



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

Newsletter #14 - Spring 2022



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Editorial

In the run-up to the NATO Madrid Heads of State and Government Summit, from 28 to 30 June 2022, NATO Building Integrity, together with our partners, has continued to contribute to the Alliance's Agenda to strengthen good governance and integrity in the defence and related security sector. In this spring iteration of our Newsletter, you will find a glimpse into BI's latest undertakings in this endeavor.

The main highlight worth noting upfront is the Allied Foreign Ministers' notation of the Progress Report on the Implementation of the BI Policy for the period of 2020-2021. Among other aspects, this Progress Report provides a number of decisions for the near and medium term, including the submission of the Report to NATO Heads of State and Government in Madrid for their notation. This is a significant political message and testament to the continued relevance of NATO's good governance and integrity efforts to peace and security.

During this quarter, the NATO BI Team also conducted a Peer Review visit to Colombia under the auspices of Defence Minister Molano. This is the second time that Colombia has participated in the NATO BI Process, confirming the strong collaboration between the Colombian Ministry of National Defence and NATO in the domain of good governance and integrity reforms. Among the diverse engagements that NATO BI has conducted over the past quarter, there are two new and particularly innovative initiatives that readers will discover over the next pages. Firstly, the official launch of the project on "Developing

institutional capabilities for good governance, accountability and prevention of corruption in the process of the life cycle management of small arms and light weapons (SALW), and their ammunition, lessons learned and good practices from Bosnia and Herzegovina”, which took place in Sarajevo under the auspices of Defence Minister Dr. Sifet Podić. Secondly, the kick-off of an educational peer-exchange tour for the Ministry of National Defence of Tunisia that started with the Peace Support Operations Training Centre (PSOTC) of the Armed Forces of Bosnia and Herzegovina. This peer-exchange tour is part of the NATO BI enhanced educational programme of cooperation with Tunisia agreed in 2021. To reflect our strong and active collaboration with Sarajevo, we are very pleased that this Newsletter features an interview with Brigadier General Mirsad Ahmić, Inspector General of the Armed Forces of Bosnia and Herzegovina.

This quarter also marked the continuation of the NATO BI Discipline. We, in our capacity as Requirement Authority for the BI Discipline, participated in the first ever Annual Disciplines Forum organised by Allied Command Transformation (ACT) that gathered Requirement Authorities and Department Heads of NATO’s 28 established educational disciplines. We also conducted the annual BI Requirements Review Workshop with a large audience that included - for the first time - even Colombian representatives as well as Ukrainian participants.

In our Editorial lines, we are also delighted to announce that we will conduct the NATO BI Conference, to be held in Brussels from 7 to 9 December 2022, in conjunction with the International Anti-Corruption Day. On this note, we wish our readers an enjoyable read for the following pages!



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Interview

Interview with Brigadier General Ahmić



Brigadier General Mirsad Ahmić, Inspector General of the Armed Forces of Bosnia and Herzegovina

Brigadier General Ahmić, for more than a decade, Bosnia and Herzegovina has actively participated in NATO Building Integrity (BI). You have been at the forefront of Bosnia and Herzegovina's Ministry of Defence's efforts in this regard. From your point of view, what is the impact that you have been seeing for the Ministry?

The Ministry of Defense of Bosnia and Herzegovina (MoD BiH) has been actively participating in implementing a number of activities and processes in the field of building integrity (BI) and the prevention and fight against corruption for ten years. In fact, the defense reform that resulted in the adoption of the Law on Defense of Bosnia and Herzegovina and the Law on Service in the Armed Forces of Bosnia and Herzegovina and the establishment of unified Armed Forces of Bosnia and Herzegovina (AF BiH) in 2006, enabled the setting of very important conceptual, normative and organizational preconditions to pay special attention to this issue. When we say this, it is important to point out that the Law on Defense of Bosnia and Herzegovina recognized the importance of integrity and identified the Office of the Inspector General as the organizational unit of MoD BiH responsible for coordinating efforts to implement measures and activities to strengthen integrity.

By introducing and constantly updating relevant normative, conceptual and planning documents, applying best practices and conducting continuous training with

members of the MoD BiH and AF BiH, efforts are made to reduce possible misuse of resources and the risk of corruption. It is my pleasure to point out that consideration of the risk of corruption is vital when enacting or updating any regulation in the MoD BiH and AF BiH. Regulations are continuously analyzed from the aspect of ambiguity, lack of prevention mechanism, lack of prescribed deadlines, contradictions in provisions and regulations, stakeholders' responsibilities and sanctions covered by regulations.

BI topics are included in regular training conducted by inspectors general, as well as BI courses, pre-deployment training for peace support operations, UN- and EU-led missions carried out by our Peace Support Operations Training Centre (PSOTC). So, we strive for our preventive action, in order to reduce the risk of corruption.

Of course, it is unrealistic to expect that the risk can be completely eliminated, so all members of MoD BiH and AF BiH as well as persons outside the defense sector, are given the opportunity to report any form of corruption. A number of communication channels are available, some of them ensure continuous communication between the complainant and the acting inspector, and the protection of the complainant's identity if it is requested. In addition, it is mandatory to inform the applicants/complainants of the investigation outcome.

Special attention is paid to raising awareness and to a comprehensive systemic attitude towards diminishing risks of corruption. In this regard, we also cooperate with the state agency responsible for coordinating the efforts in the field of fighting corruption, as well as with the Joint Commission for Defense and Security of BiH, the Parliamentary Military Commissioner of BiH and law enforcement agencies. We strive to contribute to the regional framework by participating in the Building Integrity Initiative in South-east Europe.

Finally, the greatest achievement in this area is the accession to the Alliance's initiative to build integrity in the defense and

security sector, which provides practical assistance to participating states in building integrity, transparency and accountability and reducing the risk of corruption.

It is difficult to judge our results and achievement impartially. For this reason, I very often emphasize the use of external evaluations ensuring that we are on the right path in the fight against corruption. It is best illustrated by the fact that, according to the latest evaluation of Transparency International, BiH has made significant progress and is classified in Group C - moderate risk of corruption in the defense sector. According to the previous evaluation from 2015, we were classified in group D, which indicates a high level of risk of corruption, and according to the evaluation, progress has been made in reducing political, personnel and financial risk.

The NATO Expert Team for Building Integrity expressed satisfaction with BiH's progress since 2014 in implementing the recommendations obtained, based on the final NATO Headquarters (HQ) report from Brussels on the status of integrity from February 2019. Out of 30 recommendations, 26 were implemented, three recommendations have a permanent character, while one recommendation is not applicable (procurement in Peace Support Operations).

Such success in this area is recognized not only in BiH, but also by international institutions and organizations. It is confirmed by the fact that we actively participate in international training programs, conferences, seminars and workshops in the field of building integrity, presenting our experiences and best practices.

However, the results, knowledge and experience we have gained, would certainly not have been at this level if there had not been exceptional cooperation with domestic and international institutions and organizations dealing with issues of BI, risk reduction and anti-corruption (Joint Commission for Defense and Security of the Parliamentary Assembly of BiH, Parliamentary Military Commissioner of BiH, law enforcement agencies, NATO, European Union Force (EUFOR), Agency for the Prevention of

Corruption and Coordination of the Fight against Corruption (APIK), the Centre for Integrity in the Defence Sector (CIDS), the United Nations Development Programme (UNDP), the Organisation for Security and Cooperation in Europe (OSCE), Transparency International (TI)...

From your experience, what role can leadership play during the completion of the Building Integrity Process, starting with the initiation of the NATO BI Self-Assessment and Peer Review Visits? What challenges and opportunities do you see for a leader in promoting Building Integrity principles and driving good governance and integrity-related reforms?

We are fully aware that a lack of integrity, professionalism and transparency, leads to irregularities, and thus for corruption. The above-mentioned defense reform, as well as reforms in other social areas in BiH, included processes that will, among other things, be aimed at building the integrity of individuals and institutions, transparency of processes and accountability at all levels of government and the whole society. In this way, democratic values, the rule of law, respect for human rights, responsible resource management and timely counteraction to deviant behavior that leads to corruption are respected. Defense management is complex in the area of human resources, budgeting, defense procurement, as well as in the area of surplus weapons, ammunition, military equipment and infrastructure. Given the above circumstances and the complexity of the subject matter, the role of leadership was extremely important. Leadership, by the definition of this term, is inseparable from any process in a particular system, including the establishment and development of mechanisms for strengthening integrity and preventing and combating corruption, and involving all actors in the defense system in these processes.

Thus, effective leadership and the existence of a clear vision and a strong strategy for the implementation of measures in the field of strengthening integrity have ensured that a number of activities are successfully implemented. This especially refers to the main results that followed after the MoD BiH started the process of self-assessment of building integrity in the defense sector and prepared and submitted to NATO HQ Brussels the answer to the standardized questionnaire. In the continuation of this process, the NATO HQ expert team from Brussels visited Bosnia and Herzegovina several times and conducted interviews with key staff

of the MoD BiH and AF BiH, as well as with representatives of institutions and agencies of Bosnia and Herzegovina and NGOs.

The result of the joint work of the MoD BiH and NATO HQ is the NATO Collective Assessment Report entitled "Building Integrity Self-assessment Peer Review Report - Bosnia and Herzegovina" that NATO Assistant Secretary General for Political Affairs and Security Policy submitted to the BiH Minister of Defense. The report identified strengths and offered recommendations for improving the situation in the field of building integrity and prevention of corruption in the defense sector. As stated in the conclusion of the assessment that MoD BiH should continue cooperation with NATO HQ from Brussels and with the NATO Headquarters in Sarajevo in terms of implementing the recommendations contained in the peer review. In February 2019, MoD BiH presented a comprehensive report to the NATO team recommendation with clear indicators of the degree of implementation, and in 2022 another event is planned which will be a joint re-evaluation of the efficiency of what has been achieved.

All of the above, but also through other activities that are being carried out, would not have been achieved without the desire and determination of decision makers at the political and administrative level. Without that determination, no one can expect to take concrete and engaged measures in the field of strengthening integrity, because they will either be absent or will be selective. Along with the above, we also realized that the appropriate knowledge, skills, and regulations are preconditions to ensuring that measures against complex phenomena such as corruption, discrimination and other anomalies can be effective and give the necessary results. Furthermore, without sufficient commitment of all stakeholders to implement systemic action plans, the integrity of the complex system for strengthening integrity, fighting corruption, discrimination and other anomalies is violated, which can inevitably affect the effects of their work.

As an example of good practice in the MoD BiH and the AF BiH, we have established the practice that senior civil servants, generals and commanders lead teams from different functional areas when drafting strategic documents. Thanks to such an approach, and the important factors listed above that significantly affect the strengthening of in-

tegrity, we have ensured that the results and best practices of MoD BiH, in this and areas such as the prevention and fight against discrimination, which are very determinative for BI, are examples that are used not only in BiH but also in the region and beyond.

Over the past 10 years, and in addition to spearheading national efforts, Bosnia and Herzegovina has actively cooperated with NATO BI by sharing its lessons learned and good practices. The Ministry of Defence in particular has actively supported building integrity efforts in other participating countries and shared the Ministry's own experience in relevant fora. A recent example is that of a peer-to-peer exchange between the Peace Support Operations Training Centre (PSOTC) of the Armed Forces of Bosnia and Herzegovina, as one of the NATO BI Implementing Partners, and the Tunisian Armed Forces organised in Sarajevo (NB: More information on this visit has been included on pages 8 to 10 of this newsletter). How did this evolution come about? From your point of view, what are the benefits for Bosnia and Herzegovina's involvement in sharing its good practices?

The answer to the previous question is actually an introduction to this area. We are really grateful to our colleagues from the NATO Headquarters in Brussels, who have been using the efforts of the MoD BiH and the AF BiH for many years as an example of good practice in this area. Joint activities, mutual visits, trainings and other forms of cooperation have become continuous in our work. There are many events where the Inspector General and inspectors of the MoD BiH and AF BiH presented our good practices. In the last two months, we presented our achievements in strengthening integrity at three events organised by NATO Headquarters in Brussels (Women Peace and Security (WPS), Small Arms and Light Weapons (SALW) and Integrity Training) and an event conducted by our Peace Support Operations Training Center (PSOTC). In addition, the Inspector General will present the good practice of the MoD BiH in the field of BI and its links with preventing and combating discrimination during an event that will be organised by the MoD of Georgia.

With the recent handover of the certificate of unconditional NATO accreditation, PSOTC was re-accredited by the NATO Allied Command Transformation, after the validity of the certificate awarded by this command to PSOTC in May 2016 for a period of six years. The Center has been involved in the Integri-

ty Building Initiative since 2008, first as a host of NATO-led courses for the OF-5 level, as well as a capacity development platform in this area. Currently, with the support of the NATO Integrity Building Team at NATO Headquarters in Brussels, the PSOTC provides education and training in the field of integrity building in the form of residency courses, as well as with the involvement of its mobile training team in support to the NATO Building Integrity Team. Over the past 11 years, more than 500 students have attended BI courses in PSOTC, with more than half of them being international students from over 30 different countries.

Not only the subject and other similar activities are useful for those institutions and users for whom they are intended, we believe that it is equally important for us as the exchanges of experiences and for the improvement of our system. Therefore, this approach of mutual cooperation established by the NATO BI Team is to be commended and should be continued in the future as well.

More recently, NATO Building Integrity has embarked on exploring a number of cross-cutting topics, such as gender equality and women, peace and security (WPS) as well as Small Arms and Light Weapons (SALW) life cycle management. Bosnia and Herzegovina has been a key contributor in this regard, and has actively shared their experience of lessons learned and good practices in both domains. [NB: We have a news entry on the BI-SALW project launch on pages 12 and 13 of this newsletter.] From your point of view, how can Building Integrity reinforce the implementation of the WPS agenda and strengthen the good governance of the SALW life cycle management, and how do the domains interact and mutually reinforce each other?

In previous responses, we pointed out the importance of integrity and its complexity, as well as the role of a comprehensive approach to this issue. Especially, if we take into account that issues such as the rule of law and ensuring equal opportunities in the system are closely related to the requirements of United Nations Security Council Resolution 1325 (UNSCR 1325) and the "Women, Peace and Security" agenda in general, but with the integrity of all processes relating to the life cycle of ammunition and weapons as well. Of course, there is no system where we can observe one single process or activity separately. The MoD BiH and AF BiH, since their establishment, have been committed to ensuring equal opportunities for all members and combating all forms of

discrimination, including gender-based, which is a legal obligation under Article 28 (same possibilities) of the Law on Service in the AF BiH. However, this process was significantly intensified in recent years through the drafting of the first and later through the second and third action plan for the implementation of UNSCR 1325, as well as through the accession of the Chief of the Joint Staff of the Armed Forces of BiH "Women, Peace and Security (WPS) Chiefs of Defense (CHOD) Network", in March 2018.

As part of the activities we carried out through the subject Network, we decided that instead of building new capacities to implement the principles of WPS CHODs and UNSCR 1325 to use existing ones with the necessary adjustments, and to form temporary bodies headed by generals in order to accelerate and implement this extremely complex project creating the preconditions for these tasks to be handed over to the competence of appropriate organizational units and individuals as soon as possible. It is recognized that the Office of Inspector General of the MoD BiH, who is responsible for professionalism, implementing a number of codes in the field of ethical conduct, advising on the adoption and establishment of professional standards and rules as well as conducting investigations if violations are found, carrying out activities related to building integrity and fighting corruption, is indispensable in this process and that in the transition period should be a focal point of coordination of all activities on the implementation of the WPS and UNSCR 1325 agenda.

The topics such as gender, prevention of discrimination and sexual harassment or abuse in the MoD BiH are included in the already existing system of training and education of members of the MoD BiH and the AF BiH and implemented by inspectors general in cooperation with gender instructors. Topics on gender equality in peace support operations are incorporated as a part of pre-deployment training of military personnel for participation in peace support operations. As this process evaluates, the WPS agenda extends to other areas and projects, such as the prevention and protection of mental health. In this respect, in the coming period we plan to train psychologists of the AF BiH, as well as other persons assigned to work with possible victims of sexual harassment or abuse in the AF BiH.

Furthermore, the Office of Inspector General, in conducting the activities on building integrity and fighting corruption

in the MoD BiH, has established cooperation with a number of domestic and international organizations and institutions and partner countries, which selflessly supported and financed projects in this area. The already established cooperation with a number of these institutions has literally been extended to the WPS agenda as well. One example is the support of the Embassy of the United Kingdom of Great Britain and Northern Ireland in BiH to a number of projects and I would highlight the financing of infrastructure works at the sites of AF BiH, with the aim of improving living and working conditions for women and men, as well as a support of the Public Opinion Research "Analysis of Citizens' Attitudes Towards Service in the Armed Forces of Bosnia and Herzegovina".

Cooperation in the field of strengthening integrity and preventing discrimination is also exceptional with the Center for Integrity in Defense Sector from Oslo (CIDS) and UUNDP South Eastern and Eastern Europe Clearinghouse for the Control of Small Arms and Light Weapons (SEESAC).

Furthermore, I am really pleased to point out that good practices and lessons learned of MoD BiH, in preventing corruption in the process of dealing with surplus weapons and ammunition and mines and explosives, have been recognized by NATO, which resulted in the MoD BiH becoming an active participant in the NATO BI project related to building institutional capacity to manage accountability and prevent corruption during the management of small arms and light weapons and ammunition cycles.

Finally, if the processes implemented in any area, including the implementation of the WPS agenda and the SALW project, incorporate the principles of strengthening integrity and transparency, and improving accountability, there is no doubt that those processes will be fairer, and that the community and its individuals will have full confidence in the institutions that implement them.

We thank Brigadier General Ahmić for this interview.

Colombia: Peer Review Visit



Group photo at the official kick-off ceremony for the NATO BI Peer Review Visit to Colombia under the auspices of Defence Minister Molano, pictured here with Vice-Defence Minister Alzate, Vice-Defence Minister for Veterans, the Social and Entrepreneurial Group Gustavo Niño Furnieles, Vice-Defence Minister for Strategy, Jairo Garcia Guerrero, as well as General Luis Fernando Navarro Jimenez, General Commander of the Military Forces, General Eduardo Enrique Zapateiro Altamiranda, Commander of the National Army, Gabriel Alfonso Perez Garces, General Ramses Rueda Rueda, Commander of the National Air Force, General Jorge Luis Vargas Valencia, Commander of the National Navy, General Director of the National Police, executives and heads of departments, together with the NATO BI-led Peer Review Team that includes Ms. Bénédicte Borel, NATO BI Team Leader and Country Officer for Colombia, Senior Colonel Mohamed-Ali Amri, Tunisian Armed Forces, Mr. Francois Gautier, Head of NATO Internal Audit and Risk Management Office, ret. Ambassador Valeri Ratchev, NATO BI Subject Matter Expert and Mr. Kyrre Knutsen, Senior Officer, Ministry of Defence of Norway.

From 2 to 6 May 2022, NATO BI conducted a Peer Review Visit to Colombia based on the Self-Assessment Questionnaire submitted to NATO at the end of 2020. This visit was organised under the auspices of the top leadership of the Ministry of National Defence of Colombia. After an introductory meeting on the first day, led by Vice-Minister for Defence and Security

Policies, Ms Sandra Alzate Cifuentes, an official kick-off ceremony with Defence Minister Diego Andres Molano Aponte took place on Tuesday, 4 May. The event gathered the civilian and military leadership of the Ministry, namely Vice-Defence Minister Alzate, Vice-Defence Minister for Veterans, the Social and Entrepreneurial Group Gustavo Niño Furnieles,

the Vice-Defence Minister for Strategy, Jairo Garcia Guerrero, as well as General Luis Fernando Navarro Jimenez, General Commander of the Military Forces, General Eduardo Enrique Zapateiro Altamiranda, Commander of the National Army, Gabriel Alfonso Perez Garces, General Ramses Rueda Rueda, Commander of the National Air Force, General Jorge Luis Vargas Valencia, Commander of the National Navy, and General Director of the National Police, executives and heads of departments. The NATO BI Peer Review Team, which was composed of NATO and NATO BI Subject Matter Experts and peer representatives from Norway and Tunisia, had a bilateral meeting with Defence Minister Molano and the three Vice-Defence Ministers, during which they addressed the visit as well as the scope of the NATO BI cooperation. Over the course of the week, the NATO BI Peer Review Team were able to thoroughly address the scope of reforms already implemented since the first completion of the BI Process (2014-2016), assess their impact and review the



Defence Minister Molano at the official kick-off ceremony of the NATO BI Peer Review Visit, 3 May 2022.



Dr. Orlando Vega Navas, Head of the Internal Control Department of the Ministry of National Defence of Colombia and Ms. Bénédicte Borel, NATO BI Team Leader and Country Officer for Colombia at the official kick-off ceremony of the NATO BI Peer Review Visit, 3 May 2022.



Bilateral meeting with Defence Minister Molano and the NATO BI-led Peer Review Team.



General Eduardo Enrique Zapateiro Altamiranda, Commander of the National Army presenting BI principles applied to the Colombian Army.

current management of resources for personnel, finances and equipment.

Furthermore, the Colombian Armed Forces offered the NATO BI Peer Review Team the opportunity to observe the implementation of NATO BI's principles at the operational level in the context of a visit to Air Base N.1 of Palanquero. The NATO BI Peer Review Team also met with the Transparency Secretariat of the Colombian Presidency and Transparency International – Colombia.

More information on the visit can be found here:

https://twitter.com/CMANDANTE_EJC/status/152252977209233410?t=WeSvY-OOGIR4oXBcSom-DKg&s=08

<https://twitter.com/mindefensa/status/1522707549635624961?s=20&t=C-b-Stm-MGsVuCY8bJx9kFw>

<https://twitter.com/mindefensa/status/1522317402926686209?s=20&t=C-b-Stm-MGsVuCY8bJx9kFw>

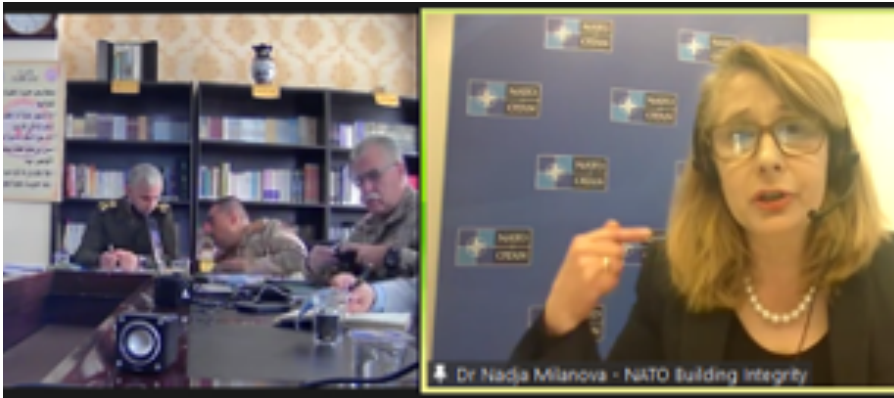
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<https://t.co/DOeYMgpAz7>

Iraq: NATO BI Video Conference for the Strategic Studies and Research Centre (SSRC)



Researchers of the Strategic Studies and Research Centre (SSRC) participating in the video conference. Lieutenant Colonel Luis Carreras, NMI Senior Advisor to SSRC facilitating the discussion. Dr. Nadja Milanova, NATO BI Country Officer for Iraq, delivering an online lecture from NATO HQ Brussels.

On 15 March 2022, NATO BI and NATO Mission Iraq (NMI) conducted a video conference for Iraq's Strategic Studies and Research Centre (SSRC) on "Integrity Principles of NATO's Effective and Efficient Defence Institutions Building and How to Integrate Them

through Education and Training". The main purpose of this conference was to raise awareness of the need to include BI training modules into the curricula of Iraq's military education institutions as a way to support the government in its combat against the risks of corruption.

Eleven SSRC participants, both military and civilian researchers, attended the conference in person in Baghdad, with online delivery of a lecture from NATO HQ in Brussels. The lecture and ensuing questions and comments by participants covered a broad range of topics, including: the NATO BI approach to defence reforms and institution building; concepts related to BI and the prevention of corruption; principles of effective and efficient defence institutions; integrity at the institutional and individual level; and the role of BI education and training for defence and military education institutions.

In conclusion, SSRC leadership requested further BI activities for the SSRC researchers as well as for instructors of other military educational institutions. In response to this request, NATO BI and NMI are planning a series of lecture sessions in June and September 2022.

Mauritania: Introduction to NATO BI

At the invitation of NATO Emerging Security Challenges Division's Counter-Terrorism Section, on 21 March 2022, NATO BI offered a presentation, NATO BI offered a pres-

entation to a visiting military delegation from Mauritania on how to address NATO's efforts in good governance and integrity and the nexus with the counter-terrorism domain.



Brigadier General Abdelmonaam Belaati, Inspector General of the Armed Forces of Tunisia and Brigadier General Mirsad Ahmić, Inspector General of the Armed Forces of Bosnia and Herzegovina.

Tunisia: Continuation of the Implementation of the Ambitious Annual NATO BI Work Programme

Under the auspices of the Inspector General of the Tunisian Armed Forces, a delegation comprised of representatives of the Tunisian Building Integrity Working Group and Tunisian specialists in military education had the opportunity to visit the Peace Support Operations Training Centre (PSOTC) of the Armed Forces of Bosnia and Herzegovina to address education and training in the specific domain of the NATO BI Discipline. During this



Arrival of the Tunisian delegation, led by Brigadier General Abdelmonaam Belaati, Inspector General of the Armed Forces of Tunisia, at the Peace Support Operations Training Centre (PSOTC) in Sarajevo, Bosnia and Herzegovina.

two day visit, on 21 and 22 April, PSOTC professional trainers that are responsible for BI trainings shared their experience in developing courses, delivering BI curricula, and the process for NATO certification and accreditation of courses and institution. This peer-exchange among practitioners is always very well appreciated as it facilitates experience and the

sharing of good practices. This visit was part of a series of three visits that constitutes the educational peer-exchange tour for Tunisia. It will be followed by a visit to another Partnership Training and Education Center (PTEC), the Regional Department of Defense Resources Management Studies, DRESMARA, and will be concluded by a visit to the

NATO School Oberammergau. This educational peer-exchange tour is part of the tailored NATO BI – Tunisia 2022 Work Programme that was agreed to support the Tunisian decision to establish a Tunisian BI Regional Center and contributes as such to the continued implementation of the BI Discipline.



Brigadier General Mirsad Ahmić, Inspector General of the Armed Forces of Bosnia and Herzegovina (right) and Colonel Elvedin Omić, Commander of the Peace Support Operations Training Center of the Armed Forces of Bosnia and Herzegovina (left).

1. PSOTC holds two annual residential courses on Building Integrity – the BI in Peace Support Operations course for OF2-OF4 and the BI for Senior NCOs course.

Further, on 18 May 2022, NATO BI and the Ministry of National Defence conducted the review of NATO BI support to the Partnership for Peace Planning and Review Process (PARP) and Defence Capacity Building Package. This review was conducted in online format and provided the opportunity to address further areas of collaboration related to the good governance and integrity of the Tunisian defence sector.



Peer-to-peer exchange discussions at the Peace Support Operations Training Centre (PSOTC) in Sarajevo, Bosnia and Herzegovina

USA: NATO BI Participated in Peer Exchanges on Security Sector Governance

On 16 March 2022, NATO BI participated in an online peer exchange with US State Department Advisors engaged in providing strategic advice to national institutions in different countries. Under the title of “Promoting Sustainable Change in a Context of Corrupt Practices”, NATO BI provided an overview of experience gained over the past 15 years and engaged in discussions with peers on their own lessons learned and experience and shared good practices and insights regarding challenges and incentives for positive change and reforms, institution building and embedding integrity, transparency and accountability at an institutional and individual level.

On 25 May 2022, upon the invitation of the Security Forces Capacity Building Division of the US State Department’s

Bureau of Political-Military Affairs/Office of Global Programs and Initiatives, NATO BI took part in a panel on “Security Sector Governance: International Principles and Good Practices”. Alongside other panellists from the United Nations Department of Peace Operations’ Security Sector Reform Unit, the Organisation for Economic Cooperation and Development (OECD), and the Centre for Security Sector Governance (DCAF), NATO BI elaborated on BI good practices and corroborated the main principles of Security Sector Governance (SSG) through the experience and lessons learned of the NATO BI work. The panel discussions emphasised the importance of SSG for international security cooperation and assistance.

BI in Operations: NATO BI Lecture at the NMI Pre-Deployment Training

On 4 April 2022, upon the invitation of NATO’s Joint Force Training Centre in Bydgoszcz, Poland, NATO BI delivered an online lecture on the theory and practice of NATO’s approach to Building Integrity in the context of NATO Mission Iraq. The lecture was part of the preparation and training of staff and advisors scheduled for deployment to Baghdad, Iraq as part of the incoming rotation of personnel within NMI.

The lecture provided an opportunity to discuss the BI line of effort within NMI and to emphasise the need for better understanding of BI as an enabler in the fulfillment of the NMI mandate. A special focus was placed on the cross-cutting nature of BI and the importance of integrating it into all strands of work and across all advisory functions, alongside its implementation as a distinct, stand-alone line of effort.

Since 2021, the NATO BI lecture has been a steady feature of the pre-deployment training for mission personnel. This has reaffirmed the importance attached to BI in the context of NATO-led missions and operations, following the approval of the NATO Military Concept of BI in Operations by the North Atlantic Council in February 2021.

BI Discipline: 2022 Annual Disciplines Forum and 2022 BI Requirements Review Workshop



Dr. Gerlinde Niehus, Acting Director of the NATO Operations Division's Defence Institution and Capacity Building Directorate opens the BI Requirements Review Workshop.

NATO Building Integrity in its capacity of the Requirement Authority of the NATO BI Discipline participated in the first ever Annual Disciplines Forum organised by NATO ACT. The event, held on the French Air Force Base of Lyon, Air Operations Centre of Excellence (CASPOA), from 25 to 28 April 2022, provided the opportunity for the 28 educational disciplines under NATO ACT Global Programming, both Requirement Authorities and Department Heads, to discuss various aspects related to the disciplines' governance structures. This event was aimed at fostering exchanges among peers and stimulate cross-fertilisation among disciplines.

On 24 May 2022, NATO Building Integrity held the annual Discipline Requirements Review Workshop. Conducted online, the event gathered more than 40 participants, from NATO Allied and partner countries, NATO BI Implementing Partners as well as some representatives of other disciplines. Among the national participants, it is noteworthy to highlight the participation of Colombian representatives of military schools and representatives of the state defence industry of Ukraine, Ukroboronprom, who both participated in this event for the first time, as well as the Ministry of National Defence of Tunisia and the Defence Institution Building School of Georgia; all having a strong interest in NATO BI education and contributing to the development of the Discipline.

The Requirements Review Workshop was opened by Dr Gerlinde Niehus, Acting Director of the NATO Operations Division's Defence Institution and Capacity Building Directorate. In her opening remarks, she particularly stressed the continued evolution and growth of the NATO BI Discipline, underlining its "unique character due to the specific nature of the subject and its specific governance structure with NATO International Staff [serving] as Requirement Authority".

This event provided NATO BI with the possibility to validate the requirements as addressed in the 2021 Discipline Alignment Plan. Work will continue to validate, analyse and identify potential new training needs for the NATO Command Structure and nations at strategic, political, political-military, operational and tactical levels. This exercise will proceed until the conduct of the Annual Discipline Conference that will be conducted and led by the NATO BI Discipline Department Head, the Centre for Integrity in the Defence Sector (CIDS), under the Norwegian Ministry of National Defence in-person at NATO HQ, if conditions permit.

The BI Requirements Review Workshop, annually conducted, is a critical step in the implementation and advancement of the BI Discipline as the definition of requirements drive the development of BI educational solutions.



Ms. Bénédicte Borel, NATO BI Team Leader chairing the BI Requirements Review Workshop with representatives of the Colombian Army's School of International Missions and Comprehensive Action (ESMAI) as well as representatives of the Ministry of National Defence of Tunisia.

NATO BI Lecture at the Italian Centre for Higher Defence Studies' Study Session of the 2021-2022 Academic Year of the Centre for Higher Defence Studies (CASD) of Italy

The 73rd Session of the Italian Centre for Higher Defence Studies (IASD) of the 2020-2021 Academic Year of the Centre for Higher Defence Studies (CASD) of Italy was conducted from 19 October 2021 to 31 May 2022. On 20 May 2022, upon the invitation of CASD (Centro Alti Studi Difesa), NATO BI contributed with a lecture to the module on "Leadership and Building Integrity" conducted from 16 to 20 May as part of this academic programme.

Over half a day, NATO BI presented and engaged with the international audience on NATO BI's political mandate and its strategic approach to good governance in the de-

fence and related security sector and the NATO BI tools, including the BI Self-Assessment and Peer Review Process and related tailored support made available to participating national defence and security institutions. The international participants raised comments and questions on relevant points such as the role of NATO and its partnerships in promoting positive change and reforms within national institutions of partner nations as well as lessons learned and challenges regarding the application of the NATO BI tools to the specific context of individual countries.



NATO BI participation in 2022 MSPC Conference

NATO BI participated in the 2022 Military Strategic Partnership Conference (MSPC) organised by Allied Command Operations (ACO) and hosted by the Irish Ministry of Defence on 28 March

to 1 April 2022 in Dublin. The event focused on "protecting stability through cooperation".

NATO BI Launched the Implementation of its BI-SALW Project in Sarajevo, Bosnia and Herzegovina



The BI-SALW project team visiting the Logistics Command of the Armed Forces of Bosnia and Herzegovina, Doboj on 13 April 2022.

In February 2022, NATO BI started the implementation of a project on "Developing institutional capabilities for good governance, accountability and prevention of corruption in the process of the life cycle management of small arms and light weapons (SALW) and their ammunition: lessons learned and good practices from Bosnia and Herzegovina". The project is being implemented in cooperation with the Ministry of Defence of Bosnia and Herzegovina² and with the expertise of the Ammunitions Management Advisory Team (AMAT), an Initiative of the Geneva International Centre for Humanitarian Demining (GICHD) and UN Safeguard.

The project was officially launched on 12 to 13 April 2022 in Sarajevo, Bosnia and Herzegovina. The Minister of Defence of Bosnia and Herzegovina, Dr. Sifet Podić, opened the launch event, reaffirming the commitment of national authorities to share their

lessons learned, challenges and solutions in this area. The Commander of the NATO Headquarters Sarajevo Brigadier General Pamela McGaha (US Army) and Major General Anton Wessely, Commander of the European Union Force in Bosnia and Herzegovina (EUFOR) took part in the event.

During the visit to Sarajevo, the project team - composed of NATO BI and AMAT experts - held a series of consultations with the main national stakeholders on the scope and the research questions of the project. Interlocutors included the Ministry of Defence and the national SALW Coordination Board as well as representatives of the European Union Force in Bosnia and Herzegovina (EUFOR) supporting the implementation of the Masterplan for Ammunition, Weapons and Explosives, Demining and Collective Training with the Armed Forces of Bosnia and Herzegovina.

Strengthening integrity, transparency and accountability in the SALW life cycle management is of critical importance. The project is aimed at developing national capabilities for strengthening accountability and good governance in the SALW life cycle management while addressing the vulnerabilities to, and preventing the risk of corruption in this area. The ultimate goal of the project is to provide analysis of risks and vulnerabilities in the SALW life cycle management and to develop an evidence-based policy solutions by developing an actionable and practical toolkit for institutionalising good practices in this area.

The project contributes to the French-German Initiative for a sustainable solution to the illegal possession, misuse and trafficking of SALW and their ammunition in the Western Balkans by 2024.

The project will be implemented over the course of the year 2022. The handbook, as the final output of the project, is envisaged as a knowledge material on BI and good governance and meant to serve as a reference tool for institutional enhancement and relevant integrity building and anti-corruption measures in the defence and related security sector for any interested country.



The Commander of the NATO Headquarters Sarajevo Brigadier General Pamela McGaha as well as AMAT experts Mr. Benjamin King and Ms. Savannah de Tessieres at the NATO BI-SALW project launch event in Sarajevo on 12 April 2022.



The Minister of Defence of Bosnia and Herzegovina Dr. Sifet Podić as well as Brigadier General Mirsad Ahmić, Inspector General of the Armed Forces of Bosnia and Herzegovina and Dr. Nadja Milanova, NATO BI Country Officer for Bosnia and Herzegovina, at the NATO BI-SALW project launch event in Sarajevo on 12 April 2022.

NEW LANGUAGE VERSIONS OF EXISTING PUBLICATIONS



NATO Allied Command Operations Handbook: Building Integrity in Operations

This practical learning tool is now available in Arabic in addition to English, French, Georgian, Spanish, Romanian and Ukrainian. Developed by NATO Allied Commands Operations in collaboration with NATO BI, this publication aims to raise awareness of corruption risks and their impact on mission success, and to enhance professionalism and effectiveness across NATO and relevant national structures..

https://www.nato.int/cps/en/natohq/topics_176187.htm

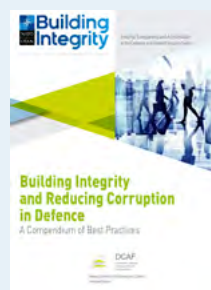
Guides to Good Governance

NATO BI is advancing with the translation of new Guides to Good Governance in Romanian language. The full series of 10 guides in this language version will be available in summer 2022 (https://www.nato.int/cps/en/natohq/topics_177396.htm). We invite you to consult the other language versions: English, French, Arabic, Armenian, Dari, Georgian, Pashto, Russian, Spanish, and Ukrainian.



NATO Building Integrity Awareness Course now available in Romanian on JADL

In April 2022, the NATO Building Integrity Awareness course became available in the Romanian language. This e-learning course is accessible via the NATO Joint Advanced Distributed Learning (JADL - <https://jatl.act.nato.int/>) platform under ADL.336, and it is also available in English, French, Spanish Romanian, and Russian. In the coming months, NATO BI and ACT will offer this course in Arabic. The course is mandatory for NATO personnel, civilian and military, for whom it was designated and specifically designed. On a case-by-case basis, NATO BI makes this course available to partner nations participating in the NATO Self-Assessment and Peer Review Process.



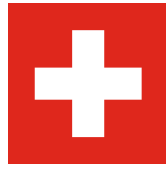
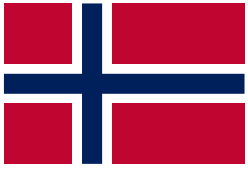
Building Integrity and Reducing Corruption in Defence. A Compendium of Best Practices: Volume II

NATO Building Integrity is currently in the process of finalising Volume II of the "BI Compendium of Best Practices". The first volume of this publication was issued in 2010 and has become one of NATO BI's reference publications since then. It continues to be used widely by national representatives, experts and practitioners working on integrity-related issues in the defence and security sector, and is available in 13 languages. For Volume II, NATO BI established an Editorial Board in spring 2021, led by NATO BI, representing expert organisations in this field, such as the Geneva Centre for Security Sector Governance (DCAF), Transparency International (both DCAF and Transparency International were involved in the drafting of Volume I), the Centre for Integrity in the Defence Sector (CIDS) of Norway's Ministry of Defence and NATO BI Discipline Department Head as well as the Ethics & Integrity Organisation (COID) of The Netherlands Ministry of Defence.

UPCOMING NATO BUILDING INTEGRITY EVENTS

27 June-1 July	Building Integrity in Peace Support Operations Course at PSOTC, (ACT.646.6), Sarajevo, Bosnia and Herzegovina
29-30 June	NATO BI – SALW Project Implementation visit, Sarajevo, Bosnia and Herzegovina
5-9 September	NATO BI Internal Audit Training for the Defence and Related Security Sector, Tbilisi, Georgia
6-9 September	NATO BI in Operations Course for the Defence and Related Security Sector, Mobile Training Team, Tbilisi, Georgia
12-16 September	Building Integrity for Senior Non-Commissioned Officers Course at PSOTC, Sarajevo, Bosnia and Herzegovina
26-30 September, TBC	NATO BI Peer Review Visit, Republic of Moldova
October, TBD	Second Educational Peer Exchange Tour for the Tunisian Ministry of National to the Regional Department of Defence Resources Management Studies (DRESMARA), Brasov, Romania
October, TBD	Experts' Seminar on the Implementation of the NATO Building Integrity Peer Review Recommendations for Tunisia, NATO HQ, Brussels, Belgium
8-13 October, TBC	NATO BI Peer Review Visit, Jordan
12 October	NATO Building Integrity Annual Discipline Conference, NATO HQ, Brussels, Belgium (if conditions permit or online)
October/November, TBD	NATO BI Peer Review Visit, Montenegro
7-11 November	NATO Defence Leadership in Building Integrity Course, NATO School Oberammergau, Germany
10-11 November	Third Educational Peer Exchange Tour for the Tunisian Ministry of National Defence to the NATO School Oberammergau, Germany
7-9 December	NATO Building Integrity Conference, Brussels, Belgium
9 December	International Day against Corruption
12-16 December	NATO Advisory Course – Pilot, Rome, Italy

Norway, United Kingdom, Switzerland and the European Union are members of the Advisory Group of the NATO BI Trust Fund.



Further information

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For further information on NATO Building Integrity,
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<https://buildingintegrity.hq.nato.int/>

 NATO Building Integrity

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