



Republic of North Macedonia

Ministry of Interior

PROFESSIONAL INTEGRITY PLAN

2026–2028



Republic of North Macedonia

Ministry of Interior

**2026–2028
PROFESSIONAL
INTEGRITY PLAN OF
THE MINISTRY OF INTERIOR**

SKOPJE, FEBRUARY 2026

DCAF Geneva Centre for Security Sector Governance

This publication was prepared as part of the DCAF-implemented programs: Intelligence and Security Sector Reform in North Macedonia 2021–2026 and Strengthening Police Cooperation and Integrity within the Ministry of Interior of the Republic of North Macedonia 2025–2028. The contents do not necessarily reflect the views of DCAF or its donors.



Kingdom of the Netherlands

CONTENT

I. INTRODUCTION	9
II. OBJECTIVES AND PRINCIPLES	10
III. ABOUT THE METHODOLOGY AND THE PROCESS	11
IV. EXPECTED RESULTS	11
V. PROFESSIONAL INTEGRITY RELATED RISKS IDENTIFIED AT ORGANIZATIONAL UNITS OF THE MINISTRY OF INTERNAL AFFAIRS	12
1. Risk of Abuse of Official Position and Authorizations by Employees Performing Duties at the Department for Civil Affairs	12
2. Risk of Abuse of Official Position and Authorizations by Police Officers at Traffic Police and Border Police	13
3. Risk of Excessive Use of Physical Force in the Exercise of Police Powers	14
4. Risk of Abuse of Official Position and Authorizations by Employees Implementing Public Procurement Procedure	14
5. Risk in the Field of Human Resource Management	15
6. Risk of Abuse of Official Position by Police Officers in the Issuance of Residence Permits to Foreign Nationals	16
7. Risk of Disclosure of Classified Information, Official, and Personal Data	17
VI. MONITORING AND REPORTING	18
VII. CONCLUSION	18
ACTION PLAN FOR THE IMPLEMENTATION OF THE 2026-2028 PROFESSIONAL INTEGRITY PLAN	19



INTRODUCTORY ADDRESS BY THE MINISTER OF INTERNAL AFFAIRS



Dear Colleagues,

Fight against corruption is of essential importance in building a just and democratic society. The Government pays significant attention to the process of establishing prevention standards and principles in the fight against corruption, as well as to the advancement of democracy and the rule of law, and to the effective countering of all types of crime and corruption, including all forms of organized crime.

Countering corruption is one of the strategic priorities of the Ministry of Interior. By pursuing a proactive approach in combating corruption and by applying zero tolerance policy in this area, the Ministry establishes control mechanisms and undertakes measures and activities aimed at reducing the room for corruptive conduct by its employees.

Possessing professional integrity is a vital principle for the functioning of every institution and a prerequisite for the efficient, effective, accountable, and transparent performance of duties by employees. The respect for and the compliance with laws and secondary legislation documents, as well as professional standards, and ethical norms in the discharge of duties ensure protection of the public interest and of the renown of the Ministry and are instrumental in strengthening the public trust in the Ministry.

The establishment of a system of professional integrity at the Ministry is a contribution towards reducing opportunities for the occurrence of various forms of corruption, as well as unlawful, unprofessional, and unethical conduct by employees. In this regard, it is of particular importance to implement the measures and activities, as well as to attain the objectives set forth in the Action Plan for the Implementation of the 2026-2028 Professional Integrity Plan.

By setting our own examples of lawful, professional, and ethical conduct, let us contribute to reducing the professional integrity related risks, as identified in the 2026-2028 Professional Integrity Plan.

MINISTER OF INTERNAL AFFAIRS
Panche Toshkovski, M.Sc.

MESSAGE BY THE ASSISTANT MINISTER



Dear Colleagues,

Possessing professional integrity is not solely an obligation of individual employees, but also a collective value that must be continuously fostered and promoted with a view to strengthening professional capacities and ensuring long-term efficiency and effectiveness in the functioning of the Ministry. Professional integrity has a significant role in securing the lawful, professional, and ethical conduct of employees.

To that end, acting through the Department for Internal Control, Criminal Investigations and Professional Standards, the Ministry adopted the Anti-Corruption Programme, as one of the preventive instruments, implementing which the Ministry seeks to ensure a substantial reduction of the room for corruptive conduct, and which serves as a guarantee for the efficient and effective functioning of the Ministry.

The said Strategy prescribes the priority objective of implementing measures and activities set forth under the Action Plan for the Implementation of the Professional Integrity Plan.

The Ministry adopted this 2026-2028 Professional Integrity Plan and its accompanying Action Plan, being encouraged and motivated by the successful implementation of measures and activities envisaged under the Action Plan for the Implementation of the 2023-2025 Integrity Plan. These instruments will continue to serve as tools ensuring a guarantee for the lawful, professional, and ethical conduct by employees of the Ministry.

Sincerely appreciating the Geneva Centre for Security Sector Governance (DCAF), which made a substantial contribution to the preparation of this Plan, we hereby affirm our strong commitment to fulfilling the obligations we have undertaken.

ASSISTANT MINISTER
Ivica Stankovski, M.Sc.



I. INTRODUCTION

The notion of integrity has evolved into one of the most frequently used terms in the context of the concept of good governance. Integrity is a set of proper actions and the manner in which such actions are undertaken. It is a set of ethical values, moral principles, prudence, and the manner in which one acts and conducts themselves.

Possessing a high level of professional integrity by employees of the Ministry implies conduct by employees in accordance with the applicable legislative and secondary regulatory framework. It is necessary for every employee to comply with the Code of Ethics for the Conduct of Employees, with a view to ensuring legality, professional integrity, high standards, efficiency, effectiveness, dedication, and enhanced accountability in the performance of duties, strengthening the integrity of the Ministry overall, and safeguarding human rights through equal treatment and non-discrimination, without any personal interest, while respecting the rights and dignity of others.

The high level of professional integrity of employees of the Ministry makes the foundation for fostering mutual respect and trust between citizens and the Ministry, and it plays an important role in the efficient and effective fight against crime and corruption.

Fight against corruption is defined as one of the top priorities in the Strategic Plan of the Ministry of Internal Affairs, which states that, in the forthcoming period, the Ministry will be focused on improving efficiency and effectiveness in its operation, with a view to consolidating the rule of law through a non-selective fight against organized crime, corruption, illegal migration, terrorism, and cyber threats.

The main objectives of the Ministry of Internal Affairs in the fight against corruption are reduction of corruption and fostering an anti-corruption culture among employees, then development of professional integrity of employees of the Ministry in accordance with European standards, as well as raising the awareness of employees through relevant training, and establishment of desired ethical standards.

The Law on Internal Affairs regulates mechanisms intended to ensure lawful, professional, and ethical conduct by employees of the Ministry.

One of the mechanisms envisaged under the Law on Internal Affairs, aimed at strengthening the professional integrity of employees and enabling preventive action, is the verification of professional integrity through the administration of professional integrity tests in electronic format or by using a simulated situation, conducted by the Department for Internal Control, Criminal Investigations and Professional Standards.

The statutory obligation to declare assets and conflict of interest reduces the possibility of unlawful acquisition of property, concealment of income, or abuse of official position for personal gain. The Department for Internal Control, Criminal Investigations and Professional Standards keeps records of asset and conflict of interest declarations submitted by employees of the Ministry and, where it identifies a deviation from the statutory obligation, the said Department promptly undertakes measures in accordance with its mandate.

Pursuant to the Law on Internal Affairs, an employee of the Ministry may not be a member of a political party, establish, manage, represent, or act on behalf of a political party, nor serve as a member of the organs or bodies of a political party. Each employee is obliged to submit a written statement every three years to the relevant organizational unit for human resources management. The Department for Internal Control, Criminal Investigations and Professional Standards exercises oversight over statements submitted by employees in accordance with the provisions of the Law on Internal Affairs.

An integral part of the Professional Integrity Plan is the Action Plan for the Implementation of the Professional Integrity Plan.

The organizational unit having the mandate to monitor the implementation of activities set out in the Action Plan is the Department for Internal Control, Criminal Investigations and Professional Standards.

II. OBJECTIVES AND PRINCIPLES

The Professional Integrity Plan of the Ministry of Internal Affairs is intended to identify risks related to professional integrity at organizational units of the Ministry and to prescribe measures and activities aimed at reducing such risks. The Plan will serve as a comprehensive preventive anti-corruption instrument, as it is designed to promote and strengthen professional integrity, ethics, and the application of moral values and professional standards.

The implementation of the Professional Integrity Plan is expected to establish mechanisms for monitoring conduct that undermines the professional integrity and the integrity of the Ministry, and to ensure consistent compliance by employees with the legislative and secondary regulatory framework, while reducing corruption, and strengthening cooperation among organizational units in the fulfilment of obligations and in attaining strategic objectives in the anti-corruption area.

The implementation of measures and activities set out in the Action Plan for the Implementation of the Professional Integrity Plan ensures full observance of the general principles prescribed in the Law on Internal Affairs, such as: the "Principle of Legality," the "Principle of Equitable Representation," the "Principle of Performance Management of Employees," the "Principle of Professional Ethics, Impartiality and Objectivity," the "Principle of Transparency and Confidentiality," the "Principle of Accountability," the "Principle of Prevention of Conflict of Interest," and the "Principle of Economical Use of Resources."

III. ABOUT THE METHODOLOGY AND THE PROCESS

The Professional Integrity Plan and the Action Plan for its Implementation are the result of several months of work by employees of the Department for Internal Control, Criminal Investigations and Professional Standards, with support provided by representatives of the Geneva Centre for Security Sector Governance (DCAF).

The process of drafting the Professional Integrity Plan for the Ministry of Internal Affairs consisted of several stages.

Following the successful implementation of the 2023-2025 Integrity Plan and its Action Plan, the Department for Internal Control, Criminal Investigations and Professional Standards carried out a comprehensive analysis and prepared a Report on the Application of the Action Plan for Implementation of the 2023-2025 Integrity Plan of the Ministry of Internal Affairs.

Based on the analysis and the report, employees of the Department established that risks related to professional integrity in certain organizational units still persist, while new risks have also been identified in other organizational units, together with emerging trends in corruption.

Identified risks were elaborated and categorized into several groups and principal risk areas, such as: risk of abuse of official position and authorizations by employees performing duties at the Department for Civil Affairs; risk of abuse of official position and authorizations by police officers at traffic police and at border police; risk of excessive use of physical force in the exercise of police powers; risk of abuse of official position and authorizations by employees implementing public procurement procedures; risk in the field of human resources management; risk of abuse of official position by police officers in the issuance of residence permits to foreign nationals; and risk of disclosure of classified information, official, and personal data.

The overall process of preparing the Integrity Plan and the Action Plan for its implementation was supported by DCAF representatives in identifying required measures and activities that are realistic and impactful, and in determining responsible structures, as well as relevant deadlines, objectives, and indicators.

IV. EXPECTED RESULTS

The establishment of professional integrity is a challenge and requires continuous efforts, a sound understanding of the problem, and the will to guarantee changes at different levels. The greatest challenge is associated with changing the prevailing mindset, developing a workplace culture, and fostering collective awareness.

The implementation of the Professional Integrity Plan is expected to establish mechanisms which will ensure the efficient and effective functioning of the Ministry of Internal Affairs. The Action Plan for the Implementation of the Professional Integrity Plan defines a set of

measures and activities aimed at preventing and reducing opportunities for the occurrence and development of various forms of corruptive and other unprofessional conduct by employees of the Ministry of Internal Affairs. The application of such mechanisms is expected to help achieve the following:

- strengthening the professional integrity of employees;
- consistent compliance with the legislative and secondary regulatory framework;
- increased transparency in operations;
- control of discretionary powers;
- observance of ethical values; and
- introduction of an effective system for oversight and control of the work and conduct of employees.

The Professional Integrity Plan will serve as a comprehensive preventive anti-corruption instrument, as it is intended to promote and strengthen the integrity, professionalism, and ethics of employees of the Ministry, as well as the application of moral values and professional standards.

V. PROFESSIONAL INTEGRITY RELATED RISKS IDENTIFIED AT ORGANIZATIONAL UNITS OF THE MINISTRY OF INTERNAL AFFAIRS

1. Ризик од злоупотреба на службена положба и овластувања на работниците кои извршуваат работни задачи во Одделот за граѓански работи .

In the discharge of their duties, employees at the Department for Civil Affairs are in daily direct contact with citizens and facilitate the provision of services prescribed by the legislative and secondary regulatory framework. Employees at this Department possess powers which they exercise for the purpose of carrying out their duties. Daily communication with citizens, together with the authorizations they possess, may readily become subject to corruption or abuse of official position.

The most common forms of abuse of official position or authorizations include the acceptance of a bribe, the giving of a bribe, the giving and receiving of a reward for unlawful influence, the favouring of certain citizens on various grounds in the provision of services, the falsification of documents, and similar conduct. The above stated corruptive forms of conduct expose employees to risks related to professional integrity and to the integrity of the Ministry, and thereby directly contribute to the erosion of public trust in the Ministry.

With a view to reducing the risk related to professional integrity of employees who provide direct services to citizens, the Ministry will pay significant attention to the digitalization of work processes and to increasing the number of services available via the National E-Services Portal.

In addition, employees will be provided with trainings and workshops in the field of strengthening professional integrity in the performance of their duties, compliance with the legislative and secondary regulatory framework applied by employees, and in the anti-corruption area.

The Department for Internal Control, Criminal Investigations and Professional Standards and the Department for Civil Affairs will carry out regular controls and supervisory controls over the work of employees at the Department for Civil Affairs.

2. Risk of Abuse of Official Position and Authorizations by Police Officers at Traffic Police and Border Police

Traffic police officers perform duties relating to the control and regulation of traffic on all road routes in and outside populated areas in the country, with a view to maintaining road traffic safety. Furthermore, they undertake measures for the establishment of traffic offences and conduct on-site inspections at the scene of traffic accidents.

Border police officers perform duties relating to control and keeping record of vehicles and passengers for entry in and exit from the country, then duties of monitoring and analysis of the security situation and the causes of cross-border crime and irregular migration, and implementation of activities for alignment of national legislation with the legislation of the European Union in the area of external borders and the Schengen area.

By reasons of their daily communication with citizens and the powers they exercise in the performance of their duties, police officers at the traffic police and at the border police are frequently exposed to risks related to professional integrity and the abuse of official position and authorizations. The most common forms of abuse of official position or authorizations include the acceptance of a bribe, the giving of a bribe, the giving and receiving of a reward for unlawful influence, the favouring of certain citizens on various grounds in the provision of services, and similar conduct.

The Ministry of Internal Affairs will continue to make maximum efforts to procure additional body-worn cameras for police officers, as well as in-vehicle cameras for the traffic police and for the border police.

In addition, police officers at the aforementioned organizational units will be provided with trainings and workshops in the field of strengthening professional integrity in the performance of duties, compliance with the legislative and secondary regulatory framework applied by police officers at the traffic police and at the border police, as well as training in the anti-corruption area.

The Department for Internal Control, Criminal Investigations and Professional Standards, the Sectors for Internal Affairs, the Department for Border Affairs and Migrations, and the Department for Uniformed Police will conduct regular controls over the work of police officers at the aforementioned organizational units.

3. Risk of Excessive Use of Physical Force in the Exercise of Police Powers

In the performance of their duties, employees of the Ministry act in accordance with laws, rules, regulations, and professional standards applied at the Ministry of Internal Affairs. In the performance of their work and in the discharge of their duties, police officers are under a statutory obligation to protect and safeguard the life and property of citizens, to respect freedoms and rights of citizens, and to apply, in the prescribed manner, only those measures and means of coercion established by law or other regulations. By overstepping the legally prescribed police powers and with the excessive use of physical force and means of coercion, they directly violate human rights and freedoms of citizens.

The Criminal Code defines the crimes of "Unlawful Deprivation of Liberty," "Endangering Security," "Violation of the Inviolability of the Home," "Unlawful Conduct of a Search," and "Ill-treatment in the Performance of Official Duties." Through these criminal offences, the legislator sanctions forms of abuse of police powers that result in grievous bodily injury, mental suffering, coercion, maltreatment, intimidation, insult, and humiliation of human dignity, as well as any form of discrimination.

The Department for Internal Control, Criminal Investigations and Professional Standards is the relevant organizational unit at the Ministry of Internal Affairs responsible for exercising control over the legality of the work of police officers, as well as of other employees of the Ministry, particularly with regard to the respect for and protection of human rights and freedoms in the performance of police duties and in the exercise of police powers.

The Department for Internal Control, Criminal Investigations and Professional Standards, together with the heads of the relevant organizational units at which employees exercise police powers, conduct controls and oversight activities with a view to reducing the professional integrity-related risks.

With a view to the proper exercise of police powers, in cooperation with relevant organizational units, the Department for Internal Control, Criminal Investigations and Professional Standards will continuously conduct trainings and workshops addressing topics related to the lawful exercise of police powers by employees of the Ministry.

4. Risk of Abuse of Official Position and Authorizations by Employees Implementing Public Procurement Procedures

Public procurement is a process of using public funds by a given public authority for the purpose of obtaining external resources, most commonly from commercial bidders, i.e., economic operators. The regulation, as well as the development of the public procurement system, and its implementation are founded upon the principles of free movement of goods, freedom of establishment, freedom to provide services, as well as the principles of economical operations, efficiency, competition among economic operators, transparency, equal treatment of economic operators, and proportionality. In the conduct of public procurement procedures, the contracting authority is obliged to comply with obligations relating to environmental protection, social policy, and labour protection arising from regulations in force in the country, collective

agreements, and international treaties and conventions ratified in accordance with the Constitution of the Republic of North Macedonia.

Employees of the Ministry who perform their duties at the organizational unit responsible for implementing public procurement procedures are required to comply in full with the legislative and secondary regulatory framework governing this procedure in greater detail.

The public procurement procedure comprises several stages, and in each of them there is a risk of corruptive conduct by employees involved in the process. It is of particular importance that in conducting public procurement procedures employees be guided by principles prescribed in the Law on Public Procurements and that they possess a high level of professional integrity, with a view to reducing the risk of corruptive conduct.

By providing trainings and workshops for employees at the relevant organizational unit, the Ministry of Internal Affairs will ensure consistent compliance with the legislative and secondary regulatory framework in the implementation of public procurement procedures.

The Department for Internal Control, Criminal Investigations and Professional Standards will continue to conduct controls over the work of employees at the organizational unit responsible for conducting public procurement procedures.

5. Risk in the Field of Human Resource Management

In accordance with the legislative and secondary regulatory framework, human resources management is of significant importance for the fight against corruption. Risks of corruptive conduct can be observed at various stages of the overall human resources management process, including recruitment and selection, assigning employees to work positions, promotion, and termination of employees' employment contracts.

The Law on Internal Affairs emphasizes observance of the principle of equitable representation in employment at the Ministry, under which it is prescribed that:

- in employment at the Ministry, citizens belonging to all communities shall be equitably represented, with due regard to the criteria of professionalism and competence; and
- in employment at the Ministry, the principle of gender equality shall be respected.

The Law foresees transparent employment on the basis of a public announcement, and as an exception, employment at the Ministry without a public announcement for positions for which, under the act on systematization of job positions at the Ministry, and having due regard of the type and nature of the duties and the specific conditions under which they are performed, it has been determined that an employment procedure may be conducted without a public announcement.

With respect to procedures for assigning employees to work positions, the Law on Internal Affairs stipulates assigning employees to another job position in a transparent procedure, by means of publication of an internal announcement, or assigning employees to another job position in a non-transparent procedure in accordance with the provisions of the Law.

The promotion procedure is intended to enable career advancement for employees of the Ministry, or in other words movement from lower to higher positions within the hierarchy of job positions, by type or category. The promotion of employees is carried out in a transparent procedure by publishing an internal announcement, as well as in a non-transparent procedure for the promotion of employees, in accordance with the provisions of the Law.

Transparently implemented procedures for employment, for assigning to job positions, and for promotion at the Ministry ensure reduction of possibilities of corruptive conduct. This, on its part, requires delivery of trainings and workshops in the field of strengthening professional integrity in the performance of duties, ensuring compliance with the legislative and secondary regulatory framework applied by employees, as well as in the anti-corruption area.

With a view to ensuring transparency in employment procedures at the Ministry conducted on the basis of a public announcement, the Department for Public Relations and Strategic Affairs will continue to publish public announcements regularly on the Ministry's website.

6. Risk of Abuse of Official Position by Police Officers in the Issuance of Residence Permits to Foreign Nationals

The conditions for entry, exit, departure, stay, return of foreigners with unlawful stay, as well as the rights and obligations of foreign nationals in the country, are regulated under the Law on Foreigners. Pursuant to the Law, foreign nationals may be granted short-term stay, temporary stay, and permanent stay, an emergency travel document, an airport transit visa, a short-stay and transit visa, and a visa for regulation of temporary stay.

The procedure for issuing a temporary or permanent residence permit starts with the submission of an application by the foreign national to the relevant organizational unit at the Ministry of Internal Affairs. Upon completion of the procedure for approval of temporary or permanent stay, provided that the conditions prescribed by law are fulfilled, the foreign national is issued a decision approving stay in the country, i.e., the foreign national is issued a residence permit in the country. Furthermore, where the conditions prescribed in the Law on Foreigners for revocation of a temporary or permanent residence permit are established, a decision to that effect is prepared by the same organizational unit.

Employees at the organizational unit having the mandate to conduct procedures for the approval of stay of foreign nationals have powers which they exercise for the purpose of performing their duties. Their daily communication with foreign nationals, together with the powers vested in them, may readily make employees at this Department susceptible to corruption or abuse of official position.

The most common forms of abuse of official position or authorizations include the acceptance of a bribe, the giving of a bribe, the giving and receiving of a reward for unlawful influence, the favouring of certain foreign nationals on various grounds in the conduct of the procedure, as well as unequal application of discretionary powers in the conduct of the procedure. By engaging in the above referred to types of conduct, employees are exposed to risks related to professional integrity and to the integrity of the Ministry, and thereby directly contribute to the erosion of trust of citizens and foreign nationals in the Ministry.

The Ministry of Internal Affairs will provide trainings and workshops for employees in the field of strengthening professional integrity in the performance of duties, ensuring compliance with the legislative and secondary regulatory framework applied by employees, and in the anti-corruption area.

The Department for Internal Control, Criminal Investigations and Professional Standards will conduct regular controls over the work of employees at the relevant organizational unit for foreigners.

7. Risk of Disclosure of Classified Information, Official, and Personal Data

Pursuant to the Law on Classified Information, the term "Information" shall be cognition that can be transferred in any form. while "Classified information" shall be information which is protected against unauthorized access or use and is designated with a certain level of classification. In accordance with the provisions of this Law, the Ministry of Internal Affairs is a creator of classified information.

Pursuant to the Law on Personal Data Protection, "personal data" shall be any information relating to an identified or identifiable natural person, where an identifiable natural person is one whose identity can be determined directly or indirectly, especially by reference to an identifier such as his or her national identification number, or on the basis of one or a combination of features that are specific to his or her physical, physiological, genetic, mental, economic, cultural or social identity of that natural person.

The two aforementioned laws contain provisions regulating the manner in which information and data may be processed, stored, and shared.

In the everyday performance of their duties, employees of the Ministry of Internal Affairs have access to citizens' personal data and classified information. At the same time, when using official communication channels and the internal electronic infrastructure, employees are vested with powers to enter, process, and modify information and data.

In the course of its work in the past period, the Department for Internal Control, Criminal Investigations and Professional Standards identified an increased number of cases in which, without having the authorizations to do so employees disclosed classified information, official data, and personal data. In all detected cases, investigations were conducted and, upon their completion, appropriate notifications and reports were submitted to relevant institutions.

With a view to reducing the risk of disclosure of classified information, official data, and citizens' personal data, in cooperation with other competent institutions or organizations, the Ministry of Internal Affairs will conduct advanced trainings and workshops on the handling of classified information and on personal data protection.

VI. MONITORING AND REPORTING

In cooperation with organizational units of the Ministry at which risks related to professional integrity have been identified, the Department for Internal Control, Criminal Investigations and Professional Standards will implement measures and activities envisaged under the 2026–2028 Professional Integrity Plan and its Action Plan.

The Department will be the responsible organizational unit at the Ministry of Internal Affairs tasked with monitoring and reporting on the implementation of measures and activities envisaged under the 2026–2028 Professional Integrity Plan and its Action Plan.

In parallel with the implementation of the Action Plan, a periodic process of monitoring and evaluation will also be carried out. This process will be undertaken with the participation of representatives/coordinators from organizational units at the Ministry at which risks related to professional integrity have been identified.

In the monitoring process, coordinators will prepare and submit reports, which will serve to assess the degree of attainment of objectives, and the degree of implementation of measures, and activities envisaged under the Action Plan, as well as the efficiency and effectiveness of the measures.

The Department for Internal Control, Criminal Investigations and Professional Standards will coordinate the collection, processing, and analysis of reports submitted by organizational units responsible for the achievement and implementation of objectives, measures, and activities, and will prepare an integrated annual report.

Upon completion of the implementation period of the 2026–2028 Professional Integrity Plan, an evaluation report will be prepared, in which results will be analysed and assessed with regard to the achievement of objectives, measures and activities undertaken, resources invested, and the effectiveness and impact thereof, and the needs for continuity of measures focused on combating corruption and building the professional integrity of the Ministry of Internal Affairs will be identified.

VII. CONCLUSION

The Professional Integrity Plan of the Ministry of Internal Affairs is a strategic document prepared on the basis of an analysis and identification of areas most exposed to corruption and to the erosion of professional integrity.

The Action Plan for its implementation covers objectives, measures, and activities aimed at preventing corruptive conduct, as well as at reducing risks related to the professional integrity of employees of the Ministry.

The document defines the responsible organizational units, the implementation timeframe, and the indicators for measuring the degree of implementation of envisaged measures and activities.

All organizational units at the Ministry of Internal Affairs will be informed in detail about the 2026–2028 Professional Integrity Plan and the Action Plan for its implementation.



Republic of North Macedonia

Ministry of Interior

ACTION PLAN FOR THE IMPLEMENTATION OF THE 2026-2028 PROFESSIONAL INTEGRITY PLAN

SKOPJE, FEBRUARY 2026

1. Risk of Abuse of Official Position and Authorizations by Employees Performing Duties at the Department for Civil Affairs

Measures	Activities	Responsible Organizational Unit	Other Responsible Organizational Units and Involved Entities	Indicators for Monitoring and Evaluation of Activities in 2026	Indicators for Monitoring and Evaluation of Activities in 2027	Indicators for Monitoring and Evaluation of Activities in 2028
1. Digitalization of work processes and services at the Department for Civil Affairs	1. Digitalization of work processes and services	- Department for IT and Telecommunications - Department for Civil Affairs	Ministry of Digital Transformation	Number of digitalized services	Number of digitalized services	Number of digitalized services
	2. Drafting of regulations governing the use and operation of digitalized processes and services	- Department for IT and Telecommunications - Department for Legal Affairs and Human Resource Management - Department for Civil Affairs	/	Number of prepared regulations governing the use and operation of digitalized processes and services	Number of prepared regulations governing the use and operation of digitalized processes and services	Number of prepared regulations governing the use and operation of digitalized processes and services
	3. Training of employees at the Department for Civil Affairs on digitalized work processes and services	- Department for IT and Telecommunications - Department for Legal Affairs and Human Resource Management - Department for Civil Affairs	- Training Centre - National and international experts in the relevant field	-Number of conducted trainings - Number of employees trained	-Number of conducted trainings - Number of employees trained	-Number of conducted trainings - Number of employees trained
2. Strengthening professional integrity in the performance of duties and ensuring compliance with applicable legislative and secondary regulatory framework by employees	1. Trainings or workshops for strengthening professional integrity and in the anti-corruption area	Department for Internal Control, Criminal Investigations and Professional Standards	- Training Centre - National and international experts in the relevant field	- 2 trainings or workshops conducted - Up to 20 participants	- 2 trainings or workshops conducted - Up to 20 participants	- 2 trainings or workshops conducted - Up to 20 participants
	2. Trainings or workshops on compliance with applicable legislative and secondary regulatory framework by employees	- Department for Legal Affairs and Human Resource Management - Department for Civil Affairs	- Training Centre - National and international experts in the relevant field	- 2 trainings or workshops conducted - Up to 20 participants	- 2 trainings or workshops conducted - Up to 20 participants	- 2 trainings or workshops conducted - Up to 20 participants
3. Conducting internal controls and supervisory controls over the work of employees at the Department for Civil Affairs	1. Internal controls over the work of employees	Department for Internal Control, Criminal Investigations and Professional Standards	/	3 controls conducted	3 controls conducted	3 controls conducted
	2. Supervisory controls over the work of employees	Department for Civil Affairs	/	6 controls conducted	6 controls conducted	6 controls conducted

2. Risk of Abuse of Official Position and Authorizations by Police Officers at Traffic Police and Border Police

Measures	Activities	Responsible Organizational Unit	Other Responsible Organizational Units and Involved Entities	Indicators for Monitoring and Evaluation of Activities in 2026	Indicators for Monitoring and Evaluation of Activities in 2027	Indicators for Monitoring and Evaluation of Activities in 2028
1. Increase in the number of body-worn cameras and in-vehicle cameras for the Border Police	1. Procurement of body-worn cameras and in-vehicle cameras for the Border Police	- Department for General and Common Affairs - Regional Centres for Border Affairs	/	10 procured body-worn cameras and 10 in-vehicle cameras	10 procured body-worn cameras and 10 in-vehicle cameras	10 procured body-worn cameras and 10 in-vehicle cameras
2. Strengthening professional integrity in the performance of duties and ensuring compliance with applicable legislative and secondary regulatory framework by employees	1. Trainings or workshops for strengthening professional integrity and in the anti-corruption area 2. Trainings or workshops on compliance with applicable legislative and secondary regulatory framework by employees	- Department for Internal Control, Criminal Investigations and Professional Standards - Department for General Affairs and Human Resource Management - Department for Border Affairs and Migrations	- Training Centre - National and international experts in the relevant field	- 2 trainings or workshops conducted - Up to 20 participants	- 2 trainings or workshops conducted - Up to 20 participants	- 2 trainings or workshops conducted - Up to 20 participants
3. Conducting internal controls and supervisory controls over the work of employees at the Border Police	1. Internal controls over the work of employees 2. Supervisory controls over the work of employees	- Department for Internal Control, - Criminal Investigations and Professional Standards - Department for Border Affairs and Migrations - Regional Centres for Border Affairs	/	2 controls conducted	2 controls conducted	2 controls conducted
4. Increase in the number of body-worn cameras and in-vehicle cameras for the Traffic Police	1. Procurement of body-worn cameras and in-vehicle cameras for the Traffic Police	- Department for General and Common Affairs - Sectors for Internal Affairs	/	10 procured body-worn cameras and 10 in-vehicle cameras	10 procured body-worn cameras and 10 in-vehicle cameras	10 procured body-worn cameras and 10 in-vehicle cameras

2. Risk of Abuse of Official Position and Authorizations by Police Officers at Traffic Police and Border Police

Measures	Activities	Responsible Organizational Unit	Other Responsible Organizational Units and Involved Entities	Indicators for Monitoring and Evaluation of Activities in 2026	Indicators for Monitoring and Evaluation of Activities in 2027	Indicators for Monitoring and Evaluation of Activities in 2028
5. Strengthening professional integrity in the performance of duties and ensuring compliance with applicable legislative and secondary regulatory framework by employees	1. Trainings or workshops for strengthening professional integrity and in the anti-corruption area	Department for Internal Control, Criminal Investigations and Professional Standards	- Training Centre - National and international experts in the relevant field	- 2 trainings or workshops conducted - Up to 20 participants	- 2 trainings or workshops conducted - Up to 20 participants	- 2 trainings or workshops conducted - Up to 20 participants
	2. Trainings or workshops on compliance with applicable legislative and secondary regulatory framework by employees	- Department for General Affairs and Human Resource Management - Sectors for Internal Affairs	- Training Centre - National and international experts in the relevant field	- 2 trainings or workshops conducted - Up to 20 participants	- 2 trainings or workshops conducted - Up to 20 participants	- 2 trainings or workshops conducted - Up to 20 participants
6. Conducting internal controls and supervisory controls over the work of employees at the Traffic Police	1. Internal controls over the work of employees	Department for Internal Control, Criminal Investigations and Professional Standards	/	2 controls conducted	2 controls conducted	2 controls conducted
	2. Supervisory controls over the work of employees	- Sectors for Internal Affairs	/	6 supervisory controls conducted	6 supervisory controls conducted	6 supervisory controls conducted

3. Risk of Excessive Use of Physical Force in the Exercise of Police Powers

Measures	Activities	Responsible Organizational Unit	Other Responsible Organizational Units and Involved Entities	Indicators for Monitoring and Evaluation of Activities in 2026	Indicators for Monitoring and Evaluation of Activities in 2027	Indicators for Monitoring and Evaluation of Activities in 2028
<p>1. Compliance with applicable legislative and secondary regulatory framework in the exercise of police powers</p> <p>2. Conducting internal controls and supervisory oversight over the work of employees at organisational units in which police powers are exercised</p>	<p>1. Trainings or workshops on compliance with applicable legislative and secondary regulatory framework in the exercise of police powers</p>	<ul style="list-style-type: none"> - Department for Internal Control, Criminal Investigations and Professional Standards - Bureau for Public Security - Department for General Affairs and Human Resource Management 	<ul style="list-style-type: none"> - Training Centre - National and international experts in the relevant field 	<ul style="list-style-type: none"> - 2 trainings or workshops conducted - Up to 20 participants 	<ul style="list-style-type: none"> - 2 trainings or workshops conducted - Up to 20 participants 	<ul style="list-style-type: none"> - 2 trainings or workshops conducted - Up to 20 participants
	<p>1. Internal controls over the work of employees who exercise police powers</p> <p>2. Supervisory oversight by heads of organizational units at which police powers are exercised</p>	<ul style="list-style-type: none"> Department for Internal Control, Criminal Investigations and Professional Standards All organizational units at which police powers are exercised 	<p>/</p>	<p>6 controls conducted</p>	<p>6 controls conducted</p>	<p>6 controls conducted</p>

4. Risk of Abuse of Official Position and Authorizations by Employees Implementing Public Procurement Procedures

Measures	Activities	Responsible Organizational Unit	Other Responsible Organizational Units and Involved Entities	Indicators for Monitoring and Evaluation of Activities in 2026	Indicators for Monitoring and Evaluation of Activities in 2027	Indicators for Monitoring and Evaluation of Activities in 2028
1. Strengthening professional integrity in the performance of duties and ensuring compliance with applicable legislative and secondary regulatory framework by employees	<ol style="list-style-type: none"> 1. Trainings or workshops for strengthening the professional integrity and in the anti-corruption area 2. Trainings or workshops on compliance with applicable legislative and secondary regulatory framework in the implementation of public procurement procedures 	Department for Internal Control, Criminal Investigations and Professional Standards	<ul style="list-style-type: none"> - Training Centre - National and international experts in the relevant field 	<ul style="list-style-type: none"> - 1 training or workshop conducted - Up to 20 participants 	<ul style="list-style-type: none"> - 1 training or workshop conducted - Up to 20 participants 	<ul style="list-style-type: none"> - 1 training or workshop conducted - Up to 20 participants
2. Conducting internal controls over the work of employees in the implementation of public procurement procedures	<ol style="list-style-type: none"> 1. Internal controls over the work of employees in the implementation of public procurement procedures 	<ul style="list-style-type: none"> - Department for General and Common Affairs - Department for Legal Affairs and Human Resource Management 	<ul style="list-style-type: none"> - Training Centre - Department for Financial Affairs - National and international experts in the relevant field 	<ul style="list-style-type: none"> - 1 training or workshop conducted - Up to 20 participants 	<ul style="list-style-type: none"> - 1 training or workshop conducted - Up to 20 participants 	<ul style="list-style-type: none"> - 1 training or workshop conducted - Up to 20 participants

5. Risk in the Field of Human Resource Management

Measures	Activities	Responsible Organizational Unit	Other Responsible Organizational Units and Involved Entities	Indicators for Monitoring and Evaluation of Activities in 2026	Indicators for Monitoring and Evaluation of Activities in 2027	Indicators for Monitoring and Evaluation of Activities in 2028	
<p>1. Transparent implementation of procedures for employment, for assignment to job positions and for promotion at the Ministry, and strengthening the professional integrity of employees</p>	<p>1. Trainings or workshops for strengthening professional integrity and in the anti-corruption area</p>	<p>Department for Internal Control, Criminal Investigations and Professional Standards</p>	<p>- Training Centre - National and international experts in the relevant field</p>	<p>- 1 training or workshop conducted - Up to 20 participants</p>	<p>- 1 training or workshop conducted - Up to 20 participants</p>	<p>- 1 training or workshop conducted - Up to 20 participants</p>	
	<p>2. Trainings or workshops for employees on compliance with applicable legislative and secondary regulatory framework regulating the selection of candidates for employment, as well as procedures for assignment to job positions and for promotion of employees at the Ministry</p>	<p>- Department for Legal Affairs and Human Resource Management - Department for General Affairs and Human Resource Management - Panels for employment, assignment to job positions and for promotions</p>	<p>/</p>	<p>- 1 training or workshop conducted - Up to 20 participants - Reduction in the number of objections lodged by applicants to a public vacancy announcement who were not selected - Reduction in the number of objections lodged by applicants to an internal promotion vacancy announcement who were not selected</p>	<p>- 1 training or workshop conducted - Up to 20 participants - Reduction in the number of objections lodged by applicants to a public vacancy announcement who were not selected - Reduction in the number of objections lodged by applicants to an internal promotion vacancy announcement who were not selected</p>	<p>- 1 training or workshop conducted - Up to 20 participants - Reduction in the number of objections lodged by applicants to a public vacancy announcement who were not selected - Reduction in the number of objections lodged by applicants to an internal promotion vacancy announcement who were not selected</p>	<p>- 1 training or workshop conducted - Up to 20 participants - Reduction in the number of objections lodged by applicants to a public vacancy announcement who were not selected - Reduction in the number of objections lodged by applicants to an internal promotion vacancy announcement who were not selected</p>
	<p>3. Regular publication of public vacancy announcements for employment on the Ministry's website</p>	<p>Department for Public Relations and for Strategic Affairs</p>	<p>Department for Legal Affairs and Human Resource Management</p>	<p>Continually</p>	<p>Continually</p>	<p>Continually</p>	<p>Continually</p>

6. Risk of Abuse of Official Position by Police Officers in the Issuance of Residence Permits to Foreign Nationals

Measures	Activities	Responsible Organizational Unit	Other Responsible Organizational Units and Involved Entities	Indicators for Monitoring and Evaluation of Activities in 2026	Indicators for Monitoring and Evaluation of Activities in 2027	Indicators for Monitoring and Evaluation of Activities in 2028
1. Strengthening professional integrity in the performance of duties and ensuring compliance with applicable legislative and secondary regulatory framework by employees	<ol style="list-style-type: none"> 1. Trainings or workshops for strengthening professional integrity and in the anti-corruption area 2. Trainings or workshops on compliance with applicable legislative and secondary regulatory framework by employees 	<p>Department for Internal Control, Criminal Investigations and Professional Standards</p> <p>- Department for Legal Affairs and Human Resource Management</p> <p>- Organisational unit having competence relating to foreign nationals</p> <p>Department for Internal Control, Criminal Investigations and Professional Standards</p>	<p>- Training Centre</p> <p>- National and international experts in the relevant field</p> <p>- Training Centre</p> <p>- National and international experts in the relevant field</p>	<p>- 2 trainings or workshops conducted</p> <p>- Up to 20 participants</p> <p>- 2 trainings or workshops conducted</p> <p>- Up to 20 participants</p> <p>- 2 trainings or workshops conducted</p> <p>- Up to 20 participants</p>	<p>- 2 trainings or workshops conducted</p> <p>- Up to 20 participants</p> <p>- 2 trainings or workshops conducted</p> <p>- Up to 20 participants</p> <p>- 2 trainings or workshops conducted</p> <p>- Up to 20 participants</p>	<p>- 2 trainings or workshops conducted</p> <p>- Up to 20 participants</p> <p>- 2 trainings or workshops conducted</p> <p>- Up to 20 participants</p> <p>- 2 trainings or workshops conducted</p> <p>- Up to 20 participants</p>
2. Conducting internal controls over the work of employees at the organisational unit having competence relating to foreign nationals	Internal controls over the work of employees	Department for Internal Control, Criminal Investigations and Professional Standards	/	2 controls conducted	2 controls conducted	2 controls conducted

7. Risk of Disclosure of Classified Information, Official, and Personal Data

Measures	Activities	Responsible Organizational Unit	Other Responsible Organizational Units and Involved Entities	Indicators for Monitoring and Evaluation of Activities in 2026	Indicators for Monitoring and Evaluation of Activities in 2027	Indicators for Monitoring and Evaluation of Activities in 2028
1. Consistent compliance with the Law on Classified Information and the Law on Personal Data Protection	1. Trainings or workshops for handling classified information	<ul style="list-style-type: none"> - Department for Internal Control, Criminal Investigations and Professional Standards - Department for Legal Affairs and Human Resource Management - Department for General Affairs and Human Resource Management 	Directorate for Security of Classified Information	<ul style="list-style-type: none"> - 2 trainings or workshops conducted - Up to 20 participants 	<ul style="list-style-type: none"> - 2 trainings or workshops conducted - Up to 20 participants 	<ul style="list-style-type: none"> - 2 trainings or workshops conducted - Up to 20 participants
	2. Trainings or workshops on personal data protection	<ul style="list-style-type: none"> - Department for Internal Control, Criminal Investigations and Professional Standards - Department for Legal Affairs and Human Resource Management - Department for General Affairs and Human Resource Management 	Personal Data Protection Agency	<ul style="list-style-type: none"> - 2 trainings or workshops conducted - Up to 20 participants 	<ul style="list-style-type: none"> - 2 trainings or workshops conducted - Up to 20 participants 	<ul style="list-style-type: none"> - 2 trainings or workshops conducted - Up to 20 participants

