



Integrity, Transparency and Accountability
in the Defence and Related Security Sector

Newsletter #12 - Autumn 2021

TABLE OF CONTENTS

1. Editorial
2. UN International Day against Corruption: Interview with Mr Jason Reichelt, UNODC
3. NATO BI addressed the NATO – Colombia Military Staff Talks
4. NATO BI contributed to the DANTE Magazine of the Colombia Military Forces
5. Colombia: "Update Days on BI under NATO Standards"
6. Allies support Peru's Participation in NATO BI
7. Tunisia's Regional BI Centre: Enhancing NATO BI Tailored Capacity Building Cooperation
8. Ukraine: NATO BI contributed to Senior Management Course for the Ministry of Defence
9. Georgia: Agile Internal Audit Training
10. 2021 BI Annual Discipline Conference
11. CIDS Experts' Seminar: "Integrity – The Human Factor"
12. COID Experts' Workshop: "Packaging Communication about Integrity"
13. NATO BI contributed to the US Defence Capacity Building Visiting Delegation
14. NATO Defence Leadership in BI Course
15. NATO BI participated at the 45th Meeting of the SEDM-CC
16. PSOTC: BI for Senior NCO Course
17. NATO BI Lecture at the Italian Centre for Higher Defence Studies
18. NATO BI and the Defence against Terrorism
19. NATO BI launched the BI-Gender/Women Peace and Security Project
20. NATO BI Chapter in "Promoting the Rule of Law and Good Governance – SFA Implications in International Initiatives"
21. Publications
22. Headlines

Editorial

We are very pleased to issue the Fall NATO Building Integrity (BI) Newsletter in conjunction with the United Nations' International Day against Corruption!

NATO BI has associated itself with this important day for almost a decade now. To mark the occasion, and as part of our longstanding collaboration with the United Nations (UN), we are delighted that this issue features an interview with Mr. Jason Reichelt, Corruption and Economic Crime Branch, Division for Treaty Affairs, United Nations Office on Drugs and Crime. In this interview, Mr. Reichelt provides us with his valuable insights on the meaning of the International Day against Corruption and the importance of NATO BI-UN cooperation in the fight against corruption.

In further collaboration with the UN, we are also pleased to highlight a roundtable discussion, which took place with the UNODC and UN Security Sector Unit, New York headquarters during the NATO Defence Leadership in BI Course. Participants of the course benefited from a wide range of international Subject Matter Experts. These Experts came from organizations such as Transparency International, Geneva's Ammunition Management Advisory Team, the Official International Forum on Business Ethical Conduct, and the Italian Stability Policing Centre of Excellence. Numerous national high level representatives and NATO Experts also participated. In cooperation with the NATO School Oberammergau, we were pleased to resume and deliver what is considered to be the flagship and high-level educational course, designed for leaders from the defence and security sector.

In light of the decision taken by NATO Allies at the Brussels Summit in June 2021, to enhance cooperation with partners from Latin America, NATO BI continues to be active in the region. In the case of Colombia, NATO BI was addressed in different formats and settings, starting with the NATO-Colombia Military Staff Talks. Under the auspices of its civilian and military leadership, the Colombian Ministry of Defence also launched a series of events for each of its military services. These included participation by representatives of the NATO BI Steering Group, the UK and Norway. Furthermore, and upon request from Lima, Allies supported the participation of Peru in NATO BI. This has led to new cooperation with the Ministries of Defence, Interior and Foreign Affairs of Peru, and increases the number of countries participating in NATO BI to 21.

Moreover, together with Georgia, Tunisia and Ukraine, NATO BI conducted a series of institutional and individual capacity building activities and pursued political consultations to further foster good governance and integrity reforms. Over the fall period, indeed, peer-to-peer exchanges and educational activities have been the common denominator of NATO BI engagements with these key partners.

In relation to the educational part of NATO BI, fall coincides, indeed, with the annual BI Discipline Conference. This is con-

ducted under the lead of the Norwegian Centre for Integrity in the Defence Sector, CIDS, NATO BI Discipline's Department Head. Organised in hybrid format, with the support of the Italian Ministry of Defence, this event not only successfully met its initial objectives but also fostered additional collaboration and exchanges on subject matter topics, such as institutional resilience and communication related to integrity in the defence sector. Thus, we reiterate our appreciation to our partner, CIDS, for such successful initiatives and to the Dutch Ministry of Defence's Central Ethics and Integrity Organization for the conduct of an experts' seminar.

So, as you can see, the NATO BI Community of Practices has continued to expand over the autumn, consolidating its partnerships and welcoming new stakeholders. We trust that you will enjoy reading about these developments in detail in the following pages. In doing so, you will be able to see how NATO BI constantly evolves, so as to mitigate the risks posed by corruption to security, peace and stability.

We wish to conclude our 2021 Fall Newsletter by strengthening our commitment to the UN International Day against Corruption. We look forward to celebrating this day with all our partners in the coming weeks.



Interview

with Mr Jason Reichelt, Corruption and Economic Crime Branch,
Division for Treaty Affairs, United Nations Office on Drugs and Crime



For more a decade now, NATO Building Integrity and the United Nations have been collaborating on the specific domain of good governance and security sector reforms at the headquarters' levels and in the context of capacity building activities in countries. NATO Building Integrity's collaboration with the UN family is broad and includes partnerships primary with the UN Office on Drugs and Crime (UNODC), UN Development Programme (UNDP) and more recently with the UN HQ New York and the Office of Rule of Law and Security Institutions' Security Sector Reform Unit. We are very pleased, this year, for the NATO BI fall Newsletter to have an interview with Mr Jason Reichelt, representing the Corruption and Economic Crime Branch, Division for Treaty Affairs, UNODC to celebrate the UN International Day against Corruption on the 9th of December.



Mr Reichelt, every year, NATO Building Integrity (NATO BI) associates itself with the UN to mark this day and recall the importance of the fight against corruption. For the benefit of our readers, could you explain the genesis and purpose of this day?

On 31 October 2003, the General Assembly adopted the United Nations

This year's theme for International Anti-Corruption Day is "Your right, your role: Say no to corruption."

Convention against Corruption and requested that the Secretary-General designate the United Nations Office on Drugs and Crime (UNODC) as secretariat for the Convention's Conference of States Parties (resolution 58/4).

The Assembly also designated 9 December as International Anti-Corruption Day, to raise awareness of corruption and of the role of the Convention in combating and preventing it. The Convention entered into force in December 2005.

Governments, the private sector, non-governmental organizations, the media and citizens around the world are joining forces to fight this crime. The United Nations Development Programme (UNDP) and the United Nations Office on Drugs and Crime (UNODC) are at the forefront of these efforts. International Anti-Corruption Day is an opportunity each year for all stakeholders to renew their commitments to prevent and fight corruption in all its forms, take stock of progress made and make



plans to tackle the corruption challenges of the future.

Could you also describe the focus of this year's campaign for this day that include, among others, COVID-19 as a key dimension of fighting corruption?

This year's theme for International Anti-Corruption Day is "Your right, your role: Say no to corruption." Corruption affects all areas of society. Preventing corruption unlocks progress towards the Sustainable Development Goals, helps protect our planet, creates jobs, achieves gender equality, and secures wider access to essential services such as healthcare and education.

While it is everyone's right to benefit from strong anti-corruption efforts, misconduct and wrongdoing is stealing away valuable resources at a time when they are most needed to respond to and recover from the COVID-19 crisis.

The 2021 International Anti-Corruption Day seeks to highlight the rights and responsibilities of everyone - including States, Government officials, civil servants, law enforcement officers, media representatives, the private sector, civil society, academia, the public and youth - in tackling corruption.

And yet it is not only countries that need to unite and face this global problem with shared responsibility. Every single person - young and old - has a role to play to prevent and counter corruption, in order to promote resilience and integrity at all levels of society.

To achieve this, policies, systems and measures need to be in place for people to be able to speak up and say no to corruption. The United Nations Convention against Corruption emphasizes the responsibility of Governments to put in place effective whistle-blower protection to ensure that persons who speak up are protected from retaliation. These measures contribute to effective, accountable and transparent institutions towards a culture of integrity and fairness.

A six-week campaign starting at the beginning of November aims to highlight the role of key stakeholders and individuals in preventing and countering corruption in line with the theme, "Your right, your role: say no to corruption". Each week will focus on one of these key topics:

- Education and youth.
- Sport
- Gender
- Private sector
- COVID-19
- International cooperation

The campaign also aims to share good practices and examples of preventing and countering corruption worldwide through strengthening international cooperation against corruption; tackling linkages with other forms of crime; enabling the recovery and return of stolen assets; developing innovative solutions; advancing prevention through education; leveraging youth engagement; and mobilizing allies in civil society, academia, and the private sector.

Reducing the risks of mismanagement and corruption during the pandemic requires the involvement of strong anti-corruption bodies, better oversight over emergency support packages, more open and transparent public procurement and enhanced anti-corruption compliance by the private sector. In addition, countries also need to ensure support to and protection for whistleblowers and journalists uncovering corruption during the pandemic as well as bring their national anti-corruption frameworks in line with the United Nations Convention against Corruption (UNCAC).

On the international scene, the perception of corruption and its impact on political stability, peace and security has considerably changed over the years. At NATO, in 2016, Heads of State and Government acknowledged that corruption is a security risk and endorsed the NATO BI Policy. A second Action Plan (2021-2025) to implement NATO BI Policy was noted by NATO Allied Defence Ministers last February and a military concept of BI in Operations was agreed by the North Atlantic Council also in February. Could you present the recent developments on the UN Agenda toward corruption?

On 17 December 2018, the General Assembly adopted resolution 73/191 entitled “Special session of the General Assembly against corruption”, in which it decided to convene in the first half of 2021 a special session on challenges and measures to prevent and combat corruption and strengthen international cooperation. In that resolution, the Assembly also decided that, at that special session, it shall adopt a concise and action-oriented political declaration, agreed upon in advance by consensus through intergovernmental negotiations under the auspices of the Conference of the States Parties to the United Nations Convention against Corruption. Furthermore, the Assembly invited the

Conference of the States Parties to lead the preparatory process for the special session by addressing all organizational and substantive matters in an open-ended manner and requested the UN Office on Drugs and Crime to provide substantive expertise and technical support.

At its eighth session, held from 16 to 20 December 2019, in Abu Dhabi, the Conference considered under item 7 of its provisional agenda, as well as during a meeting to be held in parallel to the plenary session, the preparations for the special session, including the modalities for the preparations for and organization of the special session of the General Assembly against corruption, proposals by States on the structure and substantive contents of the political declaration to be adopted by the special session and other matters of relevance.

At that session, the Conference approved a draft resolution entitled “Special session of the General Assembly against corruption”, for subsequent adoption by the General Assembly. Subsequently, the General Assembly adopted the resolution 74/276 entitled “Special session of the General Assembly against corruption” on 1 June 2020. On 31 August 2020, the General Assembly adopted decision 74/568, in which it decided that the special session will be held from 2 to 4 June 2021.

At its special session on challenges and measures to prevent and combat corruption and strengthen international cooperation, held from 2 to 4 June 2021 at the United Nations Headquarters in New York, the General Assembly adopted the political declaration “Our common commitment to effectively addressing challenges and implementing measures to prevent and combat corruption and strengthen international cooperation”, which can be found at the following link: undocs.org/A/RES/S-32/1

The political declaration will chart the course for Member States and international assistance providers in the coming years in the prevention of, and fight against, corruption, and crystallizes the commitments of States as part of efforts to achieve the 2030 Agenda for Sustainable Development.

In 2021, the UNGA held a Special Session on corruption that notably led to the development of the “One UN approach to support the Interna-

tional Community effort to enhance the fight against corruption through better coordination and integrated efforts”. This development led to NATO BI and the UN enhanced collaboration in the domain of good governance in the security sector. How do you see the NATO BI - UN cooperation in the fight against corruption developing in the short- and long-term and especially with the UNODC?

UNODC has been honored to support the work of NATO BI for several years and is ready to continue to support our joint efforts to strengthen integrity and prevent corruption in the security sector. As part of the lead-up to the UN General Assembly Special Session, the Secretary-General of the United Nations established a special Task Force on Corruption, which is co-chaired by UNODC, UNDP and the Department of Political and Peacebuilding Affairs (DPPA). Together with other UN system partners, the Task Force has produced a series of policy papers and other resources on building coherence in preventing and fighting corruption at the global, regional and national levels.

In particular, through the Task Force, UNODC has strengthened its partnership with the Department of Peace Operations (DPO) to integrate and mainstream anti-corruption in countries emerging from conflict or undergoing significant political transition. This includes ensuring that building integrity, professionalism and good governance is core to establishing strong, effective public sector institutions across the board, including in the security sector. In the future, UNODC and DPO will develop guidance materials for practitioners and others working in post-conflict environments to strengthen integrity, transparency and accountability in both public and private sector institutions.

Our strengthened cooperation within the UN System on strengthening integrity and implementing the UN Convention against Corruption will provide a solid foundation for our future support to NATO BI as we continue to gather and share good practices and lessons learned from a variety of systems, legal contexts and challenging environments to serve as models for building integrity in the security sector around the world.

NATO Building Integrity addressed the NATO - Colombia Military Staff Talks



Group photo with the Colombian Military Delegation and NATO Military Staff



Major General Francesco Diella, Director, Cooperative Security, NATO International Military Staff and General Jorge Leon Gonzalez Parra

On 18 October, a high-level military delegation from Colombia visited NATO to discuss their relationship and cooperation with NATO BI. Among the topics addressed, was a review of the participation of the Colombian Army, Navy and Air Forces in NATO BI.

See the social media coverage of the meeting on the LinkedIn page of Ambassador Felipe Garcia Echeverri, Ambassador of Colombia to the Kingdom of Belgium and the Grand Duchy of Luxembourg, Chief of Mission to the European Union and NATO: [/posts/felipe-garcia-echeverri-99b6251b0_nato-colombia-military-staff-talks-activity-6859730284665966592-GJGh](https://www.linkedin.com/posts/felipe-garcia-echeverri-99b6251b0_nato-colombia-military-staff-talks-activity-6859730284665966592-GJGh)



NATO Building Integrity contributes to the DANTE Magazine of the Colombian Military Forces

For the third consecutive year, the Directorate of Army Transparency Norms Application (DANTE), of the Colombian Ministry of Defence, invited NATO BI to contribute to its annual magazine. In the format of a crossed interview with an international Subject Matter Expert on resettlement and military career transition, NATO

BI addressed the importance of “Why Integrity, Transparency and Accountability principles must be applied throughout the entire career of the military personnel”. The third edition of the magazine was published in Spanish in late summer and it will be made available in English.

Please follow our new NATO Building Integrity LinkedIn page!



**Integrity
Transparency
Accountability**

Colombia: Update Days on Building Integrity under NATO Standards



Over four weeks, the Colombian Ministry of Defence organised a series of Update Days on Building Integrity for its civilian, military and police services. These took place under the auspices of the Vice-Defence Ministers for Policies and International Affairs, Ms. Sandra Alzate Cifuentes, for Strategy and Planning, Mr. Jairo García Guerrero and Ms. Mónica Nariño, Director of Planning. The audience had the opportunity to address the general problem and consequences of corruption in defence and security. They were also given an overview of the NATO BI Policy and programme, its context, experiences and why Colombia's participation in NATO BI is vital. The concept of corruption itself was explored, in addition to the meaning of integrity in defence and security, as well as the risks of integrity in human talent, values of the Code of the Public Servant in Defence and Security, and the risks in the logistics, procurement and contract chain. National experiences from the United Kingdom and Norway were also presented during the event, through the participation of the UK Defence Academy's Director of the BI Programme and the Norwegian Ministry of Defence.

The concept of this event is doubly noteworthy. Each service had its own event: the Army was connected on 20 October, the Navy and the Ministry of Defence on 27 October, the Police on 3 November, and the Air Forces, General Command and Colombian Defence Attaches on 10 November. The Update

Days were broadcast live on the Ministry of Defence's Youtube channel, which was also displayed on board frigates and ships. The four sessions brought together 26,161 registered participants and 60,373 views.

"When we are upright, we are not afraid of transparency to be monitored (...) It has many benefit to be of integrity that even people can sleep soundly" said General Ramsés Rueda Rueda Commander of the Colombian Air Force.



General Ramsés Rueda Rueda, Colombian Air Force Comander, Dr. Orlando Vega Navas, Head, Internal Audit, Ministry of Defence of Colombia and Ms. Bénédicte Borel, NATO Building Integrity Team Leader and BI Country Officer for Colombia

Links to the broadcasting of the events on the Colombian Ministry of Defence's YouTube channel:

<https://www.youtube.com/watch?v=qwugW9wW93A&t=865s>

<https://www.youtube.com/watch?v=55y5zak65xI&t=257s>

<https://www.youtube.com/watch?v=vrEyW9RWsXU&t=1626s>

<https://www.youtube.com/watch?v=FH5q-KiTj-w&t=5347s>

Allies support Peru's Participation in NATO Building Integrity

On 15 September 2021, NATO Allies approved the participation of Peru in NATO Building Integrity. This decision is concomitant with the Allies' decision, taken in the June 2021 Heads of State and Government Brussels Summit, to strengthen NATO's engagement with new interlocutors from Latin America (paragraph 6.e. NATO Summit Communiqué). On this basis, and further to the Peruvian request, the Ministry of Defence, the Ministry of Interior and the Ministry of Foreign Affairs of Peru

have been invited to participate in the NATO Building Integrity Self-Assessment and Peer Review Process and benefit from NATO BI tailored assistance at the institutional and individual levels.

NATO Building Integrity is the first ever domain of cooperation between Peru and NATO. With the involvement of Peru, 21 countries are now participating in the NATO BI Process, 9 of which are Allies.

Tunisia's Regional Building Integrity Centre: Enhancing NATO BI Tailored Capacity Building Cooperation



Representatives of the Tunisian Ministry of National Defence's BI Working Group presenting the newly acquired field adjacent to the Bouficha military base (Sousse district).

Throughout the year, NATO BI and the Ministry of National Defence of Tunisia continued their consultations, aimed at developing the agreed enhanced capacity building tailored package.

The enhancement of the educational capacity building tailored cooperation was first evoked in 2019, in the context of the high level conference entitled "Ethics and Integrity in the Defence

Sector," held under the auspices of the Tunisian Minister of Defence. This event addressed the question of how to embed the NATO BI Discipline, streamline and mainstream NATO BI and the related key principles per, through and by NATO BI - according to the NAC agreed Educational and Training Plan, NATO BI methodology and NATO BI Subject Matters Experts. This led to the establishment of a bespoke institutional and individual annual capacity building work programme between NATO BI and Tunisia. This specific enhanced tailored capacity building programme of cooperation is also the logical follow-up to the upcoming completion of the NATO BI Self-Assessment and Peer Review Process (December 2021). On this basis, the offer made by the Ministry of National Defence of Tunisia in October 2020, to develop a Building Integrity Regional Centre, strengthens the role of Tunisia in the Building Integrity domain and confirms its enabling character in the NATO BI Community of Practices.

On 23 September, the Ministry of National Defence of Tunisia provided a visit to the Bouficha military base (Sousse district), where the Tunisian Ministry of National Defence BI Regional Centre is expected to be constructed.

Ukraine: NATO Building Integrity contributed to Senior Management Course for the Ministry of Defence

On 9 November, upon invitation by the Building Integrity Training and Education Centre (BITEC) at the National Defence University of Ukraine, NATO BI addressed the Defence Management Course on the topic of Prevention and Detection of Corruption for the senior management level of the Ministry of Defence of Ukraine. The course was organised with the assistance and partner support of the UK Defence Academy and the Centre for Integrity in the Defence Sector (CIDS) of the Norwegian Ministry of Defence.

Connecting online from NATO HQ in Brussels, Dr. Nadja Milanova focused on NATO's approach to Building Integrity from a strategic perspective. She described the concepts, tools and methodologies used by NATO for strengthening good governance and the culture of integrity, as part of reforms and institutional resilience in the defence and related security sector, especially in light of security challenges of a hybrid nature. The cooperation between NATO and Ukraine on Building Integrity was highlighted,

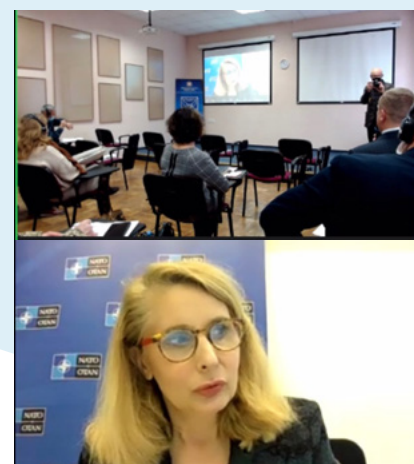
with an emphasis on the completion of the NATO BI Self-Assessment and Peer Review Process for nine institutions of the defence and related security sector in 2019. Dr. Milanova also emphasised the importance of transposing NATO's recommendations into national measures, policies and procedures. In an interactive session, in which 17 heads of structural units of the Ministry of Defence of Ukraine participated, the discussions revolved around the importance of institutionalizing robust, transparent and applicable policies and procedures, as a way to prevent corruption risks. The interactive session also addressed the need to develop a culture of integrity at an institutional and individual level.

Link to the website of the Ministry of Defence of Ukraine: <https://www.mil.gov.ua/news/2021/11/10/u-nacziionalnomu-universiteti-oboroni-rozpochavsya-kurs-iz-zapobigannya-korupczii-dlya-predstavnikov-oboronnogo-vidomstva/>

Links to the social media outlets of the NATO Representation in Ukraine:

https://www.instagram.com/p/CWGhbEyIBp2/?utmmedium=copy_link

<https://www.facebook.com/1553772168269967/posts/2965145377132632/>



Dr. Nadja Milanova, NATO Building Integrity Officer

NATO Building Integrity - Georgia: Agile Internal Audit Training

On 7-10 September, NATO Building Integrity conducted the 2021 iteration of the Internal Audit Training, offered annually to Georgian state agencies. This year, the training specifically focused on Agile Internal Audit, a key function in the internal auditing exercise. It addresses the importance of the mindset to adopt during Internal Audits, so as to be able to respond to stakeholder needs, accelerate audit cycles and be more effective by reducing efforts, driving timely insights and generating less documentation. Held under the auspices of the Georgian Ministry of Defence and Ministry of Finances, 30 civil servants participat-

ed, representing eighteen state agencies. This event continued to benefit from support provided by the NATO Liaison Office in Georgia.

Link to the coverage of the event on the website of the Georgian Ministry of Defence: <https://mod.gov.ge/en/news/read/8411/internal-audit-trainings-at-the-ministry-of-defence-began>

Link to the coverage of the event on the website of the NATO Liaison Office in Georgia: <https://www.facebook.com/127341507854803/posts/919608638628082>



Rosaria Puglisi

“ NATO strongly believes in the importance of strengthening the role and functioning of internal audit in state organization. Internal auditing is key to the transparency of governmental processes and decisions. It enhances integrity and reduces the risks of corruption. ”



Benedicte Borel

“ Internal Audit is a critical component of Building Integrity (BI): it is not only a control tool, it has prevention virtues. The establishment of an internal audit section within the Georgian Ministry of Defense is one of the outcome of the NATO BI – led Peer Review Visit in 2012. Thus, NATO is delighted to support the training of internal auditors for the 6th consecutive year and continue to build national capabilities in this key good governance domain ”



Lela Chikovani

“ Having 18 state agencies participating in the course under the auspices of the MOD and MOF is a significant achievement, for the interagency cooperation and cross-nature of good governance. ”

NATO Internal Audit Training



NATO Agile Internal Audit Training, 7-10 September 2021

NATO Building Integrity Discipline: 2021 Annual Discipline Conference

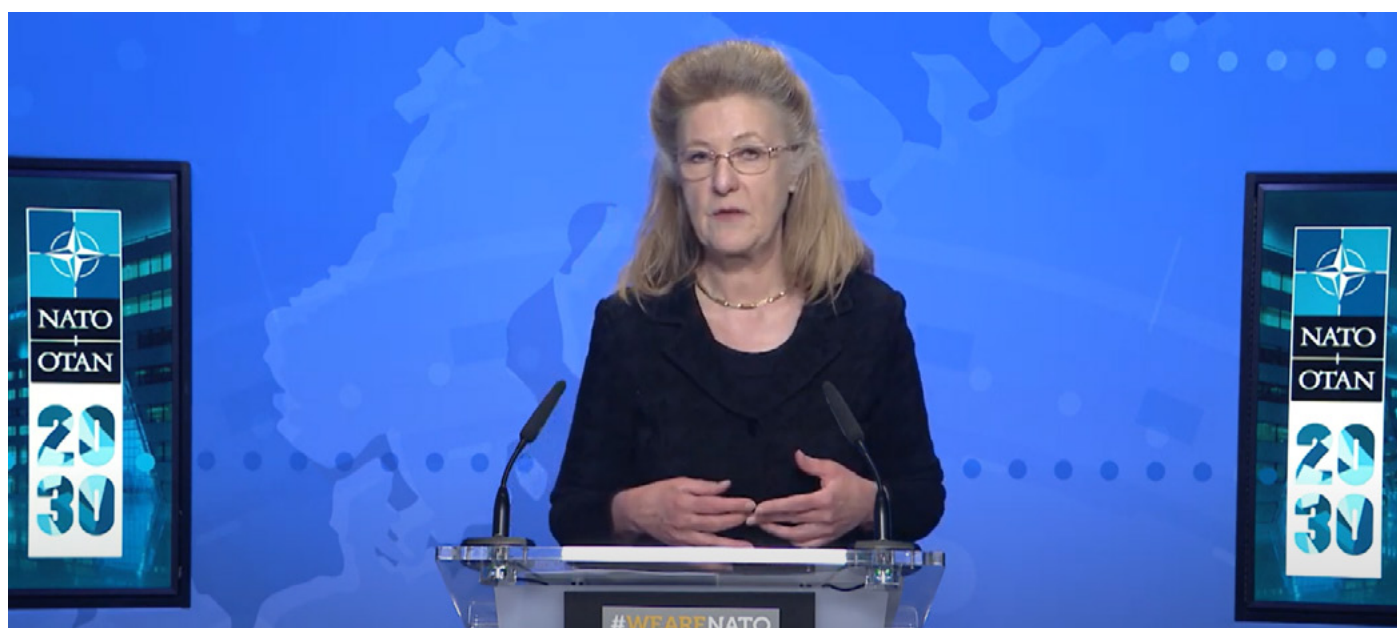
On 12 October, the Centre for Integrity in the Defence Sector, under the Ministry of Defence of Norway, NATO BI Discipline's Department Head, conducted the 2021 Annual Discipline Conference. The event was organised with the support of the Italian Ministry of Defence and it took place in hybrid format from Rome, Italy.

The Annual Discipline Conference is a mandatory step within the advancement of the NATO BI Discipline. Under the auspices of Allied Command Transformation (ACT), the event is aimed at reviewing the requirements submitted in the framework of the annual NATO BI Requirement Review Workshop. This was held on 27 May by the NATO BI Requirement Authority of the BI Discipline, and it addressed possible solutions. Dr. Gerlinde Niehus, Deputy Director of the Defence Institu-

tion and Capacity Building Directorate, within the NATO Operations Division, delivered a keynote address. She recalled the political achievements of BI over the year, namely the notation of the second BI Action Plan (2021-2025) for the implementation of the NATO BI Policy and the Military Concept of BI in Operations, both agreed by the North Atlantic Council in February. On this note, Dr. Niehus stresses that the “implementation of NATO BI, including in the context of operations or missions, is a political decision. This specific nature of NATO BI will not change, even if some particular strands of NATO BI are developing, including in the context of BI in operations”. Dr. Niehus also recalled the privileged partnership with Norway, the United Kingdom and Switzerland, the three foundational members of the NATO BI Trust Fund and with the European Union since 2018.

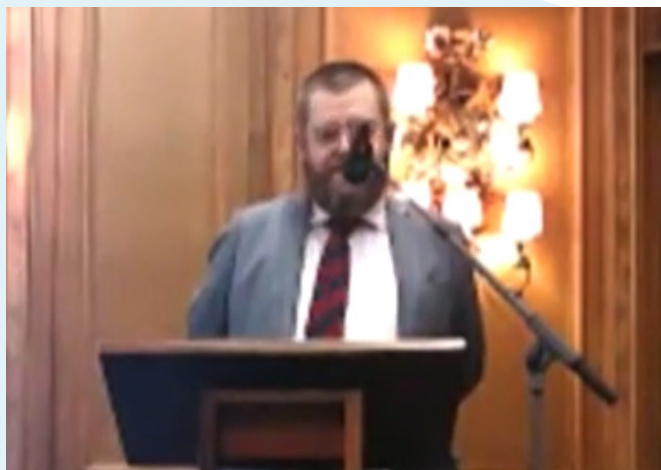
The 2021 NATO BI Annual Discipline Conference gathered more than 60 participants, among which 30 were present in-person. They attended on behalf of NATO BI participating institutions and the NATO BI Community of Practices, namely as representatives of other NATO Disciplines, Centres of Excellence, national professional military and security educations, academia and think tanks. In particular, NATO BI supported the in-person participation of a Tunisian Delegation, composed of representatives of the Ministry of National Defence's Building Integrity Working Group and the Tunisian Service of Good Governance. Their participation was based on the enhanced cooperation

between NATO BI and Tunisia in the specific domain of education (see article NATO BI – Tunisia: enhanced capacity building cooperation, page 7). Furthermore, NATO BI facilitated the participation of 36 Ukrainian representatives, from the National Agency for Corruption Prevention (NAZK), plus numerous defence and security institutions and their affiliated educational establishments. These representatives all engaged in NATO BI through a special connection to the event, organised by the Ukrainian National Defence University's Building Integrity Training and Education Centre (BITEC).



Dr. Gertinde Niehus, Deputy Director of the NATO Operations Division's Defence Institution and Capacity Building Directorate, at the opening of the NATO Building Integrity 2021 Annual Discipline Conference.

CIDS Experts' Seminar: "Integrity – The Human Factor"



Mr. Per Christensen, Director of the Centre for Integrity in the Defence Sector under the Ministry of Defence of Norway at the opening of the Experts' Seminar.

"The Human Factor, the individuals, staff or "human capital", is the backbone of any institution. (...) Individuals are the pillars and the ambassadors of their respective institutions. Inside their institutions, they are expected to apply the rules, norms, procedures and systems in place. They are expected to convey and carry out the values of their institutions, adhere to them and share them. Outside, they also represent their own institution and contribute to its image and reputation. (...) Within NATO BI, we strongly believe in the human dimension. Individuals are vectors for change." said Dr. Niehus

On the initiative of the Centre for Integrity in the Defence Sector, under the Ministry of Defence of Norway, an experts' seminar was organised on 13 October, taking place back-to-back with the 2021 Annual Discipline Conference. This event focused on the human factor to integrity and it was also held in hybrid format, from Rome, Italy, with the continued support of the Ministry of Defence of Italy.



Over half a day, international Subject Matter Experts and national representatives addressed a variety of issues related to the human factor's influence on good governance, and the challenges posed by lack of integrity, especially for institutional resilience. In particular, the different panelists focused on the importance of human beings and

their role when institutional resilience is challenged. The panelists discussed the impact of formal norms, highlighting specific legal and organizational systems which deviate substantially from prevailing informal norms on institutional resilience. They also discussed potential institutional measures to be put in place to counter illegality and abuse in the defence and security sector.



Dr. Gerlinde Niehus, Deputy Director of the NATO Operations Division's Defence Institution and Capacity Building Directorate, delivering a key note address to the Experts' Seminar from NATO HQ, Brussels, Belgium.



Mr. Francisco Cardona, International Consultant, Senior Expert on Public Governance and Management, Mr. Svein Eriksen, Subject Matter Expert, CIDS, and Ms. Annette Hurum, Specialist Director, CIDS (from left to right).

COLD Experts' Workshop: Packaging Communication about Integrity for High-Level Stakeholders



In the afternoon of 13 October, both the in-person and virtually-connected audience of the 2021 Annual Discipline Conference and Experts' Seminar (see page 11) participated in a table top exercise on how leaders involved in

good governance in the domain of defence and related security, regardless of their functions in public administration or civil society, should address the concept of integrity. This workshop was initiated and organised by the Central Ethics and Integrity Organisation under the Dutch Ministry of Defence.

Link to the coverage of the events on the CIDS's website: <https://cids.no/2021/11/09/the-nato-building-integrity-annual-discipline-conference-adc-and-seminar-on-integrity-the-human-factor-arranged-in-rome-12-13-october-2021/>



Ms. Merlinde Zoet, Central Ethics and Integrity Organisation, Ministry of Defence of The Netherlands, debriefing the audience after the syndicate group exercise

NATO Building Integrity contributed to the US Defence Capacity Building visiting Delegation

From 25-27 October, NATO BI participated in a series of experts' meetings with a US delegation, in the context of a NATO Defence Capacity Building (DCB)-led initiative. Over these three days, the meetings addressed NATO BI's mandate, scope, methodology and interaction with NATO DCB.

BI comprises an area of cooperation within five of the six DCB Packages – Georgia, Iraq, Jordan, Moldova and Tunisia. NATO BI and the NATO BI Trust Fund support the implementation of areas of cooperation in the domain of good governance as agreed by Allies.

NATO Defence Leadership in Building Integrity Course



“A complicating factor here is that corruption in the defence and related security sector can often be more difficult to detect. Officials often benefit from a widespread culture of secrecy and impunity. This protects them from the rigorous scrutiny and investigation needed for their detection, prosecution and detention. (...) NATO’s operational experience confirms that corruption in the defence and security sector has a direct impact on the effectiveness of armed forces and on the ability of commanders to achieve their objectives” said Mr. Jonathan Parish, NATO Deputy Assistant Secretary General for the Operations Division, on opening the course.

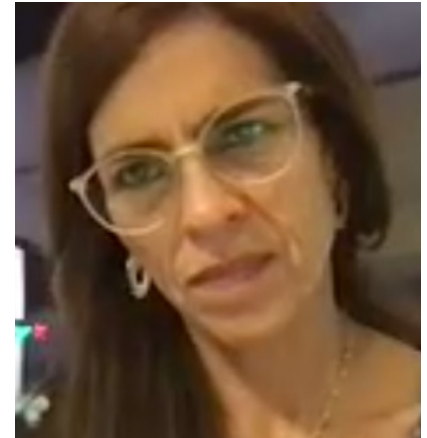
With the support of the NATO School Oberammergau, NATO BI conducted the 2021 iteration of the NATO Defence Leadership in Building Integrity Course, the NATO BI Discipline’s

flagship educational activities for the civilian, defence and security leaders at OF5-OF8 level.

Held online, 33 participants attended from 15 countries and institutions, including representatives of NATO Allies and partner countries, the NATO structure, Centre of Excellence and Partnership Training and Education Center. The course addressed the importance of integrity, transparency and accountability for leaders and executives from the defence and related security sector, specifically regarding the functional areas of human and financial resources management. It further addressed the cross-nature of integrity and the impact of poor governance in operations and missions. Over the week, the course’s participants also had the opportunity to discuss these concepts in plenary, panel discussions and group exercises, with 28 experts, lecturers, trainers, national representatives and representatives of international organisations.

This annual course also provides the opportunity to present national experiences and lessons learned. Representatives

of the UK and Norwegian Ministries of Defence contributed to this specific experience-sharing session, with both countries comprising members of the NATO BI Trust Fund Steering Group. They did so together with the Tunisian Ministry of National Defence’s BI Working Group, which operates under the lead of the General Inspector of the Armed Forces and the Colombian Ministry of Defence.



Ms. Sandra Alzate, Vice-Defence Minister of Colombia, addressing the course’s participants

NATO Building Integrity participated in the 45th Meeting of the SEDM Coordination Committee



On 16 September 2021, NATO BI addressed the 45th meeting of the Coordination Committee of the South-Eastern European Defence Ministerial Process (SEDM). Under the Bulgarian Chair of SEDM, for a period of two years (2021-2023), the meeting was held online. Both in person and virtually, it gathered the SEDM participating nations, the Commander of the South-Eastern European Brigade (SEEBRIG) and SEEBRIG Headquarters staff. The South Eastern and Eastern Europe Clearinghouse for the Control of Small Arms and Light Weapons, under UNDP (UNDP/SEESAC), also participated in the event.

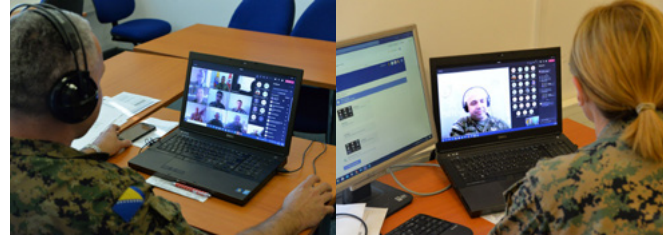
In 2022, NATO and SEDM will celebrate the 15th anniversary of their cooperation in the area of BI and good governance in the defence and related security sector. This point was specifically addressed by the NATO BI Team Leader, Ms Bénédicte Borel, in her statement at the meeting. The SEDM Defence Ministers approved the SEDM BI Project at their meeting in Sarajevo in October 2012. This decision provided the basis for NATO to start the implementation of its Tailored BI Programme for South Eastern Europe, which was launched in December 2012. Since then, NATO and SEDM have reinforced this cooperation.

NATO BI cooperates with several regional institutions as its implementing partners. These are the Peace Support Operations Training Center (PSOTC) in Sarajevo, the Public Affairs Regional Centre (PARC) in Skopje, and the Regional Department of Defence Resources Management Studies (DRESMARA), in Brasov. Furthermore, NATO BI supports the training education activities of the Headquarters of the South-Eastern European Brigade (SEEBRIG), within SEDM, with a Mobile Training Team (MTT) course which is planned for 2022.

PSOTC: Building Integrity Course for Senior Non-Commissioned Officers

From 20 to 24 September 2021, the Peace Support Operations Training Centre (PSOTC), in Sarajevo, Bosnia and Herzegovina, conducted its annual Building Integrity Course for Senior Non-Commissioned Officers (NCOs), in online format. NATO BI contributed to the course with a lecture on NATO's approach to Building Integrity and good governance and a lecture on Building Integrity in Operations. The course gathered close to 30 participants from NATO and partner countries. It is certified by NATO and forms part of the implementation of the NATO BI Education and Training Plan, approved by the North Atlantic Council in 2012. As part of its programme of instruction, the course material addressed the risk of corruption and ways to promote integrity in military practices, including within the context of peace support operations and missions.

PSOTC is one of the main implementing partners of NATO BI and continues to support the advancement of the NATO BI Discipline



Master Sergeant Darko Pejic leading online the programme of instruction of the PSOTC Course on Building Integrity for Senior Non-Commissioned Officers

NATO BI Lecture at the Italian Centre for Higher Defence Studies' Joint Services Staff Institute Course

In its 24th iteration, the Joint Services Staff Institute Course, offered by the Italian Centre for Higher Defence Studies, focused on NATO Building Integrity.

On 5 November 2021, upon the invitation of CASD - Centro Alti Studi Difesa, the Italian Ministry of Defence's Centre for Higher Defence Studies, five Building Integrity Experts from NATO HQ, Supreme Headquarters Allied Powers Europe (SHAPE) and the Allied Joint Forces Command Naples (JFCN) participated in a panel discussion on the importance of good governance and integrity in the defence and related security sector. Over half a day, NATO BI experts presented and engaged with the international audience on NATO BI's political

mandate, the BI Self-Assessment Questionnaire and Peer Review Process and related tailored support made available to participating national defence and security institutions. They also discussed the cross-cutting nature of BI, including its linkages with terrorism and extreme-violence; small arms and light weapons; women, peace and security and defence industries/the private sector, as well as NATO BI in operations and the current work undertaken to embed BI in missions and operations. The Italian Ministry of Defence's Anti-Corruption Authority supported the event and took part in the meeting, making its own the impulse to strengthen BI principles and promote its best practice.

NATO Building Integrity and the Defence against Terrorism



On 9 November, NATO BI was invited to contribute to the NATO Defence against Terrorism course, organised and led by the NATO School Oberammergau and the Counter-Terrorism Unit within the NATO Emerging Security Challenges Division. This week-long course is aimed at providing students with an overview of the global and regional threats of terror-

ism. This involves a discussion of terrorism's various forms, resources, means and tools, as well as global, regional and national efforts to combat it. The course additionally outlines the NATO Defence Terrorism Policy, doctrine and means. In this context, the links between corruption, mismanagement of resources and lack of individual integrity were delineated to the audience of course. This is the first time ever that NATO BI has contributed to the NATO Defence against Terrorism course, highlighting the mutual understanding of the linkage between corruption and terrorism.

NATO Building Integrity launched the Implementation of a Project on Building Integrity and Women, Peace and Security

In September, NATO BI, in partnership with the Geneva-based Centre for Security Sector Governance (DCAF), launched the implementation of the project “Integrating the Women, Peace and Security (WPS) Agenda into NATO’s Building Integrity Work”.

Planned for completion in 2022, the project brings together the BI and WPS communities of experts to provide evidence-based recommendations for policy-makers and practitioners on how to integrate and mutually reinforce the impact of the working mechanisms and approaches from the BI and WPS areas of expertise and practice.

The nexus between good governance and the WPS agenda has become a topic of major interest. Two main themes of interest have consistently emerged from re-

search, namely, the differentiated impact of poor governance and corruption on women and men, and the relationship between levels of good governance and increasing women’s participation/representation. This issue is especially pertinent to the defence and related security sector.

The overall objective of the project is to develop a conceptual framework for exploring the mutually reinforcing impact of the BI and WPS agendas, and to provide evidence of the link between the two domains. With the involvement and contribution of experts from the WPS and BI communities, the project will explore ideas as to how to address forms of corruption that affect women most, or in a different way, and how to involve women in anti-corruption strategies and ensure women actively participate in the defence

and security sector. A key topic will also be to consider how to capture the gender dimension of corruption in data collection to provide further understanding of the gender-corruption nexus. The project is aimed at developing an evidence-based approach to decision-making when working to minimise the risk of corruption in the defence and related security sector, including as part of defence institution and capacity building, conflict prevention and crisis management.

New and ground-breaking expertise is always welcome. NATO BI is encouraging national and individual contributions to the project’s implementation, and in particular in the framework of an experts’ seminar scheduled to take place in the first quarter of 2022. Do not hesitate to contact us if you wish to be involved.

"Promoting the Rule of Law and Good Governance - SFA Implications in International Initiatives"; NATO BI Chapter



NATO BI Officer Dr. Nadja Milanova outlining the BI chapter to the NATO SFA COE publication at a panel chaired by Mr. Daniel Prins, Director of the Security Sector Reform Office of Rule of Law and Security Institutions (OROLSI) at the United Nations, at the NATO SFA COE book launch event on 30 September 2021 (photo@NATO SFA COE)

On 30 September, the NATO Security Force Assistance Centre of Excellence for (NATO SFA COE), Rome, Italy, launched its publication on Promoting the Rule of Law and Good Governance: SFA Implications in International Initiatives. NATO BI contributed to the publication with a chapter entitled Building Integrity and Good Governance in the Defence and Related Security Sector: NATO’s Approach.

The NATO SFA COE brought together diverse perspectives and expertise from different international organisations such as the UN, EU and NATO, as well as from academia and the non-governmental sector. Through its multi-perspective and multidisciplinary approach, the publication contributes to the debate regarding the role of the international community in capacity building and related activities in crisis zones.

In his keynote address at the book’s launch, H.E. Ambassador Stefano Pontecorvo underlined the importance of the publication “which serves the purpose of cross-fertilising our own thinking, which needs to take care of all aspects involving rule of law, anti-corruption, DDR, and the like that at first sight have little to do with the military but are essential for ultimate success”.

The NATO BI chapter highlights the requirements needed to ensure the sustainability and long-term impact of advisory and training functions, with emphasis on understanding the impacts of corruption, in addition to reform processes and transformation within the defence and related security sector, including the importance of integrity for leadership and for institutional legitimacy.

The book can be downloaded at the NATO SFA COE website at the following link: <https://www.nsfacoe.org/wp-content/uploads/2021/09/Promoting-the-Rule-of-Law-and-Good-Governance.-SFA-Implications-in-International-Initiatives..pdf>

NEW LANGUAGE VERSIONS OF EXISTING PUBLICATIONS

Guides to Good Governance

NATO Building Integrity is pleased to announce that all 10 Guides to Good Governance, developed in English by the Norwegian Centre of Integrity in the Defence Sector (CIDS), have been translated into the Armenian and Georgian languages, while the first eight have been translated into Spanish. The aim is to have the collection completed by the end of 2021.

- Guide no. 01: Professionalism and integrity in the public sector
- Guide no. 02: Tackling conflicts of interest in the public sector
- Guide no. 03: Anti-corruption policies and agencies
- Guide no. 04: Access to information and limits to public transparency
- Guide no. 05: Managing the risks of real estate corruption and fraud in the defence sector
- Guide no. 06: Balancing openness and confidentiality in the defence sector: lessons from international good practice
- Guide no. 07: Public financial management
- Guide no. 08: On the needs and functions of codes of ethics
- Guide no. 09: Delegating decision-making – developing professional management in public institutions
- Guide no. 10: Guide on whistleblowing in the defence and security sector

The guides are available on the NATO website (https://www.nato.int/cps/en/natohg/topics_177396.htm) as well as the Building Integrity website (<https://buildingintegrity.hq.nato.int/GGG.aspx>). Upon request, NATO BI makes hardcopies available to interested institutions and partners.



NATO Building Integrity Self-Assessment Questionnaire and Peer Review Process

In September, NATO BI made its Self-Assessment Questionnaire and Peer Review Process Handbook available in the Romanian language, in addition to the existing versions available in English, French, Arabic, Georgian, Serbian, Spanish and Ukrainian.

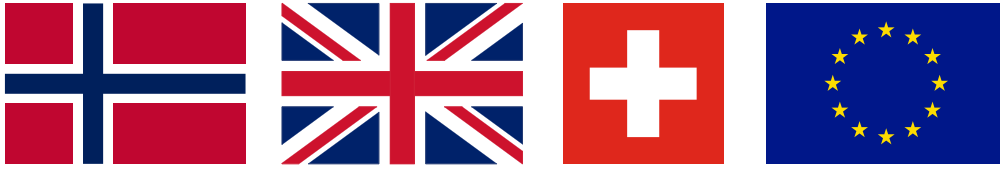
This Questionnaire is NATO Building Integrity's diagnostic tool that helps NATO Allies and partners to identify, together with NATO BI Experts, existing procedures and practices in the defence and related security sector, as well as areas at risk. The Questionnaire addresses all functional areas and the normative framework related to good governance and the management of resources. In this sense, it covers subjects related to democratic control and engagement, national anti-corruption laws and policies, anti-corruption policies in the defence and security sector, personnel, planning and budgeting, operations, procurement, and engagement with defence companies.



UPCOMING NATO BUILDING INTEGRITY EVENTS

17 November	NATO BI Peer-to-Peer Seminar with the State Security Service of Georgia (SSSG) and the Security Service of Ukraine (SSU) (online)
18-19 November	NATO BI Key Note Address to the Ethical Dilemma Seminar, DCAF, Ministry of Defence of Georgia (in-person, Tbilisi, Georgia)
23 November	Meeting of the Experts' Working Group of the NATO BI Project on BI and Gender/Women, Peace and Security (online)
24 November	NATO BI Introductory Seminar for the Ministry of Internal Affairs of Ukraine and its Affiliated Educational Institutions (online)
25-26 November	Training Programme on BI in Operations for the BI Education and Training Centre (BITEC) at the National Defence University of Ukraine (hybrid – Kyiv, Ukraine and online)
26 November	Review and Assessment of the BI Objective Defence Capacity Building Package for Tunisia (online)
30 November	NATO BI Consultation with the Ministry of Foreign Affairs of Peru (online)
December	NATO BI Consultation with the Jordanian Armed Forces (online) TBD
1 December	Publication of the Glossary of Human Resource Management in the Public Sector in Arabic Language
3 December	NATO BI Task Force Meeting (hybrid - NATO HQ and online)
3 December	NATO BI Panel "NATO & Colombia - A Strategic Global Partnership Event", UK Contact Point Embassy in Colombia (online)
4 December	NATO BI Lecture at the Conference on Organisational Culture in the Military Environment, MODUS Initiative (hybrid – Kyiv, Ukraine and online)
9 December	UN International Day Against Corruption
9 December	Release of Voice of Partners - Ukraine (Part I) Video for the UN International Anti-Corruption Day, NATO HQ, Brussels, Belgium
10 December	NATO BI Contribution to the "II International Scientific and Practical Forum on Good Governance and Building Integrity in the Security and Defence Sector, BITEC, Ministry of Defence of Ukraine (hybrid - kyiv, Ukraine and online)
13 December	NATO BI Consultations with the Civil Service Bureau of Georgia (online)
15 December	Release of BI Awareness Course in Georgian and Ukrainian languages on the NATO Joint Advanced Distributed Learning (JADL) platform
15 January	NATO BI Friends of Ukraine (online)
17-21 January 2022	Conduct of the Pilot of the NATO Advisory Course under the NATO BI Discipline

Norway, United Kingdom, Switzerland and the European Union are members of the Steering Group of the BI Trust Fund.



Further information

For further information, please contact the following:

Ms. Bénédicte Borel
Building Integrity Team Leader
Defence Institution and Capacity Building Directorate
Operations Division
NATO HQ, Brussels
Email: borel.benedicte@hq.nato.int

For further information on NATO Building Integrity,
please see the following websites:

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

 NATO Building Integrity

Email: building-integrity@hq.nato.int