

Dear all,

I feel privileged for this opportunity to address you in this conference, first of this kind for me, where NATO experts will provide their experience in the integrity building realm. I feel profoundly honored to be among our strategic friends and partners.

Currently, integrity is one of the topics under discussion at every level of defense sectors, of NATO members and of aspiring countries.

The definition of Integrity is quite broad and comprehensive, and it may vary in terms of its definition, but in general, integrity presents an universal human value, so to be with integrity, means to be honest, with morals, bold, professional and many more other virtues which make an individual with integrity. All these integrity elements are inseparable and function in organic manner.

Integrity implies keeping responsibilities with honesty and competence. A process implies Integrity only if carried out in compliance with the aim and natural flow of a broader system.

The integrity is deemed as a key role in the function of public institutions and due to the susceptibility, it is very much related to the defense and security structures. Integrity is fully entwined with the mission, role, duties and responsibilities of defense institutions, with prime aim to provide security as a common good, whether at local, regional or international level.

Integrity is comprised of several features such as

- Professionalism
- Efficiency and transparency
- Accountability
- Ethics
- Immune to corruption
- Discipline

In order to have great results and meet objectives, an organization must be properly staffed and qualified. Moreover, nowadays, professionalism and personal integrity sit center stage, which directly impact the integrity at work.

Facing with the question, why integrity is susceptible in security and defense sector?

We can openly state that one of the most important reason is that NATO countries, and also other countries, allocate a vast sum of money into security and defense, as well as a very limited access of civil structures in defense and security institutions.

These comprehensive actions taken for NATO integrity level enhancement, were also reflected in Kosovo and especially at the KSF Ministry.

Even though the Republic of Kosovo has not contractual relationships with NATO, since 2016, along with other nations, has in place the Integrity building action plan, aiming to develop an effective, transparent and responsible defense institution, for unforeseen security challenges.

Even though MKSF and KSF for many years in a row are leaders in approval rate, in surveys conducted by highly professional organizations, integrity matter still sits high as objective and priority, as one of the essential values and standards.

According to public surveys, this is the six year in a row that ranks our institution as the most trustful domestic institution by citizens of Kosovo. This high approval rate makes us feel privileged and also aware of responsibility to maintain this perception through good performance. Our authority will prevail as long as we have clear objectives against corruption and negative occurrences within our institution. We are committed in executing objectives which seek the development of integrity, based on the performance at all levels of institution.

In line with three-year long plan, we have set the strategic approach course for Integrity Building and good governance in KSF Ministry and KSF. Other steps have been identified during this period, to build Integrity, feasible at all KSF operational and tactical activities. Ministry for Kosovo Security Force and Kosovo Security Force are very committed to achieve NATO Integrity standards. In relation to Integrity Building, main MKSF' focus remains in developing practical means to support organization in terms of integrity, transparency and accountability strengthening, as well as reducing potential perils in security and defense sector.

By adopting international standards we have commenced preparatory activities to become NATO reliable and responsible partner. Kosovo has demonstrated staunch commitment for membership in "Partnership for Peace" program, and eventually full NATO membership

The Integrity Plan 2016-2018 in MKSF and KSF is the first and a solely one of this kind which is drafted into central institutions of the Republic of Kosovo. It aims realization of the work with responsibility and competence. This plan at organizational level gives clear directions and instructions on establishing of a high moral standard and final goal of it is development of the MKSF/KSF as a powerful organization by respecting moral principles and society values ensuring of having a good governance and civilian democratic control. The integrity plan is an excellent tool which assists in drafting and execution of specific measures on prevention of risks and other negative phenomena. By this plan, MKSF specifically, departments of Human Resources Management, logistic, procurement, contracting, finance, mechanisms of internal control etc. have determined appropriate measures and activities for their areas to reduce and eliminate the impact of the potential risks and threats which may affect functionality of the Ministry and consequently the operational readiness of the Forces.

Execution of the current plan (2016-2018) and drafting of the new plan presents a very significant step of MKSF and in the future Ministry of Defense (2019-2022) in approximation with NATO country member's level and its partners. At the local level, we have already become

a model for other Ministries and agencies of the Government of Republic of Kosovo as the first executor of the Integrity Plan. This process has been conducted with professional and advisory support given by the Center of Integrity in the Defense Section (CIDS) of Ministry of Defense of Norway who have given open –handed support into the function of strengthening integrity framework in the MKSF.

Our current plan and the one which is to be drafted soon are fully compatible with NATO Program on Integrity Building. Thus, our policy of integrity building is focused on developing of the practical tools for helping the officials/officers in charge of the MKSF/KSF to strengthen the integrity, transparency, accountability and reduction of the corruption risk in our sectorial scope. Therefore, our partner in this process, the Center for Integrity in the Defense Sector persistently gives contribution with training program, seminars and conferences in compatibility with Education and Training Plan for the project of Integrity Building developed in cooperation with NATO military authorities.

After identification of the needs made during this year, also we found areas of interest, which, we are projecting to handle them in the next four-year plan in order for our plan be compatible with scheduled time frame on implementation of the National Strategy against Corruption (2018-2022) and our experience has served a lot to the compilers during its drafting.

Except the strategic level (MKSF) the next Integrity Plan (2019-2022) will also include the operational and tactical level of the KSF.

This plan will be based on these principles:

- The need for identification and defining of proposals into function of the integrity building;
- The need for acceptance of integrity as an inseparable part of the good governance in the MKSF; also
- The need for a plan based on institutional particulars of the MKSF/KSF.

The integrity framework in MKSF/KSF, as previously done will be developed with revision and analysis of the more specific areas of control and accountability process and based in the more efficient methodology implemented so far. These 10 areas mean: parliamentary oversight; policies against corruption; specialized bodies against corruption; Mechanisms on prevention of conflict of interest; Mechanisms on transparency and access to the official documents; mechanisms of internal control including Inspectorate; National Audit Office (mechanisms of external control); Ombudsperson; Public Procurement, Human Resources Management, as well obeying and implementing all laws and regulations, by maintaining transparency at the maximum. Together with Center for Integrity in the Defense Section (CIDS), in order to make this process work, we will make a final report provided with statistical data to the extent of the integrity plan implementation. This report will cover all activities, achievements and challenges which have followed the process of its implementation.

The key objectives of the current plan are:

1. Human resources management system aiming its strengthening,

2. Conflict of interest aiming its prevention,
3. Procurement and asset management system aiming its improvement; and
4. Internal control mechanisms aiming their strengthening.

For all these achievements, we express our sincere gratitude to the key partner CIDS then, to the Project on Integrity building of the United Kingdom for courses, seminars, conferences, offered study visits to MKSF/KSF. Then, NALT advisors for provision of their advices and experiences for the respective process. We also thank the Transparency International for good cooperation, KCSS and other non-governmental organizations from civil society who have continuously monitored and reported of the implementation process of measures and activities of our integrity plan.