



BI TAILORED PROGRAMMES

Two Tailored Programmes aimed at meeting the specific needs and requirements of the nations concerned were developed by BI in close cooperation with nations and key stakeholders:

- **The Tailored BI Programme for South Eastern Europe**
- **The Tailored BI Programme for Afghanistan**

In preparing them, the NATO International Staff has drawn on the BI Self-Assessment and Peer Review Process and other NATO reporting mechanisms as well as additional need analyses undertaken with the support of nations. The BI Tailored Programmes recognise that education and training are fundamental to making and sustaining change and developing individual and institutional capacities, as well as to contributing to the transformation and modernization of the institutes.

THE TAILORED BI PROGRAMME FOR SOUTHERN EASTERN EUROPE (SEE)

The Tailored BI Programme for SEE, officially launched in December 2012, is a successful example of how corruption can be fought at a **regional level**. The Programme is the result of a common effort of NATO and nations: the BI Initiative was introduced in the framework of the **South Eastern Defence Ministerial (SEDM)** Process by Bulgaria in 2011 and developed under Bulgaria's leadership in close cooperation with the NATO International Staff and Norway. It is supported by nine countries: Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Montenegro, Romania, Serbia, Slovenia and the former Yugoslav Republic of Macedonia*. Nevertheless, the BI Programme for SEE remains open to all EAPC countries.

* Turkey recognizes the Republic of Macedonia with its constitutional name

The BI activities and practical support, open to all members and observers of the SEDM, are aimed at:

- Making **good use of resources** in the region;
- **Promoting synergy** with existing efforts so as to **avoid duplication**; and
- Supporting the development of a **“community of practice”** to promote understanding of the corruption risk in South Eastern Europe and embed good practice into national policy and procedures.

Being the Self Assessment Questionnaire (SAQ) and the Peer Review Process the primary assessment tool, a **needs analysis** has been conducted by Norway in order to identify normative standards, gaps and potential correcting measures. The final result is composed by 8 country specific reports and an overall cross-country report for the whole region that will be the basis for the design and implementation of the BI Tailored Programme for SEE.

At their meeting in Brdo (3rd October 2013), SEDM Ministers of Defence took note of the **Status Report on Building Integrity** and thanked Bulgaria for its efforts. They appreciated the progress achieved in the first 12 months. Ministers commended the collaborative approach established between NATO BI and SEDM and expressed appreciation for the resources made available through the NATO BI Trust Fund. Member Nations are encouraged to continue with the project's implementation and to support BI-SEE efforts promoting good practice and developing capabilities.

THE TAILORED BI PROGRAMME FOR AFGHANISTAN

Embedding integrity, transparency and accountability in the **Afghan National Security Forces (ANSF)** are key to a **successful transition** and sustainability of the Afghan Ministry of Defence (MOD) and of Interior (MOI).

The development of institutional procedures and capable staff requires short, medium and long term approaches. Based on the completion of the **BI Self Assessment Questionnaire** by Afghanistan (2011-2013) and in the framework of a **coordinated and united effort by the international community**, the BI Programme for Afghanistan aims at developing **capacity building**, identifying **lessons learned** and implementing **good practices** in the fight against corruption and at supporting commitments made by the Government of the Islamic Republic of Afghanistan (GIROA) and the international community to sustain the ANSF. Moreover, NATO committed to support United Nations Security Council resolution 1325 and the subsequent **resolutions on Women, Peace and Security**.

Within a **ten year period** (2011-2021), the BI Programme for Afghanistan aims at the:

- Development and implementation of a **BI Action Plan** focusing on the two following core institutional capability pillars:
 - I) Resource Management, Procurement and Good Practices in contracting;
 - II) Human Resources – Recruitment and Merit-based Promotion;
- Implementation of a **national ANSF BI Awareness E&T Programme** focusing on developing leadership providing specialized Train-the-Trainer programmes; and
- Establishment of a **BI Center in Kabul** aimed at developing long term BI capabilities and capacities within ANSF under the Afghan leadership.

