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Editorial

NATO Building Integrity, resilient and prepared for the new decade challenges



Ms. Bénédicte Borel
BI Programme Coordinator

This is the first Building Integrity Newsletter of 2020. The beginning of a new year and a new decade for the Programme. Time for a short retrospective and sharing BI horizons for 2020.

The year 2019 was an important and memorable year for NATO Building Integrity and the Team.

Firstly, 2019 was the first implementing year of the fourth Phase of the BI Trust Fund (2019-2022). This new phase went with a new composition of the BI Steering Group. We are grateful for the continuous support from Norway, United Kingdom and Switzerland, which year after year, continue to trust the Programme, its Team, its expertise and its ambitions to which they contribute. We also welcomed the European Union which joined the BI Steering Group and contributes to the development and implementation of the NATO Building Integrity.

Without the Steering Group and all donors, Building Integrity would not be engaged in a new decade. Thank to all who support the Programme financially and with in-kind contributions.

2020 will particularly focus on consolidating good practices, developing standard practices and new tools to continue to support participating nations in developing their own capabilities.

Secondly, many capacity building activities were conducted over the past year. Just to cite a few: the BI bi-annual Washington Conference, a unique forum within the Euro-Atlantic community to address integrity and good governance in the defence and related security sector; the completion of the Peer Review Process for Ukraine (with nine defence and security sector institutions), two submissions of the completed Self-Assessment Questionnaire - by the Armenian Ministry of Defence and the Jordanian Armed Forces and a first Peer Review visit in Tunisia highlight the trust from those countries in NATO's expertise in evaluating anti-corruption reforms within defence establishment, NATO's good practices and unique expertise. In addition to specific key leaders engagements with various participating countries (for instance Armenia, Georgia and Tunisia) and the continuous development of tailored education and training tools for participating countries, a Train-the-Trainer Programme is now available for participating countries. It shows the importance given to assist our partners to become not only capable but also BI enablers.

Thirdly, 2019 was a year of changes. The Functional Review launched by NATO Secretary General Jens Stoltenberg led to different structural changes to keep the Organisation modern and able to address current and future threats to our security, stability and peace. Part of it, Building Integrity was transferred along with its sisters' pro-

grammes from the Political Affairs and Security Policy Division to the Operations Division in a new Directorate, "Defence Institution and Capacity Building" led by Marc Di Paolo.

Last but not least, Dr. Alberto Bin and Ms. Susan Pond, two prominent figures of Building Integrity who both developed the Programme, led each of its phases, contributed to its influence, thrived the BI Team and inspiring it, retired. If they left an empty space, they also leave a strong legacy to the Programme and the Team. We wish you the very best in your new life!

Thus, the Team is on the starting blocks and has a lot on its plate to not only continue this legacy but built on it for the benefit of the participating nations as well as the Allies and its partners, international actors such as NGOs and international organisations included.

Within the objectives agreed for the fourth Phase, 2020 will particularly focus on consolidating good practices, developing standard practices and new tools to continue to support participating nations in developing their own capabilities. In complement of this strand of work, the development of benchmarks, tracking mechanisms and indicators will provide another set and scope of assistance to nations that will help to further codifying, reviewing and assessing integrity and good governance reforms. Thus, the BI 2019-2022 strategy and 2020 BI objectives entirely fit in a new approach to NATO's partnership framework aimed at bringing more coherence, efficiency and effectiveness initiated in September 2019, the "One Partner, One Plan". The Programme will also further benefit of being located with its sisters' programmes to expand synergies with them.

The 2020 strategy reflects the maturity of the BI Programme with its 13 years of existence and continuous development. In 2020, the Team will also pursue its work to consolidate the interconnections with other cross-cutting issues. Those include the linkage between poor governance/lack of individual integrity and the traffic/illicit trade of small arms and light weapons; and terrorism. Connected to this, the management to ammunitions stockpile will be addressed. The Team will also continue to address the gender issue to provide concrete solutions in order to

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embed this issue in integrity and good governance. In the same wave, the Private-Public Partnership initiative will have a new impetus in 2020 thanks to the support of nations. This will lead to another set of concrete solutions for the benefit of nations and the Alliance. Attentive to BI stakeholders, 2020 will also be the year to start a new, modern and interactive source of resources. More to come on those initiatives! Last but not least, work will continue to address NATO Building Integrity backbone: the Self-Assessment and Peer Review Process starting with the continuation of the Peer Review visit with Tunisia in February; a first visit in Armenia in spring and in Jordan.

We count on your collaboration to help us to respond to the various challenges posed by corruption, poor governance, mismanagement of resources and lack of individual integrity.

Di Paolo: I view Building Integrity (BI) as a foundational programme.



Our objective is to bring BI to the next level. That means moving beyond theory to put a greater focus on practical actions.

You are the Director for the Defence Institutional and Capacity Building Directorate on the Operations Division. What does this new Directorate mean for the Operations Division and NATO?

The fall of the Berlin Wall opened a new era for NATO in which we started to act beyond our borders. During that time, NATO established an array of programmes to meet the needs of our new partners. Those programmes developed in different parts of the organization and they served their purposes well, but as they grew in popularity and as the number of NATO partnerships grew, the overall system became unwieldy. Allies clearly stated that they wanted more coherence in our approach to practical cooperation with partners.

One of the several steps taken in that regard was to establish the Defence Institution and Capacity Building Directorate. The Directorate now houses most of the strategic, practical tools under one roof. This makes collaborative planning and implementation easier. That said, the Directorate is not the only provider of practical assistance to partners...far from it.

Building Integrity is one of the programmes of the Directorate. What is the added value of this programme in the context of the Directorate's mission and vision?

I view Building Integrity, or 'BI', as a foundational program. By

that I mean that progress on anti-corruption and good governance with a particular partner helps advance the objectives of all of the other programmes we have with that partner.

Many of our partners are working hard to reform their defence and security sectors while simultaneously trying to battle corruption within their systems. We have received unambiguous feedback from several of them that the BI's structured approach to diagnosing the problem has helped them to identify and to implement practical solutions.

I think that Allies are impressed with any partner that is willing to address the challenge of corruption head-on. That sort of self-examination is not easy. But if a partner is willing to move in that direction, we will do whatever we can to assist.

From your perspective, what is the future role of BI, particularly for the Directorate as well as for NATO in general?

Our objective is to bring BI to the next level. That means moving beyond theory to put a greater focus on practical actions. For example, to help a partner insulate its procurement, human resources, and logistics systems from corruption.

And let's not forget that the BI program also serves Allies. The BI team is doing some very creative work on anti-corruption best practices when working with the defense industry.

Mainstreaming and embedding BI into the Individual and collective training contribute to institutionalizing norms and principles of integrity, transparency and accountability. BI is already part of our own NATO Education and Training Spectrum, and is already included in some NATO exercises, but we should do more.

Good governance and building integrity in Tunisian Armed Forces. Building Integrity Programme has deemed to be highly beneficial for the Tunisian Armed Forces.



How is the National Strategy on Good Governance implemented?

The national strategy on Good Governance is being implemented through several means. In fact, the new Tunisian constitution of 2014 does not only state in its 10th Article the obligation of “the State to ensure the proper management of public funds and to take the necessary

measures to use them in accordance with the priorities of the national economy. It acts to prevent corruption and all that is likely to undermine national sovereignty”; but also in its 130th Article, it enshrines the institutionalization of the *Authority for Good Governance and the Fight Against Corruption*.

Furthermore, it is useful to recall, that the efforts of the Tunisian State relating to its integration in the process of fight against corruption dates back to the approval of Tunisia of the United Nations Convention of the Fight against Corruption by law N°2008-16 of February 25, 2008, and its ratification by the Decree-Law N°2008-763 of March 24, 2008 and this, unfortunately, by the establishment of figurative and unreliable mechanisms, which gangrened the socio-economic tissue, engendering a corruption cost estimated in 2010, to 54% of GDP of Tunisia¹. This Authority set up a National Strategy of Good Governance and Fighting Corruption.

Fighting corruption concretised only after the fall of the former regime. Moreover, in this perspective, the Constituent Assembly created by Decree-Law N°2011-07 of 18 February 2011, the National Commission of Investigation on Corruption and Embezzlement, which was succeeded by the *National Anti-Corruption Authority* by the Decree-Law No. 2011-120 of 14 November 2011.

However, the fight against corruption remains a priority more than ever, according to Transparency International's 2019 corruption perception index, Tunisia ranks 74th out of 180 countries. Corruption as a major indicator of poor governance and individual integrity has harmful effects on several sectors. In ad-

dition to the monetary aspect linked to the squandering of state resources, corruption hinders democracy and the rule of law, encourages the violation of human rights, distorts public procurement, degrades the quality of life and creates an environment conducive to organized crime, terrorism and other phenomena that threaten humanity. To cope with such a hazard, that it is considered as strategic so far, it is fundamental to implement principles of good governance including transparency, integrity, accountability, participation, rule of law, in order to guarantee for the institutions of the State the necessary protection against any form of instrumentalization affecting the general interest.

The approach of cooperation with NATO-BI in the defense sector considered seriously NATO's recommendations and suggestions on the field. Indeed, the MoD integrated NATO's BI program as a partner in 2016, in order to align with international standards adopted by NATO.

The Ministry of National Defense adhered to the national strategy of good governance and the fight against corruption and to the linking of the values of integrity in the management of its human resources, without forgetting that the Tunisian military institution, since its inception, has put in place control mechanisms, and audit practices, that safeguard it from any hazards and mishaps that may affect its operational readiness.

What action has been taken in the defence sector?

The actions that are being implemented in the defence sector were initiated in accordance with the specificity of the Tunisian Armed Forces. The MoD² as a public service is not excluded from the changes required by the democratic transition. Hence, the MOD is governed by parliamentary control in the management of its structures. As a result, the military institution took the initiative to subject its activities to the control of presidential and governmental institutions and parliamentary mechanisms. This approach also applies to matters relating to the development of individual integrity.

MoD took the necessary predispositions, to ensure good governance in all its activities and in particular the management of its allocated budget resources, in order to preserve and protect its personnel from the phenomenon of corruption.

In this context and in alignment with public sector structural reforms, MoD has proceeded to:

1 OECD, January 2019.

2 Ministry of Defence.

- The establishment of the Central Unit of Good Governance;
- The adoption of Budget Management by Objectives;
- The membership of the Electronic Administration Program;
- The affiliation in the TUNEPS³;
- The establishment of an Information Access Cell;
- The conclusion of a partnership agreement with the National Anti-Corruption Authority;
- The conclusion of a partnership agreement with the High Authority for Administrative and Financial Control.

In alignment with the national and international environment, the MoD strengthened the principles of good governance and the development of the individual integrity of its personnel through:

- The revision of the general and special status of military personnel;
- The development of the Code of Conduct and Ethics for Staff;
- The declaration of the assets and attainments of the concerned staff;
- Programming of training and awareness-raising sessions on ethics, good governance and integrity;
- The development of a guide to good practice in resource management;
- The establishment of a joint working team with the NACA⁴;
- The establishment of a joint working team with the HCAFC⁵;
- Conducting seminars on ethics, good governance and integrity in partnership with national and international organizations for the benefit of senior MoD officials, academies and military schools;
- The integration of good governance (integrity, accountability, transparency and anti-corruption) in the curricula of military academies and schools.

What will be the approach of cooperation with NATO BI in the defence sector?

The approach of cooperation with NATO-BI in the defense sector considered seriously NATO's recommendations and suggestions on the field. Indeed, the MoD integrated NATO's BI program as a partner in 2016, in order to align with international standards adopted by NATO. In this context, a self-assessment questionnaire applied by NATO, has been the basis for the development of an action plan for the development of integrity and the reduction of the risks of corruption within the TAF, based on the gaps that will be determined through the peer review. This action plan provided an opportunity for MoD to participate in several NATO-led training sessions on integrity development, resource management, etc. and allowed for joint seminars on ethics, good governance, and integrity. These activities have had a very rewarding impact on audiences through the evaluations provided by them. With this in mind, the MoD is considering strengthening this collaboration to build on and share experiences and best practices with NATO.

As General Inspector of the Tunisian Armed Forces responsible for establishing the *Sectorial Plan of good governance within MoD*, in collaboration with national authorities and public institutions, I envision the establishment of an Action Plan, to achieve MoD goals in promoting good governance within the

defense sector, and protect the TAF from any deviations that may affect the integrity of MoD personnel, and/or operational readiness.

With this in mind, it is intended to cooperate with NATO in these fields:

- The establishment of an action plan for the proper implementation of the aforementioned sectorial plan, and to carry out its evaluation according to the standards and indicators adopted in this framework;
- Promoting a dynamic of change in the field of good governance and the fight against corruption;
- The governance of human capital while taking into account the specificity of the defense sector;
- The implementation of risk management processes caused by management errors;
- Extension of the culture of good governance (transparency, integrity, ethics and accountability);
- The development of training programs in military academies and schools and the organization of oriented seminars.

What are the prospects for the future?

The MoD goal for the future is to implement the up-mentioned guidelines, which will promote a better perception of a new modern framework. Thus, mechanisms and procedures for monitoring, auditing and evaluation were initiated and are being developed with an evolving vision that takes into account national and international circumstances. This vision stems from the substantial efforts undertaken by the highest level of Command within MoD. The fundamental values on which our Republican Armed Forces stands are *discipline, compliance with the law and neutrality*. These attainments promote the establishment of a healthy and creative environment that meets the requirements of good governance with all these axes. The primary objective of this vision is to strengthen and reinforce the operational skills and confidence of the military in his or her institution. In order to do so, we are considering enhancing cooperation with NATO, and more particularly within the framework of *Building Integrity Program*, which is deemed highly beneficial for our military institution.

³ Tunisia Online E-procurement System

⁴ National Anti-Corruption Authority.

⁵ Height Committee of Administrative and Financial Control.

Defence Leadership in Building Integrity Course

BI Flagship Course continues its successful tradition at the NATO School in Oberammergau



Deputy Defence Minister of Colombia, Ms. Mariana Martinez Cuellar presenting the experience of the Colombian Ministry of Defence at the Defence Leadership in BI course, 15 November 2019.

On 11-15 November 2019, the NATO School Oberammergau hosted the annual NATO Building Integrity in Defence Leadership course led and conducted by the BI NATO Headquarters Team.

Similarly to 2018, the audience was very high. 53 representatives from NATO allied (3) and partner (41) countries as well as NATO structures (9) participated. The course engaged not only high level participants (OF5-OF8 and civilian equivalent) but also speakers. NATO Deputy Assistant Secretary General for Operations, Mr. Jonathan Parish, and NATO Deputy Assistant Secretary General for Human Resources, Mr. Patrice Billaud-Durand recalled the importance given by the Alliance to Integrity, Transparency and Accountability in the defence establishments and shared their vision, as NATO Executives, on the importance of leading by example.

The audience also appreciated the experience shared by the Colombian Deputy Defence Minister for Strategy and Planning further to its participation in NATO BI, but also two of the Lead Nations of the BI Trust Fund, Norway and the United Kingdom as well as from Ukraine with which NATO BI has a long standing collaboration with 9 defence and related security institutions.

As BI is a cross – cutting domain and successful good governance reforms cannot be implemented in a stove-pipped fashion, the course' programme of instruction included a large part on the management of resources and how good practices from the private sector can be used within public administration. In addition, NATO experts shared the connections between corruption, illicit trade/traffics of small arms and light weapons and terrorism to identify risks caused by poor governance

and lack of individual integrity. Participants got also familiarised with NATO experience and lessons learned from operations and missions. In the 2019 course had a specific focus on NATO's experience in Iraq with a round table which gathered staff officers working with and in the NATO Mission in Iraq. Last but not least, for the second consecutive year, the World Bank contributed to the course to highlight the interconnection between public finances and defence sector reforms.

This course, certified by Allied Command Transformation, is the flagship educational activity led by the NATO Building Integrity Team. Specifically designed and addressed for the executives and leaders of the defence and related security sector, it focuses on their role in promoting, leading and implementing sustainable good governance reforms. The BI Team is proud of the course review! All participants praised the content of the course, the level of experiences and good practices shared and high quality of speakers. They informed that they would recommend it to their peers. The 2020 iteration of the Defence Leadership in Building Integrity course will take place on 9-13 November at the NATO School Oberammergau in Germany.

Tunisia, High Level Conference on Ethics and Building Integrity in the Armed Forces

More than 100 participants discussed issues of Good Governance, reforms and integrity.

The Ministry of National Defence of Tunisia, supported by NATO Building Integrity, conducted a two day high level conference on Ethics and Building Integrity in the Armed Forces. Held on 23-25 October 2019, the event gathered more than 100 executives of the Tunisian Armed Forces, chairpersons of national instances responsible for transparency and good governance in the public sector, and representatives of the civil society. This conference, organised under the auspices of the Tunisian Minister of Defence provided an excellent forum for debating and drawing recommendations for enhancing integrity and good governance reforms in the defence sector. Thus, this conference was an excellent key leaders engagement in the run up to the conduct of the first peer review visit (Tunis, 18-21 November 2019). NATO Director for Defence Institution and Capacity Building, Marc Di Paolo, opened the event with the Inspector General of the Tunisian Armed Forces, General Belaati.



NATO Director for Defence Institution and Capacity Building, Marc Di Paolo, opened the High-Level Conference with the Inspector General of the Tunisian Armed Forces, General Belaati.

Mr. Giovanni Romani, Head of NATO Political Affairs and Security Policy's Middle East and North Africa, Ms. Clare Hutchinson, NATO Secretary General's Representative for Women, Peace and Security, Ms. Elena Beganu, Counter-Terrorism Officer as well as Mr. Dom-

inique Lamoureux, NATO BI Subject Matter Expert contributed to the event together with a representative of the United Nations.

BI Education and Training Working Group Meeting

On 27-29 January, NATO BI and the Norwegian Center for Integrity in the Defence Sector (CIDS) - BI Discipline Head - organised a series of workshops to address needs and requirements of the BI Discipline and prepare the ground for the year 2020. The discipline is now very well established offering a solid foundation of education and training solutions for NATO structures, member and partner nations to address, integrity, transparency and accountability in the defence and related security sector including NATO's operations and missions.

The BI Education and Training Working Group, with participation of SHAPE, Joint Force Command Brunsum and Naples, CIDS and NATO International Military Staff addressed several education issues, including aspects of training requirements and competence development for the staff at all levels and in various functional areas.

The Working Group finalised the development of Building Integrity in Operations Course, which is a long-standing requirement for NATO operational level, but not only. The group completed the documentation in line with the Education and Training and Global Programming and decided on the way forward for the delivery of this Education, Training, Exercises and Evaluation Solution.

The Security Force Assistance (SFA), Center of Excellence in Italy, which is the Education and Training Facility for this course, will host the first iteration on 22-26 June 2020.

The Working Group also discussed about the BI Discipline Alignment Plan, the basic document which guides the works for the discipline and prepared the upcoming Requirements Review Workshop that will take place at the NATO Maritime Interdiction Operational Training Center (NMIOTC) in Chania Greece first week of May.

Building Integrity Annual Discipline Conference: Solid progress and tangible results

The conference agrees for an ambitious plan of work for the year 2020 including use of innovative technology.

The Annual Building Integrity Discipline Conference took place at the NATO HQ in Brussels on 15th of October. The conference was organised by the Norwegian Centre for Integrity in the Defence Sector (CIDS), which is the Department Head for the BI Discipline with the support of the NATO BI.

More than forty participants from different NATO bodies, agencies and commands, NATO member and partners, IOs, NGOs, NATO Centers of Excellence and NATO Partnership Training and Education Centers participated at this conference, exchanged ideas and experiences contributing to the discussions.

Participants discussed and shared information regarding the recent developments and achievements during 2019, pertaining to the implementation of the BI Policy and Actions Plan, addressing matters of integrity, transparency and accountability in the defense and security sector and the enhancement of the BI Discipline. Participants stressed the importance of mainstreaming BI in all areas and highlighted the importance of BI in NATO's operations and missions as well as in training and exercises. The discussion focused also in strengthening cooperation among NATO and national training and education institutions with to complement each other and to contribute in addressing Building Integrity Requirements and further developing staff competences in implementing integrity, accountability and transparency.

The community of practice presented the work already done to address integrity, transparency and accountability in the defence and security sector including institutional enhancement and individual development.



Ms. Annette Hurum, Department Head representative highlighted the need for further cooperation among education institutions to mainstream and embed BI principles in the teaching curricula.

Dr. Lidra Zegali from NATO IS, presented the achievement and progress for the Discipline including the progress achieved in addressing BI as a cross cutting topic, including Counter Terrorism, Small Arms Light Weapons, Civil Military Cooperation, Gender, Human Security etc. The Counter Terrorism Reference Curriculum has a BI Module. NATO BI is currently contributing for the development of the Human Security Reference Curriculum.

The discussions were lively, engaging and fruitful which resulted in a very full and ambitious action plan for BI for the next year, including the use of new technologies. The conference validated the BI requirements and approved the programme of work for the year 2020. Main strands of work for the year 2020 include development of Online Training Solutions based on the BI Reference Curriculum, Development of Immersive Training for BI in Operations etc.

The Conference proved that the discipline is growing in a solid foundation, expertise and experience in good gov-

ernance and anti-corruption in education and training is contributing not only within NATO structures, but also in NATO members and partners to increase the BI awareness and develop further the competences to address this topic.

The next BI Discipline Conference will take place on 13th of October in Rome, Italy.

North Macedonia: Strengthening national capacity through a Train-the-Trainers programme

Enhancing national capacities and ownership.

The Ministry of Defence of North Macedonia continues its efforts at mainstreaming Building Integrity across its policies, structures and organisational culture. To support North Macedonia in building its institutional capacity to provide awareness training throughout the military career education and for officers and NCOs, NATO BI established a tailored train-the-trainers programme for the specific national requirements.

The train-the-trainer approach is crucial in the development of sustainable national BI capabilities that will enable the Ministry of Defence to develop and apply routine training related to ethics, integrity and code of conduct for officers and NCOs. Participants have been selected across different divisions and entities within Ministry of Defence, the Armed Forces and the Military Academy.

Welcoming the group of future trainers at the NATO HQ Brussels on 3 November 2020, Deputy Director of the Defence Institution and Capacity Building Director Dr Gerlinde Niehus commended their personal commitment to be trained and then become trainers on BI for their Ministry of Defence. “We see this also as a clear demonstration of the commitment of the leadership of the Ministry of North Macedonia to embed the principles of transparency, accountability and integrity in the defence and related security sector”.

Over the span of 18 months divided into four modules delivered in Skopje and Brussels, future trainers were



immersed in an interactive learning process on BI through a multidimensional perspective, such the link to security; international anti-corruption legal framework; concept of integrity; principles of good governance; ethics and code of conduct; BI perspective in separate functional areas, such as human resources management, procurement and contracting; as well as BI linkages with other security domains, such as Gender and Small Arms and Light Weapons (SALW).

Through active participation and progress tracking in a collaborative environment, the programme enabled participants to consolidate their knowledge on BI and hone their training skills. At the end of the course, future trainers designed and delivered presentations applying their subject matter expertise.

“The strong professional experience and diverse backgrounds of all participants has enriched the learning process”, said Dr Nadja Milanova from the Defence Institution and Capacity Building Directorate who was in charge of conceptualising and designing the programme to meet the respective national requirements. “We rely on the future trainers from North Macedonia to contribute to the further development of the NATO BI Discipline”, she added.

This is the first cohort of BI trainers trained through the NATO Building Integrity Programme, with instructors from the Peace Support Operations Training Center (PSOTC) of the Armed Forces of Bosnia and Herzegovina and with a pool of international and NATO experts.

Building Integrity – Defence Education Enhancement Programme Project in Armenia: progress and ownership

Cooperation on Building Integrity with Armenia gains momentum.

Education and Training are important components of the NATO BI programme. NATO BI its sister programme, the Defence Education Enhancement Programme (DEEP) have been joining their efforts and work closely with the Armenian Ministry of Defence and Professional Military Education (PME) Institutions to integrate and embed NATO Building Integrity Discipline into their teaching curricula.



For more than a year the BI-DEEP Team continues to work together with Armenian institutions from Ministry of Defence and academic staff in Defence PMEs focusing in two main strands of work: development of the curricula and professional development of the faculty. Recognising corruption as a security threat and its corrosive effect, the initiative focuses in including elements of integrity, transparency and accountability in all levels of teaching.

On 11-13 February 2020, a workshop was organised to coach a core team of faculty members teaching BI topics at Armenian PME institutions. The aim of the event was to help the faculty to further develop the curricula, improve teaching techniques methods and design the road map for the future work.



Dr. Lidra Zegali, BI Officer for the Education and Training, highlighted that this event demonstrated significant progress within the Armenian PME system not only in developing the teaching curricula, but also an increase of interest and knowledge about anti-corruption, integrity, accountability and transparency in the defence and related security sector.

Prof. Sven Bernhard Gareis, Project Manager of DEEP Armenia, said: “Professional military leadership and BI are inextricably intertwined. Our joint DEEP/BI approach enjoys an extraordinary support by the Armenian Armed Forces political and military leadership. This is the key to the success that we achieved thus far.”

The Team looks forward to continuing its work in three main aspects: keeping the momentum, promote and sustain the progress achieved so far and increase the level of Armenian ownership.

The BI-DEEP project will continue working with the new Armenian core team to share professional experience, assist it in the use of best practices, and further develop capacity at all levels, especially the strategic one.

Ukraine: Education is key to transformation

Three seminars in Ukraine trained more than 600 officials from several defence and security institutions.

On 12-15 November 2019, the NATO-Ukraine Building Integrity Programme conducted consecutively three seminars on “Integrity and Good Governance in the Defence and Security Sector” to address the importance of good governance, integrity, accountability and transparency in the Defence and Security sector in Ukraine.

At different locations in Kyiv, Khmelnytsky and Lviv, more than 600 participants from nine Ukrainian state institutions, including the Armed Forces, Ministry of Internal Affairs, National Guard, State Border Guard Service, National Police, Security Service, National Anticorruption Bureau, National Agency of Corruption Prevention and the Prosecutor General’s Office, took an active part in the discussions with international experts.

Education is key to transformation, highlighted Dr. Nadja Milanova, who is the programme manager for BI Ukraine. The lectures focused on the interna-



tional legal anti-corruption framework, human rights, ethics, leadership as well as corruption risks in operations, and transparency and accountability in the area of human and financial resources management. This provided a platform for interactive learning and for creating a momentum for transformation of mindset and a change of institutional culture added Dr. Milanova.

The NATO BI Programme has organised these educational events on an annual basis since 2012 as part of its Tailored Work Programme for Ukraine. This time, NATO BI partnered with the EU Advisory Mission to Ukraine (EUAM), which contributed with the participation of its experts. The exchange of expertise strengthens the cooperation between NATO and EU in the area of good governance.

Georgia hosts the Regional Executive Building Integrity Seminar on corruption risks

Ministry of Defence shares knowledge with other countries participating in the NATO BI Programme.



On 11-12 December, the Ministry of Defence hosted a Regional Executive Building Integrity Seminar. The event took place at the Defence Institution Building School in Tbilisi, a national education and training hub for defence and related security sector professionals. Deputy Minister of Defence, Ms. Lela Chikovani, and the

Head of NATO Liaison Office in Tbilisi, Dr. Rosaria Puglisi, opened the event.

The seminar brought together professionals from across Georgia’s defence and related security sector and other countries participating in the NATO BI Programme. It offered a setting for regional dialogue

among Armenia, Georgia, the Republic of Moldova, and Ukraine to share experiences on transparent and accountable leadership and decision-making. Sessions also highlighted the roles of internal audit and anti-fraud policies, and helped build knowledge on corruption risk identification, assessment, and management for the purpose of enhancing responsible management of defence resources.

Georgia’s Ministry of Defence remains steadfast in taking forward the recommendations of the 2013 NATO Building Integrity (BI) Self-Assessment and Peer Review Report and promulgating international good governance and integrity best practices into national policies. The Ministry remains committed to contributing with its experience and knowledge to supporting other countries participating in the NATO BI Programme in their reform efforts.

NATO Building Integrity congratulates its partners, the Geneva Centre for Security Sector Governance (DCAF) and the Geneva Center for Security Policy (GCSP) for being, once again, listed among the "Top Think Tanks in Western Europe" in the University of Pennsylvania's 2019 Global Go To Think Tank Index Report (GGTTI).

DCAF, which is one of the oldest partners of NATO BI, has been recognised in five distinct categories among which Top Transparency and Good Governance and Top Defence and National Security.

DCAF has been contributing to the development of NATO Building Integrity from its inception. Among the key contributions, the BI Compendium of Best Practices, various educational and training tools as well as key support to the implementation of BI tailored capacity building activities in countries, which notably led to the NATO BI South Eastern Europe Tailored Programme in 2012 are noteworthy. DCAF experts are also regularly invited to NATO key events and peer review visits.

Congratulations! We look forward to pursuing our collaboration and thank to the Swiss government for the continuous support to our activities.

TWO FEATHERS INITIATIVE

NATO BUILDING INTEGRITY WORKSHOP "GOOD PRACTICES IN PREVENTING THE RISK OF CORRUPTION AND STRENGTHENING INTEGRITY IN THE INTERFACE BETWEEN INDUSTRY AND DEFENCE"

3-4 March 2020 at NATO HQ in Brussels

This workshop follows on exchanges at the bi-annual BI Conferences held in Washington DC in 2017 and 2019, and the conference on "Introduction to Public-Private Partnership on Strengthening Transparency, Accountability and Integrity in the Defence and Related Security Sector", hosted by the UK Ministry of Defence on 19-20 April 2018.

Discussions have confirmed the need for developing a practical tool in the form of an inventory of good practices that are applied by nations with a view to reducing the risk of corruption in the defence and related security sector, with a focus on procurement and relations with the industry. Consultations have also confirmed the desirability of a more structured public-private partnership to support best practice and to strengthen integrity in the interface between the industry and defence establishments.

The purpose of the workshop is to provide a platform for nations to share good practices and lessons learned, strengthening the BI Community of Practice by developing further BI methodologies and outcome-oriented tools. This is in line with the NATO Building Integrity (BI) Policy, endorsed at the NATO Warsaw Summit in 2016, and is in support of the implementation of the BI Action Plan.

Further information

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For further information on the NATO Building Integrity Programme, please see the following websites:

<https://buildingintegrity.hq.nato.int/>

 NATO Building Integrity Programme

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