

## Building Integrity Initiative

On behalf of the state of Montenegro, Ministry of Defense sent a letter of intent to NATO Assistant Secretary General for Political Affairs and Security Policy (PASP), Ambassador Dirk Brengelmann, on 20 July 2012<sup>th</sup>, expressing its intention to join the Building integrity initiative in the field of security and defense.

After sending the letter of intent, the Questionnaire on building integrity in the defense sector was completed and submitted to the PASP. Filling out the Questionnaire was realized through the full cooperation of the Ministry of Defense with relevant governmental authorities, especially the Ministry of Justice and Human Rights, Agency for Anti-Corruption Initiative and the Supreme State Prosecutor of Montenegro, who provided a contribution by delivering expert answers within its fields of competence.

Upon completion and submission of the Questionnaire on building integrity to the Department of Political Affairs and Security Policy (PASP) at the end of February 2013, first visit of NATO expert team to Montenegro was realized in the period from 13 to 16 May 2013<sup>th</sup>, in order to maintain interviews with relevant actors on the unresolved issues after analyzing the completed questionnaire and to prepare a draft of the final report (Peer Review). After a draft Peer Review was submitted to the MoD in September 2013, NATO expert team re-visited Montenegro in December 2013, before presenting the final Peer Review.

In addition, the Ministry of Defense of Norway, at the end of 2012, launched Initiative on Building Integrity adapted for South Eastern Europe, which aims to help non-NATO members to prepare for NATO membership, support the identification and implementation of measures to combat corruption, as well as raising awareness of building

integrity. The project consists of two phases, where the first stage includes needs analysis, and assessment of the current situation in the country in order to identify risk factors that can contribute to corruption, while in the second phase, based on the results of the analysis, possible projects and reforms are defined. Needs analysis was implemented through the cooperation of the Government of Norway, the Ministry of Defense and other relevant institutions in March 2013, on the way that local expert conducted interviews with representatives of the institutions covered by the analysis. Based on the needs analysis, a local expert, on the request of the institutions that were included in the analysis (Min. of Justice, Min. of Interior, Min. Defense and Agency for Human Resources Management), has prepared a project proposal entitled "Enhancing the integrity of security and defense sector" within the stipulated period of three years. The project focuses on six mechanisms to promote integrity in the Ministry of Defense and Ministry of Interior: administrative procedures, arrangements for the management of human resources, arrangements for procurement / disposal of assets, the arrangements for dealing with conflicts of interest, arrangements regarding access to information, management arrangements and monitoring the risk of corruption. The overall objective of the project is to support the construction of a better system of public integrity, reducing the legal and institutional corruption risks in the sector of security and defense. The project has five specific goals:

- a. Identifying and mapping the risk of corruption in the defense and security sector;
- b. Development of proposals for reducing the risk of corruption to a minimum;
- c. Assisting in the implementation of proposals for reducing the risk of corruption to a minimum;
- d. Raising the level of competence of civil servants and
- e. Systematization and dissemination of experiences related to the security sector.

The project has clearly anticipated results relating to these goals:

- **Analyzes** that identify legal and institutional risks of corruption in the defense and security sector ;
- **Two documents** - one for each ministry - which lists the measures and action plans that will respond to the risks identified in the reports on risk analysis;
- **Implementation of activities** in order to improve system integrity in the defense and security sector after the adoption of the documents that define the measures / action plans;
- Implementation of measures to **build competence** in the Ministry of Defense and Ministry of Interior and activities of information / awareness rising aimed at representatives of academic institutions and civil society;
- **Training plan** for continued building competencies of current and future officials in defense and security sector.

Given that the new Law on Civil Servants and Employees introduces innovation and commits each government institution to develop and implement plan of integrity, Ministry of Defense has started the process of developing Plan. In this regard, the Working Group for the preparation of the Integrity Plan has been formed, in order to prepare program of development and its implementation, inform employees about the need to adopt the Plan and submit a proposal to the head of authority for approval. These plans should be based on an assessment of the risks of corruption and analyzes of their potential impact, as well as to formulate and propose measures to limit and reduce these risks. This is one area where above mentioned project can best support the activities of the state in relation to the fight against corruption.