



Институт за човекови права



U.S. Embassy Skopje

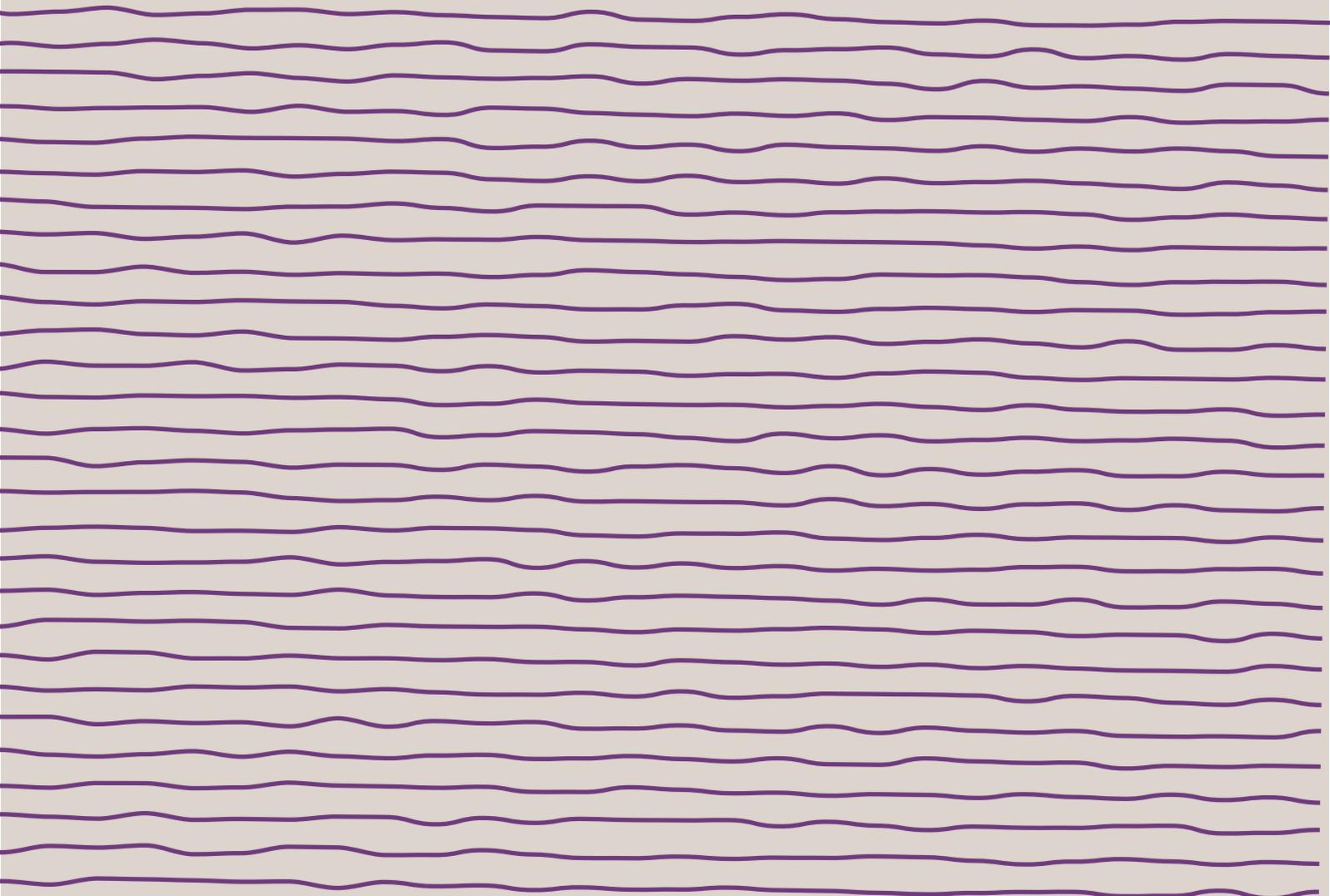
MONITORING REPORT ON THE FULFILLMENT OF THE "POLICY PLAN FOR GOOD GOVERNANCE"

April – June 2022

POLICY PLAN
FOR GOOD GOVERNANCE

Project:
"Monitoring of national actions for combating corruption"

Implementer:
Institute for Human Rights



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INTRODUCTION

Monitoring report on the fulfillment of the «Policy Plan for Good Governance», in the period from April to June 2022, was prepared within the framework of the project «Monitoring of national actions for combating corruption» in order to measure the level of implementation of the document and presentation of the open issues, gaps and deficiencies in the implementation of the planned steps.

In order to more easily evaluate the level of implementation and to inform about the challenges faced by the institutions in their implementation, the **measures-activities** foreseen in the mentioned document will be divided into **three basic areas**: (i) digital transformation of administrative processes and technical equipment (ii) changes in relevant legislation; (iii) increasing cooperation and strengthening the integrity and capacities of the institutions.

The evaluation of the degree of realization of the activities foreseen in the Plan will be done through **the evaluation scale, divided into 4 levels** (zero, initial, partial and complete) and the implementation of the measures.

Level	Explanation	Color
1	Zero - the implementation has not started yet	Red
2	Initial - the implementation has been started	Orange
3	Partial - several measures have been implemented, but the process is not completed	Yellow
4	Complete - all measures have been implemented and there are impacts that can be assessed	Green

Notification of the challenges, open issues, gaps and deficiencies in the implementation of the planned steps will be made through the section for noted remarks, where it will also be notified of any progress achieved in the implementation of the specific measure-activity. In addition, it will be notified about possible challenges and our observations and possible recommendations, in order to overcome them.

In order to evaluate the transparency of the processes that take place as a result of the measures-activities undertaken, the source of the information and the way it was reached will be noted, all in order to determine whether we have proactive or reactive transparency and availability of information related to the fight against corruption.

It is important to note that in the relevant report the focus is on the «Policy Plan for Good Governance» and on the activities undertaken in accordance with the plan, as the latest document in the national commitment to good governance and dealing with corruption. And, as a continuation with a modified context of the [plan for the fight against corruption “Action 21”](#) and support for the implementation of the [National Strategy for the Prevention of Corruption and Conflict of Interest](#). Namely, we reported on the degree of implementation of the two last mentioned documents in the [first monitoring report](#) and the [second monitoring report](#) subsequently. The changed context of the “Policy Plan for Good Governance” in relation to the plan for the fight against corruption “Action 21” refers to the position of [Deputy Prime Minister in charge of policies for good governance](#), i.e. instead of the fight against corruption (for which has already established a normative and institutional infrastructure), the focus is on the creation of anti-corruption policies and policies for good governance.

The plan was adopted in 2022 and it is consisted of 13 points, designed to be realized in the short term with visible results, but for the digital transformation point, a detailed plan is needed that will contain short-term, medium-term and long-term goals for finding the most effective solutions for the realization of legal, business and technical level in the digitization process.

Points in the Plan:

1. Encouraging comprehensive digitization for efficient and professional functioning of institutions
2. Increased and more efficient use of the National Interoperability Platform
3. Full establishment and application of the electronic inspection system «E-inspector»
4. Analysis of the performance of the e-system for electronic (online) submission of reports and complaints related to public administration services, as a basis for creating policies for good governance
5. Contribution to the protection of the public interest through the adoption of the Law on the Origin of Property
6. Monitoring, evaluation and reports on the degree of realization of the Strategy for strengthening the capacities for conducting financial investigations and confiscation of property with an action plan for the period 2021-2023
7. Monitoring the implementation of the recommendations for overcoming the identified weaknesses from the reports of the State Audit Office
8. Improvement of legal and regulatory frameworks for public procurement
9. Raising awareness and strengthening the integrity of the holders of executive power at the highest level
10. Strengthening integrity in sport
11. Revision of the Code of Ethics for persons performing executive functions for the implementation of the identified weaknesses by the institutions themselves
12. Active involvement of the civil sector in the policy-making process
13. Cooperation with the business

I.

DIGITAL TRANSFORMATION OF ADMINISTRATIVE PROCESSES AND TECHNICAL EQUIPMENT

Measure-activity	<p>1. . Encouraging comprehensive digitization for efficient and professional functioning of institutions</p> <ul style="list-style-type: none"> • Formation of working groups consisted of: lawyers, engineers and heads of departments for strategic planning; • Drafting of a National Strategy for Digital Transformation, along with a Roadmap for Implementation and • Amendment of laws
Link to "Action 21"	III. . Harmonization of legislation in the field of digitization
Connection with National Strategy	None
Level of implementation	Partial
Transparency	Proactive - Published on the Government's website
Comment	<p>During March 2022, the Government of RNM, in order to implement the measure, made changes to the Working Group for the preparation of the texts for amending and supplementing laws for the purpose of digitalization of the processes related to the procedures established by law and to the Working Group for the coordination of activities from the field of information and communication technologies for the purpose of digitalization of processes.</p> <p><u>On April 6,</u> a meeting of the two working groups was held on the occasion of the activities undertaken within the digital transformation process and the next steps that are planned to be taken in cooperation with experts from Estonia and with the support of the American Embassy. It has been decided that there will be no mass changes to a large number of laws, nor short-term solutions that will not be applicable in the long term. Specific duties were given to the members in order to detect the priorities in their institutions, submit a completed questionnaire to the deputy coordinator of the working group and report on the measures taken and activities for the procurement of the necessary equipment (hardware and/or software) for connecting to the National Platform for interoperability, for connection to the platform of the same name by the institutions that have the necessary equipment (hardware and software) and for the functionality of the DMS system.</p>

All institutions, except the Ministry of Finance, the Ministry of Political System and Inter-Community Relations and the Ministry of Internal Affairs, submitted the requested data, where it was established:

- that all institutions need to retain the existing IT staff and hire new IT personnel.
- the need for modernization of their information infrastructure, according to new technologies for increasing the security and availability of the systems and greater compatibility of the software solutions themselves for easier connection of the same and easier exchange of information.

Within the framework of the [working visit to Estonia](#), a donation of the CatIS system was provided, mainly software installation and data collection from all state institutions regarding the software equipment they have and its compatibility.

The Catalog of Interoperable Solutions (CatIS) is a tool for obtaining a clear overview of IT resources in the public sector. In the catalog, it is possible to register the necessary data from the institutions.

For the implementation of the measure, a Form for the analysis of the capacities for strategic planning in the ministries was prepared (in the form of a questionnaire) and it was sent to all the ministries in order to obtain data on what personnel capacities the ministries have and whether they can be used for the needs for the implementation of the digitization process.

From the obtained results, it was determined that help was requested to strengthen the capacities of the Departments for strategic planning, which is why the Donor Conference on Digitization was organized.

The Cabinet proposed the participation of RNM in the Digital Europe program, as well as the drafting of the Law on archival activity. The proposals were adopted at the [55th Government session held on 28.06.2022](#), in which a letter of interest in participating in the DIGITAL EUROPE program was sent as and an obligation to provide funds in the 2023 budget to finalize membership.

In connection with the Law on archival activity, the Government has tasked the Ministry of Information Society and Administration to form an inter-departmental working group for the preparation of the Draft Law and to submit the Draft Law to the Government for determination by October 1, 2022 at the latest.

Measure-activity	2. Increased and more efficient use of the National Interoperability Platform
Link to "Action 21"	IV. Increasing the use of the National Platform for interoperability for the needs of competent authorities to fight against corruption
Connection with National Strategy	None
Level of implementation	Initial
Transparency	Proactive – Published on the Government's website
Comment	<p>The Government, on the proposal of the Cabinet at the 32nd Government session held on 22.03.2022, adopted conclusions that oblige all the bodies of the state administration, to indicate to the institutions that do not have the status of a body of the state administration and recommend to the units of the local self-government, no later than April 25, 2022, to update the data on the services entered in the Service Catalog of the National Portal for electronic services that they provide in accordance with the law. Additionally, to enter and verify all the services in the Catalog of services of the National Portal, for which the authority is competent, according to the law.</p> <p>The institutions were required to inform the Ministry of Information Society and Administration about the undertaken activities by April 28.</p> <p>The Ministry promptly submitted a Notice to the Cabinet about all updated and entered services in the catalog of services on the National Portal.</p>

Measure-activity	<p>3. Complete establishment and application of the electronic inspection system "E-inspector"</p> <ul style="list-style-type: none"> • joining the 13 more inspectorates to E-inspector
Link to "Action 21"	V. Establishing an electronic inspection system "E-inspector"
Connection with National Strategy	None, but in accordance with the report of the SCPC on fulfillment of the National Strategy, a new area of inspections will be added.
Level of implementation	Partial
Transparency	Proactive - Published on the Government's website

Comment	<p>The Cabinet has provided the code for the E-Inspector software and it has been handed over to the Inspection Council, which enables sustainability, the possibility of improving the tool and implementing it in the remaining 13 inspectorates.</p> <p>At the moment E-inspector is being developed with the support of the EBRD and the project will last 18 months, from February 2022 to August 2023 within the framework of the Inspection Council.</p> <p>The project includes 13 inspection services (State Inspectorate for Agriculture, State Inspectorate for Education, State Sanitary and Health Inspectorate, State Inspectorate for Forestry and Hunting, Food and Veterinary Agency, State Inspectorate for Transport, State Inspectorate for the Environment, State Inspectorate for technical inspection, State Inspectorate for Construction and Urbanism, State Communal Inspectorate, Inspectorate for the Use of Languages, State Inspectorate for Local Self-Government and State Foreign Exchange Inspectorate), for which 13 new modules should be developed for the inclusion of E-inspector.</p> <p>The idea of the E-inspector platform is to connect all 28 inspection services under the jurisdiction of the Inspection Council by the end of 2024.</p>
Measure-activity	<p>4. Analysis of the performance of the e-system for electronic (online) submission of reports and complaints related to public administration services, as a basis for creating policies for good governance.</p>
Link to "Action 21"	<p>XVI. System for tracking cases and complaints</p>
Connection with National Strategy	<p>None</p>
Level of implementation	<p>Complete</p>
Transparency	<p>Reactive - Information received from the Government</p>
Comment	<p>The existing e-system for electronic submission of reports and complaints related to public administration services and the call center is functional and is regularly monitored and coordinated by the Cabinet. The employees of the Cabinet prepare a quarterly report on the work of the call center and the e-system for electronic submission of reports and polls and inform the Government about it.</p> <p>Also, as needed, the Cabinet establishes communication and coordination with the institutions that do not solve the problems of the parties in a timely manner.</p> <p>In the period between 11.03.2022 - 20.06.2022, a total of 202 tickets/problems were received in the system, of which 152 were assigned to institutions and 50 were assigned to the portal (unallocated).</p> <p>Out of the total number of problems, <i>170 have been solved (122 of those assigned to institutions and 48 of the problems assigned to the portal - solved by the National Portal Support Team) or expressed as a percentage 84.15%</i>, and in the response phase /unsolved are 32 or 15.84% (30 from problems assigned to institutions and 2 from problems assigned to the portal).</p>

II.

CHANGES IN RELEVANT LEGISLATION

Measure-activity	1. Encouraging comprehensive digitization for efficient and professional functioning of institutions <ul style="list-style-type: none"> • Amendment of laws
Link to "Action 21"	III. Harmonization of legislation in the field of digitization
Connection with National Strategy	None
Level of implementation	Initial
Transparency	Reactive - Information received from the Government
Comment	<p>The Coordinator of the Working group for the preparation of texts for amending and supplementing laws for the purpose of digitizing the processes related to the procedures established by law (who is a representative from the Cabinet), held individual meetings with all members and deputies of the Working group who are representatives from the competent ministries.</p> <p>The purpose of the meetings was to inform the Cabinet about the status of the draft laws regarding digitization for which the ministries are responsible. The meetings discussed the draft laws, that is, the possibility of their compliance with the provisions on digitization, as well as the readiness from a technical aspect of the institutions to implement the amendments and additions to the laws regarding digitization.</p> <p>Additionally, in the next period, a check should be made on the foreseen laws, whether the provisions of the Law on electronic management and electronic services in the direction of digital transformation of society have been inserted into them, i.e. in all laws and by-laws that determine the personal submission of a request on the part of citizens, access should be enabled through the National Portal for electronic services.</p>

Measure-activity	5. Adoption of the Law on Origin of Property
Link to "Action 21"	Initially, it was not part of Action 21, but then it was added as an additional activity.
Connection with National Strategy	None
Level of implementation	Partial
Transparency	Reactive - Information received from the Government

Comment	<p>In this reporting period, the role of the Cabinet is recognized through the participation of its representatives in the Working expert group in the drafting phase of the legal solution.</p> <p>We were informed by the Cabinet that it is a matter of a law that is too sensitive. In addition, the plan is for this law to include prevention, that is, for citizens to be aware and be directed towards the legal acquisition of property because at any moment it could be subject covered by this law and to be taken away for the benefit of the state and precisely because of this, there is a slower dynamic, but the goal is to carefully prepare the legal solution.</p> <p>In that direction, in the period from April 18 to 20, a meeting was held between the Council of Europe and the Working group for revising the draft legal solution according to the latest guidelines received from foreign experts. A draft solution to the Draft law has been prepared and given to the institutions to decide on the draft version, on the basis of which the Cabinet will further make a Plan for further activities</p>
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Measure-activity	8. Improving legal and regulatory frameworks for public procurement
Link to "Action 21"	X. Public procurement
Connection with National Strategy	None
Level of implementation	Partial
Transparency	Proactive - Published on the Government's website

Comment	<p>On the initiative of the Deputy Prime Minister Grkovska, and in accordance with the Partnership for Open Government, greater transparency and accountability in the spending of budget funds has been ensured. In that direction, with the conclusion of the Government adopted at the 40th session held on 19.4.2022, the institutions were given a deadline of 30 days, not only through the Electronic System for Public Procurement, but also on their websites to publish information about the public procurements carried out, with the goal citizens to have quick, easy, simple and comprehensible access to information about how institutions spend public money. All budget users are charged with this obligation, and it was indicated to all individual users, to public enterprises founded by the state and to state-owned joint-stock companies, while it was recommended to local self-government units, public enterprises founded by municipalities, i.e. the City of Skopje and the other institutions that are under the jurisdiction of the municipalities, within 30 days, to create a special tab on their websites for "public procurement", and to publish the following documents:</p> <ul style="list-style-type: none"> • Annual plan for public procurement; • Advertisements for public procurements; • Notification of concluded contracts; • Concluded contracts and • Notifications about executed contracts. <p>The institutions that acted upon the conclusion submitted to the Cabinet a notice on the implementation of the conclusions. At the same time, the Cabinet has established a monitoring system to regularly check whether the institutions have uploaded the requested documents to their websites for "public procurement".</p> <p>The Cabinet informed us that, for the period until 07.06.2022, after checking part of the websites of the institutions, a cross-section was made and it was determined that 76 institutions on their websites on a special tab "public procurements", have attached the required documents.</p> <p>During the reporting period, Deputy Prime Minister Grkovska met with the Director of the Bureau of Public Procurement, in the direction of improving the Electronic System for Public Procurement, which will ensure greater competitiveness and transparency in the procedure. A meeting was also held with the State Commission for Public Procurement Complaints with the aim of improving the public procurement system and eliminating all opportunities for their abuse.</p>
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Measure-activity	11. Revision of the Code of Ethics for persons performing executive functions for the implementation of the identified weaknesses by the institutions
Link to "Action 21"	Initially, the measure to amend and supplement the Code of Ethics for persons performing executive functions was not part of Action 21, it has not been added.
Connection with National Strategy	None
Level of implementation	Complete
Transparency	Reactive - Published on the Government's website

Comment

After two years of implementation of the Code, the need for its improvement and additional clarification was determined, which is why it is necessary for the RNM Government to establish a new Code of Ethics for the members of the Government and the holders of public offices, appointed by the Government.

The amendments to the Code of Ethical Conduct of Government Members and Public Office Holders are, for the most part, the result of GRECO's observations and recommendations.

What is new in Article 3 is that it is foreseen that the President of the Government will monitor whether the member of the Government who is responsible for the application of the Code (at the moment it is VPRNM in charge of good governance policies) complies with the Code. The goal is to provide control for this member of the Government, for whom it is not foreseen who monitors his behavior.

Another significant change is that the members of the Government should appoint a person from among their special advisers to advise the official in whose office he works to comply with the Code. In this way, it is ensured that in every Cabinet there is a person who will know the Code well and who will be able to predict and indicate to what extent in the daily activities of the officials there is a risk of non-compliance with the Code.

Other public office holders appointed by the Government are also required to appoint a person, a close associate, who will advise the official to respect the Code.

The principles of INTEGRITY and DECENCY are added, which strengthen the Government's commitment to ethical behavior of the members of the Government and other public officials, who are obliged to work in the interest of the citizens.

A new paragraph is added to Article 20 "Receipt of gifts" which stipulates that if the award consists of money or other valuable items, the money should be donated to a charity of the recipient's choice, while the valuable items should be recorded as items of the institution.

Article 25 stipulates the obligation for members of the Government and public office holders to submit the information and data requested by the member of the Government responsible for monitoring the Code of Ethics within three days. The same period of three days is determined for additional information, if the member of the Government responsible for monitoring compliance with the Code requests it.

By consistently adhering to the principles of the Code, its goal will be achieved, which is the rule of law, realization of the public interest, accountability, transparency, responsibility, as well as protection of the reputation of the institutions and the Government.

The cabinet in cooperation with USAID and with the professor from the Faculty of Law Prof. Dr. Mirjana Borota Popovska conducted 4 (four) [trainings on the Code of Ethical Conduct](#) of Government Members and Public Office Holders, appointed by the Government, on May 25 and 27 and June 22 and 24, 2022 for 142 out of a total of 200 public office holders functions appointed by the Government.

The trainings were conducted for the public office holders appointed (in the period from January to April 2022) by the Government.

III.

INCREASING COOPERATION AND STRENGTHENING THE INTEGRITY AND CAPACITIES OF THE INSTITUTIONS

Measure-activity	6. Monitoring, evaluation and reports on the degree of realization of the Strategy for strengthening the capacities for conducting financial investigations and confiscation of property with an Action plan for the period 2021-2023
Link to "Action 21"	VI. Strategy for strengthening the capacities for conducting financial investigations and confiscation of property
Connection with National Strategy	None
Level of implementation	Complete
Transparency	Reactive - Published on the Government's website
Comment	<p>The Commission for monitoring the implementation of the Strategy for strengthening the capacities for conducting financial investigations and confiscation of property for the period from 2021 to 2023, works continuously to implement the National Strategy according to the action plan.</p> <p>The Cabinet provides the necessary support for the needs of the Commission's work.</p> <p>From the day of formation, as of the first quarter of 2022, the following activities were carried out:</p> <ul style="list-style-type: none"> • One-day workshop on financial investigations and return of seized property - organized in cooperation with the Organization for Security and Cooperation in Europe (OSCE Mission in Skopje) and the Ministry of Interior (October 20, 2021). • Conference «National Strategy for Strengthening Institutional Capacities for Conducting Financial Investigations and Asset Confiscation», organized in cooperation with the United Nations Office for the Fight against Drugs and Crime in North Macedonia (UNODC) and the OSCE (November 23, 2022) • A Roadmap has been prepared for the operational strengthening of the institutions for conducting financial investigations and confiscation of property, in cooperation with UNODC • Two-day workshop for the preparation of the first report on the degree of implementation of the Strategy for the period from June 15, 2021 to March 31, 2022, organized in cooperation with UNODC (May 12-13, 2022). <p>On March 21, 2022, a meeting was held in the Government of RNM with the members of the Commission for monitoring the implementation of the Strategy and the UNODC Office and representatives from international organizations.</p>

	<p>Attached is the First Report of the Commission (available only in Macedonian)</p>  <p>In the current period, the Commission will begin preparatory activities for the fulfillment of the objectives of the Strategy foreseen for the second and third quarters of 2022. For this purpose, a meeting of the Commission has been scheduled on 28.07.2022, with the presence of the Deputy Prime Minister Slavica Grkovska, the Minister of Finance Fatmir Besimi and the Minister of Justice Nikola Tupanceski, with the aim of finding the best solution for the distribution of the funds from the sale of the confiscated property, which would result in the motivation of competent institutions involved in specific cases.</p>
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Measure-activity	7. Monitoring the implementation of the recommendations for overcoming the identified weaknesses from the reports of the State Audit Office
Link to "Action 21"	None
Connection with National Strategy	Establishing an efficient reporting system for non-implementation of internal audit and SAO recommendations to higher authorities for supervision and control.
Level of implementation	Partial
Transparency	Reactive - Published on the Government's website

Comment	<p>Based on the information received from the Cabinet, the audit reports of the SAO are actively monitored and the same is analyzed and monitored to see if the Institutions' Action Plans have been fulfilled, as well as whether the institutions submit the Action Plans to the Government within the stipulated period of 30 days. Before the expiration of the stipulated period, if the institutions have not submitted an action plan, they are contacted by the Cabinet in order to instruct them to submit them in the shortest possible period of time.</p> <p>Through a joint activity, the Cabinet and the SAO prepared Information for the Government on quantified irregularities determined in the final audit report on the performance audit of 2019, on the topic "Effectiveness of policies, measures and activities in the allocation of water rights". This Information was adopted at the 55th government session held on 28.06.2022 and it results in the obligation of the Ministry of Environment and Spatial Planning in cooperation with the Ministry of Finance to prepare and within 6 months to submit to the Government a proposal of law on amending and supplementing the law on water.</p> <p>In addition, the Cabinet should find the most appropriate solution in the shortest possible time for the activation of the Audit Committee regulated in the Rules of Procedure of the Government. For this purpose, a meeting was scheduled with the Minister of Finance in order to take specific actions on this issue.</p> <p>The Cabinet has so far analyzed 42 audit reports from the State Audit Office, as well as 7 action plans that have been submitted to the Government. Meetings were held with representatives of international organizations to detect the most appropriate approach and way in conducting research on the best world practices in the process of monitoring the implementation of the recommendations from the authorized auditor.</p> <p>In that direction, a Comparative Analysis has been prepared in order to determine the best practices in the world and the possibility of their implementation in North Macedonia.</p> <p>Within the framework of the measure, the draft version of the law on state audit has been prepared within the twinning project "Improving external audit and parliamentary supervision", supported by the European Union.</p>
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Measure-activity	9. Raising awareness and strengthening the integrity of the highest level executive power holders
Link to "Action 21"	None
Connection with National Strategy	Strengthening integrity and accountability in the public sector
Level of implementation	Partial
Transparency	Reactive - Published on the Government's website

Comment	<p>Based on the information received from the Cabinet, integrity tests were conducted for public office holders in cooperation with USAID.</p> <p>The integrity tests were sent to 179 officials, from which responses were received from 117 officials, and the same are already subject to analysis by consultants hired through the USAID Citizen Participation Project. As a result of that analysis, a comprehensive report with summary conclusions and recommendations for further action will be prepared.</p> <p>The Cabinet, in cooperation with USAID, has already started the process of training trainers who will further independently be able to hold trainings on the Code of Ethics and on integrity, which is in the direction of the Cabinet's policy to create sustainable systemic solutions.</p>
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Measure-activity	10. Strengthening integrity in sport
Link to "Action 21"	None
Connection with National Strategy	Area 12. Sport
Level of implementation	Partial
Transparency	Proactive

Comment

n order to create better policies for the effective prevention and fight against corruption in sports, the Cabinet in cooperation with the United Nations Office on Drugs and Crime (UNODC) started organizing conferences in the field of sports to detect all the weaknesses of side of the sports entities. Two conferences have been held so far:

On May 20, 2022, a professional conference "[Open about corruption in sports and the damage that corruption causes to young sports talents](#)" was held. At the conference, weaknesses were detected and conclusions were drawn about the weaknesses that need to be eliminated in sports, namely:

- Revision of the model for the application of sports vouchers
- Preparation of a Code of ethics for the sports sector and policies to strengthen integrity
- Mandatory transparency when making decisions in sports clubs and federations and accountability when using public funds
- The need for a comprehensive analysis of the legal regulation in sports
- Strengthening of personnel in the inspection sector
- Analysis of previous inspection findings with the aim of detecting weaknesses that would be the basis for creating policies for good governance
- Considering the possibility of introducing sports manager as a profession
- Consistent implementation of the National Strategy for the Prevention of Corruption and Conflict of Interest
- Protection of athletes in the area of reporting corruption, following the model of the Whistleblower Law.

On July 4, 2022, the second Professional Conference "[Open to corruption in sports, focusing on the voucher measure](#)" was held

At the conference, the weaknesses of the voucher system were detected and the following conclusions were reached:

- Preparing a comparative analysis - for issuing and using vouchers from other more developed countries, for experiences with decentralization of the voucher system or to find new solutions for allocating financial resources to sports clubs (it can be in cooperation with an international organization).
- To define mechanisms and standards for gender balance when awarding vouchers in relation to the amount from the aspect of encouraging women's sports.
- To harmonize the legal provisions in the law on sports and the law on sponsorships and donations in public activities.

- The voucher should be tied to results, the purpose should be defined and based on it, a report should be requested, if it is not complete, vouchers should not be awarded for the following year.
- To find a way to allocate money directly to sports clubs, athletes and federations.
- To consider the possibility of more frequent audits of sports clubs, through the Agency for Youth and Sports, through inspectors (the number of inspectors should be increased) and through the federations themselves - increasing the supervisory role of the federations towards the clubs.
- Transparency, a significant step in the fight against corruption, i.e. Anticipating specific sanctions and implementing them if the Commissions from the national sports federations, according to the Law on Sports, do not fulfill their obligation by January 20 to publish on their website the proposed ranking lists to the Agency for Youth and Sports, and in the part of transparent functioning of national federations in connection with the spending of public financial resources.
- All in order to protect and promote domestic athletes, is it necessary to specify that the vouchers will apply only to domestic athletes and not to transfer athletes (it is planned that only 20-30% of the total budget can be spent on foreign ones) transfers, and the rest only for domestic).
- To find mechanisms to stop the subjectivism and the unrealistic favoritism of certain clubs that the Commissions established in certain national sports federations allow themselves in the phase of creating and submitting the Proposal Lists for clubs and athletes - beneficiaries of vouchers.

In the following period, Deputy Prime Minister Grkovska, together with the Minister of Justice Nikola Tupanceski, with the Director of the Agency for Youth and Sports Naumce Mojsoski, but also with representatives from the State Commission for the Prevention of Corruption (SCPC), which also works to detect weaknesses in regarding corruption in sports, they will form a Working Group that will be dedicated to the realization of the conclusions of the two conferences, especially in the part of the amendment of the Law on Sports, as well as to the review and implementation of the recommendations of the SCPC.

In order to build an active and interactive relationship with young people and for them to be actively involved and give their contribution in the process of creating an efficient society, the Cabinet in cooperation with USAID, through the Project for Citizen Participation, included 240 students and 180 employees, directors, professors and another staff from seven secondary schools in the country.

Three youth camps were held, during which it was agreed to organize a visit to the students of the Government in order to discuss the challenges faced by young people and propose concrete conclusions.

Six educational workshops for raising awareness against corruption were also held for secondary school employees and five workshops for raising awareness against corruption aimed for students.

Measure-activity	12. Active involvement of the civil sector in the policy-making process
Link to "Action 21"	None
Connection with National Strategy	None
Level of implementation	Complete
Transparency	Proactive - Published on the Government's website
Comment	<p>Regularly, once a month, meetings were held with representatives of the Platform of Civil Organizations for Combating Corruption, where all open issues and joint activities were discussed in order to improve systemic weaknesses.</p> <p>Also, regular meetings were held with youth organizations, in order to openly discuss the problems faced by young people, as well as ways to overcome those problems.</p> <p>The cabinet in cooperation with UNDP in the youth resource center in Gos-tivar "I-can" organized a panel discussion with youth organizations, on the topic "What integrity means for a young person".</p> <p>A campaign (DependsOnMeAndYou) „#ЗависиОдМенеИТебе" has been launched, which covers several aspects of young people, such as strengthening integrity, anti-corruption policies, digital transformation of society, corruption in sports. The goal of the campaign is to turn it into a regional project that will unite young people from the countries of the Western Balkans.</p>

Measure-activity	13. Cooperation with the business community
Link to "Action 21"	None
Connection with National Strategy	None
Level of implementation	Partial
Transparency	Reactive - Information received from the Government
Comment	<p>During 2022, the Government plans to develop joint activities with the business community, which will focus on strengthening knowledge and support for the introduction of the most modern and innovative practices from the country and the world in the domain of good corporate governance. For this purpose, with several associations and communities from the business sector during June and July were conducted a series of four educational events (three in Skopje and one in Kumanovo) with managers and owners of over 97 enterprises from all regions and self-evaluation tools are promoted for the enhanced resilience of business people and their managers to the challenges that are not based on good governance policies.</p> <p>The events were used as an opportunity to mobilize the business community to become an active partner of the Government in identifying weaknesses and critical points and creating new policies in the domain of good governance. For this purpose, research was conducted at the events through an anonymous survey with targeted questions about knowledge and risks in the field of business ethics, integrity and corruption, and the answers from the information received from the Cabinet are still in the processing phase and will serve as a significant source. of information, for evidence-based decision-making. The approach was positively evaluated by the business community and with an expressed interest in wider cooperation.</p>

GRADING TABLES FOR AVERAGE PLAN GRADE

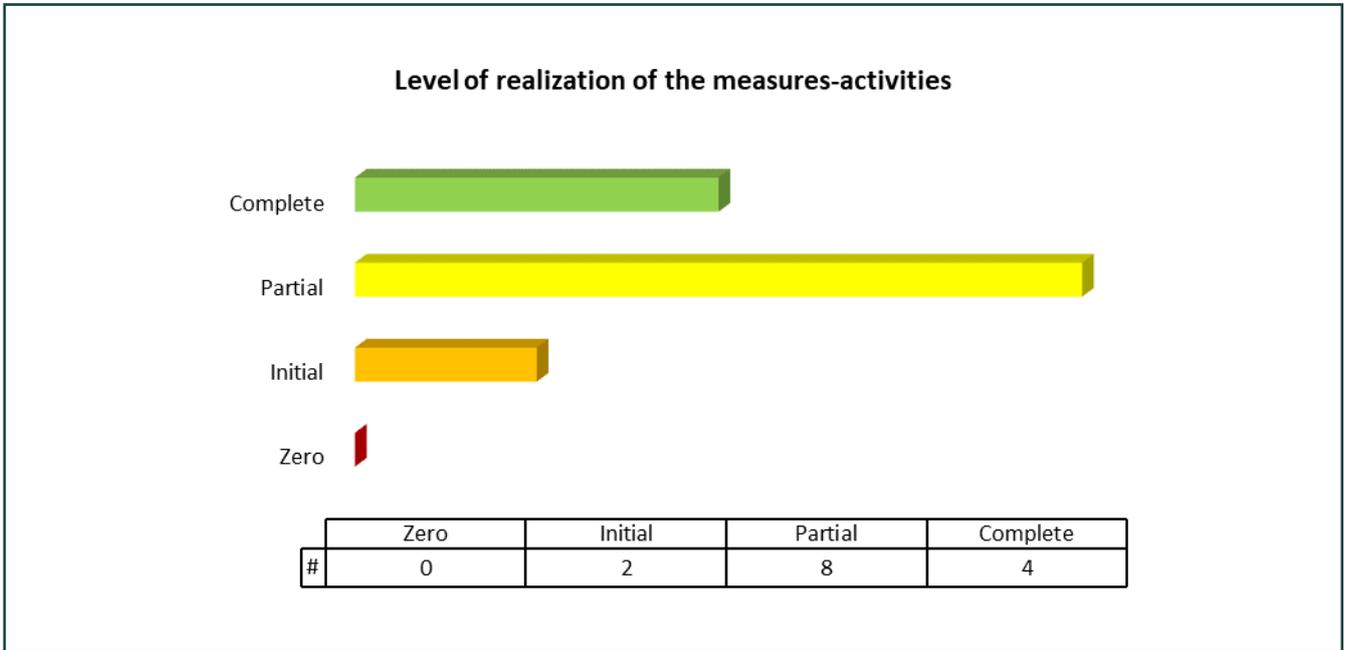


Table 1 – Degree of realization of the measures from the Plan

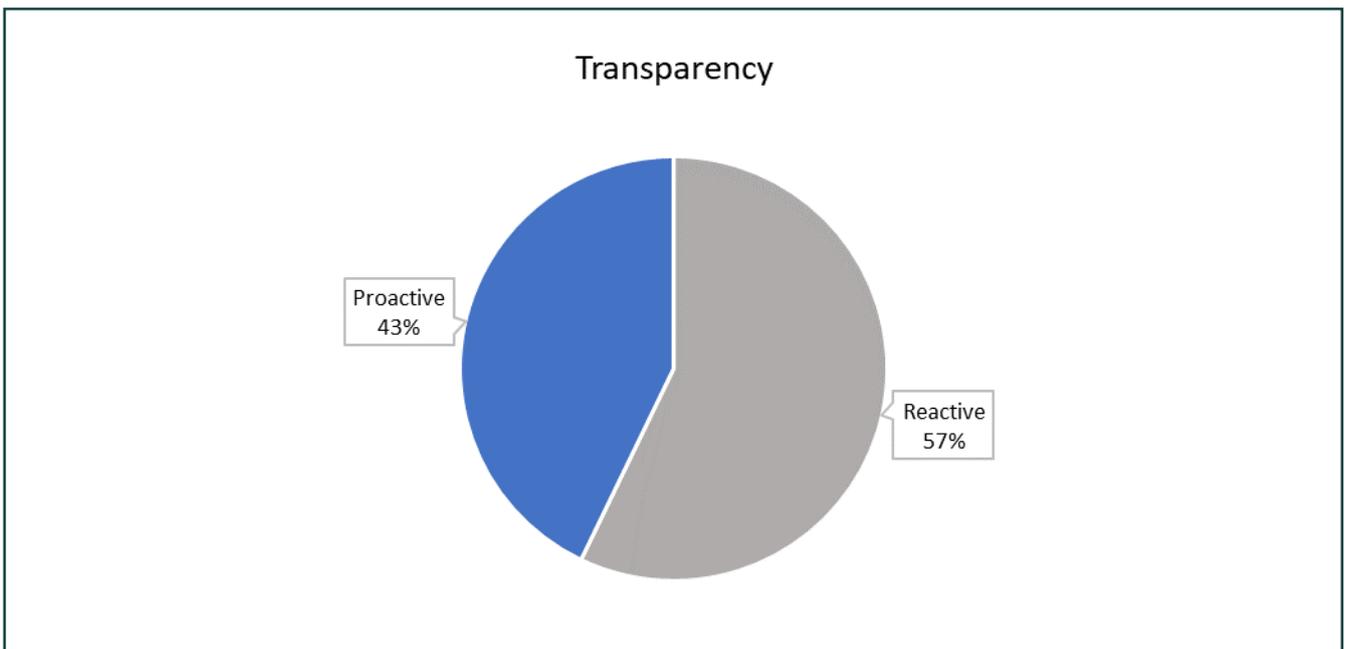


Table 2 – Transparency

CONCLUDING OBSERVATIONS

From the monitoring of the implementation of the "Policy Plan for Good Governance" it can be concluded that it is in an advanced stage of implementation and that actions have been taken on all points of it. The focus is on digitalization, which is inevitable for every society, and that's why the faster that transformation of society is realized, in parallel with building skills among citizens, the faster efficient, accountable and responsible institutions will be built. At the same time, it is very important, during the process of digitalization of institutions and public services, to have a coordinated approach between the institutions, therefore the role of the Cabinet is extremely important as a coordinator of that approach, which unites the processes in all ministries, because from the experiences so far, the individual approach does not brings results.

ABBREVIATIONS

RNM	Republic of North Macedonia
Plan	"Policy Plan for Good Governance"
Action 21	Anti-corruption plan "Action 21"
Strategy	National strategy for the prevention of corruption and conflict of interests
Government	Government of the Republic of North Macedonia
Cabinet	The Cabinet of the Deputy President of the Government of the Republic of North Macedonia in charge of policies for good governance
SCPC	State Commission for the Prevention of Corruption
SAO	State Audit Office

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