

## About the NATO Building Integrity Programme



## THE BUILDING INTEGRITY PROGRAMME: AN OVERVIEW

The BI Programme is a NATO-led capacity building programme providing practical tools to help nations strengthen integrity, transparency and accountability and reduce the risk of corruption in the defence and security sector.

BI promotes good practice, processes and methodologies, and provides nations with tailored support to make defence and security institutions more effective.

The programme was established by the Euro-Atlantic Partnership Council in November 2007 in the framework of the Partnership Action Plan on Defence Institution Building (PAP-DIB), which helps partners to develop effective and efficient defence institutions under civilian and democratic control.

At the Chicago Summit (2012), the NATO Heads of States and Government, noting the progress of BI and the need for a more structured approach, established BI as a NATO discipline and agreed on the BI E&T Plan.

In December 2013, when NATO Foreign Ministers identified defence capacity building support to partners and, potentially, non partner countries as a key objective, BI was earmarked as an instrument to help promote democratic values and human rights, contribute more generally to security and stability, and help develop or enhance interoperability.

At the Wales Summit (2014), BI has been reaffirmed as a key component of the Defence Capacity Building Initiative (DCBI).

The BI Programme also supports the implementation of the United Nations Security Council resolution 1325 on Women, Peace and Security and has integrated a gender perspective into its methodology and practical tools. BI is tailored to meet national needs and requirements. It is demand driven and participation is on a voluntary basis.

It is open to NATO Allies, Euro-Atlantic Partnership Council members, Mediterranean Dialogue, Istanbul Cooperation Initiative and Partners Across the Globe. Requests from other nations are reviewed on a case by case basis by Allies.

The nations such as Afghanistan, Armenia, Bosnia and Herzegovina, Bulgaria, Colombia, Croatia, Georgia, Hungary, Latvia, the Republic of Moldova, Montenegro, Norway, Poland, Serbia, the former Yugoslav Republic of Macedonia<sup>1</sup> and Ukraine are engaged in the Self-Assessment and Peer Review Process.



## THE BUILDING INTEGRITY TOOLKIT

The BI Programme focuses on developing practical tools to help nations strengthen integrity, transparency and accountability, and reduce the risk of corruption in the defence and security sector. The toolkit includes:

- The BI Self-Assessment and Peer Review Process;
- Tailored Programmes;
- Education and Training Activities;
- Publications.

## THE BI SELF-ASSESSMENT QUESTIONNAIRE AND PEER REVIEW PROCESS

The BI Programme includes a set of tools available to help nations assess their risk of corruption and strengthen good governance. Participation is on a voluntary basis and BI support is tailored to meet national needs and requirements.

### The BI Self-Assessment Questionnaire (SAQ):

Completing the SAQ is the first step in the process. Countries that decide to take part in BI can, on a voluntary basis, fill it in. It is a diagnostic tool that, when completed, provides nations with a snap shot of existing procedures and practices. It addresses current business practice in the defence and security sector. This includes:



<sup>1</sup> Turkey recognizes the Republic of Macedonia with its constitutional name.

- Democratic control and engagement;
- National anti-corruption laws and policy;
- Anti-corruption policy in the defence and security sector;
- Personnel-code of conduct, policy, training and discipline;
- Planning and budgeting;
- Operations;
- Procurement;
- Engagement with defence companies and suppliers.

While primarily intended for Ministers of Defence, some nations have used the SAQ for other ministries in the defence and security sector.

The completed SAQ is forwarded to the NATO IS who is responsible for the conduct of the Peer Review and in-country consultations. The NATO-led expert review team does not share information with third parties. All activities and recommendations are coordinated with the country, as well as the composition of the peer review team.

### The Peer Review and in-Country Consultations:

The completed SAQ is reviewed in-country with representatives of the government. The aim of the peer review is to better understand the current situation, exchange views on best practices and on practical steps to strengthen the transparency, accountability and integrity of the defence and security sector.

Each peer review is tailored to the individual nation. It is strongly recommended that the SAQ and peer reviews be developed with contributions from Parliamentarians and the civil society including NGOs, media and academics.

### The Peer Review Report:

The **Peer Review Report**, prepared on the basis of the completed SAQ and consultations in capitals, identifies good practice as well as recommendations for action. This is intended to help nations develop a BI Action Plan and make use of existing BI and other NATO mechanisms.

The Peer Review Report in principle covers three areas:



### The Action Plan:

Having completed the SAQ and Peer Review Process, many nations proceed with the development of a national action plan. In doing this, nations are recommended to make full use of NATO resources and partnership tools. Nations are also encouraged to take advantage of expertise of civil society organisations from within their own country and region. Such an approach helps promote transparency and build local capacity.

Where possible, the BI programme is integrated and aligned with national processes as well as NATO partnership mechanisms, including the Individual Partnership Cooperation Programme, Membership Action Plan, Individual Partnership Action Plans, Partnership Planning and Review Process, and for Afghanistan the Enduring Partnership. This also includes identifying opportunities to link with other ongoing programmes such as the Professional Development Programme for Georgia and Ukraine.

Countries can request BI support without being obliged to proceed to the next phase. The whole process can be conducted on a one-off basis or as part of a repeated cycle.

## **TAILORED PROGRAMMES**

Two tailored programmes aimed at meeting the specific needs and requirements of the countries concerned were developed by BI: the Tailored BI Programme on South Eastern Europe (SEE) - under the auspices of the South Eastern Europe Defence Ministerial (SEDM) process, and the Tailored BI Programme for Building Integrity and Reducing the Risk of Corruption in the Afghan National Security Forces (ANSF).

## EDUCATION AND TRAINING (E&T)

E&T are key to making and sustaining change and to producing long term benefits: courses are organized to assist and train nations in building capacities and enhance institutions in the spirit of co-operative security.

A large spectrum of tailored educational activities can be offered to assist the country: these include residence, online and mobile courses, activities organized periodically and others on demand to address special needs, pre-deployment and professional development training, “train-the-trainers” activities. They are aimed at personnel in the defence and security sector (civilian and military) and can be held in different languages. Some courses are organised directly by NATO and others by the NATO BI implementing partners.

As tasked by the North Atlantic Council, work has focused on developing a structured and sustainable approach to education and training. The BI Education and Training Plan, developed in cooperation with the NATO Military Authorities and agreed by the North Atlantic Council, addresses NATO’s current and future operations and ongoing NATO civilian and military efforts to contribute to good governance in the defence and security sector.

Working in cooperation with Allied Command Transformation, the NATO IS serves as the Requirement Authority for BI E&T, meaning that it defines the required capabilities and performance competencies to be developed through the E&T activities. The Centre for Integrity in the Defence Sector (CIDS, Norway) serves as the Curricular Department Head and is responsible for translating operational requirements into education and training objectives with a subject, programme, module and/or course.

## PUBLICATIONS

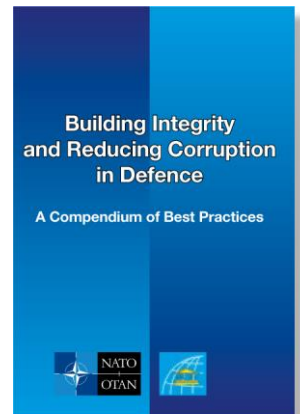
The book “Building Integrity and Reducing Corruption in Defence: a Compendium of Best Practices” provides a strategic approach to reducing corruption risks.

It focuses on practicalities of designing and implementing integrity-building programmes in defence, while taking into account the cultural specifics of defence organisations.

“Building Integrity in Defence Establishment: a Ukrainian Case Study” offers the final results of a BI project in the form of a policy paper with practical recommendations for the Ukrainian government on the ways of decreasing the risk of corruption.

In addition to these publications, others are regularly produced and distributed by NATO and implementing partners.

The BI Website (<https://verity.hq.nato.int/BuildingIntegrity>) includes information on the BI Programme, the latest events and related publications, as well as a community of experts.



## THE ACTORS



## NATO STAFF

The BI Programme is developed and managed by the NATO International Staff. The NATO civilian staff work in close cooperation with NATO Military Authorities, including the NATO Military Staff as well as Allied Command Transformation, Allied Command Operations and subordinated commands. They meet regularly in the framework of a task force led by NATO-International Staff.

## BI IMPLEMENTING PARTNERS

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BI is supported by a network of implementing partners drawn from NATO and non NATO countries, civil society and other international organisations: they provide expert advice, host events and conduct research and analysis.

- United Nations Office on Drugs and Crime (UNODC, Vienna)
- Centre for Integrity in the Defence Sector (CIDS, Norway)
- Defence Resources Management Institute (DRMI, USA)
- EUPOL Mission to Afghanistan
- Geneva Centre for Democratic Control of the Armed Forces (DCAF, Switzerland)
- Geneva Centre for Security Policy (GCSP, Switzerland)
- Ministry of Defence Bulgaria
- Ministry of Defence Norway
- NATO School Oberammergau (NSO, Germany)
- Naval Postgraduate School (NPS, USA)
- Norwegian Agency for Public Management and Government
- PfP Training Centre for Governance and Leadership (UK)
- Turkish PfP Training Centre (Turkey)
- Peace Support Operations Training Centre (PSOTC, Bosnia and Herzegovina)
- Swedish National Defence College
- Transparency International UK Chapter (TI, United Kingdom)

The NATO International Staff also work closely with the Organization for Security and Co-operation in Europe (OSCE), the Asian Development Bank (ADB, Kabul office) and the World Bank (Kabul Office). This is consistent with the BI approach to add value and offer contributions that complement the efforts of others, in particular those working in a theatre of operation.

## BI POOL OF SUBJECT MATTER EXPERTS

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BI is supported by a pool of Subject Matter Experts (SMEs) drawn from national civilian and defence ministries, international organisations and civil society. These experts provide advice and take an active role in the development and implementation of all aspects of the BI Programme. SMEs are called on as required and have taken an active role in conduct of Peer Reviews, conduct of BI E&T as well as development of factsheets and documenting good practice.

## FINANCIAL CONTRIBUTORS

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The BI Programme is supported by voluntary contributions to a Trust Fund managed by NATO International Staff and led by Belgium, Bulgaria, Norway, Poland, Switzerland and the United Kingdom. Contributions to the BI Trust Fund are used for ministerial capacity building and are considered as Official Development Assistance (according to the OECD principles).

Financial contributions are provided by: Austria, Belgium, Bulgaria, Czech Republic, Finland, Iceland, Ireland, Lithuania, Netherlands, Norway, Poland, Slovakia, Switzerland, United Kingdom, United States.

In addition, BI is also supported by in-kind contributions provided by Allies and Partners.



Signing Ceremony (2013): Representatives of Lead Nations  
and NATO Deputy Secretary