Building Integrity

Integrity, Transparency and Accountability
in the Defence and Related Security Sector

Newsletter#08 - September 2020

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Editorial

NATO Building Integrity:
An Integrated Domain in the New Context
of the Covid-19 Crisis

When we published in February 2020 the latest edition of the Building Integrity Newsletter entitled *"NATO Building Integrity, resilient and prepared for the new decade challenges"*, nobody would have predicted the dramatic changes that the Covid-19 pandemic would bring about. With the pandemic all over us, this motto acquired a new and even deeper meaning. The NATO BI Team sincerely hopes that all of you, your beloved and close ones and colleagues are in good health and manage, as much as possible, this health crisis and its impacts on all strands of our lives, be it private, social or professional.

As addressed in our previous Newsletter, we should be prepared and resilient for the new decade. But who would have anticipated such an ordeal to test our capabilities to react and adapt to such new situation? Over the past six months, the BI Team has been re-thinking what and how we were able to contribute and deliver NATO good governance and integrity expertise in the pre Covid-19 environment. Building on this, how do we adapt to what is becoming our new reality while keeping BI's DNA, which since 2007 has contributed to its worldwide recognised experience and added-value, and thus its longevity?

Over the past months, the BI Team has been adapting to the new situation by adjusting its *modus operandi* to continue to support BI stakeholders, taking into account the specific constraints and own conditions of good governance and integrity. In other words, over the past several months, the BI Team has been boosting digitalisation and use of new technologies while acknowledging that converting the support previously provided *in situ*, physically, with immediate dynamic and exchange among participants to online formats could not work; nor that online consultations or interactions would maintain trust and confidence built over years with NATO BI partners as a condition sine qua non to maintain a freedom of speech toward lack of integrity or weak governance, as well as promote and carry on good governance and integrity reforms. While we are still at the beginning of our journey to this transformation, work has continued over the past months in those difficult times. You will notice a few articles reporting on activities implemented before the Covid-19 crisis, as well as, our new interactions and

ways to share our expertise via the digital space. Without revealing too much, at this stage, on a new project which is only at its inception phase, the BI Team is working together with the Allied Command Transformation (ACT) on a sophisticated and innovative digital tool which will complement the already existing NATO BI Toolkit. So more to come on this Immersive Training on the next pages and in the next editions of the BI Newsletters! However, and until then, it is worthwhile to mention that our partners have been taking full benefit from BI being at the forefront of innovative ideas and concepts. This spring, the BI Online Awareness Course launched already four years ago confirmed its usefulness. |Soon to be available in different languages, this course will continue to benefit BI practitioners and stakeholders in various BI participating countries.

In parallel to those efforts mentioned above, BI engagements have been quite diverse over the past months reaffirming the cross-cutting nature of the BI domain. To highlight a few: For the first time ever, NATO BI participated

in an OSCE high-level conference organised and led by the current Chairmanship-in-Office, Albania. In this context, we are very pleased to publish an interview with H. E. Mr Igli Hasani, Ambassador of Albania at the OSCE who shares his views on NATO BI – OSCE cooperation in the fight against corruption in the defence and related security sector. Also noteworthy is the conduct of the first BI Train-the-Trainer Programme for the Ministry of the Internal Affairs of Ukraine with the participation of the EU Advisory Mission Ukraine (EUAM). The ongoing Peer Review Process for the Ministry of National Defence of Tunisia and the submission of the Self-Assessment Questionnaire from the Ministry of Defence of Moldova are also important milestones especially in view of the constraints induced by the COVID-19 crisis, demonstrating continuous commitment. The publication by Allied Command Operation (ACO) Handbook "Building Integrity in Operations" is a great contribution to NATO BI in addressing the impact of corruption in operations. But more to discover over the next pages. We hope you enjoy the reading.

Interview

Ambassador Hasani: "It is vital to maintain the current, positive momentum on anti-corruption".

During this year, we have provided a platform to continue the discussion on some key areas such as the links between corruption and security, its link to the degradation and trafficking of natural resources, and the use of technology and digitalization to address and prevent corruption.

Albania assumed for the first time the OSCE Chairmanship in January 2020 with an ambitious agenda. We are now in the mid-year, how do you evaluate your role and what are the challenges for the remaining period?

The OSCE Chairmanship is a historic moment for Albania. Forty-five years after being the only European state to refuse to be part of the OSCE due to a cruel communist regime that opposed the Helsinki spirit, we now have the opportunity to be on the helm of an organization that has supported the country throughout the difficult transition. Our challenging role as Chairmanship is to provide political direction to the OSCE and to mediate between the 57 participating States to find consensus – however elusive – on emerging challenges and on key decisions. Our priorities as Chair stretch from conflict prevention and resolution, to transnational organized crime and anti-corruption, to human rights.

At the mid-year point, I am proud of some of our achievements, despite being faced with a pandemic that has largely impacted our work and lives. We have succeeded in keeping the OSCE operational throughout the COVID-19 crisis and continued negotiations, conferences and decision-making using technology. Despite the constraints of "digital diplomacy", we have secured a substantial increase in the budget of the OSCE Special Monitoring Mission to Ukraine – a critical enabling factor for the current ceasefire in Ukraine. As we look ahead to the next months, we face three main challenges. Firstly, the situation in Belarus: we hope that our offer to mediate will be accepted and a dialogue can start as soon as possible. Secondly, the appointment by consensus of a new OSCE leadership, including its Secretary-General, which will give the Organization its leadership for the next three years. Thirdly, organizing the Tirana Ministerial Council in December, the largest diplomatic conference ever to take place in Albania. And all of that, in COVID-19 times.

The fight against corruption is one of your priorities for this year. What are the main achievements in this area and the objectives till the end of the year?

A main success is the unity of OSCE states on anti-corruption efforts, symbolized by the recent establishment of a Special Representative to champion anti-corruption efforts at the highest levels. Professor Paola Severino, a former Italian Minister of Justice, has been instrumental to support governments across the OSCE region, for example in Armenia, Ukraine and across South-East Europe, in their efforts to step up the fight against corruption. Moreover, during this year, we have provided a platform to continue the discussion on some key areas such as the links between corruption and security, its link to the degradation and trafficking of natural resources, and the use of technology and digitalization to address and prevent corruption. Our focus for 2020 is to maximize opportunities offered by technology in support of anti-corruption activities. One main objective for the Albanian Chairmanship will be passing a decision to harness the potential of technology in promoting, for example, information exchange on anti-corruption between OSCE states, or investment screening mechanisms.

What else can be done to further advance the OSCE anti-corruption agenda?

It is vital to maintain the current, positive momentum on anti-corruption. The OSCE is most effective when there is unity of vision across its diverse membership – and that does not happen very often. Again, passing a strong decision at the Tirana Ministerial would signal political will on anti-corruption and mandate the OSCE to undertake new, innovative projects to benefit its member States. Partnerships are one area where the OSCE shines. There is a need to intensify cooperation with other leading international actors on anti-corruption: we have just concluded a new action plan with UNODC which includes new areas of collaboration in the area of anti-corruption. Strengthening of the partnership with UNODC that is the lead UN agency with a mandate on anti-corruption and is the guardian of the United Nations Convention against Corruption is key in advancing and broadening our anti-corruption work. Further impulse should also be given to joint initiates with OECD, CoE/GRECO and other relevant bodies.

NATO has a distinguished expertise in addressing corruption in the defence and related security sector. What are the opportunities for the two organizations to collaborate in this realm?

As a security organisation, it is just natural for the OSCE to focus part of

its anti-corruption activities on the security sector. Fighting corruption and promoting integrity in law enforcement are a priority and just last year the OSCE launched a dedicated Regional Anti-corruption Platform. It is just natural to explore synergies in such projects, as both our organisations are seeking to strengthen integrity in the security sector.

As it delivers added value for those NATO Allies who are also OSCE members, being a platform for dialogue means that the OSCE is also a perfect vehicle for sharing expertise in addressing common challenges. We just had the pleasure of discussing how to fight corruption in the security sector with NATO Deputy Assistant Secretary General Jonathan Parish, at the Albanian Chairmanship high-level conference on anti-corruption. Such contacts can and should continue, as do expert-to-expert contacts. Albania´s hope is that of a more intense cooperation between OSCE and NATO, as two pillars of the European security system. Of course, we must always bear in mind the specific political sensitivities and differences among the memberships of our two organisations.

Deputy Assistant Secretary General for Operations addresses OSCE Participating States on Building Integrity

DASG Parish: "Unfortunately, the security sector is not immune to corruption and poor governance. And the consequences can be particularly dramatic and damaging. (…) This Building Integrity initiative is a key component of NATO's efforts to build capacity in the defence and related security sector. Our role specifically focuses on raising awareness of the impact of corruption in this field and on assisting nations to enhance integrity, transparency and accountability in their security institutions".

On 6 July 2020, NATO Deputy Assistant Secretary General Jonathan Parish shared NATO's experience on the impact of corruption on stability and security at the high level conference, organised by the Albanian OSCE Chairmanship - in - Office on "Good Governance and the Fight against Corruption in the Digital era: Strengthening the Principles of Transparency, Integrity and Accountability" exceptionally conducted on line.

Invited to contribute to the first panel discussion focusing on "Strengthening Accountability: the impact of combating corruption and enhancing good governance on security, stability and economic growth", DASG Parish explained how NATO addresses threats of hybrid nature like corruption and mismanagement of resources through the implementation of the NATO Building Integrity initiative since 2007.

He also presented how NATO BI supports countries in enhancing integrity reforms with tailored assistance packages based upon the completion of the BI Process. Recalling the complexity of corruption, he also stressed the importance for multilateral cooperation and synergies among all international actors.

DASG Parish participated in a panel with Mr. Marin Mrčela, President, Group of States against Corruption (GRECO – Council of Europe), Mr. Jürgen Stock, Secretary General, INTERPOL and Ms. Kirsten Madison, Assistant Secretary of State, Bureau of International Narcotics and Law Enforcement Affairs, United States of America.

More than 100 representatives from the participating states of the OSCE, partners, international organisations, academia and the civil society attended this event.

Building Integrity Ukraine: First Year after the Completion of the NATO BI Process for the Defence and Related Security Sector

The completion of the NATO BI Self-Assessment and Peer Review Process for Ukraine in 2019 was a major milestone for the country's participation in the NATO Building Integrity (BI) as well as for NATO BI itself. The main reason for this is that Ukraine is the first country to extend the BI Process beyond the Ministry of Defence to the broader defence and related security sector.

Nine defence and related security sector ministries and agencies participated in the BI Process, namely the Ministry of Defence of Ukraine (MOD), the Armed Forces of Ukraine (AFU), Ministry of Internal Affairs (MOIA), Security Service of Ukraine (SSU), National Guard of Ukraine (NGU), National Police of Ukraine (NPU), and State Border Guard Service of Ukraine (SBGS), the Emergency Service of Ukraine (SESU) and the State Special Transport Service of Ukraine (SSTSU).

Furthermore, other actors engaged in the fight against corruption in Ukraine including the National Anti-Corruption Bureau of Ukraine (NABU), the National Agency for Corruption Prevention (NACP), and representatives of the parliamentary Committee on National Security and Defence and the Committee on Corruption Prevention and Counter-Corruption participated in the Peer Review meetings.

The advances of 2020 follow on the submission of the final NATO BI Self-Assessment and Peer Review Report and its recommendations to Ukrainian authorities, which took place within the framework of the visit of the North Atlantic Council to Kyiv in October 2019.

On 14-15 January 2020, the NATO BI Country Officer for Ukraine, Dr. Nadja Milanova, and the BI Team at the NATO Representation to Ukraine held a round of meetings with Ukrainian counterparts from the defence and related security sector aimed at discussing the enhanced cooperation for 2020. The Ukrainian partners engaged in the meetings represented the Cabinet of Ministers, Ministry of Defence, Ministry of Internal Affairs, Security Service, State Special Transportation Service, National Police, National Guard, State Border Guard Service, National Anticorruption Bureau, and the National Agency of Corruption Prevention. In addition, discussions were held with counterparts from the European Union Advisory Mission (EUAM) and the Centre for Integrity in the Defence Sector (CIDS).

The meetings provided an opportunity to discuss the way ahead with regard to the implementation of the NATO recommendations. "The BI Peer Review Process is a learning curve, contributing to building national capacity and understanding of BI and good governance at the intersection of developing a culture of integrity and ethics on one side and strengthening institutional policies and procedures, on the other", highlighted Dr Milanova during the meetings.

The outcome of the meetings was the exchange of ideas and proposals for concrete capacity building activities that have been included in the design of the NATO BI tailored support at an institutional and individual level for the next period. As a result, the Annual BI Work Programme for 2020 has been developed as a guiding roadmap for the cooperation between NATO BI and Ukraine. Several strands of work in the first half of 2020 have attested to the momentum created as a result of the NATO BI Process and the engagement of the broad defence and related security sector as well as national anti-corruption bodies.

Following on the participation of the Ministry of Internal Affairs of Ukraine in the NATO BI Self-Assessment and Peer Review Process in 2019 and their specific demand, NATO BI conducted a Train-the-Trainers Course at the National Academy of Internal Affairs in Kyiv on 25-26 February 2020. The audience of 35 students included representatives of the Ministry of Internal Affairs and its regional centers from across different parts of the country. This objective of this training event was to develop and enhance national capacity to carry out educational activities in implementation of the BI Educational and Training Plan of the Ministry of Internal Affairs. The course gathered lecturers from NATO BI, NCIA and national representatives. Mr Patrice Billaud-Durand, NATO's Deputy Assistant Secretary General and Human Resources Director, joined the course with his lecture via VTC from NATO HQ Brussels.

Throughout February, efforts were focused on developing a project on "Integrating the BI Discipline and the NATO BI Reference Curriculum into the National Education System in the Defence and Related Security Sector". The NRU BI team held a series of meetings with the Ukrainian military educational institutions, namely the State Border Guard Academy in Khmelnitsky, the National Academy of National Guard in Kharkiv, the Security Service Academy in Kyiv as well as with the Cabinet of Ministers and the Ministry of Defence.

In June, upon the official request from the National Agency on Corruption Prevention (NACP), the NATO BI Programme was involved into the consultations on the draft Anti-Corruption Strategy as part of the broad public debate in preparation for its submission to the Parliament. Finally, NATO BI ensured the translation into Ukrainian language of the series of Guides to Good Governance published by the Centre for Integrity in the Defence Sector (CIDS) in Norway.

Building Integrity Tunisia: Ongoing Completion of the BI Process and New Good Governance Reforms in Place

Group photo: BI Peer Review Tunisia, NATO HQ, Brussels, 18-20 February 2020

Building Integrity Tunisia: Ongoing Completion of the BI Process and New Good Governance Reforms in Place

NATO BI and the Ministry of National Defence of Tunisia continued the completion of the Self-Assessment and Peer Review Process with a second Peer Review visit held on 18-20 February 2020 at NATO HQ[1]. During these three days, the team of experts led by Ms. Bénédicte Borel, BI Country Officer for Tunisia and the BI Working Group of the Ministry of National Defence led by Brigadier General Belaati Abdelmonaam, Inspector General of the Tunisian Armed Forces, further analysed and reviewed the procedures and practices in place for the management of resources based on the completed NATO BI Self-Assessment Questionnaire. The BI experts and Tunisian representatives also discussed the scope and range of the recommendations which will be provided by NATO BI and addressed the way forward.

It is worthwhile to mention that during this visit, the Tunisian BI Working Group offered a detailed presentation of the new procedures put in place which have been initiated after the first BI Peer Review visit and built on the outcome of the that visit. Promoting change is always a challenging process which requires time,

the right approach and method. It is even more delicate and ambitious with the specific domain of Building Integrity and good governance and in any defence establishments. This is why, the Tunisian efforts deserve to be stressed. They confirm the willingness of the national top leadership to pursue good governance reforms and sustainable changes.

Interestingly to note too, that this was the first Peer Review ever held at NATO HQ instead of in the country participating in the BI Process as per the normal practices. An exercise which could be further iterated with other countries participating in NATO BI and which has been possible thanks to the excellent preparation of the Tunisian BI Working Group and its composition with experts from various departments of the Ministry of National Defence. The completion of the BI Process is ongoing and will be finalised before the end of the year.

Inspector General Belaati and NATO Officials Addressed NATO – Tunisia Cooperation

In the margins of the NATO BI Peer Review Visit, Brigadier Belaati had a series of consultations and bilateral meetings with NATO high-level representatives to address the ongoing coop-

1   The first NATO BI Peer Review visit took place in November 2019 in Tunis. See the BI Newsletter #7 for further information.

Brigadier General Belaati Abdelmonaam, Inspector General of the Tunisian Armed Forces (left) and Dr. John Manza, Assistant Secretary General for Operations Division (right)

Ambassador Valeri Ratchev addressing the transition of military armed forces with Tunisian representatives, NATO HQ, Brussels, 20 February 2020

eration between the Organisation and Tunisia. Placed within the framework of Building Integrity and good governance, the meetings considered defence reforms and strengthening the existing collaboration. Among those meetings, it worthy to note that BG Belaati had the opportunity to meet Dr. John Manza, Assistant Secretary General for Operations Division, Mr. Jonathan Parish, Deputy Assistant Secretary General for Operations Division, Mr. Marc Di Paolo, Director of the Defence Institution and Capacity Building of the Operations Division, as well as Ambassador Bettina Cadenbach, Assistant Secretary General for Political Affairs and Security Policy Division, Ms. Claire Hutchinson, NATO Secretary General's Special Representative for Women – Peace and Security as well as Major General Jan Kazimierz Toft, Director for Cooperative Security of the International Military Staff.

Internal Audit and Inspection Seminar for the Tunisian BI MND Working Group

On 20 February, after the completion of interviews conducted in the framework of the Peer Review Visit, the Head of the Internal Audit of SHAPE and his Deputy conducted half a day seminar on the issues related to the Internal Audit and inspections in the defence sector. During this capacity building activity, designed for the Tunisian BI Working Group, experts had the opportunity to share NATO and international practices in the specific domain of internal audit, the differences between auditing and inspecting, the values of both from a NATO BI and good governance perspective, and how they both complement each other.

Human Resources Management: NATO BI addresses the transition of Military Armed Forces with Tunisian Representatives

In connection with the review of the management of defence personnel by the NATO BI Peer Review Team, Ambassador Valeri Ratchev, double hatted NATO BI and NATO Military Career Transition Subject Matter Expert in response to Inspector General Belaati's interest, dedicated a session on the importance of addressing the resettlement of military personnel into the civilian life. He presented NATO's unique expertise in this area shared best practices and examples of the NATO MCT Programmes implemented in Ukraine and The Kyrgyz Republic.

Building Integrity in Human Resources Management Course, 2019 Iteration

NATO Building Integrity (BI) and the Norwegian Center for Integrity in the Defence Sector (CIDS) organised and conducted the third iteration of the BI in Human Resources Management Course held on 2-6 December 2019 at the Romanian Regional Department for the Management of Defence Resources (DRESMARA) in Brasov, Romania. Civilian and military personnel from partner nations (Afghanistan, Armenia, Azerbaijan, Georgia, Jordan, Pakistan, Serbia, Republic of Moldova, Tunisia, and Ukraine) and NATO structures participated in the course.

The management of Human Resources is a key functional area of defence resource management. During this course, students are introduced to the main principles of the management of human resources including merit-based recruitment, promotion, rotation of staff, talent management and programme to for veterans to transition to civilian life (resettlement). The BI in Human Resources Management Course is part of the NATO Toolkit and BI Discipline.

Development of BI e-learning Solutions, Advancing the BI Discipline in the Digital Space

On 24 and 25 February 2020, NATO BI held a first Working Group Meeting on Online Solutions Development hosted by the Polish Naval Academy in Gdynia, Poland. The aim of the meeting was two-fold: analysing best approaches to BI specific functional areas and identifying the most appropriate online solutions from the technology perspective to them.

As identified in the NATO BI Discipline Annual Programme for 2020, the development of online modules would address some needs of NATO Allies and partners in BI main functional areas. During these two days, BI Subject Matters Experts particularly focused on Human Resources Management and Leadership.

Building Integrity Contributes to the Defence Education Enhancement Programme (DEEP) – Annual Review Armenia

University, Military Aviation University and Non-Commissioned Officers School, all participating in the implementation of the BI Discipline as part of the participation of the Ministry of Defence of Armenia in NATO Building Integrity. The team also met with the Head of the Human Rights and BI Center within the Armenian Ministry of Defence, Colonel (Dr.) Aleksandr Avetisyan[1].

It is noteworthy to mention that a first Peer Review visit will be conducted online in the fall 2020 to analyse and review the BI Self-Assessment Questionnaire submitted by the Ministry of Defence in spring 2019 in the framework of the NATO Week.

On 9-12 March 2020, NATO BI participated in the NATO DEEP Armenia Annual Review to review the progress of the implementation of NATO DEEP within Armenian military academies.

During this visit, BI and DEEP Experts met with Deputy Minister of Defence for Education, Mr Gabriel Balayan, and the commandants of National Defence Research University (NDRU), Military

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1   Since the publication of the Newsletter, COL (Dr) Avetisyan has moved to new responsibilities

NATO BI Contributes to the Development of the Code of Ethics of the Georgian Ministry of Defence

Organised at the initiative of our partner, the Geneva Center for Security Sector Governance (DCAF), NATO BI addressed the Ministry of Defence of Georgia on 24 June on the importance of integrity, professionalism, reliability, and ethics in defence and related security sector reforms. This webinar was part of a series of events led by the Deputy Assistant Secretary General DCAF to assist the Ministry of Defence of Georgia to develop its Code of Ethics.

Initially planned to be delivered in situ, this series of engagements had to be converted into webinars to overcome the inability to travel to Georgia. Dr. Rosaria Puglisi, Head of NATO Liaison Office in Georgia represented NATO BI in this programme and specifically addressed NATO BI in connection with the implementation of the recommendations offered by NATO in the BI Self-Assessment and Peer Review Report completed in 2013. The participation of former

Ministers of Defence of Bulgaria and the Republic of Moldova, who presented their own experiences in establishing and reinforcing a Code of Ethics in the defence and related security sector, was also of interest as both the Republic of Moldova and Bulgaria have completed the BI Process.

NATO BI at the NATO Stability Policing Center of Excellence in Vicenza, Italy

On 21 February 2020, NATO BI was invited to deliver a lecture on BI in Operations as part of the curriculum of the "Introduction to Stability Policing for Leaders" Course, conducted by the NATO Stability Policing Center of Excellence in Vicenza, Italy. It is the first time that BI in Operations is included as a stand-alone module in this course.

For an audience of 25 students from across NATO countries, Dr Nadja Milanova presented the work of NATO BI within the context of NATO-led operations and missions, based on her experience as a BI officer for Afghanistan until beginning 2019 and Iraq over the last three years. She highlighted the link between corruption and security and provided examples as to why and how BI needs to be embedded from the early stages of planning of an operation or a mission through all the stages of its conduct, drawing upon lessons identified and lessons learned through NATO BI engagement with ISAF and Resolute Support in Afghanistan, and the NATO Training and Capacity Building activity in Iraq (NTCB-I) and NATO Mission Iraq (NMI).

The lecture was followed by a Questions and Answers session, triggering the active involvement of course participants, some of them with considerable operational experience. The difficult balance between security imperatives and the focus on non-military issues such as good governance was most often invoked as a challenge for commanders in theatres of operations. As a conclusion, participants' views coalesced around the agreement that engagements in the context of stability policing need to take into account the impact of corruption on the mission success in the long term. NATO BI has been invited to the 2021 iteration of the course.

NATO BI Addresses the 42nd Meeting of the SEDM Coordination Committee

On 15 May 2020, NATO BI addressed the 42nd meeting of the Coordination Committee of the South-Eastern European Defence Ministerial Process (SEDM). Under the Albanian Chair of SEDM for a period of two years (2019-2021), the meeting was held online gathering virtually the SEDM participating nations, the Commander of the South-Eastern European Brigade (SEEBRIG) and SEEBRIG Headquarters staff. Two regional organisations, the South Eastern and Eastern Europe Clearinghouse for the Control of Small Arms and Light Weapons (SEESAC), and the Centre for Security Cooperation (RACVIAC) also participated in the event.

The cooperation between NATO and SEDM in the area of BI and good governance in the defence and related security sector dates back to 2012, when the SEDM Defence Ministers approved the SEDM BI Project at their meeting in Sarajevo in October 2012. This decision provided the basis for NATO to start the implementation of its Tailored BI Programme for South Eastern Europe, which was launched in December 2012. Since then, NATO and SEDM have reinforced this cooperation.

"SEDM provides a solid regional framework that generates political will and determination among the countries within the region to implement BI", highlighted Dr Nadja Milanova during her presenta-

tion to the SEDM participating countries. She provided an update on the NATO BI activities in the region, including the completion of the BI Self-Assessment and Peer Review Process for Ukraine, the conduct of Train-the-Trainers Programme for the Ministry of Defence of North Macedonia, and the submission of the completed Self-Assessment Questionnaire, for a second time, by the Republic of Moldova.

NATO BI cooperates with several regional institutions as its implementing partners. These are the Peace Support Operations Training Center (PSOTC) of the Armed Forces of Bosnia and Herzegovina, the Public Affairs Regional Centre (PARC) in Skopje, and the Regional Department of Defence Resources Management Studies

(DRESMARA) in Brasov, Romania. "This demonstrates that NATO BI relies on the expertise and support coming from national institutions of SEDM participating nations", underlined Dr Milanova during her presentation.

Through the cooperation established between NATO BI and SEEBRIG HQ, and with the support of the SEEBRIG Commander Brigadier General Tudorica Petrache, BI in Peace Support Operations has been introduced as a dedicated topic in the training calendar. NATO BI conducted Mobile Training Team (MTT) course with PSOTC instructors for SEEBRIG HQ personnel in Larnaca, Greece in 2015 and 2017. The next iteration of the training is planned for November 2020.

NATO Building Integrity at the 71st Session of Study of the Institute for Higher Studies of Italian Defence

On 7 May 2020, NATO BI was invited to address the 71st session of the Institute for Higher Studies of Italian Defence (Istituto Alti Studi per la Difesa, IASD). It is the first time that NATO BI participated in this prestigious programme for high-level representatives of the defence sector; gathering more than 60 representatives from armed forces, defence companies and academics of Italy as well as Afghanistan, Albania, Argentina, Brazil, Burkina Faso, China, Egypt, France, Iraq, Lebanon, Morocco, Mozambique, Niger, Nigeria, Pakistan, Peru, Somalia, and United States.

During her lecture, Ms. Bénédicte Borel presented NATO BI, its mandate, approach and scope. She also referred to the origins of the BI initiative explaining the interconnection with the Preamble and Article II of the Washington Treaty and that NATO BI was the first initiative to operationalise the NATO Partnership Action Plan for Defence Institution Building (PAP-DIB) launched at the NATO Summit of Istanbul in 2004. She also explained why BI is in NATO's DNA in recalling the strategic importance of BI for NATO Allied and partner countries who endorsed the BI Policy at the NATO Warsaw Summit in 2016 but also their continued engagement towards BI with the review of the implementation of the BI Policy and its Action Plan which was noted by NATO Defence Ministers few weeks after the IASD session.

This event was conducted online, taking into account the current circumstances caused by the pandemic. Despite some technical challenges, the exchange in the Questions and Answers Session raised important aspects to NATO BI. In particular, participants expressed interest in the specific outcome of NATO BI, how it is implemented in different countries notably in the context of crises and the relations between NATO BI and other international organisations especially its close partner, the European Union.

Building Integrity Immersive Training: An Innovative New Digital Learning Tool for the BI Toolkit

NATO BI is embracing new teaching methodologies and technologies

In February 2020, NATO BI and Allied Command Transformation (ACT) in cooperation with Allied Command Operations (ACO) started the development of a Building Integrity Virtual Training Course addressing the impact of corruption in operations and missions. This forward leaning project will provide the participants real life experiences and examples.

This project has a significant importance not only because it was launched before the arising of the Covid-19 crisis and its impact on the delivery in situ of tailored support but also shows that the BI community continues to be very advanced when it comes to embracing the use of new technologies and teaching methodologies. In addition, it is the reality we are living in; online working, virtual communication and learning are shaping your way of doing business and that is critical to align BI to this global transformation. It is expected that the course is available in 2021.

The NATO BI Immersive Training is one of operational educational strands of work offered within the BI Toolkit which includes notably the BI in Operations Course (a pilot iteration was conducted in 2019), the BI in

Operations Handbook developed by ACO and the BI in Operations delivered by our partner, the Peace Support in Operations Training Center of the Armed Forces of Bosnia and Herzegovina.

This is the second project NATO BI is developing in cooperation with ACT. The BI Online Awareness Course has been made mandatory to all NATO staff, civilian and military, further to the endorsement of the BI Policy by NATO Allied Heads of State and Government. It is also recommend-

ed to all students enrolled in a course at the NATO School Oberammergau, Germany. The BI Online Awareness Course is also made available to nations, members and partners alike. Currently available in the NATO two official languages, with the impact of the Covid-19 crisis, the decision has been made to offer the course in other languages – Arabic, Russian and Ukrainian – to increase pedagogical means when BI Team and experts cannot ensure physical interactions with their stakeholders.

NATO Building Integrity in Operations Handbook

The NATO BI toolkit now has a novel practical and effective learning tool: "BI in Operations Handbook"

Developed by NATO Allied Command Operations (ACO) in cooperation with NATO Building Integrity, the BI in Operations Handbook, is aimed at helping military and civilian staff at strategic, operational and tactical levels at NATO HQ, as well as NATO Command Structure (NCS), NATO Force Structure (NFS), Agencies, and Allied and partner nations to have a better understanding of corruption as a security risk. The aim of the handbook is to ensure that the audience is aware of corruption risks and their impact on mission success as well as to promote BI concepts and tools in order to enhance professionalism and effectiveness across NATO and relevant national structures.

As highlighted by Lieutenant General Olivier Rittimann (FRA A), SHAPE Vice Chief of Staff, the ACO Building Integrity Handbook is part of the overall programme of NATO to raise awareness and create a more comprehensive appreciation, among military and civilian staff of the risks and impact of corruption on a military mission. The ACO BI in Operations Handbook is in line with the five core values in the NATO Code of Conduct and the principles that exemplify them guide us in keeping the professional standards of NATO and our ethical values in line with best practices.
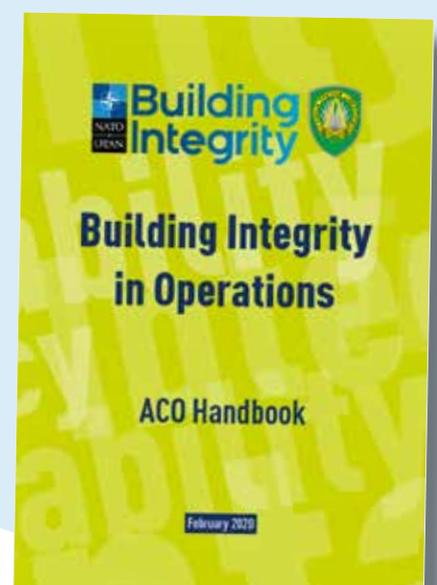
Building Integrity Included in NATO's First Ever Counter-Terrorism Reference Curriculum

On 12 June 2020, NATO launched its first Counter-Terrorism Reference Curriculum aimed at supporting Allies and partners in enhancing their capacities to develop national skills and improve counter-terrorism strategies. Building Integrity (BI) is a vital part of building counter-terrorism capacities. Nations and organisations are encouraged to make BI a key priority for their counter-terrorism apparatus by improving their systems of governance and fighting corruption. Building Integrity is a long-term goal that includes legislative and administrative changes and increased levels of integrity, transparency and accountability in the defence and related security sector.

This comprehensive reference document was developed by NATO Operations Division's Defence Education Enhancement Programme and NATO Emerging Security Challenges Division's Counter Terrorism Section in close collaboration with the Partnership for Peace Consortium / Counter-Terrorism Working Group. Over 100 experts from nations across five continents as well as multiple international organizations contributed to this publication.
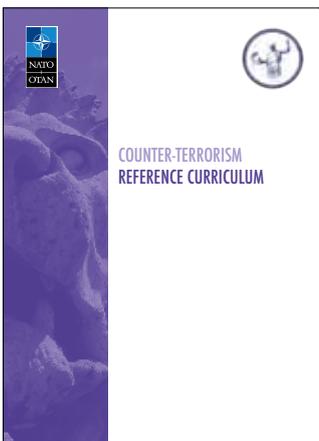
Building Integrity: Increasing Number of Language Versions of the Series of Guides to Good Governance

NATO Building Integrity (BI) is pleased to announce the increase of language versions of the Guides to Good Governance developed by the Norwegian Centre for Integrity in the Defence Sector (CIDS). The guides are aimed at discussing a particular topic of importance to building integrity and strengthening good governance in the defence and related security sector.

The full series of nine guides is available in English and Ukrainian. Several of the guides have been also translated into French, Arabic, Georgian and Russian, and can be accessed electronically via the NATO or the BI websites.

Further information

For further information, please contact the following:

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For further information on NATO Building Integrity, please see the following websites:
https://buildingintegrity.hq.nato.int/
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Email: building-integrity@hq.nato.int