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Editorial

UN Security Council for the first time ever discusses corruption and security

In its first ever meeting to address the links between corruption and conflict, the Security Council considered ways to effectively disrupt the illicit siphoning of money by leaders and other practices that weaken State institutions, thereby making a country susceptible to conflict.

“Corruption breeds disillusion with Government and governance and is often at the root of political dysfunction and social disunity,” Secretary-General António Guterres told the 15 member Council, which bears the mandate for the maintenance of international peace and security.

Noting that corruption can also be a driver of conflict, upon which it thrives, and is linked to such forms of instability as illicit trafficking in arms, drugs and people, terrorism and violent extremism, he stressed that the problem is present in all nations — rich and poor, North and South, developed and developing. Citing estimates by the World Economic Forum, he said the global cost of corruption is at least \$2.6 trillion, or 5 per cent

of the global gross domestic product (GDP), adding that, according to the World Bank, businesses and individuals pay more than \$1 trillion in bribes every year.

Also briefing the Council was John Prendergast, Founding Director of the Enough Project and Co founder of The Sentry, who said: “Regrettably, there is currently no coordinated strategy to gain the necessary leverage to disrupt the illicit siphoning of money by leaders and their foreign business partners, or to break the link between corruption and conflict.” He added: “Throughout history, war may have been hell, but it has been very lucrative for small groups of conflict profiteers.” Today’s deadliest conflicts in Africa, such as those in South Sudan, Somalia, northern Nigeria, Sudan, the Central African Republic and the Democratic Republic of the Congo, are sustained by extraordinary opportunities for illicit self enrichment that emerge in war economies, where there is a visible nexus between grand corruption and mass atrocities, he said, calling upon the Council and other interested parties to take the necessary measures, such as levying sanctions against entire networks, not just individuals; strengthening anti money laundering measures; and prosecuting financial crimes associated with atrocities.

In the ensuing debate, the representative of the United States, which holds the Council Presidency for September, spoke in her national capacity, noting that her delegation convened today’s meeting because the relationship between corruption and conflict has gone unaddressed for too long. The problem, “which has been staring us in the face”, allows transnational crime and drug trafficking to flourish, resulting in massive flows of desperate people and posing challenges to regions as well as the wider global community. Recalling that the “Arab Spring” was a result of popular protests against corruption, she said the United Nations remains too willing to ignore corruption as simply “the cost of doing business” in many countries.

Interview

with Mr Peter Dohmen, General Manager of NSPA



Dohmen: It’s important to recognize that the core values of Integrity and Ethics are not “fire and forget” issues. The values need constant reinforcement for them to become part of the DNA of the organization.

1. What is your vision when it comes to building integrity, transparency and accountability and promote good governance within the agency?

I believe strongly that NSPA is an exceptional organization with professional employees who are leading the way in NATO acquisition and logistics support. The NATO Code of Conduct has always been a guiding principle for the Agency. However as the Agency has grown we recognized the need to expand on the principles set forth in the Code of Conduct. I want to make sure that all our employees feel supported in their continual efforts to ensure the best reputation of the Agency. It’s also important to demonstrate to our customers and member nations that NSPA consistently acts with integrity, transparency and accountability. This is especially important considering that we are entrusted with properly spending the taxpayers’ money. They are our customers and they, their governments and NATO HQ must be confident that we are trustworthy and act with the highest levels of ethics and integrity. Consider also the fact that NSPA spends a significant amount of the taxpayers’ money – in excess of 4B EUR last year. Such significant amounts of money can increase the risk that some businesses will act undesirably

in an effort to ensure they “get a piece of the pie.” This is especially an area of concern in the area of Trust Fund efforts where different cultural standards of ethics and ways of doing business may exist.

My vision is that when anyone thinks about NSPA in any way, they immediately recognize the Agency as a leader in the area of Integrity and Ethics and know the importance we place on these values.

2. NSPA is doing a remarkable job to address BI and Good Governance, what are the concrete steps you are taking to send forward this agenda?

Thank you for the kind words! I do believe we are doing a very good job in addressing these important issues. As I’ve mentioned, NSPA has always focused on adhering to the NATO Code of Conduct and on processes to ensure integrity and ethics in the organization. I want to make sure that anyone who wants to work for NSPA understands how important these principles are to the Agency, so I’ve also made Integrity and Ethics a mandatory part of interview questions during the recruitment process. When staff come on board, they sign a declaration to comply with NATO Code of Conduct concurrent with their initial contact

and renew this commitment at the same time we renew their contracts. At the newcomers briefings I am reassured that new recruits are well aware of the NATO code of conduct and the importance we place on it. We also reinforce this through continuous development training in the area of Integrity and Ethics. NSPA's Competition Advocate has been designated the Organization's Champion for Integrity and Ethics and has taken the lead in introducing an expanded Code of Conduct training programme for all NSPA personnel.

On August 9th I signed out a new Operating Instruction entitled "NSPA Integrity and Ethics Policy" which is posted on our intranet, Goldmine. This policy consolidates a wide range of issues ranging from equal treatment and non-discrimination to managing conflicts of interests and integrity in the procurement process. We put a lot of thought and work into this OI and I'm confident that it lays the foundation for even more progress in integrating these concepts in NSPA.

I believe these important issues deserve attention from the top down so I made Integrity and Ethics a key theme at my last meeting with senior management in the Directorates. I reiterated my commitment to all NSPA personnel during our last Town Hall meeting where I introduced the new OI. I wanted to emphasize to all our employees that these values flow from the top down and that I see our senior leadership as having a special responsibility to their teams to set the tone and lead by example. Employees know that I won't accept excuses and that everyone has a critical role to play in this area. These sessions were video-recorded and placed on our Intranet for employees who were unable to attend.

We've also put together a Campaign Plan for fully integrating these concepts across the Agency. I, along with my EMB, monitor progress against the plan to ensure we stay on the right track. My Competition Advocate has also established a working group

of volunteers from each NSPA functional area to identify ways to mainstream these concepts. We know that infusing energy and enthusiasm for new concepts works best when we have a core group at the "grassroots" level who are passionate in wanting to help make it a success. This group will meet on a regular basis to discuss any questions or concerns people may have and how to address them. They will also look at the best ways generate enthusiasm and build the concepts into the culture of the organization.

It's also important to me that NSPA continues the great work that is being done to develop a more formalized "Whistle blower Procedure". It's critical that anyone who sees improper behaviour will report it and will feel safe when they do, and confident that their concerns will be addressed. This can be done anonymously or otherwise. This is an ongoing initiative that is already bearing fruit. In further developing this initiative, I've directed that we work to incorporate "best practices" across the board in our processes.

3. NATO Allies recognize corruption as a security threat. From your previous experience in the military and especially in Afghanistan, how do you assess the corruption role to the Alliance's operations and missions success?

Numerous studies and reports have confirmed what we inherently know – corruption represents a significant and serious security threat to success in operational areas. As you are aware, this was definitively reiterated by the Heads of State during the Warsaw Summit in 2016. All forms of corruption damages the credibility of good governance of States. It weakens authority and introduces opportunities for malignant parties to influence negatively governance which is in place to protect the civilian population. We recognize that addressing these security challenges is critical to improving the effectiveness of NATO missions. As you may know, NSPA has the primary responsibility for providing logistics support to

NATO forces in theater. We award and administer contracts for a very wide range of supplies and services; therefore it's critically important that we deal only with reputable businesses. So we do everything possible to try to minimize the potential for corruption and its negative impact. For example, we work cooperatively with member nations and allies and share information to help ensure we are dealing with "honest brokers" in theater and carefully vet any new prospective contractors. We also follow up on any information we receive on concerns in theater. We recognize this is an important and ongoing process in all areas of NATO engagement.

4. Looking into the future, what is in NSPA's plans and programmes to address this topic and in particular your engagements with other NATO structures as well as International organizations?

I see this as an extremely important topic and intend to keep it as an ongoing area of focus for NSPA; I believe the Agency has the opportunity to share its experiences and best practices, which could be of value to other NATO entities, and to expand our role even more in the future. We are actively involved with groups such as IFBEC (The International Forum on Business Ethical Conduct) and with several nations such as Norway and the UK who have led the way in promoting these concepts nationally and internationally. It's important to recognize that the core values of Integrity and Ethics are not "fire and forget" issues. The values need constant reinforcement for them to become part of the DNA of the organization. We also recognize the importance of working with ethical industrial partners. We are investigating ways to incorporate Ethics and Integrity criteria into our Source File Registration Process. Ultimately, I'd like to see this extended to being an evaluation factor for the award of contracts so we can ensure that we are rewarding businesses who have processes in place to ensure they act in ethical ways.

BI Programme continued success requires a long term and sustainable commitment

SIPRI publishes the assessment report of BI phase III

The SIPRI logo consists of the lowercase letters 'sipri' in a white, sans-serif font, centered within a solid red square.

POLICY IMPACT ASSESSMENT REPORT ON THE NATO BUILDING INTEGRITY PROGRAMME

BY MARINA CAPARINI, ANASTASIA ALADYSHEVA AND
GARY MILANTE

NATO's Building Integrity (BI) Programme is achieving positive results, strengthening transparency, accountability and integrity in the defence and related security sector. This is the overall conclusion of the independent assessment of BI Phase III carried out by the Stockholm International Peace Research Institute (SIPRI). The report highlights the positive impact BI tailored analysis and advice is having on strengthening national policies, plans and procedures.

SIPRI's assessment confirms that BI tools, methodology and expertise are being used effectively by nations to building capacity and promote good governance. This is the main outcome of the "Policy Impact Assessment on the NATO BI Programme" report on Phase III presented to the Partnership Cooperation and Security Policy Committee in EAPC format 15 June 2018 by Dr. Gary Milante, the Director of SIPRI's Peace and Development Programme.

Ambassador Alejandro Alvargonzález, the Assistant Secretary General for Political Affairs and Security Policy, is responsible for the NATO BI Policy and Programme of support. He welcomed the SIPRI assessment noting that "NATO is a leader in promoting good governance in the defence and related security sector and the report provides clear evidence that the expert advice, analysis and practical support provided through the BI Programme is having a positive impact on nations ranging from Afghanistan to Colombia". He also noted that the independent assessment confirmed and validated the methodology and tools developed by the NATO BI team over the past

decade. He underlined that the SIPRI report complemented the 2014 assessment of BI Phase II completed by the NATO International Staff. He confirmed that the SIPRI report will be used to shape the BI Programme planned for 2019-2022 and that work is already underway to implement the recommendations set out in the SIPRI assessment.

The BI Programme provides tailored support to nations taking part in the BI Self-Assessment and Peer Review Process. The SIPRI report provides concrete examples of how nations are making use of the tailored support provided by NATO.

The SIPRI report also compared the results between 2014 and 2018 and found that the difference is largest for changes to procurement, disposal of assets, the establishment of new procedures and systems, such as training or codes of conduct or ethics and consideration of changes to business practices or policies on defence suppliers. The report also noted that the pace of change is accelerating compared to the previous assessment.

Dr. Milante emphasized that addressing good governance and corruption is challenging; "the NATO BI Programme is experiencing the growing pains of a successful programme and continued success requires a long term and sustainable commitment to carry this work forward".

The SIPRI study is funded by the NATO BI Trust Fund. Contributing nations are Czech Republic, Denmark, Finland, Norway, Poland, Switzerland and the United Kingdom.

NATO BI continues its commitment to assist Ukraine in addressing good governance and integrity in defence and security sector

NATO Assistant Secretary General for Political Affairs and Security Policy, Ambassador Alejandro Alvargonzalez and Deputy Prime Minister for European and Euro-Atlantic Integration of Ukraine Ivanna Klympush-Tsintsadze opened the seminar.



to exchange experience, challenges and good practices, engaging all actors to further support the implementation of NATO BI and corruption prevention. Ukraine has been participating in the NATO BI Programme since 2007. The main objective is to assist Ukrainian defence and related security sector to strengthen the culture of integrity and provide tailored support to enhance sustainable long-term good governance and corruption prevention reforms.

Integrity, good governance and anti-corruption measures, kick-off of the 2018 assessment of the Annual National Programme.

Kick-off of the 2018 assessment of the Annual National Programme under the auspices of the NATO Ukraine Commission with integrity, good governance and anti-corruption measures. On 14 September, in collaboration with the Government Office for European and Euro-Atlantic Integration of Ukraine, and the NATO Liaison Office, NATO BI conducted a series of consultations with key representatives of defense and security institutions, National Anti-corruption Bureau, National Agency for Prevention Corruption and NGOs. The ANP is the main programme document that directs and regulates the entire range of issues of cooperation with NATO. “The ANP is the main strategic document for planning domestic reforms in the context of Ukraine’s interaction with the North Atlantic Alliance”, Deputy Prime Minister for European and Euro-Atlantic Integration Ivanna Klympush-Tsintsadze.



BI executive day the senior leaders of defence and related security sector

NATO Building Integrity is a vector for changes. On September 13, a BI Executives Day, seminar for the senior leaders of defence and related security sector, was held. NATO Assistant Secretary General for Political Affairs and Security Policy, Ambassador

Alejandro Alvargonzalez and Deputy Prime Minister for European and Euro-Atlantic Integration of Ukraine Ivanna Klympush-Tsintsadze opened the seminar. During this event the importance of integrity, transparency and accountability in implementing sustainable good governance reforms was reviewed, with reference to NATO’s expertise in this specific domain and the critical role of leaders in this endeavour. The seminar also gave an opportunity to promote the collaboration among institutions with regard to corruption prevention in order

On-line Building Integrity Course now available for everybody

Building Integrity is now part of NATO's e-Learning world

NATO Building Integrity toolkit now has a new innovative and effective learning tool "online BI awareness course" introducing BI Discipline and BI community to the NATO's e-learning world.

Identified by the BI Discipline as a requirement to ensure that corruption risks, integrity, accountability and good governance are well understood across NATO' military and civilian structures and NATO' members and partners alike. The course will provide with a basic structured information and awareness raising support to enhance professionalism and effectiveness across the Alliance and relevant national structures.

"Using e-Learning is totally in line with Global Programming and ensures NATO and partner staff have access to high-quality education and training that can be tailored to individual needs, enabling personnel to effectively contribute to the NATO mission" highlighted Brg. General Athanaïos Tsouganatos HQ SACT ACOS JFD at the NATO's e-learning Forum.

"In recognition of current and emerging trends in academia and industry, the Military Committee and Strategic Commanders have identified the need to regularly assess and refine NATO's education and training framework. The composite force mix in current NATO operations requires education and training that enhance greater interoperability and understanding among its participants" stressed expert in Training Technologies Mr. Salih Cem Kumsal from HQ SACT JFD.

E-Learning represents an innovative and powerful means of delivering requirements as well as it offers increased access to education and training opportunities through on-demand availability, cost savings, self-paced courses, consistent and accurate delivery, condensed instruction and opportunities for collaboration.



Using e-Learning ensures NATO and partner staff have access to high-quality education and training that can be tailored to individual needs, enabling personnel to effectively contribute to the NATO mission."

Since the start of the NATO e-Learning

programme, the use of electronic tools to support training has grown dramatically. NATO Joint Advanced Distributed Learning System run by HQ SACT has 25,000 total active users registered and 150 new user registers every day. It has more than 120 online courses.

Georgia: Building Integrity in Peace Support Operations course to Georgian Armed Forces

NATO Building Integrity Programme led a Mobile Training Team to conduct the third Building Integrity in Peace Support Operations course to Georgian Armed Forces. Since 2017, this course is part of the national pre-deployment training. The Mobile Training Team included instructors from the Peace Support Operations Training Center of the Armed Forces of Bosnia and Herzegovina and international subject matter experts including the former Head of Task Force Shafafiyat and a Representative of the Joint Force Command Brunssum who shared their experiences of corruption's consequences and risks in during operations. Participants also had the opportunity to discuss the importance of leading by example and the international legal framework related to the fight against corruption.



In connection with this capacity building activity, the Ministry of Defence of Georgia and the DIB School had the opportunity to review the implementation of the NATO BI and national good governance reforms as well as address their respective programmes of work.

NATO BI is keeping the momentum in addressing anti-corruption and good governance in Iraq

NATO's Building Approach to Good Governance, Rule of Law and Institution Building

With the participation of 45 high-ranking Iraqi representatives from several ministries, such as PM Office; PMNOC; Interior; National Security Service; Higher Education and Scientific Research; Communication; Justice; the Integrity Commission etc. "NATO's Building Approach to Good Governance, Rule of Law and Institution Building" workshop took place in Baghdad, Iraq 22-28 July.

This event built upon the Workshop on "Building Integrity and Good Governance" held in Baghdad in April 2018 (as the 6th Civil Military Cooperation Workshop under NTCB-I), providing a very good platform for further engagement with Iraqi officials especially on the issue of anti-corruption and good governance. This is another clear demonstration that Iraq's government has strong understanding of the corruption-security nexus considering it a threat to security, while showing that BI and good governance remains high on their agenda.

With a strong presence from other International Organizations demonstrating interest in NATO's activities of engagement in Iraq, participants participated actively with good questions and comments during presentations, panel discussions and syndicates' work based on a case study scenario also providing an opportunity for exchange of opinions from representatives across different ministries.

This kind of events show the importance of addressing anti-corruption and Good Governance and the need to keep them in the center of NATO's mission activities in Iraq.

Looking forward to the future engagements with Iraq, Dr. Nadja Milanova who is the NATO BI expert for Iraq highlights that BI methodology and tools should be applied in a holistic manner along two main pillars: political engagement at the right political level to establish a baseline analyses of the BI status within the defence and related security sector via completion of the NATO BI Self-Assessment and Peer Review Process and through Education and Training.

NATO BI is seriously engaged to keep the momentum and move forward with BI agenda in Iraq now that NATO is transitioning from NTCB-I to NATO Mission in Iraq (NMI), following the decision taken at the 2018 Brussels Summit.



NATO BI AND JALLC DISCUSS LESSONS LEARNED AND CORRUPTION WITH BI COMMUNITY.



NATO BI in cooperation with JALLC conducted a BI Lessons Learned (LL) seminar in STRIKFORNATO Headquarters in Oeiras Portugal on 25th of May 2018.

The objective was to discuss BI relevant LL in international engagements and how to address this to benefit NATO's planning for operations and missions. Participants presented their experiences and perspectives addressing how LL are addressed in their national systems and in other IO's.

The US Deputy Inspector General for Afghanistan Reconstruction delivered the key note to representatives from NCS and NFS, representatives from allied and partner countries, NGOs and IOs. BI is a crosscutting discipline and representatives of CoE CIMIC, FINCENT took part.

Participants pointed out that this is a complex topic which needs a comprehensive and all-inclusive approach, agreeing that LL findings and analyses will provide an important foundation for NATO's planning for operations and missions and at the same time developing appropriate BI education and training tools and adapting the BI Reference Curriculum to meet national and Alliance needs.

Building Integrity day at JFC Brunssum

At JFC Brunssum on 5th of June, Ms Susan Pond, senior officer from the NATO HQ, conducted a series of briefings for staff members of the command on the NATO BI Policy, programme of activities conducted by the NATO IS and the importance of addressing BI throughout NATO's three core tasks.

This event was part of a professional development initiative organized by JFCB to support implementation of the NATO BI Policy and ensure all staff members were made aware of the policy and the code of conduct. This event was attended by more than 125 staff, including Chef of Staff of JFCB.

During her visit in Brunsum Ms. Pond had an office call with the COS LGen Juan Campins.

They discussed about the implementation of the BI policy and action plan and shared ideas how to further enhance NATO's BI agenda focusing on the future of BI 2019-2022 and upcoming BI Conference in 2019

BUILDING INTEGRITY TRAINED THE THIRD MOTORIZED INFANTRY BRIGADE OF THE REPUBLIC OF MOLDOVA



For the third time since 2017 NATO Building Integrity turned in the Republic of Moldova to train the Third Motorised Infantry Brigade. On 17-20 September, 30 senior non-commissioned officers and officers participated in a four day course focusing on integrity and consequences of corruption in the context of international operations and missions.

This training was led by the NATO BI Team assisted by the NATO Liaison Office in Chisinau. In total, nine international experts and trainers from the Peace Support Operations Training Center of the Armed Forces of Bosnia and Herzegovina, the private sector, Danish Army and NATO HQ contributed to the course. For the first time, a representative of the Ministry of Defense of the Republic of Moldova contributed to the course with a lecture.

This is the third BI course conducted for the Moldovan Armed Forces since 2017. Education and Training is part of NATO BI tailored support offered to the Republic of Moldova based on the completion of the BI Self-Assessment and Peer Review Process in February 2016.

Such training contributes to enhance national capacities and is specifically relevant to Moldovan military forces who contribute to international operations and missions. "

Further information

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

 NATO Building Integrity Program

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