



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

Kyiv, 7-9 October 2014

Defence Integrity: Paradigm and Strategy

*Plenary session 1, WS3:
Required Competencies and Gaps in
Designing and Implementing National
Defence Integrity Programmes*

Dr. Todor Tagarev

tagarev@gmail.com
t.tagarev@dcaf.ch

Tailored BI programme to support SEE through the SEDM process

- 2013 WS series
- 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

Outline

- BI in defence – a growing body of practice
- NATO/EAPC BI efforts
- Agenda & tasking
- ‘Rules of Engagement’

Corruption in defence

- It exists
- Significant negative consequences
- Facilitating factors
- Solutions in the realm of 'Good Governance'
- Positive experience can be beneficial for:
 - Other countries
 - Other security sector organizations

BI phase I

Admit the existence
of corruption

Create a BI
plan

Assess Imple-
mentation

BI phase II – SEDM format

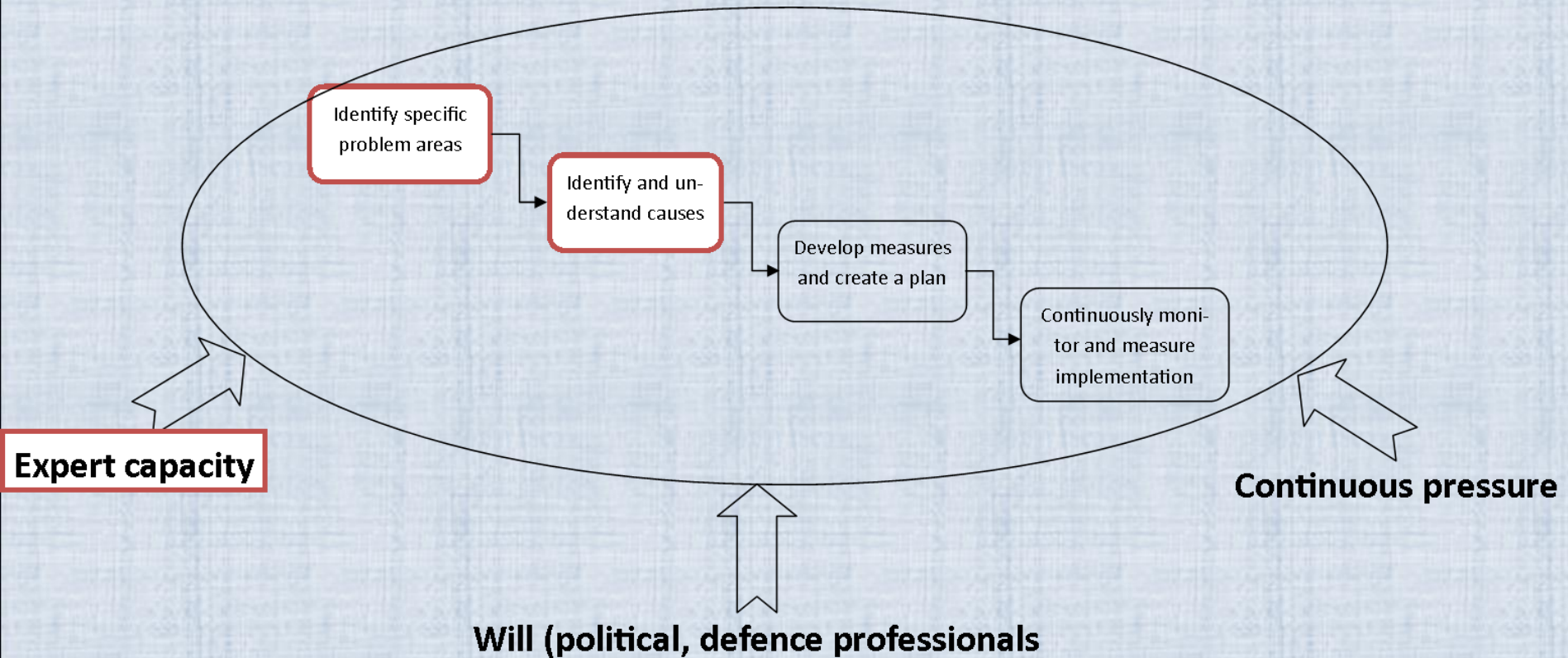
Identify specific
problem areas

Identify and un-
derstand causes

Develop measures
and create a plan

Continuously monitor
and measure imple-
mentation

Environment



WS Agenda

- Setting the ground (Plenary 1): The importance and strategy for BI in defence; Military professionalism and integrity
- Syndicate session 1: Mapping corruption risks
- Syndicate session 2: Understanding the causes and formulating measures
- Syndicate session 3: Designing BI programmes (action plans, roadmaps, ...)

WS Agenda (2)

- Syndicate session 4: Measuring results and performance
- Syndicate session 5: Consistent involvement of leadership of defence
- Syndicate session 6: Checks and balances and other aspects of good governance
- Closing session: BI Lessons Learned

WS academic leads

- Prof. Todor Tagarev, DCAF Associate Senior Fellow in Defence Management; Head of the Centre for Security and Defence management (CSDM)
- Amb. Valeri Ratchev, DCAF & CSDM
- HE Leonid Polyakov, “New Ukraine” think tank, Kyiv

'Rules of Engagement'

- Very few and concise presentations in plenary
- Syndicate sessions are key
- Up to the participants to share their experience, incl. via formal presentations
- Requests for clarification are welcome
- Goals:
 - Identification of good practices
 - Rigorous assessment of requirements and gaps in available capacity

Conclusion

- Q & A