



**BUILDING INTEGRITY TAILORED PROGRAMME FOR SOUTH EASTERN EUROPE**

**FUNCTIONAL TAILORED SUPPORT  
TO THE MINISTRY OF DEFENCE AND THE ARMED FORCES OF MONTENEGRO**

**“BUILDING INTEGRITY IN THE DEFENCE AND RELATED SECURITY SECTOR:  
RISKS AND SOLUTIONS IN PROCUREMENT AND DEFENCE ACQUISITION”**

**Podgorica, Montenegro  
10 December 2015**

*The NATO Building Integrity (BI) Programme* is a capacity-building programme launched in the Euro-Atlantic Partnership Council (EAPC) in November 2007 to support the implementation of the Partnership Action Plan for Defence Institution Building (PAP-DIB). Following the approval of the Building Integrity Project by the Ministers of Defence of the South Eastern Defence Ministerial Process (SEDM) at Sarajevo, Bosnia and Herzegovina in October 2012, NATO launched its Building Integrity Tailored Programme for South Eastern Europe (SEE).

*Montenegro* has participated actively in the NATO BI Programme since the launch of the Building Integrity Tailored Programme for South Eastern Europe (SEE) in December 2012. The Ministry of Defence has systematically pursued the implementation of the consecutive steps of the Building Integrity Process with: Self-Assessment Questionnaire completed in 2012; two NATO Peer Review visits conducted in July and December 2013; and the NATO Peer Review Report submitted to the Minister of Defence of Montenegro in December 2013. NATO recommendations have been taken up for further implementation.

Further baseline analysis of the state-of-play in the area of Building Integrity is provided in the Needs/Gaps analysis conducted by Norway within the framework

of the NATO Building Integrity (BI) Programme. The report provides an assessment of institutional risk factors relating to corruption in the defence sector in Montenegro. The Norwegian Centre for Integrity in the Defence Sector (CIDS) is the executive agent for the implementation of the report's recommendations through a follow-up project in Montenegro.

*An Integrity Plan of the Ministry of Defence and the Armed Forces of Montenegro* for the period 2014-2016 was developed and approved in 2014. The current workshop is part of the tailored support provided by the NATO Building Integrity Programme to Montenegro with the view to the implementation of the Integrity Plan.

*Procurement and defence acquisition* is an area of high corruption risk and targeted actions are needed to strengthen its transparency and accountability as part of the process of building integrity of the defence sector. Procurement and requirements for its improvement are duly reflected in the Integrity Plan of the Ministry of Defence and Armed Forces of Montenegro for the period 2014-2016.

The purpose of the workshop is to discuss the drivers for corruption in the area of procurement and possible strategies for mitigation of risks. As such, the workshop is aimed at providing practical experience and good practices as well as possible solutions to identified needs and gaps with a view to strengthening the integrity of the defence sector of Montenegro.

Targeted at an audience of over 20 procurement staff from the Ministry of Defence and the Armed Forces of Montenegro, the presentations by practitioners and researchers will support the interactive work of participants to identify and discuss corruption risk factors and conditions as well as good practices and possible actionable solutions and risk mitigation strategies that can be adapted and replicated in their country.

The expertise shared at the workshop would contribute to the improvement of procurement processes and procedures as well as to the establishment of a professional corps of Subject Matter Experts in the respective functional area. In light of the information provided in the course of the workshop, participants will be asked to reflect on the procurement processes and procedures in place at the Ministry of Defence and Armed Forces and identify their needs for further training. Ideally, this workshop would be followed by a second event to build upon the achievements of this workshop, consolidate the requirements for further capacity-building, and enhance staff capabilities to implement concrete solutions in the area of procurement and defence acquisition with a view to strengthening the integrity, transparency and accountability of the defence sector.

<b>Thursday, 10 December 2015</b>	<b>Venue: Premier Congress Center, Podgorica</b>
09:00	Arrival participants
09.15 – 09:35          09:35-09:50	<p><b>Welcome and Introductory Remarks: Purpose and Objectives of the Workshop</b></p> <p>Mrs. Suzana Domazetovic, Head of Procurement Office, Ministry of Defence of Montenegro</p> <p>Dr. Nadja Milanova, NATO IS, Building Integrity Programme</p> <p><b>Presentation by Mrs. Sanela Djozgić, Chief of Cabinet, Ministry of Defence of Montenegro</b>  “Montenegro’s Implementation of the NATO Building Integrity Programme: Process and Impact”</p>
09:50– 10:00	Short break
10:00 – 10:45          10:45 – 11:00	<p><b>Session 1: Acquisition of defence capabilities – principles, processes and procedures as risk mitigation strategies</b></p> <p><b>Keynote presentation by Mr John F. Aguirre, Director NATO Office of Resources (NOR)</b>  “Acquisition of defence capabilities using NATO Common Funds: Risk mitigation strategies” (30’)</p> <p>Questions and answers (15’)</p> <p>Coffee break (15’)</p>
11:00 – 12:30	<p><b>Session 2: Drivers of corruption in procurement and national experiences in addressing vulnerabilities</b></p> <p><b>Presentation by Ms Anela Duman, Public Procurement Expert, Center for Integrity in the Defence Center (CIDS), Norway</b>  “Assessment of institutional risk factors relating to corruption in the defence sector: Negative impact of system’s deficiency on the defence sector’s integrity, effectiveness and efficiency” (30’)</p> <p><b>Presentation by Mrs. Bojana Ackovic, Public Procurement Administration of Montenegro, Directorate for enforcement and monitoring of regulations</b></p>

	<p>“Montenegro’s experience in addressing risk factors and vulnerabilities: Lessons learned and good practices” (20’)</p> <p><b>Presentation by Mr Hrvoje Salopek, Head of Procurement Implementation Department, Sector for Public procurement, Ministry of Defence of the Republic of Croatia</b></p> <p>“The experience of Croatia in addressing risk factors and vulnerabilities: Lessons learned and good practices” (20’)</p> <p>Questions and Answers (20’)</p>
<b>12.30 – 13.30</b>	Lunch
<b>13.30 – 14:40</b>	<p><b>Session 3: Mechanisms for building integrity in the defence sector: Norms and standards in defence procurement</b></p> <p><b>Presentation by Ms Milena Basta Trtnik, General Director, BONORUM</b></p> <p>“European norms and standards in defence procurement and transposition into national legislation of the EU Directive on public procurement in the fields of defense and security” (25’)</p> <p><b>Presentation by Ms Anela Duman, Public Procurement Expert, Center for Integrity in the Defence Center (CIDS), Norway</b></p> <p>“Measures for enhancing the transparency and accountability of procurement and acquisition in the defence sector” (25’)</p> <p>Questions and answers (20’)</p>
<b>14:40 – 15:00</b>	Coffee break (20’)
<b>15:00 - 16:00</b>	<b>Syndicate work: Focus on practical measures and actionable solutions</b>
<b>16:00 – 16:30</b>	Report of the syndicate work
<b>16:30</b>	Closing of the workshop
<b>Moderator</b>	<b>Mrs. Sladjana Miletic, Advisor at Procurement Office, Ministry of Defence of Montenegro</b>

