



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

Newsletter #10 - May 2021



TABLE OF CONTENT

1. Editorial
2. Interview with Colombian
Ambassador Felipe García Echeverri
4. BI Colombia
5. BI Ukraine
6. BI Iraq
6. IBAN Training and NATO Code of Conduct
7. BI Georgia
8. Glossary on Human Resource Management in the
Public Sector
10. NATO BI Discipline sets the guidelines of the NATO
Advisory Course
10. Stability Policing for Leaders
12. Upcoming NATO BI events

Editorial

With this first newsletter of the year, spring edition, we are pleased to inform the NATO Building Integrity (BI) community on the main NATO BI engagements and achievements since December 2020.

First of all, the political level. Over the past four months, the implementation of the NATO BI Policy has been further advanced. The new NATO Building Integrity Action Plan for 2021-2025 was noted by NATO Ministers of Defence at their meeting on 17-18 February 2021. This new BI Action Plan takes into account the implementation of the BI Policy over the past four years (2016-2020) and continues to set the course for a strategic approach to BI and good governance in the defence and related security sector. It also guides the efforts of the International Staff, International Military Staff, NATO Military Authorities and NATO Agencies with a view to keeping BI conceptually robust and operationally applicable across NATO's political and military lines of activity. Euro-Atlantic Partnership Council (EAPC) Partners have also associated themselves with the BI Action Plan (2021-2025).

A further important milestone has been the North Atlantic Council (NAC) approval of the Military Concept for Building Integrity in Operations in February 2021 ensuring that military lines of effort account for, and mitigate, the risks posed by corruption to

NATO-led operations, missions and activities.

Secondly, BI at a national level. The Ministry of National Defence of Colombia submitted a newly completed NATO BI Self-Assessment Questionnaire. This will enable an assessment of the impact of integrity and good governance reforms implemented to date.

Furthermore, NATO BI has continued to support nations, from Colombia to Iraq, with their national engagements in good governance

reforms and strategies. In addition to a series of capacity building activities and raising awareness events, work has been continuing to enhance the offer of BI educational materials, BI references and tools in different languages.

Last but not least, over the period covered, NATO BI has participated in a considerable number of consultations with key partners, at the national and international level as well as with academia and NGOs. More will be shared with the NATO BI community in subsequent newslet-

ters. We are delighted to conclude by mentioning that NATO BI has been invited to share its unique expertise in good governance in defence and related security sector by the UN Department of Peace Operations' Office of Rule of Law and Security Institutions. As such, NATO BI will contribute to the UN Secretary-General Report on Security Sector Reform.

The NATO BI Team dedicates this edition to Master Sergeant Alojz Tovarović, Peace Support Operations Training Center of the Armed Forces of Bosnia and Herzegovina.

Interview with Ambassador Felipe García Echeverri, Ambassador of Colombia to the Kingdom of Belgium, the Grand Duchy of Luxembourg and Mission to the European Union and NATO



Colombia is NATO's only partner in Latin America and contributes to international security in many ways. The fight against corruption is one of the common approaches to security challenges we have been developing together. How has our cooperation started and where do you see it leading?

Corruption is incompatible with a modern, accountable democracy. Since the adoption of the UN Convention against corruption in 2003, there has been a broader international consensus about the need to prevent, detect and punish corruption of public officials.

Corruption is a security issue, since corruption, among others, allows the proliferation of criminal groups and globally interconnected crimes. And when corruption happens in Defence or within the arms forces, it is extremely critical since it erodes the public trust and support, which are crucial for any progress in terms of Security.

When there is corruption, Democracy and the Rule of Law are in danger, which are the fundamental values that Colombia shares and defends with NATO's allies.

So to go back to your question, Colombia was invited to a NATO BI

Conference that took place in Monterey, USA, back in 2013 and our high level delegation got interested in the program because it works in three transformative areas: 1. Integrity, 2. Transparency and 3. Accountability, with the value added that it is particularly tailored for the Defence sector.

Advancing in these three fields is a priority for Colombia, a State commitment, in fact. Nevertheless, I must say that the current government has given a particular emphasis to Legality and President Duque himself reaffirmed our commitment to BI in a joint press conference with NATO's Secretary General in his last visit in 2018.

About the future of our cooperation, two levels are worthwhile mentioning: First, at home we continue strengthening the culture of integrity with NATO BI standards, courses and further integration of BI content in our military curriculums. Secondly, abroad, Colombia will continue to promote BI by sharing its experience internationally and also within Latin America and the Caribbean, as NATO's sole partner in the region. We are currently working in the train the trainer phase because the idea is to further contribute to the spillover effect from our strengthened national capabilities.

NATO and Colombia have been engaged in dialogue and cooperation since 2013 when your country joined NATO Building Integrity. Colombia then completed the Self-Assessment and Peer Review Process in 2016, even before becoming a NATO partner in May 2017. What impact did this process have on Colombia in terms of good governance and integrity strategies? Has it played any role in becoming a NATO partner?

You are right. Our engagement with Building Integrity started before our formal acceptance as Global Partner. Both things are indeed related.

One of Colombia's motivations when approaching NATO was, as it is still today, to acquire the highest standards and increase, when possible, the professional standards of our military. That is exactly what BI offers. And the second drive for Colombia is to contribute through its experience to international security. That is what we are also doing in the context of this program.

For example, Colombia has shared its experience at the NATO School Oberammergau and bilaterally with Afghanistan and Ukraine. Once you start to make progress in Integrity I would say you become part of a network of excellence. For instance, out of NATO we have conducted further training activities with the support of the United Kingdom.

In terms of good national Governance achievements I would say that BI has contributed to fostering the integrity culture in the defence sector. The last five promotions of high rank officials as Generals or Admirals had senior leaders' integrity training, with officers from other LAC countries such as Brazil, Mexico and Peru. In line with NATO standards we also train civilians, officers and NCOs at all levels.

Integrity becomes top of mind for them, they understand the concept, speak about this; they are able to anticipate a corruption risk and act to mitigate it. That has a positive lasting impact in terms of democratic development as well.

Colombia's Ministry of National Defence has recently completed the NATO Building Integrity Self-Assessment and Peer Review Process for the second

time. This high political commitment is commendable. It will allow NATO Building Integrity to measure the impact of the set of reforms launched since the first completion of the process. Could you give us examples of where we have made a difference together? What key successes have we achieved together?

Worldwide corruption represents more than 5% of the world's GDP. Can you imagine what this loss means in terms of development? As I mentioned before, tackling corruption is a priority for us and we support every international effort to that end.

Last year, for instance, Colombia sponsored a UN General Assembly (GA) resolution, about preventing and combating corrupt practices and the transfer of proceeds of corruption. Together with Peru and other nations, we have promoted this year GA's special session against corruption. We expect nations to take concrete actions against illicit financial flows.

Colombia has ratified all major international instruments aimed to tackle corruption and also believes in the Peer Review Mechanisms to promote progress in this field. We are currently participating in these review mechanisms within the United Nations, the OECD, and regionally within the OAS, both as reviewing parties and parties under review. These types of exercises are fully supported by Colombia.

Since the existence of the BI Program, Colombia is the second country to undertake the review process more than once, and we decided to do so, because we approach integrity as an ongoing process that requires constant updating and renewed efforts. The review mechanism is a demanding exercise that we undertook even during the Covid-19 context because we truly believe in it. It will allow us to assess the impact of the activities executed after the first review cycle and carry on new ones.

You asked me about key successes. Let me give you some examples. After the first review in 2016, among other initiatives, we:

- Created a specific integrity code for the Defence Sector;

- Integrated our logistics and procurement systems and reinforced their independent nature as to other planning and operational areas;
- Identified critical positions and defined professional profiles and competences;
- Created groups in each of our forces to promote transparency. I would highlight one in particular, a Direction within the Army called DANTE, in charge of implementing transparency standards;
- Reinforced internal audit processes; our technical regulations include NATO standards and we created several integrity awareness campaigns;
- Strengthened complaint mechanisms with confidentiality and whistleblower protection measures. Overall, we have witnessed increasing citizens' oversight, which is key to raise integrity;

Colombia associated itself with the NATO Building Integrity Policy together with Afghanistan, Australia and partners from the Euro-Atlantic Partnership Council area. Are there any valuable experiences that Colombia can share with other countries?

The most important experience that Colombia can share with other countries is that having security challenges is not an obstacle to make substantive progress in terms of Integrity. In Colombia, the Armed Forces are the most trusted public institutions. That is a very important asset, which entails responsibility.

Citizens need reassurance that their tax contributions are being used properly. Especially, in the Defence sector. There is an increasing demand for transparency and accountability, which is only possible if there is an open government culture as well as media pluralism and independence, which is worthwhile mentioning as part of the Colombian context.

In a nutshell, our experience reveals that corruption peer review processes are valuable and in line with democratic principles. Integrity is an everyday job.

NATO BI – Colombia: an active partnership

“Colombia has a lot of expectations with regard to NATO Building Integrity for 2021” Vice-Defence Minister Garcia, 27 October 2021, meeting with Deputy Assistant Secretary General for Operations Parish

The NATO BI – Colombia cooperation is reaching the ambitious objectives set out at the highlevel bilateral meeting of Vice-Defence Minister for Strategy and Planning Mr. Jairo Garcia Guerrero and Vice-Defence Minister for Policy and International Affairs, Ms. Diana Abaunza Millares with NATO’s Deputy Assistant Secretary General for Operations, Mr. Jonathan Parish held on 27 October 2020 (see NATO Building Integrity Newsletter, Winter 2020).

Second participation in the NATO BI Self-Assessment and Peer Review Process

Starting with Ambassador García’s submission of the NATO BI Self-Assessment Questionnaire completed by the Ministry of National Defence to NATO Assistant Operations in the context of a hand-over ceremony on 15 December 2020. With this second completion, Bogota fosters not only a new analysis of good governance and integrity reforms by NATO BI, but also an evaluation of the impact of the BI reforms launched since 2015-16 in the context of the first completion of the BI Questionnaire.

Colombia is one of four BI participating countries undertaking the NATO BI Process for a second time, thereby joining Ukraine as well as the Republic of Moldova and Montenegro to benefit from governance and integrity reforms’ impact assessments. This decision is therefore highly commendable, demonstrating a continuous strong engagement with good governance reforms and compliance with the principle of accountability.



Ambassador Felipe Garcia Echeverri and Dr. John Manza, Assistant Secretary General for Operations, during the visit of the official submission of the BI Self-Assessment Questionnaire by Colombia at NATO HQ in Brussels, Belgium (December 2020)

Good governance and Integrity are strategic political objectives

On the occasion of the 2021 NATO - Colombian High-Level Staff Talks, held on 22 January 2021 at NATO HQ, the importance of Building Integrity for Colombia was reiterated several times by Vice-Defence Minister for Strategy and Planning Garcia and Vice-Foreign Affairs Minister Mejia highlighting the impact of NATO BI on enhancing the professionalism and interoperability of the armed forces.

Enabling BI lessons learned and good practices sharing

Since its first participation in the NATO BI Self-Assessment and Peer Review Process in 2016, Colombia has been a great contributor to NATO BI by sharing its specific experience in implementing good governance reforms and strategies. Among some key contributions, the participation in three peer-to-peer events for Afghanistan and Ukraine are noteworthy. Thus, based on the positive feedback and outcome of this experience sharing, Colombia is kicking off a new NATO BI project: the Voice of Partners.

Throughout the year, a few NATO partner countries will share in a recorded video their own assessment of NATO BI and BI outcome,

from its specific methodology to the tailored support designed and delivered at the institutional and individual level. Voice of Partners follows on from the Donors’ vision and importance of NATO BI shared at the occasion of the UN Day against Corruption on 9 December 2020.

Interview between Colombian Ambassador Felipe García Echeverri and Mr. Paul King, NATO Public Diplomacy Division at NATO HQ in Brussels, Belgium (February 2021).

New range of educational opportunities for enhancing national BI culture

In parallel to the above mentioned key political developments, considerable efforts have been deployed over the past months to overcome the inability to deliver in-presence capacity building activities. In order to prepare the next generation of NATO BI courses in Colombia and the launch of the first Train-the-Trainer Programme, the NATO BI Awareness course and key BI materials have been translated into Spanish and made available to Colombian representatives of the Ministry of National Defence and Armed Forces. More to come on this in the next newsletters!

BI Ukraine: Train-The-Trainers Programme for the Building Integrity Training and Education Center

On 15-17 March 2021, NATO BI conducted the first workshop as part of its Train-The-Trainers programme for the Building Integrity Training and Education Centre (BITEC) at the National Defence University of Ukraine (NDU). In a hybrid format, BITEC trainers were familiarised with NATO's structured approach to education and training and the process guiding the governance of NATO academic disciplines, including the BI Discipline.

The systems approach to training was presented through the perspective of the experience of the Peace Support Operations Training Center (PSOTC) of the Armed Forces of Bosnia and Herzegovina as one of the main implementing partners of NATO BI. As a NATO Partnership Training and Education Centre (PTEC) and a provider of BI training solutions, PSOTC shared its experience with regard to embedding the NATO standards and system's approach to education into the development and conduct of their residential course. PSOTC has two NATO accredited courses on BI – one for senior NCOs and one on BI in Peace Support Operations for officers. These courses

are part of the implementation of the NATO BI Education and Training Plan. In an environment of collaborative and peer-to-peer exchanges, BITEC and PSOTC exchanged ideas about the design, development and conduct of training courses on BI.



BI Ukraine: Train-The-Trainers Programme for the Ministry of Internal Affairs

On 29-30 March, NATO BI conducted the second workshop of its Train-The-Trainers Programme for the Ministry of Internal Affairs of Ukraine.

Conducted in a hybrid format, the event gathered over 40 BI trainers from the Ministry of Internal Affairs of Ukraine, the National Academy of Internal Affairs of Ukraine, the National Universities of Internal Affairs in Kharkiv, Dnipropetrovsk, Luhansk, Lviv, Odesa, and the National Police.

NATO experts on integrity in the defence and related security sector, including from the Allied Joint Force Command Naples, discussed NATO's approach to Building Integrity and addressed corruption as a security challenge. The Ministry of Defence of Norway shared its national experience in mainstreaming integrity at the institutional and individual level. Professors from Washington University in St. Louis and Maastricht University delivered lectures on whistleblowers' protection. Norway shared its national experience in sustaining its work on integrity within the Ministry of Defence.

This is the second workshop of the NATO BI Train-The-Trainers Programme for the Ministry of Internal Affairs of Ukraine, with the first iteration conducted in Kyiv in 2020. The Anti-corruption Programme of

the Ministry for 2020-2022 envisages that its personnel participate regularly in courses and trainings on anti-corruption.



"As a significant outcome of the last year NATO BI Train-The-Trainers workshop and further elaboration of its results by the Ministry, 8 additional anti-corruption courses were conducted. Over 700 Ministry's employees took part in these trainings over the last year. There were representatives from the Ministry's territorial bodies, institutions, establishments and enterprises under the Ministry. The same practice will

continue in 2021", stated Dr Anatoliy Fodchuk, Head of the Directorate of Corruption Prevention of the Ministry of Internal Affairs of Ukraine at the opening of the programme.

Professor Dr Sergiy Chernyavsky, Vice Rector of National Academy of Internal Affairs, highlighted: *"Together with the international experts, the National Academy successfully conducted a series of courses and trainings in the margins of advanced training on anti-corruption specialization, not only for Police personnel but also for a few thousand employees of the institutions, establishments and enterprises under the Ministry of Internal Affairs".*

BI Iraq: Train-The-Trainers Programme for the Ministerial Training and Development Center

In March, NATO BI in cooperation with the NATO Mission in Iraq (NMI) and Allied Joint Force Command Naples (JFCN) conducted Module 1 of a BI Train-The-Trainers Programme for the Ministerial Training and Development Center (MTDC) of the Ministry of Defence of Iraq in Baghdad.

The training is aimed at enhancing national capabilities to implement the priorities of building integrity and good governance in the defence and related security sector. It supports the Iraqi Ministry of Defence in its anti-corruption efforts. Based on the NATO BI Reference Curriculum, the main topics included corruption as a security risk, international legal standards, the role of ethics, and assessment of corruption risks.

On 25 March, Commander NMI Lieutenant General Per Pugholm Olsen and the Secretary General of the Ministry of Defence of Iraq visited MTDC and attended part of the training (<https://www.facebook.com/NATOMissionIraq/posts/1833495973495112>).

The bespoke Train-The-Trainers programme responds to the requirements of the Ministry of Defence to develop sustainable national BI capabilities that will be used to provide awareness raising and training on BI and anti-corruption. In a collaborative learning environment, future Iraqi BI trainers have actively participated sharing their knowledge and experience. Module 1 will be completed with presentations by participants. This is scheduled to take place in May.

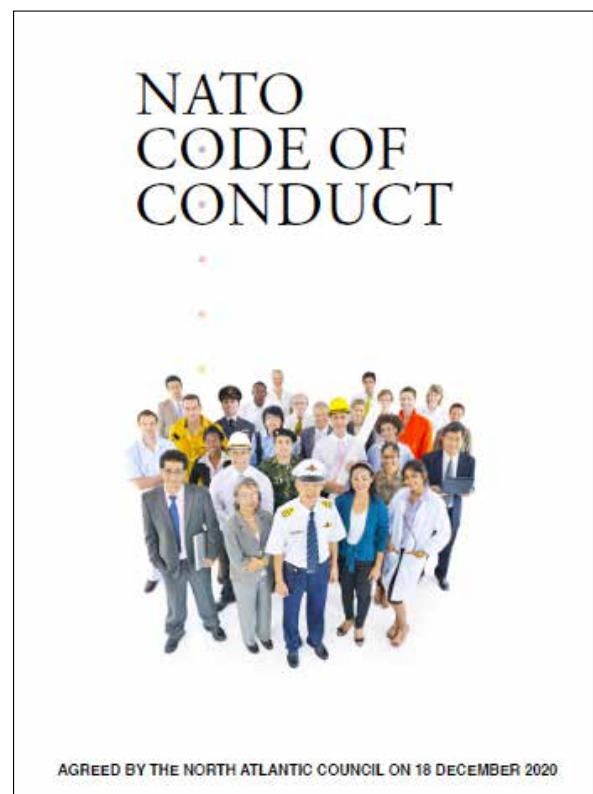


NATO BI contributed to the IBAN annual training on NATO Code of Conduct

On 19 January, NATO BI contributed to fostering the ethical leadership culture of the Organization as set out in the NATO Code of Conduct, the NATO Civilian Personnel Regulations and NATO core values enshrined in the Washington Treaty at the occasion of the annual training of the International Board of Auditors for NATO.

“At the Warsaw Summit, NATO Heads of State and Government endorsed the NATO Building Integrity Policy to reaffirm that transparent and accountable institutions under democratic control are fundamental to stability in the Euro-Atlantic area and are essential for international security cooperation. In this context, the skills, competencies, professionalism and integrity of NATO staff are key to helping the Organization fulfil its core missions and goals. Our standards of professional ethics must be among the highest”, NATO Secretary General Stoltenberg, foreword, NATO Code of Conduct.

Education and training are key to mainstream the ethical corporate culture within the staff. The NATO BI Awareness Online course mandatory to each newly hired civilian NATO Staff contributes to this effort.



NATO BI – Georgia: an awareness raising session for the Civil Service Bureau

On 17 February, the Civil Service Bureau invited NATO BI to present the mandate, scope, and methodology of the Self-Assessment and Peer Review Process and the possibilities to benefit from tailored support at the institutional and individual level. Conducted under the auspices of the NATO Liaison Office for the Caucasus, this awareness raising addressed key elements related to enhancing integrity and good governance in public administrations and NATO’s specific experience in this domain.

Lela Lasareishvili, Head of the NATO Integration Unit, Ministry of Internal Affairs of Georgia concluded the session by stressing that the “BI Self-Assessment Questionnaire is a friendly tool to assess where the organization stands and where is it planning to go. The BI Peer Review Process grants an opportunity to gather recommendations”.

The participation of representatives from the Georgian Ministry of Defence in this awareness raising session to share national peer experience is also noteworthy. The Ministry of Defence of Georgia joined NATO BI in 2012 and completed the NATO BI Self-Assessment and Peer Review Process in 2013. An ambitious capacity building

programme to mainstream NATO BI Discipline within the defence and security academies, which has been decided last year, and is currently under development, will be launched later on this spring. It will include the revision of national educational needs for the armed and security forces based on which a BI course will be developed with the Georgian Defence Institution Building School, the re-conduct of NATO BI Peace Support Operations course with the support of a Mobile Training Team and the first phase of a BI Train-The-Trainers. This new NATO BI educational package will further support the Ministry of Defence to streamline BI, develop a culture of integrity and national capabilities on good governance as per NATO BI expertise to further consolidate the implementation of some recommendations provided in the NATO BI 2013 Self-Assessment and Peer Review Report. As such, the participation of the Ministry of Defence in this Civil Service Bureau at the bespoke NATO BI Awareness Raising Session contributed to refreshing the partnership: *“it is always interesting to have a first-hand interaction with people who manage [the NATO BI] programme”* said Maka Petriashvili, Deputy Head of Human Resources Department of the Georgian Ministry of Defence.

Building Integrity
NATO HQ presents the Building Integrity programme and discusses the importance of good governance with representatives of the Georgian security sector

NATO BUILDING INTEGRITY
Good governance in the defence and related security sector
Introductory Seminar - Security Sector of Georgia
17 February 2021

How does NATO Building Integrity work ?

1. Democratic control and engagement
2. National anti-corruption laws and policy
3. Anti-corruption policy in the defence and security
4. Personnel – behaviour, policy, training, discipline (incl. gender p
5. Planning and budgeting
6. Operations
7. Procurement
8. Engaging with defence companies and other suppliers

ROSARIA PUGLISI
Head of the NATO Liaison Office in Georgia
"Corruption kills, it leads to bad decisions, undermines our security. We all have a personal and institutional responsibility to make sure that our human and material resources are used in the most effective way. It is a matter of national security."

BENEDICTE BOREL
Building Integrity Team Leader and Country Officer for Georgia, NATO HQ
"The NATO BI Self-Assessment and Peer Review Process is a demand-driven process open to NATO Allies and partners. This is the backbone for the design of tailored support and embedding BI good practices and Discipline in the defence and related security sector, academies included".

LELA LASAREISHVILI
Head of the NATO Integration Unit, Ministry of Internal Affairs of Georgia
"BI self-assessment questionnaire is a very user-friendly tool to assess where the organization stands and where is it planning to go. Moreover, BI peer review process grants an opportunity to gather recommendations from distinguished NATO experts"

MAKA PETRIASHVILI
Deputy Head of HR Department, Ministry of Defence of Georgia
"I gathered a lot of new information on the NATO Building Integrity Trust Fund. Moreover, it is always interesting to have a first-hand interaction with people who actually manage the Programme and work in the NATO HQ."

NATO Liaison Office in Georgia

Enhanced NATO Building Integrity

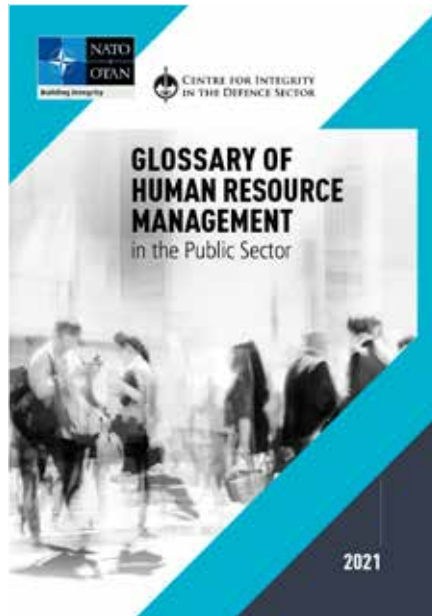
toolkit with a new publication and new language versions of existing tools

New: Glossary of Human Resource Management in the Public Sector

The NATO Building Integrity (BI) toolkit has a new effective learning tool – “Glossary of Human Resource Management in the Public Sector”. Developed by the Norwegian Centre for Integrity in the Defence Sector (CIDS), this new, quick and reliable reference material is designed for civil servants and public sector managers as well as individuals from civil society organizations and the media.

Human resource (HR) management is critical for building integrity. It is one of the main functional areas of the institutional framework of the public service. A robust and well-functioning system of HR management is indispensable for embedding the principles of integrity and professionalism in the defence and related security sector, reducing corruption risk and ensuring that corporate ethical leadership culture is well mainstreamed.

The development of effective and transparent personnel structures and practices in the defence forces is one of the main principles of defence institution building as elaborated in NATO’s 2004 Partnership Action Plan on Defence Institution Building. It is an inseparable part of



integrity-building and anti-corruption efforts and is one of the areas of analysis in the NATO BI Self-Assessment Questionnaire and Peer Review Process.

This glossary has been designed as a practical tool to guide NATO BI efforts in strengthening the focus on human resource management. It provides an easy reference for the broad range of terms and concepts used in this area. It is also a living document, given the dynamic nature of HR management as a growing field of research and practice. As such, the glossary can benefit from the first-hand expertise of researchers and practitioners and is expected to advance knowledge within the NATO BI community of practice.

This glossary, like other NATO BI key reference documents, will be made available in the two official NATO languages (English and French), as well as other languages in which NATO BI is implemented. It can be accessed from the NATO website: https://www.nato.int/cps/en/natohq/topics_182939.htm.

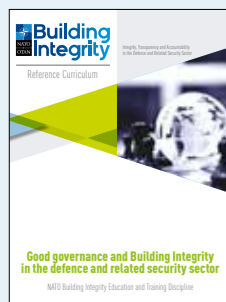
NEW LANGUAGE VERSIONS OF EXISTING PUBLICATIONS

We are pleased to inform you that new language versions have been made available for several of the NATO BI publications.

NATO Building Integrity Reference Curriculum

In addition to the two official NATO languages (English and French), this reference curriculum is now available in Arabic, Armenian, Dari, Georgian, Pashto, Russian, Serbian (both Cyrillic and Latin alphabets), Spanish, and Ukrainian. All available language versions can be accessed on the NATO website as follows:

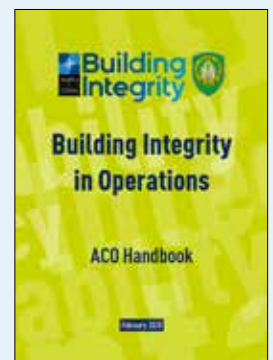
https://www.nato.int/cps/en/natohq/topics_149270.htm.



NATO Allied Command Operations Handbook: Building Integrity in Operations

In addition to the two official NATO languages (English and Published in 2020, this handbook is now available in new languages such as French, Georgian, Spanish, and Ukrainian. All available language versions can be accessed on the NATO website:

https://www.nato.int/cps/en/natohq/topics_176187.htm



Guides to Good Governance developed by the Norwegian Centre for Integrity in the Defence Sector

NATO Building Integrity continued to translate the full series of 10 guides developed by CIDS and recently made the full collection available in French, Arabic, Russian, and Ukrainian. Newly translated are also the first three guides in Georgian and the first one in Armenian. The aim is to have the series fully translated in Armenian, Georgian and Spanish by the end of 2021. All available languages can be found on the NATO website:

https://www.nato.int/cps/en/natohq/topics_177396.htm.

- Guide no. 01: Professionalism and integrity in the public sector
- Guide no. 02: Tackling conflicts of interest in the public sector
- Guide no. 03: Anti-corruption policies and agencies

- Guide no. 04: Access to information and limits to public transparency
- Guide no. 05: Managing the risks of real estate corruption and fraud in the defence sector
- Guide no. 06: Balancing openness and confidentiality in the defence sector: lessons from international good practice
- Guide no. 07: Public financial management
- Guide no. 08: On the needs and functions of Codes of Ethics
- Guide no. 09: Delegating decision-making – developing professional management in public institutions
- Guide no. 10: Guide on whistleblowing in the defence and security sector



BI Awareness Online Course now available in Spanish on JADL

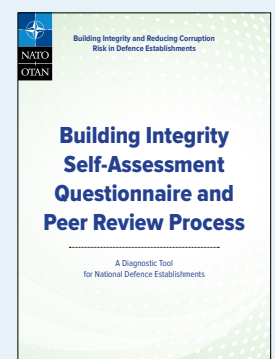
Last year, NATO BI made its NATO-wide mandatory training available in French and Russian. Starting in April 2021, the e-learning is available in Spanish and can be accessed via the NATO Joint Advanced Distributed Learning (JADL) under ADL.336.



NATO Building Integrity Self-Assessment Questionnaire and Peer Review Process

In addition to the two official NATO languages (English and French), this diagnostic tool for national defence establishments is now available in Arabic, Russian, Serbian (both Cyrillic and Latin alphabets) Spanish, and Ukrainian. All language versions are on the NATO website:

https://www.nato.int/cps/en/natohq/topics_118004.htm.



NATO BI DISCIPLINE SETS THE GUIDELINES OF THE NATO ADVISORY COURSE

The development of the NATO Advisory Course has restarted at full speed in January. Put on-hold due to the Covid-19 pandemic since last June, an enhanced group of subject matter experts has been meeting online every month since the beginning of the year to further advance the development of this course. Whilst the scope of this course in terms of content is broader than BI, it benefits from the key principles of integrity and accountability, and the ethical values carried

over by the NATO BI Discipline. For this reason, the decision was taken at the Annual Discipline Conference to include the NATO Advisory Course in the 2020 NATO BI Discipline Alignment Plan. NATO BI staff and subject matter experts, together with colleagues from the Operations Division, are leading this effort and contribute to the course's content sharing their specific experience in the design and delivery of strategic advising.

NATO Building Integrity and Stability Policing



On 19 February, NATO BI contributed for a second time to the course on "Introduction to Stability Policing for Leaders" conducted online by the NATO Stability Policing Center of Excellence in Vicenza, Italy. Building Integrity in Operations is part of the curriculum of the course and is included in the next course iteration scheduled for May 2021. Building Integrity is embedded into several NATO doctrines, including the Stability Policing doctrine.

In Memoriam: Master Sergeant Alojz Tovarović



We note with great sadness the loss of Master Sergeant Alojz Tovarovic of the Peace Support Operations Training Centre (PSOTC) of the Armed Forces of Bosnia and Herzegovina. As part of the PSOTC team of BI instructors, Alojz has contributed to the development of the NATO BI Discipline. He delivered BI training at

the residential courses on BI conducted at PSOTC in Sarajevo and as part of the joint NATO BI/PSOTC Mobile Training Teams. We enjoyed watching him train others on how to improve their defence institutions by making them more accountable, more transparent and more trustworthy. He excelled at explaining ethical dilemmas to different audiences. His work was a noble and worthwhile endeavour and we are grateful to him. We will miss his team spirit, collegiality and kind cooperation.

UPCOMING NATO BUILDING INTEGRITY EVENTS

29 April	NATO BI Georgia – Ukraine Peer-to-Peer Exchange
5 May	NATO Building Integrity: good governance in Security Sector Reform, lecture at the spring iteration of the European Security and Defence College (ESDC) SSR Core Course - Austrian Study Centre for Peace and Conflict Resolution (ASPR)
5 May	NATO Building Integrity: the impact of corruption on peace and security, and the importance of promoting integrity and accountability, lecture at the Regional Workshop on Strengthening Integrity in the Security Sector, organised by the Regional Anti-Corruption Initiative (RAI) and the Center for Security Cooperation in South Eastern Europe (RACVIAC)
14 May	Leadership and Building Integrity, lecture at the 72nd Session of Study at the Italian Defence Higher Studies Institute (IASD)
18-20 May	NATO BI Train-The-Trainers Programme on Building Integrity for Iraq (Module 2 - Week I)
20 May	Seminar on Mechanisms for Good Governance in the Defence and related Security Sector – Enhancing Institutional Effectiveness and Resilience, Centre for Integrity in the Defence Sector, Ministry of Defence of Norway
25-27 May	Train-The-Trainers Programme on Building Integrity for Iraq (Module 2 - Week II)
28 May	NATO Building Integrity in Operations and Missions, lecture to the Leaders Course at the Stability Policing Centre of Excellence, Vicenza, Italy
TBD May	NATO BI Requirements Review Workshop
May-June TBD	NATO BI Train-The-Trainers Programme on Building Integrity for Georgia (Module 1 - Week I)
1-3 June	NATO BI Train-The-Trainers Programme on Building Integrity for Iraq (Module 2 - Week III)
8-10 June	NATO BI Train-The-Trainers Programme on Building Integrity for Iraq (Module 2 - Week IV)
TBD June	Building Integrity in Human Resource Management course, Regional Department of Defence Resources Management Studies (DRESMARA)
14-17 June	Building Integrity in Peace Support Operations course, Peace Support Operations Training Center (PSOTC) of the Armed Forces of Bosnia and Herzegovina, Sarajevo
29 June	Safeguarding Integrity Standards in the Defence Sector in Times of Crisis, second webinar of the NATO BI Public-Private Partnership Initiative

Norway, United Kingdom, Switzerland and the European Union are members of the Steering Group of the BI Trust Fund.



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/>

 NATO Building Integrity

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