

“We have to have the long-term perspective and understand the importance of reform, building institutions, and fighting corruption.”

NATO
Secretary General
Jens Stoltenberg

Meeting of
Defence Ministers
June 2015

A Message from NATO Assistant Secretary General for Political Affairs and Security Policy (ASG PASP)

Launched in 2007, the NATO Building Integrity (BI) Programme is aimed at strengthening transparency, accountability and integrity in the defence and security sector. The focus of the BI Programme is on promoting good practice and reducing the risk of corruption. The importance of good governance in all sectors cannot be overestimated. NATO and national experience in the defence and security sector make clear that corruption and mismanagement of public resources undermine trust and reduce effectiveness. The experience of the international community also shows that corruption is a contributor to and is an unwelcome byproduct of conflict; and it feeds extremism.



Speaking on Ukraine at the recent meeting of Defence Ministers in Brussels, the NATO Secretary General said that “the fight on corruption will increase the resilience of Ukraine... we have to have a long term perspective and understand the importance of reform, building institutions and fighting corruption.” In February of this year, nations launched BI-Phase III. A Trust Fund led by Belgium, Bulgaria, Norway, Poland, Switzerland and the UK provides resources for the BI Programme. Our aim is to embed and mainstream BI into NATO and partnerships tools and mechanisms and provide tailored support for nations requesting assistance. The primary tool to identify and promote good practice is the BI Self-Assessment Questionnaire (SAQ) and Peer Review Process. The Peer Review Process led by NATO provides advice on good practice as well as identifies areas that should be addressed in a national action plan. I am pleased that already this year Armenia, Colombia, and the former Yugoslav Republic of Macedonia¹ have submitted completed Self Assessments. The Vice Prime Minister of the Kyrgyz Republic has written to confirm his nation’s intention to complete the SAQ and Peer Review Process, becoming the first country in Central Asia to take this step. This brings the total of nations engaged in the BI SAQ and Peer Review Process to seventeen.

I am also pleased to report on the progress made in implementing the BI Education and Training Plan agreed by the North Atlantic Council in August 2014. Working in close collaboration, the NATO International Staff (IS), the NATO Military Authorities (NMAs) and the Norwegian Centre for Integrity in the Defence Sector have completed the first annual cycle to review requirements. Work is underway to develop a BI reference curriculum. This approach makes maximum use of existing education opportunities and resources.

One of the most significant developments to date is the report from the NMAs highlighting the need for a NATO BI policy and development of guidance and doctrine to improve operational effectiveness and unity of effort. The need for such a policy was one of the key issues discussed by senior leaders at the 2015 BI Conference conducted in the USA earlier this year. Nations will resume discussions on this topic in the autumn.

At the June meeting of the G7 in Germany, Prime Minister Cameron called on international institutions to put the problem of corruption at the heart of our international dialogue. He made a compelling case that “corruption doesn’t just threaten our prosperity, it undermines our security too.” This message is understood by NATO and its partners. The launch of Phase III of the BI Programme demonstrates our commitment to action.

Ambassador Thrasyvoulos Terry Stamatopoulos

¹ Turkey recognizes the Republic of Macedonia with its constitutional name.

Update on Annual Events

BIANNUAL BI CONFERENCE – WASHINGTON, DC

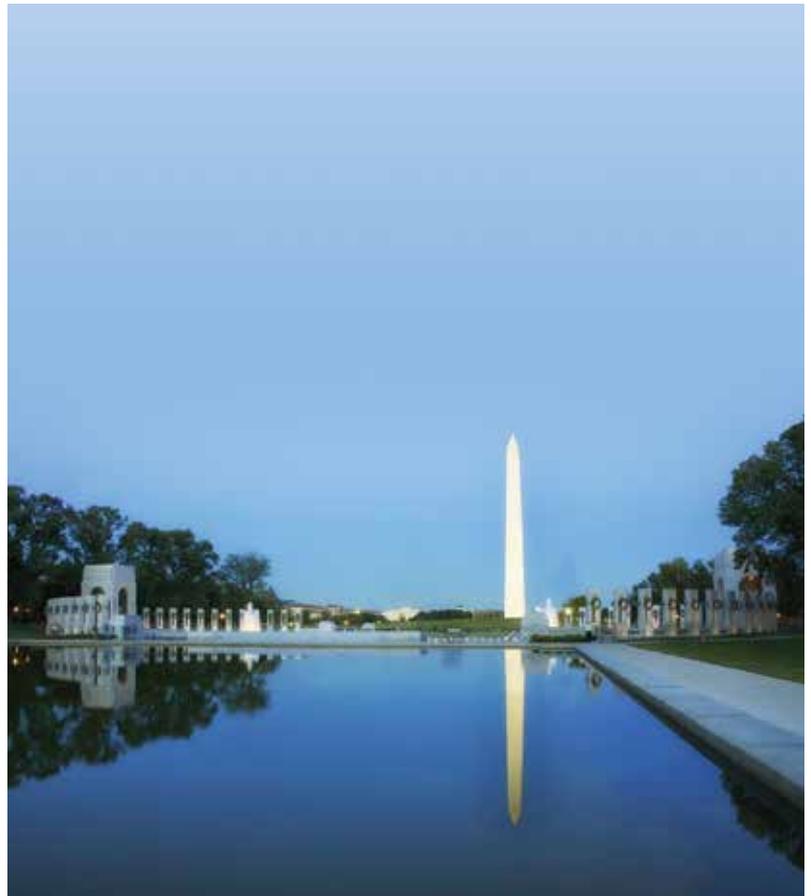


Mr. Bob Scher, OSD
welcomes participants to
the 2015 BI Conference

The 2015 NATO BI Conference took place on 23 – 25 February 2015 in Washington, DC. It was co-organized with the US Office of the Secretary of Defence (OSD). Under the title “Countering Corruption: Integrating transparency, accountability and integrity into the fabric of our defence institutions and forces”, the conference attracted more than 150 senior civilian and military leaders and subject matter experts from 32 Allied and Partner countries as well as international organizations and civil society. The event was co-chaired by Ambassador Terry Stamatopoulos and Mr. Bob Scher, Assistant Secretary of Defence for Strategy, Plans and Capabilities, OSD.

Conducted every two years, this BI flagship event provides an opportunity for civilian and military authorities to develop a better understanding of the strategic impact of corruption on security and to identify practical solutions for the promotion

of good governance in the defence and security sector. In the plenary and syndicate discussions nations emphasised the importance of the NATO BI Programme in providing tailored support to build capacity for effective and efficient management of resources and in identifying good practices and solutions to address systemic deficiencies and gaps. The conference further examined the link between corruption and security, addressing corruption as a “driver” and as the “outcome” of insecurity, conflict and state fragility. Participants concluded that corruption is a threat to international security and a structured approach is needed to mitigate risks and to promote good practice, in particular as regards NATO led operations and missions and in the context of capacity building in fragile states.



Washington, DC

BI REQUIREMENTS WORKSHOP – NAPLES

The BI Requirements Workshop took place on 24 – 25 March 2015 in Naples, Italy. It was organised by the NATO IS in cooperation with Allied Joint Force Command Naples. NATO civilian and military authorities and national representatives reviewed and updated the BI Training Requirements Analysis (TRA) completed in June 2014. The discussions focused on defining NATO requirements for BI specialist and non-specialist education within the NATO Command Structure as well as national defence establishments. This includes addressing needs at the political, political-military, strategic, operational and tactical levels.



ANNUAL DISCIPLINE CONFERENCE – OSLO

From June 8 – 10, more than 90 attendees from 31 Allied and Partner countries attended the 2015 BI Annual Discipline Conference. The conference, hosted by the Norwegian Centre for the Integrity in the Defence Sector (CIDS) brought together subject matter experts from national civil and military authorities as well as the private sector and civil society. The aim of the conference was to review and update NATO's education and training requirements and programme of work to implement the BI Education and Training Plan. Opening the conference, the Norwegian Minister of Defence, Ine Eriksen Søreide, emphasised the risk which corruption posed to security, and that NATO's cooperative approach to security was underpinned by shared values, noting that "NATO's Building Integrity Programme promotes some crucial elements that are an integral part of those values."

Vice Admiral Javier Gonzalez-Huix, Deputy Chief of Staff – Joint Force Trainer at Allied Command Transformation, spoke on the need for development of a NATO BI policy, which "could also define the place of BI within NATO's partnership programmes" and "provide the foundation for the further enhancement of the Building Integrity programme, taking into account the lessons identified and expertise built so far in the Building Integrity field." Lieutenant General Leonardo di Marco, Chief of Staff at Joint Forces Command Naples, observed that, "corruption as an asymmetrical tactic in current and future operations will pose an increasingly significant threat to the stability of failing countries . . . therefore, NATO must develop effective corruption-countering policies, concepts and doctrine. The resulting capability needs to reflect the potential risks and must further be able to predict and avoid hybrid warfare attacks."

Oslo, Norway



"The Building Integrity Programme highlights the very core of NATO – our fundamental values as the Washington Treaty put them forward in 1949: liberal democracy, the rule of law, and individual freedom."

**Ine Eriksen Søreide,
Norwegian Minister
of Defence**

Update on BI National and Regional Programmes



AFGHANISTAN

A meeting of the BI Experts Group on Afghanistan (BIEGA) was held at NATO HQ in Brussels on 19 – 20 February 2015 as a follow up to the experts' consultations organised in Washington in December 2014. This is part of an approach to update and expand the BI pool of Subject Matter Experts and practitioners with specific expertise in the areas of accountability, oversight and reform in the Afghanistan's National Defence and Security Forces (ANDSF). These consultations are part of an ongoing process of reviewing lessons learned with a view to shaping a BI strategy within the framework of the Enduring Partnership covering the period 2015 – 2017. The aim is to update the existing Tailored Programme to Build Integrity and Reduce the Risk of Corruption in the Afghan National Security Forces so that it remains aligned with NATO's engagement with Afghanistan.



ARMENIA

First Deputy Minister of Defence David Tonoyan presented the completed NATO BI SAQ to Ambassador Terry Stamatopoulos on 30 April 2015. Analysis of the information and a Peer Review visit are planned in the autumn.



As part of its ongoing effort to carry out institutional reform, the Armenian Ministry of Defence has introduced a "Test of Honesty", based on the NATO SAQ, to familiarise personnel of the Ministry with the NATO BI Programme and further facilitate the completion of the survey. This practice has now been shared with other countries participating in the NATO BI Programme as an example of how to communicate accountability in the management of resources and introduce such reforms. These experiences were shared at the NATO BI 2015 Conference in Washington by Deputy Defence Minister Nazaryan.

The 89th Rose Roth Seminar held in Yerevan on 18 – 20 June, conducted by the NATO Parliamentary Assembly with the National Assembly of Armenia, included a panel discussion addressing BI as a component of security sector reform. The panel emphasised that lack of integrity contributes to instability and insecurity.

ASG PASP receives the completed NATO BI SAQ from First Deputy Minister of Defence David Tonoyan



BOSNIA AND HERZEGOVINA

Bosnia and Herzegovina completed the BI SAQ and Peer Review Process in September 2014, and attention is now focused on implementing the Peer Review Report recommendations. The Ministry of Defence is expected to develop an Integrity Plan following the adoption of a national anti-corruption strategy. As part of an overall approach to mainstream BI, Bosnia and Herzegovina has developed a Partnership Goal "Integrity Development" in its PARP. The first cycle of assessment on implementation was during the PARP Assessment visit to Sarajevo on 17 – 18 March 2015. In the final PARP Report, two Partnership Goals have been amended, i.e. Personnel Management and Integrity Development, to take into account the recommendations of the Peer Review Report. The Assistant Defence Minister for International Cooperation contributed to the discussions at the 2015 BI Conference at Washington and, in particular, sharing experiences and lessons learned of the SAQ and Peer Review Process.

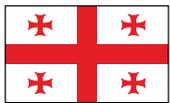


COLOMBIA

In the margins of the NATO 2015 BI Conference in Washington, the Ministry of Defence of Colombia submitted the completed NATO SAQ to Ambassador Terry Stamatopoulos, ASG PASP. Analysis of the information is underway and a Peer Review visit is planned in the early autumn.

ASG PASP receives the completed NATO BI SAQ from Colombian Vice Admiral Cesar Augusto Narvaez Arciniegas





GEORGIA

Immediately after the completion of the NATO BI SAQ and Peer Review Process in December 2013, the Ministry of Defence started to implement recommendations of the NATO Peer Review Report including introducing new reforms, raising awareness of civil servants and military officers as well as the development of an Integrity Plan. This experience in reforming the defence sector and making it more accountable and transparent is now shared with other countries implementing the BI Programme. The NATO IS continues to work with Georgia to develop its plans for a BI tailored component at the Defence Institution Building (DIB) school.



ICELAND

The NATO IS met with a delegation from the Ministry of Foreign Affairs to take stock of cooperation to date and to explore possibilities for cooperation with BI, in particular as regards the impact of gender.



ITALY

The NATO IS met a delegation from the Ministry of Defence of Italy to discuss the possibilities for cooperation in the framework of the NATO BI Programme. The delegation also reported on significant work undertaken by the Italian MOD to strengthen transparency, accountability and integrity in the defence and security sector.



KYRGYZ REPUBLIC

At the BI 2015 Conference in Washington, a representative of the Kyrgyz Ministry of Defence stressed the importance of reforms in the defence and security sector. In May, Vice-Prime Minister Mamataliev wrote to Ambassador Terry Stamatopoulos, ASG PASP confirming that his country is interested in making use of NATO BI tools to support planned reforms in the defence and security sector. The Ministry of Defence plans to host a NATO BI Seminar in the second half of the year.



MOLDOVA

In the context of the NATO Defence Capacity Building Initiative (launched at the NATO Heads of State and Government of Wales, September 2014), the Moldovan defence leadership requested further assistance in the field of fighting corruption in the defence sector. Based on this request and part of a follow-up DCB Assessment visit, the NATO BI Programme is a full component of the NATO Defence Capacity Building Package. The completion of the BI Peer Review Process will further define the range of reforms to be implemented and initiatives to be undertaken to strengthen the management of defence resources.



MONTENEGRO

As recommended by the Peer Review Report completed in December 2013, Montenegro has developed its first BI Action Plan for the Ministry of Defence and the Armed Forces of Montenegro and established a working group to monitor and oversee its implementation. As part of its commitment to strengthen transparency, the Ministry of Defence of Montenegro, supported by the NATO IS, published the complete text of the Peer Review Report and the Integrity Plan. The English version was launched at the 2015 BI Conference as an example of a good practice. The Montenegrin language version will be published in the second half of 2015.

As part of efforts to mainstream BI and to make maximum use of existing partnership mechanisms Montenegro has included a new Partnership Goal "Integrity Development" in its Partnership Goals 2014 package. The first cycle of assessment of its implementation was made during the PARP Assessment

"Promotion of the principles of good governance, integrity, transparency and accountability, as well as the fight against corruption, will continue to be among the Ministry's top priorities. Safeguarding these values will strengthen credibility of our defence system, improve effectiveness and legitimacy of national institutions, and enhance military capabilities, thereby contributing to democratisation of Montenegrin society as a whole."

Dr. Milica Pejanovic-Djurisic,
Minister of Defence
of Montenegro
in Building Integrity:
Process and Impact

visit to Podgorica in February 2015. The agreed PARP Report for Montenegro includes Partnership Goals amended to take into account the recommendations of the Peer Review Report, namely Public Information, Personnel Management, Integrity Development, and Defence Planning and Budgeting Procedures.



POLAND

Warsaw has confirmed that work to complete the NATO BI SAQ is near completion and should be handed over to NATO HQ in the near future.



SERBIA

During official NATO visits and consultations, Serbian senior leadership acknowledged the importance of good governance in the defence sector and expressed interest in extending the implementation of the NATO BI Programme with other institutions within the defence and security sector.



THE FORMER YUGOSLAV REPUBLIC OF MACEDONIA

The completed BI SAQ has been submitted to Ambassador Terry Stamatopoulos, ASG PASP. The Peer Review visit is expected to take place in the course of the second half of 2015.



TUNISIA

The NATO BI Programme was one of the topics raised by Ambassador Terry Stamatopoulos, ASG PASP, during his June visit to Tunis.



UNITED KINGDOM

London has signalled its plans to complete the NATO BI SAQ.



UKRAINE

In the context of the NATO BI Tailored Programme for Ukraine and the implementation of the Annual National Plan for 2015, a series of activities took place in Ukraine to support implementation of the recommendations set out in the NATO BI Peer Review Report. In May, a 2 day BI Seminar was organised in cooperation with the Lviv Military Academy with trainers from the University of Science of Sofia (Bulgaria), the Peace Support Operations Training Centre (Bosnia and Herzegovina), and Georgian Ministry of Defence. Representatives of the National Defence University also participated in this event. The exchanges with cadets and academic staff focused on integrity, accountability and transparency as well as corruption risks in operations. In June, a series of consultations took place with representatives of various defence institutions and new anti-corruption structures resulting from the adoption of the Anti-Corruption Package. The outcome of these consultations will be reflected in the BI – Ukraine Work Programme.

Upcoming Activities Supported by the BI Trust Fund

SENIOR NON-COMMISSIONED OFFICERS' BUILDING INTEGRITY COURSE

The Peace Support Operations Training Center (PSOTC) will organise the "Senior Non-Commissioned Officer's Building Integrity" course on 6 – 10 July 2015. This course is part of the NATO BI Tailored Programme for South Eastern Europe (ACT.4961). In addition to financial support for eligible partners, a member of the BI task force Joint Force Command Naples will present the NATO BI Programme and address NATO's anti-corruption efforts in current led operations.

FRIENDS OF UKRAINE

The third BI coordination meeting in the framework of the NATO BI Tailored Programme for Ukraine will be conducted at NATO HQ on 15 July. This meeting is aimed at taking stock of implementation of ongoing BI projects. During this meeting, key donors and stakeholders are expected to present their current programmes of action and work; and share their experiences. Participants will also have the occasion to review possible gaps and explore further areas of cooperation to support Ukraine.

BI REFERENCE CURRICULUM

NATO BI and the US will co-chair the first meeting of an ad-hoc working group to develop a BI reference curriculum. The meeting will be conducted at NATO HQ, 27 – 28 July 2015. The reference curriculum is being developed to support implementation of the BI Education and Training plan. It will be used to assist nations in updating their national curriculum, evaluating existing courses and developing new education and training opportunities. Allies and Partners are invited to support the development of this new BI tool by providing an expert in curriculum development. This meeting is the first of several which will be held over the next six months. A first draft of the curriculum is expected by early 2016.

BUILDING INTEGRITY IN PEACE SUPPORT OPERATIONS COURSE

On 31 August – 4 September 2015, PSTOC will organise the OF2-OF4 course on "Building Integrity in Peace Support Operation" (ACT.495.2). This course is also part of the NATO BI Tailored Programme for South Eastern Europe. In addition to financial support for eligible partners, NATO will provide speakers to address anti-corruption efforts in operations and missions, introduction to anti-corruption legal framework, leadership in BI and on how proper procurement and contracting prevent corruption and help to build integrity.

BUILDING INTEGRITY INSTITUTIONAL ENHANCEMENT COURSE ON HUMAN RESOURCES MANAGEMENT

CIDS will conduct a BI Institutional Enhancement Course on Human Resources Management from 22 – 24 September in Oslo. The course will provide a broad overview of the principles of modern public sector human resources management, with a focus on the armed forces, and covers international standards, ethics, promotion, remuneration, and recruitment.

DEFENCE LEADERSHIP IN BUILDING INTEGRITY COURSE

The BI course "Defence Leadership in Building Integrity" will be conducted 2 – 6 November at the NATO School in Oberammergau, Germany. The course covers topics such as how to identify and reduce the risk of corruption, taking into account its gender implications, how to integrate corruption-reducing strategies into management and procurement, and how to embed and strengthen transparency, accountability, and integrity in national defence establishments, including in the context of operations and missions.

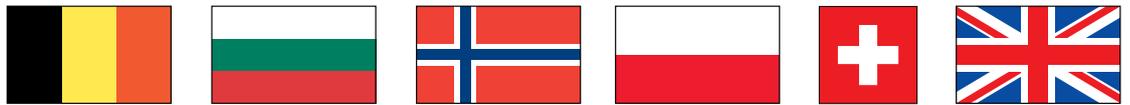
"The supreme quality for leadership is unquestionably integrity. Without it, no real success is possible, no matter whether it is on a section gang, a football field, in an army, or in an office."

Dwight D. Eisenhower

PUBLICATIONS

The ad hoc group led by Poland has completed the revision of the BI SAQ. The updated text reflects lessons learned in Phase I and II. The revised text can be downloaded from the BI website. A new handbook for practitioners, "Integrity Action Plan", is available in English and French. Additional text available on the BI website include the report on the 2015 BI Conference, a revised fact sheet on BI and gender and the Peer Review Report and the Integrity Plan for the MOD and Armed Forces of Montenegro. Georgia, Moldova and Serbia have signaled that they intend to follow the good practice established by Montenegro.

The NATO IS in collaboration with DCAF have invited contributions to submit proposals for a new series of publications focused on good practice. A list of proposed topics is available on the NATO BI website.



**Belgium, Bulgaria, Norway, Poland, Switzerland and
the UK serve as Lead Nations
for the Building Integrity Trust Fund.**

*“With the
Building Integrity
collaborative effort,
the Alliance is
now able to offer
to the Nations
and Partners
an important
inventory of tools
to ensure our
forces are properly
prepared to face
the reality of
today’s operations
environment.”*

**General Paloméros,
Supreme Allied
Commander
Transformation
2015 BI Conference in
Washington, D.C.**

