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Editorial

NATO BI Conference Discusses the Impact of Poor Governance as a Security Risk

On March 5th, representatives from NATO nations and partner countries gathered in Washington DC to discuss how to promote better governance, accountability and transparency in the defence and security sector. They were joined by delegates from international organisations, NGOs and the private sector for the three-day "NATO 2019 Building Integrity Conference", with a focus on challenges in building capable defence institutions.

Speaking at the opening of the event, the NATO Assistant Secretary General for Political Affairs and Security Policy Ambassador Alejandro Alvargonzález thanked the United States Defence Security Cooperation Agency for co-hosting the event.

He said that the conference will "look at the impact of poor governance on peace and security and what this means for crisis prevention. The conference will also be an opportunity to share lessons learned and exchange best practices".



Ambassador Alvargonzález said “since its creation in 2007, the NATO Building Integrity programme has been a key tool for NATO’s capacity-building activities” to promote good practices and strengthen integrity in the defence and related security sector in countries around the world.

Stressing that “poor governance is a main driver of insecurity”, he said that the NATO Building Integrity programme “is committed to deepen cooperation with other international organisations and other key international players to help strengthen the principles of transparency and accountability in all countries participating in the programme”.

The NATO Deputy Assistant Secretary General for Operations Mr. Jonathan Parish highlighted that 23 partners associated to the NATO Building Integrity programme joined together with 29 NATO countries.

“In January, we launched a new phase of the Building Integrity programme with a stronger focus on capacity building, designed to meet the needs of individual nations. Together with them, we are looking forward to shape the next phase of the programme. And we hope that more partners will join”, he said.

The NATO 2019 Building Integrity Conference conducted 5 - 7 March attracted 170 participants, with

participation from 32 nations and international organisations including from the European Union, the United Nations Office for Drugs and Crime (UNODC), the United Nations Department for Peacekeeping Operations (DPKO) and the World Bank, and the International Monetary Fund.

Speakers from nations, both member and partner, international organisations and civil society, highlighted the impact of poor governance on peace and security and explored the link between corruption and conflict/terrorism/violent extremism and trafficking. Poor governance and corruption undermine peace, security, prosperity and operational effectiveness in the air, on land, at sea and in cyberspace. The discussion also included an exchange on “sharp power” characterised by an assault of democratic values, principles and standards promoted by the NATO BI Policy

The 2019 BI Conference marked the end of BI Phase III and the launch of BI Phase IV covering the period 2019-2022. The conference also coincided with the 25th anniversary of the Partnership for Peace and the Mediterranean Dialogue, and the 15th anniversary of the Istanbul Cooperation Initiative. The conference continues to attract senior leaders and subject matter experts. . This year, civilian and military representatives from 32 NATO and partner nations with

representation from all of NATO’s partnerships. Representatives from six International Organisations as well as participants from the private sector and civil society also participated. The conference is part of the NATO BI Programme activities and supports implementation of the NATO BI Action Plan noted by NATO Foreign Ministers in 2016 following the endorsement of the BI Policy at the NATO Summit in Warsaw.

The discussions focused on practical implications and possible ways forward to improve NATO BI’s contribution to building capable and resilient institutions to strengthen our partnerships. Ideas discussed, included:

- strengthening BI Peer Review Process and Integrity Plans and how to measure impact of efforts to build capable and resilient institutions;
- lessons learned from NATO led operations and crisis management arrangements;
- promoting best practices and to strengthen public-private sector support for the NATO BI Policy; and enhancing support for the NATO BI Discipline and measures to support planning, conduct and monitoring of BI education, training and exercises in the absence of a BI Centre of Excellence (CoE).

Fireside Chat with...

HIGHLIGHT

Sharp Power: The Challenge of Promoting Transparency, Accountability and Integrity in the Era of “Sharp Power”

The panel addressing “Sharp Power” was considered as one of the most informative and challenged participants to re-evaluate the importance of tackling and insulating the defence sector from corruption. The subject matter experts on the panel laid the foundation for a lively forum to discuss the nuances of Sharp Power and its effect on democratic societies and the importance of developing defence institutions that are effective, accountable and resilient. The panel members described “Sharp Power” and the various methods used by states to undermine and destabilise a country or region. Sharp Power employs a range of tools: diplomatic levers, subversive cover, and overt activities to achieve to undermine a country’s decision making processes, government, institutions, and foreign policy.

The role of misinformation or spreading disinformation to destabilise peace and security is not new. So called “fake news” plays heavily into the Sharp Power phenomena. Misinformation hinders transparency which is integral to building public trust and confidence in their society and government institutions. The use of such tactics is not new, however they have become more prevalent and harder to counter due to social media and the internet. The sessions concluded by discussing models of Sharp Power that are exported by authoritarian regimes as a challenge to democratic countries. The discussion on Sharp Power demonstrated the need to be kept informed of changes in the security environment and importance of good governance and promoting good practices in the defence and related security sector based on transparency, accountability and integrity. The exchanges also highlighted the need for nations and international organisations to be part of a wider community of practice to include state actors as well as representatives of the private sector, academics, NGOs and civil society.

Sharp Power is not a new concept in international relations but has become refined in the modern age of the internet. Moving forward, it is recommended that nations should continue to focus on reducing risks and strengthening good governance, continuing the dialogue with a range of stakeholders in the format of conferences like BI. A community of practice is essential to strengthen planning, delivery and to promote the exchange of lessons learned.



...Ms. Ivanna Klympush-Tsintsadze, Deputy Prime Minister of Ukraine and Mr. Jonathan Parish, NATO Deputy Assistant Secretary General for Operations



...H.E. Ms. Marina Pendeš, Minister of Defence of Bosnia and Herzegovina and Mr. Jonathan Parish, NATO Deputy Assistant Secretary General for Operations



...H.E. Ms. **Radmila Šekerinska**, Deputy Prime Minister and Minister of Defence of the Republic of North Macedonia and Ambassador **Alejandro Alvargonzález**, NATO Assistant Secretary General for Political Affairs and Security Policy

“The Conversation with H.E. Ms. **Radmila Šekerinska** highlighted how civil society and the population can drive the agenda towards improving good practices”

Impressions and Quotes from the Conference

“Bring together people from a variety of International Organizations, operational, civil society and academics. This is a rare opportunity to discuss openly challenges and solutions how to achieve integrity and good governance in defence and sector”.

Dr. Catherine Ordway, Professor, University of Canberra

“Very diverse and interesting group of people several of whom I will work with them in the future. Substance was original. Not the things you hear in many international fora and there is something for everybody.”

Dr. Louise Shelley, University Professor, Schar School of Policy and Government, George Mason University

“The conference demonstrated that there is a clear link between corruption, instability and lack of security in a country. To create stability and security in a country, institutional capacity building, good governance, rule of law and countering corruption are key and require a long term commitment and holistic approach”

Cornelis van der KLAUW Commander (NLD-N); NATO Joint Warfare Centre

Participants who have attended the conference in previous years:

The 2019 BI Conference has reached a new level of excellence. Topics are very relevant to current challenges in national and international perspectives, very well organized and the flow of information served the purpose.

The conference is considered simply as the best event BI has organized thus far



The 2019 Building Integrity (BI) Conference was perceived as the most successful BI conference organized so far. From the NATO International Staff perspective the conference achieved its objectives and goals. Did the conference meet the US expectations?

The 2019 Building Integrity Conference exceeded our already high expectations, bringing together senior officials, practitioners, and thinkers from across government, NGOs, and academia to not only discuss the ways Building Integrity programming helps security sector institutions become more accountable and transparent, but also to demonstrate the important connection between security sector integrity and stability. Building Integrity contributes to our collective security because it focuses the Alliance and NATO Partners on a critical root cause of conflict – the grievances resulting from the loss and misuse of national resources that should go toward delivering the goods and services the people require from their country. From my vantage point, the contributions of the various speakers and panelists, and the conversations I participated in between sessions, underscored this key conference takeaway.

The conference highlighted the value of NATO BI and its contribution to projecting stability and supporting nations in their efforts to transform defence institutions based on the principles of transparency, accountability and integrity. From your perspective what is NATO BI's added value and what more should be done in the future?

Building Integrity serves as a bulwark against corruption, which fractures the state-society relationship and may lead to violence in its many forms. The evidence of corruption's linkages to conflict, violent extremism, trafficking and the like is clear, and the need for continued and enhanced BI and other programs that promote transparency and accountability is apparent. By including more voices and perspectives to address the challenges, leaders can help develop a system that better understands the context of what is being done (and why) and tailor responses that work for a particular country. BI programming should continue to focus on shared challenges between NATO Allies and Partners, serving as a force multiplier for other capacity building efforts. BI is more than just holding corrupt security officials accountable. Much of BI focuses on enabling the creation of transparent and efficient procedures. The BI community should work to broadcast this latter point with civil society and help build buy-in for its efforts. The focus on building a relationship with civil society does not have to be the delivery of perfect results. Being honest and realistic will improve trust more than falsely reporting 100 percent success.

Corruption is recognized as a security risk, what more can be done to ensure that BI is mainstreamed and taken into account in the planning and execution of missions and operations as well as in our efforts to building the capacity of foreign security forces to respond to shared challenges.

Building Integrity is a team sport, requiring the resources, contributions and skills of many organizations and actors. The corrosive effect of corruption is not merely the province of institutional capacity builders, but also forces conducting operations in the field and preparing for contingency missions. Programs like NATO BI must work hand in glove with a broader operational design that prioritizes efforts with NATO Allies and Partners around contingency roles and active military missions. Our efforts must

work within a system of systems, from the uniformed services, defense and security ministries, to civil society, the private sector, and the contributions of individual governments and international organizations. There will be many differing opinions as to how we should tackle this challenge, but it is a challenge we must all undertake together if we are to be successful.

The conference was a clear demonstration of successful cooperation between NATO BI and DSCA. What are the areas we can collaborate on in the future with the view of maximizing and achieving concrete results?

The United States values the NATO Building Integrity approach and associated programs developed over the last twelve years. We will continue to provide expertise and related support to ensure continued success. DSCA is also leading security cooperation reform efforts within the U.S. Department of Defense. Central to our reform efforts is the importance of institutional capacity building in helping our partners achieve full-spectrum capability to respond to shared security objectives that advance U.S. and partner national security and foreign policy interests. Helping to develop partner security forces capable of addressing our shared challenges, and that respond to civilian oversight by security institutions accountable and transparent to their citizens is our North Star. This in turn ensures our bilateral partnerships reduce violent conflict and enhance stability. DSCA and NATO BI are natural partners in this pursuit, and we look forward to sharing our experiences with the newly formed Defense Institution and Capacity Building Directorate (DICB). We stand ready to support and collaborate with NATO DICB efforts. Let us continue the collective action to ensure that our efforts remain focused on the whole of building integrity in defense and security sectors in ways that directly contribute to Allies' capability development targets and NATO Partnership Goals. We will continue to support BI with this key principle in mind.



Mr. Parish, you have recently assumed the responsibilities as Deputy Assistant Secretary General in the NATO Operations Division and you are leading the effort to establish a new directorate within the Division that will be responsible for defence institution and capacity building. What are the main challenges that you see?

As a result of the Functional Review of the NATO Headquarters, a number of NATO's partnership programmes dedicated to defence institution and capacity building have been transferred from other Divisions and brought together to establish the new Defence Institution and Capacity Building Directorate.

One of the main challenges is to continue to capitalize on NATO's record of achievement in defence institution and capacity building, while at the same time looking to see how we can draw on lessons learned and lay the foundation for further success. The establishment of the new Directorate provides a real opportunity to align all our programmes, to ensure that they are more coherent and better coordinated, and to deliver better support to our partners.

Within the new Directorate, one

of the key programmes is Building Integrity. We already have the NATO Building Integrity Policy and Action Plan, which includes the programme of tailored activities and methodology that has been developed over the past decade. We will need to work with Allies and partners to identify where they would wish to see improvements, and also to ensure that they continue to support the programme with the appropriate resources.

Building Integrity is one of the lines of efforts for the new DI&CB Directorate. What do you see as the role of Building Integrity in NATO's overall efforts to project stability and assist partner countries in developing and strengthening their defence and security institutions?

The discussions during the Building Integrity Conference in Washington earlier this year, highlighted the significant contribution that Building Integrity makes in supporting Allies' and partner nations' efforts to transform and strengthen their defence and security institutions based on the principles of transparency, accountability and integrity.

These efforts are essential to underpin peace, stability and economic development. By helping to deliver improvements at the strategic, operational and tactical levels, Building Integrity's programme of tailored activities are an excellent example of how cooperation and partnership can support NATO's Projecting Stability efforts.

You spent three days in the midst of the Building Integrity community during the Washington Conference and played a personal role in steering the discussions. What are your main take aways from this event?

I was hugely impressed by the quality of the presentations and the subsequent discussions. I learned a lot from both the formal sessions and from my informal discussions with the conference participants. I was particularly struck by the examples of where poor governance and corruption undermine our peace, security, and prosperity, as well as our operational effectiveness. The subject matter experts from the public and private sector also provided compelling evidence highlighting the link between corruption and conflict/

When I look at the values that NATO is committed to safeguard and uphold, I see an essential role for Building Integrity in promoting those values through the principles and standards laid down in NATO's Building Integrity Policy.

terrorism/violent extremism and trafficking.

So, when I look at the values that NATO is committed to safeguard and uphold, I see an essential role for Building Integrity in promoting those values through the principles and standards laid down in NATO's Building Integrity Policy. I was also struck by the range of individuals and institutions that make up the Building Integrity Community of Practice. The ability to access and lever this group is of tremendous value, and I shall look forward to working closely with this group during my tenure.

What can the new Operation Division do to mainstream the NATO BI Policy and promote good governance, integrity and transparency in the defence and security sector?

First, we need to understand that the NATO Building Integrity Policy contributes to all three core tasks of the Alliance: collective defence, crisis management, and cooperative security. There is a key role for the Operations Division in promoting the NATO Building Integrity Policy across NATO and our partner nations.

In concrete terms, the Operations Division will continue to chair the Building Integrity Task Force at NATO Headquarters, and it will look to work closely with the numerous stakeholders to mainstream Building Integrity and to embed the principles of transparency, accountability and integrity in the defence and related security sector. I see a real opportunity for NATO to scale up cooperation with regional partners and with international organisations in particular.

I also intend to explore what can be done to better mainstream the NATO Building Integrity Policy into our crisis management arrangements, exercises and operations.

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

The NATO Military Authorities have already done a considerable amount of work in this respect. For example, Allied Command Operations has issued its Directive on Building Integrity, the

Building Integrity online course developed with Allied Command Transformation is being used for pre-deployment training, we are establishing the "Building Integrity for NATO planners" course that was requested by NATO Strategic Commands, the Joint Analysis Lessons Learned Centre has prepared reports related to Building Integrity, and the Building Integrity Handbook is being drafted.

Furthermore, the Operations Division recognises the importance of maintaining close cooperation between staff at NATO Headquarters and staff involved in planning our operations and missions. This will help to ensure early coordination and mainstreaming of the NATO Building Integrity Policy into our operations planning processes and into key planning documents such as NAC Initiating Directives, Concepts of Operations and Operation Plans. The Operations Division is ideally placed to promote and sustain this close cooperation and to make sure that Building Integrity is mainstreamed and fully taken into account in planning and executing NATO's operations and missions.

2019 BI Conference Highlights

A number of challenges and recommendations were discussed during the 2019 NATO Building Integrity (BI) conference held in Washington, D.C. from 5-7 March 2019. The proposals and ideas generated as a result of the exchange serve to inform discussions and decision making within NATO and other organisations. A plenary and syndicate discussions identified a number of practical ideas on how to facilitate and assist the development of transparent, accountable and efficient defence and security sector.

If you missed the conference and the fireside chats, we have set out a few highlights. Sorry there is no public record for distribution. Discussions were conducted under "Chatham House Rules". We hope to see you at the next BI Conference to be conducted in 2021. In the meantime:

HIGHLIGHT # 1

Civil Society, an important factor in promoting good governance.

The conference demonstrated that engaging civil society is cross cutting and touches upon on the major challenges faced when building integrity

The important role of civil society in promoting good governance and good practices in the public and private sector was highlighted throughout the conference plenary and syndicate sessions. This was illustrated by Ministers and other speakers addressing the role of civil society in countering corruption, terrorism, and trafficking (people, arms, drugs, cultural heritage) and promoting good governance. Panelists discussed the link between corruption and conflict and how conflict damages the public's trust in their society and government institutions and can lead some to pursue security through a different avenue. A number of speakers spoke of the consequences of a deep sense of disenfranchisement towards the government and the chances that some members of society may turn to extremist groups for provision of security and public services. The discussions in the panels and syndicates demonstrated that engaging civil society is cross cutting and touches upon on the major challenges faced when building integrity.

Members of the panel and participants also stressed the importance of the BI community engaging civil society to help build knowledge and build support for collaboration between state actors and civil society. This topic is addressed in the NATO BI Policy and in BI tools such as the NATO BI Self-Assessment Questionnaire (SAQ) NATO's approach, recognising the role of civil society in promoting good governance in the defence and related security sector; and the importance of good relations between the Ministry of Defence and civil society, was highlighted as a good example.

HIGHLIGHT # 2

Education and training

A lifelong approach to BI Education and Training; a crucial element for civilian and military personnel.

The conference generated a number of discussions on the key role of education and training to build effective institutions and build capacity. Panelists stressed the importance of a lifelong approach to BI education for civilian and military personnel. This should begin early and be an integral part of the professional development of staff as they progress through their career. This should include general awareness for all staff and specific education and training to promote good practices in specific functional areas such as the management of financial and personnel resources. This needs to be part of all leadership training and development. The participants also discussed the importance of education and training for NATO civilian and military staff as part of crisis prevention and welcomed the new online BI awareness courses recently launched with the support of ACT.

Participants also discussed the importance of further strengthening BI education and training including a more structured approach between NATO and national institutions and NATO and other international organisations with an interest in education and training such as UNODC. In the absence of a BI Centre of Excellence, a more formal relationships may enable the community to better exchange knowledge and harmonize educational efforts. Ensuring courses like the NATO BI online course is shared widely could contribute to a better understanding of corruption as a security risk and the importance of strengthening transparency, accountability and integrity in the defence and related security sector. As a follow on to the syndicate discussions, NATO BI is embarking on the creation of a lexicon as part of an endeavor to create a unity of understanding of the definitions of terms and concepts associated with NATO Building Integrity.

for more information on the lexicon contact
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<https://buildingintegrity.hq.nato.int/>

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