

REPUBLIC OF NORTH MACEDONIA

MINISTRY OF INTERIOR



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

SKOPJE, January 2026

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ABBREVIATIONS

MIA – Ministry of Internal Affairs (МВР)

CA – Collective Agreement of the Ministry of Internal Affairs (КД)

BPS – Bureau of Public Security (БЈБ)

UGC-RS – Unit for General Competence Police Stations and Reserve Staff (ЕПСОНРС)

SPSQC – Strategic Planning, Standards, and Quality Control Unit (ЕСПСКК)

DIC-CIPS – Department for Internal Control, Criminal Investigations, and Professional Standards (ОВККИПС)

DGCA – Department for General and Common Affairs (ООЗР)

DCA – Department for Civil Affairs (ОГР)

DL-HRM – Department for Legal Affairs and Human Resource Management (ОПРУЧР)

OUR – Department/Section for Administrative Affairs (ОУР)

DCA – Department for Common Affairs (ОЗР)

DIA – Department for Internal Affairs (ОБР)

DPPS – Department for Public Procurement and Standards (ОЈНПС)

DPRS – Department for Public Relations and Strategic Issues (ООЈСП)

RC-BA – Regional Centers for Border Affairs (РЦ за ГР)

PS-BCBS – Police Station for Border Checks and Border Supervision (ПС за ГП и ГН)

SIA – Sector for Internal Affairs (СБР)

PCS-CM – Procurement and Contract Management Sector (СНМД)

TIS – Technical Inspection Station (СТП)

PS-GC – Police Station of General Competence (ПС – ОН)

PS-RS – Police Station for Road Safety (ПС за БПС)

PU-RS – Police Unit for Road Safety (ПО за БПС)

MRU – Mobile Road Safety Unit (МЕБПС)

MTC – Mobile Traffic Control System (МССК)

MTR – Material and Technical Resources (МТС)

PO – Police Officer (ПС)

UPO – Uniformed Police Officer (УПС)

AO – Authorized Official (ОСЛ)

INTRODUCTION

Integrity is one of the significant values in the work of the Ministry and is crucial for building and maintaining trust between the Ministry and citizens. It signifies the lawful, independent, impartial, ethical, responsible, and transparent execution of work tasks by employees. In this way, employees protect their own reputation and the reputation of the Ministry, eliminate risks and opportunities for corruption to occur, and thereby secure citizens' trust in the work of the Ministry.

In the fight against corruption, citizens should also actively participate through continuous reporting of corruption cases, which will contribute to reducing this phenomenon.

The basic goals of the Ministry of Interior in the fight against corruption are its reduction and achieving an anti-corruption culture among employees, building employee integrity in the Ministry according to European standards, raising employee awareness through appropriate training, eliminating conditions for corruption and unprofessional conduct in the Ministry, and establishing desired ethical standards.



The Ministry of Interior, through the Department for Internal Control, Criminal Investigations and Professional Standards, actively takes measures and activities to fight corruption, prevent corrupt behavior and conduct by employees, and strengthen professional integrity.



The Department has prepared the Integrity Plan for the Ministry of Interior 2023-2025 and its Action Plan for its implementation. The Integrity Plan represents a preventive mechanism through which the Ministry identifies risks and takes measures to reduce them, thereby directly enabling improvement of professional integrity of employees. These were prepared with support of the DCAF - Geneva Centre for Security Sector Governance in North Macedonia (Intelligence and Security Sector Reform in the Republic of North Macedonia 2021-2026).

ON THE METHODOLOGY AND THE PROCESS

The Action Plan for implementing the Integrity Plan of the MIA 2023-2025 covered a three-year period and accordingly provided for appropriate measures and activities each year to fulfill goals and indicators for each of the identified risks.

The measures and activities included: training, internal controls, controls and supervision by superiors and managers, monitoring amendments to legal and by-law regulations, monitoring the hiring/promotion process through public and internal calls, controls of public procurement processes, as well as providing appropriate necessary technical equipment.

Considering that these activities are implemented separately each year, DIC-CIPS prepares annual reports on the realization of the Action Plan for implementing the Integrity Plan of the Ministry of Interior 2023-2025, whereby the 2024 report also included a comparison with the level and manner of implementation, as well as the results achieved in 2023.

In the same direction, this report, in addition to the analysis for each of the risks for 2025, will contain a three-year analysis of measurable goal indicators.

TRAININGS – Strengthening 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

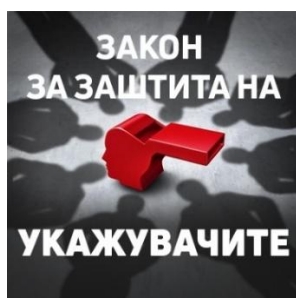
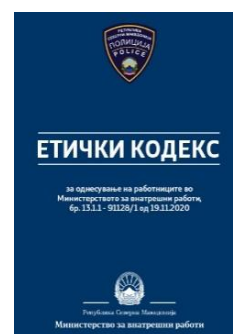
In the Action Plan, at the annual level, training was planned in 5 (five) of the established 6 (six) goals.

Training was conducted by DICCIPS employees, and in certain cases with support from representatives of other competent organizational units and international experts.

For the training, an appropriate agenda was prepared, within which multiple topics of interest to participants were realized, while also leaving room for discussion with participants.

It is an obligation of all employees to act according to legal and by-law regulations that apply in the Ministry when performing work tasks. Every employee must respect the Code of Ethical Conduct, manifest a high degree of integrity in work, know how to recognize forms of corruption, and possess the ability to resist corruption.

In the training, special attention was paid to the Code of Ethics, particularly regarding the level of awareness among participants about its provisions. DIC-CIPS emphasized Article 16 of the Code of Ethics, point 5 "Not performing work and activities that are in conflict with internal or police work" during each training.



Also, attention was paid to the Whistleblower Protection Law, which provides for protected reporting or disclosure that, according to this law, transmits reasonable suspicion or knowledge that a criminal, unethical or other illegal or impermissible conduct has been committed, is being committed, or is likely to be committed, which violates or threatens public interest. In that direction, these trainings encourage employees to report illegal conduct and thereby overcome the "blue wall of silence." In DICCIPS, a special room, special telephone line and email address are provided for the person authorized to receive reports from whistleblowers.

CONTROLS - Checking Lawful, Professional and Ethical Conduct

Within the Action Plan, internal controls by DICCIPS were planned in four (4) of the established six (6) goals.

GOAL 1: Strengthening integrity in order to reduce abuse of official position and authority

The controls related to:

- Compliance with working hours according to work schedule;
- Conduct of the work process in photo booths for citizens who have submitted requests for issuing personal documents;
- Checking whether persons being photographed have a previously scheduled appointment;
- Conducting alcohol tests on authorized officials for whom there is suspicion of being under the influence of alcohol;
- Control of work records;
- Compliance with Article 168 paragraph 3 of the Law on Internal Affairs, in the part relating to official premises and motor vehicles;
- Control of the quality of work task execution.

GOAL 2: Strengthening integrity in traffic and border police in order to reduce bribery

The controls related to:

- Compliance with working hours according to work schedule;
- Compliance with rules by uniformed police officers regarding entering and staying in hospitality and other public facilities;
- Checking records in organizational units regarding the number of complaints received from citizens against employees;
- Acting according to tasks specified in Service Orders;
- Compliance with the Order for Use of Official Motor Vehicles;
- Conducting alcohol tests on uniformed police officers for whom there is suspicion of being under the influence of alcohol;
- Control of work and operational records;
- Compliance with Art. 168 para. 3 of the Law on Internal Affairs, in the part relating to official premises and motor vehicles;
- Control of police officers regarding acting according to given tasks in orders and use of MTCS;
- Control of the quality of work task execution;
- Control of implementation of measures and activities from the Action Plan for implementation of the MIA Integrity Plan 2023-2025.

GOAL 3: Strengthening the integrity of police officers in order to ensure lawful application of police powers

The controls related to:

- Compliance with working hours according to work schedule;
- Control of records on use of coercive means, submitted reports and whether assessments are prepared regarding justification of use of coercive means, according to Article 81 paragraph 2 of the Police Law;
- Control of received complaints submitted by citizens and action upon them, i.e., whether they are processed according to Article 12 paragraph 2 of the Rules of Procedure of DIC-CIPS;
- Control of received complaints in police stations, sent according to Article 6 of the Rules of Procedure of DIC-CIPS;
- Control of records for detained persons, persons deprived and held, as well as randomly selected case files of persons whose freedom of movement is restricted;
- Control of received complaints and received criminal reports for criminal offenses prosecuted by private lawsuit;
- Conducting alcohol tests on uniformed police officers for whom there is suspicion of being under the influence of alcohol;
- Compliance with Art. 168 para. 3 of the Law on Internal Affairs, in the part relating to official premises and motor vehicles.

GOAL 4: Strengthening integrity in public procurement implementation

The controls related to:

- Compliance with working hours;
- Compliance with the work process in conducting public procurement, i.e., whether it is conducted according to provisions of the Law on Security of Classified Information and NATO security standards for classified information;
- Whether public procurement is conducted according to the public procurement plan;
- What type of public procurement procedures are used and which most frequently;
- Whether for procurements there is a previously prepared technical specification by the body for which procurement is being made;
- Whether for one type of procurement there are multiple procedures in a year, i.e., whether procurement is divided;
- Review of several items (contracts), whether procurement is complete or partial, whether items with lower prices are procured or there are exceptions and, if so, what is the reason;
- Items classified as STATE SECRET are stored in special locked safes, as well as;
- Compliance with Article 168 of the Law on Internal Affairs, which relates to official premises and motor vehicles.

INDICATORS

From all organizational units included in the process of implementing measures established by the Action Plan, nomination of representatives and/or change of representatives was requested, as well as information on reports regarding the status of indicators relating to undertaken measures and activities.

DEPARTMENT FOR CIVIL AFFAIRS

- 6 supervisions conducted on legality in work and manner of dealing with citizens, and
- 6 supervisions conducted for badge wearing.

DEPARTMENT FOR COMMON AFFAIRS AND HUMAN RESOURCE MANAGEMENT

- Legal acts adopted according to initiated amendments;
- Regular publication of public calls for employment in MIA - increased transparency in employment in MIA;
- Reduced number of objections from registered candidates in a public call who were not selected, and
- Reduced number of objections from registered candidates in an internal call for promotion who were not selected.

DEPARTMENT FOR LEGAL AFFAIRS AND HUMAN RESOURCE MANAGEMENT

- Legal acts adopted according to initiated amendments;
- Regular publication of public calls for employment in MIA - increased transparency in employment in MIA;
- Reduced number of objections from registered candidates in a public call who were not selected, and
- Reduced number of objections from registered candidates in an internal call for promotion who were not selected.

INTERNAL AUDIT DEPARTMENT

- 1 internal audit performed.

DEPARTMENT FOR PUBLIC RELATIONS AND STRATEGIC ISSUES

- Fully updated MIA website with laws and by-laws.

REGIONAL CENTER FOR BORDER AFFAIRS - NORTH/EAST/WEST/SOUTH

- 12 supervisions conducted by managers - RC-BA

SECTOR FOR INTERNAL AFFAIRS - SKOPJE / KUMANOVO / TETOVO / VELES / ŠTIP / BITOLA / STRUMICA / OHRID

- 12 controls conducted by SIA, and
- 12 supervisions conducted by managers - SIA (DGCA, DCA and RC-BA)

DEPARTMENT FOR UNIFORMED POLICE

- 6 controls conducted by BPS - DUP (and DGCA), and
- 12 supervisions conducted by managers - DCA (SIA, DGCA and RC-BA)

DEPARTMENT FOR BORDER AFFAIRS AND MIGRATION

- 6 controls conducted by BPS - DGCA (and DCA), and
- 12 supervisions conducted by managers - DGCA (SIA, DCA and RC-BA)

DEPARTMENT FOR GENERAL AND COMMON AFFAIRS

- 10 surveillance cameras provided for the needs of the Department for Civil Affairs;
- 10 body cameras and 10 vehicle cameras provided (Goal 2);

- 100 uniforms procured;
- 10 body cameras and 10 vehicle cameras provided (Goal 3);
- Market analysis for products and services prepared for a specific case, and
- Video surveillance installed in the archive of completed public procurement files in DGCA and security doors installed in premises where public procurement procedures are conducted.

REVIEW OF MEASURES AND ACTIVITIES UNDERTAKEN IN 2025

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

2025 INDICATOR TARGETS	REALIZED GOAL INDICATORS FOR 2025
1. 2 trainings for 20 DCA employees	DICCIPS: 1. 13.06.2025 , Administrative Affairs Department (OUR) Veles, training for 18 authorized officials from OUR Bitola (Administrative Affairs Sections - Veles, Negotino and Kavadarci) 2. 11.11.2025 , SIA Strumica, training for 21 authorized officials from OUR Strumica (Administrative Affairs Sections - Strumica, Gevgelija, Valandovo and Radoviš)
2. Provided 10 camera for video surveillance	DGCA: Procurement is planned to be conducted in 2026, according to budgetary possibilities.
3. Conducted 7 supervisions by the DCA of the legality of the work with and the treatment of clients	DCA: - Total of 10 supervisory controls conducted in subordinate units of the Department (Administrative Affairs Sections and Sections for Weapons, Explosives and Dangerous Materials) - Veles, Ohrid, Debar, Bitola, Makedonski Brod, Kumanovo, Kratovo, Strumica, Gevgelija, Valandovo and Radoviš

	<p>- No irregularities were found regarding legality in conduct and behavior, i.e., communication with citizens</p>
4. Conducted 2 internal control in the DCA	<p>DIC-CIPS:</p> <p>1. 20.11.2025, Administrative Affairs Section - Skopje in the MRT building</p> <ul style="list-style-type: none"> - No irregularities in work were found; - It was established that work order and discipline are respected; - Instructions were given to fill in and update records in a timely manner; - The process of receiving and conducting the procedure for registration of final driving ban for a specific category of motor vehicle is ongoing; <p>1.1. 3 (three) controls at technical inspection stations in the part of data entry into the system for extended validity of driving licenses for vehicles and manner of issuing license plates, and it was found that the process is ongoing and records are kept properly.</p> <p>2. 21.11.2025 Administrative Affairs Section - Tetovo</p> <p>Measures Taken and Mandatory Measures Issued</p> <p>2 (two) proposals submitted for determining responsibility to the Department for Disciplinary and Judicial Proceedings ("failure to adhere to established working hours, schedule and use of working time" thereby committing a minor violation of work order and discipline, i.e., they committed violation of Article 209 paragraph 1 point 2 of the Collective Agreement of MIA");</p> <p>For 8 (eight) authorized officials, an "Instruction" was issued by the Head of OUR Tetovo according to Article 206-a in relation to Article 209 of the Collective Agreement, for inappropriate behavior i.e., poor quality performance of work tasks, particularly in the part of filling out official forms, and to respect the planned working hours, arrival and departure according to the prescribed work schedule;</p> <p>Mandatory measures for the Head of OUR Tetovo to conduct control and review of Technical Inspection Stations (TIS) where he has assigned his employee to records and registers and balancing of assigned items (license plates, driving licenses of all types) according to issued confirmations by an employee in DCA Tetovo and their balancing with attached invoices in the Finance Department in DCA Tetovo SIA Tetovo; Mandatory measures for the Head of OUR Tetovo, in the premises of TIS where an MIA employee is engaged through DCA Tetovo, to prepare Requests for ensuring MTR for work and work tasks in said premises with personal assignment thereof due to improving working conditions.</p>

5. 6 supervisions conducted by DCA on badge wearing	DCA: - Part of employees have cards/badges and wear them during working hours - Significant number of employees are still waiting to be issued cards/badges
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COMPARED to 2023 and 2024

In fulfilling the planned measures and activities, continuity is observed in the direction of realizing goal indicators.

Regarding the goals themselves, it is noted that in the equipment part there is no progress, as the planned procurements were not realized. Specifically, in 2023 it was delayed with procurement planning, the budget was already approved before the Plan was adopted. In 2024 it was postponed to 2025, but in 2025 the procurement was postponed again and is planned for 2026.

A shortage of badges was noted. This situation has existed since 2023 and is of a technical nature. It is expected to be overcome in the near future.

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 Unformed 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

GOAL INDICATORS FOR 2025	REALIZED GOAL INDICATORS FOR 2025
1. 2 trainings for 40 employees on the topic of: "Strengthening of Integrity of Employees in the Traffic Police and at the Border Crossings"	MIA and foreign partners (CIDS) - total 8 trainings 1. 13.02.2025, RC-BA East, Delčevo , training conducted for 19 police officers from RC-BA East and police stations for BCBS at RC-BA East (Delčevo, Novo Selo, Pehčevo, Kamenica, Deve Bair). 2. 14.02.2025, RC-BA North, Skopje , training conducted for 23 police officers from RC-BA North and police stations for BCBS at RC-BA North (Blace, Rogachevo, Taneševci, Čashka, Kriva Palanka, Pelince, Belanovce, Popova Šapka, Mazrača, Jažince). 3. 17.02.2025, RC-BA West, Ohrid , training conducted for 21 police officers from RC-BA West and police stations for BCBS at RC-BA

<p>2.1. Conducted 12 controls by the SIA</p> <p>2.2 Conducted 6 controls by the BPS (DUP and DBAM)</p>	<p>West (Blato, Airport - Ohrid, Labuništa, Stenje, Kafasan, Džepište, Frangovo, St. Naum, Ohrid Lake).</p> <p>4. 18.02.2025, RC-BA South, Kavadarci, training conducted for 20 police officers from RC-BA South and police stations for BCBS at RC-BA South (Stari Dojran, Bogorodica, Mihajlovo, Staravina).</p> <p>5. 20.05.2025, PS-GC Gostivar, training conducted for 20 police officers from PS-GC and PS-RS at SIA Tetovo and SIA Skopje and PS-BCBS at RC-BA North.</p> <p>6. 22.05.2025, RC-BA West, Ohrid, training conducted for 20 police officers from PS-GC and PS-RS at SIA Ohrid and Bitola and PS-BCBS at RC-BA West.</p> <p>7. 01.07.2025, SIA Veles, training conducted for 21 police officers from PS-GC and PS/PU-RS at SIA Veles and Kumanovo and PS-BCBS at RC-BA South.</p> <p>8. 03.07.2025, SIA Strumica, training conducted for 17 police officers from PS-GC and PS/PU-RS at SIA Strumica and PS-BCBS at RC-BA East.</p> <p>2.1 12 controls conducted by SIA</p> <p>2.2 6 controls conducted by BPS (DCA, DGCA)</p> <p>SIA Skopje</p> <p>- 45 control services in the period 01.01.2025 - 01.10.2025 (MRU - PS-RS)</p> <p>SIA Kumanovo</p> <p>PS-RS Kumanovo 1 control and supervision by SPSQC</p> <p>10 controls by supervisors</p> <p>PO Staro Nagoričane 10 controls by supervisor</p> <p>PO Matejče - 8 controls in the part of preventing corruption</p> <p>PS-GC Kratovo - 45 regular controls, 10 controls by SIA</p> <p>PS-GC Kriva Palanka - 80 regular controls by supervisors, 1 supervision by SPSQC</p> <p>SIA Tetovo</p> <p>158 controls by OP, PS and PO from traffic</p> <p>SIA Veles</p> <p>Regular controls according to monthly plans for control services as well as extraordinary controls by immediate supervisors over UPO from BPS, no corrupt activities were found or detected - total 81 controls</p> <p>SIA Shtip</p> <p>Regular planned controls over UPO</p> <p>SIA Bitola</p> <p>11 out of 12 planned supervisions conducted in the part of traffic police work</p> <p>SIA Strumica</p> <p>-Police Department - 21</p> <p>-PU-RS Strumica - 28, PU-RS Radoviš - 27 (+38 by supervisors), PU-RS Gevgelija - 10 (+33 by supervisors) and PU-RS Valandovo - 39 (+25 by supervisors), total 104 controls, i.e., 96 controls by supervisors</p> <p>SIA Ohrid</p> <p>-4 supervisions of body cameras</p>
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	<p>-126 controls and supervisions by managers of OE in PS/PU-RS: PS-RS Ohrid - 68, PU-RS Struga - 26, PU-RS Kičevo - 28 and PU-RS Debar - 04</p> <p>DCA:</p> <p>-Traffic Affairs Sector performed 54 control services over police officers for traffic control and regulation</p> <p>-General Competence Police Affairs Sector performed 17 control services in all SIA (PS-GC and PO)</p> <p>DGCA and RC-BA:</p> <p>-Total 245 controls in police stations for border checks and border supervision:</p> <p>-DGCA 35 control services</p> <p>-RC East - 38 control services, RC North - 57 control services, RC West - 52 control services and RC South - 63 control services.</p>
<p>3. Conducted 2 internal controls in all traffic stations / sections and PS for BC and BS</p>	<p>1. 01.01.2025, PS-BCBS Tabanovce</p> <p>Mandatory Measures</p> <p>Commander of PS-BCBS Tabanovce to instruct employees from PS-BCBS Tabanovce to take appropriate measures due to overcoming established conditions relating to operational records kept in PS-BCBS Tabanovce according to provisions of the Rules on Content and Manner of Keeping Police Records and Form and Content of Police Record Forms, as well as the part of timely processing of requests for initiating misdemeanor proceedings to competent authority.</p> <p>Commander of PS-BCBS Tabanovce according to Article 206-a point 1, in relation to Article 209 paragraph 1 point 1 of CA of MIA, to instruct a police officer for inappropriate performance of work tasks.</p> <p>Commander of PS-BCBS Tabanovce to take appropriate measures relating to MTCS for putting into function for proper application thereof.</p> <p>2. 07.01.2025, PS-BCBS Kafasan</p> <p>Finding</p> <p>Based on the control performed, the Department for Internal Control, Criminal Investigations and Professional Standards determined that police officers from PS-BCBS "Kafasan", when performing work and tasks from their scope, act according to legal and by-law regulations in the Ministry.</p> <p>3. 07.01.2025, PS-BCBS Airport "St. Apostle Paul"</p> <p>Mandatory Measures</p> <p>According to Article 20 paragraph 1 point 6 and 7 of the Rules of Procedure of DIC-CIPS, a recommendation/instruction was given to the head of RC-BA West to instruct employees of PS-BCBS Airport "St. Apostle Paul" to take appropriate measures due to overcoming</p>

	<p>determined omissions relating to records of use of official vehicles. The head of RC-BA according to Article 206-a of CA of MIA, in relation to Article 209 paragraph 1 point 1 of CA of MIA to instruct 1 (one) employee to perform given work obligations timely and conscientiously, and if he does not improve his work, proceedings for determining disciplinary responsibility will be initiated.</p> <p>4. 04.02.2025, PU-RS Kičevo</p> <p>Mandatory Measures</p> <p>1 (one) proposal submitted for initiating proceedings for determining disciplinary responsibility</p> <p>5. 07.01.2025 PS-BCBS Blato</p> <p>Finding</p> <p>Based on the control performed, the Department for Internal Control, Criminal Investigations and Professional Standards determined that police officers from PS-BCBS, when performing work and tasks from their scope, act according to legal and by-law regulations in the Ministry.</p> <p>6. 07.01.2025 PU-RS Debar</p> <p>Mandatory Measures</p> <p>2 (two) proposals submitted for initiating proceedings for determining disciplinary responsibility</p>
4. Provided 10 body cameras and 10 vehicle cameras	<p>DGCA:</p> <p>Procurement is planned to be conducted in 2026, according to budgetary possibilities.</p>
5. Procured 100 uniforms	<p>DGCA:</p> <p>Procurement is planned to be conducted in 2026, according to budgetary possibilities.</p>

COMPARED to 2023 and 2024

In fulfilling the planned measures and activities, continuity is observed in the direction of realizing goal indicators.

Regarding the goals, it is noted that in the equipment procurement part there is no progress, i.e., planned procurements are not realized due to lack of financial resources. The procurement was postponed and is planned for the following year.

The number of planned trainings is higher and the number of participants has increased. Specifically, in 2023 there were 5 trainings and 102 police officers were covered, in 2024 there were 7 trainings covering 118 police officers. In 2025 there were 8 trainings and 161 police officers participated in them. When organizing trainings, it is particularly emphasized not to repeat participants, i.e., different police officers should participate in each training.

Regarding results from internal controls:

- In 2023 there were 11 controls, during which mandatory measures were most often determined, and at the same time 13 proposals for determining disciplinary responsibility were submitted;
- In 2024, significant improvement was noted in performing work obligations as well as in professional conduct of employees in MIA. Only 3 proposals for determining disciplinary responsibility were submitted during a total of 16 internal controls;
- In 2025, a total of 6 internal controls were conducted (out of planned 2) and within these only 3 proposals for determining disciplinary responsibility were submitted and instructions were given according to the Rules of Procedure of DIC-CIPS and CA of MIA. During two controls it was found that police officers act according to legal and by-law regulations in the Ministry.

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

GOAL INDICATORS FOR 2025	REALIZED GOAL INDICATORS FOR 2025
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)"	<p>1. 13.02.2025, RC-BA East, Delčevo, training conducted for 19 police officers from RC-BA East and police stations for BCBS at RC-BA East (Delčevo, Novo Selo, Pehčevo, Kamenica, Deve Bair).</p> <p>2. 14.02.2025, RC-BA North, Skopje, training conducted for 23 police officers from RC-BA North and police stations for BCBS at RC-BA North (Blace, Rogachevo, Taneševci, Čashka, Kriva Palanka, Pelince, Belanovce, Popova Šapka, Mazrača, Jažince).</p> <p>3. 17.02.2025, RC-BA West, Ohrid, training conducted for 21 police officers from RC-BA West and police stations for BCBS at RC-BA West (Blato, Airport - Ohrid, Labuništa, Stenje, Kafasan, Džepište, Frangovo, St. Naum, Ohrid Lake).</p> <p>4. 18.02.2025, RC-BA South, Kavadarci, training conducted for 20 police officers from RC-BA South and police stations for BCBS at RC-BA South (Stari Dojran, Bogorodica, Mihajlovo, Staravina).</p> <p>5. 20.05.2025, PS-GC Gostivar, training conducted for 20 police officers from PS-GC and PS-RS at SIA Tetovo and SIA Skopje and PS-BCBS at RC-</p>

	<p>BA North.</p> <p>6. 22.05.2025, RC-BA West, Ohrid, training conducted for 20 police officers from PS-GC and PS-RS at SIA Ohrid and Bitola and PS-BCBS at RC-BA West.</p> <p>7. 01.07.2025, SIA Veles, training conducted for 21 police officers from PS-GC and PS/PU-RS at SIA Veles and Kumanovo and PS-BCBS at RC-BA South.</p> <p>8. 03.07.2025, SIA Strumica, training conducted for 17 police officers from PS-GC and PS/PU-RS at SIA Strumica and PS-BCBS at RC-BA East</p>
2. Provided 10 body cameras and 10 vehicle cameras	<p>DGCA:</p> <p>Procurement is planned to be conducted in 2026, according to budgetary possibilities</p>
3. Conducted 12 supervisions by corresponding heads	<p>SIA Skopje</p> <p>- 844 control services (UGC-RS, PS-GC and PO)</p> <p>SIA Kumanovo</p> <p>PS-GC Kumanovo - 3 controls and 2 supervisions by SPSQC at BPS</p> <p>PO Staro Nagoričane 16 controls by supervisor</p> <p>PO Matejče - 65 control services</p> <p>PS-GC Kratovo - 45 regular controls</p> <p>PS-GC Kriva Palanka - 80 controls</p> <p>SIA Tetovo</p> <p>644 controls by OP, PS and PO of general competence</p> <p>SIA Veles</p> <p>18 cases of use of coercive means, for each use an assessment of justification was made and no cases of excessive use of physical force by police officers were found</p> <p>SIA Štip</p> <p>Regular planned controls over UPO</p> <p>SIA Bitola</p> <p>11 out of 12 planned supervisions conducted within regular monthly controls</p> <p>SIA Strumica</p> <p>-PS Strumica - 50, PS Radoviš - 45, PS Gevgelija - 46 and PS Valandovo - 16, total 157 controls on justification of use of coercive means</p> <p>SIA Ohrid</p> <p>-190 supervisions on application of powers: PS-GC Ohrid - 57, PS-RS Ohrid - 04, PS-GC Struga</p> <p>supervisions by SIA on use of coercive means</p> <p>-497 controls and supervisions by managers of OE</p> <p>DCA:</p> <p>-Traffic Affairs Sector performed 54 control services over police officers performing traffic control and regulation</p> <p>-General Competence Police Affairs Sector performed 17 control services in all SIA (PS-GC and PO)</p> <p>DGCA and RC-BA</p>

	<p>-Total 245 controls in police stations for border checks and border supervision:</p> <p>-DGCA 35 control services</p> <p>-RC East - 38 control services, RC North - 57 control services, RC West - 52 control services and RC South - 63 control services.</p>
4. Adopted legal acts under the initiated amendments	During 2025, amendments to by-laws for detained, apprehended and persons deprived of liberty were not initiated.
5. Conducted 6 internal control in the SIA / PSs	<p>1. 01.01.2025, PS-GC Kumanovo Mandatory Measures Commander of PS-GC Kumanovo to instruct employees from PS-GC Kumanovo to take appropriate measures due to overcoming established conditions relating to Operational records kept in PS-GC Kumanovo according to provisions of the Rules on Content and Manner of Keeping Police Records and Form and Content of Police Record Forms, as well as the part of timely processing of requests for initiating misdemeanor proceedings to competent authority.</p> <p>2. 06.01.2025, PS-GC Gjorche Petrov Mandatory Measures 2 (two) proposals submitted for initiating proceedings for determining disciplinary responsibility; The head of SIA Skopje to take appropriate measures due to overcoming determined deficiencies and orally instruct the immediate manager of PS-GC to eliminate determined omissions and to act according to positive legal regulations.</p> <p>3. 06.01.2025, PS-GC Airport Mandatory Measures 4 (four) proposals submitted for initiating proceedings for determining disciplinary responsibility; The head of SIA Skopje to take appropriate measures due to overcoming determined deficiencies and orally instruct the immediate manager of PS-GC to eliminate determined omissions and to act according to positive legal regulations.</p> <p>4. 06.01.2025, PS-GC Drachevo Mandatory Measures 4 (four) proposals submitted for initiating proceedings for determining disciplinary responsibility; The Head of SIA Skopje to take appropriate measures to overcome the identified deficiencies and to orally instruct the immediate supervisor of the PS-GC to eliminate the identified omissions and to act in accordance with the positive legal regulations.</p> <p>5. 24.05.2025, PS-GC Tetovo Mandatory Measures 1 (one) proposal submitted for initiating proceedings for determining disciplinary responsibility; According to Article 206-a of the Collective Agreement of the MIA, the</p>

	<p>Head of SIA Tetovo is to deliver a written instruction to 8 (eight) police officers regarding their inappropriate conduct, i.e., inappropriate performance of work tasks;</p> <p>According to Article 20, paragraph 1, point 7 of the Rules of Procedure for the Work of DIC-CIPS, an instruction was issued that the records in the PS-GC are to be kept in accordance with the Rules on the Content and Manner of Keeping Police Records and the Form and Content of Police Record Forms, and that all specified sections are to be completed.</p> <p>6. 24.05.2025, PS-GC Gostivar Mandatory Measures According to Article 20, paragraph 1, point 7 of the Rules of Procedure for the Work of DIC-CIPS, an instruction was issued that the records in the PS-GC are to be kept in accordance with the Rules on the Content and Manner of Keeping Police Records and the Form and Content of Police Record Forms, and that all specified sections are to be completed, as well as to act in accordance with the Rules for the Allocation, Use, Maintenance, and Renewal of MIA Vehicles, i.e., to use the appropriate form.</p> <p>7. 24.05.2025, PS-GC Veles Finding Based on the control performed, the Department for Internal Control, Criminal Investigations and Professional Standards determined that the police officers from the PS-GC, when performing work and tasks within their scope, act in accordance with the legal and sub-legal regulations in the Ministry.</p> <p>8. 24.05.2025, PS-GC Prilep Finding Based on the control performed, the Department for Internal Control, Criminal Investigations and Professional Standards determined that the police officers from the PS-GC, when performing work and tasks within their scope, act in accordance with the legal and sub-legal regulations in the Ministry.</p> <p>9. 04.02.2025, PS-GC Kičevo Finding Based on the conducted control, the Department for Internal Control, Criminal Investigations and Professional Standards determined that the police officers from the PS-GC, when performing work and tasks within their scope, act in accordance with the legal and sub-legal regulations in the Ministry.</p> <p>10. 07.01.2025, PS-GC Debar Mandatory Measures 3 (three) proposals submitted for initiating proceedings for determining disciplinary responsibility; The Head of DIA Debar is to take appropriate measures to overcome the identified omissions and improve the method of record-keeping based on the Rules on the Content and Manner of Keeping Police</p>
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	Records and the Form and Content of Police Record Forms.
6. The web portal is fully updated with laws and by-laws ¹	DPRSI: Web page of the Ministry is being updated regularly.

COMPARED to 2023 and 2024

In the fulfillment of the planned measures and activities, continuity is observed in the direction of realizing the goal indicators.

Regarding the goals, it is noted that in the equipment part there is no progress, i.e., the planned procurements are not realized due to a lack of financial resources; the procurement is postponed and planned for the following year.

The number of planned training sessions and the number of participants has increased. Specifically, in 2023, 5 training sessions were conducted, covering 102 police officers; in 2024, 7 training sessions were conducted, covering 118 police officers. In 2025, 8 training sessions were conducted, with 161 police officers participating. When organizing training sessions, it is particularly emphasized that participants should not be repeated, meaning different police officers should participate in each training.

Supervisory controls by the managers of the concerned organizational units are conducted according to plans for monthly controls on a regular, and as needed, on an extraordinary basis.

Regarding the use of coercive means, in 2023 only 1 (one) case of excessive use of force was identified (in the area of SIA Ohrid) and measures were taken for it. In 2024 and 2025, there were no identified cases of excessive use of force.

Regarding the record-keeping for the application of police powers (use of coercive means, seized items, apprehended and detained persons, persons deprived of liberty), the following is observed:

- From the internal controls conducted in 2023 (total 6), it was determined that they are maintained properly, meaning a report and appropriate justification assessment was prepared for each incident.
- In 2024, 11 internal controls were conducted, within which no omissions in the application of police powers were identified. However, certain administrative omissions were determined, and appropriate measures were proposed according to the legal and sub-legal regulations in the Ministry.
- In 2025, 10 internal controls were conducted. In several of them, certain omissions (in the method of record-keeping) were found, for which mandatory measures were issued, namely 14 proposals for determining disciplinary responsibility, as well as instructions according to the Rules of Procedure of DIC-CIPS and the Collective Agreement of the MIA. On the other hand, in three of the conducted controls, it was confirmed that police officers act in accordance with the legal and sub-legal regulations of the MIA.

¹It necessary to regularly update the web page used by the MIA 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

GOAL INDICATORS FOR 2025	REALIZED GOAL INDICATORS FOR 2025
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"	14 – 15.10.2025 r. , TC –Idrizovo, conducted training for 17 administrative officers from 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 Internal Audit Annual Plan
4. Conducted 2 internal control in the DGCA	1. 28.01.2025 Finding DIC-CIPS confirmed that the work process in the Public Procurement Department within DPPS is conducted in accordance with legal and sub-legal regulations, i.e., no irregularities were found regarding compliance with working hours. 2. 27.11.2025 Finding DIC-CIPS confirmed that the work process in the Public Procurement Department within DPPS is conducted in accordance with legal and sub-legal 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
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COMPARED to 2023 and 2024

In fulfilling the planned measures and activities, continuity is observed in the direction of realizing the goal indicators.

Regarding the goals themselves, some of them were realized in 2023. By 2025, there had been no changes regarding the number of realized goals.

In the same direction, based on the conducted internal controls, it has been determined that the employees in the Department for General and Common Affairs act and behave in accordance with the rules and regulations of the MIA.

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. Favouring 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)

GOAL INDICATORS FOR 2025	REALIZED GOAL INDICATORS FOR 2025
1. Regular posting of public job advertisements for employment with the Mol – increased transparency in employment in the Mol	DLAHRM: Public announcement for the establishment of an employment relationship for 150 enforcement officers for the position of "police officer" to work in the Ministry of Internal Affairs, published on 16.07.2025.
2. Reduced number of contestations by candidates applying pursuant to a public job advertisement that were not selected	Call is ongoing

3. Reduced number of contestations by candidates applying pursuant to an internal call for promotion that were not selected.	DLAHRM: - 2023 – 7 complains - 2024 – 24 complains - 2025 – 9 complains
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It is noted that the number of complaints by candidates who applied for an internal promotion advertisement and were not selected in 2025 has significantly decreased, compared to 2024.

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

GOAL INDICATORS FOR 2025	REALIZED GOAL INDICATORS FOR 2025
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"	13.06.2025 , training for 18 AOs from OUR Veles 11.11.2025 , training for 21 AOs from OUR Strumica 13.02.2025 , training for 19 POs from RC-BA East 14.02.2025 , training for 23 POs from RC-BA North 17.02.2025 , training for 21 POs from RC-BA West 18.02.2025 , training for 20 POs from RC-BA South 20.05.2025 , training for 20 POs from PS-GC and PS-RS at SIA Tetovo and SIA Skopje and PS-BCBS at RC-BA North 22.05.2025 , training for 20 POs from PS-GC and PS-RS at SIA Ohrid and Bitola and PS-BCBS at RC-BA West 01.07.2025 , training for 21 POs from PS-GC and PS/PU-RS at SIA Veles and Kumanovo and PS-BCBS at RC-BA South 03.07.2025 , training for 17 POs from PS-GC and PS/PU-RS at SIA Strumica and PS-BCBS at RC-BA East 14 – 15.10.2025 , training for 17 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 an e-mail address have been provided for the person authorized to receive reports from whistleblowers.
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COMPARED to 2023 and 2024

In fulfilling the planned measures and activities, continuity is observed in the direction of realizing the goal indicators.

Regarding the goals themselves, the number of conducted training sessions and participants in them has significantly increased. Specifically, compared to the planned two training sessions per year and around 40 participants, in 2023 there were 8 training sessions with 163 participants, in 2024 there were 10 training sessions with 170 participants, and in 2025, 11 training sessions were held with 217 participants.

Regarding the protected reporting mechanism, despite the efforts made within the training sessions to encourage employees to familiarize themselves with and begin utilizing this opportunity, over the three-year period, not a single report has been submitted through the protected reporting channel.

CONCLUSIONS

Based on the conducted analysis of achievements, circumstances, risks, and previous experiences, DIC-CIPS has assessed the success of the implemented measures and activities with the aim of improving institutional policies regarding the prevention of corruption and increasing integrity. The measures and activities planned for 2025 in the Action Plan for Implementing the Integrity Plan 2023-2025 were correctly defined, realistically implementable, and the results are measurable and traceable.

These results, when compared with the results of the implemented measures and activities for the previous two years (2023 and 2024), provided insight into the progress and a clearer picture of the extent to which the level of integrity among MIA employees has been raised and the reduction of the corruption rate within the Ministry.

Regarding the goals, the number of conducted training sessions and the number of participants has significantly increased. Specifically, compared to the planned two training sessions per year and around 40 participants, in 2023 there were 8 training sessions planned with 163 participants, in 2024 there were 10 training sessions planned with 170 participants, and in 2025, 11 training sessions were held with 217 participants.

Regarding the protected reporting mechanism, despite the efforts made within the training sessions to encourage employees to familiarize themselves with and begin utilizing this opportunity,

over the three-year period, not a single report has been submitted through the protected reporting channel.

However, following a comparative analysis, the non-use of this channel for reporting crimes committed by MIA employees is not a phenomenon unique to our country, but represents a global trend in European countries. The police "code of silence" or the fact that police officers rarely speak about the inappropriate conduct of colleagues is a reality in most countries worldwide and represents a sign of solidarity among colleagues. To overcome this trend in our country, substantial systemic solutions will be necessary, in the direction of enacting a new Whistleblower Protection Law, greater accessibility to citizens, and building a higher level of awareness for the application of this reporting method.

RECCOMENDATIONS

- In Goal 5, which pertains to corruption risks in human resource management, integrity training should be planned for employees in DL-HRM and DCA as well as for members of employment and placement commissions and for post-call control (public and internal).
- In the new 2026–2028 plan, the term "police integrity" should be changed to "professional integrity."
- During the conduct of training sessions, a state of insufficient knowledge of the content of the Code of Ethics has been identified. It is proposed to print pocket editions of the same and distribute them during training.
- In the new Action Plan for implementing the Professional Integrity Plan 2026-2028, the performance of internal audit by the Audit Department should be excluded as a goal indicator for DGCA.
- INTRANET – regular updating and accessibility, cleaned-up texts, enabling simplified search functionality.
- In the new Action Plan for implementing the Professional Integrity Plan 2026-2028, the text pertaining to the column "OTHER RESPONSIBLE ORGANIZATIONAL UNITS," specifically point "3. domestic and foreign experts in the field," should be revised, considering that a foreign expert cannot be part of an organizational unit, but is an external entity.

No. 1422-23/2
January 26th 2026 Skopje

ASSISTANT MINISTER
м-р Ивица Станковски
Msc Ivica Stankovski (signed)