



REPORT ON THE STATUS OF IMPLEMENTATION OF THE INTEGRITY PLAN 2021-2024  
FOR THE PERIOD 1 JULY – 31 DECEMBER 2024

In accordance with the Active Transparency Policy, the Ministry of Defence prepares regularly, semi-annually and publicly publishes a report on the level of implementation of the activities set forth in the Integrity Plan 2021-2024 and the annual activity plans arising thereof.

The semi-annual reports are prepared in a standardized manner, in a specially designed matrix, which is part of the Plan.

The Sixth Report on the Level of Implementation of the Integrity Plan covers the period 01.07 - 31.12.2024.

Once the Integrity Plan 2021-2024 is implemented, an evaluation of the progress achieved in implementing the Plan will be carried out in 2025.

The body responsible for monitoring the implementation is the Building Integrity Working Group in the Ministry of Defence.

In the period 01.07-31.12.2024, in accordance with the Integrity Plan 2021-2024 and the Activity Plan for 2024, four activities were implemented, specifically: Human Resources – one activity, Public Procurement – one activity and Internal Control – two activities. They were implemented with expert support from the Center for Integrity in the Defence Sector of the Kingdom of Norway – CIDS.

According to the information provided by CIDS related to the limited resources they had last year, i.e. the limited travel opportunities for their experts, some of the trainings and activities from the 2024 Activity Plan that were supposed to be implemented in 2024 will be implemented in the course of 2025.

Coordinator for the implementation of the activities of the Integrity Plan of the Ministry of Defence responsible for the cooperation with the Norwegian Center for Integrity in the Defence Sector (CIDS)

Nikica Jovanovska

## X. Area I: - Human Resource Management

Benchmark:-Improved efficiency of the human resource management system					
Activity	Expected results	Implementation of activity ("Yes" and when implementation is in progress, "No")	Achieved results	Number of peersons involved	Additional remarks
Preparation of regulations for the implementation of planning in human resource management.	Human resource planning regulation prepared	Yes	Improving the planning system in the area of human resources		Activity 2.3 of the 2024 Activity Plan  A Methodology for the implementation of the activity has been prepared. It is part of the 2025 Activity Plan and will be fully implemented in 2025.

**Area: IV-Public Procurement**
**Benchmark:-** Improved organizational structure and institutional capacity to ensure integrity and transparency in public procurement

Activity	Expected results	Implementation of activity ("Yes" and when implementation is in progress, "No")	Achieved results	Number of persons involved	Additional remarks
5. Training - Risk management and risk register in public and defence procurement	Implemented online training in the area of risk management and risk register in public and defence procurement	Yes	Improved skills and improved practical application of risks in public and defence procurement	23	<p>Activity 3.2 of the 2024 Activity Plan</p> <p>The activity is being implemented with expert support from the Center for Integrity in the Defence Sector of the Kingdom of Norway – CIDS.</p>

**Area: VI-Internal control**
**Benchmark:-** Increased role of internal audit and the inspectorate in building integrity

Activity	Expected results	Implementation of activity ("Yes" and when implementation is in progress, "No")	Achieved results	Number of persons involved	Additional remarks
Analysis of the effects from the implementation of the Code of Ethics for the employees in the Ministry of Defence and the Army	Improving the system of good governance in defence and promoting and protecting integrity and professionalism	No	The shortcomings and needs for improvement in terms of good governance in the defence sector have been identified.	/	<p>Activity 38 of the 2024 Activity Plan</p> <p>The activity will be implemented in 2025 due to amendments and additions to the Code of Ethics.</p>

Good Governance Gap Analysis	Identified gaps and needs in terms of good governance in the defence sector	Yes	Improving the system of good governance in the defence sector by considering the need to further promote and protect integrity and professionalism	/	Activity 1.7 of the 2024 Activity Plan
Review of the ongoing system and practices regarding “decision-making” within the MoD and the Army	Review of the existing decision-making system in the Ministry of Defence and the Army	Yes	Comparing and observing best practices through discussions with authorities in the Ministry of Defence		Activity 37 of the Integrity Plan 2021-2024