



16 Nations engaged in the SAQ

As of April 2014

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* and Ukraine

* Turkey recognizes the Republic of Macedonia with its constitutional name

WHAT?

The Building Integrity (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. 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 Education and Training Plan.

TO WHOM?

The BI Programme is tailored made 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. Request from other nations are reviewed on a case by case basis by Allies.

HOW? THE BUILDING INTEGRITY TOOL KIT

THE BUILDING INTEGRITY SELF ASSESSMENT QUESTIONNAIRE AND PEER REVIEW PROCESS

Self Assessment Questionnaire (SAQ)

Completing the SAQ is the first step in the process. Countries that decide to take part to 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:

- 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 International Staff 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.

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.

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.

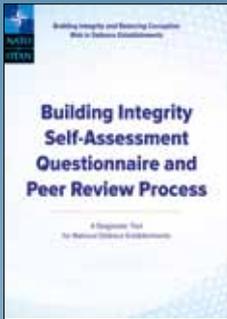
The **Peer Review Report** in principle covers three areas:



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, 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.



MAJOR OUTCOMES

- Development of a programme of change and enhancement of ongoing programmes of reform
- High level engagement at senior and government level
- Development of a BI Action Plan to take forward and promote recommendations
- Strong impact on national E&T with long term benefits
- Increased contribution to other BI and international efforts aimed at reducing the risk of corruption
- Improved relations with civil society and media
- Establishment of a permanent structure and coordination mechanisms to promote good practice

...and then?

Countries can request BI support without never be obliged to the next phase. The whole process can be conducted on a **one-off basis** or as part of a **repeated cycle**.

BI EDUCATION AND TRAINING (E&T)

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

E&T aims at raising **awareness**, sharing **best practices, processes and methodologies**, as well as at increasing **interoperability** and promoting **international co-operation**, all of which are important tools in achieving a more secure environment.

A large spectrum of tailored educational activities can be offered to assist the country: these include **residence courses** as well as activities conducted by a **mobile** team of experts, **train the trainers** activities, activities organised periodically and others on demand to address special needs.

Activities are designed for personnel in the defence and security sector (civilian and military) and can be held in different languages.

Some courses are organized directly by NATO and others by the 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 of translating operational requirements into education and training objectives with a subject, programme, module and/or course.

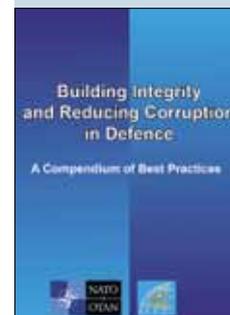
PUBLICATIONS

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.

The **“Self Assessment Questionnaire”** helps the nations to examine existing tools and procedures aimed at reducing the risk of corruption, as well as to identify the gaps and the areas of improvement.

“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. Check the BI Website to be always up-to-date!





WHO? 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.

BI IMPLEMENTING PARTNERS

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.

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. 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.

- United Nations Office on Drugs and Crime (UNODC, Vienna)
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- 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)

BI POOL OF SUBJECT MATTER EXPERTS

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. Subject Matter Experts 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

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.

