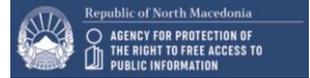




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**Promoting Transparency and  
Accountability in Public  
Administration in North Macedonia**



EuropeAid/139891/DH/SER/MK

# **Integrity Policy for the State Authorities and Public Sector Institutions**

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State authorities and institutions in the Republic of North Macedonia's public sector, starting from the efforts to provide compliance with the constitution, the laws, professional integrity, transparency, and protection of human freedoms and rights, adopt this:

## INTEGRITY POLICY

The state authorities and institutions in the Republic of North Macedonia's public sector accept the integrity as a foundation of good governance and strategic sustainable addressing of the corruption. The integrity is essential for the economic, social, and societal prosperity.

Integrity is a legal, independent, impartial, ethical, responsible, and transparent performance of the work with which the officials keep their reputation and the institution's reputation where they are responsible persons i.e., employed, eliminate the risks, and remove the suspicions in the possibility for corruption thus providing citizen trust in the performance of the public functions and in the work of the public institutions.

Strengthening and rising of the integrity is a common mission and responsibility of all the institutions in the system and at all government levels.

Accepting the integrity policy, *(institutions' name)* is obligated to (1) establishing an integrity system in the institutions, (2) implementing and supporting of the integrity system, and (3) monitoring and reporting on the implementation of the integrity system.

*(Institutions' name)* shall the private sector, civil society and the citizens with its integrity policy requiring from them, as partners in the process, to comply with the established values and standards in the relations with the state authorities and public sector institutions.

### 1. Establishing an integrity system

The integrity system is established to enable the state authorities and public sector institutions to work and exercise their competences complying with the laws and according to the highest ethical standards.

The integrity system is based on the following elements that are a sort of integrity standards:

- Protection of public interest and preventing the conflict of interests;
- Compliance with the code of ethics relevant to the official's position;
- Human resources management based on a merit and qualifications system;
- Purposeful, rational and efficient management of public resources;
- Transparency and access to public information;
- Protected reporting by whistleblowers, and
- Quality management.

**Protection of the public interest and prevention of conflicts of interest:** *(Institution's name)* and its employees are obligated that in its work, they shall prioritize the public over the private interest and that shall encourage and develop organizational structure which does not tolerate conflict of interests where the individual responsibility and personal example are base for good governance.

In order to enable efficient management of the conflict of interests in *(institutions' name)*, it implements a procedure for clear identification and declaring of the personal interests, establishes clear rules and expectations from the officials in case of a risk of conflict of interests, provides transparency in the process of resolving of the situations where conflict of

interest emerges and develops mechanisms for monitoring of the application of the rules for prevention of the conflict of interests.

**Compliance with the code of ethics relevant for the official's position:** The officials in *(institutions' name)* shall be obligated to comply with their institution's code of ethics whose goal is to promote professionalism, protection of the public interest, accountability, responsibility, impartiality, non-discrimination, and political neutrality.

*(Institutions' name)* shall develop mechanisms that enable consistent monitoring of the compliance with the code of ethics by the officials. In the areas that are more prone to corruption, such as public procurement, *(institutions' name)* shall adopt special codices.

**Human resources management based on a merit and qualifications system:** Integrity shall be promoted as a part of the human resources management in *(institutions' name)*. Hirings are transparent by means of public call with previously established criteria and developed policies that enable hiring and promoting based on merit and qualifications and disable influence from political parties, nepotism, and cronyism.

*(Institutions' name)* has identified the jobs that are especially vulnerable to corruption and envisages special obligations for them regarding the integrity protection. It is necessary to strictly comply with the incompatibility, bans and limitations which characterize the work in the public sector.

**Purposeful, rational, and efficient management of public resources:** *(Institutions' name)* demonstrates openness, accountability, and inclusiveness in defining of the budget revenues and expenditures, motivated by the objective to meet the public interest and continuously improve the services to the citizens.

*(Institutions' name)* shall be obligated to conclude the contracts for public procurements, public private partnership, granting concessions for state owned resources, lease and sale of state-owned property and land etc. through transparent procedures which enable equal treatment and competition of interested participants.

**Transparency and access to public information:** *(Institutions' name)* shall provide truthful, relevant, timely, and complete information to the citizens and legal entities, obeying the right to privacy and personal data protection.

*(Institutions' name)* shall aspire to high level of active transparency i.e., shall disclose as many information as possible at its website and shall demonstrate preparedness its operations to be put on public display and control.

The officials must not use the information that they have in the performance of their functions, public authorities, and official duties to acquire benefit or advantage for themselves or other.

**Protected reporting by whistleblowers:** Enabling the whistleblowers to report disallowed or illegal behavior without fear of consequences is one of the posts for successful prevention, reveal, investigation, and sanctioning of such behavior which endanger the work of the institution.

*(Institutions' name)* shall adopt a protected reporting procedure and has appointed an authorized person who will receive the reports from whistleblowers. All the interested parties are familiar with the protected reporting procedure and with the responsible person for protected reporting.

**Quality management:** (*Institutions' name*) shall establish a working system that permanently promotes the operations and processes, reduce the risks and costs, and improve the motivation of the staff and monitor the total results of the operations.

The promotion of the delivery and the improvement of the service quality shall be performed through responsible planning, management and realization of the processes and promotion of excellence culture in the public administration according to the ISO 9001 international standard, Common Assessment Framework – CAF and other public sector quality standards.

## **2. Implementation and support of the integrity system**

In order to enable efficient implementation of the integrity system, (*institutions' name*) shall be dedicated to capacity building and support of all officials in the process of meeting of the obligations that derive from the integrity standards for legal, independent, impartial, ethical, responsible, and transparent performance of the work tasks.

The managerial structures in (*institutions' name*) shall be responsible to establish and implement the integrity system as well as promotion thereof through their personal behavior and undertaking measures for collective acceptance of the integrity policy and compliance with it by the staff.

Capacity building is done through regular education of the staff in relevant application of the integrity standards using trainings as well as providing counseling about all the dilemmas that the officials may face in their day-to-day work.

In order to provide efficient implementation of the integrity system, (*institutions' name*) shall appoint an integrity officer.

(*Institutions' name*) shall identify the risks of corruption and shall assess and monitor them regularly. Measures for overcoming of the risks that endanger the integrity of the institution shall be taken accordingly.

## **3. Monitoring and reporting of the integrity system application**

(*Institutions' name*) shall enable two-tier integrity system application system, on the institution's level, and by the competent institution, the State Commission for Prevention of Corruption (hereinafter: SCPC).

The goal of the monitoring in the integrity system in (*institutions' name*) is to identify the efficiency of the applied policies and procedures that enable consistent application of the integrity standards as well as measuring the results of the applied measures for reduction of the corruption risk. The monitoring and reporting process of the integrity system application shall be coordinated by the integrity officer. (*Institutions' name*) shall perform internal controls to check the application of the standards through involvement of the internal audit.

(*Institutions' name*) shall be obligated to cooperate with SCPC enabling it to monitor the implementation of the integrity system. To that end, (*institutions' name*) shall be obligated to provide correct, regular and timely information to SCPC about all the activities undertaken for application of the integrity system as well as for implementation of the received guidelines, recommendations and suggestions by SCPC regarding strengthening of institutions' integrity.