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## Editorial

### Building Integrity 2.0; the next frontier.

In January 2019 NATO Building Integrity (BI) entered a second decade of innovation and achievement. This new phase begins with a solid strategic political–military framework: the NATO BI Policy, BI Action Plan, BI Education and Training Discipline and a growing number of Alliance's member and partner nations promoting good practices.

This new beginning was marked by the signing of two agreements. In December 2018 NATO and the European Commission signed an agreement to cooperate in promoting good governance in the defence and related security sector. As part of this cooperation the European Commission will contribute 2 million EUR to the NATO BI Trust Fund for 2019-2022. The BI Trust Fund agreement, signed by representatives of Norway, Switzerland, the UK, the EU, and Ambassador Alejandro Alvargonzález, NATO Assistant Secretary General for Political Affairs and Security Policy designates the NATO International Staff as the Executing Agent for the BI programme of cooperation launched on 1 January 2019.

The BI agenda for 2019-2022 is focused on two inter-interconnected lines of effort. **First**, continuing to mainstream BI into national and NATO policies, plans, procedures, and doctrine. This includes developing new instruments and mechanisms as well as adapting and updating existing ones. The aim is to strengthen institutional arrangements embedded at the strategic, operational and tactical levels.

The **second** line of effort is aimed at enhancing BI's engagement to meet the needs of individual nations. In some cases this means scaling up support with nations who have an established record of engagement with NATO BI. In others it may include raising awareness with nations, who to date, have had limited engagement with the BI agenda. Both of these lines of effort recognise the importance of ongoing monitoring and evidence-based learning and decision-making.

Implementing the NATO BI Policy and achieving sustainable outcomes requires a multi-year, predictable plan. BI efforts undertaken in conflict affected and fragile states will be calibrated as appropriate with governance and development efforts. With the continued support for the BI Task Force and the BI Community of Practice, NATO BI will continue to mainstream BI into NATO's core tasks. This includes working with international, regional and national stakeholders in the public and private sector to promote understanding of the impact of corruption and poor governance on peace and security.

To all those individuals and institutions who have helped with the successful completion of BI Phase III ending in December 2018, many thanks. We have more to tell and look forward to seeing many of you at the 2019 BI Conference 5-7 March in Washington, DC. We will continue to need your expertise and enthusiasm as we embark on this new frontier.

# NATO AND THE EUROPEAN COMMISSION SIGN AGREEMENT TO SUPPORT GOOD GOVERNANCE

NATO and the European Commission signed an agreement on Monday 10 December to cooperate in promoting good governance in the defence and security sector. As part of this agreement, the European Commission will contribute 2 million EUR to the NATO Building Integrity (BI) Trust Fund for 2019-2022.

The agreement was signed by the NATO Assistant Secretary General for Political Affairs and Security Policy, Ambassador Alejandro Alvargonzález, and the European Commission's Deputy Director-General for Neighbourhood Policy and Enlargement Negotiations, Mr. Maciej Popowski. In signing the agreement, Ambassador Alvargonzalez highlighted the importance of NATO-EU cooperation and underlined the commitment of both organisations to strengthening good governance. "Building Integrity has proven to be an effective partnership tool to support nations to embed the principles of transparency, accountability and integrity in the defence and related security sector", he said.

The Building Integrity Trust Fund will support capacity building activities to strengthen transparency, accountability and integrity in Min-

istries of Defence and related security sector. NATO's Building Integrity programme provides peer-to-peer consultations, education and training and access to a pool of subject matter experts drawn from international organisations, national administrations, private sector as well as civil society.

The Building Integrity programme of activities, originally launched in 2007, is open to NATO member and partner states.

Contributions by the European Commission to the NATO Building Integrity Trust Fund will be used to scale up the ongoing programme of activities made available to 71 nations world-wide. Tailored packages are currently being implemented in 20 nations.

Through the NATO Building Integrity programme, nations are able to take part in education and training for civilian and military personnel and share lessons learned and promote good practices. In 2018, 2552 civilian and military personnel took part in Building Integrity capacity building activities conducted in Europe, Africa, Middle East, Latin America and Asia.





The BI programme approach has strong assets: it is entirely demand-driven, it respects confidentiality, it relies extensively on peer reviews and exchanges and, last but not least, allies and partners are on equal footing, the same methodology is applied to both.

*Maciej Popowski*

*1. NATO and the European Commission signed an agreement in December to cooperate in promoting good governance in the defence and security sector. How does this fit into the EU Agenda?*

The BI programme is particularly relevant to several EU policies and commitments. Its focus on preventing corruption, and more broadly fostering good governance of the military, echoes the core principles of the EU's SSR policy that we adopted in 2016.

Supporting the BI programme also directly answers the commitment the EU and NATO have taken in their joint Warsaw Declaration in 2016 to build the defence and security capacity and foster the resilience of their partners in the East and South. From purely an EU perspective, the BI programme fits well with our commitment to develop security cooperation with our immediate neighbours. As you know, the EU has recently taken a number of initiatives to be a more active and capable player in the defence field, both internally

and externally. Working with NATO gives us the opportunity to reach out to and support the military in third countries, again with a primary objective of having a better governance.

*2. In your opinion what is the added value of NATO BI approach in promoting integrity transparency and accountability in the defence and security sector?*

I believe the BI programme approach has strong assets: it is entirely demand-driven, it respects confidentiality, it relies extensively on peer reviews and exchanges and, last but not least, allies and partners are on equal footing, the same methodology is applied to both. These features are certainly essential to create a sense of trust, which is probably a requisite for allies and partners to enter the programme and be sincere and transparent throughout the exercise.

*3. Assisting partners in building their capacities and fostering resilience, in particular in the Western Balkans, and in our Eastern and Southern*

*neighborhood is a common objective. What are the areas you consider of particular interest in this regard?*

Beyond the BI programme, there are other areas and cooperation modalities the EU and NATO must continue to explore, through regular exchanges of information at all levels, which where possible will allow us to identify joint activities in support of these countries.

In the justice and home affairs area, there is of course the question of addressing the scourge of transnational organised crime, terrorism and other forms of violent extremism. In the broader security sphere, the EU and NATO can probably do more together on disaster management, cybersecurity and tackling hybrid threats.

Across the board, we need to be strong together on assisting partner countries in tackling corruption, which is a fertile ground for organised crime and foreign meddling.

# NATO launches BI Trust Fund for 2019-2022

NATO BI presents to Allied and partner nations Phase IV of the BI Trust Fund.

On November 30, Phase IV for the next BI Trust Fund for 2019-2022 was launched at a meeting conducted at NATO HQ.

The meeting gathered together Allied and partner nations from the Euro-Atlantic Partnership Council, Mediterranean Dialogue, the Istanbul Cooperation Initiative, Partners across the Globe as well as a representative of the European Union.

While presenting the objectives and ambitions for the next phase, Ms. Susan Pond, Head of NATO BI, underlined that this marks a new beginning and a new standard for BI, not only are we growing in numbers and scope, but



most importantly providing tailored support, helping nations to build resilient and effective institutions. "NATO is a recognized leader in building capacity and promoting good governance in the defence and security sector and this new phase reflects this commitment to transparency, accountability and integrity, she said adding that over the last 10 years, the NATO BI team has developed a unique

expertise contributing to NATO's three core tasks and promoting peace and security.

Phase III of the Building Integrity Trust Fund will be concluded in December 2018.

The resources of this Trust Fund, led by Bulgaria, Norway, Poland, Switzerland and the UK, were used to strengthen good governance and reduce the risk of corruption in the defence and related security sector.

BI tools and the capacity building activities funded through the BI Trust Fund are open to Allies and all partners.

## Norway, Switzerland, the UK, EU and NATO IS sign

### The Building Integrity Executing Agent Arrangement for 2019-2022

On Monday 17 December, representatives of Norway, Switzerland, the UK and EU, and Ambassador Alejandro Alvargonzález, NATO Assistant Secretary General for Political Affairs and Security Policy signed the Building Integrity Executing Agent Arrangement for the fourth phase of the BI Trust Fund for 2019-2022. This arrangement designates the NATO International Staff as the responsible authority for the design and delivery of strategic advising and capacity building activities to promote good practices and strengthen transparency, accountability and integrity in the defence and related security sector with participating countries. Building Integrity capacity building activities are delivered through peer to peer contacts and education and training in key areas including management of personnel and financial resources, procurement and disposal of assets.

Originally launched in 2007, NATO Building Integrity is open to NATO member and partner countries. In 2018, 2552 civilian and military personnel took part in Building Integrity capacity building activities conducted in Europe, North Africa, Middle East, Latin America, Central Asia and Afghanistan. In During the ceremony, Ambassador Alejandro Alvargonzález expressed appreciation to Norway, Switzerland, UK and EU for choosing NATO as the executing agent for promoting good governance in the defence and related security sector. Hi



highlighted that "NATO has a proven track record in building capacity to strengthen good governance in the defence and related security sector, and is looking forward to continuing to provide practical support to nations."

The resources of the Building Integrity Trust Fund will be used by the NATO International Staff to scale up the ongoing programme of activities made available to 71 nations world-wide. Tailored packages are currently being implemented in 20 nations. Through the NATO Building Integrity, nations are able to take part in education and training for civilian and military personnel, share lessons learned and promote good practices.



# “Building Capable and Resilient Institutions to Strengthen our Partnerships”

The BI Conference plays an important role in shaping NATO’s BI agenda promoting good governance and strengthening transparency, accountability and integrity in the defence and related security sector

The 2019 NATO Building Integrity (BI) Conference “Building Capable and Resilient Institutions to Strengthen our Partnerships”, will take place on 5-7 March in Washington DC.

The BI Conference is organized by NATO in cooperation with the United State Defense Security Cooperation Agency, brings together NATO civilian and military staff, representatives from NATO member and partner nations, as well as subject matter experts from International Organisations, NGOs, and the private sector.

This bi-annual conference plays an important role in shaping NATO’s BI agenda promoting good governance and strengthening transparency, accountability and integrity in the defence and related security sector.

The 2019 BI Conference will be addressed Ms. Radmila Škerinska, Deputy Prime Minister and Minister of Defence of the Republic of North Macedonia, Ms. Marina Pendeš, Minister of Defence of Bosnia and Herzegovina and Ms. Ivanna Klymush-Tsintsadze, Deputy Prime Minister of Ukraine. Plenary sessions will examine the impact of poor governance

and corruption on peace and security; including the links between “Corruption and Violent Extremism, and Terrorism”, and “The Importance of Leaders”.

Ms. Susan Pond, Senior Officer for NATO BI, highlighted that the conference coincides with the launch of the BI 2019-2022 and NATO’s cooperation with the EU. “This event provides an opportunity to review the BI’s contribution to NATO’s three core tasks- collective defence, crisis management and cooperative security. This includes understanding the importance of promoting good practices aimed at building capable and resilient institutions in the defence and related security sector.”

Mr. Kareem I. Oweiss, Senior Program Manager Planning and Program Synchronization Institutional Capacity Building Division Defense Security Cooperation Agency highlighted that “NATO’s Building Integrity program contributes to the Department of Defense’s Institutional Capacity Building efforts with our Allies and partners by enabling effective and accountable governance of defense sectors in support of our shared security challenges”



Integrity, Transparency and Accountability  
in the Defence and Security Related Sector



## Building Capable and Resilient Institutions to Strengthen our Partnerships

5-7 March, Washington DC



# Tunisia and NATO address integrity and good governance reforms in the defence sector

## Integrity and Governance in the Defence Sector: Strengthening Democracy and Development

On 17-18 January, the Conference “Integrity and Governance in the Defence Sector: Strengthening Democracy and Development” took place in Tunis, Tunisia. This conference was organized by NATO’s Political Affairs and Security Policy Division in cooperation with Tunisian Presidency’s Service for Good Governance.

The conference brought together NATO representatives, high level Tunisian officials from the Presidency’s Office, Ministries of Foreign Affairs and Defence, as well as agencies responsible for good governance and integrity. Members of the Parliament, representatives from civil society, NGOs, unions, academia and diplomats participated. An expert from the European Union participated as a speaker in this event, highlighting the new partnership between NATO BI and the EU.

NATO Deputy Assistant Secretary General for Political Affairs and Security Policy, Mr. James Appathurai, highlighted in his opening remarks that Tunisia and NATO have a long tradition of cooperation, emphasizing Tunisia’s efforts for enhancing integrity and good governance in its defence sector. “In the spring of this year we will celebrate the twenty-fifth



anniversary of the Mediterranean Dialogue, a partnership framework which includes political dialogue and practical cooperation”, said Mr. Appathurai, highlighting that NATO values the participation of Tunisia in NATO Building Integrity as part of our practical cooperation framework.

The debate focused on different aspects of integrity and anticorruption when addressing security issues and the modernization of the Armed Forces. This included examining the role of top leadership, the importance of control mechanisms in the defence and security sector, the existing links between corruption and terrorism and trafficking of small arms and light weapons and the importance of fostering the interagency cooperation among other key related topics.

This conference is the first NATO BI high level political event conducted in Tunisia since the Ministry of National Defence (MND) joined the Building Integrity Process in 2016.

## NATO BI presents the practical cooperation with Tunisia

Integrity, Good Governance and the modernisation of the Tunisian Armed Forces was discussed at the high level conference organised in the framework of the 25th anniversary of the NATO’s Mediterranean Dialogue by the Ministry of the Foreign Affairs and NATO Political Affairs and Security Policy Division/ Middle East and North Africa section and hosted by the École Nationale d’Administration, Tunis.

Three hundreds participants, diplomats, journalists, representatives of the Tunisian Armed Forces and the Tunisian Government participated in this event.

Ms. Borel, Building Integrity Programme Manager for Tunisia, who was invited to address the practical cooperation between NATO and the Tunisian Ministry of Defence

presented an overview of the partnership highlighting that “the ministry has demonstrated an excellent understanding of the principles of integrity, transparency and integrity and how to align this cooperation with other NATO’s partnership frameworks”

Building Integrity is included in the second Individual Partnership and Cooperation Programme 2018-2020 and in the Planning and Review Process, said Ms. Borel adding that Tunisia is not only a beneficiary of NATO’s integrity good governance and but is also an enabler (A representative of the Ministry of National Defence participated in the NATO BI Peer-to-Peer Seminar held in Jordan on 29-30 January).

Ambassador Semia Zaouri, Director of the International

Cooperation at Tunisian MFA, highlighted the importance of this partnership thanking NATO BI for the efforts and assistance.



# Albania supporting the implementation of the NATO Building Integrity Policy

## A strong commitment to participate at the BI process

On 7-8 of February the Building Integrity team visited Tirana. During this visit the team met with the Director of the "Administration, transparency and Anticorruption" Department at the Prime Minister Office, Mr Pirro Vengu and the Security Advisor of the Prime Minister, Gen (ret) Maxim Malaj.

During the meeting Ms. Susan Pond, head of the NATO BI Programme, expressed appreciation for Albania's support for the implementation of the NATO BI Policy and BI Action plan and presented an overview of what NATO BI is doing in embedding and mainstreaming BI into NATO's three core tasks; collective defence, crises manage-

ment and cooperative security as well for NATO's efforts in Projecting Stability and Defence Capacity Building. Mr Vengu, acknowledged the importance of good governance, transparency and integrity in Defence and security sector and expressed Albania's strong commitment and willingness to engage in the BI process. Ms. Pond also expressed appreciation to Albania for providing a VNC (Voluntary National Contribution) to strengthen the NATO BI team in Brussels

A series of meeting took place at the Ministry of Defence and at the General Staff of Albanian Armed Forces. The focus of the discussions was the participation of Albania

in the BI process, through completing the Self-Assessment Questionnaire and participating in the Peer Review Process and how to further cooperate and establish a more structured cooperation in support of the BI Education and Training discipline.



### BI Discipline Workshop at the Albanian Defence Academy

On 8th of February an awareness "Building Integrity Education and Training" was organized at the Doctrine and Training Command of the Albanian Armed Forces. The academic staff from the military academy and the BI team discussed how to further strengthen the cooperation. Dr. Lidra Zegali from the BI team highlighted that supporting to the BI discipline benefits for the BI Discipline, NATO as well and partner nations and for the Albanian Defence Academy. BI Discipline and AFA will start to work together leading into a structured and mutually beneficial cooperation. During the Workshop the leadership and the faculty of the Albanian Defence Academy (AMA) departments presented their experience how BI is included into their curricula and discussed what and how to better integrate the BI Policy and BI Reference Curriculum into their national education platforms and teaching curricula.

These exchanges are part of NATO IS responsibilities as NATO BI Discipline Requirement Authority aimed at making military and civilian personnel in defence and related security sector of NATO's member and partner nations, aware of impact of the corruption on peace and security; and providing leadership with the necessary skills and knowledge to create an organizational culture of integrity, transparency and accountability.

### Iraq, Building Integrity and Good Governance through Education and Capacity Building

#### NATO BI continues to engage with Iraq

The 8th Civil Military Cooperation Workshop (as part of NTCB-I) was held in Baghdad on 22-24 October 2018. With the participation of 60 high-ranking Iraqi representatives from the Prime Minister's Office, Prime Minister's National Operational Center (PMNOC) and the Ministries of Defence, Interior, Higher Education and Scientific Research and Culture, NATO BI continued its engagement with Iraq's institutions on Building Integrity and good governance. The workshop tackled the importance of education and capacity building for strengthening public service.

This event built upon the previous two workshops on Building Integrity and Good Governance held in Baghdad throughout 2018, reaching out to an audience of 250 Iraqi officials.

Dr. Nadja Milanova, the NATO BI Programme Manager for Iraq, outlined the elements of a possible capacity-integrity framework, highlighting the interaction between the individual and institutional levels. "At an organizational level, it is important to socialise institutional norms and values reinforced by robust policies and procedures for transparency and accountability, while individual integrity is about ethics and leadership at all levels of the organisation".

NATO BI is engaged to keep the momentum and move forward with BI agenda in Iraq with the establishment of the NATO Mission in Iraq (NMI), following the decision taken at the 2018 Brussels Summit.



## BI Peer-to-Peer Seminar for the Jordanian Armed Forces in Amman

On 29 and 30 January 2019, NATO Building Integrity conducted a first Peer-to-Peer Seminar for the Jordanian Armed Forces in Amman.

This seminar aimed at further assisting the Jordanian Armed Forces with the final completion of the Self-Assessment Questionnaire and the implementation of the Defence Capacity Building Package's Human Resources Management Objective, implemented by NATO BI and

NATO Military Career Transition Programme.

NATO BI values very much sharing experiences, lessons learned and good practices. This seminar is also the first peer-to-peer seminar conducted in the context of the Defence Capacity Building Initiative since its launch at the NATO 2016 Wales Summit and could be replicated as necessary with other DCB beneficiaries" said Ms. Borel, BI Programme Manager for Jordan.

### Public Private Partnership, a multi-stakeholder approach to strengthen integrity in the Defence Sector

On 5th February at NATO HQ Brussels, representatives of NATO countries, NATO Agencies and the International Forum on Business Ethical Conduct for the Aerospace and Defence Industry (IFBEC) met to exchange ideas the initiative for a Public-Private Partnership on strengthening integrity, transparency and accountability in the defence and related security sector. Participants shared views on the possible scope of this partnership and its overall objectives.



This meeting was organised by NATO BI as part of a series of meetings of an ad hoc group of interested stakeholders since 2017.

It is recognised that both the public and private sectors have common interests in addressing

common challenges. Participants agreed that collaborative and mutually reinforcing efforts are needed in order to promote a sector-based approach to strengthening integrity. The topic will be further discussed at the BI Conference in Washington DC.

## Further information

For further information, 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](mailto:building-integrity@hq.nato.int)

# NATO BUILDING INTEGRITY FLAGSHIP COURSE

The annual iteration of NATO Defence Leadership in Building Integrity course took place at the NATO School Oberammergau, Germany, on 8-12 October 2018.

This NATO certified course addresses the role of leaders and executives in promoting and implementing integrity reforms in the defence and related security sector.

During this week course, participants, representatives of the defence and related security sector, members from national parliament and agencies against corruption as well as NGOs focus on how to handle integrity and good governance within public administration and in particular those of defence and related security. As integrity and good governance issues are cross-cutting and cannot be carried over in a silo approach, the programme of instruction of the course also includes the interconnection between corruption and the traffic and illicit trade of small arms and light weapons, corruption and terrorism nexus as well as the gender perspective in BI.

Among the other topics presented, the oversight mechanisms (within the ministries and the role of the parliament and civil society), the different forms of leadership and the consequences of corruption in operations are also presented. The interest in this course continues to increase and in 2018, it gathered almost sixty participants from 15 different nationalities from allied and partner countries as well as NATO staff (twice the audience of the previous years!)

This course is the NATO BI flagship educational activity. It is held every year since 2010. It includes plenary sessions as well as syndicate works with table top exercises on leadership models and the various aspects of mismanagement of resources including in the context of international operations.

**WE ARE  
MOVING**

From 1<sup>st</sup> March 2019 NATO BI is a part of  
NATO OPERATION POLICY DIVISION