

# POLICE DEVELOPMENT STRATEGY

## СТРАТЕГИЈА ЗА РАЗВОЈ НА ПОЛИЦИЈАТА

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## TABLE OF CONTENTS

TABLE OF CONTENTS .....	3
LIST OF ABBREVIATIONS .....	6
INTRODUCTION .....	7
MISSION .....	8
VISION .....	8
METHODOLOGY .....	8
STRATEGIC OBJECTIVES OF PUBLIC SECURITY BUREAU .....	9
<b>STRATEGIC OBJECTIVE 1</b> .....	10
<b>ENHANCING THE CAPACITY OF THE POLICE FOR PREVENTING AND COMBATING CRIME BY USING CONTEMPORARY INVESTIGATION METHODS</b> .....	10
1.1. Specific Objective: Enhancing Forensic Capacities of the Police.....	10
1.2. Specific Objective: Computer Crime and Digital Forensics .....	11
1.3. Specific Objective: Enhancing PSB capacities for Counter-Terrorism .....	13
1.4. Specific Objective: Enhancing the administrative capacity of SOSCD for combating crime .....	14
1.5. Specific Objective: Enhancing the capacities of the Financial Crime Unit .....	16
1.6. Specific Objective: Improvement of standards for crime analysis and enhancing the investigation capacities for international cases and establishment of joint investigation teams for trans-national crime investigations .....	17
1.7. Specific Objective: Increasing crime investigation capacities.....	17
1.8. Specific Objective: Strengthening crime intelligence and analysis capacities in PSB .....	18
<b>STRATEGIC OBJECTIVE 2</b> .....	20
<b>MODERNIZATION AND STANDARDIZATION OF THE POLICE BY USING CONTEMPORARY METHODS FOR PERFORMING TASKS AND DUTIES IN LINE WITH EU GOOD PRACTICES</b> .....	20
2.1. Specific Objective: Strengthening the capacities for managing of the decentralized budget at regional level.....	20
2.2. Specific Objective: Modernization of the IT system of PSB.....	20
2.3. Specific Objective: Document Management System.....	21
2.4. Specific Objective: Classified Information .....	21
2.5. Specific Objective: Enhancing the physical capacities of the Sectors for internal affairs and Police Stations .....	22
2.6. Specific Objective: Strengthening the effectiveness of the Dog Unit at central and regional level.....	23
2.7. Specific Objective: Aviation units department .....	24
2.8. Specific Objective: Basic and In-Service Training .....	25

2.9. Specific Objective: Enhancing the efficiency and strengthening the capacities of the Units within the Special Police Operation Department for dealing with specific situations (protests, riots, etc.).....	27
2.10. Specific Objective: Renewing the old vehicles.....	28
2.11. Specific Objective: Reorganization of PSB.....	28
<b>STRATEGIC OBJECTIVE 3</b> .....	29
<b>STRENGTHENING BORDER AFFAIRS AND MIGRATION DEPARTMENT AND THE REGIONAL CENTERS FOR BORDER AFFAIRS OPERATIVE CAPACITIES, INCLUDING FIGHTING CROSS-BORDER CRIME AND ILLEGAL MIGRATION</b> .....	29
3.1 Specific Objective: Organizational structure optimization and infrastructure improvement.....	29
3.2. Specific Objective: Developing and strengthening effective and efficient use of human and technical resources capacities in the Border Affairs and Migration Department and the Regional Centers for Border Affairs .....	30
3.3 Specific Objective: Reviewing responsibilities related to receiving and accommodating migrants pursuant to the standards and requirements of the EU.....	32
3.4 Specific Objective: Improvement of Mobile Support Unit's operational capacities .....	32
3.5 Specific Objective: Improving and strengthening personal travel documents checks pursuant to the requirements and the best practices of the EU .....	33
3.6 Specific Objective: Further development of international cooperation and strengthening the effectiveness of the inter-agency cooperation.....	35
3.7. Specific Objective: Strengthening the operational effectiveness through improving the capacities for detection, interception, mobility and reaction .....	35
3.8. Specific Objective: Further development of risk management and risk analysis pursuant to the request and best practices of the EU.....	36
<b>STRATEGIC OBJECTIVE 4</b> .....	37
<b>FURTHER DEVELOPMENT OF DEMOCRATIC PRINCIPLES OF POLICING AIMED AT RAISING THE LEVEL OF CONFIDENCE BETWEEN THE CITIZENS AND THE POLICE, INCLUDING RESPECT TO HUMAN RIGHTS</b> .....	37
4.1 Specific Objective: Strengthening of the capacities for fighting corruption pursuant to EU requirements through developing specific policy .....	37
4.2. Specific Objective: Investigations of Police corruption and developing effective and appropriate method of filtering false reports from citizens and raising citizen awareness .....	38
4.3. Specific Objective: Developing process of professional and continuous education for fight against corruption pursuant to the best practices of the EU.....	39
4.4. Specific Objective: Community Policing strengthening .....	40
4.5. Specific Objective: Strengthening the level of confidence in the Police with special focus on interethnic relations and applying the gender principle .....	41
4.6. Specific Objective: Developing standards for premises for interviewing child victims .....	42
4.7. Specific Objective: Strengthening the technical capacities of detention premises in police stations..	42
4.8. Specific Objective: Prevention and Crisis Management.....	42
4.9. Specific Objective: Securing and protecting persons and facilities.....	43

<b>STRATEGIC OBJECTIVE 5</b> .....	44
<b>COMPREHENSIVE APPROACH TO HUMAN RESOURCES</b> .....	44
5.1 Specific Objective: Human Resources .....	44
5.2. Specific Objective: Merit-based career system .....	45
5.3. Specific Objective: New appearance and police uniforms .....	46
<b>STRATEGIC OBJECTIVE 6</b> .....	47
<b>RAISING THE LEVEL OF PUBLIC SAFETY INCLUDING TRAFFIC ROAD SAFETY</b> .....	47
6.1. Specific Objective: Road traffic safety .....	47
6.2. Specific Objective: Using audio and video systems while interacting with citizens .....	48
6.3. Specific Objective: Operational Communication Centre .....	48
<b>STRATEGIC OBJECTIVE 7</b> .....	50
<b>STRENGTHENING NATIONAL AND INTERNATIONAL COOPERATION</b> .....	50
7.1. Specific Objective: Strengthening the capacities of the National Coordination Center for Organized and Serious Crime .....	50
7.2. Specific Objective: Increasing the number of bilateral liaison police officers abroad and in international organizations.....	50
7.3. Specific Objective: Ensuring direct access to the International Police Cooperation Sector (IPCS) to all police databases in order to improve international capacities.....	51
7.4. Specific Objective: Increasing national level capacities for accessing international databases .....	51
<b>STRATEGIC OBJECTIVE 8</b> .....	52
<b>MONITORING AND EVALUATING THE IMPLEMENTATION OF THE POLICE DEVELOPMENT STRATEGY</b> .....	52
8.1. Specific Objective: Defining the role of the PSB Strategic Planning Unit .....	52

## LIST OF ABBREVIATIONS

AQM	Assurance Quality Mechanism / Механизам за обезбедување на квалитетот
BCP	Border Crossing Points / Гранични премини
BPS	Border Police Station / Гранична полициска станица
CI	Classified Information / Класифицирани информации
CSI	Crime Scene Investigation / Истрага на местото на настанот
EU	European Union / Европска Унија
IOCTA	Internet Organized Crime Threat Assessment / Проценка на закани од организиран криминал на интернет
MoI	Ministry of Interior / Министерство за внатрешни работи (МВР)
NATO	North Atlantic Treaty Organization
NCC	National Coordination Center / Национален координативен центар
NCO	National Central Office / Национална централна канцеларија
NSA	National Security Agency / Национална агенција за безбедност
OSCE	Organization for Security and Co-operation in Europe / ОБСЕ
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PSB	Public Security Bureau / Биро за јавна безбедност (БЈБ)
RCBAM	Regional Centre for Border Affairs and Migration / Регионален центар за гранични работи и миграции
SCCDF	Sector for Cyber Crime and Digital Forensics / СККДФ
SCHSI	Sector for Covert Human Sources of Information / Сектор за прикриени човечки извори на информации
SIA	Sector for Internal Affairs / Сектор за внатрешни работи (СВР)
SICPS	Sector for Internal Control and Professional Standards / Сектор за внатрешна контрола и професионални стандарди
SOCTA	Serious Organized Crime Threat Assessment / СОКТА
SOP	Standard Operating Procedures / СОП
SOSCD	Suppression of Organized and Serious Crimes Department / СОСОК
SWOT	A type of analysis used to measuring strengths, weaknesses, opportunities and threats / Вид на анализа на за мерење на силните и слабите страни, можностите и заканите



## INTRODUCTION

Strategic planning is essential to ensure continuity in the implementation of policies and long-term strategic priorities and objectives of the Government in the field of internal affairs. The Ministry of Interior (MoI) has assessed its role, quality of the work and identified the challenges and individual potentials within the MoI Strategic Planning. Even though the Ministry constantly continues to work with well-defined policies based on the priorities of the Government, there is still necessity to focus on the needs of the Public Security Bureau (PSB) in order to identify the challenges for increasing police performance.

In order to have successful implementation of the set objectives, the Strategy commences with determination of the mission and definition of the priorities of the Public Security Bureau, and furthermore relies on four main pillars which are: resource management, community policing, crime prevention and investigation, and learning and growth. In order to increase the efficiency and effectiveness, it is necessary to simplify the organizational structure, and to improve the work methodology for best usage of the resources. The PSB must avoid duplication of services and enable that the principles of sound financial management (effectiveness-efficiency-economy) are implemented in practice.

In addition, the completion of the implementation of the strategy and realization of the established strategic priorities of the PSB will lead to increased police performance based on new methodology of work, compatible and relevant to the best practices of European police services and their common standards.

During the implementation of the Strategy and the transformation that will follow, it will be crucial that all employees in the police service build a strong personal sense of ownership in the daily police work as well as sense of belonging to the community, because only these can lead to sustainability and success.

Only major precondition for realization of some of the set objectives is appropriate adjustment of the legislation in force.

## MISSION

Improvement of the police service that enjoys the confidence of all citizens in the country and also guarantees, protects and respects the fundamental rights and freedoms, without discrimination on any grounds. Part of the mission is the development and strengthening of proactive policing model which will provide a higher level of protection of life, property and personal security of citizens, as well as rapid and effective police response to all possible challenges.

## VISION

The vision of the MoI is to ensure the rule of law and ethical and professional work of the employees, as well as to develop the concept of intelligence-led policing, which in its scope sublimates community policing. With developed organizational structure and established partnership relations with the citizens and with EU standards, to ensure safer living of the citizens.

## METHODOLOGY

The structure of the Police Development Strategy was defined on 27<sup>th</sup> of March 2015 with the presence of the Director and Assistant Directors of the Public Security Bureau, and representatives of EU and OSCE. It was agreed that the Strategy to be drafted will be holistic and functional at the same time. The implementation of the Strategy will be regulated with Action Plan with defined funds needed for realization of the objectives. The Strategy is based on well-grounded arguments, and it includes implementation modalities as well as assessment of the achieved results. The Strategy is a precise document with pinpointed strategic and specific objectives.

In order to get the opinion of the police from different perspectives, more than 100 meetings were organized at the central, regional and local level, using an assurance quality mechanism (AQM). In addition, 12 strength-weakness-opportunity-threat (SWOT) analyses were conducted with the members of SIA management staff and the Regional Centers for Border Affairs (RC for BA) in order to define the required activities for improvement of the strengths, to eliminate the weaknesses, to use the opportunities and to prevent threats from occurring or to minimize their influence.

Through the meetings between the international experts and the representatives of PSB, a clear insight of the police structure was gained from all perspectives, including the opinion of the community, NGOs, Public Prosecutor Office, court, academia, mayors and media.

The Police Development Strategy is based on the findings and recommendations provided in the relevant reports, recommendations and best practices stated in EU countries, results from the meetings with representatives of the relevant internal units of the Ministry of Interior, and findings of other EU experts involved in project activities. In addition, "the MoI Strategic Plan for 2014-2016", "the MoI Strategic Plan for 2016-2018", "Prevention Strategy 2009-2011", the OSCE Police Development Strategy 2009-2011", "the National Counter-Terrorism Strategy 2011-2015", the EU Progress Reports 2013,2014 and 2015, "the MoI Communication Plan", "the Booklet of the Department for Information and Telecommunication", "the MoI Training Strategy", "the Border Police Strategy", The Needs Assessment Report for Anticorruption 2015, the National Anti-corruption Strategy, "the MoI Anti-Corruption Strategy", The Needs Assessment for Computer Crimes and Digital Forensic 2015, "Program for Border Police for 2015–

2017”, MoI Human Resources Strategy (2014–2018), the Second “National Integrated Border Management Development Strategy for 2015 to 2019”, National Strategy for Combating Trafficking of Human Beings and Illegal Immigration (2013–2016), Action Plan on Transformation of the Regional Police Stations – 2007, Second National Strategy of RM for Improvement of Road Traffic Safety 2015-2020 and Project Report EuropeAid/135078/SUP/MK have been taken into consideration for the development of the Police Development Strategy.

## **STRATEGIC OBJECTIVES OF PUBLIC SECURITY BUREAU**

For quality fulfillment of the mission and vision, the strategy is divided into eight strategic objectives, which are focused on crime investigations, finance and support units, border affairs, transparent and democratic policing, effective use of resources, and cooperation. The strategic objectives are elaborated under 46 specific objectives listed below.

It should be mentioned that the regular operating costs such as costs for fuel for police vehicles, uniforms, salaries, rental of premises, equipment and network, are not included within the budget calculation.

**STRATEGIC OBJECTIVE 1**

**ENHANCING THE CAPACITY OF THE POLICE FOR PREVENTING AND COMBATING CRIME BY USING CONTEMPORARY INVESTIGATION METHODS**



### 1.1. Specific Objective: Enhancing Forensic Capacities of the Police

**Current situation:** The Criminal Procedure Law has imposed an extremely important role to the crime scene investigation units and forensic laboratories, which means that each court verdict must be based on forensic evidence. Recovering, producing expert opinion and analysis of physical evidence are fully supported by the concept of scientific investigation according to the ISO/IEC standards.

**Expected results:** The development of the forensic concept based on EU best practices and standards has increased the efficiency and effectiveness of the Forensic Department. The next step for the next five years is to strengthen the capacities of the forensic laboratories and Crime Scene Investigation (CSI) units at central and regional level. In this context, it is very important to construct a new building which will secure full accreditation of the forensic laboratories at central level in order to get accreditation in accordance with ISO/IEC17025 in the area of DNA identification, drug analysis, signature analysis, and development of latent prints. The next step would be to support the regional offices for the accreditation in accordance with ISO17020 and to enable latent prints and mechanical traces analyses.

The following measures are foreseen with a view to reaching this objective:

- Strengthening the capacities of the Forensic Department (constructing a completely new building) which will secure full accreditation of the laboratories according to the ISO/IEC17025;
- Decentralization of the basic forensic analyses or preliminary analysis in the field of latent prints and mechanical traces;
- Reconstruction of 4 regional CSI units in Tetovo, Stip, Bitola and Strumica (if possible all) according to the ISO/IEC17020;
- Providing new equipment;

- Employment of technical staff for the regional offices;
- Procurement of investigational and analytical software and relevant hardware for support of the existing and new investigation requirements.

In order to improve the Forensic Department as well as for the Crime Scene Investigation (CSI) units at central and regional level, the focus should be set on the advancement of the information technology and IT security. In order to apply the required certifications according to ISO 17025 and 17020, the Forensic Department, within its IT infrastructure, must recognize the IT security standards ISO 27001, 27002 and 27003 which are related to storage, security and processing of electronic or digital data.

On the other hand, a stable and improved logistics for the Department will justify the fact that it is necessary to use an advanced chain of custody system with possibility for real time tracking of the evidences and the analysis. Tracking of the field units and their activities, evidence tracking from the beginning, reception of evidence in the department and the output of the results from the analysis are also key elements in order to have proper and quality analysis product on time. Therefore, the ability to have a suitable IT solution which will be applied under the previously mentioned IT security standards will mean a proper guidance for the activities.

## 1.2. Specific Objective: Computer Crime and Digital Forensics

**Current situation:** The Sector for cyber crime and digital forensics was established within the Ministry of Interior in October 2013 with the purpose of successful handling of serious cyber crime investigations, strengthening the capacities for participation in international investigations, performing trainings for the police officers in the field of cyber crime and strengthening the capacities of the digital forensics for more efficient and effective obtaining of electronic evidence needed in the investigation process.

At the moment the Sector for cyber crime and digital forensics has 22 employees, 5 of which certified cyber forensic experts. In the past 2 years the SCCDF achieved remarkable results in the cyber crime as well as digital forensics investigations and will strive for further development for successful tackling of all forms of cyber crime.

**Expected results:** In order to achieve professional and serious approach while investigating cyber crime cases it is necessary to have:

- trained staff
- adequate material and technical resources
- system for prioritization of cases
- efficient and prompt solving of cases pursuant to stipulated legislation
- standard operational procedures



By establishment of new Cyber crime and digital forensics sections in every SIA, SCCDF will strive for decentralization of some of the activities referring to cyber crime investigations, and will focus on solving more serious and complex cyber crime cases such as malware analysis, internet frauds, social engineering, network attacks, critical infrastructure attacks, internet child abuse, darknet etc.

Strategic objective of the Sector for cyber crime and digital forensics is to establish an organizational unit with trained staff and material and technical resources which will enable successful tackling of the new challenges and types of cyber crime and all this according to the stipulated legislation and procedures.

SCCDF will reach this objective by means of:

- taking measures and activities for prevention and detection of cyber crime cases;
- proactive activities for locating and identification of perpetrators in the area of cyber crime;
- detection and prevention of more serious forms of cyber crimes, especially of those directed towards the critical IT infrastructure of the country;
- active participation in regional and international cyber crime investigations;
- providing support to the newly established cyber crime sections at the SIAs in the cyber-crime investigations in order to decrease the number of cases which enter in the lab and to increase the number of solved cases;
- establishment and active updating of the online registration system which will enable easy registration of cyber crime cases;
- participation in trainings, seminars and conferences which will enable continuous upgrading and education for efficient solving of cyber crime cases and introduction to the new forms of cyber crime;
- Control of the quality of undertaken activities;
- Active informing of the population of new forms of cyber crime;

- Improvement of the skills and techniques for analysis of electronic evidence, including establishment of procedures and their application in obtaining live data and implementation of triage method for fast and more efficient detection of crime scene evidences;
- Accreditation and certification of the laboratory for electronic evidence analysis;
- Building of a system for motivation of the staff;
- Improving the cooperation with the court, private sector and academia;
- Establishment of a working group which will be responsible for follow up of the recommendations from Council of Europe, iOCTA, ENISA and active implementation of those recommendations;
- Providing premises and equipment so that both Units can function and work together;
- Providing new and upgrading of the existing forensic tools used for analysis of the electronic evidence.

### 1.3. Specific Objective: Enhancing PSB capacities for Counter-Terrorism

**Current situation:** In general, the fight against terrorism is done by the intelligence institutions. In some countries there is a great cooperation between the police and the secret service. In other countries there is a lack of cooperation, which obstructs the fight against the terrorism.

The Administration and Counter-Intelligence Agency (UBK) leads the fight against terrorism also supported by other relevant institutions, including the Public Security Bureau. However, the role of the PSB in the fight against terrorism needs to be defined. Furthermore there is lack of proper sharing of information between PSB and the Administration and Counter-Intelligence Agency.

In 2011 "*The National Counter-Terrorism Strategy*" for the period 2011-2015 was developed. The new strategy is expected to be developed beginning of 2016.



**Expected results:** In the past period the PSB had an important role in the fight against terrorism but there is need for improvement in the field of prevention, profiling, protection against terrorist attacks, tackling identified terrorist groups and improvement of the investigations into terrorist attacks. It is foreseen that the new organizational structure and newly established Serious crime and counter terrorism unit (within the Crime Investigations Sector, SOSCD) will improve the coordination and transparency between PSB and Administration and Counter-Intelligence Agency referring to counter-terrorism.

In order to enhance the capacities of PSB in the fight against terrorism, the following measures and activities are foreseen:

- raising citizen's awareness for recognizing terrorist threats and prevention against terrorist attacks, as well as raising the awareness of all PSB police officers of the importance of prevention;
- determination of indicators for identification of potential perpetrators of terrorist activities and their tracking, as well as determination of indicators for identification of potential terrorist targets;
- establishment of procedures and proceedings for counter-terrorist protection of persons and objects as well as of other identified attack targets;
- enhancing the capacities of the counter-terrorist units in terms of tactical knowledge and material and technical support;
- strengthening the organizational, staff and material and technical capacities of the PSB for leading investigations into terrorist attacks

In order to fulfill the demands on well trained and qualified staff to lead the investigations and to follow up the situation in the field of counter-terrorism, it is necessary to build the capacities through trainings in different topics such as:

- development of methods and strategies against terrorism and terrorist groups;
- leading major investigations into terrorist attacks;
- development of the crime intelligence capacities;
- development of the capacities for risk assessment and leading of counter-terrorism operations

#### **1.4. Specific Objective: Enhancing the administrative capacity of SOSCD for combating crime**

**Current situation:** The organized crime groups do not have any borders, rules or procedures to follow for committing crimes. However, the police have a responsibility to be transparent and accountable for the actions. In order to fight against organized criminal groups in a timely manner, the SOSCD must simplify the administrative procedures for the undercover police operations.

**Expected results:** The best solution for simplification of the administrative procedures would be establishment of a separate budget for covert operations and a separate budget for covert human sources of information, both managed by the department itself. The police strive for improvement of the capacities for prevention and combating crime through the use of modern research methods and through hiring the best qualified staff with required expertise.



The following measures are expected to be implemented:

- Improvement of the established professional standards in the work of the Covert human sources of information unit within SOSCD;
- Establishment of a recruitment system for the organizational unit for covert human sources of information;
- filling staff vacancies according to the new systematization and procurement of vehicles which fulfill the minimum security standards and security measures (dark windows, registration plates and similar) as well as computer equipment;
- establishment of minimum standards for physical and administrative safety of dispersed premises of the Covert human sources of information unit;
- procurement of sophisticated IT equipment for every single Section because in the daily work there is justified need for using photos, maps, GPS navigation;
- adjustment of the legislation in the articles of the Rulebook for work with informants and SOP for collection of information from citizens, with the purpose of their adjustment to the practical needs;
- establishment of a budget for reimbursement of costs incurred during work of the police officers, informants, selected persons and other sources of information;
- establishment of a budget for reimbursement of rewards for informants, selected persons and other sources of information;
- trainings for management of informants;
- trainings for the staff for development of skills in information management;
- establishment of procedures for collecting criminal intelligence in prisons;
- guiding informants for proper and safe information gathering
- trainings for mid-management police officers in charge of the investigations, to upgrade their knowledge on when to use information and how to use the collected information in order to mitigate the risks

There is a need for strengthening the capacities of the police officers in identifying and profiling criminal groups and implementing proactive crime investigations especially in cases of trafficking human beings and smuggling of migrants.

The PSB has professional and experienced staff for dealing with trafficking in human beings and illegal migration. In order to maintain the work success, the recruitment of new staff must be done before the experienced staff retires. The Unit for trafficking human beings and illegal migration within SOSCD, systematically profiles the criminal groups, nevertheless it is expected that this Unit together with all other relevant units within the PSB, participate in future in the preparation of risk analysis for trafficking human beings and smuggling of migrants.

With the purpose of reaching these objectives, the following measures are foreseen:

- Preparation of risk analysis report for trafficking human beings and smuggling migrants;
- Staffing of vacant positions;
- Nomination of police officers for investigations at local level;
- Basic and advanced trainings for the police officers from the Trafficking in human beings and illegal migration unit as well as the nominated police officers at local level;
- Purchase of equipment for the newly recruited staff.

### 1.5. Specific Objective: Enhancing the capacities of the Financial Crime Unit

**Current situation:** The Financial Crime Unit within the frame of the newly established Crime Investigation Sector at SOSCD, from October 2015, continued the activities of the previous Financial Crime Sector which by that time functioned with two units: Money laundering and financial investigation unit and Unit for economic organized crime. At the moment the Financial Crime Unit faces the need for further staffing of the vacant positions and technical equipping. FCU in its activities referring to the crime investigations systematically cooperates with the other units within the Sector for crime investigations, i.e. SOSCD. At the same time the Unit improves its cooperation with the Public Revenue Office, Financial Intelligence Unit, Customs Administration, Financial Police Unit, as well as its direct cooperation with the Public Prosecutors Office.

**Expected results:** As the technology develops, the criminals develop new ways of committing crimes. In order for the staff of the Unit to have up-to-date information, the following measures are foreseen for successful implementation of economic crime investigations:

- filling the vacant positions;
- Relevant training activities;
- Identification of new trends for money laundering (accounts, credit cards, sms, phones, internet services, payments by means of digital valuable metals such as e-gold and similar);
- purchasing of equipment for the newly recruited staff;
- strengthening the capacities of the Counterfeit Currency Central Office;
- use of software for financial investigations;
- gaining access to databases for insight into:
  - the ownership of real estate and history (Agency for real estate Cadastre )
  - the evidence of employees (Employment Agency).

### 1.6. Specific Objective: Improvement of standards for crime analysis and enhancing the investigation capacities for international cases and establishment of joint investigation teams for trans-national crime investigations

**Current situation:** The implementation of the crime intelligence process, namely the Intelligence-led Policing, within SOSCD started in the beginning of 2014, which also implied introduction of many standard operational procedures. The introduction of this new model of policing enables standardization of the police work in line with the one practiced in the EU countries. At this point the activities refer to further implementation of the procedures that regulate the complete process.

**Expected results:** The improvement of the existing standards for crime analysis would increase the effectiveness and efficiency of the crime intelligence analysis, and for this, the following measures are foreseen:

- Development of curriculum; competence testing and basic trainings for analysts (with support of Europol and EU countries)
- Successful completion of basic trainings for analysts
- Providing minimum material and technical standards in the area of crime intelligence process
- Language courses

In order to increase the effectiveness of the Crime intelligence and analysis sector within SOSCD, it is necessary to increase the capacities in preparation of PESTEL analysis. This can be achieved with the support of the EUROPOL by organizing training that includes information gathering for PESTEL analysis, recognizing trends and indicators, and effective report writing.

As the techniques and methods of the trans-national organized crime groups change, the ways of gathering and managing information for the international investigations have to be adopted accordingly. In this regards, it's envisaged to have the following activities in the near future:

- Training on implementation of new techniques and methods for analysis of complex data within the investigations
- Training for new software programs in order to increase the quality of the analysis
- Joint training for analysts and investigators for drafting analytical products

### 1.7. Specific Objective: Increasing crime investigation capacities

**Current situation:** At the moment the Public Security Bureau is based on the organizational platform of 2003 recommended by the twinning partner, the Brandenburg Police in Germany. This structure still includes Central Police Services which horizontally organize the specialized services in the Bureau. This structure of the Central Police Services hampers more efficient administration and prevents clear responsibility and fast flow of information, which are of crucial importance for the crime investigations. The current structure of the Central Police Services does not provide sufficiently effective system for fight against crime because there is an inter and intra-institutional gap. There is a lack of clear structure of the hierarchal and functional competences in the organizational units within the Central Police Services. This gap is also reflected between the Central Police Services and the regional level.

**Expected results:** The current structure of the Central Police Services should be reassessed. A comparative analysis with the best EU practices should be made in order to change the aspects that do

not function and to gain insight into the real needs of the PSB. During the implementation period of this Strategy, it is expected for a clear structure of the crime police to be achieved and a distinction between the police specialties and the uniformed police to be made. The strengthening of the capacities of the crime investigations should be carried through strengthening of the capacities of the crime police, namely through clear vertical structure of the crime police at central level as well as regional level, which will lead to clear functional competence by crime area.

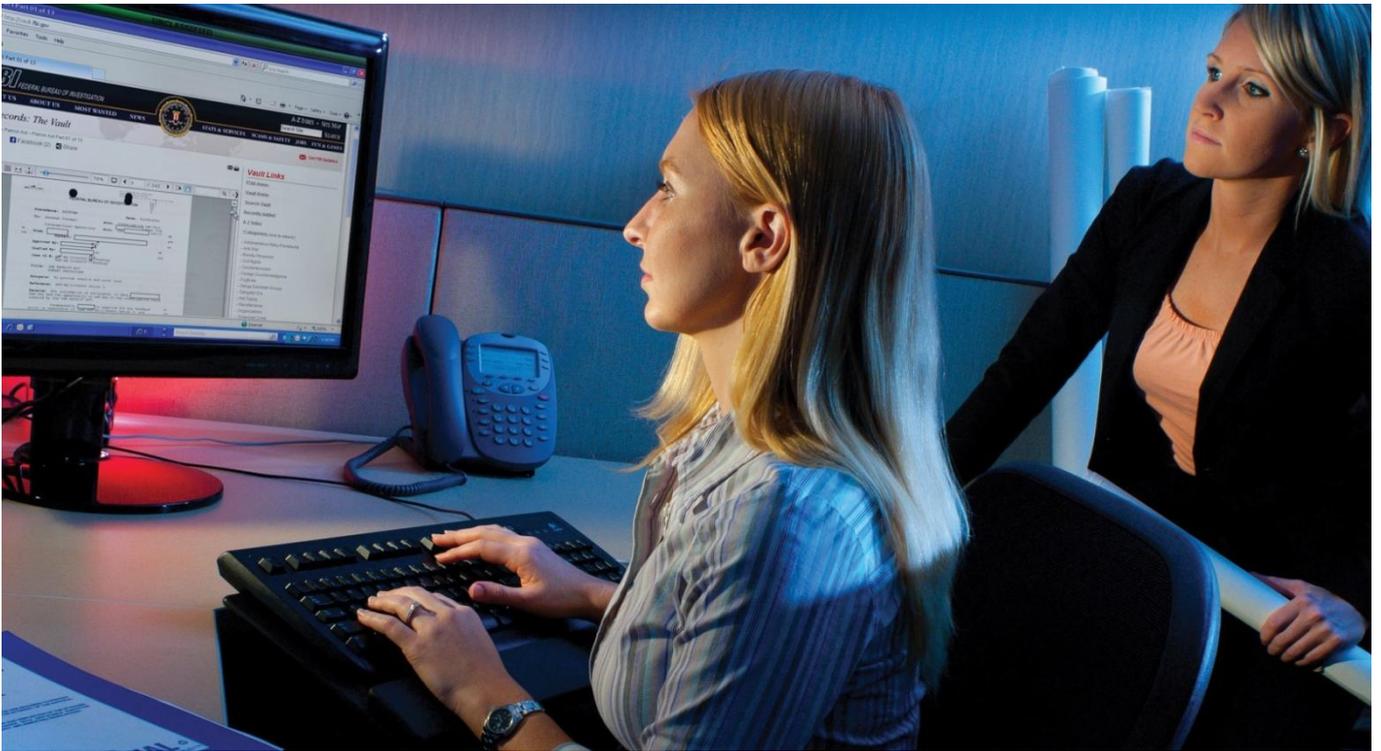
These structural changes will help increase the coordination at regional level, as well as the coordination between the SIAs and the sectors in the Crime Police Department and SOSCD when conducting intra-sector crime investigations.

### **1.8. Specific Objective: Strengthening crime intelligence and analysis capacities in PSB**

**Current situation:** The introduction of the National intelligence model imposed reorganization of the Public Security Bureau. For that purpose, the analytical services in the Public Security Bureau whose function considerably changed, have undergone most crucial reorganization, namely beside the existing analytical function, mainly oriented towards statistics, additional intelligence function was added. For the first time in the crime intelligence units at central and regional level it was foreseen to have ILP inspectors in charge for proper and targeted collection, assessment and sharing of the intelligence information gathered by all police officers within PSB. However, this important function was not supported with suitable IT development and suitable technical equipment, and the analytical services at this moment are far from fulfilling the standards of one contemporary crime intelligence unit. These units are equipped with in average more than 7 years old equipment and the analysts, especially at regional level, are not sufficiently trained to use the analytical tools and techniques for efficient completion of their function.

**Expected results:** Strengthening the capacities of the crime intelligence units at central and regional level will give full support to the management in the decision making process and give focus on most threatening crime areas by means of determination of priorities, planning of activities and guiding of the services to tackle crimes. For implementation of the crime intelligence function it is necessary for the PSB to develop its IT capacity, which will enable easier collection, processing and integration of the data and information gathered from the daily policing. This process will help the production of more quality intelligence and analytical products (on strategic and tactical level), especially in the field of detecting trends and chains of crime, new MOS, geographic crime profiling, risks and generators which influence the crime occurrence.

Taking into consideration that for the processing and analysis of the data and information, advanced tools and techniques, databases and software solutions are being used, it is necessary to define minimum criteria for recruitment and selection of new employees and further training of the existing staff in the crime intelligence units.



For strengthening of the capacities of the crime intelligence and analysis units in PSB, following measures and activities are foreseen:

- development of IT solution for registration of crime groups and ranking of the most threatening ones, which will be used for the needs of the strategic and intelligence analysis;
- improvement of the system for management of information created in the daily policing which can be used for intelligence purposes;
- implementation of application/database for collection of information from citizens
- technical equipping of the crime intelligence and analysis units;
- development of methodology for open sources information gathering and its processing into systematic knowledge as well as procurement /development of suitable software tool for this purpose and relevant training
- defining of information categories, types of products and their users, which will enable timely information sharing, follow up and decision making;
- procurement or development of software applications for processing of larger amount of data for the purpose of their analysis and visualization;
- recruitment and providing trainings for the staff of the crime intelligence units on analytical techniques and tools and usage of the software applications;
- implementation of minimum standards for physical and administrative safety of the crime intelligence and analysis units at central and regional level and IT safety during data transfer, storage, and processing

## STRATEGIC OBJECTIVE 2

## MODERNIZATION AND STANDARDIZATION OF THE POLICE BY USING CONTEMPORARY METHODS FOR PERFORMING TASKS AND DUTIES IN LINE WITH EU GOOD PRACTICES

### 2.1. Specific Objective: Strengthening the capacities for managing of the decentralized budget at regional level

**Current situation:** In the PSB there are legal regulations on decentralized budget, but those are not fully implemented in practice, since planning and decisions on usage of the available budget are still within the competence of the central level.

**Expected results:** Fulfillment of the strategic mission would be impossible without modern organization supported by appropriate budget. In this regard, full implementation of the decentralized budget will be one of the biggest challenges in the next five years. The organizational units of PSB should be fully involved in the planning and allocation of their approved budget. This will enable the units to take bigger responsibility for cost effective spending of the budget in order to reach the set objectives. With the purpose of evidencing what has been provided at regional level, the quantity of the purchased vehicles, the quantity of IT and communication equipment as well as the quantity of purchased equipment for traffic investigations in the regions, should be recorded and shared with the mid-level management throughout the year.

The following measures are foreseen in order to overcome this challenge:

- improvement of the software used for implementation of the decentralized budget
- implementation of the regional budget and enabling bigger involvement of the managers of the separate organizational units of PSB in the budget allocation

### 2.2. Specific Objective: Modernization of the IT system of PSB

**Current situation:** The IT development of the Public Security Bureau is important strategic resource for more efficient daily policing because timely and efficient policing in all crime areas depends on the accuracy and promptness of the data and information exchange.

The existing hosting system of MoI which is used for processing of the crime data, does not offer the possibility for automatic generating of statistical crime data and also there is no possibility for system upgrading or creating new functions according to needs of the users. Major part of the working processes in PSB is not backed by IT support which leads to waste of material as well as human resources. The applications which are used in PSB at the moment are developed with own resources, and are not based on same structure in terms of entities, which imposes problem for integration of the database. Furthermore the data collection in the separate applications serves only certain application without any possibility to integrate the different applications.

**Expected results:** It is expected that, the information and data in PSB shall be integrated in one system based on one-time input of data in so called registries, and enabling access to those registries to all users depending on their authorization and access rights. The IT solutions should be designed or redesigned according to the working processes in PSB, wherein users have responsibility for the normative and content aspect of every single application of the IT solution. The new IT infrastructure is

expected to provide development of new customized solutions, integration of the different existing or redesigned applications according to the user needs, and in line with the objectives from the strategic plan for IT development of MoI.

The following measures are foreseen for successful implementation of this objective:

- Establishment of working group for monitoring and supervision of the implementation of the IT projects in PSB;
- Determining of the applications which need to be designed/redesigned;
- Modernization of the IT system of MoI.

### 2.3. Specific Objective: Document Management System

**Current situation:** In general, the documentation and the flow of documents within the PSB are in paper form, which has significant negative influence on the effectiveness of the police work. There is no unified central e-archive for storage of all the documents which hampers traceability essential in every work segment.

**Expected results:** The electronic document management system will speed up the work flow and shorten the process of internal distribution of documents. With the support of ICITAP, a project for establishment of the foreseen electronic document management system has been started, and expected to be finalized in 2016.

### 2.4. Specific Objective: Classified Information

**Current situation:** In general, the existing legal framework for protection of the classified information is within the EU legislation framework; furthermore some standards are set even higher. Revision of the existing MoI/PSB Rulebook on classified information and further Amendments are in the preparation phase in line with the existing national legal framework. Most of the classified information flow is in paper-form, which consumes time and human resource.

**Expected results:** There is a need for an e-system for exchange of classified information, at restricted level at least, with security accreditation that can be later upgraded to confidential and top secret level. Furthermore, indications for classification and markings shall be taken into consideration in order to point out the degree of possible damages that could be inflicted by unauthorized access to the classified information or their unauthorized use. It is also expected that manuals for training and handling of the new, revised Rulebook on classified information, will be prepared.

The implementation of the suggested measures will increase the protection, creation, distribution and exchange of classified information in MoI, will speed up the procedure for security certificates for the employees of MoI and will decrease the number of employees in MoI with security risk.

The following measures are foreseen for successful implementation of this objective:

- Development of the Security Operating Procedures for the Systems
- E-System standards/needs: encryption, access control, traceability and other pre-conditions for the Accreditation.

- Implementation of the Minimum Security Standards for classified information at the regional level for protection of the classified information as preliminary objectives,
- Using of the model Train the Trainer via the Officers responsible for security of classified information and introduction of training for protection of classified information into the regular Curriculum of the Training Center
- Revision of the level of classification of the security certificates described in the systematization of job positions in MoI, and lowering one level down for all those positions where practice has proven that the existing high level of the security certificate and high level of classification according to the job description is unsustainable.
- Introducing information on certificate required in the internal calls for vacant positions in MoI according to the systematization of job positions in MoI.
- Closer Intra and Inter-Institutional Cooperation as precondition for effective Information & Intelligence Sharing

## 2.5. Specific Objective: Enhancing the physical capacities of the Sectors for internal affairs and Police Stations

**Current situation:** Most of the police stations are in poor condition, including the Sectors for Internal Affairs and Regional Centers for Border Affairs. The reconstruction of the police premises and the staffing of vacant positions will improve the capacities in the coming years. Furthermore, one part of the SIAs lacks working space because they serve a bigger population and need to expand.

**Expected results:** The police stations and SIAs which lack space and serve a bigger population, and are listed in the frame of priorities, should be provided with new or reconstructed premises in order to improve their working conditions and to give better service to the citizens.

As one of the possibilities to improve the condition of SIA Bitola is a mobile police station which will cover the area of this sector for internal affairs responsible for almost one quarter of the country. This mobile police station would serve the Bitola region and the rural area.

For reaching this objective following measures are foreseen:

- Construction of 9 new police stations according to the priorities
- Construction of new building for 3 SIAs according to the priorities
- Reconstruction of the existing buildings for 3 SIAs according to the priorities
- Mobile police station for SIA Bitola

## 2.6. Specific Objective: Strengthening the effectiveness of the Dog Unit at central and regional level



**Current situation:** The position of the Dog unit is relatively well accepted by the other units, nevertheless the Dog unit is facing different problems ranging from lack of qualified dog handlers, lack of equipment for dog handlers and dogs, special vehicles, which imposes systematic approach to be used for further development of the unit in the future.

**Expected results:** Considering the importance of the Dog unit for successful operations, the police will increase the professional capacity in order to deal with illegal migrants, protests, drug trafficking, terrorism and other forms of crime, by guaranteeing the effectuation of the following measures:

- To sign a memorandum of understanding between MoI and Army to cede the ARM Centre for Education and Training of service dogs over to MoI;
- To establish a system of selective trainings for potential candidates for the unit through the internal calls for vacant positions or through selection from the candidates for police officers in the Training Center;
- Salary allowances for the dog handlers because of higher health and life risks
- To increase the number of the dog handlers
- To establish SOP for the dog unit
- To purchase equipment needed for dog handlers
- To purchase equipment for dogs

- To purchase special vehicles and trailers
- To established minimum 3 detached canine offices at regional level (in Stip, Bitola, Strumica) and provision of material and technical conditions for the dogs (dog boxes)

## 2.7. Specific Objective: Aviation units department



**Current situation:** The main purpose of the Aviation department is to use its capacities and to give air support to the police forces for protection of life, the personal security and security of citizen's property, to prevent crime and misdemeanors, to maintain the public peace and order, to regulate and control the road traffic, to control movement of foreigners, to provide help and protection for the citizens in case of need, to secure persons and facilities and other activities stipulated by law. Considering the security challenges that this Department is facing, it has to be always fully staffed and in full technical preparedness, which is not always the case at this moment.

**Expected results:** Main goal of the Aviation Department is to maintain its operating capacities continuously in order to be able to handle all possible challenges in the operation activities and to provide maximum level of security in the performance of the assigned tasks. The support to the development of the aviation department is expensive, however, given the fact that the aviation units are indispensable part of the border management and fight against organized crime, the following measures need to be implemented:

- Staffing the Department with the necessary - flying and aviation-technical personnel;
- Providing continuous trainings for advancing of the skills of the flying and aviation-technical personnel;
- Development of quality system for technical maintenance of the fleet and the equipment through a selection of base maintenance services and purchase of spare parts;

- Equipping of staff and fleet with equipment which will increase the efficiency and safety of performances.

## 2.8. Specific Objective: Basic and In-Service Training

**Current situation:** The basic training is held in the Training Center within the MoI, upon public job announcement and conducted selection procedure. The public job announcement is published for 10% more job vacancies than the required number determined by the Human Resources Department. This basic training lasts for one year and consists of 3 modules, each one lasting for 4 months. During training, the candidates are not employed at the MoI but have a signed training contract according to the Law on Internal Affairs. Pursuant the Law on Internal Affairs, the Training Center is obliged to prepare a ranking list, wherein the lowest-rated 10% will not conclude an employment contract.



There are two kinds of continuous trainings, centralized and decentralized, held in the Training Center and SIAs. The Human Resources Department within PSB registers all conducted and ordered trainings, and the Training Center is responsible for implementation of the continuous trainings. At regional level (SIA and RC for BA) there are nominated coordinators for in-service training (training advisors) systematized under the Sector for general and common affairs, who are without police powers and are responsible for identification of the training needs, for conducting trainings with previously prepared materials from the Training Center and for evaluation of the conducted trainings.

The Sector for management of the human resources and training has drafted Plan for continuous training needs for 2016. This Plan is drafted based on the needs of the organizational units which are obliged to prepare monthly reports on conducted trainings, as well as trainings planned for the next month. For purposes of registering, monitoring and evaluation of the conducted trainings and quality of trainings, at this moment the existing software system for personal evidencing of the employees is being used, even though this system is with limited possibilities for search and follow up of the trainings. The Sector for

management of human resources and trainings registers all conducted trainings which have been shared with them in physical or electronic form. Nevertheless, there is no control mechanism for registering of all trainings, national as well as international.

**Expected results:** Following the best EU practices, the Training Center should be responsible for programming, conducting and evaluation of the basic and continuous trainings.

The continuous in-service training – practical police procedure should become obligatory, and every police officer with police powers should undergo minimum eight hours training per month. The existing coordinators responsible for the decentralized trainings should be given police powers (uniformed officers), formally systematized in the local structure, but functionally coordinated with the Training Center. Such coordinators should be also foreseen with the organizational schemes in CPS at central level. The training should be based on relevant and real study cases from the daily police practice serving to recognize the failures and to point out the lawful police actions. The curriculum for continuous training should focus on real study cases from the police practice, also on practical use of police powers and means of restraint, and to establish internal system for monitoring and evaluation of the trainings. The continuous training should be evaluated on monthly basis, and the evaluation results from the different organizational units should be regularly sent to a separate unit within the Training Center which will not only be responsible for evaluation and registering of the trainings, but also for analyzing gaps in daily police work, and based on the analysis results to suggest suitable modules for improvement. For this purpose it is also necessary to prepare unified template for evaluation of trainings, which should be simple, but on the other hand, it should comprise all required parameters.

All occurrences of unlawful, unethical and unprofessional police actions at the end of the year should be published (without any personal information) electronically and in hard copy – “Examples from the police practice”. This publication should be shared with the internal and external public, and it should serve to the police officers in the continuous training.

For implementation of this specific objective the following measures will be taken:

- Improvement of the organizational structure of the units within MoI and PSB responsible for the trainings, and their setting in function of more efficient and coherent programming, conducting and evaluation of basic and in-service training
- Fulfillment of the vacant positions for evaluation of the trainings, trainers and trainees
- Enhancing the quality of the training programs which will be achieved through updating of the existing modules and development of new ones, as well as creating a modern and sustainable system through long-term planning
- Continuous in-service training on a monthly basis for all police officers (8 hours per month)
- Evaluation of the performance of the junior officers by mentors, supervisors, colleagues and through self assessment
- Upgrading of the existing system for registration and monitoring of level of training for all police officers
- Included/updated modules of e-learning
- Train the Trainer seminars for the experienced police officers, who are suitable to support and to train their colleagues (mentoring, coaching)
- The Training advisors should be renamed in “instructors” and should be given police powers

- The Coordinators responsible for decentralized trainings (training advisors) should have status of police officers, and new coordinators should be appointed for the organizational units at central level.

### 2.9. Specific Objective: Enhancing the efficiency and strengthening the capacities of the Units within the Special Police Operation Department for dealing with specific situations (protests, riots, etc.)

**Current situation:** Taking into consideration the increased number of threats from terrorism and violated public peace and order as a result from the global developments in the regional surrounding and in the country, the Department for special police operations plays leading role in handling special tasks on the whole territory of the country.



**Expected results:** For efficient, effective and cost effective fulfillment of the tasks it is compulsory to have full staffing of the units according to the envisaged systematization, to have high level of training of the staff, as well as appropriate material and technical equipping.

Increasing the number of staff in the Department for special police operations imposes budget increase for this department.

As a long-term objective, it is necessary to have a contemporary shooting range to allow all police officers to conduct regular firearms training. The systematic evaluation of the police officers' performance and the support for those who need improvement is expected to help develop shooting skills.

The Units for special police operations should be prepared at any time professionally and successfully to respond even to the biggest challenges, and for reaching that goal following measures are foreseen:

- Detailed analysis of needed number of staff
- New uniforms for the units
- New modern and operational shooting range
- Equipment and supplies required during protests (gas bombs, tear gas etc.)

- Reconstruction of the existing and construction of new buildings
- Special vehicles and vehicles for special purposes

### 2.10. Specific Objective: Renewing the old vehicles



**Current situation:** Major part of the vehicles used by the police is older than 20 years, which makes their maintenance quite expensive and has adverse effect on the productivity of the staff.

**Expected results:** It is of vital importance in the near future to replace the vehicles that are older than 20 years. In addition, the units that are lacking vehicles should be identified and they should have the priority in getting the needed vehicles.

### 2.11. Specific Objective: Reorganization of PSB

**Current situation:** In October 2015, a new systematization of MoI and PSB entered into force. New units for strategic planning have been established within MoI and separately within PSB, which is according to the EU best practices, but this cannot be said for the Central Police Services. According to the best EU practices, the systematization should be simpler and it should provide clear view of the chain of responsibility.

**Expected results:** Additional analysis of the effectiveness of the last systematization and improvement according to the best EU practices should be done. Main pillars which will carry the organizational units of PSB are: uniformed police, border police, crime police, forensics, police specialties, police academy, IT and SIA. The uniformed police, crime police, forensics and IT and telecommunications should be bearing services at regional level – SIA. This systematization would contribute towards simpler administration, better coordination and more efficient policing.

## STRATEGIC OBJECTIVE 3

**STRENGTHENING BORDER AFFAIRS AND MIGRATION DEPARTMENT AND THE REGIONAL CENTERS FOR BORDER AFFAIRS OPERATIVE CAPACITIES, INCLUDING FIGHTING CROSS-BORDER CRIME AND ILLEGAL MIGRATION****3.1 Specific Objective: Organizational structure optimization and infrastructure improvement**

**Current situation:** The organizational structure is a substantial prerequisite for efficient and effective use of human and technical resources. At central level, the PSB Strategic Planning, Standards and Quality Control Unit is competent in the area of strategic planning, standards and quality control in the field of border operations, while the Border Affairs and Migration Department within the PSB is in charge of operating activities, including coordination, operational planning and management.

On regional level, the Regional Centers for Border Affairs (RCs for BA) perform administrative functions, logistics, investigation (to a certain degree), prevention and tactical assignments. There are three types of police stations operating within the Regional Centers for Border Affairs: Border Control Police Stations, Border Surveillance Police Stations, and Border Control and Border Surveillance Police Stations. The number of police stations dealing only with border control or only with border surveillance continues to be very high. Almost all of the current Border Control Police Stations are located in former military facilities. Such facilities were originally designed for military staff defensive activities and are not sufficiently adapted to the tasks performed by modern border police units.

The current lack of basic IT infrastructure, being the main reason for some police stations not being connected to any communication networks, and as a consequence thereof, to any database, limits the capacities of such police stations for conducting timely and effective exchange of information among border units, at the same time, impairing the decision-making process in border assignments.



**Expected Results:** The process of combining various functionalities of both Border Control Police Stations (BCPS) and Border Surveillance Police Stations (BSPS) should continue in the future. Further progress should be achieved in that direction, once the current system and standards are revised and once new criteria for human resources, equipment, means of transport and infrastructure are set, and finally, once the specific characteristics of each location and their workload is considered.

The new central level organizational structure should enable more efficient, well-planned and coordinated management of Border Police assignments on both regional and local level. Taking into account (a) the total area of the country, (b) the need for improved information exchange that should serve in all operational assignments and criminal intelligence on a continuous, timely and rational base, and (c) the need for economical use of technical and human resources, the process of improving RCs for BA current state should continue, meaning that the process of merging Border Control and Border Surveillance Police Stations should continue.

Border Police Stations facilities should be adapted so they meet all operational, security and administrative requirements and standards arising from the very nature of police duties and should help provide efficient and effective services.

All Border Police Stations should be connected to the communication network in order to ensure timely exchange of operational information and an uninterrupted data flow.

The following measures have been envisaged for the purpose of organizational structure optimization and infrastructure improvement:

- Review of legal regulations in terms of territorial powers across the entire country aimed at establishing the responsibility for carrying out working assignments within the PSB;
- Further optimization (merging) of Border Control and Border Surveillance Police Stations;
- Analysis of the effects, advantages and disadvantages of the new reorganization, and if necessary, improvement of the organizational structure, assignments, functions and RCs for BA staff;
- Analysis of the effects, advantages and disadvantages of the new reorganization, functions and Border Affairs and Migration Department staff, and if necessary, improvement thereof;
- Reviewing the distribution and the appropriate equipment of the staff in charge of risk analysis at central and regional levels;
- Improving working conditions by means of modernizing BPS/administrative office capacities;
- Further improvement of BPS communication network;
- Further continuous activities aimed at Border Crossing Points modernization.

### **3.2. Specific Objective: Developing and strengthening effective and efficient use of human and technical resources capacities in the Border Affairs and Migration Department and the Regional Centers for Border Affairs**

**Current situation:** Border control is conducted by a highly professional and trained staff equipped for such activities. Border controls are performed at all Border Crossing Points, and as general principle, all Border Police officers are authorized to perform border controls. The extremely low number of operating staff is a serious cause for concern in terms of the capacity of observing established procedures and ensuring overall efficiency and efficacy of border controls.

As a part of the basic training, the Training Center students get familiarized with the technical equipment used by the Border Police, while the practical training for using such equipment actually takes place once they have been assigned to their positions at the Border Crossing Points or the Border Surveillance Police Stations under the guidance of a mentor. Border Surveillance Police Stations differ in terms of their specific tasks, the technical equipment available, the need for specific skills and knowledge of procedures and operational methods. The current system of hiring and the seasonal needs, such as special equipment and uniform, as well as social benefits, fail to encourage employees to join the Border Police. What is necessary is to improve planning methods in order to meet the expectations and needs for new staff and the specific skills from a medium and long-term point of view. The improvement of staffing levels should be seen as a set of measures aimed at creating conditions for strengthening the capacity for effective and efficient use of human resources.

At many Border Crossing Points, the available equipment types do not correspond to the number of posts. It is either available excessively or there is genuine lack thereof. In some Border Control Police Stations, the quantity and type of equipment do not match the usual workload and/or the specific characteristics of their locations. Equipment management and relocation standards are inconsistent. In a broader sense, this attitude is the main obstacle for efficient and effective use of the otherwise limited technical resources.

**Expected Results:** The systematization of technical equipment distribution should be reviewed to develop a systematic approach to technical resources relocation pursuant to the ever-changing environment.

The following measures have been envisaged to meet such objective:

- Preparing border control and border surveillance staff distribution method;
- Introducing standards for means of transport and technical resources distribution;
- Availability of second-line staff in charge of border controls and officials in charge of criminal intelligence, as well as option for drug and explosives controls and thorough vehicle inspections at all Border Control and Border Surveillance Police Stations;
- Further development of the training curriculum of Border Police staff and students;
- Further development of the professional training system and advanced training for the middle-level officers;
- Further development of the distance learning electronic system of the Border Police pursuant to the curriculum for advanced and continuous training;
- Introduction of a flexible approach to staffing the Border Police pursuant to staff's place of residence;
- Introducing meals and travel expenses reimbursement system for the Border Police staff assigned to conducting border surveillance and border controls;
- Introducing supervision, evaluation, monitoring and planning system for the staff of the Border Police (number, specialization, gender ratio, skills and capacities).

### 3.3 Specific Objective: Reviewing responsibilities related to receiving and accommodating migrants pursuant to the standards and requirements of the EU

**Current situation:** The number of received illegal migrants has increased significantly in the past years. The number of illegal migrants in 2015 has by far exceeded the one in 2014. The deteriorated situation and the low living and social standards in South Africa and the Middle East have caused an increased flow of migration from the affected countries through the country on the migrants' route to Europe.

The current capacity and conditions for accepting people at the Reception Centre for Foreigners do not meet the actual needs and the generally accepted EU and international standards for temporary reception of foreigners. The current living conditions, as well as the sanitary conditions, may lead to outbreak of diseases within the Reception Centre that might affect the staff itself.

**Expected Results:** Temporary solution (relocation and building new premises) should be established in order to improve the conditions for temporary accommodation of migrants until permanent conditions for migrant accommodation are created. The improvement of temporary capacities for accommodating migrants, as well as the working and operating conditions for the Border Police staff will also have positive impact on the level of professionalism and staff motivation.

The following measures have been envisaged to meet such objective:

- Temporary improvement of accommodation conditions in the Reception Centre for Foreigners;
- Providing new premises for the Reception Centre for Foreigners;
- Procurement of operating, administrative and special means of transport to improve working conditions;
- Reviewing the current Reception Centre for Foreigners SOPs pursuant to standards and EU requirements;
- Conducting analysis of the possibility for the securing of the Reception Centre for Foreigners to be conducted by privately-owned security companies.

### 3.4 Specific Objective: Improvement of Mobile Support Unit's operational capacities

**Current situation:** The current national real-time surveillance system, as well as the operational coordination of border surveillance and control, is not sufficient to conduct timely, effective and well-coordinated activities and operations in border zones. Moreover, the existing stationary surveillance systems in the country does not allow for real-time online stream from the stationary surveillance towers managed by the Police Stations to the RCs and the Operational Communication Center in Skopje. The lack of such capacity limits the availability of 24/7 operating insight, due to which it is not possible to send and receive relevant information regarding border surveillance and to ensure effective and timely decision-making process in cases of border control disturbances.



**Expected Results:** The surveillance system should be strengthened through improvement and maintenance of real-time on site activities stream, which would certainly support the planning and the implementation of national border surveillance activities and the coordination of the national border surveillance system. Moreover, it would contribute to a regular assessment of results achieved through the national border surveillance activities, the coordination of day-to-day operating activities and measures implemented with other law enforcement agencies and the neighboring countries.

The Mobile Unit operating within the central authorities should support all Police Stations in their activities aimed at fighting cross-border crime and illegal migration. However, the Unit does not possess any sophisticated (modern) equipment, and its staff has not been through a proper training so it could respond to its tasks efficiently and quickly.

The following measures have been envisaged in order to improve Mobile Support Unit's operating capacities:

- Upgrading material and technical capacities (equipment);
- Proper training on equipment use;
- Improving Mobile Unit's mobility and operating capacities;
- Online real-time stream from the stationary surveillance towers operated by the Border Surveillance Police Stations to the Operational Communication Center in Skopje.

### **3.5 Specific Objective: Improving and strengthening personal travel documents checks pursuant to the requirements and the best practices of the EU**

**Current situation:** Many countries worldwide support the fact that document checks are of essential importance when it comes to migration and border control safety. The capacity for detecting and sharing information on fake documents is of utmost importance to border security. The current equipment and

the tools used for document checks are not in line with the standards passed both internationally and within the EU.



**Expected Results:** The current organizational information circulation system (travel documents samples (copies), including description of all safety features and fake and forged documents) at international, central, regional and local level should improve in a proper manner to ensure effective, systematic and timely support of Border Police staff performing travel documents checks. In addition, the experts from the Disputable Documents Examination Unit should be actively involved in the process of permanent and advanced training of the staff in the area of forensic expertise of documents. What is necessary is to develop technical capacities for examining documents on the spot at the border crossing points and in moving passenger trains. Manual entry of excessive volume of data in the verification devices during ongoing checks does not allow for speedy and effective border controls reducing the overall efficiency of passenger data processing at Border Crossing Points. Moreover, the availability and the quality of the special equipment used for detecting hidden migrants, drugs, explosives and other smuggled items should improve.

The following measures have been envisaged to meet such objective:

- Establishing central electronic database of authentic and forged travel documents;
- Developing (adjusting) and implementing professional and advanced training plans to improve document checks;
- Procuring advanced equipment for the Disputable Documents Examination Unit and single-line and second-line document verification, and special equipment intended for the PSs and the RCs;
- Improving the functionality and the software used for travel documents scanning, as well as the technical capacities of Border Crossing Points communication network.

### 3.6 Specific Objective: Further development of international cooperation and strengthening the effectiveness of the inter-agency cooperation

**Current situation:** In the current context of globalization, further progress of border control and safety cannot be achieved in any way without sustainable and well-developed international cooperation. The country has international cooperation in the area of border control with all relevant partners from Bulgaria, Albania, Serbia and Kosovo, and to a certain degree, with Greece. The cooperation is based on international agreements, cooperation agreements signed between border police agencies, regular meetings and specific cooperation plans. The cooperation consists of regular joint patrols, coordinated allocation of technical and human resources, and activities of the Joint Contact Centres.

**Expected Results:** Further steps should be undertaken to develop new tools for cooperation to deepen and extend the operational cooperation with all neighboring countries and the EU member states, as well as the international agencies.

The following measures have been envisaged to meet such objective:

- Introducing joint checks of passenger trains;
- Drafting and signing bilateral protocol (draft agreement) with Greece for establishing cooperation in border-related issues;
- Further elaborate the cooperation pursuant to FRONTEX draft agreement;
- Introducing network of liaison police officers (covering both border and immigration-related issues) abroad;
- Examining the possibility for introducing a one-stop-control system at all Border Crossing Points.

### 3.7. Specific Objective: Strengthening the operational effectiveness through improving the capacities for detection, interception, mobility and reaction

**Current situation:** The availability and the support of modern integrated surveillance systems ensure effective use of technical and human resources by raising the level of realization of border operations. There are several locations within the border zones where surveillance towers equipped with daytime and nighttime surveillance equipment have been installed. Their location has been selected specifically considering the permanent nature of risks (in densely populated border areas) and they have proved to be highly effective. The placement of stationary surveillance systems should continue in an integrated and detailed manner on all locations where such tactical approach would prove to be effective.

Generally, the Border Police possesses limited basic hand-held equipment for detecting unauthorized activities along national borders. The majority of the equipment has been in use for almost 10 years. Part of the equipment is simply outdated, broken or is long waiting to be repaired. Since part of the equipment was obtained through international donors, repair and maintenance services are not available in the country. In addition, operating capacities and the capacities for interception and reaction are rather slim and ineffective because of the extremely low number and the poor technical condition of patrol vehicles.

**Expected Results:** Interception and reaction capacities should be equally improved and strengthened on all blue borders with the neighboring countries. It is necessary to strengthen the capacity and the readiness to interact with various operating departments within the Ministry of Interior and other national agencies and international partners in urgent conditions that arise in border areas and at Border Crossing

Points, such as illegal transport of weapons, nuclear materials, dangerous chemicals or hazardous waste, ecological disasters, outbreaks of animal diseases and serious risks related to food hygiene and animal feed because of the extreme importance they have regarding animals, as well as the safety and security of the overall population.

The following measures have been envisaged to meet such objective:

- Installing stationary/mobile surveillance systems along the green and blue borders (lakes);
- Procurement of hand-held equipment for border surveillance;
- Procurement of means of transport, including special transport vehicles and boats;
- Improvement of contingency plans (unforeseen events) through reviewing, updating and carrying out practical training exercises to ensure interaction among relevant units involved;
- Relocating existing vessels.

### **3.8. Specific Objective: Further development of risk management and risk analysis pursuant to the request and best practices of the EU**

**Current situation:** The country is significantly affected by the dramatically increasing number of illegal migrants. The analysis of the latest events related to this issue does not show any signs of weakening of the intensity of this trend in the near future.

**Expected Results:** The existence of risk analysis-led border security system in place is of essential importance, especially because the national borders are currently affected by other types of crime, including smuggling of drugs, vehicles and people. In the current environment, it is of primary importance to upgrade and further develop the risk management system which should be based on the principles of both the Integrated Border Management and the CIRAM version 2.0.

All criminal activities related to the border, including excise goods smuggling, should be analyzed in a single document, so in the near future, if relevant, such document would also include Customs-related information.

The following measures have been envisaged to meet such objective:

- As of 2016, the National Coordination Centre for Integrated Border Management should draft monthly, quarterly and annual Risk Assessments for the entire country, based on a valuable contribution of all shareholders, as well as a supporting Action Plan for each individual Risk Assessment pursuant to EU FRONTEX standards.
- The National Coordination Centre for Integrated Border Management will be granted executive powers to coordinate and respond to risk assessments and to manage risks, thus becoming the centre coordinating all activities related to IBM for quickest risk handling;
- Harmonizing risk management procedure to set standards applicable to all risk analysis products, delegating tasks among various units within the PSB, as well as setting standards for information flow during 2016 and 2017;
- Carrying out trainings regarding the new Risk Management Concept and the Risk Analysis related to border security for all employees in the period between 2016 and 2020;
- Establishing unified statistical database of events which will serve as an important tool and source of information used for risk analysis for the period 2016-2020.

## STRATEGIC OBJECTIVE 4

**FURTHER DEVELOPMENT OF DEMOCRATIC PRINCIPLES OF POLICING AIMED AT RAISING THE LEVEL OF CONFIDENCE BETWEEN THE CITIZENS AND THE POLICE, INCLUDING RESPECT TO HUMAN RIGHTS**

**4.1 Specific Objective: Strengthening of the capacities for fighting corruption pursuant to EU requirements through developing specific policy**

The basic EU requirement imposes EU candidate countries to adhere to the principles of democratic society and rule of law. Accordingly, the fight against corruption requires wide and integrated approach which contains all relevant aspects for reducing corruption within the Police to an acceptable level.

**Current situation:** Currently, the Internal Control, Crime Investigation and Professional Standards Department is an organizational unit within the Ministry of Interior in charge of controlling the lawful and professional conduct of all employees of the MoI and it is also competent for initiating procedures against employees of the MoI in case of unlawful and corruptive activities. In addition to the Internal Control, Crime Investigation and Professional Standards Department, corruption investigations are also led by other units within the MoI: the SOSCD Corruption Unit and the Sector for Internal Affairs.

**Expected Results:** It is necessary to revise the structure, as well as to set new criteria and quality aspects related to achieving higher investigation quality. At MoI central level, strategic planning, monitoring and entry and quality criteria, as well as uniformity of all investigation should be established. The emphasis of the fight against corruption should be put on preventing unethical conduct and behavior, which can be only achieved based on permanent education and developing core values and moral standards in all employees.

The following measures have been envisaged to meet such objective:

- Establishing an organizational unit within the PSB in charge of internal investigations and integrity, that is, in charge of identifying the risks of corruptive conduct of police officers which will precede in order the Internal Control, Crime Investigation and Professional Standards Department with which it will remain in day-to-day communication and cooperation;
- Developing core values, moral standards, attitudes and ethical conduct appropriate for police officers;
- Trainings for high-ranking to low-ranking police officers, with special emphasis on police officers on managing positions;
- Drafting PSB anticorruption program, including an Action Plan;
- Setting out Cooperation Procedure between the Internal Control, Crime Investigation and Professional Standards Department and the SOSCD Corruption Unit and the Public Prosecution Office.

#### 4.2. Specific Objective: Investigations of Police corruption and developing effective and appropriate method of filtering false reports from citizens and raising citizen awareness

**Current situation:** Currently, investigations of Police corruption are in the competence of the Internal Control Department and the SOSCD Corruption Unit. In addition, as far as disciplinary actions are concerned, they are taken by disciplinary commissions whose opinion is submitted to the Human Resources Department.

National and international awareness regarding corruption in the past few years has increased thanks to a media campaign. The campaign was successful since many reports were submitted, around 1,200 annually.

**Expected Results:** Pursuant to the best practices of the EU, it is necessary to establish a unit within the PSB in charge of internal investigations and integrity, granted with corrective and preventive function which would handle cases of unethical police conduct and activities. In case of indication of a criminal offense, the Internal Control Department should be immediately informed and actively involved.

Methods and instruments that citizens can use to stay informed about the status of their reports must be set in place. The current structure should be revised and new criteria and quality aspects should be defined in order to raise the level of the quality of police corruption investigation. Moreover, a method of distinguishing false from true reports should be set in place, so the fight against corruption in police officers can provide results, and cooperation with the society based on the objectives of Community Policing should be developed.

The following measures have been envisaged to meet such objective:

- Creating work group at strategic level working on unifying the manner of investigating corruption among police officers;
- Analyzing the existing investigation processes, including citizen complaints (both quantity and quality);
- Reform the structure of investigating corruption among police officers;
- Develop a policy aimed at protecting whistleblowers;
- Setting in place reporting procedure, including consequences;
- Developing media strategy for reports/false reports;
- Creating validation/submitted false reports indicators;
- Raising citizen awareness regarding reports;
- Tracking and assessing reports on monthly base;
- Analyze citizen and media cooperation;
- Analyze lessons learned from reports and conducted investigation and transfer them as activities in the preventive approach;
- Rehabilitation procedure/including taking appropriate responsibility.

### 4.3. Specific Objective: Developing process of professional and continuous education for fight against corruption pursuant to the best practices of the EU

**Current situation:** Within the EU IPA Project, implemented by the Council of Europe, modules for basic and continuous training in the area of respecting human rights in policing were prepared. Special emphasis was placed on police ethics and integrity, and international experts provided training to PSB employees (from both central and regional level) to identify corruptive risks, prevent such risks and process such cases before competent authorities. The very same coworkers provided cascade training at regional level.

Unfortunately, there is still a great degree of partial and ad hoc approach to continuous training, which does not comply with good EU practices, since the concept of continuous training implies that such training lasts longer. Moreover, there is no police publication on practical examples, actively involving police officers in assessing lawful, ethical and professional police conduct.



**Expected Results:** There is a need for regular workshops or trainings for police officers in the area of police ethics, policing risks, use of force, professional attitude towards citizens etc. Target groups should be properly identified in order to increase training productivity. Tailored programmes should be set in place for each individual target group based on the learned competencies, which will include interactive methods aimed at improving the knowledge, attitudes and skills of police officers.

The following measures have been envisaged to meet such objective:

- Managing police ethics training and preventing corruption at strategic, tactical and operating management;
- Tailored training for inspectors detecting corruption and unethical police conduct (law, procedures, interrogation, methods of proof, reporting, techniques);

- Training based on personal examples;
- Tailored training for investigating corruption, including tactics and techniques;
- Police officers training on the role the Police has in the society, the quality of policing in terms of police ethics and preventing corruption;
- Training aimed at strengthening the role of heads of departments in fighting corruption and improving police ethics;
- Training for the members of the Disciplinary Commission;
- Training for managing cases/situations;
- Formulating ethical risks in policing for each department/unit.

#### 4.4. Specific Objective: Community Policing strengthening

**Current situation:** Policing aimed at preventing crime and Community Policing at regional and local levels are well structured and include cooperation with Traffic Police, units for combating crime and prevention units. In the future, this structure needs to include Border Police Community Policing to exchange information at both regional and local levels. The new systematization includes new unit within the PSB through which operational methodologies and policing quality standards will be defined, as well as the activities aimed at prevention and Community Policing will be coordinated. Similar body has been established within the MoI.



(Photo: Nova Makedonija)

**Expected Results:** The expansion of statistical data on crime made available to the general public to include additional information will contribute to raising the level of public confidence regarding Police work.

The lack of budget for introducing Community Policing activities has an adverse effect on the self-sustainability of Police activities in the area of Community Policing.

The following measures have been envisaged to meet such objective:

- Introducing the training referred to in the Community Policing Strategy;
- Making PSB public statistics available to the citizens on MoI webpage or building new PSB webpage;
- Promoting police officers' activities within Community Policing through strengthening the role of police officers;
- Allocating budget for activities related to Community Policing.

#### **4.5. Specific Objective: Strengthening the level of confidence in the Police with special focus on interethnic relations and applying the gender principle**

**Current situation:** Basically, there is a lack of awareness regarding the possible repercussions arising from even minor interethnic incidents. The Police needs to be much more proactive in this area than before. There is a tendency of underestimating interethnic incidents and partial awareness of the repercussions of even minor events. The Police needs to implement positive measures in order to acquire certain legitimacy and confidence among the members of all ethnic groups and needs to apply the gender principle. The representation of female heads of departments at central level is good, having in mind that out of five assistant directors, two are female. It is expected to maintain this ratio in the future at both regional managerial and operating level.



**Expected Results:** What is needed is to strengthen Police confidence among certain sections of the society by putting into place mechanisms for appropriate treatment of victims in criminal proceedings, as well as by constantly encouraging communication and introducing external mechanism for supervising policing.

The following measures have been envisaged to meet such objective:

- Keeping appropriate and equitable representation of all ethnic communities within the PSB;
- Ensuring training in the area of proper treatment of victims in criminal proceedings and continuously encouraging communication;
- Evaluating public opinion concerning the Police.

#### 4.6. Specific Objective: Developing standards for premises for interviewing child victims

**Current situation:** Some of the current buildings housing SIAs and police stations lack premises specially intended for interviewing child victims. Currently, there are 8 separate premises for interviewing children.

**Expected Results:** What is necessary to raise standards from the point of view of protecting child victims' rights is to provide and equip special premises intended for interviewing child victims in twelve PSs. New solutions will be suggested further on, depending on the needs and conditions.

- (Re)constructing premises intended for interviewing child victims pursuant to current priorities;

This is expected to raise the level of child protection and reduce, and actually completely exclude secondary victimization, and raise the overall standards for interviewing children.

#### 4.7. Specific Objective: Strengthening the technical capacities of detention premises in police stations

**Current situation:** Pursuant to the Decision on selecting police stations authorized to detain suspect persons (Official Gazette no. 163/11) passed by the Minister of Interior, 38 police stations have been selected. The *Rulebook on the general norms and standards of detention facilities in police stations of general competence within the Internal Affairs Sectors of the Public Security Bureau* was passed in 2012. Currently, the general standards have been met in only 9 PSs.

A total of 38 detention premises in 21 police stations have been equipped within the frame of IPA 2009 "Capacity Building of the Law Enforcing Agencies for Appropriate Treatment of Detained and Sentenced Persons" Project.

**Expected Results:** In order to ensure total observance of detainees' rights, it is necessary to rehabilitate detention premises in the rest PSs selected based on the Decision pursuant to the standards set forth in the Rulebook, based on previously established priorities plan.

The following measures have been envisaged to meet such objective:

- Meeting the standards set forth in the Rulebook;
- Protect the rights of the persons having their right to freedom of movement limited;
- Meeting EU standards established by the Council of Europe (the Committee Against Torture).

#### 4.8. Specific Objective: Prevention and Crisis Management

**Current situation:** The Ministry of Interior is constantly working to promote prevention in the context of reducing the risks of disasters and in the context of unifying preventive activities undertaken by the Crisis Management System and the Rescue and Protection System and the activities undertaken by all other institutions involved.

**Expected Results:** There is a need for effective inter-sector and inter-institutional cooperation among all institutions involved in the Crisis Management System which is organized with the aim of preventing, early warning and managing crisis that pose a risk to the goods, health and lives of people and animals and which have arisen as a result of natural disasters, epidemics and other risks and hazards that pose direct threat to the constitutional order and the safety of the country.

The following activities need to be undertaken in order to achieve this objective:

- The Ministry of Interior is constantly working to promote prevention for the purpose of reducing the risks of disasters with the intention of unifying preventive activities undertaken in the Crisis Management System and the Rescue and Protection System and the activities undertaken by all other institutions involved in the Crisis Management System.
- Undertaking continuous measures towards raising public awareness, promoting a culture of prevention and developing culture for efficient management of risks posed by disasters;
- Police staff training should ensure proper level of professional readiness and capacity for carrying out tasks of early warning, the possible dangers and occurrence of crisis and the procedures that need to be implemented in a post-crisis period. In this segment, priority should be given to improving MoI capacities for planning, coordination and cooperation with all subjects within the Crisis Management System, with special emphasis on the drafting of "Operating Plans of the MoI in Crisis and Complex Security Circumstances" and "Managing and Dealing with Crisis and Complex Security Circumstances" which will focus on the high-ranking police staff having these tasks as a part of their scope of work.
- Ensuring permanent support and resources, including material, financial, human and other resources to meet efficiently the objectives in the area of prevention and crisis management.

#### 4.9. Specific Objective: Securing and protecting persons and facilities

**Current situation:** The basic goal of the Security of Persons and Facilities Department is to ensure further institutional and organizational upgrade and development of capacities with highly trained and professional police officers, so it can deal with any challenges and ensure maximally high level of safety and protection of persons and facilities.

**Expected Results:** When it comes to securing facilities, it is necessary to analyze the current situation in order to establish whether and which facilities might be secured by privately-owned security companies. By ceding securing services of certain facilities to privately-owned companies, police officers would be able to use their capacities more efficiently.

The following measures have been envisaged to meet such objective in the near future:

- Standardize the procedure for recruiting staff for the Security of Persons and Facilities Department;
- Mandatory introductory training for all newly employed at the Department;
- Introducing capacity for continuous training provided by instructors who are already employed by the Department;
- Minimally required equipment for the Department pursuant to EU best practices.

## STRATEGIC OBJECTIVE 5

## COMPREHENSIVE APPROACH TO HUMAN RESOURCES

## 5.1 Specific Objective: Human Resources

**Current situation:** In the Ministry of Interior, there are currently three Human Resources Departments: one operating within the Ministry itself, one within the Administration for Security and Counterintelligence and one within the Public Security Bureau. The current organizational setting means that there is unnecessary **tripling** of the works and as a consequence, unnecessary administration of these three Human Resources Departments. On the long run, the numerical representation of the MoI cannot support this setting.

In the PSB, the Human Resources Department has recently passed the 2014-2018 Human Resources Strategy identifying and defining the strategic priorities related to human resources management. The Human Resources Strategy focuses on building organizational structure through continuous synergetic activities and internal integration of the staff. Mutual respect, trust and genuine dedication to the organization make up the essence of the holistic model and they should be developed further on into an action plan arising from the Strategy.



**Expected Results:** It is expected that within the MoI there will be only one Human Resources Department which will dispose of an adequate software support to keep the electronic files of all MoI employees. The Training and Personnel Development Unit should be separated from the Human Resources Department and should be completely integrated into the Training Centre. The Human Resources Department should gain access to employees' electronic information and the trainings they have attended.

Next year, it is considered that the introduction of the comprehensive approach to human resources will allow for increasing the opportunities for professional development and career development of MoI staff.

Moreover, this approach will be elaborated from a point of view of strengthening the administration and introducing permanent training and assessing trained staff's success, mentorship and appointing staff depending on the needs.

The following measures have been envisaged to meet such objective:

- Decentralization of responsibilities for passing decisions regarding human resources;
- The Human Resources Department should be sent reports for filling in those positions existing based on the systematization and which have remain vacant, so they will have a priority when allocating human resources;
- Convening meetings with the Strategic Planning Sector and sectors dealing with crime in order to assess the minimal number of police officers working in each region;
- Review promotion and career development procedures;
- Hiring one psychologist in each Internal Affairs Sector (who will also work with police officers from the Border Police in each region) and one psychologist at central level as a support to the staff facing stressful situations in their daily operations;
- Apply the gender principle.

## 5.2. Specific Objective: Merit-based career system

**Current situation:** The PSB has achieved a progress by designing a general human resources management strategy, based on which new staff is employed by taking into consideration the merit-based career development, and measurability and transparency. However, due to the permanent political influence, the effective implementation of the career development system will prove to be a real challenge.

Structural changes always have adverse effect on employees, since they are obliged to reapply to internal announcements for vacancies they actually fill in.

**Expected Results:** It is necessary to come up with a manner to reduce the effects of structural changes on employees.

The following measures have been envisaged to meet such objective:

- Develop career system which will track the career of each employee, including reports on previous working experience, rewards, sanctions, capacities, training undertaken and complaints;
- Identifying more specific criteria upon recruitment;
- Identifying more specific criteria upon promotion.

### 5.3. Specific Objective: New appearance and police uniforms

**Current situation:** Current police uniforms are not practical and of proper quality. The partial application of the code of professional appearance has already yield negative effect when it comes to gaining citizen respect and confidence.

**Expected Results:** It is necessary to change police appearance in order to gain citizen confidence and to implement Community Policing and the service-based approach.



## STRATEGIC OBJECTIVE 6

## RAISING THE LEVEL OF PUBLIC SAFETY INCLUDING TRAFFIC ROAD SAFETY

## 6.1. Specific Objective: Road traffic safety

**Current situation:** Traffic Police's strategic objective is to increase the level of safety of all road traffic participants in the country through reducing the number of traffic accidents and the consequences of such accidents, putting special emphasis on reducing the number of road traffic victims.

**Expected Results:** The following activities have been envisaged to meet such objective:

- Strengthening the Public Security Bureau's capacities regarding road traffic issues;
- Apply sophisticated equipment and monitoring devices, control and documentation of road traffic violations, as well as an adequate material and technical equipment pursuant to the needs for successful on the spot dealing with issues in the area of control and regulating road traffic;
- Cooperation with competent services from other countries in the area of traffic issues and exchange experiences and knowledge regarding the application of the latest operational methods and the latest technical devices and equipment;
- Raise road traffic participants' awareness in terms of their own safety and the safety of other users.



To meet these objectives, that is, to implement the aforementioned activities, the following measures have been envisaged:

- Prepare statistical analysis along with comparative statistics on policing, broken down by the most threatening traffic violations (speed, realignment, giving way, drinking, overtaking, passing etc.) on daily, weekly and monthly level;
- Annual comparative police actions statistics in the area of traffic;

- Annual comparative analysis: - traffic accidents and casualties, by time period and road conditions, - accident types, - by participants (drivers, passengers, bicyclists, motorcyclists, pedestrians etc.), age and gender, - reason for accidents etc. Including data on age, elderly drivers/beginner drivers, cyclists, children, pedestrians, and motorcyclist;
- Procurement of the required material and technical equipment and devices the Traffic Police needs to perform its duties;
- Procurement of the equipment and devices needed for inspecting traffic accidents sites;
- Training aimed at acquiring skills and knowledge at advanced level by uniformed police officers regarding road traffic safety (control and traffic regulations, driving skills etc.);
- Equipping vehicles by installing cameras in police vehicles which will be used during drivers and vehicles control;
- Cooperating with local self-government authorities (municipal inspectors) for providing professional assistance in implementing legal obligation for surveillance and removing improperly placed and parked vehicles;
- Increasing preventive actions in road traffic (cooperating with public media through monthly show on road traffic safety);
- Exchange experiences and knowledge regarding operational methodology, devices and equipment used in the area of traffic (study visits, seminars etc.).

## 6.2. Specific Objective: Using audio and video systems while interacting with citizens

**Current situation:** Within the ICITAP pilot project, there is an ongoing procedure for procuring audio and video systems which will be used to record police activities.

There is current lack of applicable legal regulation in the area of using audio and video equipment to record police actions.

**Expected Results:** The most important prerequisite is to amend legal legislation to provide legal basis for using audio and video system in police procedures.

Finally, the keeping, storing and dealing with recorded materials should also be clearly planned.

Audio and video equipment intended for police officers dealing with pedestrian and traffic controls is required for the purpose of monitoring, controlling and documenting road traffic violations, to increase the capacity for gathering evidences and recording police work. In order to reduce any potential or perceived corruption within police services, it would be useful to use such audio and video system when interacting with citizens.

## 6.3. Specific Objective: Operational Communication Centre

**Current situation:** The use of the Operational Communication Centre has proven to have a positive effect on reducing crime rates in Skopje. Except in the case of the Sector for Internal Affairs Skopje, in other SIAs around the country, the Operational Communication Centres have failed to live up to the actual concept. This has prevented faster and more reliable intervention by police services. The Operational Communication Centre in Skopje and other SIAs record citizen reports and police officers actions in an electronic application called Daily Event Log, in which the stage of reports and police officers

actions can be clearly tracked. In addition, there is no system measuring police reaction time, from the time an event is reported to the Police, by the time Police arrives on the spot.

The role of police officers is only partially defined, which combined with the lack of equipment required for operational communication between the OCSs and patrols heading the location of an reported event, pose a serious obstacle to ensuring efficient and shorter police reaction time. In addition to electronically recording citizen reports, due to the partial update of the electronic system, police officers working at the Operational Communication Centres and police stations are forced to enter data manually in several police records, thus significantly burdening human resources with paperwork and reducing police efficiency.

**Expected Results:** In the next 5 years, it is expected to establish Operational Communication Centres in other Internal Affairs Sectors where new electronic application recording, tracking and dealing with citizen reports will be installed, along with simultaneous police record keeping, thus reducing paperwork burden on police stations of general competence (leaving more time for operational activities) and the GPS devices in police vehicles will be activated, along with safety cameras, automatic speed control cameras and online tracking and police vehicles managing system.

The expected results are as follows:

- Clearer role of Operational Communication Centres' staff; and
- Transition from printed records to unified digital records;
- Introducing electronic records in PSs and PUs.



## STRATEGIC OBJECTIVE 7

## STRENGTHENING NATIONAL AND INTERNATIONAL COOPERATION

**7.1. Specific Objective: Strengthening the capacities of the National Coordination Center for Organized and Serious Crime**

**Current situation:** On April 01, 2014, the Government passed a decision on establishing the National Coordination Center with the aim of strengthening the national cooperation in the area of fighting organized and serious crime. Based on the Decision, the National Coordination Center will consist of (reassigned) employees with analytical skills from the Ministry of Interior (2 members), from the Customs Administration (1 member), the Financial Police Office (1 member), the Financial Intelligence Office (1 member), the Public Revenue Office (1 member) and one public prosecutor. The National Coordination Center will be managed by the director of the PSB (acting in capacity of a President).

**Expected Results:** The National Coordination Center for Organized and Serious Crime must be activated and become operational, thus ensuring as follows:

- Developing National Intelligence Model;
- Efficiently identify criminal groups acting on the territory of the country or at international level;
- Supporting and coordinating joint investigations;
- Setting out national priorities and threats, and participating in drafting strategic products;
- Efficient and speedy exchange of information among law enforcing agencies;
- Supporting international joint investigation teams.

The following measures are required to activate the National Coordination Center:

- Drafting Implementation Action Plan;
- Equipping NCC premises;
- Staff appointment;
- Reviewing Standard Operating Procedures of the National Coordination Center for Fighting Organized and Serious Crime;
- Setting rules for confidentiality and safety;
- Introducing records pursuant to the SOPs;
- Defining NCC network architecture and central administration system;
- NCC software solutions and developing IT infrastructure.

**7.2. Specific Objective: Increasing the number of bilateral liaison police officers abroad and in international organizations**

**Current situation:** The police disposes of well-trained and competent staff which is already active in international organizations, such as SELEC, EUROPOL and INTERPOL.

Although in cooperation with the Ministry of Interior a legislation regarding the terms of assigning police attachés abroad has been drafted, currently the country has not delegated any representatives.

**Expected Results:** What is necessary is to estimate the needs for assigning police attachés in regional countries of interest. By allocating budget for employing staff to allocated or agreed positions, and the temporary referral abroad, the international cooperation and visibility of the police will be strengthened.

Additionally, the IT structure of the International Police Cooperation Sector should be modernized to maximize the benefits of international cooperation.

Moreover, the staff should follow the latest trends in the area of police cooperation by permanently attending corresponding trainings.

### **7.3. Specific Objective: Ensuring direct access to the International Police Cooperation Sector (IPCS) to all police databases in order to improve international capacities**

**Current situation:** At the moment, the IPCS does not have any access to the Passengers and Vehicles Control System (PVCS), a system managed by the Border Affairs and Migration Department, as well as to any SOSCD databases.

**Expected Results:** To improve international capacities and to increase efficiency and timeliness of information exchange, it is necessary to provide direct access to all national databases to IPCS staff.

### **7.4. Specific Objective: Increasing national level capacities for accessing international databases**

**Current situation:** Only some of the services possess the required tools and databases such as FIND, ASF, iARMS, SIENA, etc. The majority among them, such as the Sector for Police Affairs of General and Special Competence, the Border Affairs and Migration Department, and MoI Administrative Services do not possess the aforementioned tools and databases.

**Expected Results:** To increase national services capacities to access international databases, it is necessary to expand the use of tools and services of international organizations (FIND, ASF, iARMS, SIENA etc.).

## STRATEGIC OBJECTIVE 8

### MONITORING AND EVALUATING THE IMPLEMENTATION OF THE POLICE DEVELOPMENT STRATEGY

#### 8.1. Specific Objective: Defining the role of the PSB Strategic Planning Unit

**Current situation:** The role of the Strategic Planning, Standards and Quality Control Unit is to control and supervise PSB organizational units through its counselors. As for the international cooperation, there are no single central project records which could serve to administer, monitor, implement and supervise.

At the moment, there is no single central point of contact which would dispose of information on all initiatives provided through international organizations on projects, trainings and other type of international police cooperation, as well as information on police attachés - liaison officers, assigned to the country.

**Expected Results:** The Strategic Planning Unit should dispose of an overall insight of the cooperation with international organizations, and what they offer in terms of projects, trainings, plans and assistance. Moreover, it should have access to constantly updated information on police attachés - liaison officers assigned to the country.

The introduction of an IT platform for common records which would contain information on all existing projects where the PSB appears as a final beneficiary will help coordinate the activities related to programming, implementing and monitoring projects. This way a complete overview of all international projects and their status will be ensured and potential overlapping will be avoided.

The PSB Strategic Planning Unit should be responsible for tracking, monitoring and evaluating results achieved through implementing the Police Development Strategy. The monitoring should take place at three levels: central, regional and local.

Second-line control of the day-to-day implementation of the Strategy will be conducted by MoI Strategic Planning and Quality Control Sector.

The day-to-day final control of the implementation and the work of units providing monitoring will be performed by the international experts in the period between 2017 and 2020.

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