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## Editorial

### **NATO Building Integrity Biannual Conference in Washington DC: “Projecting Stability Through Good Governance And Institutional Building”**

*On 11-13 September, the NATO Building Integrity (BI) Programme and US Department of Defence conducted the Biannual Conference “Projecting Stability through Good Governance and Institutional Building” in Washington DC.*

*Assistant Secretary General for Political Affairs and Security Policy, Ambassador Alvargonzalez highlighted the importance that NATO and NATO Allies attach to this topic. “NATO is an Alliance of values, human rights, democracy, etc. These values are important for NATO, our collaboration on these issues makes NATO stronger” he said, underlining that “Building Integrity means building defence institutions on the foundations of transparency, accountability and integrity, adding that the BI Programme is a great example of NATO’s efforts to strengthen good governance”.*

*In his address, Acting US Assistant Deputy Secretary of Defence for Strategy, Plans and Capabilities, Todd Harvey, reassured the conference participants that “the United States is committed to*

working to bring BI into the three core tasks of the Alliance: crisis management, collective defence, and cooperative security” Affirming that counter-corruption is a top priority for Secretary Mattis.

Civilian and military participants agreed that from a strategic and practical point of view, this topic is of crucial importance for global peace and stability. Participants also stressed the importance of having a strategic common approach to understanding of corruption as a security risk and proposed concrete steps and initiatives to strengthen transparency, accountability and integrity in the defence and related security sector.

In his key note speech, Commander of NATO’s Supreme Allied Transformation, Gen. Denis Mercier, addressed the complexity of the security environment as the new norm stressing that “It is impossible to tackle security problems as a single country or entity, it is collaboration forums like the BI Conference that help us overcome them” .

European Union representative, Ambassador Maciej, Popowski, Deputy Director General for Neighbourhood and Enlargement, European Commission, stressed that “in capacity building you never walk alone, you always do it with others and that is why I am happy to have NATO with us as the security partner of choice”. He confirmed that the EU has taken the decision to make a financial contribution of 2 million euro to NATO BI.

Commenting on the outcomes of the 2017 BI Conference and the future of BI, Ms. Susan Pond said “We have made significant progress since BI was launched at NATO HQ in 2007. The decisions to develop a NATO BI Policy and to recognise BI as a NATO education and training discipline provide the strategic framework to ensure sustainability. Looking to the future, I am also grateful for the offers from nations to host future BI events and for the financial contributions announced by Luxembourg and the EU”.

## NATO BI Public-Private Partnership in Promoting Good Practices

Through the Peer Review Process and consultations with the NATO IS, nations have identified the need to strengthen capacities to engage effectively with the private sector and better manage resources. Nations also recommended that this topic should be given a greater prominence within the NATO BI Programme. In preparing for the NATO BI 2017 Conference, further consultations were conducted with NATO Agencies, nations and representatives of International Forum of Business Ethical Conduct (IFBEC). As a result, it was recommended that this topic be one of the key points of discussions at the NATO 2017 BI Conference, held in Washington on 11-13 September 2017.

Participants drawn from the public and private sectors, including representatives of international organisations, academia and think-tanks, discussed the importance of effective public-private sector engagement and proposed mapping existing documentation and practices to identify synergies and avoid overlaps. This was suggested that the results could serve as the basis for a set of principles, supported by a best practices guide and case studies. Professional development and education and training were also discussed as a means of strengthening public-private transparency and

mutual accountability. In summing up the syndicate discussions on this topic, Mr. Lazar of the Defence Investment Division, “welcomed the idea of collaboration to promote good practices and strengthen transparency.”

In reviewing the proposal of the NATO 2017 BI Conference, NATO nations agreed that this topic be developed as a priority with the 2018 NATO BI Programme with the support of an ad hoc group led by the NATO IS. This ad hoc group will review national practices to draw out best practices and procedures and identify how to strengthen public-private transparency and accountability. In taking this work forward, Ms. Pond expressed appreciation to members of the International Forum of Business Ethical Conduct (IFBEC) for taking part in these consultations. “This public-private partnership is an innovative addition to the BI Programme, and the NATO IS are appreciative of the support of nations and industry. I am especially grateful to representatives of Raytheon, Thales, BAE Systems, Lockheed Martin and Boeing for sharing their views and supporting this initiative.”

This topic will be the subject of a series of workshops to be conducted in 2018.



## Interview with Acting Assistant Secretary of Defense for Strategy, Plans and Capabilities, Mr. Todd Harvey



Mr Todd Harvey: “DoD continues to support BI and encourages NATO to grow the program to address the unique challenges that come with building defense and security institutional capacity in partner nations. A broader toolkit, one that is unique to NATO, would serve the Alliance, Allies, and partner nations well”.

*1. The 2017 Building Integrity (BI) Conference attracted our largest audience ever, with high level representation and subject matter experts from NATO and Partner nations. From the NATO International Staff perspective the conference achieved its goals. Did the conference meet the US expectations? How do you see the outcome?*

The main purpose of the conference was to explore new ideas to mainstream and shape the BI program in the 2018-2020 phase, and I think the conference achieved that goal. The themes of note that we saw emerge and agree with are 1) Standardization: the need to establish standardized terminology and practices. A common understanding is especially important as BI efforts expand into operations, school houses, and reform efforts. 2) Mainstreaming BI: BI needs to be “brought into the fold” of normal processes such as budget, procurement, human resources practices, training, and education. This will enable it to be integrated with day-to-day activities and not be conducted as an independent off-shoot. 3) Information Sharing

& Transparency: Because there are multiple stakeholders – including Ministries of Defense, Ministries of Interior, Foreign Offices, NGOs, IGOs, civil society, and academia – we need effective mechanisms for information sharing and coordination to ensure BI and related efforts pull in the same direction and are not conducted at cross-purposes.

*2. A number of international organizations engaged in good governance took part in the 2017 BI Conference. What is NATO’s added value? What can NATO BI do more in the future?*

It was an impressive gathering of over 200 representatives from 36 countries, 42 international organizations, including academia, civil society, the private sector, the Department of Defense, the Department of State, and NATO. DoD continues to support BI and encourages NATO to grow the program to address the unique challenges that come with building defense and security institutional capacity in partner nations. A broader toolkit, one that is unique to NATO, would serve the Alliance, Allies, and partner

nations well. I would also emphasize that while addressing the impacts of corruption is a core competency of BI, stakeholders should collectively work to ensure that efforts remain focused on building integrity in national security sectors.

*3. In your remarks you urged the audience to “build a coalition of transparency within the ministries cooperating in partnership with the United States.” How do you envisage such a partnership?*

We need to make the security sectors across NATO and its partners more transparent to ensure our security activities do not inadvertently facilitate or tolerate corruption. I would urge all of us to examine ways we might contribute, and to seek new ideas to mainstream building integrity, so that its good practices, processes and methodologies become a normal way of thinking and doing.

# Building Integrity becomes the flagship initiative of the EU-NATO cooperation

NATO Building Integrity is going to become the flagship initiative in the framework of the EU-NATO cooperation, as outlined in the EU-NATO joint declaration, signed at Warsaw on 8 July 2016.

At the 2017 Building Integrity Conference conducted 11-13 September, Mr. Maciej Popowski, Deputy Director General for Neighbourhood and Enlargement, confirmed the EU contribution of 2 million euro to the Building Integrity Trust Fund. In making this announcement, Mr Popowski stated “In capacity building, you never walk alone” He went on to say that he considers “NATO as the security partner of choice” He acknowledged ongoing NATO EU cooperation and drew at-

tention to the commitment made at Warsaw and the decision to for the EU to make a financial contribution to BI is a leap toward more sustainable cooperation.

Acknowledging this support the ASG for PASP, Ambassador Alejandro Alvargonzález, commented that the activities of the two organizations are complementary. He underlined that assisting our partners in building their capacities and fostering resilience, in particular in the Western Balkans, and in our Eastern and Southern neighbourhood is our common objective. “A stronger EU and a stronger NATO are mutually reinforcing and I am proud that BI can play a role in strengthening the cooperation between our two organisations.”

## Building Integrity In Operations:

Mainstreaming Building Integrity into Crisis Management, as one of the three Core Tasks of the Alliance

### The lack of good governance is both a driver and an outcome of a conflict, which feeds into the cycle of fragility and instability and undermines the success of missions

The Building Integrity (BI) Policy endorsed by the NATO Heads of State and Government at the Warsaw Summit in 2016, identifies corruption as a strategic threat to security. The lack of good governance is both a driver and an outcome of a conflict, which feeds into the cycle of fragility and instability and undermines the success of missions.

Crisis Management is one of the three core tasks of the Alliance. Embedding BI into NATO's crisis management arrangements and procedures is one of the main strands of the NATO BI work. Underpinned by a strong political-military collaboration, efforts are focused on strengthening existing tools and methodologies ensuring that BI is embedded in the planning and conduct of NATO-led missions and operations, as well as Security Sector Reform (SSR) assistance activities offered to NATO's partners.

Transparency, accountability and oversight is one the functions of NATO's Resolute Support Mission (RSM); and BI is part of NATO's strengthened “Enduring Partnership with Afghanistan”. Building upon the recommendations of the BI Peer Review Reports for Afghanistan's Ministry of Defence and Ministry of Interior, in coordination with RSM, NATO BI is scaling up its activities in Kabul.

Responding to a request from authorities in Baghdad, BI is part of NATO's package of support for Iraq in the framework of the Defence Capacity Building (DCB) Initiative. The DCB package of support identifies BI as an essential element of the overall SSR framework for Iraq. Dr. Nadja Milanova, responsible for BI support for Iraq said that “we have conducted a series of consultations in Baghdad with representatives of Iraqi institutions, our main efforts this year have focused on fostering understanding of NATO's BI approach and tools and preparing peer to peer contacts with key decision makers, planned for 2018”.

On 18 October 2017, the first BI event was conducted in Pristina in the framework of the NATO's enhanced interaction with Kosovo. The expert level meeting “Assessing Corruption Risks” addressed corruption risks in the defence and security sector.

In 2017, with the support of the mobile training team from the Peace Support Operations Center (PSOTC) –Sarajevo, NATO BI organized and conducted courses on “BI in Peace

Support Operations” in Colombia, Georgia, Moldova and Ukraine as well as at the Headquarters of the multinational South-Eastern Europe Brigade (SEEBRIG) at Larissa, Greece.

NATO BI continues to evaluate the impact of corruption on operations and is working closely with others ensure a BI perspective is reflected throughout all stages of planning and conduct of operations and missions. A meeting to review lessons learned and best practices in peace support operations is planned for 2018.



## Interview with Senior Officer, Building Integrity Programme Political Affairs & Security Policy Division, Susan Pond



Susan Pond: “The conference discussions were lively and provided clear evidence that good governance in the defence and related security sector is an essential pre-requisite to projecting stability.”

1. This is the 5th BI Conference. What was different about the 2017 BI Conference and what are some of the outcomes?

The BI 2017 Conference “Projecting Stability through good governance and Defence Institution Building” was organised in collaboration with the US Office of Secretary of Defence. We have organised this event every two years in the US starting in 2009. This year was special. The conference marked the 10th anniversary of NATO BI. This was the largest event ever organised by BI NATO, attracting more than 185 participants from 36 nations and 4 International Organisations as well as the private sector.

The conference discussions were lively and provided clear evidence that good governance in the defence and related security sector is an essential pre-requisite to projecting stability. Corruption complicates every security challenge confronting NATO. We need to continue to work together to find solutions. I think everyone came away with new ideas to strengthen BI.

Nations learn from each other and they agreed to meet later

this year in Montenegro to share experiences related to the NATO Self-Assessment and Peer Review Process and how this process can be further improved. We are also in working with the private sector to promote best practices in defence procurement. The BI 2017 Conference also put a spot light on a number of training and education requirements. The NATO IS in collaboration with the NATO Military Authorities and nations are exploring the development of new courses, addressing the link between corruption and terrorism and violent extremism; and corruption and gender in the context of peace support operations.

2. Why is this event so important, what is the added value?

NATO is a community of values and this conference is a demonstration of our commitment to transparency, accountability and integrity. The BI community of practice includes nations, as well as representatives of NGO, think tanks, academia and the private sector. This year more representatives of NGOs and civil society attended than in previous years. This conference is the one event when we can all get

together to exchange ideas and map out common areas for action. The conference is not a decision making body, but the ideas that have been discussed this year and at earlier conferences have become important building blocks for BI.

*You launched BI ten years ago. Ten years later the programmes is attracting more and more attention. Have you envisaged this success when the programme was launched and how do you see it in five years.*

I knew it was the right thing to do, but I did not anticipate that the BI programme would grow so quickly. I saw first-hand that nations were struggling to build capacity and I saw an opportunity to enhance NATO's institution building efforts. BI is a cross cutting topic and we need to continue to reach out to other international organisations. We have made a good start with UNODC and OECD. The recent decision by the European Commission to contribute to the BI Trust Fund is exciting. I am eager to complete the formalities and am looking forward to scaling up the BI programme and strengthening our support to nations.

# BI Education and Training: Building Blocks for the Future

Washington DC Conference: Future BI Education and Training to focus on Assessing Impact of Corruption on Operations, Counter Terrorism, Gender and Mass Communications

NATO to provide Train the Trainer support package and help nations to implement the BI Reference Curriculum.

Education and training are key building blocks of NATO's BI Programme and are essential prerequisites to developing effective, transparent and accountable defence institutions responsive to the unpredictable security challenges of the 21st Century. Establishing BI as a NATO education and training discipline provides the strategic framework to exchange best practices and ensures sustainability. Participants to the BI 2017 Conference underlined that BI is a new discipline and educators need access to practical tools and subject matter expertise to mainstream BI into programs of education and professional development. Dr. Lidra Zegali, the NATO HQ staff officer responsible for BI education and training, re-affirmed that "enhancing local capacities and ownership is a core element of the NATO BI Programme".

Discussions at the BI 2017 Conference focused on sharing best practises and lessons learned.

The participants included a rich diversity of perspectives and representation; military and civilian, academics, think tanks and practitioners. In addition to NATO staff, representatives from Australia, Colombia, North America, Europe and Asia attended this event. Professors Debora Blackman and Michael O'Donnell from the School of Business of University of South Wales in Canberra at the Australian Defence Academy, attending this event for the first time, shared their experience in good governance and defence institution building, demonstrating new teaching techniques and ICT applications.

Nations welcomed the publication of the newest addition to the BI Tool



## The decisions to develop a NATO BI Policy and to establish BI as a NATO education and training discipline provide the strategic framework to ensure sustainability

Kit – the BI Reference Curriculum. The publication, available in six languages, is to help educators responsible for revising courses and developing curriculum at national defence institutions. Jacky Davis from the UK Defence Academy said that BI Reference Curriculum "is an excellent basis and foundation for all BI educators" and that it was important to keep it under review and updated.

All NATO disciplines are supported by a Requirement Authority (RA) and Discipline Head (DH). BI is a unique. It is the only NATO discipline supported by a civilian RA. In this role, the Political Affairs and Security Policy (PASP) Division is responsible for defining requirements and gaps. At the same time, representatives of PASP work with ACT and the Centre for Integrity in the Security Sector, designing solutions to meet the needs

of NATO and nations identified through the annual requirements workshop. Based on discussions in the plenary and syndicate sessions, efforts in 2018 need to be focused on helping nations to implement the BI Reference Curriculum and developing additional resource material to help educators responsible for mainstreaming good governance in national defence academies and institutes. Additional train the trainer supports needs to be made available to reinforce nations' capabilities. Dr. Lirda Zegali described the discussions as "a very important milestone for the future of the BI discipline". In summary, she thanked the BI community of practice for their help in developing the BI Reference Curriculum. She said that it is clear that "BI in operations, counter terrorism, gender and mass communications will be on the agenda of the 2018 BI Requirements Workshop".

## "New security challenge: The growth of illicit trade and corruption"

The author, of this article, published on the occasion of the International Anticorruption Day at the NATO Review Magazine, Louise Shelly, is University Professor at George Mason University. A well-known researcher and leading expert on the link between terrorism, organised crime and corruption, she is the author of 'DIRTY ENTANGLEMENTS – Corruption, Crime and Terrorism' book. In this article she addresses issue of the growth of illicit trade and corruption as new security challenge.

Enabled by corruption, illicit trade poses manifold challenges to security across the world. Global responses are needed urgently.

"Corruption and illicit trade are at the root of instability in many parts of the world, such as in Syria and Iraq, in protracted conflicts in Africa, or in the increasingly difficult to inhabit megacities of the world. But the impact of illicit trade and pernicious and pervasive corruption affects us all: undermining the fabric of our societies, depleting the planet's limited resources and contributing to the extinction of endangered species. Corruption has helped illicit trade expand both in the real and the virtual world, making the products and services of the illicit economy more widely available. The purchasers of these illegal commodities include all of us who are buying fish that should not be caught, wood products from protected forests, and computers and cell phones whose essential components are obtained through the efforts of trafficked labourers. Addressing this harmful corruption and illicit trade needs to be a much higher priority for world order."



## Forum for Good Governance in the Colombian defence sector

On December 6, NATO officials participated at the "Forum for Good Governance in the Colombian Defence Sector", organised by the Ministry of National Defence and Police of Colombia.

The event was aimed at celebrating the International Anticorruption Day as part of the overall engagement and plans to ensure integrity in the defence sector in Colombia.

The Deputy Minister of Defence of Colombia Ms. Mariana Martínez Cuellar, highlighted NATO Building Integrity as a very successful process and an important part of the Colombia's cooperation with NATO. The objective of the activity was also to reflect on the essential principles that should ensure good governance in a post conflict scenario, and how compliance with these essential principles should be mainstreamed in practical defence matters.

## 2017 ANTI-CORRUPTION WEEK IN UKRAINE

On 20-22 November 2017, the NATO Building Integrity Programme participated for the third consecutive year in the Anti-Corruption Week organised by the National Defence University of Ukraine.

This capacity building activity was organised for the third consecutive year. The aim of this year was threefold. Firstly, to sum up the results of the Ministry of Defence with the State Programme for Implementing the State Anti-corruption Policy Framework of Ukraine (Anti-Corruption Strategy) for 2015-2017. Secondly, to promote and generalize the experience of anti-corruption measures of Ukraine at the national and departmental level. Thirdly, to make recommendations by national and international experts to the Minister of Defence of Ukraine on counteraction and prospects of fighting corruption in the defence sector.

To this end, the event gathered various foreign and Ukrainian experts of anti-corruption, corruption prevention and good governance. With the support of the NATO Building Integrity Programme, the 2017 Anti-Corruption Week became a regional event with the participation of representatives of the Ministry of Defence of Georgia and of the Ministry of Defence of the Republic of Moldova.

In addition, more than 60 participants from the Verkhovna Rada of Ukraine, Presidential Administration of Ukraine, National Security and Defence Council of Ukraine, Cabinet of Ministers of Ukraine, Accounting Chamber of Ukraine, Ministry of Finance of Ukraine, State Financial Inspection of Ukraine, Security Service of Ukraine, Ministry of Internal Affairs of Ukraine, National Guard of Ukraine, departments and boards of the Ministry of Defence of Ukraine and the General Staff of the Armed Forces of Ukraine, the State Border Guard Service of Ukraine, law enforcement bodies, military formations, military educational institutions, public and non-governmental organisations attended the event.

The NATO Building Integrity Programme expressed thanks to Bulgaria, Norway, Poland, United Kingdom and Switzerland as Lead Nations of the BI Trust Fund for supporting this event as well as the Ministry of Defence and Ministry of Foreign Affairs of Denmark.

[www.mil.gov.ua/en/news/2017/11/22/3rd-international-anticorruption-week-concluded-in-national-defence-university-of-ukraine/](http://www.mil.gov.ua/en/news/2017/11/22/3rd-international-anticorruption-week-concluded-in-national-defence-university-of-ukraine/)

## BI Event

### Building Integrity Annual Discipline, highlights the importance to further enhance the discipline.

Building Integrity Annual Discipline Conference for the year 2017, was conducted at the NATO Headquarters on 25th of October. The Conference, was hosted by Norwegian Center for Integrity in Defence Sector (CIDS) in cooperation with NATO Building Integrity. The aim of the conference was to discuss and share ideas on aligning and updating BI training and education solutions.

Director for Integration, Partnership and Cooperation (IPCD) Dr. Alberto Bin addressing the conference highlighted that "establishing BI as a NATO discipline among 29 disciplines, the endorsement of the BI Policy and agreement of the BI Action Plan represent a great achievement. Together they demonstrates our commitment to our values and principles. They also provide solid ground for us to put into practice the values for which we stand".

Director of CIDS Mr. Per Christensen in his remarks highlighted that the NATO BI Discipline remains essential for one of the core values that keep nations in NATO together.

Representatives from different institutions and organisations from NATO Allied and partner countries, NATO Command Structures and schools discussed how to enhance NATO BI Education and Training Discipline Representatives from UK Defence Academy, Transparency International Defence and Security Programme, Centre for the Democratic Control of Armed Forces (DCAF), Peace Support Operations Training Centre (PSOTC), Finnish Armed Forces International Operations Centre and others present shared their experiences how they are integrating and developing BI in their programme of work.

Furthermore, The Conference provided the opportunity to discuss and share ideas and proposals with the aim to find new ways and means to further enhance cross-cutting the Disciplines such as BI.

## US INSPECTOR GENERAL FOR AFGHANISTAN RECONSTRUCTION AT NATO HQ



On October 20th Mr. John Sopko, and representatives of the office of the U.S. Special Inspector General for Afghanistan Reconstruction (SIGAR) met with members of the NATO Building Integrity (BI) Task Force at NATO HQ to discuss lessons learned and further developments of good governance and anticorruption in the Defence and Security sector; in particular as regards NATO led operations and missions. These discussions are part of the ongoing consultation with stakeholders on the future of the NATO BI Programme.

Ms. Susan Pond, who chaired the meeting reaffirmed that "NATO Allies and partners recognize corruption as a security risk" adding "addressing good governance and understanding of the impact of corruption are mission critical." In his remarks, Mr. Sopko, highlighted the importance of oversight and control in the context of missions and operations. Anticorruption, he said, should be embedded in each program and every aspect of operations and missions.

Drawing on the SIGAR report on "Corruption in Conflict: lessons Learned from the US Experience in Afghanistan" Mr Sopko explained why policy makers should care about corruption in a conflict environment and highlighted policy and legislative recommendations for action. Participants discussed the importance of making anticorruption a top priority in contingency operations and developing a shared civil/military understanding of the nature and scope of corruption. Participants also discussed ideas related to embedding anti-corruption objectives into security and stability goals, rather than viewing anticorruption as a tradeoff. Before ending the meeting, Ms. Pond highlighted the ongoing NATO BI efforts to enhance pre-deployment education and training and confirmed that an e-learning course, being developed in close cooperation with Allied Command Transformation, would soon be available.

## Further information

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<https://buildingintegrity.hq.nato.int/>

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