



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

## CIDS CONFERENCE NATO DEFENCE COLLEGE

HOW DEFENCE INSTITUTIONS CAN STRENGTHEN RESILIENCE

# MAINSTREAMING BUILDING INTEGRITY

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# Mainstreaming Building Integrity

- ❑ Building Integrity is a cross-cutting issue
  
- ❑ Mainstreaming of Building Integrity as a cross cutting issue
  - “To make the issue an integral dimension of the organization’s design, implementation, monitoring and evolution of policies and programmes” – OECD, *“Mainstreaming cross-cutting issues”*
  
  - **Horizontal integration of cross-cutting issues** – across all domains and across the three core tasks of the Alliance
  
  - **Vertical integration** – at all levels across the organisation, from the strategic through the operational all the way down to the tactical level

## Process of mainstreaming

- Innovation
- Learning
- Acceptance of norms



- Changes in procedures and policies
- BI becomes integrated into values, mission and management
- BI becomes an integral part of NATO's overall approach to defence reforms, capacity building and defence planning

## Process of mainstreaming (cont.)

Mainstream BI into NATO's core tasks, policies and procedures

- NATO BI Policy and Action Plan at all levels along NATO's political and military lines of effort

Mainstream BI into NATO's partnership mechanisms to ensure the sustainability of reforms in defence institutions

- IPAP, IPCP, ANP, DCB packages, PARP
- Tailored support to countries

Mainstream BI into the NATO's Defence Planning Process

## BI in PARP for Partners

- Planning and Review Process (PARP) established in 1994 - assists nations in the process of defence transformation and capacity building
- Provides a structured approach to transformation of defence and the building of defence institutions; transparency in defence planning and defence budgets
- 20 nations participating in PARP - first Partnership for Peace (PfP) countries, then extended to non- PfP partners (Berlin NATO Foreign Ministers Meeting in April 2011)
- 2-year cycle: Ministerial Guidance, Partnership Goals, Implementation, and PARP assessments

## Partnership Goals

- Development of individually tailored Partnership Goals (up to 6 years)
- Bilateral consultations
- Reviewed and adopted by 29 Allied Ambassadors and concerned partner (29+1)
- Two categories of PGs
  - General PGs
  - Interoperability PGs

## PG on Integrity Development

- Partnership Goal (PG) 0204 – Integrity Development
- BI as a separate PG in the 2014, 2016 and 2018 PG Packages in 9 countries
- BI as a cross cutting issue with relevance to other PGs – Personnel Management, Defence Planning, etc.
- PG on Integrity Development in PARP provides opportunity to link the processes – have the integrity component embedded in the process of Ministries of Defence and Armed Forces transformation and modernization.

## BI in 2017 Capability Survey for Allies

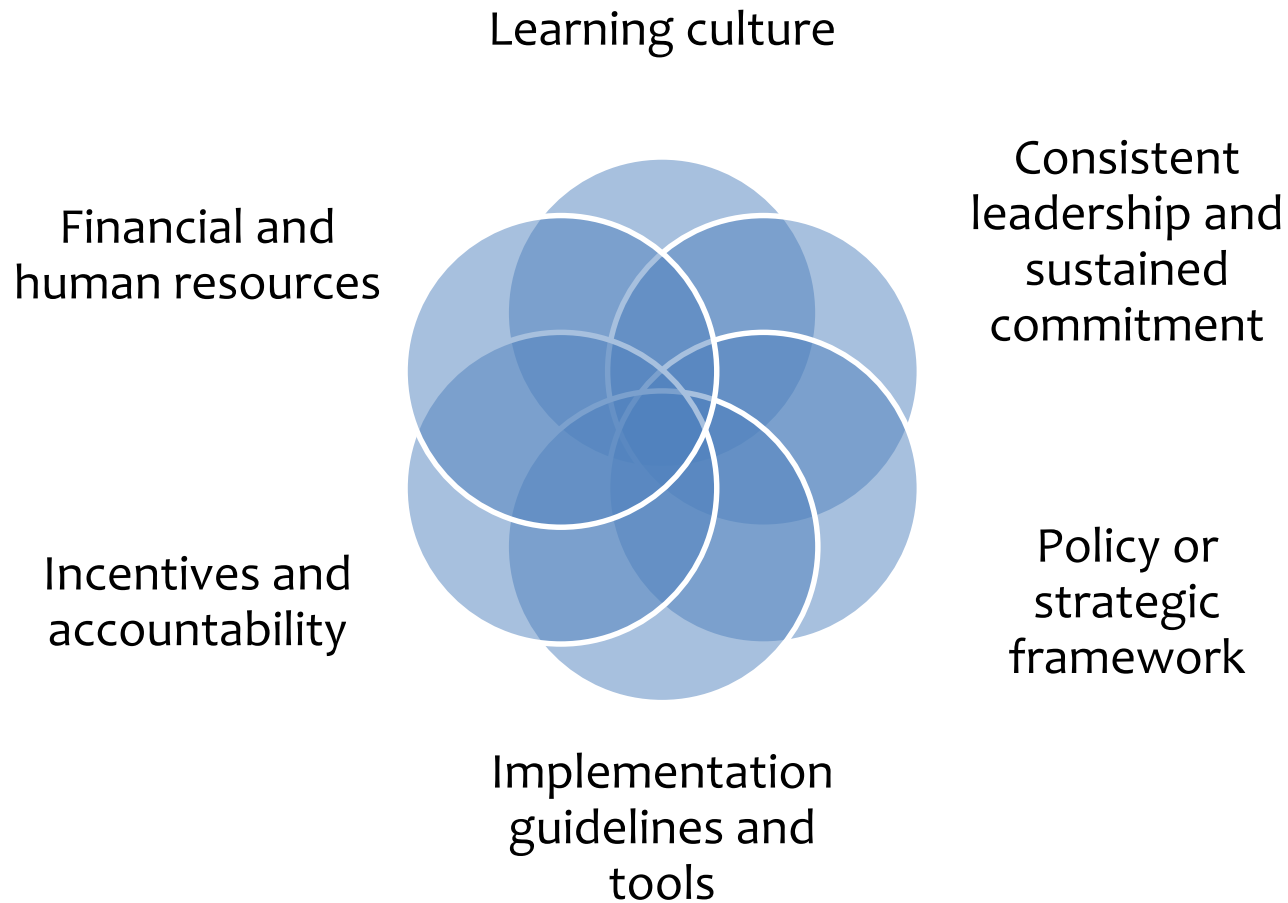
- Building Integrity questions introduced for the first time in the Capability Survey for Allies in 2017

Questions related to:

- BI in national strategic documents, e.g. link between security and corruption
- National policies and practices on BI
- Completion of the BI Self-Assessment and Peer Review Process
- BI perspective within national processes for capability development and defence resources management
- BI in Education and Training, incl. pre-deployment



# Mainstreaming Building Integrity



Thank you for your attention!