

Building Integrity and Reducing Corruption Risk in Defence Establishments

NATO EAPC PROGRAMME

Training and Education Module – Review of the Pilot Course Trials draft

DRAFT
**2nd February
2009**

A meeting to review the results of the pilot trials of the Building Integrity Training Module was held at NATO HQ in Brussels on January 22nd 2009. The meeting was hosted by the UK Mission to NATO and attended by representatives of Armenia, Bosnia, Canada, Italy, Macedonia, Switzerland, Turkey, Ukraine, and the UK, as well as members of the NATO International Staff, the UK Defence Academy, the Peace Support Operations Training Centre Sarajevo and Transparency International (UK). This note is the report from that meeting and sets out the views of the nations as well as observations raised during verbal and written feedback from trial courses. A list of nations participating in the three pilot courses conducted to date, a syllabus outline and an example outline national perspective are Annexes A to C respectively.

1. Background

As part of the NATO Partnership for Peace, the EAPC Ambassadors approved in November 2007 a programme for Building Integrity and Reducing Corruption Risk which has been developed to contribute to defence institution building in NATO Ally and Partner Nations. The programme, focuses on education, and is aimed at the development of three key elements:

- A Training and Education Module
- An Integrity Self-Assessment Process
- A Compendium of Best Practice

The Training and Education Module provides a foundation course introduction, at circa OF5 level, for integrity building and anti-corruption activities within ministries and military organisations; content includes, governance, culture, media, tools for countering corruption, conduct of officials, procurement, operations, and change management.

The Integrity Self-Assessment Process provides nations with a template to assess the strength of their own integrity systems, based on responses to a questionnaire, followed by a NATO expert review team visit. The Compendium of Best Practice, currently being compiled, will provide an aide memoir for building integrity and countering corruption.

2. Development of the Training and Education Module

In early 2008, draft format and content was prepared by the UK Defence Academy, in cooperation with Transparency International. Subsequently a Working Group was formed adding two further delivery stakeholders, the Swedish National Defence College and the Geneva Centre for Security Policy, and two further delivery platforms, the NATO School Oberammergau and the Peace Support Operations Training Centre Sarajevo. The group refined the delivery structure and content over the next two months which led to the preparation of initial training material and a stakeholder review conference at the UK Defence Academy in June 2008.

3. Trials of the Module

Three platforms, the UK Defence Academy, the NATO School Oberammergau, and the Peace Support Operations Training Centre Sarajevo were utilised to trial the Module with the UK Defence Academy, as lead organisation, in each case coordinating course administration and delivery. Three courses were completed between July and December 2008. In February 2009, the team will test the pilot course in Afghanistan.

Trial 1 - United Kingdom Defence Academy Shrivenham 21-25 July 2008

The inaugural course ran extremely smoothly and was viewed as a considerable success both by staff and students (from 11 nations) alike, and laid the foundation firmly for the subsequent trials. The administrative arrangements by the UKDA were excellent throughout the week; the only minor observation being that two exercises were not included in the student internal validation forms.

It was decided to retain the format and content of the course broadly the same for the next phase, although there was a requirement to modify a minority of lectures to reduce the academic content and increase the practical elements and relevance to integrity building and corruption. The daily 'themes' during the week worked extremely well and were retained.

Some fine tuning was considered necessary on the role of the Directing Staff throughout the week and it was acknowledged that the syllabus would require minor adjustment to 'fit' into the NATO 'day' at Oberammergau for the second trial. The NATO School website was viewed as an ideal vehicle to build an anti corruption community; the Oberammergau Course Director agreed to approve access to the site for staff and student graduates of the course.

Trial 2 – NATO School Oberammergau 8-12 September 2008

The course was viewed by all students as a significant and unqualified success; this was echoed by the staff who believed that it was better than the one conducted at Shrivenham due, primarily, to a combination of improved staff cohesiveness and expertise together with the content and administrative refinements identified during the first trial. Course administration and peripheral issues (feeding, housing and transport etc) were excellent.

The student mix was very varied and included Afghan participants, a first for the NATO School; whilst Dari translators were used on all occasions including discussions, exercises and informal dialogue they became increasingly comfortable and started to make most valuable contributions. The participation of the Afghan students led to a request to the NATO IS for course export on a National basis to Kabul in 2009, this was approved. The student language skills were mixed which made discussions difficult at times. However, the overall proficiency levels and confidence started to increase as the week evolved. There was significant student enthusiasm for continued engagement and participation in the Integrity initiative with many intending to reflect this view to Ministers on their return.

The course structure and content adjustments post Shrivenham mostly worked well although further small minor refinements were identified, including the necessity to translate some written material and slides. Discussions in the margins with NATO

School staffs resulted in the potential to insert anti corruption elements into a NATO procurement course in preparation for distance learning.

Overall, the course was considered a significant success.

Trial 3 – Peace Support Operations Training Centre Sarajevo 15-19 December 2008

The administrative actions and preparation for the course by the PSOTC team were excellent.

Course participation was oversubscribed and despite the normal 20 places being increased to 30 not all applications could be accepted. Fifteen nations participated (including two Russian representatives) with observers from another 2. There was earlier energy and openness to discuss corruption and integrity than previous courses, an encouraging sign. The rank level of students varied, but all melded well; their contribution to the course and discussion was good.

Only negligible revisions to future course content and structure were identified.

The Sarajevo trial was viewed as extremely successful by all, with noticeable student improvements during the week observed by the staff. Also, the feedback on the last day indicating what students wanted to achieve on return to their countries continued to be exceptionally positive, and ranged from ministerial briefs to attempting to establish an anti corruption director in ministries; the number indicating that they would be pressing for anti corruption training within their nation was hugely encouraging.

4. Conclusions

The Training Module has been prepared and trialled internationally at three venues within a remarkably short timeframe and with significant success. Each course has built on the preceding one generating a package providing a foundation module which is capable of expansion to address specialist requirements. Student reaction to the foundation course has been overwhelmingly positive with many requests that the course be exported to be conducted a national basis.

5. Next Steps

The trial courses were reviewed by nations on January 22nd 2009 addressing both content and structure. As to content, there were no recommendations for revision. Nations noted the value of delivering courses to a mixed audience and recommended that this be continued. Nations agreed a more formal and extended feedback loop would be incorporated to review student performance/initiatives following course completion.

It is recommended that the trail phase be continued in 2009 with 4 courses in 2009, with the PSOTC available as a short notice reserve venue if necessary. Student numbers would be 30 per course with AFG purely national (x2), Kiev half and half (national/NATO) and PSOTC international. The target audience of OF5 should be maintained. Good levels of English would continue to be a requirement for attendance; although it was accepted that translation facilities would be needed at

times. Additionally, a suitable web site which nations could consult was considered helpful (this could be an extension of the current NATO school site).

Longer term aims were also discussed; these included: country conversions; distance learning; accreditation; engagement of parliamentarians through the NATO Parliamentary Assembly; the development of an ethics element; and specialist areas such as procurement, pre deployment, and AC personnel. It was decided to hold a workshop later in the year to agree and map out the way ahead and resources for 2010-2012.

ANNEXES:

- A. Nations Participating in the Trial
- B. Course Outline
- C. Building Integrity Initiative – A National Perspective from the Ukraine

ANNEX A

NATIONS PARTICIPATING IN THE NATO TRIAL

The following nations have participated during the courses of the NATO Building Integrity in Defence Establishments trial:

AFGHANISTAN
ALBANIA
ARMENIA
AZERBAIJAN
BOSNIA
BULGARIA
GEORGIA
KAZAKSTAN
MACEDONIA
MOLDOVA
MONTENEGRO
NORWAY
POLAND
ROMANIA
RUSSIA
SERBIA
SWITZERLAND
TURKEY
UKRAINE
UK
USA

ANNEX B

Course Outline

The building integrity and anti corruption course is normally programmed over 5 working days and consists of a balanced and progressive series of lectures, case studies, discussions, exercises and workshops. Each day is thematic, although at times local constraints require flexible scheduling: ideally, day 1 introduces corruption and integrity building; day 2 covers leadership, ethics and personal integrity; day 3 moves into defence budgets and procurement; day 4 addresses operations and intervention in states in transition; and day 5 concludes with personal views on lessons learned and how then can be used by participants. The week also includes social events to facilitate networking and to promote the open discussion of corruption and remedial options. In more detail, the week breaks down into:

DAY 1

Arrival administration. Presentations on: An Introduction to Corruption and Integrity; Corruption and Culture; Government and Civil Society; PAP DIP – The NATO Perspective; and a major syndicate discussion – Corruption in My Country.

DAY 2

Presentations on: Enforcement and Prosecution; Tools to Tackle Corruption; The Impact of Media on Tackling Corruption; Personal Conduct; Corruption in Public Financial Management; and an presentation/exercise, Conduct of Officials - Defence and Industry.

DAY 3

Case studies: on defence reform (eg Bulgaria and Macedonia) and Organised Crime and Corruption. Exercise DEFENCE PROCUREMENT.

DAY 4

Case study, Corruption on Operations. Presentation, Defeating Corruption and Change Management. Discussion, Taking Stock. Exercise/workshop STATES IN TRANSITION.

DAY 5

Presentation on Integrity Building and the Future. Discussion, Integrity Building – How Will I Tackle It. Presentation of certificates and dispersal administration.

ANNEX C

Building Integrity Initiative – A Ukrainian Perspective

Ukraine is one of the first participating nations in the Initiative. From the beginning we actively focused on understanding what the initiative is, how it can be useful to us, and the outcomes to strive for. The National Security and Defence Council (NSDC) was appointed as project coordinator, resulting in a more inclusive and wider approach across the security sector and civil society. In addition to NSDC, participants include the Ministry of Interior, Ministry of Emergency, Ministry of Defence, Security Service and non-governmental organizations.

For the Building Integrity training element, Ukraine instituted a competitive selection approach to choose the best and right candidates to train and then deploy. In 2008, 13 Ukrainians were trained, reflecting 25% of the total of all nations. Our people benefited from interacting with lecturers and participants from many other nationalities at 3 courses: UK Defence Academy (July), the NATO School Oberammergau (September), and the Peace Support Operations Training Centre Sarajevo (December). In May 2009, Kyiv will host the one week international training course. This will enable us to promote further the Initiative in Ukraine and to donate our experiences through Ukrainian specialists engaging with international ones.

In 2008, Ukraine also participated in piloting the Self-Assessment Questionnaire through a cross-security sector and civil society approach. This led to us contributing to the recent finalization of the Self-Assessment Questionnaire 2009. We are now in the early stages of putting in place this year's assessment process. Our intention is to use the Questionnaire annually. We also plan to develop practical recommendations according to Best Practices from other nations participating in the Initiative.

We understand that having diagnostic and practical tools to combat corruption is critical but ineffective without having well-trained and experienced people. That is why with the assistance of NATO members, allies and partners we are investing in our people. Every trainee who took part in the Initiative will become a proponent of transparency, integrity and a Building Integrity contact point. All will be part of our future building integrity network.

Ukraine with the support of BI and Transparency International aspires to create a Building Integrity web-site which on a daily basis will provide support to all participants. There will be a forum where national coordinators can discuss urgent topics, place documents for independent expertise and receive immediate, objective responses. From the Ukrainian viewpoint it will help us save time, money and effort, through better engaging the international Building Integrity community.

There are a lot of plans and work to do - with this Initiative we are more ready, willing and able.