



TABLE OF CONTENT

1. Foreword
2. Interview with the head of the mission of Switzerland to NATO, ambassador Christian Meuwly, on 10 years of building integrity
3. The Norwegian perspective on Building Integrity, by Per Christensen, director of the Norwegian centre for integrity in the defence sector (CIDS).
4. Montenegro, an active partner and a valuable member
5. Georgia joined the NATO BI programme in 2012, since then the engagement never failed.
6. NATO Building Integrity Program: The Role of Peace Support Operations Training Centre (PSOTC), Armed Forces of Bosnia and Herzegovina
7. BI on Public Private Partnership, NATO BI Team discusses with defence industry representatives
8. NATO BI action plan; implementing the NATO BI Policy

Foreword

Ambassador Alejandro Alvargonzález NATO's Assistant Secretary General for Political Affairs and Security Policy

In November 2007, NATO and partner Ambassadors met to discuss the importance of defence institution building and the challenges of developing practical tools to strengthen good governance in the defence and related security sector. These exchanges led to the creation of a network of institutions and subject matter experts aimed at building capacity. This marked the beginning of the NATO Building Integrity (BI) Programme and laid the foundation for a decade of development and innovation part of the NATO's overall efforts to project stability beyond its borders.

The BI Self-Assessment and Peer Review Process was among the first of the BI tools developed and remains at the heart of the BI programme. In May 2012, the decisions taken at the Chicago Summit led to the establishment of BI as a NATO education and training discipline. At the Warsaw Summit, in July 2016, Allies reaffirmed their conviction that transparent and accountable defence institutions under democratic control are fundamental to peace and stability and endorsed the NATO BI Policy. At the end of 2016, Allies agreed an action plan for embedding the NATO



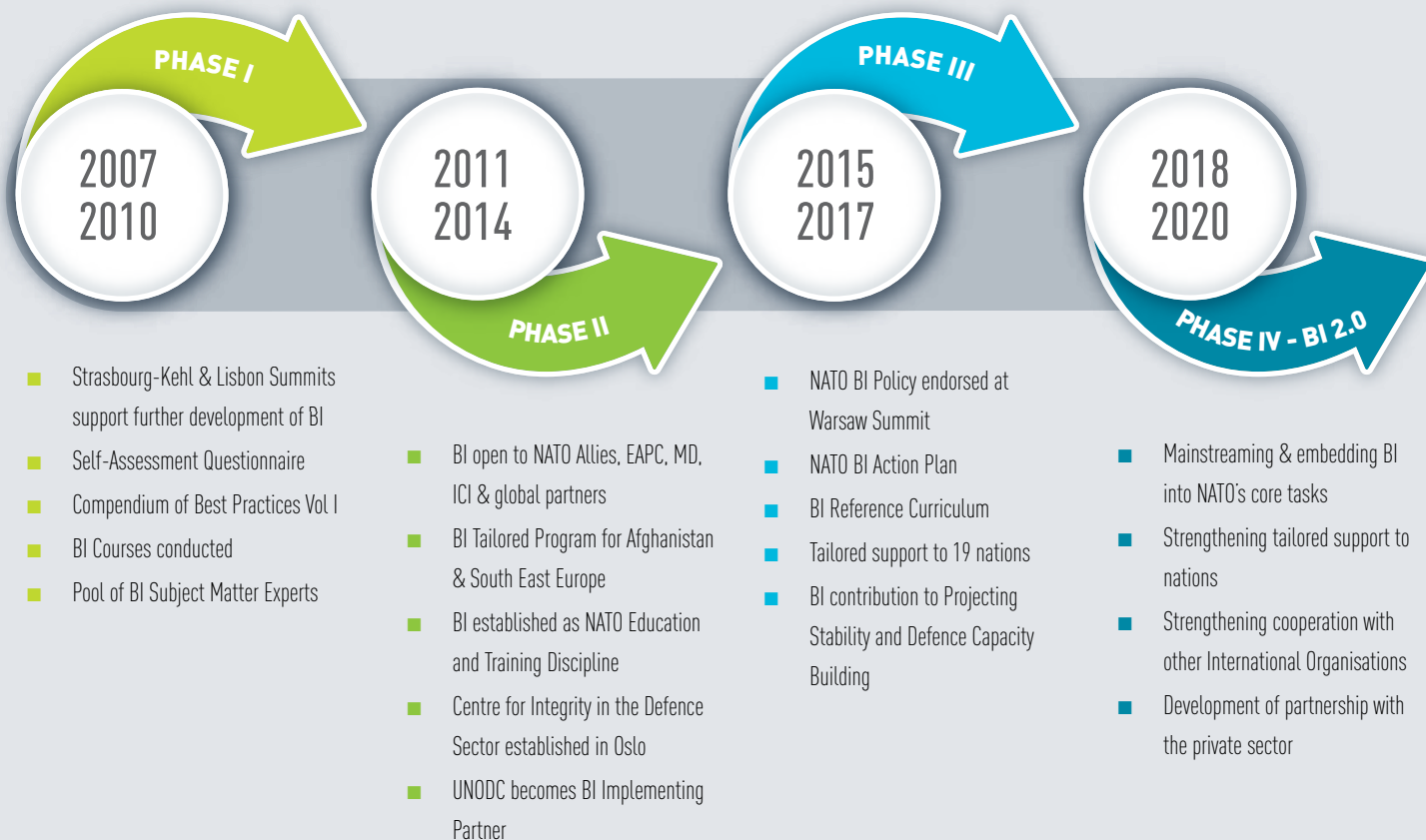
BI Policy into the core tasks of the Alliance. These decisions provide a firm foundation for the future BI agenda to be discussed at the upcoming BI 2017 Conference in Washington DC.

Allies recognise that security, rule of law and sustainable development are interwoven and increasingly require greater international cooperation. The efforts of the NATO civilian and military staff, on behalf of Allies, complement the UN 2030 Agenda for Sustainable Development and good governance efforts of other international organisations. I am encouraged by the response of other international organisations to NATO's added value.

The number of nations making use of the BI tools and activities to strengthen transparency, accountability and integrity in the defence and related security sector continues to grow. The 2017 BI Conference provides further opportunity to take stock of lessons learned and to explore opportunities for the future.

Poor governance and corruption complicate many security challenges and undermine peace, security, prosperity and operational effectiveness. I encourage conference participants to come to Washington DC with practical ideas to shape the BI agenda for 2018-2020.

10 YEARS OF NATO'S BUILDING INTEGRITY PROGRAMME





Ambassador Christian Meuwly: Building Integrity nowadays is a key pillar of NATO's action.

1. Switzerland is a valuable partner of NATO and a key contributor to the Building Integrity Programme. This year we will mark the 10th anniversary of the NATO Building Integrity Programme. As one of the main contributors to this programme, what in your opinion has been achieved so far?

Indeed, I am glad to say that Switzerland supported the Building Integrity Programme and Trust Fund since its very beginning. We do so because we are convinced that by fighting corruption in the Defence Sector, we strengthen democratic Defence Institutions and thus promote Good Governance and the respect of Principles of Rule of Law. NATO itself has recognized the link between good governance and increase security

The Building Integrity Programme and Trust Fund have come a long way in those ten years. What started as an ambitious initiative is nowadays a key pillar of NATO's action. This is in my view the main achievement of NATO Building Integrity in the last ten years: it has been largely incorporated - or you might say "mainstreamed" - into NATO's missions, operations and different country projects. If we look at regions and projects, we also see a major achievement: In 2011, Switzerland supported the development of the Building Integrity Programme for

South Eastern Europe. This programme was successfully completed in 2015. But the knowledge and networks built up at that time still remains active and has in fact been incorporated into regional efforts, mostly under the leadership of Bulgaria.

2. In 2016 at the Warsaw Summit Heads of States and Government endorsed the BI policy and BI programme with an ambitious agenda is engaged to make this policy operational. Swiss is committed to continue to play a leadership role. Why this is important to you and what is the added value of the policy?

From a Swiss perspective, transparent and democratic institutions are the foundation for everything. Without it, no reform efforts and no financial or political support to a country is sustainable. The effect of corruption reminds me of those pens filled with vanishing ink: You can write a beautiful phrase on a paper but within a few seconds that phrase simply disappears. I personally am convinced that we must put more energy into fighting corruption, both in transitioning states and in established democracies.

You are asking about the main added value of the Building Integrity Policy adopted at the NATO Summit in Warsaw. In my view there are two

elements to be highlighted: On the one hand, NATO is a leader in initiating and supporting reforms of Defence Institutions - both in Allied and Partner countries. Yet also, NATO is a result-oriented organisation. Hence the operationalisation (or practical implementation) of the concept of Good Governance is essential. Let's look at current topics and Initiatives here at NATO - Projecting Stability or the Defence Capacity Building Initiative. These are both cross-cutting initiatives that operate on different levels and on different topics. Thanks to the Building Integrity policy, Good Governance is systematically integrated in all of NATO's efforts. And that in my view is the main goal of any policy - to create a clear framework and guidance for action.

3. As the program is shaping its work for the next phase 2018-2020 what do you envisage as main challenges ahead?

For the fourth phase of the Building Integrity Programme I would say the main challenge will be to keep the achievements made in the last ten years. The concept of Good Governance must be understood, lived and shared. And with every new generation, every change of personnel, this process must be repeated.

As for new grounds, I believe the MENA region certainly could play a more important role in the future. Switzerland remains committed to the Building Integrity Programme and to the Building Integrity Trust Fund. And we are proud to contribute to the efforts undertaken by NATO through the Geneva Center for Democratic Control of Armed Forces (DCAF), which, since its beginning in the year 2000 has investigated and documented best practices in the oversight of Armed Forces, Intelligence Services, Border Guard systems and the Police.

With that, let me congratulate NATO - and the driving forces here at NATO HQ - for the 10 year anniversary of the Building Integrity Programme.

From the Norwegian perspective, Building Integrity is important as the Alliance forms a crucial arena for Security and Defence Co-operation

After ten years of existence, the Building Integrity (BI) programme in NATO is more relevant than ever. It started as a defence reform programme aimed at Partnership for Peace nations to build solid defence institutions. Over time, it has evolved, and stands today as a comprehensive and sound policy “at 29”. Norway is one of the founding members of the BI-initiative and remains committed to a discipline that is increasingly important to NATO. Corruption must be fought by building solid institutions and improving governance over time. This is the case for all, also low risk countries.

Article two of the North Atlantic treaty states that:

“The Parties will contribute toward the further development of peaceful and friendly international relations *by strengthening their free institutions*, by bringing about a better understanding of the principles upon which these institutions are founded, and by promoting conditions of stability and well-being.”



The new BI policy approved at the Warsaw Summit last year operationalises this fundamental article. Many tend to forget that NATO is a value-based organisation and that it is our common values that ultimately keep it together. One of these is the “free institutions” mentioned in article 2. We could add to that list, democratic and solid institutions that are resilient when faced with hostile influence seeking to destabilise democracies. With the emergence of hybrid warfare, this point has become more important than ever. Hybrid warfare calls for no investments in heavy equipment and is aimed at effectively damaging the very core of a democracy; its free institutions. In a country with fragile state institutions, an adversary can apply relatively small amounts of resources to corrupt the civil service and thereby destabilize the state. Hence, defence is also solidifying state institutions through building integrity; ensuring good governance through prevention of corruption. This very discipline may not take precedence for NATO in securing territorial defence, but remains essential as one of the core values that keep the nations in NATO together. From the Norwegian perspective, the latter point is one that we must also keep in mind.

Still, Norway thinks that BI is not only important to partners, even if it may be strongly called for among some of them. It is also important to Allies. BI needs to be incorporated in the core processes of the Alliance, such as defence planning. Realizing that there may be issues that often will appear to outweigh BI in importance, allies, as well as partners, need to be accountable to each other, and mindful of efforts that will seek to strengthen their defence institutions.

Moreover, in operations, the Alliance needs to consider BI as an issue of strategic importance. We

think troops and headquarters need to be trained to handle corruption in areas with fragile institutions. If not, they may commit crimes, fuel corruption and undermine the political objective they were sent to resolve; to promote a democratic development in a failed or corrupted state. If trained well, troops will be aware of the legal limits and be less likely to waste resources on corrupting local people. NATO will also in the future be involved in operations in which BI needs to be part of the training. We have learned that corruption and poor governance will remain rampant in many areas.

We think the new policy is an important step to mainstream BI in NATO. It is aiming at tackling future challenges and underlines that democracy is far more than the capability to win wars by traditional military means. It is also about democracy itself, needing solid institutions to survive. It does not help to defend your borders if there is nothing of value inside them worth defending.

From the Norwegian perspective, BI is important as the Alliance forms a crucial arena for security and defence co-operation. NATO promotes common values, such as freedom, democracy and rule of law. The absence of corruption is embedded in these values. Our BI policy underlines the link between corruption and instability, economic development, peace and security.

BI has been important, but should for reasons spelled out here take up an even larger role in the years to come, for us all, Allies as well as partners.



Per Christensen
Director of the Norwegian
Centre for Integrity in the
Defence Sector (CIDS)

Montenegro: an active partner and a valuable member

In June 2017 Montenegro became the 29th member of NATO. This new Ally will carry forward the experience it has gained throughout the years as an active partner within the EAPC and as a participant of a wide range of NATO's partnership mechanisms and frameworks including Building Integrity (BI).

Montenegro has embraced the idea and the philosophy and has participated actively in the BI Programme

Montenegro has embraced the idea and the philosophy of the NATO Building Integrity Programme from the very beginning and has participated actively in benefiting from its Tailored Programme for South East Europe since it was launched

in December 2012. Recognizing that BI is a process that requires consistent efforts at all levels, the Ministry of Defence of Montenegro has systematically followed through all steps of the BI Self-Assessment and Peer Review process, demonstrating political commitment at the highest level and sustained work at the middle management and the staff levels.

Simultaneously Montenegro has contributed to the growing BI Community of Practice by remaining actively engaged in BI events, participating in NATO BI Education and Training activities and hosting a number of BI related activities, workshops and seminars.

For the NATO BI Team, it has been an excellent experience to work with the Montenegrin colleagues. Walking together in their path toward membership and witnessing their achievements has been a unique opportunity for the programme.

Their participation has brought added value to the programme and we are looking forward to continue our cooperation and to work together with them as a NATO member.

As a new NATO member, Montenegro will continue to support the NATO BI Policy

I have a great pleasure to extend the congratulations to the NATO Building Integrity Team for successfully completing ten years of the NATO Building Integrity Programme. My pleasure is even greater, bearing in mind that the Montenegrin defence sector has already been participating in this initiative since 2012.

During the last decade, Montenegrin defence sector has been reformed, both in the organization and the structure. The fight against corruption was set up as a high priority on our reform agenda. Enrolment of the Ministry of Defence of Montenegro to the NATO Building Integrity Programme was a milestone in improving our capacities so as to strengthen the integrity, accountability and transparency in the defence sector. As part of our efforts to mainstream BI, in 2014, we introduced "Integrity Development" as one of our Partnership Goals. Through dialogue, exchange of experience and education and training, the NATO BI Programme provided us with necessary expertise and capability to prepare our first Integrity Plan 2014-2016. This Action Plan was based on proven values, norms, principles and identified good policies. Tremendous political will by the Government of Montenegro in a synergy of constant support provided by the NATO BI Team and our Norwegian partners contributed to the Ministry of Defence of Montenegro, in terms of pursuing a policy primarily focused to preventive actions aimed at reducing the risk of corruption in our defence sector.

Nowadays, as a new NATO member, Montenegro is going to continue supporting the NATO BI Policy and stands ready to



share our experience and capability with the Allies. Currently, we are in the process of a new cycle of self-assessment and drafting the second Integrity Plan of the Ministry of Defence and Armed Forces of Montenegro, which will cover the next two-year period. I am confident that a dedicated and focused work within the subject area shall be continued in order to assure high level of integrity, professional standards and principles of good governance within the Montenegrin defence institutions.

*From Mr. Ivica Ivanovic,
Director of the Policy Defence Directorate in
the Ministry of Defence of Montenegro*

Georgia and The BI Programme

NATO supports the wide-ranging democratic and institutional reform process underway in Georgia. Particularly in the area of defence and security sector reform, NATO and individual Allies have considerable expertise upon which Georgia can draw. Cooperation in this area was given a significant boost at the 2014 NATO Summit in Wales, where Allied leaders endorsed a Substantial NATO-Georgia Package (SNGP), including defence capacity building, training, exercises, a strengthened liaison, and opportunities to develop interoperability with Allied forces.

Building Integrity is one of the programmes of cooperation offered to individual countries. Since Georgia joined the NATO Building Integrity Programme in 2012 its engagement never failed, not only in absorbing and implementing projects, but at the same time contributing to the Programme in sharing experiences and the expertise accumulated during this period of time. The programme provides practical assistance and advice for strengthening integrity, transparency and accountability and transparency in the defence and security sector. It consists and is developed in two main levels of assistance; Institutional: focused primarily in defence and security institutional reforms and individual focused in developing Building Integrity discipline in Defence Educational Institutions. As a result, in 2013, Georgian Ministry of Defence developed “Integrity Plan” for the Ministry of Defence and Georgian Armed Forces.

Another key objective of NATO-Georgia relations is Training and Education and Building Integrity is part of it. The Ministry of Defence introduced Building Integrity courses for all newly recruited personnel of the defence sector and further more now the courses are open to security sector’s employees. This good practice is noteworthy.

With the support of the Human Resources Department of the Ministry



In 2012 Georgia joined the NATO Building Integrity Programme, since then the engagement never failed.

of Defence and built on the successful Professional Development Centre of the Ministry, Building Integrity educational aspects are now part of the Defence Institution Building School educational programme in Georgia. The DIB School was established in July 2016 with a BI course as kick-off and now has the objective to become a Building Integrity hub for the region and is developing its own courses.

Since 2015, NATO BI in Peace Support Operations courses are taking place for representatives of the Georgian Armed Forces. Since 2016, this course is fully integrated in the national PDTs.

In 2017, for the first time the Head of the HR Department participated in the course as a trainer following his participation in various trainings and educational activities abroad. “The enthusiasm and positive spirit of participants in the course allowed them to benefit from an enhanced understanding of the common

schemes, detection techniques and methods of preventing occupational fraud”, said Mario Quarta, Head of Internal Audit at NATO Communication Information Agency, who gave a lecture at the BI in Peace Support Operations course last June.

At the same time Georgia contributes significantly to the BI Programme sharing national experiences and good practices. As such, former Deputy Defence Minister for HR and Education, Ms. Tamar Karosadnize participated in the NATO BI – led Peer Review visit in the Republic of Moldova; HR Representative regularly participates in BI seminars and professional development events including in the military and security academies of Ukraine, as well as in Armenia, Kazakhstan and The Kyrgyz Republic. In 2014, the Ministry of Defence organised an executive seminar for senior leaders of the MOD and GAF in which representatives of the Azeri Ministry of Defence were invited and participated.

Implementing Partner: PSOTC

The Role of Peace Support Operations Training Centre (PSOTC) in Building Integrity Programme

The PSOTC (Peace Support in Operation Training Centre) in Bosnia and Herzegovina is one of the implementing partners of NATO Building Integrity Program since its early beginning and remains an important centre for the BI Education and Training dimension.

"PSOTC has been involved in the BI initiative since 2008, firstly hosting NATO-run courses for OF-5 level as well as being a capacity development platform in this area" says Dr. Jasmin Cajic, Colonel of B&H Army, and Commandant of the Centre. "Currently, with the support of the NATO BI Team, PSOTC delivers BI education and training in the form of residential courses as well as through engagement of the Mobile Training Team" he explains

The Centre already runs two residential NATO approved courses on BI. Building Integrity in Peace Support Operations Course (BIPSOC) intended for military OF2-OF4 and civilian and police equivalent which is developed in close cooperation with the Naval Postgraduate School, Monterey, United States and Building Integrity for Senior NCO Course intended for military OR7-OR9. Those courses are developed in close cooperation with NATO BI Team.

The aim of the courses is to raise awareness of corruption and promote integrity by strengthening the leadership and management skills in order to enhance professionalism, competency and effectiveness in national and multinational working environment. Both of them are delivered through a balanced combination of lectures, syndicate discussions and scenario-driven exercises. These exercises simulate the operational environment in both NATO-led and UN-led Peace Support Operations.



In addition to the residential courses, PSOTC established the Mobile Training Team (MTT) offering in-country courses on Building Integrity. PSOTC MTT in coordination with BI Team, has reached target audiences in the region and beyond. Through MTTs last two years PSOTC has deployed and delivered three courses in Georgia, three in Ukraine, one in Montenegro, and one in the former Yugoslav Republic of Macedonia*.

At the same time, PSOTC personnel support NATO BI Discipline development by participating and contributing in various activities such as the Annual Discipline Conference, BI seminars and workshops.

"We think that these activities and cooperation with the NATO BI Team are seen not only as a privilege which PSOTC is given to support the NATO Building Integrity Programme, but also as a great opportunity to demonstrate competence and quality of education and training PSOTC deliver" highlights the commandant of the centre Dr. Jasmin Cajic emphasising that: "This is one of the promoting ways of PSOTC as a NATO-accredited training centre from Bosnia and Herzegovina. This represents the way to support the overall aspirations of Bosnia and Herzegovina towards Euro-Atlantic integrations and efforts to transform the country from a "security consumer" to a "security provider"."

PSOTC facts and numbers

The PSOTC, as a Partner Training and Education Centre (PTEC) since 2007 and one of five Regional Training Centers, on average conducts up to 30 education and training events per year, out of which 15-17 different residential and 6-8 international PSO related courses through deployment of its MTT. The Centre currently delivers six NATO certified courses as "NATO Selected" ones.

In the last ten years, the Centre trained over 6500 military, police and civil servants/students from more than 40 NATO and Partner nations (Annual average is cca 600 students; 25% are international students). In 2012, the PSOTC certified UN Police Course with the UN and at the same year, the Centre received accreditation from Sarajevo University for Euro Atlantic Security Course and Media Management in PSO Course in accordance with Bologna Process as postgraduate elective subjects (worth of 6 ECTS). The Centre received Full Training Capability Certificate from the US State Department in 2014.

The last but one of the highest achievements of the Centre was NATO Institutional Unconditional Accreditation for Quality Assurance as of May 2016.

Short history

Peace Support Operations Training Centre (PSOTC) the Armed Forces of Bosnia and Herzegovina (AF BiH) is located nearby Sarajevo, Bosnia and Herzegovina. The Centre was established in 2005 as an international joint venture of 18 partner countries, led by the UK with the purpose of delivering world class peace support training to the staff officers of the AF BiH deploying on international peace missions. Since then, the Centre evolved into internationally recognized education and training institution that extended its mandate to train international participants, military, police officers and civilians. The Centre was handed over to the AF BiH by the end of 2012, while still preserving its international profile by having international instructors on its staff and by training international students. Current partner nations that deploy its members permanently to PSOTC are: Albania, Austria, the former Yugoslav Republic of Macedonia*, and Turkey.

A number of partner nations provide financial support to the Centre, namely Denmark, Norway, United Kingdom and United States. In addition, partner organizations such as NATO HQ, EUFOR, UN and OSCE provide financial and in kind support to certain projects. Number of international and national academic partner organizations support and cooperate with PSOTC by delivering joint courses (GCSP and University of Sarajevo) and through instructor's exchange (George C. Marshal Centre, PTECs and Western Balkan Regional Training Centres). The Centre has approximately 45 members (international and national, military and civilian), out of which 15 permanent Directing Staff members (instructors).

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

Nato Building Integrity Action Plan

Implementing the Nato Building Integrity Policy

Following the endorsement of the Building Integrity (BI) Policy by NATO Heads of State and Government, at the 2016 NATO Summit held in Warsaw, Allied Foreign Ministers noted the BI Action Plan at their meeting at NATO HQ in December 2016.

The BI Action Plan supports the implementation of the NATO BI Policy, providing a structured approach across NATO's political and military lines of activity. The BI Action Plan provides a framework for a more strategic approach to embedding BI and good governance in the defence and related security sector. This effort takes into account NATO's three core tasks: Collective Defence, Crisis Management and

Cooperative Security. In line with NATO's Comprehensive Approach, the plan also recognises the multidimensional aspects of BI aimed at fostering further cooperation with international organisations and civil society.

The implementation and review of the NATO BI Action Plan is led by the Political Affairs and Security Policy Division. In taking this work forward, the NATO IS work in close cooperation with NATO civilian and military authorities, Allied nations, partner countries as well as a growing community of practice of subject matter experts drawn from international organisations, national institutions and civil society.

Further information

For further information on the Integrity Self-Assessment Process, please contact the following:

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

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

 NATO Building Integrity Program

Email: building-integrity@hq.nato.int

BI ON PUBLIC PRIVATE PARTNERSHIP, NATO BI TEAM DISCUSSES WITH DEFENCE INDUSTRY REPRESENTATIVES

On 22-23 June 2017, the NATO Building Integrity Team in cooperation with a number of representatives from defence industry organised a brainstorming session to explore the development of a Public-Private Partnership and discussed how they can work together to promote building integrity, good governance, transparency and mutual accountability.

At this brainstorming session, first of its kind, representatives participated from NATO IS, NATO Agencies and Divisions, The International Forum on Business Ethical Conduct (IFBEC), and representatives of Ministries of Defences from Norway and United Kingdom.

"IFBEC member aerospace and defence companies, which commit to zero tolerance for corruption in their business practices, began a working relationship with the NATO BI programme by assisting with the reference curriculum and classes at the NATO School says Mr. Tim Schultz, IFBEC Chair. "Our unique government-industry initiative is reinforced with IFBEC now being named a BI implementing partner. IFBEC representatives will join NATO BI to help conduct workshops, classes, and assessment activities planned for 2017 and beyond."

Participants expressed their appreciation for this initiative and shared their ideas and experiences how to address this matter, highlighting the importance of a structured and continuous cooperation for the future. They agreed to follow on with this timely initiative with concrete steps and actions to be presented for further discussion at the BI 2017 Conference to be conducted 11-13 September in Washington.