



# BI Capacity Building: Lessons Learned and Possible Way Ahead

## DCAF

a centre for security,  
development and  
the rule of law

A tailored Building Integrity  
Programme to support South  
Eastern Europe through the  
South Eastern Europe Defence  
Ministerial (SEDM) Process

NATO – DCAF project on  
Professional Development  
Workshops

Brussels, 18 December 2014

*Session 3: Developing and strengthening individual and  
institutional capacities – Lessons learned, experience and  
existing tools*

*WS “Engaging senior leaders in building  
integrity in the defence and security sector”*

*Prof. Todor Tagarev  
Amb. Valeri Ratchev  
Dr. Philipp Fluri*

t.tagarev@dcaf.ch

# Outline

- BI capacity building in South-Eastern Europe in 2013 and 2014
- Lessons learned, with focus on competence gaps
- Building integrity curricula and their possible usage
- Conclusion

# BI phase I, up to 2012

Admit the existence  
of corruption

Create a BI  
plan

Assess Imple-  
mentation

# BI phase II – SEDM format

Identify specific  
problem areas

Identify and un-  
derstand causes

Develop measures  
and create a plan

Continuously monitor  
and measure imple-  
mentation

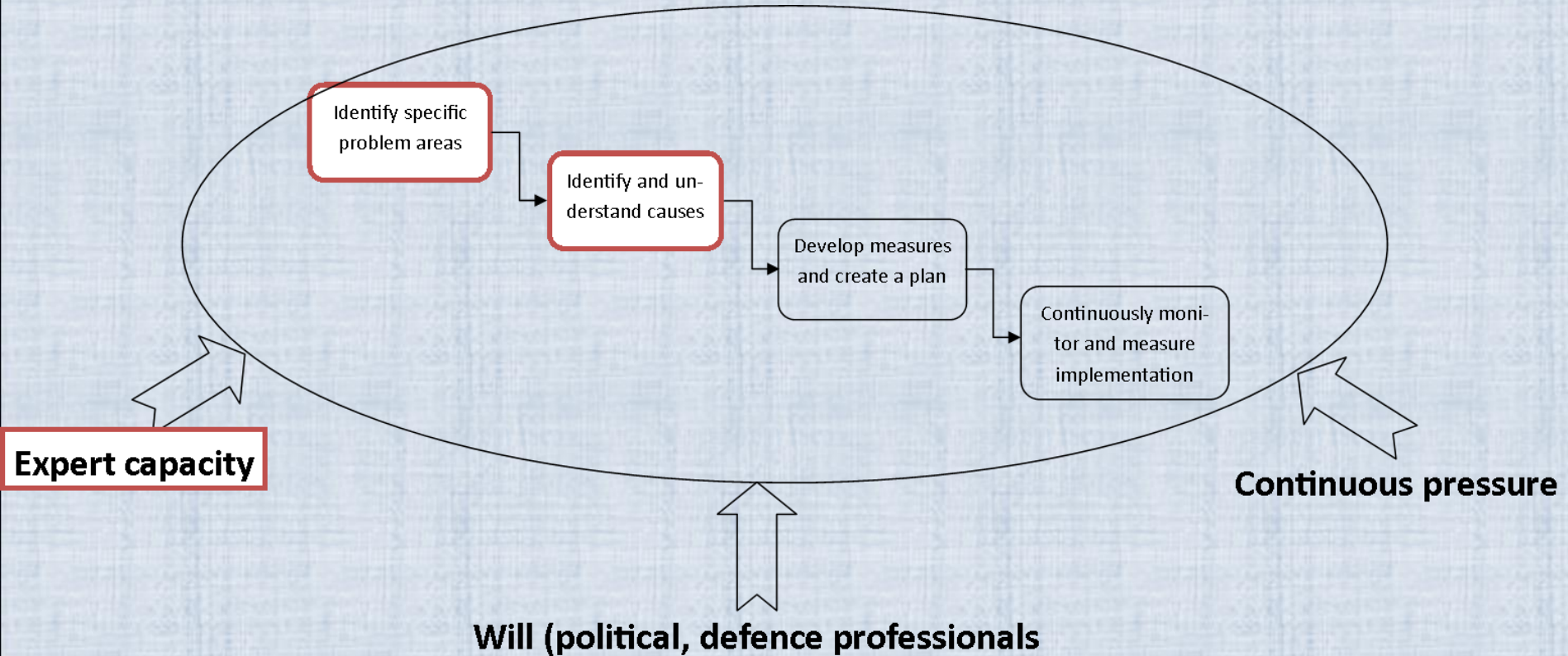
# Tailored BI programme to support SEE through the SEDM process

- Corruption Risks in the Defence and Security Sector, Sarajevo, 20-22 March 2013
- Integrity in Defence Procurement, Utilisation, and Public-Private Partnerships, Sofia, 23-25 April 2013
- Integrity in Defence Budgeting and Finance, Belgrade, 18-20 June 2013

# SEE Tailored BI programme 2014

- Integrity in personnel management, Chisinau, 20-22 May 2014
- Integrity in Outsourcing and Public-Private Partnerships, Belgrade, 10-13 June 2014
- Required competencies and gaps in designing and implementing national defence integrity programmes, Kyiv, 7-9 October 2014

# Environment



# SEE Tailored BI programme 2014 (cont.)

- Reference Curriculum in Building Integrity , Podgoritsa, 11-13 November 2014
- Engaging Senior Leaders in Building Integrity in the Defence and Security Sector, Brussels, 18 December 2014



# Immediate Products

- Reference curricula on “Building Integrity in Defence and Security”
- A multi-lingual website, dedicated to support BI education and training, as well as the design and implementation of programmes aiming to build integrity and reduce corruption in the defence and security sector  
<http://defenceintegrity.eu>

# SEE WSs: Requirements

Assessing corruption risks (perception and evidence-based; risk assessment)	Analysis and improvement of organizational processes
Corruption: sources, impact	Measuring results and performance
Measuring corruption & assessing integrity	Designing and monitoring the implementation of integrity programmes
Social, political & transitional contexts	Procurement
Norms (for gov't and private actors)	Outsourcing & PPPs
Leadership	Personnel management
Change management	Financial management
Impact of organizational culture	Internal checks and balances
Gender aspects	External checks and balances

# SEE WSs: Gaps

Assessing corruption risks (perception and evidence-based; risk assessment)	Analysis and improvement of organizational processes
Corruption: sources, impact	Measuring results and performance
Measuring corruption & assessing integrity	Designing and monitoring the implementation of integrity programmes
Social, political & transitional contexts	Procurement
Norms (for gov't and private actors)	Outsourcing & PPPs
Leadership	Personnel management
Change management	Financial management
Impact of organizational culture	Internal checks and balances
Gender aspects	External checks and balances

# Critical gaps

- From “Duty, Honour, Country” to integrity in policy making and resource management
- The corps of defence civilians; Roles of political appointees, military and civil servants in the defence institution
- Social, cultural, political & transitional influences

# BI reference curricula

- A variety of short-term BI courses already exist, with well established one-week “awareness” courses and experience in pre-deployment training
- Masters degree programme
- Certified BI qualification course
- A series of specialised courses

## Coping with the gaps

### Aim

From: Occasional plans and programmes

To: Building culture of integrity, professional capacity and identity

### Target groups

Cadets

Senior executives

Experts

Political leadership

### Learning

Cadets, experts: Education

Senior executives: Awareness

Experts: Qualification (certificate)

Political leadership: Awareness

### Topics

Security sector good governance

Ethics, culture, leadership, and integrity in defence

Defence and security management

Management in multinational missions

Civil-military relations

Parliamentary oversight of security sector

### Format

Senior executive – 2 days, 1-2 in a year  
Executive course – 1 week; 4 - 8 in a year

Annual Certificate course – 6-8 weeks; once a year (international)  
Masters degree – 1 year+ (national)  
Pre-deployment – 1-2 weeks (1-2 in a year)

# Masters degree programme

## Main blocks

- Security Studies
- Governance and Public Administration
  - The modern defence institution
  - Social, historical and security influences on transition processes
- Management, incl. measuring results and organizational performance; business process improvement; programme and project management

# Masters degree programme

## Main blocks (2)

- Ethics, Culture, Leadership
  - Identification of sources and measuring impact of corruption
  - Ethics in defence and security
  - Legal framework of security and defence integrity
  - Integrity and strategic leadership
  - Integrity in managing defence reforms
  - Building integrity in conflict environments



# Masters degree programme – How?

- National endeavour
- Possibly, as an “Integrity Track” of a degree programme in:
  - Security and defence management; or
  - Public administration in defence and security

# Qualification course

- The challenge of corruption in defence and security (sources, measures, impact, norms)
- Ethics (including psychological aspects of individual decision making)
- Building integrity in conflict environments (operations, post-conflict, frozen conflicts – forces in theatre, SSR & institution building)
- Management (measuring results and performance, process improvement, programme management)
- Modern defence institutions
- Social, political and transitional contexts

# Qualification course

## How?

- Students -- at least ten years of relevant professional experience, of which five years in a leadership/ managerial position
- Between six and eight weeks in class plus additional assignments
- Regional format, with one week modules in regional defence academies/ training centres
- Certified by (?):
  - Participating regional academies
  - NATO/ACT
  - Role of CIDS, Oslo



**DCAF**  
a centre for security,  
development and  
the rule of law

## INTEGRITY IN DEFENCE & SECURITY



THE PORTAL

RESOURCES

TERMINOLOGY

ABBREVIATIONS

NEWS

CONTACT

Select your language

English



### Latest news

10/12/2014

Participation in the BI Senior Leaders workshop

10/12/2014

Presenting the website at the NATO HQ

09/12/2014

The English version of the BI Compendium uploaded

[view all](#)

### Useful links

DCAF website  
Security & Defence Management  
CSDM website

[view all](#)

### Statistics

Site Counter:	3,218
Unique Visitor:	13
Visitors:	
Today:	915
This week:	3,080

## Welcome to the Building Integrity website

This website provides structured materials to support education and training, as well as the design and implementation of programmes aiming to build integrity and reduce corruption in defence and security sectors. The site supports 16 languages, and many of the materials available here are translated and published in multiple languages.

The site was developed jointly by the Geneva Centre for the Democratic Control of Armed Forces and the Centre for Security and Defence Management in Sofia, with support from the North-Atlantic Treaty Organization within the NATO Building Integrity Programme.

All publications here are open access, and available free of charge. Users, interested in some specific teaching materials--lectures, presentations, etc.--can, after registering, download these materials also free of charge and use them for not-for-profit purposes. The bulk of the teaching materials were used in the two-year BI capacity building project for South-Eastern Europe, sponsored through the NATO BI Trust Fund.

Share / Save

### Resources

- Understanding corruption
- Norms Ethics
- Leadership
- Management
- BI Programmes
- Operations
- Checks and Balances
- Organisations
- Education & Training

### Most popular

- Cultural Awareness in Implementing Integrity Building Programmes
- A Strategic Approach to Building Integrity and Reducing Corruption in Defence
- TI International Defence and Security Programme



**DCAF**  
a centre for security,  
development and  
the rule of law

## INTEGRITY IN DEFENCE & SECURITY



THE PORTAL ▾

RESOURCES ▾

TERMINOLOGY

ABBREVIATIONS

NEWS

CONTACT

Select your language

- English ▾
- English
- العربية
- Հայերեն
- azerbaycan
- Bosanski
- Български
- Hrvatski
- Français
- ქართული
- Română
- درى
- پښتو
- Русский
- Српски
- Español
- Українська

NEWS

web site in

[view all](#)

### Useful links

- [DCAF website](#)
- [Security & Defence Management](#)
- [CSDM website](#)




[view all](#)



### Resources

- ▶ [Understanding corruption](#)
- ▶ [Norms Ethics](#)
- ▶ [Leadership](#)
- ▶ [Management](#)
- ▶ [BI Programmes](#)
- ▶ [Operations](#)
- ▶ [Checks and Balances](#)
- ▶ [Organisations](#)
- ▶ [Education & Training](#)

### Most popular

-  [NATO and the Evolution of the Building Integrity Initiative](#)
-  [Foreword](#)
-  [The Corruption Course](#)

## Welcome to the Building Integrity website

This website provides structured materials to support education and training, as well as the design and implementation of programmes aiming to build integrity and reduce corruption in defence and security sectors. The site supports 16 languages, and many of the materials available here are translated and published in multiple languages.

The site was developed jointly by the [Geneva Centre for the Democratic Control of Armed Forces](#) and the [Centre for Security and Defence Management](#) in Sofia, with support from the [North-Atlantic Treaty Organization](#) within the [NATO Building Integrity Programme](#).

All publications here are open access, and available free of charge. Users, interested in some specific teaching materials--lectures, presentations, etc.--can, after registering, download these materials also free of charge and use them for not-for-profit purposes. The bulk of the teaching materials were used in the two-year [BI](#) capacity building project for South-Eastern Europe, sponsored through the [NATO BI Trust Fund](#).

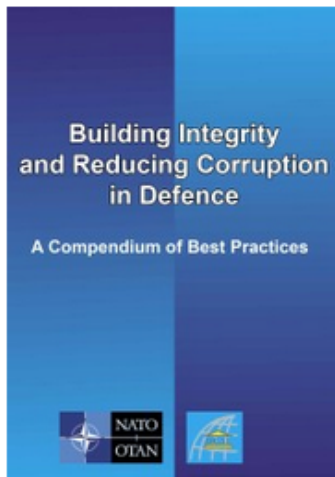


Select your language

Русский ▾



### *Воспитание добропорядочности и борьба с коррупцией в оборонном секторе: Сборник примеров (компендиум) положительного опыта*




Проблемы прозрачности и коррупции в сфере обороны часто влияют не только на странах переходного периода, но и на устоявшихся демократиях. Этот сборник, продукт сотрудничества между Transparency International Великобритании, командой НАТО ПРМ и ДКВС, фокусируется на концепциях и инструментах, которые могут обеспечить хорошие практики менеджмента в сфере обороны и политики в области «построения интегритета». Предназначен в первую очередь для персонала обороны и может служить как введение и справочное пособие. Гражданские лица, работающие в сфере обороны, демократические институты и гражданское общество тоже найдут материалы по строительству интегритета и мер борьбы с коррупцией, которые имеют отношение к управлению их собственной деятельности по безопасности.

В создании материалов для «Сборника примеров положительного опыта по

#### Ресурсы

- *Понимание коррупции*
- *Нормы*
- *Этика*
- *Лидерство*
- *Менеджмент*
- *VI программы*
- *Операции*
- *Проверки и балансы*
- *Организации*
- *Образование и обучение*

#### Самое популярное

-  *Роль институций омбудсмена*

# Conclusion

- Your views on the Phase III BI activities in regional (SEE/SEDM) format