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Editorial

Building Integrity in NATO's Operations and Missions Corruption is identified as a mission critical factor

BI in Operations constitutes an important part of NATO's BI efforts. It is an aspect of our work that currently undergoes rapid expansion and is gaining greater traction across the political and military lines of effort in NATO's crisis management. This however has not always been the case. Corruption in the context of operations and missions is a complex issue with no easy and quick remedies. It is hard to balance the long-term approach it requires with the short-term planning for a military operation. Moreover, when looking at corruption as extraneous to the accomplishment of the mission's objectives, the demand for good governance stands in competition with other priorities and security imperatives.

Afghanistan has been a case in point in this regard. Only nearly a decade after the launch of ISAF, a succession of ISAF Commanders identified corruption as a mission-critical factor. NATO has drawn upon the experience in Afghanistan by analysing challenges faced and lessons learnt. The 2013 Report of the Joint Allied Lessons Learned Center (JALLC) concluded that "corruption is a factor that should be considered from the outset of any military operation, and thus must be incorporated into policy, doctrine, training, assessment, and other lines of capability development if we are to minimize its effect in future NATO-led operations".

At the strategic level, the NATO BI Policy was endorsed by the Heads of State and Government at the NATO Warsaw Summit in 2016. Corruption is now identified as a strategic threat to security. It is recognised that the lack of good governance is both a driver and an outcome of a conflict, which feeds into the cycle of fragility and instability that could undermine the success of NATO's operations, if not addressed at the outset of the planning process and throughout all stages of their conduct.

Mainstreaming BI into NATO's crisis management, as one of the three core tasks of the Alliance, has become one of the main strands of the NATO BI effort to implement the NATO BI Policy. Through a strong political-military interface, focus is on strengthening BI tools and methodologies and on embedding BI into the planning and conduct of NATO-led missions and operations throughout all stages. In parallel, activities are directed towards providing a tailored BI support to build the capabilities of host governments to conduct BI and anti-corruption reforms in the defence and related security sector.

Operationalising further BI into the context of NATO-led operations would require concerted action along the political and military lines of activity. Concrete actions to this end are to include developing a BI military concept and continuing to update relevant NATO military doctrines, according to their cycle, to incorporate BI and anti-corruption aspects. Simultaneously, efforts are directed at developing an ACO guidance on BI and on embedding BI into different functional domains. For instance, the inclusion of BI in the CIMIC Operational Guidance is a major achievement to this effect.

Finally, the BI Discipline as one of the 29 NATO Disciplines within the ACT Global Programming falls into the category of "Mission Execution Enhancement". Since 2012, progress has been achieved in defining training needs and requirements at the strategic, operational and tactical level, and developing respective education and training solutions.

Interview with NATO Deputy Assistant Secretary General for Operations, Dr. John Manza



1. You are DASG for Operations. We are now at the phase of implementing BI Policy and Action Plan. How does the BI agenda fit within your division's everyday activity?

Regarding Afghanistan and the Resolute Support Mission, BI is recognized as an important aspect of our work. We seek to support and, if required, assist in the coordination of BI activities inside and outside of Afghanistan. The Government of Afghanistan's willing participation in BI is essential to maintaining financial support by Allies and Partners for the Afghan Security Institutions. As someone who has been working on Afghan issues for a decade now, I recognize the progress that the Government of Afghanistan has made in the areas of transparency and accountability. BI has played a strong role in realising this progress.

Regarding Iraq, we are now setting up a new NATO mission in Baghdad. We are seeking to better integrate BI activities into the mission and to have greater awareness and ownership of the BI file by the mission commander. As with Afghanistan, I expect the Government of Iraq to embrace BI as a means of increasing transparency, accountability and employing best practices.

2. What do you see as the role of BI in NATO's overall efforts to help neighbouring countries in strengthening their security institutions?

Many neighbouring countries can benefit from learning the best

DASG Manza: Building Integrity must be integrated from the very beginning of mission planning.

practices employed by other regional nations. One of the most valuable activities carried out by the BI office is the coordination of events where nations with newly formed security institutions or those with institutions that are in need of reform can interact with other nations who have faced similar challenges.

3. Corruption is recognised as a security risk, what can be done to ensure that BI is mainstreamed and taken into account in planning and execution of NATO's missions and operations?

BI activities must be integrated from the very beginning of mission planning. Close cooperation between the BI office at NATO HQ, key leaders in the Operations Division, and mission planners at SHAPE is essential to ensure early coordination and integration of BI activities into mission planning documents such as the NAC Initiating Directive, the Concept of Operations and the Operations Plan.

4. "We train how we fight", what steps should we be taking to embed BI perspective into future NATO exercises?

Allied Command Transformation must be made aware of the role that BI plays in operations. This awareness must then be transformed into events and plans that are a part of NATO exercises.



The corruption effect in missions is huge. Corruption leads to mistrust of the very apparatus that is supposed to bring security. Short term eradication of corruption and the creation of long term structures that prevent corruption are key to mission success.

1. ACT's mission is to prepare the Alliance to meet the current and future challenges of the security environment. How does BI's agenda focused on good governance and understanding corruption as a security risk, fit into ACT's mission and strategic plans?

NATO's capability, which SACT considers NATO's combat system, is kept fit for purpose, now and in the foreseeable future by focusing on six essential and interrelated areas: Command and Control; Logistics and Sustainability; Collective training and Exercises; Partnerships; Capabilities; and Human Capital.

BI's agenda is therefore integrated in all areas. It is evident that corruption and good governance impacts on the mission of NATO when in a crisis area. Therefore Building Integrity is integrated into NATO policy, NATO Command Structures and procedures. In the area of logistics and sustainability, Building Integrity is a guiding principle for all commonly funded contracting solutions, ensuring economic efficiency of NATO functions. In the area of Training and Exercises, Building Integrity is incorporated in pre-deployment training for NATO staff; thus, Building Integrity is to be found in every mission and strategic plans.

2. You have a long and distinguished career serving in national and NATO posts, in your experience how does corruption effect mission

success and what can be done to ensure it is properly addressed and mainstreamed in the context of NATO led operations?

The corruption effect in missions is huge. Corruption leads to mistrust of the very apparatus that is supposed to bring security. The local population in crisis areas can only rely on the security provided by the strongest party. In many areas, strong parties in control of a city or country listen to the one paying the most money. That makes it very difficult to cooperate and reach the goals NATO wants to achieve. Corruption is considered a security risk in defining intelligent requirements and assessments. Key in these situation is awareness of this situation for NATO. To deal with these issues it is important to map the persons affected by corruption and those acting corruptly. Short term eradication of corruption and the creation of long term structures that prevent corruption are key to mission success.

3. In May 2018, the NATO IS in cooperation with the JALLC will conduct a BI focused Lessons Learned event; how important is the role of lessons learned, research and analyses in supporting civil-military decision making? What is the role ACT can play in this respect?

To capture lessons, analyses and research is important to providing input in key leader training and to

civil-military decision making. The lessons learned, analysis and research applies not only to key leader training but also to future NATO training and capacity building missions guidelines and other training documents. NATO must remain a flexible learning organization and lessons are key to this, but, especially in the NCS, a high rate of turnover means that lessons are also a key repository of corporate memory and knowledge.

4. The Alliance is transforming and adapting to address new risks and challenges. At the same time, consultations are underway to prepare the BI agenda for 2019-2022. From your vantage point, what are your recommendations for areas that NATO IS and ACT should focus to ensure BI continues to contribute to the strategic objectives of the Alliance?

New risks and challenges will emerge, but the Building Integrity concept will stay current. Contemporary corruption is a factor that will be high on NATO's agenda. Ensuring integrity, transparency and accountability are factors needed in every mission, but we must also remain forward looking. The information and cyber domains, cyber currencies, and data analytics offer huge challenges and opportunities in BI. These factors need to be exploited more and more to guarantee mission success but also to contribute to making the world a better place.

NATO works closely with Iraq to strengthen good governance in the Iraqi security structures

The seminar provided a forum for the Iraqi representatives to exchange views, including with international partners, on how to tackle issues of corruption within their respective organizations.



Over a hundred representatives from twenty ministries and institutions across the Iraqi government attended a workshop organized by NATO in Baghdad, on 24 to 26 April 2018. The focus was on best practices to strengthen transparency, accountability and good governance within the national security institutions and other government structures.

Brigadier General Francesco Giuliano, NATO Senior Military Officer in Iraq, underlined the impact of corruption on lasting security. *"The effects of corruption are devastating for the state, as they cause defence systems to fail,"* he pointed out. Transparent and accountable defense institutions are key to the stability of states. In accordance with the NATO Building Integrity Policy endorsed by the Heads of State and Government at the NATO Warsaw Summit in 2016, the Alliance provides support to its members and partner countries to strengthen good governance and integrity in their national defence and security structures.

The best way to overcome the risk of corruption is through preventive actions through a focus on the legal framework, institutional resilience, and organizational culture and mindset", said Dr. Nadja Milanova from the NATO BI Programme who was part of the NATO team conducting the workshop in Bagdad.

The seminar provided a forum for the Iraqi representatives to exchange views, including with international partners, on how to tackle issues of corruption within their respective organizations. Following the military defeat of Daesh, the Government of Iraq has made the fight against corruption its top priority. The process of fighting corruption is complex. Quoting the Iraqi Prime Minister, "fighting against corruption in our country is more dangerous than the war against terrorism," Brigadier General Riyadh from the Prime Minister National Operations Centre said. The participants also discussed about how to identify corruption risks, develop mitigation strategies and mechanisms of

This initiative was part of a series of workshops organized by NATO to boost cooperation between Iraqi civil and military institutions. These events contribute to the wider NATO training and capacity building efforts aimed at improving the effectiveness and sustainment of the Iraqi security structures.

accountability and oversight, and strengthen professionalism and the culture of integrity in public institutions through education and training.

The fight against corruption requires a comprehensive approach. Against this background, the mentioned workshop featured the participation by representatives of other international organizations, including - amongst others - the United Nations, the European Union, and the International Committee of the Red Cross.

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Building Integrity brings together Afghan Officials and NATO members and partners to discuss integrity and good governance

The workshop was an invaluable tool in assisting Afghanistan to continue their efforts toward BI and by sharing similar experiences from around the world.



On 10-11 April 2018, the NATO Building Integrity Programme organised peer-to-peer consultations on Building Integrity for Afghan Security Institution. High-level representatives of the Administrative Office of the President, the Ministry of Defence and the Ministry of Interior met with their peers from the Ministries of Defence of Bosnia and Herzegovina, Colombia, Montenegro, Norway and the United Kingdom at NATO HQ in Brussels.

"On behalf of HE President Ghani, the government of the Islamic Republic of Afghanistan would like to note how important this Building Integrity workshop is in developing our Enduring Partnership and we welcome NATO's engagement and support in bringing together delegations from around the world to work with our senior leadership in peer-to-peer consultations" these are the remarks of Mr Mirwais Farahi, Director General at the Administrative Office of the President.

The workshop was organised in the framework of NATO's strengthening Enduring Partnership with Afghanistan. The aim of the workshop was to bring together Afghan officials with representatives from countries participating in the NATO's Building Integrity Self-Assessment and Peer Review process to share their best practices and conduct discussions on how to strengthen transparency, accountability, good governance, management of resources and highlight values that we all share and address together. This discussion was developed based on the philosophy that we can grow and strengthen the Community of Practice on Building Integrity by sharing national experiences and learning from each other's challenges, solutions and best practices.

"Countering corruption and strengthening integrity in institutions is a number one priority for the Government of Afghanistan", said Afghanistan's Deputy Minister of Defence Mr Ahmad Tamim Asey during the consultations, highlighting the progress made. "There is no lack of leadership and political commitment. While we have introduced policies and procedures, we still have to focus on implementation. This workshop is an invaluable tool in assisting us to continue that work by sharing similar experiences from around the world. We in the Ministry of Defence look forward to taking this work forward".

In his remarks, NATO's Deputy Assistant Secretary General for Operations Dr John Manza highlighted the progress made by Afghanistan in strengthening transparency, accountability and oversight, while also underlining the importance of further reforms and the role public officials play as "stewards of public tax money".

During these frank and open discussions, participants shared their best practices and paved the way for further cooperation in the future. The event provided a platform for learning and sharing among nations on BI and on how NATO BI can

further structure its tailored support for Afghanistan's Security Institutions. This was an opportunity for Afghan representatives to understand the ways and means in developing good practices to address good governance and corruption and at the same time to share their experiences and challenges they face in this regard.

NATO-led Mission Resolute Support has the mandate to train, assist and advise Afghan Security Forces, at the same time NATO Allies and partners are also supporting financially the sustainment of Afghan Security Forces and institutions. NATO's Enduring Partnership with Afghanistan provides a wider framework for political dialogue and practical cooperation.

Ms Abigail Austen, Director for Enduring Partnership Co-ordination at the RSM in Kabul, highlighted that *"Integrity in office and governance is not just core to NATO's values and standards. Integrity underpins a populace's confidence in its institutions to deal with people's needs and concerns in a fair, effective, transparent and accountable manner. Those values and standards are the basic building blocks of liberal democracy"*.

Ms Austen further said: *"I am delighted to be a small part of Afghanistan's ongoing efforts to adopt those standards as part of the Enduring Partnership. I am equally enthused by the commitment and professional approach of the Afghan delegation as they move towards joining the Building Integrity program. I have real faith that NATO and Afghanistan have started on a new journey together to embed Integrity as a core value and function across all government service."*

The consultations laid the ground for an increased engagement of Afghanistan with NATO BI, with the possibility for the country's association with the NATO BI Policy, participation in the BI Self-Assessment and Peer Review process, and NATO's support tailored to the needs and requirements of Afghan Security Institutions.

CROSS CUTTING DISCIPLINES FIRST WORKSHOP

xD initiative; Moving from
ad hoc to sustainable and
professional solutions

FINCENT hosted a meeting 4-6 of April bringing together representatives of a number of Cross Cutting Disciplines: PSO, Gender, BI, Military Police, Stability Policing, and CIMIC. The aim of the meeting was to discuss how disciplines can cooperate and share best practices to identify common solutions and address common challenges in accordance with ACT's Global Programming.

The objective is to develop a mechanism to better support development of training solutions, educational and dilemma and packages that address NATO's needs and requirements with view to having efficient, effective and affordable solutions individual and collective training. This will specially help for addressing senior leader engagement training solutions.

At the same time participants discussed lessons learned, how to approach and address in a more comprehensive way so are embedded into all operational phases: preparation, execution and lessons learned.

Particular attention was payed to the methodology and pedagogy for conducting needs analyses, course design and delivery of solutions (residential or mobile training). This means moving from ad hoc to sustainable and professional solutions.

These exchanges were consider beneficial also for each individual discipline.

This process initiated by FINCENT will continue in the coming months and is open to all cross cutting disciplines.

Education and Training Working Group workshop Enhancing BI Discipline an important dimension of the BI Programme



On 18-19 of January NATO BI Team organised a meeting of the BI Working Group in Education and Training with the participation of Norwegian Centre for Integrity in the Defence Sector CIDS as the Department Head for the BI discipline and representatives from NATO command and force structures, academia, international organisations etc.

The aim of the meeting was to discuss the latest development in addressing Integrity, good governance and anti-corruption in Education, Training and Exercises, update on NATO BI activities and generate new ideas and share experiences with the view to enhancing the BI Discipline and Education, Training and exercise vector of the NATO BI agenda.

During this meeting participants shared views and opinions with the aim to preparing the ground for the BI Discipline Requirements Workshop and Discipline Alignment Plan, which are two milestones in the process of developing the discipline in accordance with NATO's ETEE and Global Programming. The discussion focused on the identification of gaps and deficiencies in all relevant functional areas and translating them into BI requirements for NATO's Pol-Mil, Strategic, Operational and Tactical

levels. Furthermore in support to this objective the requirements workshop will analyse national educational requirements related to NATO BI Discipline.

The discussion also focused on the enhancement of the BI Discipline by developing new tools and mechanisms, sharing experiences, defragmenting activities and resources, increasing the level of engagement, addressing Cross Cutting disciplines and topics etc. NATO BI is engaged in assisting nations, allied and partner alike to develop their BI education and training tools within their national educational system.

A special attention was dedicated to developing BI education tools related to other cross-cutting topics such as: Gender, Counterterrorism and Mass Communication. According to several studies and from national and international engagements there is a clear link between BI and those topics.

Furthermore the participants agreed that already the need to develop Train of Trainers packages for BI Discipline. This will help countries do develop their teaching capacities and to increase the level of ownership for this matter specifically in national and regional perspective.



Building Integrity Key Leader Engagements Seminar



In February, the Supreme Allied Commander Transformation invited NATO HQ to conduct a series of events at the HQ in Norfolk related to Building Integrity as part of the commitments to implement the BI Action plan.

The BI Education Day included sessions tailored for the different levels and representations, member of Command Group, staff, as well as National Liaison Representatives. Ms. Susan Pond, who is responsible for NATO BI at NATO IS PASP division, and Dr. Louise Shelley a well-known researcher and the author of “Dirty Entanglements” talked about the importance of tackling matters of corruption and good governance in Defence Security Sector in national and international organizations underlining that corruption is recognized from NATO Allies as a security risk.

Dr. Shelley presented her research where she identifies the role of organised crime and the transnational networks can reduce operational effectiveness.

Ms. Pond underlined the importance of understanding corruption as a security risk and the important role ACT, including the JWC and JALLC, plays in preparing capabilities to meet this challenge.

This initiative, a follow up to the exchanges between Ambassador Alvargonzalez and General Mercier, was agreed in the margins of the 2017 BI Conference conducted in Washington DC, on September 11, 2017.

ACT has a long tradition of supporting BI, General Mattis delivered the key note address to the first BI Conference conducted in 2007 at the Naval Post Graduate School in Monterey. ACT played an instrumental role in establishing BI as the 29th NATO discipline and has taken the lead in developing an ADL course to be completed later this year. Commenting on this new initiative Col Freeman, Dean of the National Liaison Representatives said *“your visit was a very well received. It is great to see that NATO HQ is addressing a problem that most of my colleagues have seen in the field. Bringing in Dr. Shelley to explain the behind the scenes activities was most enlightening as well. You both captivated the audience and kept the briefing informative and interesting. Had I not cut you short, we would have gone on longer.”*

Building Integrity workshop at NATO School Oberammergau

Imbedding and mainstreaming Building Integrity (BI) into the NATO School Oberammergau (NSO) curricula was the main objective of a workshop organized at NSO with the participation of representatives from the school and CIDS as the Department Head and NATO International Staff BI as the Requirement Authority for the NATO BI Discipline.

In addition to hosting the NATO annual Defence Leadership in Building Integrity Course, NSO has implemented BI elements into some of their other courses. The participants shared and discussed their views on how BI could be further implemented into relevant courses as part of the work to implement NATO’s BI Policy and Action Plan, considering appropriate approaches and solutions.

Participants agreed to follow up this process on a step by step basis, institutionalizing the cooperation and making the best use of available teaching techniques, including Advanced Distributed Learning.



Fourth NATO Building Integrity in Peace Support Operations Orientation Course in Ukraine, Academy of the National Guard of Ukraine



On 19-22 March, the NATO Building Integrity Programme (BI), successfully conducted the fourth iteration of the BI in Peace Support Operation course in Ukraine. Following the BI established principle rotation of capacity building activities, this course was held for the first time at the Academy of the National Guards. The past iterations took place at the Academy of the Land Forces of Lviv in 2015 and in Kyiv, at the National Defence University, both in 2016 and 2017.

General Sokolovsky, Commander of the Academy, co-opened the course with a representative of NATO HQ BI Team. The course brought together 32 representatives from various defence and security institutions participating in the NATO BI Programme inter alia, Air Force base of Kharkiv,

Armed Forces of Ukraine, National Agency on Corruption Prevention, National Anti-Corruption Bureau and National Academy of the National Guard of Ukraine (NGU) as well as the NGU. Very active, the audience, engaged in both plenary discussion and syndicate work.

The conduct of the course was supported by NATO Expert lecturers from NATO HQ, Allied Joint Force Command Brunssum and the NATO Representation in Ukraine, international experts, trainers from the Peace Support Operations Training Center of the Armed Forces of Bosnia and Herzegovina and a lecturers from the National Defence University BI and Training Education Center of Ukraine.



Further information

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

 NATO Building Integrity Programme

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