



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

Newsletter #15 - Summer 2022



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Editorial

As autumn has officially arrived, the NATO Building Integrity (BI) Team is pleased to share an overview of the main engagements that took place from late June to mid-September. These were realised with the members of the NATO BI Advisory Group (Norway, the United Kingdom, Switzerland, and the European Commission), NATO BI donors, countries and national institutions participating in the NATO BI Self-Assessment and Peer Review Process, BI Implementing Partners, and the BI Community of Practice.

During this period, NATO BI and NATO BI Subject Matter Experts were engaged in diverse consultations and derived capacity-building activities to further promote integrity and good governance reforms. On the next pages, you will discover our recent engagements, in particular with Iraq, Georgia, and Jordan.

We also continued the implementation of NATO Building Integrity within NATO as an organisation per the NATO Heads of States and Governments' decision taken at the Warsaw Summit with the endorsed NATO BI Policy. The main outcome over this reporting period is the launch of a new online course, the "NATO Building Integrity in Operations and Missions Interactive Online Course" designed for the NATO Command Structure. The development of this new tool reflects the excellent collaboration established for many years with the two NATO strategic commands, Allied Command Transformation (ACT) and Supreme Headquarters Allied Powers Europe (SHAPE), as well as with the Joint Forces Command Naples (JFCN). Additionally, NATO BI was invited to

contribute to a workshop organised by the NATO Anti-Fraud Community of Interest in early summer 2022. These different strands of work are essential to further strengthening the principles of integrity, transparency and accountability across the organisation.

Throughout the pages of this 2022 summer newsletter, readers will also note a couple of activities of a different nature that were conducted in cooperation with the Members of the BI Advisory Group. This included experts' meetings for advancing the NATO BI Academic Discipline and crosscutting initiatives, consultations with our counterparts and sister organisations, as well as consultations that relate to the governance structure of NATO BI at a time when we are approaching the end of Phase IV of the BI Trust Fund.

Before letting you discover these elements in more details, we are delighted to conclude these introductory lines by recalling two important decisions about integrity and good governance taken at the Madrid Summit by NATO Heads of State and Government. The 2022 Strategic Concept bolsters and reinforces NATO's political commitment to democracy and points out concrete ways in which democratic institutions should be protected and promoted. Indeed, the Strategic Concept identifies, inter alia, threats to our democracies and the importance of good governance in defending them. For the first time ever, weak governance is mentioned and the promotion of good governance is explicitly stated.

"We will enhance our individual and collective resilience and technological edge. These efforts are critical to fulfil the Alliance's core tasks. We will promote good governance and integrate climate change, human security and the Women, Peace and Security agenda across all our tasks. We will continue to advance gender equality as a reflection of our values."

NATO 2022 Strategic Concept, Paragraph 5, Purpose and Principles.

At Madrid, NATO Heads of State and Government also noted the 2020 – 2021 Implementation Report of the NATO Building Integrity Policy. This report includes a number of new actions that will lead to the development of new tools and policy work for Phase V (2023 – 2026), addressing the effective contribution of integrity and good governance to societal and institutional resilience, and to the protection of our shared values and democracies.

While work has already started on these key decisions, NATO Building Integrity is looking forward to welcoming all of you at the BI Conference at Egmont Palace in Brussels, Belgium on 7 to 9 December 2022. On this occasion, we will celebrate the fifteenth anniversary of NATO BI and International Anti-Corruption Day as well as address the near future of good governance in the defence and related security sector as decided at Madrid.



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**Integrity
Transparency
Accountability**

Iraq: NATO BI continues to engage with the Strategic Studies and Research Centre (SSRC)

On 22 June and 21 September, NATO BI in cooperation with NATO Mission Iraq (NMI) conducted two online conferences on “Prevention of Corruption and Building Effective, Efficient and Resilient Defence Institutions” for Iraq’s Strategic Studies and Research Centre (SSRC). This is the second and third event in a series of engagement with SSRC over the year.

In her presentations, NATO BI Officer Dr Nadja Milanova highlighted the need for a strategic approach to Building Integrity that is focused on leadership, norms and standards, institutional policies and procedures, and people. In the discussions, the importance of parliamentary control, laws and law enforcement, civil society and media oversight were emphasised as external tools that form part of the institutional strategic integrity framework. The main con-

clusions of the online exchanges focused on the overall objective of strengthening good governance and BI as a process of transformation aimed at establishing an institutional culture of integrity.

Mr Kyrre Knutsen, Senior Officer at the Ministry of Defence of Norway, presented the Norwegian perspective on BI in the defence and related security sector on 21 June, sharing his national experience with NATO BI with the SSRC representatives. He highlighted the importance of continuous and sustainable efforts in developing an institutional culture of integrity through a three-way approach that includes introducing a strong anti-corruption legal framework, establishing strong public institutions, and improving the mindset and attitudes at an individual level.



Participants from the Strategic Studies and Research Centre (SSRC) in Baghdad in the online workshop on 22 June 2022 with lectures by Mr Kyrre Knutsen, Ministry of Defence of Norway, and Dr Nadja Milanova, NATO BI. The workshop was chaired by the SSRC Dean (bottom left photo).

BI Friends of Iraq

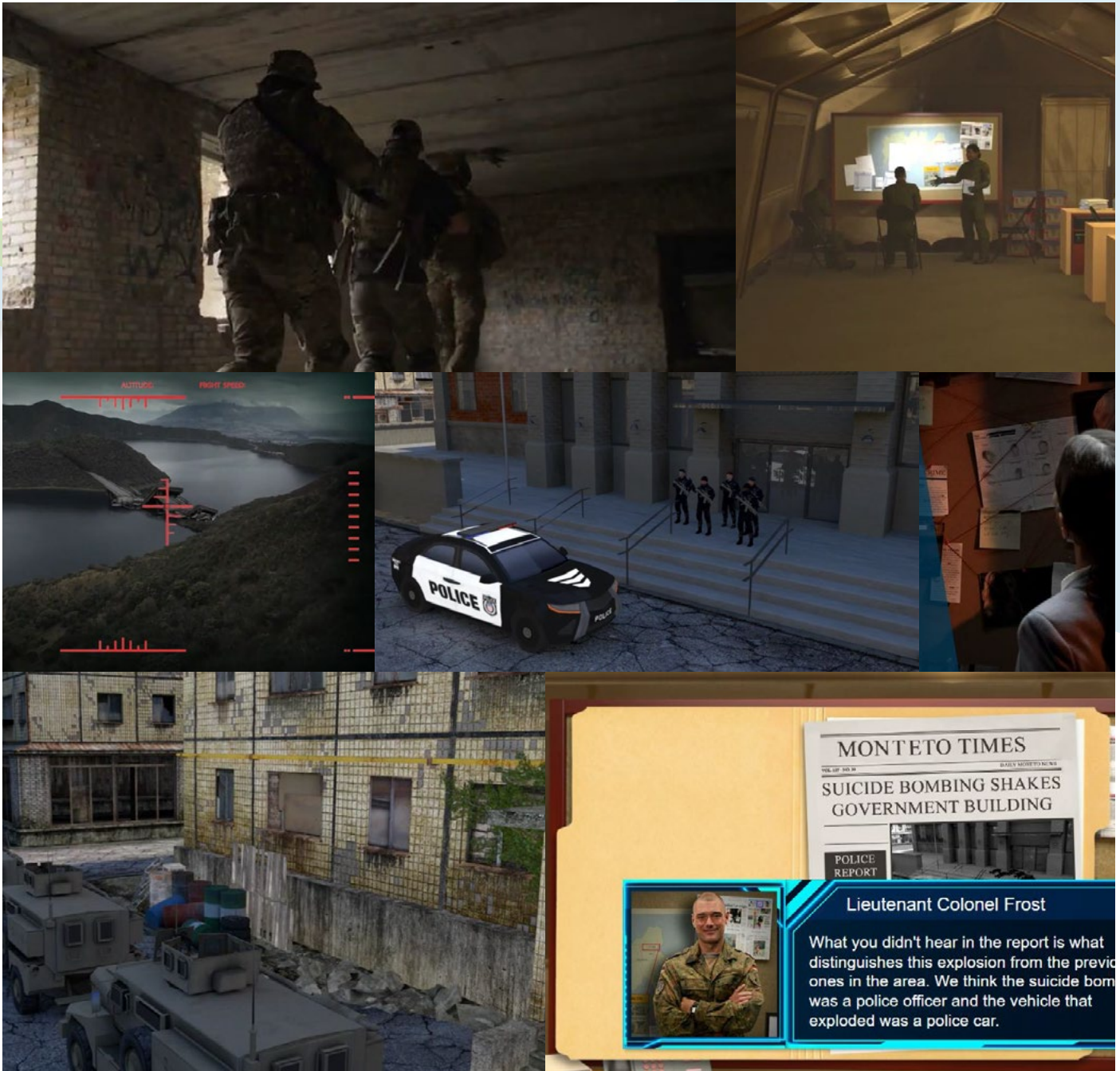
On 11 July, NATO Building Integrity launched the BI Friends of Iraq Initiative. In the presence of the Director of the Specialised Programmes Office of the NATO Mission Iraq, Colonel Aurelio Tassi, NATO BI convened a working lunch for interested NATO and partner countries. Discussions centred on the BI work within the NMI and the cooperation be-

tween NATO BI and the NMI in engaging Iraq’s Ministry of Defence on the BI Self-Assessment and Peer Review Process. The initiative will provide a platform to exchange views with regard to the progress of BI endeavours in Iraq to prevent corruption and strengthen good governance in the defence sector.

NATO Building Integrity in Operations and Missions Interactive Online Course

The NATO BI Team released a new online course titled "NATO Building Integrity in Operations and Missions Interactive Online Course". The course is available on the NATO Allied Command Transformation (ACT) Joint Advanced Distributed Learning (JADL) platform under reference ADL 436. It is designed to specifically enhance the awareness of the impact of corruption on the military and civilian staff to be deployed in missions and

operations. Its architecture that includes andragogic learning objectives will facilitate audience's knowledge and understanding of the importance of integrity and good governance at the strategic, operational and tactical levels to handle threats posed by corruption. The Building Integrity in Operations and Missions Interactive Online Course will be available in French in 2023.



Snapshots from the NATO Building Integrity in Operations and Missions Interactive Online Course.

NATO BI met with the NATO Anti-Fraud Community of Interest

On 28 June 2022, the NATO Anti-Fraud Community of Interest invited NATO BI to present its work and priorities for the months to come. During this presentation, the NATO BI Academic Discipline was also addressed. The NATO Anti-Fraud Community of Interest is composed of representatives of several NATO bodies: International Staff (Head of Internal Audit and Risk Management), NATO Communication and Information Agency (Fraud Prevention and Detection Manager), ACO SHAPE (Head

of Internal Audit), NATO Support Procurement Agency, and Allied Command Transformation. This Community of Interest's first achievement is the issuance of the NATO-wide Strategy on the Prevention, Detection and Response to Fraud and Corruption in January 2022. The NATO Anti-Fraud Community of Interest is currently actively involved in coordinating the implementation of the strategy's objectives by each NATO body.

Jordan: NATO BI launched the Peer Review Process for the Jordanian Armed Forces

On 5-7 June, NATO BI conducted the first visit to Amman, Jordan within the framework of the BI Self Assessment and Peer Review Process for the Jordanian Armed Forces (JAF).

NATO BI has cooperated with JAF since 2017. The cooperation took place firstly with regard to the implementation of the NATO commitments under the area of Human Resources Management of the 2017 Defence Capacity Building (DCB) Package for Jordan. Subsequently, the cooperation is a stand-alone area of cooperation within the 2021 DCB Package.

In 2018, the JAF decided to complete the NATO BI Self-Assessment and Peer Review Process. The submission of the Self-Assessment Questionnaire in November 2019 launched the BI evaluation of the JAF system. Specifically, NATO BI evaluated the main areas within the Self-Assessment Questionnaire: JAF's functional areas of Human Resources Management, Financial Budgeting and Planning, Procurement, Operations, and Engagement with Defence Companies. Discussion on the national anti-corruption strategies with a representative of the National Integrity Commission also took place.



The BI Peer Review Team meets with the Director of the Human Resources Directorate of the Jordanian Armed Forces (third from right). The Team includes (from left to right) Mr Kyrre Knutsen (Norway), Mr Jean-Marc Seignez (France), Dr Nadja Milanova (NATO BI), Mr Steven Prideaux (United Kingdom) and Mr Lars Hansen (Norway).

As a diagnostic tool, the Peer Review aims to identify good practices already in place and define areas that need improvement with concrete recommendations for further action.

Led by NATO BI, the Peer Review Team included experts from France, Norway and the United Kingdom, with Norway acting as the Peer of the Process.

NATO BI completed the Implementation of the BI-Gender/Women, Peace and Security Project

In September 2022, NATO BI completed its one-year project aimed at exploring the mutually reinforcing impact of BI and Women, Peace and Security and the integration of gender perspectives in BI work. The project has been implemented in cooperation with the Geneva-based Centre for Security Sector Governance (DCAF).

As part of the project, NATO BI organised two online events - with a group of academics on 23 November 2021 to analyse current knowledge gaps and to substantiate the link between BI and WPS through already existing research;

and on 3 March 2022, a workshop on “Building Integrity and Women, Peace and Security: Nexus and Mutually Reinforcing Impact” with national representatives and subject matter experts in order to exchange views on good practices and best strategies on integrating the two cross-cutting issues within national institutions of Allies and partners.

Following the exchanges and discussions, the DCAF experts Dr Megan Bastick and Ms Soléne Brabant examined the findings. On 15 September, Dr Megan Bastick presented their research within the framework of this project and their

conclusions to the Office of the Special Representative of the NATO Secretary General on Women, Peace and Security and to the Office of the Gender Advisor of the NATO International Military Staff. “Gender mainstreaming and achieving the goals of the Women, Peace and Security Agenda are necessary to build integrity in the security sector; and Building Integrity is needed to achieve the goals of the Women, Peace and Security Agenda”, highlighted Dr Bastick in her discussions with the NATO officials.

NATO BI continues the Implementation of the BI-SALW Project



The Minister of Defence of Bosnia and Herzegovina Dr. Sifet Podić, Brigadier General Mirsad Ahmić, Inspector General of the Armed Forces of Bosnia and Herzegovina and Dr. Nadja Milanova, NATO BI Country Officer for Bosnia and Herzegovina, in conversation at the NATO BI-SALW project launch event in Sarajevo on 12 April 2022.

In the summer period, NATO BI continued with the implementation of the project on “Developing institutional capabilities for good governance, accountability and prevention of corruption in the process of the life cycle management of small arms and light weapons (SALW) and their ammunition: lessons learned and good

practices from Bosnia and Herzegovina”.

On 29-30 June, the Ministry of Defence of Bosnia and Herzegovina¹ organised consultations with national stakeholders in Sarajevo for NATO BI and AMAT experts. Discussions focused on the national SALW Strategy and on the roles and responsibilities of national institutions in

its implementation. At a meeting at the Parliament led by the Parliamentary Military Commissioner, NATO BI had the opportunity to discuss the evolution of national approaches to SALW management, the implementation of the Dobož Agreement as one of the commitments under the Dayton Peace Accords, and the oversight role of the Parliament in this area with Parliamentarians.

On 7 July in Sarajevo, NATO BI Officer Dr Nadja Milanova met with representatives of the EU Force in Bosnia and Herzegovina (EUFOR), the Office of the Organisation on Security and Cooperation in Europe (OSCE) and the United Nations Development Programme (UNDP). Discussions focused on the role of international organisations and the coordination among them in the area of SALW management.

The project is implemented in cooperation with the Ministry of Defence of Bosnia and Herzegovina¹ and with the expertise of the Ammunitions Management Advisory Team (AMAT), an Initiative of the Geneva International Centre for Humanitarian Demining (GICHD) and UN SaferGuard.

1. See the interview with General Mirsad Ahmic, Inspector General of the Ministry of Defence of Bosnia and Herzegovina, in the Spring 2022 issue of the NATO BI Newsletter.

Building Integrity Consultations with Georgian Partners



From left to right: Ms Tea Nikolashvili, Director of the Defence Institution Building (DIB) School, Ms Maka Petriashvili, Deputy Head of the Human Resources Department of the Ministry of Defence, First Deputy Defence Minister Ms Lela Chikovani, and Mr Nikoloz Melkadze, Deputy Director of the DIB School, Ms Pirit Pikker, Deputy Head of the NATO Liaison Office, Ms Benedicte Borel, NATO BI Team Leader and Country Officer for Georgia, Mr Alexander Vinnikov, Head of the NATO Liaison Office, and Col. Rusen Abidinoglu, NATO Military Liaison Officer.

Ms Benedicte Borel, NATO BI Team Leader and Country Officer for Georgia, paid a visit to Georgia on 5-8 September 2022, holding consultations with Georgian institutions participating in NATO BI. The aim of this visit was threefold: reviewing the partnership, assessing the implementation of the 2022 tailored programme of cooperation for the first

semester, and addressing future priorities.

Meetings and consultations were conducted with First Deputy Defence Minister Lela Chikovani and representatives of the Ministry of Defence that lead the implementation of integrity and good governance reforms as well as with the leadership of the Security State

Services of Georgia and the Civil Service Bureau. The NATO Liaison Office of Georgia facilitated and participated in these meetings. Additional consultations were held with the leadership of the Defence Institution Building School focusing on the advancement and implementation of the NATO BI Academic Discipline.

First Module of the NATO Building Integrity Train-The-Trainer for Georgia

The first module of the NATO Building Integrity Train-The-Trainer Package for the Georgian defence and related security sector was provided on 5 – 8 September at the Defence Institution Building School of Georgia.

This Train-The-Trainer programme gathered fifteen selected professionals to be trained in the NATO BI Academic Discipline among which representatives of the Ministry of Defence and professional military education institutions as well as the Ministry of International Affairs. The week's curriculum focused

on the corruption risks and consequences in operations and the importance of integrity and good governance in operational contexts. This week-long course, provided designated trainers with a certificate upon completion of the training. This first module was supported by NATO BI Subject Matter Experts from Belgium, Bosnia and Herzegovina and Georgia, NATO Experts from the Brussels Headquarters and the Joint Forces Command Naples, as well as the Peace Support Operations Training Center of the Armed Forces of Bosnia and Herzegovina.

The first module of the NATO BI Train-The-Trainer Package was opened by Mr Alexander Vinnikov, Head of the NATO Liaison Office of Georgia. First Deputy Defence Minister Lela Chikovani offered a key note addressed to the selected trainers, recalling the past decade of the cooperation with NATO BI and today's increased importance of good governance, the rule of law and democratic values. Ms Benedicte Borel, NATO BI Team Leader and Country Officer for Georgia, also contributed to the course.



First Deputy Defence Minister Ms Lela Chikovani and Ms Benedicte Borel, NATO BI Team Leader and Country Officer for Georgia addressing the audience of the BI TTT Module 1.



Ms Benedicte Borel, NATO BI Team Leader and Country Officer for Georgia, addressing the audience of the BI TTT Module 1.



Ms Tea Nikolishvili, Head of the Defence Institution Building School, LTC Omso Hasic, Peace Support Operations Training Center of the Armed Forces of Bosnia and Herzegovina (PSOTC), Brig. Gen. (ret.) Enes Husejnovic, NATO BI Subject Matter Expert, LTC Rasid Kasumovic, PSOTC and MAJ Vladimir Cuca, PSOTC.

Internal Audit Week Training for Georgian Governmental Agencies



Mr Alexander Vinnikov, Head of the NATO Liaison Office, opening the Internal Audit week.

On 5-8 September, NATO Building Integrity supported the annual conduct of the Internal Audit week training held at the Defence Institution Building School of Georgia. During this week-long training, two seminars of two days each followed by a tailored train-the-trainer day were offered to auditors from diverse governmental agencies. During this week, the audience focused on the components of the auditing employee health, welfare and wellbeing and were introduced to the auditing topical IT risks. Ms Benedicte Borel, NATO Building Integrity Team Leader and Country Officer for Georgia, also provided a lecture addressing the interlinkage between internal audit and Building Integrity. Mr John Chesshire, certified auditor of the United Kingdom Ministry of Defence conducted the 2022 NATO Building Integrity Internal Audit week.

NATO BI met with its European Union Counterparts in Georgia



Meeting at the EU Delegation Office with Ms Evija Kotan, European External Action Service (EEAS), Ms Benedicte Borel, NATO BI, Ms Lali Chekhetia and Ms Agata Nieboj, both EEAS.

On the occasion of her visit to Georgia, Ms Borel, together with the Deputy Head of the NATO Liaison Office of Georgia, Ms Pirit Pikker, had a meeting with representatives of the European Union and European External Affairs Service to present the current priorities of the NATO Building Integrity programme in Georgia, coordinating and aligning respective efforts.

The European Union is a member of the BI Advisory Group for its fourth Phase (2019 – 2022) together with Norway, the United Kingdom and Switzerland. The EU is an important actor in the implementation of the NATO BI tailored programme of cooperation with Georgia.

The NATO Liaison Office of Georgia facilitated a meeting for NATO Building Integrity and representatives of the civil society of Georgia. This meeting focused on national reforms towards the fight against corruption and the essential role of NGOs in this endeavour.



**Defence Academy
of the United Kingdom**

On 14 September, under the aegis of the Joint Delegation of the United Kingdom to NATO, consultations between the UK Defence Academy and NATO Building Integrity were held to review respective efforts towards integrity and good governance and foster collaboration. The UK is a founding member of the NATO Building Integrity Trust Fund and the UK Defence Academy has been playing a key role in contributing to integrity and good governance through its bilateral programme and in-kind contribution to NATO Building Integrity.

Kick-off of the European Union Commissioned Results Oriented Mission

On 16 September, NATO Building Integrity and the members of the NATO BI Trust Fund Advisory Group – Norway, the United Kingdom and Switzerland met with external consultants commissioned by the European Union to address the European financial contributions to the BI Trust Fund. This day review marks the start a series of

additional consultations with representatives of countries benefiting from the specific NATO BI – EU partnership and the NATO BI Team. This specific exercise is particularly important at the eve of the closure of Phase IV of the BI Trust Fund (2019 – 2022).

NATO BI at the 47th Coordination Committee of the South-East Defence Ministerial Process (SEDM)

On 20 September, NATO BI Officer Dr Nadja Milanova addressed the 47th Meeting of the Coordination Committee of the South-East Defence Ministerial Process (SEDM). Under the Sofia Chairmanship (2021-2023), the national representatives of the SEDM participation countries met in Sofia to discuss the SEDM commitment to several strands of work, including Building Integrity. The cooperation between NATO BI and SEDM in this area was high-

lighted, dating back to 2012 when the SEDM Ministers of Defence approved the BI Project at their meeting in Sarajevo, Bosnia and Herzegovina. The role of regional implementing partners such as the Peace Support Operations Training Centre (PSOTC) of Bosnia and Herzegovina was emphasised as well.



**TRANSPARENCY
INTERNATIONAL**
the global coalition against corruption

On 14 September, Transparency International UK Chapter and NATO BI had a virtual meeting to address the mid-year cooperation and review their priorities. TI UK has been an active member of the NATO BI Community of Practice since the inception of the NATO BI Initiative.

BI DISCIPLINE

Building Integrity in Peace Support Operations Course, PSOTC Sarajevo, 27 June – 1 July 2022



Group photo of participating officers at the PSOTC in Sarajevo, 1 July 2022.

After delivering training online over the last two years, the Peace Support Operations Centre (PSOTC) in Sarajevo, Bosnia and Herzegovina resumed its in-person courses this summer. On 27 June - 1 July, PSOTC conducted its NATO certified course on Building Integrity in Peace Support Operations for officers and civilians from NATO structures, NATO countries and partners, in particular Armenia, Bosnia and Herzegovina, Georgia, Jordan, the Republic of Moldova, and Tunisia,

The course aims at developing capacity to identify corruption risks. The course teaches mitigation measures and BI approaches within the context of missions and operations. As a foundation, the course provides background on identified challenges and lessons learned. The learning process is reinforced by sharing national experiences among participants from multiple countries and regions. Participants also partake in scenario-based case studies and role plays led by the PSOTC trainers and instructors.



Instructor giving a lecture to participants during the Building Integrity in Peace Support Operations Course.

Building Integrity for Senior Non-Commissioned Officers, PSOTC Sarajevo, 12-16 September 2022

On 12-16 September, the Peace Support Operations Centre (PSOTC) in Sarajevo, Bosnia and Herzegovina conducted its NATO certified course on Building Integrity for Senior Non-Commissioned Officers (NCOs). The aim of the course is to raise awareness of corruption and promote integrity by strengthening the leadership and management skills of Senior Non-Commissioned Officers in order to enhance their professionalism, competency, and effectiveness in national and multinational working environments.

Conducted in a face-to-face format, the course included keynote speeches, interactive lectures, a role-play, and a case study. The main focus was on strengthening integrity and reducing the risk of corruption; concepts of transparency and good governance; and on how to promote and embed transparency, accountability, and integrity in military practices including in the context of peace support operations and missions.



Impressions of participants during the Building Integrity for Senior Non-Commissioned Officers at the PSOTC in Sarajevo.

BI PUBLICATIONS

Guides to Good Governance

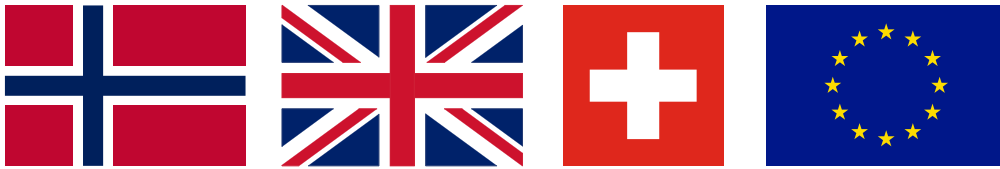


NATO BI is advancing with the translation of new Guides to Good Governance into the Romanian language. The full series of 10 guides in this language version is now available at: https://www.nato.int/cps/en/natohq/topics_177396.htm. We invite you to consult the other language versions, namely English, French, Arabic, Armenian, Dari, Georgian, Pashto, Russian, Spanish, and Ukrainian.

UPCOMING NATO BUILDING INTEGRITY ACTIVITIES

26-30 September	NATO Building Integrity Peer Review Process, First Visit, Chisinau, Republic of Moldova
6 October	Meeting of the NATO Building Integrity Advisory Group
8-13 October	NATO Building Integrity Peer Review Process, Second Visit, Amman, Jordan
12 October	NATO Building Integrity Annual Discipline Conference, at the Norway House, Brussels, Belgium and online
13 October	Experts Meeting on the BI in Operations Course
19 October	BI Lecture at the ESDC Security Sector Reform Core Course - at the Austrian Study Centre for Peace and Conflict Resolution, Stadtschlaining, Austria
20 October	BI Round Table at the Italian High High Institute of Joint Force Staff Course (online)
24-25 October	EU Results Oriented Mission – Georgia
4 November	EU Results Oriented Mission – Ukraine (online)
7-11 November	NATO Defence Leadership in Building Integrity Course at NATO School Oberammergau, Germany
9 November	EU Results Oriented Mission with participants of the NATO Defence Leadership in Building Integrity Course in Oberammergau
10-11 November	Educational Peer Exchange Tour for the Tunisian Ministry of National Defence to the NATO School Oberammergau, Germany
13 – 18 November	NATO Anti-Fraud Week
21-23 September	NATO Building Integrity Course (Mobile Training Team) at the Headquarters of the South-Eastern European Brigade (SEEBRIG), Kumanovo, North Macedonia
7-9 December	NATO Building Integrity Conference at Egmont Palace, Brussels, Belgium
9 December	International Day against Corruption
13-16 December	NATO BI Discipline: NATO Advisory Course (Pilot) at NATO SFA COE, Rome, Italy

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




Further information

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