



**REPUBLIC OF MACEDONIA
MINISTRY OF DEFENCE**

**INTEGRITY PLAN OF THE MINISTRY OF DEFENCE AND THE ARMY OF THE
REPUBLIC OF MACEDONIA 2016-2019**

-Skopje, February 2016-

Pursuant to Article 55 paragraph 1 of the Law on the Organization and Work of the State Administration Bodies (“Official Gazette of the Republic of Macedonia“ No. 58/00, 44/02, 82/08, 167/10 and 51/11), the Minister of Defence adopted

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INTRODUCTION

Crime and corruption undermine good governance, reduce the capacity of the institutions and cost the state and its citizens significant financial resources, which has a negative impact on the progress, the accomplishment of the fundamental human rights and the living standard of the population. Hence, the national and international efforts for continuous improvement of the existing and for introduction of new mechanisms designed to enhance good governance in different state sectors are understandable.

The Ministry of Defence and the Army of the Republic of Macedonia, in accordance with the strategic commitment of the Government of the Republic of Macedonia for uncompromising fight against crime, corruption and efficient implementation of the laws, have been working in continuity on consistent implementation of the laws, improvement of the processes and raising the awareness of the employees and the leadership with respect to corruption – related issues. The commitment of the senior leadership of the Ministry of Defence and the Army of the Republic of Macedonia is the driving force within the process of the continuous implementation of the integrity concept.

In view of systemizing the efforts for fight against corruption and implementing the integrity concept, the Ministry of Defence and the Army of the Republic of Macedonia made an assessment of the corruption risks and initiated the drafting of the Integrity Plan.

The drafting of the Integrity Plan is in line with the efforts for Euro – Atlantic integration of the Republic of Macedonia, especially in terms of its NATO integration.

The development of the Integrity Plan is carried out with the support of the recommendations of the State programmes for prevention and repression of corruption and conflict of interests and the available tools of the NATO Building Integrity programme.

VISION AND MISSION

a) Vision

Ministry of Defence and armed forces with an advanced system for identification and minimization of the corruption related risks and a system for continuous promotion of the institutional and personal integrity.

b) *Mission*

Identification of the goals, activities, responsibilities and resources for improvement of the processes, minimization of the corruption related risks and creation of the requirements for promotion of the institutional and personal integrity.

LEGAL AND INSTITUTIONAL FRAMEWORK

In addition to the strong commitments of the senior leadership of the Ministry of Defence and the Army of the Republic of Macedonia for a continuous implementation of the integrity concept and expansion of the integrity system, the reinforcement of integrity has been implied both as a national obligation and an obligation stemming from the process of Euro – Atlantic integration of the Republic of Macedonia.

a) *National level*

On the national level, the obligation for implementation of the integrity concept arises from the Recommendations of the State programmes for prevention and repression of corruption and reduction of the conflict of interests with the corresponding action plans. The above recommendations constitute the legal basis for further development of the integrity system. The development of the Integrity Plan, in that context, is a pro – active approach step towards the efforts for development and implementation of the State Strategy for Risk Management.

One of the fundamental values of the Constitutional order of the Republic of Macedonia set forth in the Constitution of the Republic of Macedonia is the rule of law, which, inter alia, means consistent and correct application of the laws that are in force and are applied in the Republic of Macedonia.

Depending on the type of activities that are subject to legal regulation in the Republic of Macedonia, many laws have been adopted to regulate and sanction these issues, including:

- The Criminal Code of the Republic of Macedonia;
- Law on Prevention of Corruption;
- Law on the Conflict of Interests;
- Law on Lobbying
- Law on Prevention of Money Laundering and Financing Terrorism;
- Law on State Auditing;
- Law on Public Internal Financial Control
- Other laws that are in function of preventing and reducing corruption activities, bribery, false representation and reporting, forgery, extortion, theft, plotting, embezzlement, illegal appropriation, fraud, etc.

b) *Participation in international programmes for Euro – Atlantic integration*

With respect to the obligations from its participation in international programmes for Euro – Atlantic integration, especially in the segment for NATO integration, the

Republic of Macedonia officially joined the NATO Building Integrity Initiative by signing the joint statement at the SEDM Defence Ministerial in October 2012.

The Minister of Defence, with his letter to NATO Secretary General reiterated the commitment of the Republic of Macedonia for joining NATO BI Initiative in February 2013 and announced at the same time the free telephone line and e-mail address for reporting corruption concerns.

In February 2014, the Republic of Macedonia added a new Partnership Goal PG G 0204 – Integrity Development, which includes measures and tools for additional enrichment of the efforts for enhancing integrity and the fight against corruption and drafting an Integrity Plan of the Ministry of Defence and the Army of the Republic of Macedonia.

With respect to the international agreements and conventions to which the Republic of Macedonia is a party, the following international legal instruments for fight against corruption and organized crime have been signed and ratified:

- Criminal Law Convention on Corruption of the CoE ratified 1999;
- Additional Protocol to the Criminal Law Convention on Corruption;
- Civil Law Convention against Corruption;
- Convention on Laundering, Search, Seizure and Confiscation of the Proceeds from Crime;
- Convention on Cyber Crime;
- Additional protocol to the Convention on Cyber Crime for concerning the criminalisation of acts of a racist and xenophobic nature committed through computer systems;
- Convention of the United Nations against Transnational Organized Crime and two Protocols thereto;
- Convention of the United Nations on Corruption;
- Convention of the Council of Europe on Laundering, Search, Seizure and Confiscation of the Proceeds from Crime and Financing Terrorism.

METHODOLOGY FOR THE DEVELOPMENT OF THE INTEGRITY PLAN

According to the OSCE handbook Promoting Transparency and Accountability in Public Institutions “there was no uniform methodology, nor uniform model for systematic application of the integrity concept” which is based on the integrity plans i.e. corruption risk assessment.

The process of drafting the Integrity Plan, contained a combination of measures and activities and a group of available tools. Their combined application enabled the identification of the current state, the distinguishing of the objectives, the identification of the risk areas, the determination of the responsibilities for development and implementation of the Plan and the selection of a Matrix for systematic presentation of the risk areas along with the planned activities.

The entire process of drafting the Integrity Plan and the Integrity Plan itself was based on the principles of transparency, responsibility and accountability.

a) Analysis of the current state

In order to determine the current state, i.e. to analyze the best practices and areas at risk of corruption in terms of this Plan we have used Integrity development tools from the NATO Building Integrity Programme.

In January 2014, the Ministry of Defence initiated the completion of the standardized self-assessment integrity questionnaire that incorporates questions divided into 8 areas:

- Democratic Control and Engagement;
- National Anti-Corruption Laws and Policies;
- Anti-Corruption Policy in Defence and Security;
- Personnel- Behavior, Policy, Training and Discipline;
- Planning and Budgeting;
- Operations;
- Procurement;
- Engagement with Defence Companies and Other Suppliers

Based on the responses from the questionnaire, and in order to finalize the report on the status, in October 2015, the NATO team of experts together with a representative of a country that has already conducted self-assessment, did a series of interviews with key personnel of the Ministry of Defence and the Army of the Republic of Macedonia, the members of the working group and met with the Minister of Defence. In January 2016, the NATO team submitted a “Report on Findings and Recommendations”. The Report and the recommendations were used as the basis for defining the objectives and preparing the Integrity Plan.

For the preparation of the Plan, upon the decision of the Minister, we established a working group composed of representatives of the Departments in the Ministry of Defence and representatives of the Army of the Republic of Macedonia.

b) Identification of objectives

Based on the recommendations in the NATO Team Report and the analysis of the Working Group, this Integrity Plan set and defined the following objectives:

- Strengthening the legal and institutional framework;
- Improving the human resource management;
- Reducing the corruption risks in deploying personnel to international peace missions and operations;
- Improving the logistics processes;
- Strengthening the integrity culture

c) Preparation of a matrix for implementation of the integrity plan

In order to determine the most appropriate matrix that will define the activities, the necessary resources and the competent organizational units, the working group initiated an analysis of several matrices, guidelines for developing integrity plans and guidelines for drafting integrity plans. The aforementioned documents are publications of the State Agency for Prevention of Corruption, NATO, NGOs and governmental organizations in the Region.

The Matrix from the Action Plans of the State Programmes for Prevention and Repression of Corruption and Conflict of Interest was deemed as the most suitable matrix in terms of this Integrity Plan, naturally with a prior adaptation.

RESPONSIBILITIES FOR THE PREPARATION, ADOPTION, IMPLEMENTATION AND UPDATING OF THE INTEGRITY PLAN

The competences related to the Integrity Plan in terms of this Integrity Plan include responsibilities for development and implementation of the Integrity Plan; responsibilities for supervision over the implementation of the Integrity Plan and responsibilities for updating;

a) Development and adoption of the Integrity Plan

In order to develop and implement the Integrity Plan, the Minister of Defence established a “Working Group for the Development and Implementation of the Integrity Plan”. The working group consists of representatives from the Departments in the Ministry of Defence and the Army of Republic of Macedonia. The Head of the Working Group is a coordinator designated by the Minister of Defence.

The integrity plan is adopted by the Minister of Defence, based on the proposal of the Working Group for Development and Implementation of the Integrity Part.

b) Updates to the Integrity Plan

The Integrity Plan is updated every three years or upon a given requirement. The procedure for updating or adopting a new Integrity Plan begins at the request of the Minister of Defence, on the suggestion of the coordinator of the Working Group for Development and Implementation of the Integrity Plan or upon recommendation by the Commission for Monitoring of the Implementation of the Integrity Plan.

c) Supervising the implementation of the Integrity Plan

In order to supervise the efficient and transparent implementation of the Integrity Plan, the Working Group envisaged and the proposed the establishment of an independent supervisory body - Commission for Monitoring the Implementation of the Integrity Plan and Coordination of Efforts for Preventing Corruption. The Commission shall report to the Minister of Defence.

COMMUNICATION STRATEGY

The Communication Strategy provided for in this Plan aims to contribute to efficient and transparent promotion and implementation of the Integrity Plan through established methods of communication. The introduction of a dynamic and adaptable Communication Strategy will open up the possibility for even more active provision of information on the the objectives and activities of the Integrity Plan.

IMPLEMENTATION

The method, procedures and activities for implementing the Integrity Plan are set out in the Matrix on the method, procedures and activities for implementation of the Integrity Plan, which is an integral part of this Plan (Annex no.1).

No. _____
_____ ***2016***
Skopje

MINISTER OF DEFENCE
Zoran Jolevski

MATRIX ON THE METHOD, PROCEDURES AND ACTIVITIES
FOR IMPLEMENTATION OF THE INTEGRITY PLAN, 2016-2019

GOAL: STRENGTHENING THE LEGAL AND INSTITUTIONAL FRAMEWORK

AREA: LEGAL REGULATIONS AND STRATEGIC FRAMEWORK

Rationale: Regular updating of the strategic documents and bylaws, in accordance with the legal regulation and strategic framework, positively influence the effectiveness and efficiency of the processes and continuously contribute to strengthening the legal and institutional framework

Activity	Activity Indicator	Responsible Authority	Priority	Timeframe	Effectiveness Indicator	Resources
Regular updating of the bylaws	Updating of the bylaws	DLA	Medium	Continuous	Number of updated bylaws	None
Regular updating of the strategic documents in the area of defence in accordance with the requirements	Updating of the strategic documents	DPP	High	Continuous	Number of updated and adopted strategic documents	None
Updating of the PPBE Rulebook and Manual	Updated PBE Rulebook and Manual	Responsible authority DPP in cooperation with MoD and SS	High	12-18 months	Adopted, updated PPBE Rulebook and Manual by the Programme and Steering Group	None

Increasing the awareness of the integrity concept through its integration in the strategic documents	Integrating the integrity concept in the strategic documents	DPP	High	Continuous	Updated strategic documents, approved by the Programme and Steering Group	None
Updating of the human resource management strategy	Process of updating the strategy for human resource management	DHR	High	1 year	Adopted, updated Strategy, approved by the Programme and Steering Group	None
Monitoring, consistent application and regular updating upon requirements of the Manual regulating the exceptions from the PPL (Manual for the procedure when conducting procurements with the application of Article 6 and 7 Section 1, part of the Public Procurements Law)	professional guidelines for tracking the agreements concluded in exception of the PPL	DL,DF,DLA, ARM GS	High	Continuous	Consistent application of the Manual for the procurement procedure outside of the Public Procurements Law (PPL) and the Manual for tracking the agreements concluded through a procedure	None

AREA: DEPLOYING AND SECONDING PERSONNEL TO INTERNATIONAL PEACE MISSIONS, OPERATIONS, INTERNATIONAL ORGANIZATIONS, STAFFS, COMMANDS OR MULTINATIONAL MILITARY FORCES						
Rationale: Identified need for adopting additional bylaws or updating the existing, which regulate the deployment and secondment of personnel to peace and humanitarian missions, operations, international organization, staffs, commands or multinational military forces						
Activity	Activity Indicator	Responsible Authority	Priority	Timeframe	Effectiveness Indicator	Resources
Amending and supplementing the “Rulebook on the deployment and secondment of personnel abroad on duties in international missions and international organizations, staffs, commands or multinational military forces”	Establishing a working group on the amendment of the existing rulebook	Responsible authority DHR in cooperation with the DLA/ARM GS /DIC	High	1 year	Amended Rulebook	None
Drafting an internal procedure for the System for selection of personnel for duty abroad in international missions and international organizations, staffs, commands or multinational military forces	Procedure for preparing an Internal Procedure	Responsible authority DHR in cooperation with the ARM GS	High	1 year	Adopted Internal Procedure, approved by the Programme and Steering Group	None

Amendment and supplements to the “Decision for determining the responsibilities of the organizational units of the Ministry of Defence and the General Staff of the Army of the Republic of Macedonia with respect to the preparation and deployment of personnel to peace operations”	Procedure for preparing a Decision with detailed procedures, deadlines, responsibilities and accountability	Responsible authority DHR in cooperation with the ARM GS	High	1 year	Updated decision, approved by the Programme and Steering Group	None
Drafting of an Internal Procedure on the consistent implementation of the “Decision for determining the responsibilities of the organizational units of the Ministry of Defence and the General Staff of the Army of the Republic of Macedonia with respect to the preparation and deployment of personnel to peace operations”	Procedure for drafting the internal procedure	Responsible authority DHR in cooperation with the ARM GS	High	1 year	Adopted internal procedure, approved by the Programme and Steering Group	None

GOAL: IMPROVING THE HUMAN RESOURCE MANAGEMENT

AREA: PERSONNEL MANAGEMENT SYSTEM

Rationale: Identified need for improving the personnel management system and establishing a functional system which meets the required standards for human resource management

Activity	Activity Indicator	Responsible Authority	Priority	Timeframe	Effectiveness Indicator	Resources
Initiating a procedure for analyzing the market and the conditions for procuring a new personnel management system	Establishing a working group for analyzing the market	Responsible authority DHR in cooperation with K4 and DL	High	1 year	Analysis and recommendations for procurement of a new personnel management system	human

AREA: JOB SYSTEMATIZATION

Rationale: Transparency in the process of preparing the job systematization and its availability increase the possibility for career development of the personnel

Activity	Activity Indicator	Responsible Authority	Priority	Timeframe	Effectiveness Indicator	Resources
Transparency in the preparation of job systematization	Recommendations for incorporating the personnel in the preparation or updating of the job systematization	DHR	Medium	Continuous	Greater inclusiveness of the personnel in the process	None
Availability of the job systemization for the employees	Introducing the employees with the process of gaining access to the job systematization	DHR	Medium	Continuous	Greater availability of the job systematization for the personnel	None

Област: CORRUPTION SENSITIVE JOBS						
Rationale: Certain jobs in the MoD and the ARM GS are at risk with respect to the possible corruptive behavior. A survey of the corruption sensitive jobs will enable the creation of recommendations for reducing the corruption risk.						
Activity	Activity Indicator	Responsible Authority	Priority	Timeframe	Effectiveness Indicator	Resources
Preparation of a survey of corruption sensitive jobs	Survey of corruption sensitive jobs	Responsible authority DHR in cooperation with the ARM GS	High	12-18 months	Adopted survey of corruption sensitive jobs	None
Preparation of an internal procedure for rotation of the military and civilian personnel working on corruption sensitive jobs	Procedure for preparation of an internal procedure	Responsible authority DHR in cooperation with the ARM GS	High	12-18 months	Adopted internal procedure	None
Plan for generic and specialized training of the personnel working on corruption sensitive jobs	Preparation of a Plan for training of personnel working on corruption sensitive jobs	DHR	Medium	2 years	Adopting the Plan for training of personnel working on corruption sensitive jobs	None
Recommendations for special inspection measures for the personnel prior to their appointment of corruption sensitive jobs	Internal procedure for personnel inspection for risk and conflict of interest and corruptive behavior	MSSI	Medium	2 years	Internal procedure for personnel inspection	None
Connecting certain jobs with the requirement for working with classified information (owning a security clearance)	Adopting the systemization with integrated criteria for owing a security clearance	Responsible authority DHR in cooperation with the MSSI	Medium	2 years	Adopted systemization with integrated criteria for owing a security certificate	None

AREA: SYSTEM FOR PROMOTION AND CAREER DEVELOPMENT OF MILITARY PERSONNEL (MAJOR-COLONEL)						
Rationale: Identified need for increased control of the system for appointing and promoting the military personnel in ranks Major through Colonel, in order to increase the transparency of the procedure						
Activity	Activity Indicator	Responsible Authority	Priority	Timeframe	Effectiveness Indicator	Resources
Establishing a Commission for implementing the procedure for appointing and promoting military personnel to the rank of Major through Colonel	Establishing a commission	Minister of Defence in coordination with the ARM GS	High	1 year	Established commission	Human
Adopting an internal procedure for regulating the process of promotion of military personnel in rank Major through Colonel	Procedure for adopting an internal procedure for regulating the process of promotion of military personnel in rank Major through Colonel	Responsible authority DHR in cooperation with the ARM GS	High	1 year	Adopted internal procedure	None

AREA: SYSTEM OF SALARIES AND ALLOWANCES						
Rationale: The self-assessment process indicated the need of revising the system of salaries and allowances						
Activity	Activity Indicator	Responsible Authority	Priority	Timeframe	Effectiveness Indicator	Resources
Analysis of the existing system of salaries and allowances	Establishing a working group to work on the analysis of the existing system of salaries and allowances	DHR/DF/ARM GS	Medium	12-18 months	Preparation of recommendations	Human

GOAL: REDUCING THE CORRUPTION RISKS IN DEPLOYING PERSONNEL TO INTERNATIONAL PEACE MISSIONS AND OPERATIONS;

AREA: SYSTEM OF GATHERING LEARNED LESSONS RELATED WITH THE RISK OF CORRUPTION

Rationale: There are several activities for conveying individual learned lessons related with the risks of corruption during deployment in peace missions and operations, but with the goal of creating collective memory, the need to form a system of learned lessons appears. It is expected the system to positively influence the prevention of the risk of corruption

Activity	Activity Indicator	Responsible Authority	Priority	Timeframe	Effectiveness Indicator	Resources
Creating a system of learned lessons from deployment in international missions and operations, related with risks from corruption	Activities for the elaboration of a system of learned lessons	ARM GS	Medium	2 years	Functional system for learned lessons	None

AREA: PRE-DEPLOYMENT ANTI-CORRUPTION TRAINING

Rationale: The introduction of pre-deployment anti-corruption training is expected to positively influence the decrease of the risk of possible corruptive behaviour

Activity	Activity Indicator	Responsible Authority	Priority	Timeframe	Effectiveness Indicator	Resources
Train the trainers	Forming a pool of experts	Responsible authority is the DIC in cooperation with DHR and J1/ARM GS	Medium	12-16 months year	Number of trained trainers	human and financial
Establishment of a Module for pre-deployment anti-corruption training	Realized trainings	ARM GS	Medium	2 years	Number of trained persons	human

GOAL: IMPROVING THE LOGISTICS PROCESSES – PROCUREMENT

AREA PUBLIC PROCUREMENTS PLAN (PPP)						
Rationale: According to the Public Procurements Law (PPL) it gets adopted until 31 January and is amended and supplemented during the course of the year, the need has been identified to improve the process as a result of the practice of multiple amendments and supplements						
Activity	Activity Indicator	Responsible Authority	Priority	Timeframe	Effectivness Indicator	Resources
Improving the process of planning the requirements for procurement of goods, services and works with the application of the Rulebook for PPBES and the quality of the annual plans for PP	Consistent tracking of the Rulebook and Manual for PPBES	DL/responsible authority for the planning	high	Continuous	Decreased number of adopted amendments to the PPP	human

AREA : PROCUREMENT PROCEDURES						
Rationale: A large number of different procurement procedures have been identified, with different scope and complexity, for which competency and training is required						
Activity	Activity Indicator	Responsible Authority	Priority	Timeframe	Effectivness Indicator	Resources
Distribution of the final documents expressing the defined requirements to the advisors competent and trained for conducting the procurement procedure, according to the subject of procurement	Distribution of the final documents expressing the defined requirements exclusively to certified personnel	DL	high	2 years	Increasing the number of distribution of the final documents expressing the defined requirements to certified personnel	Human

Elaboration of correct specifications for goods, services and works by the bearers of planning	Increasing the cooperation between the bearers of planning and the Logistics Department during the elaboration of the specification	DL/HΠ	Medium	2 years	Minimizing differences between the requested and procured goods, services and works	Human
Elaboration of documents (proceedings and reports from conducted procedure) by competent and trained Public Procurement Commissions	Commission reports from conducted procedure with different complexity and scope	DL/Commission members	Medium	2 years	Improving the quality of reports from conducted procedures	Human
Carrying out audit of procurements with high value, especially the procurements from the long-term defence development plan in line with the strategic and annual audit plan and by request of manager	Regular/special audits	DIA	Medium	3 years	Number of issued final reports	Human

GOAL: IMPROVING THE LOGISTICS PROCESSES – ACQUISITION

AREA: WORKING PROCESSES

Rationale: The need to establish precise operational procedures and methodology for running the system for planning and support of acquisition projects has been identified

Activity	Activity Indicator	Responsible Authority	Priority	Timeframe	Effectiveness Indicator	Resources
Improving the functioning of the system in the process of planning and support of acquisition projects	Revision of existing and adopting new detailed procedures and methodology for management of acquisition projects	DL/ARM GS	Medium	2 years	Functioning of the system	Human

AREA MANAGING THE INFORMATION FROM THE ACQUISITION PROJECTS

Rationale: The need has been identified to establish an appropriate exchange of information between the IPT and the Acquisition Section

Activity	Activity Indicator	Responsible Authority	Priority	Timeframe	Effectiveness Indicator	Resources
Establishing an appropriate exchange of information between the IPT and the Acquisition Section	Revision of existing and adopting new detailed procedures and methodology for management of acquisition projects	DL/ARM GS	Medium	2 years	Continued exchange of information	Human

GOAL: IMPROVING THE LOGISTICS PROCESSES – QUALITY CONTROL

AREA: RECEPTION OF PRODUCTS

Rationale: Presence of objective and subjective reasons for determining the quality of products in accordance with the agreements leaves the possibility of receiving products with quality different to what was agreed upon

Activity	Activity Indicator	Responsible Authority	Priority	Timeframe	Effectivness Indicator	Resources
Control and providing quality of goods, services and works	Involving experts in the process of quality control of goods, services and works that are procured	DL	High	Continuous	Decreasing the deviation from quality in accordance with the agreements	human

GOAL: STRENGTHENING THE INTEGRITY CULTURE

AREA: INTERNAL INFORMATION CAMPAIGN FOR PROMOTION OF THE EFFORTS FOR BUILDING INTEGRITY

Rationale: The introduction of information campaign for the promotion of the efforts for building integrity positively influences the effects of the efforts for strengthening the integrity and decreasing the risks of corruption

Activity	Activity Indicator	Responsible Authority	Priority	Timeframe	Effectiveness Indicator	Resources
Elaboration of internal information campaign for the promotion of the efforts for building integrity	Elaborated campaign; Promotion of the announcement of leading values	DCAOS	Medium	6 - 12 months	Conducted information campaign	MKD 40.000
Elaboration of a proactive strategy for informing and involving personnel from the Ministry of Defence and Armed Forces in the implementation of the Integrity Plan when it will be developed and approved.	Elaborated strategy	DCAOS	Medium	6 -12 months	Elaborated strategy	None
Carrying out separate information measures for the promotion of a telephone line for reporting suspicions of corruption	Flyers, newsletter of the Minister of Defence, web page, internal web portal, circulation of more emotional e-mail messages etc.	DCAOS	High	6 months	Greater informing and access to a telephone line for the report of suspicions of corruption	Part of the resources for the internal campaign

AREA: CONTROL MECHANISM FOR SUPERVISION OF THE IMPLEMENTATION OF THE INTEGRITY PLAN						
Rationale: Control mechanisms positively influence the degree of implementation of the integrity plan						
Activity	Activity Indicator	Responsible Authority	Priority	Timeframe	Effectiveness Indicator	Resources
Forming a Commission for Control of the Implementation of the Integrity Plan and coordination of the efforts for prevention of corruption	Formed commission	Minister	High	6 -12 months	Activities of the Commission	Human resources

AREA: POOL OF EXPERTS						
Rationale: Self-assessment of integrity showed that the use of programmes for train the trainers will positively influence the creation of a pool of experts and in general promotion of the culture of integrity						
Activity	Activity Indicator	Responsible Authority	Priority	Timeframe	Effectiveness Indicator	Resources
Forming a pool of experts	Conducting training for train the trainers	Responsible authority DHR in cooperation with the DIC	High	8-14 months	Number of trained trainers	human and financial

AREA: CONTINUED TRAINING OF MILITARY AND CIVILIAN PERSONNEL FOR RISKS OF CORRUPTION						
Rationale: Experiences of nations that conducted self-assessment showed that the continuous orientation training for acquaintance with risks, corruption and development of integrity, influence the prevention of corruption and promotion of the culture of integrity						
Activity	Activity Indicator	Responsible Authority	Priority	Timeframe	Effectiveness Indicator	Resources
Introduction of electronic on-line courses for military and civilian personnel	Realization of on-line courses	Responsible authority DHR in cooperation with the DIC and K4	Medium	6-12 months	Number of persons that have completed basic training	None
Introducing regular training for risks of corruption in the working in the MOD and ARM	Realization of regular courses	DHR/базен на експерти	Medium	12-16 months	Number of persons that have completed basic training	human
Regular sending of persons to international courses, seminars, conferences	Participation of personnel in international activities	DIC	Medium	ongoing	Number of sent persons compared to the number of offered activities	ongoing
Participation of senior management in international activities for the promotion of integrity	Participation of senior management in international activities for the promotion of integrity	DIC	Medium	ongoing	Realized events	ongoing

