistic Police

DGAHRM - Department for General Affairs and Human Resource Management

DGCA - Department for General and Common Affairs

DFIPA - Department for Forensic Investigations and Preliminary Analyses

DICCIPS - Department for Internal Control, Criminal Investigations and Professional Standards

DLAHRM - Department for Legal Affairs and Human Resource Management

DUP - Department for Uniformed Police

MIA - Ministry of Internal Affairs

MSRC - Mobile System for Recording with Camera

MURTS - Mobile Unit for Road Traffic Safety

PSGC - Police Station of General Competence

PS for BC and BS - Police Station for Border Controls and Border Surveillance

PS for RTS - Police Station for Road Traffic Safety

PU for RTS - Police Unit for Road Traffic Safety

RG for BA - Regional Centres for Border Affairs

SIA - Sector for Internal Affairs

SPMC - Sector for Procurement and Management of Contracts

UITA - Unit for Investigations of Traffic Accidents

UPO - Uniformed Police Officer

I. INTRODUCTION

Corruption is a dynamic phenomenon that has diverse forms and is associated with various economic, legal, political, sociological, and other factors. The negative effects of corruption are enormous and far-reaching, spanning the public, private and civil sectors. Corrupt behaviour undermines the trust in the system institutions, then the efficient use of public resources, being as well a threat to democracy and the exercise of human rights due to the erosion of societal values.

The term corruption in the police means any violation of standard measures and procedures, abuse of official duties or overstepping of police authorizations for acquiring a directly or indirectly promised, offered, given, requested, accepted, or expected benefit, for oneself or for someone else.

The main challenge for the Ministry of Internal Affairs (MIA), as the key importance institution for the detection of cases of corruption, as well as for corruption prevention, involves the timely detection and identification of risks of corruption, as well as the timely detection, documentation and proving of corrupt conduct, involving authorized official persons.

The Ministry of Internal Affairs, while pursuing a proactive fight against corruption and for its absolute unacceptability, builds control mechanisms, and designs measures and activities that will reduce the manoeuvring space allowing for corrupt behaviour by employees at the Ministry and of the Police, and that will enable detection and appropriate sanctioning in each individual case.

The main goal of the Ministry of Internal Affairs in the fight against corruption is corruption reduction and the achievement of an anti-corruption culture among employees, while fostering the integrity of employees at the Ministry in line with European standards, then raising the awareness of employees through relevant training, removing conditions giving rise to corruption at the police and to non-professional conduct, ultimately establishing desired ethical standards.

In the past period, the term integrity has become one of the most frequently used terms when it comes to the concept of good governance. In this context, when the matter at hand is good governance, it essentially means building and fostering the spirit of integrity at the personal and institutional level, which on its part would encourage and ensure independence, professionalism, and accountability in the performance of police authorizations, as defined under domestic and international law.

The Ministry of Internal Affairs continuously undertakes measures and activities to fulfil recommendations given by GRECO (The Group of States against Corruption of the Council of Europe). Hence, in 2023, the Minister of Internal Affairs issued Guidelines on procedures to follow regarding gifts, benefits and visits at the Ministry of Internal Affairs and Guidelines on procedures to be followed by elected and appointed persons and employees at the Ministry of Internal Affairs with the aim of preventing conflict of interests at the Ministry of Internal Affairs.



It would not be a mistake if integrity in the police work is defined as the absence of police abuse, respect for the Code of Ethics, prescribed rules, standard procedures, i.e., as conduct of police officers in accordance with applicable legal regulations.

High police integrity is the basis for building mutual respect and trust between citizens and the police and plays a leading role in the effective fight against crime



and corruption.

In February 2023, the Minister of Internal Affairs adopted the 2023-2025 Integrity Plan of the Ministry of Internal Affairs and the Action Plan for its implementation. The development of the MIA Integrity Plan was supported under the (2021-2026) Program for Reform of the Intelligence and Security Sector in North Macedonia, which is jointly implemented by the Ministry of Internal Affairs and the DCAF - Geneva Centre for Security Sector Governance.



Based on a previously performed comprehensive analysis of statistical and analytical data available to the Department for Internal Control, Criminal Investigations and Professional Standards (DICCIPS), six areas of the operation of the Ministry of Internal Affairs were detected that are the most exposed areas to corrupt or other illegal conduct, and which thus represent the scope of the Integrity Plan as follows:

- risks of abuse of the official position by authorized official persons at administrative services, who are in direct contact with citizens in procedures for issuance of personal documents, certificates, licenses, etc.
- risks of accepting a bribe by the traffic and border police;
- risks of excessive use of force when exercising police authorizations;
- risks in conducting public procurements;
- risks in human resources management;
- risks related to ethics, impartiality, dignity, protection of the reputation of the Ministry of Internal Affairs.

The Action Plan for the implementation of the Integrity Plan foresees a set of measures and activities that competent organizational units will undertake in the next three years with the aim of reducing or suppressing identified risks. The Action Plan also envisages indicators and goals for attaining indicators in the next three years, which will help monitor the degree of implementation of the Integrity Plan, i.e., which will help reach a level of full traceability of implemented measures and their pursuance, and thus of results achieved.

The Integrity Plan of the Ministry of Internal Affairs is a strategic document of an operational nature, which aims, on the one hand, to identify risks for the integrity in subordinate structures and institutions, and to assess the level of their vulnerability, and on the other hand to plan relevant measures for their prevention and reduction to the minimum.

The Integrity Plan, based on the analysis of risks related to this aspect at organizational units of the Ministry of Internal Affairs, aims to identify and put into operation mechanisms for reducing to the minimum factors that may be related to causes, pressures, cases or created opportunities, which serve as the basis for the occurrence and persistence of corruption. Hence, it aims to manage risks and always guarantee quality, impartial and responsible services to citizens.

II. ABOUT THE METHODOLOGY AND THE PROCESS

After the adoption of the 2023-2025 Integrity Plan of the Ministry of Internal Affairs, on 26 June 2023, there was a public promotional event, at which the Minister of Internal Affairs informed the general public about the contents of the Plan.

Immediately after the adoption of the 2023-2025 Integrity Plan of the Ministry of Internal Affairs, the DICCIPS started preparing and planning the methodological process for monitoring and evaluation of the implementation of measures and activities set forth under the Action Plan.

The DICCIPS sent ordering documents to all concerned organizational units for the implementation of measures defined under the Action Plan, requesting the nomination of representatives as well of organizational units that would participate in the further process of applying the Action Plan for the implementation of the 2023-2025 Integrity Plan:

- **TRAINING CENTRE**, as the organizational unit competent for the development of the Syllabus and Curriculum, as well as of trainers to deliver all trainings.
- **DEPARTMENT FOR GENERAL AND COMMON AFFAIRS**, an organizational unit in which **a risk was established in the conduct of public procurements**, and which was asked to nominate **1 (one) representative**, who works directly in the field of conducting public procurements at the Ministry of Internal Affairs, considering that this employee would participate in the implementation of the "Training of employees at the DGCA to strengthen integrity in the conduct of public procurements".
- **DEPARTMENT FOR UNIFORMED POLICE**, an organizational unit in which **two (2) risks were identified, namely the risk of receiving a bribe by the traffic police and the risk of excessive use of physical force when exercising police authorizations**; accordingly **2 (two) representatives** were requested from the Sector for Traffic Affairs and the Sector for Police Affairs of General Competence, for the purpose of implementing the "Training on the strengthening the integrity of traffic police employees" and the "Training of police officers on compliance with legal and secondary law regulations in the exercise of police authorizations".
- **DEPARTMENT FOR CRIMINALISTIC POLICE**, an organizational unit in which the already mentioned **risk of excessive use of physical force in the exercise of police authorizations** was identified, and consequently **1 (one) representative** was requested, who would actively participate in the implementation of the "Training of police officers on compliance with legal and secondary law regulations in the exercise of police authorizations".
- **DEPARTMENT FOR BORDER AFFAIRS AND MIGRATIONS**, an organizational unit in which the **risk of accepting a bribe by the border police** was identified and where the "Training on strengthening the integrity of employees of the border police" was to be conducted, to which end **1 (one) appropriate representative** was requested.
- **DEPARTMENT FOR CIVIL AFFAIRS**, an organizational unit in which the **risk of abuse of official position and authorizations** was established and taking into account the structural set-up of the Department, **2 (two) representatives** were requested to actively conduct the "Training on strengthening integrity in the operation and on abiding by procedures for issuance of documents".

In addition, the DICCIPS requested reports from organizational units in which risks were identified, as well as the state of play of indicators related to measures and activities taken

by such organizational units:

• **DEPARTMENT FOR CIVIL AFFAIRS (DCA)**

- implementation of five supervisory controls by the DCA of the legality of operations and the treatment of civilian citizens; and

- implementation of five supervisory controls by the DCA of the carrying of badges by employees in order to distinguish them from civilian clients/citizens.

• **DEPARTMENT FOR UNIFORMED POLICE**

- 6 controls conducted by the Bureau for Public Security – Department for Uniformed Police at Sectors of Internal Affairs.

• **DEPARTMENT FOR BORDER AFFAIRS AND MIGRATIONS**

- implementation of six controls by the BPS.

- conducted controls at Regional Centres for Border Affairs.

• **INTERNAL AUDIT UNIT**

- performing one internal audit at the Department of General and Common Affairs.

• **DEPARTMENT FOR COMMON AFFAIRS AND HUMAN RESOURCES**

MANAGEMENT

- regular publishing of public announcements for employment at the Ministry of Internal Affairs - enhanced transparency in employment at the Ministry of Internal Affairs.

- reduced number of complaints by candidates applying under a public announcement, who were not selected.

- reduced number of complaints by candidates applying under an internal announcement for promotion, who were not selected.

• **DEPARTMENT FOR LEGAL AFFAIRS AND HUMAN RESOURCES MANAGEMENT**

- regular publishing of public announcements for employment at the Ministry of Internal Affairs - enhanced transparency in employment at the Ministry of Internal Affairs.

- reduced number of complaints by candidates applying under a public announcement, who were not selected.

- reduced number of complaints by candidates applying under an internal announcement for promotion, who were not selected.

• **DEPARTMENT FOR GENERAL AND COMMON AFFAIRS**

- procurement of specific equipment:

1. "provision of 10 cameras for video surveillance at the premises of the Department for Administrative Affairs - Skopje in 2023"

2. "provision of 10 body cameras, 10 cameras for official vehicles and 100 new uniforms in 2023"

3. "provision of 10 body cameras and 10 cameras for official vehicles in 2023":

4. "installation of video surveillance at the archive of completed case files for public procurement at the DGCA and installation of security doors at the premises where the procedure for public procurement is carried out"

5. "developing an analysis of the market of products and services for a specific case"

On 15 September 2023, at the Idrizovo Training Centre, there was a coordination meeting for representatives of the Training Centre, of the DICCIPS, of the DCAF, and of the OSCE, at which the

Syllabus and Curriculum for Trainers for the above referred to trainings were conceptualized and developed, which were then approved by the Minister of Internal Affairs.

In this regard, in the period from 2 to 5 October 2023, at the Glorius Hotel in Veles, there was a "Training for Facilitators and Evaluators" on professional integrity training, jointly organized by the Ministry of Internal Affairs of the Republic of North Macedonia and the DCAF. The purpose of the training was for nominated representatives to acquire the necessary training for trainers, who in the following period conducted trainings for employees of the Ministry of Internal Affairs on topics in the area of strengthening integrity, as set forth under the Action Plan for the implementation of the 2023-2025 Integrity Plan.

TRAINING ON POLICE INTEGRITY

Date and venue, trainers

Agenda

- 10:00 -10:30 Arrival / registration of participants
- 10:30 – 11:15 Introductory session, moderator
 - introduction of participants
 - introduction to the issue of integrity-presentation
- 11:15-11:30 Break
- 11:30 – 12:15 Presentation by trainers for hybrid education
- 12:15-12:30 Break
- 12:30-13:15 Elaboration of the risk
 - presentation
 - discussion
 - work in groups
- 13:15-13:30 Final session
 - evaluation by participants
 - summary of training



Later or more precisely on 3 November 2023, at the Limak Hotel, with the support of the DCAF, a Meeting was organized focused on planning, organizing and coordinating the police integrity training, i.e., dates and venues, potential participants, trainers according to the risk objectives that are the subject of the training, etc. were determined. At the meeting, it was agreed that participants in the training would receive Police Integrity Notebooks (in the Macedonian and in the Albanian language), as well as Police Integrity Manuals, produced with support by the DCAF.

III. OVERVIEW OF MEASURES AND ACTIVITIES CONDUCTED IN 2023

OBJECTIVE 1: STRENGTHENING INTEGRITY WITH THE OBJECTIVE OF REDUCING ABUSE OF OFFICIAL POSITION AND AUTHORIZATIONS

RISK:

1. Favours certain clients/citizens in issuing personal documents, permits, licenses, certificates
2. Forging personal and other documents
3. Receiving money from citizens and requesting and accepting gifts, free services, and other benefits

RESPONSIBLE ORGANIZATIONAL UNITS:

1. Department for Civil Affairs (DCA), and
2. Department for Internal Control, Criminal Investigations and Professional Standards (DICCIPS)

OTHER RESPONSIBLE ORGANIZATIONAL UNITS

1. Training Centre,
2. Department for Legal Affairs and Human Resources Management (HRM) and
3. Domestic and foreign experts in the field

2023 INDICATOR GOALS	2023 INDICATOR ATTAINED GOALS
<p>1. Two trainings for 20 UAA employees on the topic of: "Strengthening the integrity of UAA employees involved in procedures for issuance of personal documents, permits, licenses, certificates"</p> <p>2. Provided ten cameras for video surveillance at the premises of the Unit for Administrative Affairs - Skopje</p> <p>3. Five supervisory controls conducted by the UAA of the legality of operations and the treatment of clients/citizens</p>	<p>1. TRAININGS</p> <p>1.1. 16 November 2023, Training of 22 AOPs from the Unit for Administrative Affairs – Skopje.</p> <p>1.2. 7 December 2023, Training of 20 AOPs from the Section for Firearms – Ohrid, Struga, Debar and Kichevo.</p> <p>2. Ten video surveillance cameras were not provided at the premises of the Unit for Administrative Affairs - Skopje due to a lack of financial resources, i.e., the budget for 2023 was prepared and approved in December 2022, and the objective in question was determined later.</p> <p>3. ANSWERS relating to INDICATORS given by organizational units</p> <p>- a total of five supervisory controls were conducted at the Unit for Administrative Affairs - Kumanovo (Kriva Palanka, Kratovo), Unit for Administrative Affairs Strumica (Radovis), Unit for Administrative Affairs Skopje and Unit for Administrative Affairs Bitola (Prilep) - there were no irregularities established.</p>

4. Two internal controls conducted at the UAA	<p>4. INTERNAL CONTROLS</p> <p>1. 12 August 2023, Unit for Administrative Affairs – Skopje, UAA Bitola, Unit for Administrative Affairs – Kumanovo and Unit for Administrative Affairs – Ohrid.</p>
5. Five supervisory controls conducted by the UAA of the carrying of badges by employees in order to distinguish them from civilian clients/citizens	<p>Mandatory measures</p> <p>A written notice by the immediate manager to an employee for inadequate performance of duties and an indication to improve his performance in the next period, as well as an indication of the possibility of instituting a procedure for the establishment of disciplinary responsibility if he does not improve his performance.</p> <p>2. 18 – 19 December 2023, Section for Administrative Affairs – Prilep. After the conducted control, it was established that authorized official persons at the Section for Administrative Affairs - Prilep work in accordance with legal regulations and rules.</p> <p>5. A total of five supervisory controls were conducted at the Unit for Administrative Affairs - Kumanovo (Kriva Palanka, Kratovo), Unit for Administrative Affairs - Strumica (Radovish), Unit for Administrative Affairs - Skopje and Unit for Administrative Affairs - Bitola (Prilep).</p> <p>During the conducted supervisory controls, it was established that a large number of authorized official persons do not carry badges they are required to carry or that their badges were damaged, but it is not possible to make new ones due to a lack of materials for their production (procedures for public procurement underway).</p>

In respect of this identified risk and the foreseen goals for the 2023 indicators, which are measurable, the following was established:

- the planned level of conducted of trainings was achieved, two trainings were envisaged, and they were conducted, the quota of employees attending trainings was met (40 AOPs planned, 42 AOPs participated),
- the degree of realization of supervisory controls of the legality of the operation was also fully achieved, i.e., the five envisaged supervisory controls were conducted,
- the expected degree of implementation of internal controls was met, the two planned controls were conducted, and appropriate specific measures were proposed,
- the degree of realization of supervisory controls regarding the carrying of badges was fully achieved, i.e., the five supervisory controls envisaged were all conducted.

OBJECTIVE 2: STRENGTHENING INTEGRITY AMONG THE TRAFFIC AND BORDER POLICE WITH THE OBJECTIVE OF REDUCING RECEIVING BRIBES

RISK

1. Receiving money from citizens,
2. Requesting and accepting gifts, free services, and other benefits.

RESPONSIBLE ORGANIZATIONAL UNITS:

1. Department of Uniformed Police (DUP),
2. Department for Border Affairs and Migrations (DBAM),
3. Department for Internal Control, Criminal Investigations and Professional Standards (DICCIPS).

OTHER RESPONSIBLE ORGANIZATIONAL UNITS

1. Training Centre,
2. Sectors for Internal Affairs (SIA),
3. Domestic and foreign experts in the field.

2023 INDICATOR GOALS	2023 INDICATOR ATTAINED GOALS
<p>1. Two trainings for forty employees on the topic of: "Strengthening the integrity of employees in traffic police and at border crossings".</p> <p>2. Provided ten body cameras and ten vehicle cameras</p>	<p>1. TRAININGS</p> <p>1.1. 8 –9 November 2023, at the premises of the MRTV, training of 39 employees at PS for BC and BS at the RC for the North Border.</p> <p>1.2. 28 November 2023, PS for RTS Tetovo, training of ten employees at the PS for BC and BS at the RC for the North Border.</p> <p>1.3. 6 December 2023, SIA Ohrid, training of eighteen employees at the PS for BC -Ohrid, PS for RTS- Ohrid and at the RC for the West Border.</p> <p>1.4. 12 December 2023, MIA, building No. 6, training of seventeen employees at the DRTS, URTS, UITA and MURTS.</p> <p>1.5. 14 December 2023, Delchevo, training of eighteen employees at the PS for BC and BS at the RC for the East Border and at the PS of GC- Delchevo.</p> <p>2. Ten body cameras and ten vehicle cameras were not provided due to lack of financial resources, i.e., the budget for 2023 was prepared and approved in December 2022, and the objective in question was determined later.</p>

3. Conducted twelve controls by the SIA.

3. Controls conducted by the following SAI

SAI Ohrid:

- 46 body camera supervisory controls,
- 298 controls and supervisions of the work of UPOs were conducted,
- no cases of corrupt conduct established.

SIA Bitola:

- 34 controls, during none of which elements of receiving a bribe were established.

SIA Kumanovo:

- 35 controls at the level of the Unit for Police (PS - GC Kumanovo, PS for RTS, PS - GC Kriva Palanka, PS - GC Kratovo).

SIA Skopje:

- 28 controls at the Unit for RTS,
- no actionable elements or grounds for sanctioning were established.

SIA Veles:

<p>4. Conducted six controls by the Bureau for Public Security (Department for Uniformed Police – DUP and the Department for Border Affairs and Migrations - DBAM).</p>	<p>- regular controls according to monthly plans, as well as extraordinary controls, - no corrupt actions by UPOs at the URTS were established or discovered.</p>
<p>5. Conducted two internal audits at all Traffic Stations/Units and PS for BC and BS.</p>	<p>SAI Shtip:</p> <p>- 3 to 4 controls are conducted regularly (monthly) by each commanding officer (at the level of PS and PU for RTS).</p> <p>SAI Tetovo:</p> <p>- inspection and control whether MSRC are in order and functional, as well as of the application of the procedure for their use by POs for which monthly official notes are prepared, - deficiencies related to the risk of accepting a bribe were not identified; instead, there were deficiencies established of the technical features of MSRC and their correct use (measures taken, i.e., indicating to UPOs how to use them correctly).</p> <p>SAI Strumica:</p> <p>- 252 controls of UPOs, and no cases of bribery were established, - in cases of divorce, the legal consequences of receiving a bribe are regularly pointed out to UPOs.</p> <p>4. Conducted controls</p> <p>DUP</p> <p>- Eight controls at Sectors for Internal Affairs – Units for Border Affairs and Migrations, - 49 controls were conducted at RC for Borders (PS for BCP).</p> <p>5. INTERNAL CONTROLS - 11 in total</p> <p>1. 20 August 2023, SAI Strumica, PU Novo Selo and PS for BCP and BS Novo Selo</p> <p>Mandatory measures</p> <p>Pursuant to Article 227 of the Code of the Ministry, referring to Article 210, paragraph 1, items 4 and 10 of the Code, on grounds of a more serious violation of the work order and discipline, the DICCIPS submitted a proposal for institution of a procedure for determining disciplinary responsibility against two workers.</p> <p>2. 13 August 2023, PS for RTS Skopje, MURTS Petrovec and PS for RTS Gostivar</p> <p>Mandatory measures</p> <p>The management officers are to take appropriate measures, i.e., apply measures and activities to improve the conduct of employees and the proper performance of their official duties, which consist of informing the police officer, in accordance with Article 20, paragraph 7 of the Rulebook of the DICCIPS; this is also to be indicated to police officers in charge of Records of received oral complaints in order to keep the records properly, to indicate to the managing police officers that the duty assigning is</p>

to be carried out with quality, and

in accordance with the Manual on the manner of carrying out the briefing and debriefing process, to draw up appropriate orders for the performance of official duties, i.e., that one police officer should not be engaged on fulfilling two orders that are applicable for the same day and the same hour of action, to point out to police officers in charge of keeping records that they are to keep the records properly.

3. 2 December 2023, PS for BCP Tabanovce and PS for BCP Kumanovo

Mandatory measures

1. According to Article 20, paragraph 7 of the Rulebook of the DICCIPS, management officers should take appropriate measures, i.e., instruct police officers and apply measures and activities aimed at improving the conduct of employees and the proper performance of their official duties, which consists of correct and appropriate entry into relevant records of the order for use of a vehicle of the MIA, in accordance with Articles 16 and 17 of the Rulebook on allocation, use, maintenance and renewal of vehicles of the Ministry of Internal Affairs.

2. Pursuant to Article 227 of the Collective Agreement of the Ministry of Internal Affairs, and on grounds of a violation of the work order and discipline, as set forth under Article 210, paragraph 1, point 10 of the Collective Agreement of the Ministry of Internal Affairs, a proposal was submitted to institute a procedure for determining disciplinary responsibility against one employee.

4. 2 December 2023, PS for BCP and BCP Medjitlia under RC for the South Border and PS for RTS -Bitola.

Mandatory measures

1. In line with Article 20, subparagraph 7 of the Rulebook of the DICCIPS, management officers should take appropriate measures in order to overcome the current situation with respect to operational records in accordance with provisions of the Rulebook on the content and manner of keeping police records and the format and content of the form for records of the police, as well as the situation regarding the timely processing of requests for institution of misdemeanour proceedings with the competent authorities.

2. Pursuant to Article 227 of the Collective Agreement of the Ministry of Internal Affairs, and on grounds of a violation of Article 210, paragraph 1, item 3 of the Code of the Ministry of Internal Affairs, the DICCIPS submitted a proposal for determining responsibility for acting contrary to the rules and regulations of the Ministry of Internal Affairs against two workers.

5. 3 December 2023, BCPPS for BC and BCP Bogorodica and PS for RTS Gevgelija

Conclusion

- based on the control conducted by the DICCIPS, it was established that the police officers from the PS for BC and BS Bogorodica and the PS for RTS Gevgelija, when performing tasks and duties within their mandate, acted in accordance with rules and regulations applicable at the Ministry of Internal Affairs.

6. 3 December 2023, PS for GP Jažince and PS for RTS Tetovo

Mandatory measures

1. In line with Article 20, subparagraph 7 of the Rulebook of the DICCIPS, management officers should take appropriate measures in order to overcome the current situation with respect to operational records in accordance with provisions of the Rulebook on the content and manner of keeping police records and the format and content of the form for records of the police.

2. Pursuant to Article 227 of the Code of the Ministry of Internal Affairs, the DICCIPS submitted a proposal to institute a procedure to determine disciplinary liability against three employees.

7. 8 December 2023, PS for BC and CS St. Naum and PS for RTS Ohrid

Mandatory measures

In line with Article 20, subparagraph 7 of the Rulebook of the DICCIPS, management officers should indicate that established records should be controlled in a timely and continual manner and that irregularities should be removed, i.e., managers should indicate to police officers who are in charge of keeping the said records to keep them updated with new entries of data.

8. 9 December 2023, PS for BC, and SB Star Dojran and PS for BPS Strumica

Mandatory measures

Pursuant to Article 227 of the Code of the Ministry of Internal Affairs, referring to Article 210, paragraph 1, items 3, 6 and 10 of the Code, on the grounds of a more serious violation of the work order and discipline, the DICCIPS submitted a proposal to institute a procedure to determine disciplinary liability against one employee.

	<p>9. 10 December 2023, PS for BCP Blace and PS for BCP International Airport Skopje</p> <p>Mandatory measures</p> <p>1. In line with Article 20, subparagraph 7 of the Rulebook of the DICCIPS, management officers should take appropriate measures. i.e., apply measures and activities in order to improve the conduct of employees and their proper performance of duties, which consist of pointing out to police officers to introduce relevant operation records and keep such records in an orderly fashion, in accordance with the Rulebook on the Manner of Keeping Police Records.</p> <p>2. Pursuant to Article 227 of the Code of the Ministry of Internal Affairs, and on grounds of a violation of the work order and discipline, as set forth under Article 210, paragraph 1, subparagraphs 4 and 10 of the Code of the Ministry of Internal Affairs, the DICCIPS prepared a proposal to institute a procedure for determining disciplinary responsibility against 3 (three) workers.</p>
<p>6. Procured 100 uniforms.</p>	<p>10. 16 December 2023, PS for BCP Deve Bair and PU for RTS Kriva Palanka</p> <p>Mandatory measures</p> <p>According to Article 20, paragraph 7 of the Rulebook of the DICCIPS, management officers should take appropriate measures to overcome the situation of established deficiencies in filling in and keeping records of orders for use of official vehicles and that in the future the provisions of the Rulebook on allocation, use, maintenance and renewal of vehicles of the Ministry of Internal Affairs will be strictly respected.</p> <p>2. Pursuant to Article 227 of the Code of the Ministry of Internal Affairs, and on grounds of a violation of Article 210, paragraph 1, item 10 of the Code of the Ministry of Internal Affairs, the DICCIPS submitted a proposal for determining responsibility for violation of the work order and discipline against one employee.</p> <p>11. 17 December 2023, PS for BCP Qafasan and PU for RTS Struga</p> <p>- based on the control conducted by the DICCIPS, it was established that police officers from the PS for the BCP Qafasan and PU for RTS Struga, in performing tasks and duties within their mandate, acted in accordance with the rules and regulations applicable at the Ministry of Internal Affairs.</p> <p>6. 100 uniforms were not procured due to a lack of financial resources, i.e., the budget for 2023 was prepared and approved in December 2022, and the objective in question was determined later.</p>

In respect of this identified risk and the foreseen goals for the 2023 indicators, which are measurable, the following was established:

- the planned level of conducted trainings was achieved and exceeded, two trainings were

planned, and a total of five trainings were conducted, while the quota of attendees was also exceeded (80 police officers were planned, 102 POs participated),

- the degree of implemented controls and supervisory controls by SIA and the DBAM is several times higher than predicted, with specific mandatory measures proposed,

- the envisaged degree of conducted internal controls was achieved and exceeded, i.e. instead of the two planned controls, as many as eleven internal controls were conducted, with specific mandatory measures proposed.

OBJECTIVE 3: STRENGTHENING THE INTEGRITY OF POLICE OFFICERS WITH THE OBJECTIVE OF LAWFUL APPLICATION OF POLICE AUTHORIZATIONS

RISK

Committing crimes and undermining the trust in the police.

RESPONSIBLE ORGANIZATIONAL UNITS

1. Department for Internal Control, Criminal Investigations and Professional Standards (DICCIPS),
2. All organizational units where police authorizations are exercised.

OTHER RESPONSIBLE ORGANIZATIONAL UNITS

1. Training Centre,
2. Department for Common Affairs and Human Resources Management (DCAHRM),
3. Department of Legal Affairs and Human Resources Management (DLAHRM),
4. Domestic and foreign experts in the field.

2023 INDICATOR GOALS	2023 INDICATOR ATTAINED GOALS
<p>1. Two trainings for twenty employees on the topic of: "Strengthening the integrity of police employees when exercising police authorizations (abuse and overstepping the police authorizations)".</p> <p>2. Provided ten body cameras and ten vehicle cameras</p> <p>3. Conducted twelve supervisory controls by managerial officers</p>	<p>1. TRAINING DELIVERED BY THE MIA:</p> <p>1.1. 8 – 9 November 2023, MIA premises at the MRTV, training of 39 employees at the PS for BC and BS at the RC for the North border</p> <p>1.2. 28 November 2023, PS for RTS Tetovo, training of 10 employees at the PS for BC and BS at the RC for the North Border</p> <p>1.3. 6 December 2023, SIA Ohrid, training of 18 employees at the PS of GC Ohrid, PS for RTS Ohrid and RC for the West border</p> <p>1.4. 12 December 2023, MIA, building six, training of seventeen employees at the URTS, UITA and MURTS.</p> <p>1.5. 14 December 2023, Delchevo, training of 18 employees at the PS for BC and BS at the RC for the East Border and PS of GC Delchevo</p> <p>2. TRAININGS BY FOREIGN PARTNERS:</p> <p>- on 23 and 25 May, 2023, with the support of CIDS (Centre for Integrity in the Defence Sector of the Kingdom of Norway), two trainings on the topic of "Use of police force" were held in Shtip and in Strumica, where participants were police officers from the SIA Shtip and SIA Strumica and from the RC for the South border.</p> <p>- on 10 and 12 May, 2023, with the support of the CIDS (Centre for Integrity in the Defence Sector of the Kingdom of Norway), two trainings on the topic of "Use of police force" were held in Bitola and Struga, where the participants were police officers from SIA Tetovo, SIA Bitola, SIA Ohrid, RC for the West Border.</p> <p>2. 10 body cameras and ten vehicle cameras were not provided due to the lack of financial resources, i.e., the budget for 2023 was prepared and approved in December 2022, and the objective in question was determined later.</p> <p>3. Conducted supervisory controls:</p> <p>SIA Ohrid:</p> <p>- 10 supervisory controls at PS of GC and for RTS of the treatment of persons whose right to freedom of movement is restricted,</p>

- 230 supervisory controls were conducted in connection with the use of means of coercion,
- excessive use of force was found in 1 (one) case - 1 (one) supervisory control was conducted based on a complaint/application against excessive use of means of coercion, the allegations stated in the complaint were assessed as unfounded,
- 218 controls and supervisions of the work of UPOs were conducted.

SIA Bitola

- 176 supervisions of police officers exercising police authorizations,
- inspection of the mobile camera recording system (MCRS) and no abuses or overstepping of police powers were established.

SIA Kumanovo:

- 6 June 2023, training for new PS on the "Use of means of coercion", "SOP for safe storage and handling of weapons at the Ministry of Internal Affairs", "Measures and procedures in transporting combat ammunition for automatic rifles and pistols",
- regular supervisory controls by the heads of police stations and departments of the use of physical force by UPOs, it was established that the use of means of coercion was justified in all cases.

SIA Skopje:

- regular controls,
- 15 August 2023, training on the use of means of coercion was conducted,
- 376 cases of use of means of coercion, for which there is appropriate official documentation,
- 33 controls at PS of GC and PU.

SIA Veles:

- with every use of means of coercion, an assessment of the justification of the use of such means is made by the immediate commanding officer and in no case excessive use of physical force by UPOs was found in their exercise of police authorizations.

SIA Shtip:

- 12 supervisory controls of organizational units where police authorizations are exercised,
- proposal to conduct more frequent trainings of the police on this topic

SIA Tetovo:

- regular record of the use of means of coercion,
- as of 20 December 2023, at the level of the SIA Tetovo, means of coercion were used in 145 cases, and no overstepping of authorizations was established.

SIA Strumica:

- means of coercion were used in 121 cases and their use was assessed as justified.

<p>4. Adopted legal documents in pursuance with initiatives for amendments</p>	<p>4. After an analysis conducted by the DLAHRM, it was established that in 2023, there was no need to amend and supplement the existing legal and secondary law framework of the Ministry, which applies to the use of physical force by employees of the Ministry.</p>
<p>5. Conducted 6 internal controls at SIA/PS</p>	<p>5. INTERNAL CONTROLS - records of the use of means of coercion for 2023.</p> <p>1. 19 December 2023, PS of GC Tetovo</p> <ul style="list-style-type: none"> - records are kept properly (79 persons on whom coercive measures were applied) and this number corresponds to the number entered in the daily log of events (79 events entered in daily log), - for each event, a report, and an appropriate assessment of the justification of the used means of coercion were prepared, i.e. in all cases, the use of means of coercion was justified and without grave consequences. <p>2. 19 December 2023, PS of GC Ohrid</p> <ul style="list-style-type: none"> - the records are kept properly (49 persons on whom means of coercion were used) and this number corresponds with to the number entered in the daily log of events, - for each event a report was prepared and an appropriate assessment of the justification of the means of coercion used, and it was ascertained that in 48 cases the use of means of coercion was justified, and in 1 (one) case the justification of the use of means of coercion has still not been determined, while the competent Public Prosecutor's Office for prosecution of organized crime and corruption – Skopje was dully notified. <p>3. 19 December 2023, PS of GC Kumanovo</p> <ul style="list-style-type: none"> - the records are kept properly (65 persons were registered on whom coercive means were used), - for each use of means of coercion, an appropriate report was prepared, as well as an assessment of the justification, in all cases the use of means of coercion was justified and was without grave consequences. <p>4. 19 December 2023, PS of GC Shtip</p> <ul style="list-style-type: none"> - records are kept properly (92 persons on whom coercive measures were applied) and this number corresponds to the number of cases entered in the daily log of events (92 events recorded), - for each event, a report, and an appropriate assessment of the justification of the used means of coercion were prepared, i.e., in all cases the use of means of coercion was justified and without grave consequences. <p>5. 21 December 2023, PS of GC Bit Pazar</p> <ul style="list-style-type: none"> - records are kept properly (21 persons on whom coercive measures were applied), - for each event, a report, and an appropriate assessment of the justification of the used means of coercion were prepared, i.e., in all cases the use of means of coercion was justified and without grave consequences.

	<p>6. 21 December 2023, PS of GC Kisela Voda</p> <p>- records are kept properly (65 persons on whom coercive means were used)</p>
6. Fully updated web portal with laws and secondary legislation	<p>- for each event, a report, and an appropriate assessment of the justification of the used means of coercion were prepared, i.e., in all cases the use of means of coercion was justified and without grave consequences.</p> <p>6. The web portal of the Ministry of Internal Affairs is promptly and continuously updated with the latest amendments and supplements to laws and secondary legislation</p>

In respect of this identified risk and the foreseen goals for the 2023 indicators, which are measurable, the following was established:

- the planned level of implementation of trainings was achieved and exceeded, two trainings were planned and a total of five trainings were conducted, the quota of attendees was also exceeded (40 police officers were planned, 102 POs participated),
- the degree of implementation of controls and supervision by managers is several times higher than expected and appropriate measures were proposed,
- the expected degree of implementation of internal controls was achieved, i.e., the six internal controls foreseen were conducted and appropriate measures were proposed.

OBJECTIVE 4: STRENGTHENING INTEGRITY IN CONDUCTING PUBLIC PROCUREMENTS

RISK

1. Conflict of interests with economic operators,
2. Subjective approach in drafting the documentation for public procurement with the aim of discriminating against certain economic operators and subjective evaluation of offers,
3. Disclosure of confidential information about economic operators.

RESPONSIBLE ORGANIZATIONAL UNITS

1. Department for General and Common Affairs (DGCA),
2. Internal Audit Department,
3. Department for Internal Control, Criminal Investigations and Professional Standards (DICCIPS).

OTHER RESPONSIBLE ORGANIZATIONAL UNITS

1. Training Centre,
2. Department for Financial Affairs,
3. Department for Legal Affairs and Human Resource Management,
4. Domestic and foreign experts in the field.

2023 INDICATOR GOALS	2023 INDICATOR ATTAINED GOALS
<p>1. One training for twenty employees on the topic of: "Strengthening the integrity of employees at the DGCA in implementing public procurements and prevention of conflict of interests".</p> <p>2. Prepared analysis of the market of products and services for a specific case.</p> <p>3. One internal audit performed,</p> <p>4. Conducted 2 internal audits at the DGCA – UPPAP.</p> <p>5. Installed video surveillance at the archive of completed case files after public procurement at the DGCA and installed security doors at the premises where the procedure for public procurement is conducted.</p>	<p>1. TRAINING</p> <p>15 November 2023, Training Centre - Idrizovo, training of 19 AOP from the DPCM at the DGCA</p> <p>2. During the control, it was established that the Department for Implementation of Public Procurements prepares analyses of the market for products and services for specific cases,</p> <p>3. On 19 December 2023, an audit of the planning of public procurements and their implementation at the DGCA was conducted.</p> <p>4. INTERNAL CONTROL - control of the work</p> <p>1. 9 November 2023, Department for Public Procurement and Application of Standards</p> <p>2. 19 December 2023, Department for Public Procurement and Application of Standards</p> <p>During the controls, it was found that:</p> <ul style="list-style-type: none"> - working hours are respected, - in the work process during the implementation of public procurements, processes take place in accordance with the provisions of the Law on Security of Classified Information and NATO standards for security of classified information, - armoured security door and cameras are installed in the entire corridor, - objects classified as a STATE SECRET are kept in special closed safes, - the performed inspection of public procurement cases selected randomly leads to the conclusion that activities undertaken in procurement procedures were lawful, - moving the archives of the Department's case files was completed; the archive was put in order and all cases are fully archived in accordance with the Law on Archive Activities and relevant secondary legislation. <p>5. There is video surveillance in the archive of completed case files of public procurements at the DGCA, as well as security doors installed at the premises for conduct of public procurement procedures.</p>

In respect of this identified risk and the foreseen goals for the 2023 indicators, which are measurable, the following was established:

- the planned level of implementation of trainings was achieved, one training was planned for twenty employees, and one training was conducted for nineteen employees (the number of employees in

the concerned organizational unit at the time of conducting the training was nineteen people),
- the degree of implementation of internal audits was attained, i.e., the two foreseen internal audits were implemented.

OBJECTIVE 5: REDUCTION OF RISKS RELATING TO THE HUMAN RESOURCE MANAGEMENT SYSTEM

RISK

1. Insufficient transparency when hiring new staff under a public announcement of the Ministry of Internal Affairs,
2. Discrimination in employment on various grounds,
3. Favouring individuals in the promotion process.

RESPONSIBLE ORGANIZATIONAL UNITS

1. Department of Legal Affairs and Human Resources Management (DLAHRM),
2. Department for Common Affairs and Human Resource Management (DCAHRM),
3. Job Assignment and Promotion Committees.

OTHER RESPONSIBLE ORGANIZATIONAL UNITS

Department for Public Relations and Strategic Issues (DPRSI).

2023 INDICATOR GOALS	2023 INDICATOR ATTAINED GOALS
<p>1. Regular publishing of public announcements for employment at the Ministry of Internal Affairs- increased transparency in employment at the Ministry of Internal Affairs.</p> <p>2. Reduced number of complaints by candidates applying under a public announcement, who were not selected.</p> <p>3. Reduced number of complaints by candidates applying under an internal announcement for promotion, who were not selected.</p>	<p><u>Announcements published by DCAHRM:</u></p> <p>1. Public announcement for recruitment of police officers - one public announcement published on 6 June 2023, 3 complaints were received, - one public announcement published on 10 August 2023.</p> <p>2. Internal announcements of the BPS - In 2022, 526 internal announcements were published, and four objections were received, - In 2023, 477 internal announcements were published, and two objections were received.</p> <p>3. <u>Announcements published by the DLAHRM:</u> - One public announcement for the admission of thirty-nine executive level officers (24 with a university degree and fifteen with a secondary education), in connection to which two complaints were submitted (1 to the Ministry of Internal Affairs and one to the Ombudsman's Office), - after the published internal announcements in 2022 and 2023, one objection was submitted.</p>

OBJECTIVE 6: STRENGTHENING INDIVIDUAL AND INSTITUTIONAL INTEGRITY WITH THE OBJECTIVE OF SAFEGUARDING THE REPUTATION OF THE INSTITUTION

RISK

1. Unlawful and unprofessional conduct of employees at the Ministry of Internal Affairs, which damages the reputation of the Ministry of Internal Affairs, bringing as well low degree of personal integrity, undermining thus the institutional integrity,
2. Non-application of the Law on Protection of Whistleblowers.

RESPONSIBLE ORGANIZATIONAL UNITS

1. Department for Internal Control, Criminal Investigations and Professional Standards (DICCIPS).

OTHER RESPONSIBLE ORGANIZATIONAL UNITS

1. Training Centre,
2. Domestic and foreign experts in the field.

2023 INDICATOR GOALS	2023 INDICATOR ATTAINED GOALS
<p>1. Two trainings conducted for twenty employees of the Ministry of Internal Affairs on the topic of: "The system for integrity at the Ministry of Internal Affairs with special focus on the Code of Ethics and the Law on Whistleblowers " .</p> <p>2. Provided a separate room, a separate telephone line and an e- mail address for the employee authorized to receive reports from whistleblowers.</p>	<p>1. TRAININGS</p> <p>1. 8 – 9 November 2023, MIA premises at the MRTV , training for thirty-nine employees at PS for BC and BS and BCP at the RC for the North Border</p> <p>2. 15 November 2023, TC Idrizovo, training of 19 AOPs from the DPCM at the DGCA</p> <p>3. 16 November 2023, MIA premises at the MRTV - Skopje, training for 22 AOPs from the UAA at the DCA – Skopje</p> <p>4. 28 November 2023, PS for RTS Tetovo, training for ten employees at the PS for BC and BS at the RC for the North Border</p> <p>5. 6 December 2023, SIA Ohrid, training of 18 employees at the PS of GC Ohrid, PS for RTS Ohrid and RC for the West border</p> <p>6. 7 December 2023, SIA Ohrid, training of 20 AOPs from the Section for Firearms – Ohrid, Struga, Debar and Kichevo</p> <p>7. 12 December 2023, MIA, building No. 6, training for seventeen employees at the DRTS, UITA and MURTS</p> <p>8. 14 December 2023, Delchevo, training for eighteen employees at the PS for BC and BS at the RC for the East Border and PS of GC Delchevo</p> <p>2. The Ministry of Internal Affairs provided a separate room and an email address for the person authorized to receive reports from whistleblowers, and his contact data is published on the website of the Ministry of Internal Affairs.</p>

In respect of this identified risk and the foreseen goals for the 2023 indicators, which are measurable, the following was established:

- the planned level of implementation of trainings was achieved and exceeded, two trainings were planned and a total of five trainings were conducted, the quota of attendees was also exceeded (envisaged number - 40 employees of the Ministry of Internal Affairs, actually 163 employees of the

Ministry of Internal Affairs participated)

IV. CONCLUSIONS AND RECOMMENDATIONS

The implementation of the Integrity Plan was continually monitored and evaluated. Representatives/coordinators from all organizational units at the Ministry of Internal Affairs have actively participated in this process.

During the monitoring, coordinators prepared and sent reports, which served to evaluate the degree of implementation of the measures, activities and the attainment of goals defined under the Action Plan, as well as the effectiveness of measures.

The DICCIPS at the Ministry of Internal Affairs coordinated the collection, processing and analysis of reports sent by organizational units in charge of achieving relevant goals and measures.

The DICCIPS, based on quantitative and qualitative analysis of the achievements, circumstances, risks and previous experiences, made an assessment of the success of implemented measures and activities with the aim of improving institutional policies in terms of preventing corruption and enhancing integrity, while concluding that measures and activities set forth under the 2023 Action Plan for the implementation of the 2023-2025 Integrity Plan were correctly set, realistically viable and the results are measurable and traceable. In the long run, such results, compared with results of measures and activities to be implemented in the coming years -2024 and 2025, will present an even clearer picture of the situation with respect to strengthening the Ministry of Internal Affairs' employees integrity and will facilitate the reduction of the corruption rate among the Ministry ranks.

The DICCIPS considers that it is necessary to involve in the implementation of measures and activities set forth under the Action Plans for 2024 and 2025 representatives of the Unit for Strategic Planning, Standards and Quality Control, as well as from the Department for Public Relations and Strategic Issues at the Ministry of Internal Affairs.

Regarding the methodology for the work of all concerned organizational units of the Ministry of Internal Affairs, the DICCIPS in the next period will establish a unified methodology for the implementation of measures and activities set forth under the Action Plan, ensuring a unified approach as well in collecting required data.

After the analysis of the results in terms of the fulfilment of goals, the measures taken, the resources invested, the effectiveness and the impact, the DICCIPS finds that it is necessary to continue implementing the same measures and activities in the coming years - 2024 and 2025.

In this context, this document will serve as a comprehensive preventive tool against corruption, as it aims to promote and strengthen integrity, professionalism, ethics, as well as the application of moral values and professional standards.

Building integrity is challenging and requires continuous efforts, a good understanding of the problem, and the will to guarantee change at various levels. But the biggest challenge is related to changing the mentality and acquiring a work culture, due to the prominent level of resistance the country is facing in this respect.

No. 14.2.2-19/4

25 January 2024, Skopje

Minister Assistant

Igor Arsovski

[signature; stamp]