Building Integrity (BI) – A CCOE Fact Sheet

Introduction

Building Integrity is a measure to fight corruption without obstructing the efficiency of the security apparatus by focussing on positive motivation rather than negative reinforcement.

Corruption is defined by NATO as the "misuse of entrusted power for private benefit."[i] It undermines the defence and security capabilities of a country as it limits operational effectiveness and reduces public trust as well as constitutes an immediate security threat.

"The term 'integrity' refers to the application of generally accepted values and norms in daily practice."[ii] It is interconnected with the principles of transparency and accountability.

Personal integrity means for a person to believe in certain values and to stand up for them.

Organizational integrity "relates to the rules, regulations, policies and procedures defined and implemented by public institutions in various fields of operations."[iii]

"The NATO Building Integrity (BI) Programme provides practical tools[iv] to reduce the risk of corruption in the defence and security sectors. It promotes good practice, processes and methodologies, and provides countries with tailored support to make defence and security institutions more effective and efficient."

Mission Implications

Corruption in the joint operation area (JOA) is not only a risk for the mission personnel, but also undermines all stabilisation efforts as it is strongly linked to terrorism, criminal organisations and armed opposition groups. Corruption provides resources (e.g. financial and human) for these groups and affects the efficiency of local security forces and governmental institutions. Fighting it helps in establishing a safe and secure environment. However, effective anti-corruption efforts need a comprehensive approach. Therefore, the Commander and staff should raise awareness for BI and incorporate BI programmes early in plans and operations.

Moreover, supporting a BI programme could increase public trust for the mission, by providing increased legitimacy and acceptance by the local population, which contribute to force security and more sustainable mission results. The commander should encourage and demand transparent and accountable financial reporting not only within the force, but also in relation with external parties. Furthermore, each person involved in the mission needs to be aware of corruption and its risks during a mission. The support of corrupt networks should be prevented by each member as a private person as well as within its official position.

Legal Implications

The fight against corruption is guided and supported by a variety of regulatory frameworks. The UN Convention against Corruption (UNCAC) is the most important legally binding regulation. Other important international legislations are the Criminal Law and the Civil Law Convention on Corruption of the Council of Europe (CoE). In addition, forms of corruption are often illegal under local laws.

All mission personnel are held responsible for participating in corruption, and should thus be aware of and follow these different sets of laws, besides their own national regulations and laws. The Commander and the legal advisor (LEGAD) need to explain the existing legal rules and regulations regarding outsourcing, procurement and other related topics (e.g. equal engagement of groups).

Assessment Implications

Corruption and integrity have to be included in every CIMIC Assessment. "Effective anti-corruption responses cannot be designed without a thorough assessment of the problem." (Centre for Integrity in the Defence Sector (CIDS)) The presence of corrupt networks as well as risks for future corruption need to be identified. Economic, political and social stakeholders in the JOA as well as possible financial flows need to be examined. During the Comprehensive Preparation of the Operational Environment (CPOE), the different government institutions, and in particular the defence and security sectors, should be analysed for their integrity. Example questions that could be considered are: e.g. "Do the leading personnel portray moral values?" and "Do the institutions act consistently?" Preparatory assessments need to be verified and amended during the mission.

Responsibilities in CMI

Different branches outside of J9 have a shared responsibility regarding BI. J2 has to provide in cooperation with J9 and advisors an analysis on the security sector in the JOA, including the presence of corruption. J3 and J5 have to include BI into their operations and plans. J1 and J8 have to make sure local employment and procurement do not support corrupt practices. The same applies to J4 when establishing a logistics network. J7 will have to provide internal training on how to operate without supporting corruption, and provide internal and external training to security forces.

Related topics

BI relates to and is interdependent with several related topics:

1. Rule of Law: Interdependency - Necessity to work on both together to be successful

2. Good governance: Strong interconnection with BI; simultaneous promotion through the three principles: integrity, transparency & accountability

3. Cultural Awareness: Need to consider national and/or organisational culture to achieve a sustainable change; no one size fits all solution

4. Gender: Corruption affects all society; necessity to incorporate women into anti-corruption measures and decisions

Leading Organisations

Leading international anti-corruption organisations are:

United Nations Office on Drugs and Crime (UNODC): Responsible for the implementation and supervision of the UNCAC

United Nations Development Programme (UNDP): Corruption and development

CoE: Setting European norms and standards

Group of States against Corruption (GRECO): Monitoring the implementation of CoE's anti-corruption standards

OECD: Corruption and conflict of interest/public procurement

OSCE: Promoting democratic institutions and in particular democratic control of armed and security forces

World Bank: Open government, corruption and finances

Transparency International (TI): Leading civil-society organisation

CIDS: Corruption in the Defence Sector, close cooperation with NATO BI programme, responsibility for BI Education & Training within NATO

Point of Contact during the Mission

NATO: BI Programme
E-Mail: building-integrity@hq.nato.int
Website: https://buildingintegrity.hq.nato.int

CIDS: E-Mail: cids@ifs.mil.no
Website: http://cids.no/

UNODC: Corruption and Economic Crime Branch
E-Mail: uncac.cop@unodc.org
Website: https://www.unodc.org/unodc/en/corruption/

TI: Transparency International Defence & Security
E-Mail: info@ti-defence.org
Website: www.ti-defence.org

Sources of Additional Information

UN, e.g. "The Global Programme against Corruption – UN Anti-Corruption Toolkit"

CIDS, e.g. "Criteria for good governance in the defence sector", "Integrity Action Plan: A handbook for practitioners in defence establishments"

OSCE, "Code of Conduct on Politico-Military Aspects of Security"

OECD, e.g. "OECD Recommendation of the Council on Public Integrity: Public Integrity"

References

SHAPE (2012), *ACO MANUAL 86-1-1*
NATO (2018), *AJP-3.19 (FD)*
NATO (2010), *Building Integrity and Reducing Corruption in Defence: A Compendium of Best Practices*
NATO (2016), *NATO Building Integrity Policy*
OSCE (2016), *Handbook on Combating Corruption*

Do's	Don'ts
- Establish and respect codes of conduct.	- Try not to flood the local markets with foreign currency.
- Make a solid assessment of the local situation.	- Do not pay much more than local prices.
- Observe the market and local customs carefully.	- Do not pay locally employed personnel much more than local wages.
- Support national ownership of defence and security projects.	- Try not to employ private contractors as guards or sentries in areas affected by insurgency.
- Increase incentives, by recruiting locally and based on merit.	- Try to avoid the creation of monopolies when contracting locally.
- Vet, select and train local citizens involved in the mission carefully (e.g. inform about existing rules and regulations).	- Do not set unrealistic goals with regards to BI, fighting corruption is not a short term process.
- Ensure oversight and reporting mechanisms are transparent.	

CIMIC Tasks

□ Provide transparency towards the society and function as a first point of contact/ombudsman for corruption and BI related issues.

□ Build a network with IOs and NGOs working in the JOA.

□ Include anti-corruption and pro-integrity messages when interacting with non-military actors.

□ Establish and maintain contacts with military counterparts such as engineers and military police.

□ Enable communication between logistics staff functions and potential contractors and partners in theatre (supportive contribution to host nation support).

□ Assess and report on practices of corruption in the JOA (e.g. through knowledge exchange with IOs and NGOs).

□ Validate assessments made in the CPOE in relation to corruption and integrity and update them.

i NATO (2010), Building Integrity and Reducing Corruption in Defence: A Compendium of Best Practices
ii OSCE (2016), Handbook on Combating Corruption
iii OSCE (2016), Handbook on Combating Corruption
iv https://buildingintegrity.hq.nato.int/Resources.aspx; http://cids.no/?page_id=4596

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