

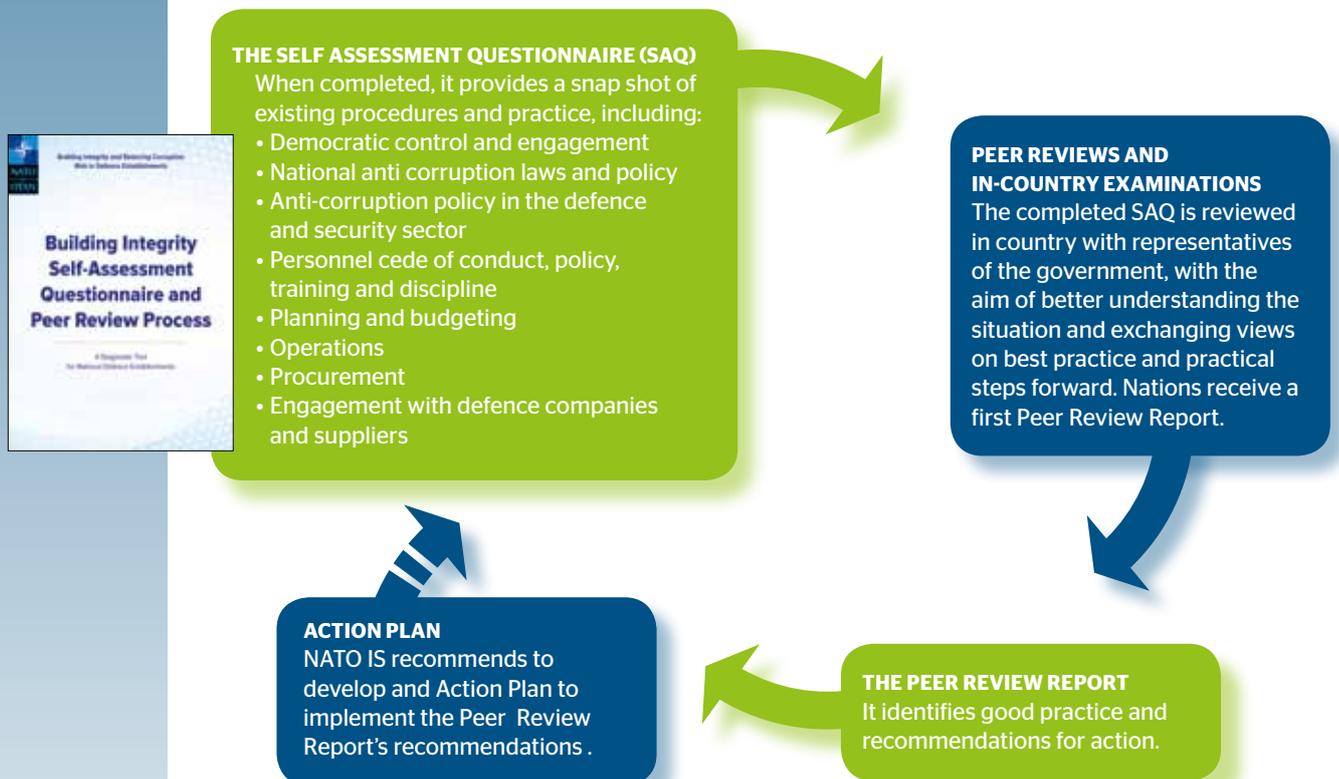
SELF-ASSESSMENT QUESTIONNAIRE AND PEER REVIEW PROCESS

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. Being a Defence Reform Programme, BI promotes good practice, processes and methodologies, and provides nations with **tailored support** to make defence and security institutions more effective. Furthermore, by embedding good governance, nations ensure value to taxpayers.

The programme is open to NATO Allies and Partners. Requests from other nations are reviewed on a case by case basis.

DIAGNOSTIC TOOLS AVAILABLE TO NATIONS

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 made to meet national needs and requirements.



Completing the **SAQ** is the first step for countries that decide to take part in the BI process. The SAQ is available on the BI and NATO Websites in different languages. 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 then forwarded to the NATO International Staff, who is responsible for the conduct of the **Peer Review and In-Country Consultations**. The composition of the NATO-led peer review team is coordinated with the country, as well as all activities and recommendations. No information is shared with third parties.

The **Peer Review Report**, prepared on the basis of the completed SAQ and consultations in capitals, is intended to help nations develop a BI **Action Plan** and make use of existing BI and other NATO mechanisms including the Individual and Partnership Cooperation Programme (IPCP) and the Partnership for Peace Planning and Review Process (PARP). 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.

The whole process can be conducted on a one-off basis or as part of a repeated cycle. Countries are never obliged to the next phase.

IMPACT ON NATIONS

Since its introduction in 2009, BI SAQ and Peer Reviews have been completed with 11 nations - six Partners (Afghanistan, Bosnia and Herzegovina, Georgia, Montenegro, Serbia, and Ukraine) and five Allies (Bulgaria, Croatia, Hungary, Latvia and Norway). In 9 nations, reviews were conducted with the Ministry of Defence (MOD). In the case of Afghanistan the review was completed with the Afghan Ministry of Defence and Ministry of Interior. In Ukraine, the review was conducted with nine ministries reporting to the National Security Council.

In 2013, nations having completed the SAQ and Peer Review Process shared their results.

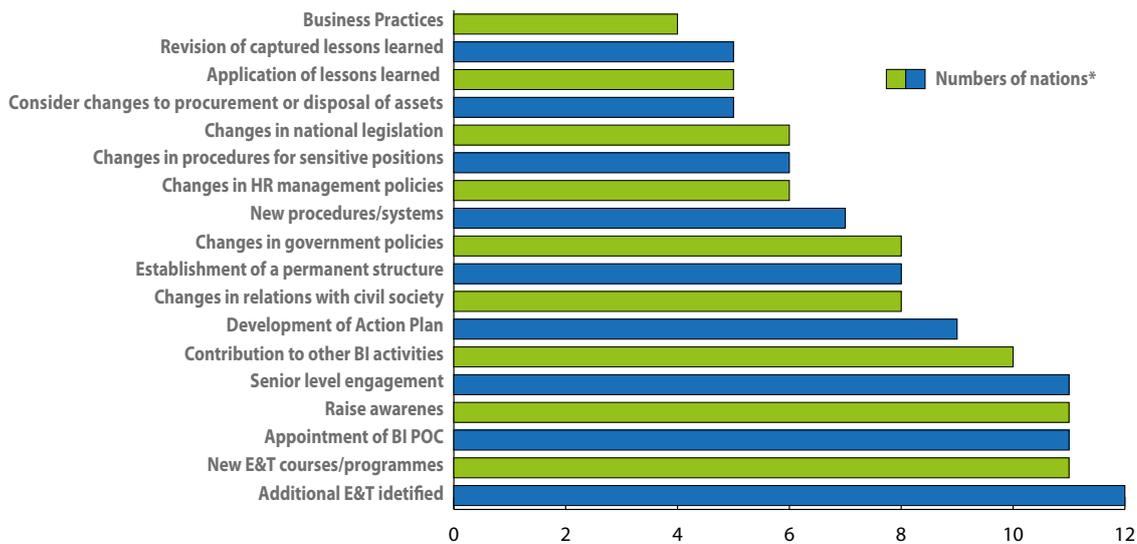


Nations report that the decision to take part in the BI SAQ and Peer Review served as a catalyst for developing a programme of change or was used to further enhance ongoing **programmes of reforms**. All nations reported **high level engagement** at senior management and government level. Most nations (and all partner nations) have developed a **BI Action Plan** to take forward and monitor recommendations and have established **permanent structures** and coordination mechanisms to promote good practice. Ukraine reported financial savings of an estimated 2 Million Euros due to the introduction of new policies and procedure as a result of NATO BI work. In addition, a number of nations also highlighted the following benefits resulting from the BI Programme:



- increased Parliamentary attention and reporting on implementation of Peer Review recommendations (Latvia);
- establishment of a Centre for Integrity in the Defence Sector and development of a compulsory electronic learning module for all MOD staff (Norway);
- development of new or revised codes of conduct or ethics for personnel (Croatia, Georgia and Hungary);
- improved relations between the MOD and civil society (Afghanistan, Croatia, Montenegro and Serbia); and
- revised policies as regards vetting of personnel, rotation for sensitive positions, and inclusion of ethical matters in recruitment (Afghanistan, Georgia, Montenegro, Norway, Serbia and Ukraine).

SURVEY RESULTS - IMPACT OF BI ON NATIONS



* 11 nations = 10 nations + 2 separate reports provided by Afghanistan MOD and MOI

The BI Programme has also had an impact on **national education and training**, helping to identify requirements. Ten nations report the development of new or revised courses on ethics, integrity and corruption risks. A number of nations report increased efforts to develop and deliver BI courses as well as the addition of BI modules to existing courses. These developments, including the offer to share education and training resources, demonstrate nations' commitment to the implementation of the BI Education and Training Plan agreed by the North Atlantic Council (NAC) in August 2012. This will have longer term benefits which are likely to result in more efficient and effective defence institutions across the Alliance and among the Partners and will contribute to the Connected Forces Initiative. Norway has developed a compulsory electronic learning module for all MOD staff;

- Bosnia and Herzegovina has developed 2 courses delivered at the Peace Support Operations Training Centre (PSOTC); a new course combining BI and gender aspects based on UN Resolution 1325 will be conducted later this year in Albania by a mobile team from PSOTC;
- Latvia has developed a conflict of interest awareness training for middle level officers conducted at the National Defence Academy; and
- Bulgaria has developed at the National Defence Academy a new set of courses for the executive level personnel and for the top management and decision-makers.

Most countries report increased contribution to other BI activities and/or international efforts aimed at strengthening good practice and reducing the risk of corruption. Five nations (Bosnia and Herzegovina, Bulgaria, Croatia, Montenegro and Serbia) are actively engaged in the Tailored BI Programme in the framework of the South Eastern Europe Defence Ministerial (SEDM) Process.

Changes in **governmental policies, national legislation** and the initiation of **new procedures and systems** have been reported by most nations. Ukraine identified gaps in existing anticorruption investigative procedures and has taken measures to address gaps between the MOD and State Prosecutor procedures. Four nations (Bosnia and Herzegovina, Bulgaria, Croatia and Georgia) developed new or revised codes of conduct or ethics for personnel. A number of nations report the introduction of new procedures. Ukraine, for example, has developed a practical handbook "Rules of conduct for personnel of the Ukrainian State Border Service with a view to preventing corruption".

Most nations also report a positive effect of BI in improving **relations with civil society and the media** and in highlighting BI as a national issue. In Afghanistan, a conference on developing cooperation between the defence sector, other governmental entities and civil society to counter administrative corruption and ensure transparency and accountability was organized. In Ukraine, productive cooperation is underway in the "Public Council of the Ministry of Defence", which brings together 75 public, trade union, religious and charitable organizations. Croatia nominated a person responsible for public access to information within existing MOD structures.

As expected, the replies indicate more modest changes in the areas of **human resources** and **financial management**. Similarly, nations report little impact to date as regards review and application of lessons learned from operations. Change in these areas will require sustained effort and harmonising of NATO lines of work.



OVERALL RESULTS

Overall, the results reported by the 11 nations are very encouraging and demonstrate wide ranging changes supported by the BI Programme. Nations report changes to structures and business practices and, most importantly, have demonstrated a commitment to the implementation of the **North Atlantic Council agreed BI Education and Training Plan**.

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

The results also demonstrate what can be achieved with relatively modest means. As the Alliance prepares for an important Summit, a key message should be the good news story of Building Integrity and the clear contributions it is making to a wide-ranging group of Allies and Partners as regards **shepherding scarce defence resources and improving the efficiency and effectiveness of how defence funds are spent**. While there are a number of initiatives focused on good governance, the NATO led BI Programme focused on the defence and security sector is unique and is a valued contribution to the United Nation led efforts to understand and reduce the risk of corruption.

Five nations have joined the SAQ and Peer Review Process since 1 January 2014.

