

REPUBLIC OF NORTH MACEDONIA

MINISTRY OF INTERIOR



2024 REPORT ON
THE REALISATION OF
THE ACTION PLAN FOR IMPLEMENTING
THE INTEGRITY PLAN
OF THE MINISTRY OF INTERIOR 2023-2025

SKOPJE, January 2025

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ABBREVIATIONS

Mol – Ministry of Interior

BPS – Bureau for Public Security

DICCIPS – Division for Internal Control, Criminal Investigations and Professional Standards

DGCA – Division for General and Common Affairs

DPCM – Department for Procurements and Contract Management

SPPAS – Section for Public Procurements and Application of Standards

DCA – Division for Civil Affairs

ScAA – Section (Sc) / Subsection (SSc) for Administrative Affairs

DLAHRM – Division for Legal Affairs and Human Resources Management

DUP – Division for Unformed Police

DCP – Division for Criminal Police

DBAM – Division for Border Affairs and Migration

UBCBS – Unit for Border Checks and Border Surveillance

DCAHRM – Division for Common Affairs and Human Resources Management

RC for BA – Regional Centres for Border Affairs

PS for BC and BS – Police Station for Border Checks and Border Surveillance

SIA – Sector for Internal Affairs

PS of GC – Police Station of General Competence

PS for RTS – Police Station for Road Traffic Safety

PSc for RTS – Police Section for Road Traffic Safety

MU for RTS – Mobile Unit for Road Traffic Safety

SCSIPA – Subsection for Crime Scene Investigation and Preliminary Analysis

UPO – Unformed Police Officer

AO – Authorised Officer

OU – Organisational Unit

CIDS – Norway's Centre for Integrity in the Defence Sector

INTRODUCTION

The term 'integrity', considered at the level of the Mol, to a large extent represents resistance to corruption and the sum total of all policies, standards and procedures established in the Ministry that strengthen the resistance to corruption and reduce the risk of corrupt practices by employees.

Hence, integrity can be defined as the absence of police abuse, adherence to the Code of Ethical Conduct, prescribed rules, standard procedures, and the conduct of police officers in accordance with applicable statutory regulations. High police integrity is the basis for creating mutual respect and trust between citizens and the police and plays a major role in the effective fight against crime and corruption.

The fight against corruption has been identified as one of the top strategic priorities in the 2024-2026 Strategic Plan of the Ministry of Interior, which states that, in the coming period, the Ministry will focus on improving efficiency and effectiveness in its work, with the aim of strengthening the rule of law through indiscriminate fight against organised crime, corruption, illegal migration, terrorism and cyber threats.



A major challenge for the Ministry of Interior, as a key institution for detecting and preventing corruption-related cases, involves timely detection and identification of corruption risks, as well as timely detection, documentation and proof of corrupt practices involving authorised officers.



The main objective of the Ministry of Interior in the fight against corruption is to reduce corruption, build employee integrity, raise employee awareness through proper training, eliminate the conditions for corruption in the police and unprofessional conduct, and establish desirable ethical standards.

The Ministry of Interior, with its proactive fight against corruption and its zero tolerance for corruption, is building control mechanisms, measures and activities that will narrow the scope of corrupt behaviour of the employees of the Ministry and the Police, and will also ensure the detection and appropriate sanctioning of each specific case.

One of these mechanisms is the 2023-2025 Mol Integrity Plan and the related corresponding Action Plan for implementing the Integrity Plan, developed with the support of the Intelligence and

Security Sector Reform Programme in North Macedonia (2021-2026) jointly implemented by the Ministry of Interior and the DCAF Geneva Centre for Security Sector Governance.

ON THE METHODOLOGY AND THE PROCESS

The Action Plan for Implementing the MoI's 2023-2025 Integrity Plan provides for the delivery of trainings in 5 (five) out of the 6 (six) objectives.

Considering that this is already the second year of implementing the measures and activities under the Integrity Plan, after the preparation of the last year's 2023 Report and its adoption, the DICCIPS has started developing and planning the methodological process for monitoring and evaluating the 2024 implementation of measures and activities from the Action Plan.

TRAININGS – Strengthening of Integrity

ОБУКА ЗА ПОЛИЦИСКИ ИНТЕГРИТЕТ

Дата и место, обучувачи

Нацрт – Агенда

- 10.00 – 10.30 Пристигнување / регистрација на учесници
- 10.30 – 11.15 Воведна сесија, модератор
 - претставување на учесниците
 - вовед во интегритет (презентација)
- 11.15 – 11.30 Пауза
- 11.30 – 12.15 Презентација од обучувачи за хибридни обуки
- 12.15 – 12.30 Пауза
- 12.30 – 13.15 Разработување на ризикот
 - презентација
 - дискусија
 - работа во групи
- 13.15 – 13.30 Завршна сесија
 - евалуација од учесниците
 - резиме на обуката

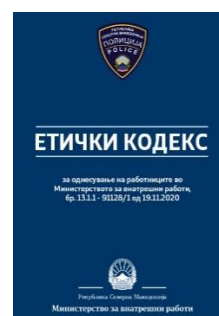
Police integrity is built constantly and continuously, and the values and principles of policing should become a way of working.

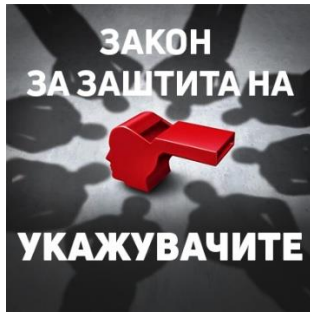
It is necessary for police officers to become familiar with the principles and values on which policing is based in order to prepare themselves for modern policing, which involves not only protecting the people, but also controlling the police conduct.

Professionalism, accountability, and compliance with and enforcement of applicable statutory regulations form the foundation of police integrity.

In this vein, the DICCIPS conducted the envisaged trainings following a predetermined agenda, and realised a number of topics of interest to the training participants.

As part of these trainings, special attention was paid to the Code of Ethics, and the level of awareness of the participants about its provisions. During each of the trainings, DICCIPS made sure to underline the **Article 16 of the Code of Ethics**, and its Point 5 in particular, Withholding from performing actions and activities that are in conflict with internal and police affairs.





In conducting the trainings, special emphasis was placed on encouraging the employees to report unlawful conduct and to cross the “blue wall of silence”¹ in doing so.

The training participants were informed that a separate room, a separate telephone line and a separate e-mail address have been provided at the DICCIPS for the person authorised to receive reports from whistleblowers.

<https://mvr.gov.mk/page/zakon-ukazuvaci>

CONTROLS – Verification of legal, professional and ethical conduct

The Action Plan provides for the implementation of internal controls by DICCIPS in four (4) of the identified six (6) objectives.

OBJECTIVE 1: STRENGTHENING OF INTEGRITY TO REDUCE ABUSE OF OFFICE AND AUTHORITY

Control may refer to:

- complying with working hours according to the work schedule
- conducting the work process in the photo booths for citizens who have applied for the issuance of personal documents
- checking that the persons being photographed have a pre-scheduled appointment
- performing breathalyser testing on authorised officers suspected of being under the influence of alcohol
- controlling the work records
- complying with Article 168, paragraph 3 of the LIA, with regard to official premises and motor vehicles
- quality control in the performance of work tasks.

OBJECTIVE 2: STRENGTHENING OF INTEGRITY IN TRAFFIC AND BORDER POLICE TO REDUCE BRIBERY

Control may refer to:

- complying with working hours according to the work schedule
- complying with rules by uniformed police officers in respect of their entering and staying in hospitality and other public facilities
- verifying the organisational units' records with respect to the number of complaints received from citizens against employees
- taking action on the tasks specified in the Orders for the Performance of Service
- complying with the Order for the Use of Official Motor Vehicles
- breathalyser testing of uniformed police officers suspected of being under the influence of alcohol
- controlling the work-related and operational records

¹ The ‘blue wall of silence’, also referred to as the ‘blue code’ or the ‘blue shield’, are terms used to denote an informal code of silence among police officers not to report the mistakes, misconduct, or crimes committed by their colleagues

- complying with Article 168, paragraph 3 of the LIA, with regard to official premises and motor vehicles
- controlling the police officers in relation to taking actions on the tasks specified in the Orders and to using the MCRS
- quality control in the performance of work tasks
- controlling the implementation of AP measures and activities regarding the implementation of the Mol's 2023-2025 IP.

OBJECTIVE 3: STRENGTHENING OF INTEGRITY OF POLICE OFFICERS TO LAWFULLY APPLY THEIR POLICE POWERS

Control may refer to:

- complying with working hours according to the work schedule
- controlling the records on the use of means of coercion, reports submitted, and whether assessments are made on the justification of the use of means of coercion, under the Article 81(2) of the Law on the Police
- controlling the complaints received from citizens and taking corresponding actions, i.e. whether they are dealt with in accordance with the Article 12, paragraph 2 of the Rulebook on the Performance of Work in the DICCIPS
- controlling the complaints received in the PSs submitted under Article 6 of the Rulebook on the Performance of Work in the DICCIPS
- controlling the records of arrested persons, persons deprived of liberty and detained persons, as well as random files of persons whose freedom of movement has been restricted
- controlling the complaints received and the minutes drawn up regarding criminal offences for which prosecution is undertaken pursuant to a private lawsuit
- breathalyser testing of uniformed police officers suspected of being under the influence of alcohol
- complying with Article 168 Paragraph 3 of the LIA, with regard to official premises and motor vehicles.

OBJECTIVE 4: STRENGTHENING OF INTEGRITY IN PUBLIC PROCUREMENT

Control may refer to:

- complying with working hours
- complying with the operational procedures in the conduct of public procurements, i.e. whether it is carried out in accordance with the provisions of the Law on the Security of Classified Information and NATO standards
 - whether public procurements are carried out under the public procurement plan
 - what kind of public procurement procedures are used and which ones are most common
 - whether there has been a pre-defined technical specification for the procurement by the procuring authority
 - whether there are multiple procurement procedures for a single type of procurement throughout the year, i.e. whether the procurement is split
 - insight into several casefiles – contracts – as to whether the procurement is full or partial, whether lower-priced items are being procured or exceptions have been made and, if so, what is the reason

- casefiles classified as a STATE SECRET are kept in special closed safes, as well as
- complying with Article 168 of the Law on Internal Affairs with regard to official premises and motor vehicles.

INDICATORS

Acts requesting the nomination and/or substitution of representatives – coordinators – from the involved organisational units were submitted to all organisational units involved in the implementation of the measures set out in the Action Plan, as well as information in reports regarding the status of the indicators relating to the measures and actions taken:

DIVISION FOR CIVIL AFFAIRS

- conducted 7 supervisions of the legality of the work with and the treatment of clients
- conducted 7 supervisions for wearing badges.

DIVISION FOR CRIMINAL POLICE

- conducting the “Training of Police Officers in Compliance with Laws and By-laws for the Exercise of Police Powers”.

DIVISION FOR COMMON AFFAIRS AND HUMAN RESOURCES MANAGEMENT

- adopted legal acts under the initiated amendments
- regular posting of public job advertisements for employment with the MoI – increased transparency in employment in the MoI
 - reduced number of contestations by candidates applying pursuant to a public job advertisement that were not selected, and
 - reduced number of contestations by candidates applying pursuant to an internal call for promotion that were not selected.

DIVISION FOR LEGAL AFFAIRS AND HUMAN RESOURCES MANAGEMENT

- adopted legal acts under the initiated amendments
- regular posting of public job advertisements for employment with the MoI – increased transparency in employment in the MoI
 - reduced number of contestations by candidates applying pursuant to a public job advertisement that were not selected, and
 - reduced number of contestations by candidates applying pursuant to an internal call for promotion that were not selected.

SECTION FOR INTERNAL AUDIT

- conducted 1 internal audit.

DIVISION FOR PUBLIC RELATIONS AND STRATEGIC ISSUES

- the web portals fully updated with laws and by-laws

REGIONAL CENTRE FOR BORDER AFFAIRS

- conducted 12 supervisions by corresponding heads

SECTOR FOR INTERNAL AFFAIRS

- conducted 12 controls by the SIA
- conducted 12 supervisions by the heads – SIA (DBAM, DUP and RC for BA)

DIVISION FOR UNFORMED POLICE

- conducted 6 controls by the BPS – DUP (and DBAM)
- conducted 12 supervisions by the heads – SIA (DBAM, DUP and RC for BA)

DIVISION FOR BORDER AFFAIRS AND MIGRATION

- conducted 6 controls by the BPS – DUP (and DBAM)
- conducted 12 supervisions by the heads – SIA (DBAM, DUP and RC for BA)

DIVISION FOR GENERAL AND COMMON AFFAIRS

- provided 10 video surveillance cameras for the needs of the Division for Civil Affairs
- provided 10 body cameras and 10 vehicle cameras (Objective 2)
- procured 100 uniforms (Objective 2)
- provided 10 body cameras and 10 vehicle cameras (Objective 3)
- developed case-specific market analysis for products and services
- installed video surveillance in the Records Management Office for public procurement casefiles in the DGCA and installed security doors in the premises where the public procurement procedure is carried out

OVERVIEW OF MEASURES AND ACTIVITIES TAKEN IN 2024

OBJECTIVE 1: Strengthening of integrity to reduce abuse of office and authority

RISK:

1. Favours certain clients in the issuance of personal documents, permits, licenses, certificates
2. Forgery of personal and other documents
3. Receiving moneys from citizens and requesting and accepting gifts, free services, and other benefits

RESPONSIBLE ORGANISATIONAL UNITS

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

OTHER RESPONSIBLE ORGANISATIONAL UNITS

1. Training Centre
2. Division for Legal Affairs and Human Resources Management
3. domestic and foreign experts in this area

2024 INDICATOR TARGETS	2024 ACHIEVEMENT OF INDICATOR TARGETS
1. 2 trainings for 20 DCA employees	DICCIPS: 1. 25.09.2024 , SclA Prilep, training of <u>22</u> authorised officers from the ScAA Bitola 2. 02.10.2024 , SIA Štip, training of <u>14</u> authorised officers from the ScAA Štip
2. Provided 10 camera for video surveillance	DGCA: The procurement has been envisaged to be carried out in 2025, according to budget availability.
3. Conducted 7 supervisions by the DCA of the legality of the work with and the treatment of clients	DCA: Conducted a total of 14 supervisory controls in the regional units of the Department (Subsections for Administrative Affairs and Subsections for Firearms, Explosives and Dangerous Substances) – Štip, Kočani, Vinica, Sveti Nikole, Probištip, Strumica, Gevgelija, Valandovo, Radoviš, Veles, Kavadarci, Negotino, Bitola
4. Conducted 2 internal control in the DCA	DICCIPS: 21.02.2024 1. Section for Administrative Affairs – Skopje, in the MRTV building 2. Section for Administrative Affairs – Skopje, in the building of the Kisela Voda PS of GC (Prolet) and 3. Section for Administrative Affairs – Skopje, in the building of Centar PS of GC (Beko) <u>Finding</u> - no irregularities in operation have been found - it was established that work order and discipline are respected - at the desk for the issuance of personal documents under a fast-track procedure, all envisaged computers provided with CAST cards are functioning - timely attachment of applications to the prepared personal documents and their timely forwarding to be handed over to the citizens

	4. 02.10.2024, Section for Administrative Affairs – Štip, in the building of SIA Štip <u>Findings and measures</u> Pursuant to Article 20 Paragraph 1 Point 7 of the DICCIPS Rulebook, an instruction was given to the Subsection employees to keep the records with which they are assigned within the scope of their work posts in a timely and orderly manner.
5. Conducted 7 supervisions by DCA with regard to wearing of badges	DCA: - the Division is continuously providing work guidance to all OU under its competence - some of the employees do not have badges or their badges are damaged; in coordination with the DIT, the DCA submitted a request to the DPDIS to produce new cards/badges

Within this identified risk and the envisaged measurable indicator targets set for 2024, the following was established:

- the envisaged level of training delivery has been achieved, two trainings have been envisaged and they have been carried out, with a minimum reduction in the quota of training participants² (40 AOs envisaged, 36 AOs participated)
- the level of implementation of supervisions of the legality of operations has also been fully achieved, or even particularly exceeded, i.e. out of the envisaged 7 oversights, 14 have been carried out
- the envisaged level of implementation of internal controls has been met and exceeded, 4 controls have been implemented, most of which have not identified any irregularities; only during one control appropriate specific measures have been proposed
- the level of implementation of supervisions with regard to wearing of badges has also been fully achieved, whereby it has been found that some of the employees had no badges, i.e. their badges had been damaged, so a procedure is underway for their manufacture / replacement, in coordination between DCA – DIT – DPDIS

Note: Comparison with realised indicator targets in 2023

1. the number of trainings is at the same level, with a minimal decrease in the number of training participants
2. the number of supervisions has been significantly increased to ensure that employees are acting in accordance with laws and regulations
3. the situation with badges is an issue that has existed also in 2023, and is of a technical nature

² At the time of the training delivery, there were not enough employees in the OU who could participate in the training because they had to remain at their workplaces in order to maintain the workflow order and process

OBJECTIVE 2: Strengthening of integrity in traffic and border police to reduce bribery

RISK

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

RESPONSIBLE ORGANISATIONAL UNITS

1. Division for Unarmed Police (DUP)
2. Division for Border Affairs and Migration (DBAM)
3. Division for Internal Control, Criminal Investigations and Professional Standards (DICCIPS)

OTHER RESPONSIBLE ORGANISATIONAL UNITS

1. Training Centre
2. Sectors for Internal Affairs (SIAs)
3. domestic and foreign experts in this area

2024 INDICATOR TARGETS	2024 ACHIEVEMENT OF INDICATOR TARGETS
1. 2 trainings for 40 employees on the topic of: “Strengthening of Integrity of Employees in the Traffic Police and at the Border Crossings”	1. Mol and foreign partners (CIDS) – a total of 5 trainings 1.1. 18.04.2024 , Mol – Skopje, Building No. 6, training for representatives of DBAM and RC for BA at managerial positions 1.2. 28.05.2024 , RC for BA East – Delčevo, training of <u>17</u> employees in the PS for BC and BS within RC for BA East 1.3. 30.05.2024 , RC for BA West – Ohrid, training of <u>22</u> employees in the PS for BC and BS within RC for BA West 1.4. 04.06.2024 , RC for BA North – Skopje, training of <u>21</u> employees in the PS for BC and BS within RC for BA North 1.5. 05.06.2024 , RC for BA South – Kavadarci, training of <u>17</u> employees in the PS for BC and BS within RC for BA South 2. Mol – total of 2 2.1. 07.11.2024 , PS for RTS Štip, training of <u>20</u> police officers from PS for RTS Štip 2.2. 18.12.2024 , SIA Strumica, training of <u>21</u> police officers from PS and PSc for RTS within SIA Strumica 3. SIA Ohrid 3.1. 17.12.2024 , training of <u>19</u> police officers of traffic and general competence within SIA Ohrid
2.1. Conducted 12 controls by the SIA 2.2 Conducted 6 controls by the BPS (DUP and DBAM)	SIA Skopje Conducted 52 controls within the SRTS – URTS by the senior staff, no elements for taking action or sanctioning have been identified SIA Kumanovo 90 control supervisions SIA Tetovo 174 supervisions by the PS of GC and the PSc for traffic SIA Veles Regular controls according to the monthly control plans as well as extraordinary controls by the immediate heads over the UPOs for RTS

	SIA Štip Conducted 81 controls over UPOs SIA Bitola 12 supervisions with regard to the work of the Traffic Police SIA Strumica Regular controls as per the monthly plan SIA Ohrid - 7 supervisions by heads over UPOs with regard to body cameras - 164 supervisions and controls by heads in the OU with regard to the work of POs in the PSs and PScs for RTS DUP: - DTA conducted 70 control services and 2 general supervisions over the RTS - DTA conducted 85 control services in the MU for RTS - DPAGC conducted 18 control services in 70 PSs and PScs of GC DBAM: - a total of 33 controls by UBCBS
3. Conducted 2 internal controls in all traffic stations / sections and PS for BC and BS	1. 24.05.2024, PS for BC and BS Bogorodica 2. 24.05.2024, PS for BC and BS Dojran 3. 24.05.2024, PS for BC and BS Medžitlija 4. 24.05.2024, PS for RTS – Bitola 5. 24.05.2024, PSc for RTS – Kruševo 6. 24.05.2024, PS for BP – Dolno Blace Mandatory measures - the Chief of the RC for BA North is to take measures to overcome the identified deficiencies, i.e. to keep adequate records of daily events (Form No. 55) and the Daily Log of Mileage - in the future, actions should be taken fully in accordance with the provisions of the Rulebook on the Content and the Manner of Keeping Police Records and the Layout and the Content of the Police Records Form, and the Rulebook on the Distribution, Use, Maintenance and Renewal of the Fleet of the MoI 7. 24.05.2024, PS for BC Tabanovce Mandatory measures - the Chief of the RC for BA North is to take measures to overcome the identified deficiencies, i.e. to keep adequate records of daily events (Form No. 55) and the Daily Log of Mileage - in the future, actions should be taken fully in accordance with the provisions of the Rulebook on the Content and the Manner of Keeping Police Records and the Layout and the Content of the Police Records Form, and the Rulebook on the Distribution, Use, Maintenance and Renewal of the Fleet of the MoI 8. 24.05.2024, PS for RTS Kumanovo Mandatory measures - the Chief of SIA Kumanovo is to take measures to overcome the identified deficiencies with regard to keeping daily logs of mileage and filling out the forms for the use of official vehicles, and in the future, actions should be taken

	fully in accordance with the provisions of the Rulebook on the Distribution, Use, Maintenance and Renewal of the Fleet of the MoI 9. 28.05.2024, PS for BC and BS Delčevo 10. 28.05.2024, PSc for RTS Delčevo 11. 30.05.2024, PS for BC and BS Sv. Naum 12. 30.05.2024, PS for RTS Ohrid 13. 02.06.2024, PS for BC and BS Tabanovce Mandatory measures - the Chief of RC for BA North is to take measures to overcome the identified deficiencies with regard to keeping official records, i.e. the records should be fully in accordance with the Rulebook on the Content and the Manner of Keeping Police Records 14. 02.06.2024, PS for BC International Airport Mandatory measures - the Chief of RC for BA North is to take measures to overcome the identified deficiencies with regard to keeping official records, i.e. the records should be fully in accordance with the Rulebook on the Content and the Manner of Keeping Police Records - DICCIPS put forward a proposal for initiating proceedings to establish the disciplinary liability of two employees 15. 02.06.2024, PS for BP Dolno Blace Mandatory measures - the Chief of RC for BA North is to take measures to overcome the identified deficiencies with regard to keeping official records, i.e. the records should be fully in accordance with the Rulebook on the Content and the Manner of Keeping Police Records - DICCIPS put forward a proposal for initiating proceedings to establish the disciplinary liability of one employee 16. 02.06.2024, PS for BC Jažince Findings and measures - According to the Article 20 Paragraph 1 Point 7 of the Rulebook of DICCIPS, instructions were given to the employees, in the future, to be diligent and to perform their work tasks more conscientiously, and in particular, to take care when filling in the records of seized items, arrested and detained persons, persons deprived of their liberty, to fill them in in accordance with the regulations in this area and to update them regularly
4. Provided 10 body cameras and 10 vehicle cameras	DGCA: The procurement has been envisaged to be carried out in 2025, according to budget availability
5. Procured 100 uniforms	DGCA: The procurement has been envisaged to be carried out in 2025, according to budget availability

Within this identified risk and the envisaged measurable indicator targets set for 2024, the following was established:

- the envisaged level of training delivery has been achieved and exceeded; 2 trainings have been envisaged, and a total of 7 trainings have been conducted:

- 5 (five) trainings in joint organisation by MoI and CIDS,
 - as well as 2 (two) trainings implemented by the MoI,
 - and the quota of training participants was exceeded (80 police officers envisaged, 118 POs participated)
 - 1 (one) training by SIA Ohrid
- the level of implementation of controls and supervisions by the SIA, as well as by the DUP and DBAM, has been many times higher than planned, within which no deficiencies as to corrupt practices in the PS have been identified
- the envisaged level of implementation of internal controls has been fulfilled and exceeded, i.e. out of the envisaged two controls, as many as 16 internal controls have been implemented:
- during most of the controls, it was found that police officers, when performing the work and the tasks within their scope, are acting in accordance with the rules and regulations applicable to MoI
 - for a significantly smaller proportion, deficiencies were identified for which specific mandatory measures were proposed, and 3 (three) proposals were submitted to establish disciplinary liability

Note: Comparison with realised indicator targets in 2023

1. Trainings – a significantly increased number of trainings and a correspondingly increased number of training participants, as well as additional training organised and conducted by SIA Ohrid
2. Considering that, in 2023, 11 controls were carried out, during which mandatory measures were mostly imposed and, at the same time, 13 proposals were submitted to establish disciplinary liability, in 2024 there has been a significant improvement in the performance of work responsibilities as well as in the professional conduct of the MoI employees.

OBJECTIVE 3: Strengthening of integrity of police officers to lawfully apply their police powers

RISK

Committing criminal offences and undermining the trust in the police

RESPONSIBLE ORGANISATIONAL UNITS

1. Division for Internal Control, Criminal Investigations and Professional Standards
2. all organisational units where police powers are exercised

OTHER RESPONSIBLE ORGANISATIONAL UNITS

1. Training Centre
2. Division for Common Affairs and Human Resources Management
3. Division for Legal Affairs and Human Resources Management
4. Domestic and foreign experts in this area

2024 INDICATOR TARGETS	2024 ACHIEVEMENT OF INDICATOR TARGETS
1. 2 trainings for 20 employees on the topic of: "Strengthening of integrity of police employees in the exercise of police powers (abuse and overstepping of police powers)"	1. DICCIPS: 118 police officers 1.1. 28.05.2024 , RC for BA East – Delčevo, training of <u>17</u> employees in the PS for BC and BS within RC for BA East 1.2. 30.05.2024 , RC for BA West – Ohrid, training of <u>22</u> employees in the PS for BC and BS within RC for BA West 1.3. 04.06.2024 , RC for BA North – Skopje, training of <u>21</u> employees in the PS for BC and BS within RC for BA North 1.4. 05.06.2024 , RC for BA South – Kavadarci, training of <u>17</u> employees in the PS for BC and BS within RC for BA South 1.5. 07.11.2024 , PS for RTS Štip, training of <u>20</u> police officers from PS for RTS Štip 1.6. 18.12.2024 , SIA Strumica, training of <u>21</u> police officers from PS and PSc for RTS within SIA Strumica 2. SIA Ohrid 17.12.2024 , training of <u>19</u> police officers of traffic and general competence within SIA Ohrid 3. RC for BA West: 6 trainings with a total of 68 police officers 3.1. 15.05.2024 , PS for BC and BS Sv. Naum, <u>17</u> police officers 3.2. 26.11.2024 , PS for BC Airport Sv. Apostol Pavle – Ohrid, <u>11</u> police officers 3.3. 26.11.2024 , PS for BS Frangovo and PS for BS Labuništa, <u>8</u> police officers 3.4. 27.11.2024 , PS for BC and BS Stenje, <u>10</u> police officers 3.5. 28.11.2024 , PS for BC Kafasan, <u>13</u> police officers 3.6. 13.12.2024 , PS for BS Lake Ohrid, <u>9</u> police officers
2. Provided 10 body cameras and 10 vehicle cameras	DGCA: The procurement has been envisaged to be carried out in 2025, according to budget availability
3. Conducted 12 supervisions by corresponding heads	SIA Skopje Regular controls as per the monthly plans SIA Kumanovo 10 controls by the PS for RTS head Supervisions by the PS for RTS over the exercise of police powers SIA Tetovo 930 supervisions by the OP, PS and PSc of general competence

	SIA Veles Each use of means of coercion is assessed for justification and no cases of excessive use of physical force by the POs has been found SIA Štip Conducted 81 controls over UPOs SIA Bitola Regular controls as per the monthly plan SIA Strumica - 84 supervisions by immediate senior staff in the use of means of coercion - which use is deemed justified SIA Ohrid - 114 supervisions by the SIA in the use of means of coercion - 497 controls and supervisions by the OU heads DUP: - DTA conducted 70 control services and 2 general supervisions over the RTS - DTA conducted 85 control services in the MU for RTS - DPAGC conducted 18 control services in 70 PSs and PSCs of GC DBAM: - a total of 33 controls by UBCBS RC for BA: Regular controls are conducted as per the monthly plans
4. Adopted legal acts under the initiated amendments	DLAHRM: No amendments to by-laws on arrested, detained or persons deprived of their liberty have been initiated during 2024
5. Conducted 6 internal control in the SIA / PSs	1. 16.04.2024, PS-GC Gostivar Mandatory measures - record-keeping is to be in accordance with the Rulebook on the Content and the Manner of Keeping Police Records and the Layout and the Content of the Police Records Form - to procure the official forms that are in accordance with the Rulebook on the Manner of Conducting Police Affairs; - with regard to detained persons and those deprived of their liberty, to consistently apply the provisions of the Standard Operating Procedure for the Treatment of Persons Who Have Their Right to Freedom of Movement Restricted and the LCP 2. 16.04.2024, PS-GC Tetovo Mandatory measures - record-keeping is to be in accordance with the Rulebook on the Content and the Manner of Keeping Police Records and the Layout and the Content of the Police Records Form - to procure the official forms that are in accordance with the Rulebook on the Manner of Conducting Police Affairs; - with regard to detained persons and those deprived of their liberty, to consistently apply the provisions of the Standard Operating Procedure for the Treatment of Persons Who Have Their Right to Freedom of Movement Restricted and the LCP 3. 28.05.2024, PS-GC Delčevo 4. 30.05.2024, PS-GC Ohrid

	5. 31.05.2024, PS-GC Aerodrom Mandatory measures - the keeping of official records is to be in accordance with the Rulebook on the Content and the Manner of Keeping Police Records and the Layout and the Content of the Police Records Form, and actions taken should be fully compliant with the provisions of the Law on the Police - with regard to arrested persons, detained persons and persons deprived of their liberty, to consistently apply the provisions of the Standard Operating Procedure for the Treatment of Persons Who Have Their Right to Freedom of Movement Restricted, the Law on the Police, and the LCP. 6. 31.05.2024, PS-GC Karpoš Mandatory measures - the keeping of official records is to be in accordance with the Rulebook on the Content and the Manner of Keeping Police Records and the Layout and the Content of the Police Records Form, and actions taken should be fully compliant with the provisions of the Law on the Police - with regard to arrested persons, detained persons and persons deprived of their liberty, to consistently apply the provisions of the Standard Operating Procedure for the Treatment of Persons Who Have Their Right to Freedom of Movement Restricted, the Law on the Police, and the LCP. 7. 02.06.2024, PS-GC Tetovo Mandatory measures Instructions were given to the PS-GC employees, in the future, to be diligent and to perform their work tasks more conscientiously, and in particular, to take care when filling in the records of seized items, arrested and detained persons, persons deprived of their liberty, to fill them in in accordance with the regulations in this area and to update them regularly. 8. 29.06.2024, PS-GC Štip Mandatory measures - operational record-keeping is to be in accordance with the Rulebook on the Content and the Manner of Keeping Police Records and the Layout and the Content of the Police Records Form, all data from the records is to be regularly updated 9. 29.06.2024, PS-GC Strumica Mandatory measures - operational record-keeping is to be in accordance with the Rulebook on the Content and the Manner of Keeping Police Records and the Layout and the Content of the Police Records Form, all data from the records is to be regularly updated. 10. 30.06.2024, PS-GC Prilep Mandatory measures - the keeping of official records is to be in accordance with the Rulebook on the Content and the Manner of Keeping Police Records and the Layout and the Content of the Police Records Form. 11. 30.06.2024, PS-GC Veles Mandatory measures - the keeping of official records is to be in accordance with the Rulebook on the Content and the Manner of Keeping Police Records and the Layout and the Content of the Police Records Form.
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6. The web portal is fully updated with laws and by-laws ³	DPRSI All laws and by-laws are posted on the MoI website: https://mvr.gov.mk/zakoni
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Within this identified risk and the envisaged measurable indicator targets set for 2024, the following was established:

- the envisaged level of training delivery has been achieved and exceeded,
 - two trainings have been envisaged and a total of six trainings have been delivered by the DICCIPS;
 - the quota of training participants was exceeded (40 police officers envisaged, 118 POs participated);
 - organised and conducted additional trainings in SIA Ohrid (1) and RC for BA West (6).
- the level of implementation of controls and supervisions by heads is higher than envisaged, they have been implemented regularly in accordance with the monthly plans.
- the envisaged level of implementation of internal controls has been met and exceeded, i.e. out of the envisaged six, 11 internal controls have been carried out, within which no deficiencies in the exercise of police powers have been found, however, certain administrative omissions have been identified and appropriate measures have been proposed.

Note: Comparison with realised indicator targets in 2023

1. Tripled number of trainings and, at the same time, increased number of training participants (102 in 2023)
2. Additionally organised and conducted trainings in SIA Ohrid and RC for BA West
3. Almost doubled number of internal controls

³It necessary to regularly update the web page used by the MoI employees – the INTRANET

OBJECTIVE 4: Strengthening of integrity in public procurement

RISK

1. Conflict of interest with economic operators
2. Subjective approach in the preparation of public procurement documentation with the aim of discriminating against certain economic operators and subjective evaluation of bids
3. Disclosure of confidential information to economic operators

RESPONSIBLE ORGANISATIONAL UNITS

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

OTHER RESPONSIBLE ORGANISATIONAL UNITS

1. Training Centre
2. Division for Financial Affairs
3. Division for Legal Affairs and Human Resources Management
4. domestic and foreign experts in this area

2024 INDICATOR TARGETS	2024 ACHIEVEMENT OF INDICATOR TARGETS
1. 1 trainings for 20 employees on the topic of: "Strengthening of integrity of DGCA employees in the conduct of public procurements and preventing conflict of interest"	20.12.2024 , Mol, Building No. 6 (Border Police), training of 19 authorised officers from the DGCA
2. Developed case-specific market analysis for products and services	DGCA: Realised in 2023
3. Conducted 1 internal audit	ScIA: The Section implements all the activities covered by the 2024 Internal Audit Annual Plan
4. Conducted 2 internal control in the DGCA	11.12.2024 , Section for Public Procurements and Application of Standards Finding DICCIPS has found that the work process in the Section for Public Procurements in the DICCIPS is carried out in accordance with statutory regulations.
5. Installed video surveillance in the Records Management Office for public procurement casefiles in the DGCA and installed security doors in the premises where the public procurement procedure is carried out	DGCA: Realised in 2023

Within this identified risk and the envisaged measurable indicator targets set for 2024, the following was established:

- the envisaged level of training delivery has been achieved, one training with 20 training participants has been envisaged, and one training with 19 training participants has been conducted⁴

⁴ It should be noted that this OU is facing a shortage of human resources

- a thorough internal control was carried out with insights into multiple casefiles and in the overall operation of the Section for Public Procurements over the course of one year, which is why it was not deemed necessary to conduct additional controls.

OBJECTIVE 5: Risk reduction in the human resources management system

RISK

1. Lack of transparency in hiring new personnel with Mol through public announcement
2. Discrimination in employment on various grounds
3. Favours individuals in the promotion process

RESPONSIBLE ORGANISATIONAL UNITS

1. Division for Legal Affairs and Human Resources Management (DLAHRM)
2. Division for Common Affairs and Human Resources Management (DCAHRM)
3. Commission for Assignment and Promotion

OTHER RESPONSIBLE ORGANISATIONAL UNITS

1. Division for Public Relations and Strategic Issues (DPRSI)

2024 INDICATOR TARGETS	2024 ACHIEVEMENT OF INDICATOR TARGETS
1. Regular posting of public job advertisements for employment with the Mol – increased transparency in employment in the Mol	DLAHRM: In 2024, the Mol posted 3 public announcement 1. 25.11.2024, Public announcement for admission of 39 incumbents to work in the Mol for an indefinite period of time under the Law on Employment 2. 02.12.2024, Public announcement for admission of 101 incumbents to work in the Mol for an indefinite period of time: 48 incumbents – probationers with or without work experience (higher education) and 53 incumbents – probationers with or without work experience (secondary education) 3. 16.12.2024, Public announcement for the establishment of employment relationship for 600 incumbents at the position of “policeperson” for work in the Mol
2. Reduced number of contestations by candidates applying pursuant to a public job advertisement that were not selected	DLAHRM: In 2024, no contestations were filed by applying candidates who were not selected pursuant to the public announcement (hiring process not completed) DCAHRM: 2022 – 17 contestations 2023 – 36 contestations
3. Reduced number of contestations by candidates applying pursuant to an internal call for promotion that were not selected.	DLAHRM: In 2024, 2 (two) contestations were filed by applying candidates who were not selected pursuant to the internal call DCAHRM: - 2023 – 7 contestations - 2024 – 24 contestations

OBJECTIVE 6: Strengthen of individual and institutional integrity to maintain the reputation of the institution

RISK

1. Unlawful and unprofessional conduct of the Mol employees which damages the reputation of the Mol and a low level of possession of personal integrity, and thus reduced institutional integrity
2. Inapplicability of the Law on the Protection of Whistleblowers

RESPONSIBLE ORGANISATIONAL UNITS

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

OTHER RESPONSIBLE ORGANISATIONAL UNITS

1. Training Centre
2. domestic and foreign experts in this area

2024 INDICATOR TARGETS	2023 ACHIEVEMENT OF INDICATOR TARGETS
1. Conducted 2 trainings with 20 Mol employees on the topic of: "The integrity system in the Mol with special reference to the Code of Ethics and the Law on the Protection of Whistleblowers"	1. 25.09.2024, ScIA Prilep, training of 22 AOs from the ScAA Bitola 2. 02.10.2024, SIA Štip, training of 14 AOs from ScAA 3. 18.04.2024, Mol – Skopje, Building No. 6, training for representatives of DBAM and RC for BA at managerial positions 4. 28.05.2024, RC for BA East – Delčevo, training of 17 employees in the PS for BC and BS within RC for BA East 5. 30.05.2024, RC for BA West – Ohrid, training of 22 employees in the PS for BC and BS within RC for BA West 6. 04.06.2024, RC for BA North – Skopje, training of 21 employees in the PS for BC and BS within RC for BA North 7. 05.06.2024, RC for BA South – Kavadarci, training of 17 employees in the PS for BC and BS within RC for BA South 8. 07.11.2024, PS for RTS Štip, training of 20 police officers from PS for RTS Štip 9. 18.12.2024, SIA Strumica, training of 21 police officers from PS and PSc for RTS within SIA Strumica 10. 20.12.2024, Mol, Building No. 6, training of 19 AOs from DGCA
2. A separate room, a separate telephone line and a separate e-mail address have been ensured for the person authorised to receive reports from whistleblowers.	A separate room, a separate telephone line and a separate e-mail address have been ensured for the person authorised to receive reports from whistleblowers.

Within this identified risk and the envisaged measurable indicator targets set for 2023, the following was established:

- the envisaged level of training delivery has been achieved and exceeded
 - two trainings have been envisaged and a total of 10 trainings have been delivered
 - the quota of training participants was also exceeded (40 Mol employees envisaged, 173 Mol employees participated)

Note: Comparison with realised indicator targets in 2023

1. Exceeded number of trainings and training participants – in 2023, 8 trainings were delivered with 164 training participants
2. No activities have been implemented with regard to using the opportunity for protected reporting

CONCLUSIONS AND RECOMMENDATIONS

- Based on the quantitative and qualitative analysis of achievements, circumstances, risks and previous experiences, the DICCIPS carried out an assessment of the performance of implemented measures and activities in order to improve institutional policies in terms of preventing corruption and increasing integrity and concluded that the measures and activities envisaged for 2024 in the Action Plan for Implementing the 2023-2025 Integrity Plan have been set correctly, realistically achievable, and the results are measurable and traceable.
- In the long run, such results, compared with the results of the measures and activities implemented in the previous year, 2023, allowed for an insight into the progress, and their implementation in 2025 is expected to give an even clearer picture of the scale of improvement in the level of integrity among the Mol employees and the reduction of the corruption rate in the ranks of the Ministry.
- Having analysed the results in terms of meeting the targets, measures taken, resources invested, effectiveness and impact, DICCIPS has determined that it is necessary to continue implementing the same measures and activities in the coming year 2025.
- Objective 5, which addresses the risks of corruption in human resources management, should provide for integrity trainings for the employees of DLAHRM and DCAHRM, as well as for the members of the hiring and assignment commissions, and for controlling the work of these commissions after a completed advertisement (public and internal).
- Given that there is a lack of familiarity with the contents of the Code of Ethics during trainings, it is proposed to print pocket editions of the Code and share it during training delivery.
- In 2025, the delivery should be envisaged of the "Training of police officers in compliance with laws and by-laws for the exercise of police powers" at the Training Centre, as one of the measures to reduce the risk of excessive use of physical force in the exercise of police powers.
- Active involvement of the Section for Audit in the implementation of the envisaged measures and activities of the Action Plan, which provides for internal auditing of the processes of implementation of public procurements in the Mol by the DGCA.
- INTRANET – regularly update the database of laws and by-laws available on the intranet, especially by regularly uploading consolidated texts of regulations and allowing for easier accessibility and searchability in the database of regulations.
- The new 2026-2028 Plan will replace the term "police integrity" with "professional integrity".
- Following a prior analysis, to prepare a new Action Plan for Implementing the 2026-2028 Professional Integrity Plan of the Mol, which will confirm the existing or identify other risk areas in the conduct of Mol employees who are most exposed to the risks of corrupt or other illegal conduct, with appropriate involvement of other relevant organisational units that will be responsible for implementing the measures and activities of the Action Plan, and which will be envisaged to reduce or suppress the risks involved.

No. _____
Skopje

ASSISTANT TO THE MINISTER
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