

Building Integrity in Operations Factsheet

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Project Overview

Corruption has a corrosive impact on peace and security, weakening the fabric of our societies, as well as undermining the operational effectiveness of the Alliance's missions and operations. Lessons from the NATO-led International Security Assistance Force (ISAF) have shown how endemic corruption made it more difficult for NATO to achieve its mission goals of enhancing security in the country.

Recognizing corruption as a security threat, the Alliance's heads of state and government endorsed, at the 2016 Warsaw Summit, the NATO Building Integrity (BI) Policy. Since then, NATO has taken practical steps at the strategic and operational levels to tackle corruption and foster integrity across the Alliance. However, there remains less visibility over BI activities taking place at the tactical level, within missions and operations. Against this background, the Assistant Chief of Staff (ACOS) of SHAPE J9 enlisted the JALLC's help to analyse the measures taken to date to tackle corruption and foster integrity within NATO missions and operations, in order to understand the context, synergies, gaps, and enduring challenges.

Implementing Building Integrity in Missions and Operations (BIIO)

The project team concluded that some of the early lessons on the impact of corruption in ISAF contributed to strategic policy and structural improvements within NATO. However, there are still several challenges to overcome to begin translating these strategic level improvements into substantial changes at the tactical level. Also, there are still many lessons to be learned, and room for improvement in current practices to tackle corruption in the area of operations and curtail its negative effects on the mission.

NATO invests a great deal of effort in improving its internal processes aimed to tackle corruption and build integrity of its troops. The Alliance's forces deployed to missions and operations also work on helping Host Nations tackle the corrosive effects of corruption, through training or helping set up biometric payroll systems to tackle the problem of ghost soldiers, to give one example. As such it is imperative to recognize that everyone involved in a mission or operation is responsible for BI and Counter- and Anti-Corruption (CAC) activities and not just selected staff members such as the procurement staff in the field.



“A mission can have an impact on corruption and corruption can have an impact on a mission, and ultimately mission success”



Recommendations

The report contains a number of recommendations which, taken together, can help advance the implementation of BI/CAC measures in NATO missions and operations. These include the revision of the ACO BI Directive, encourage the development of mission level guidance, and include protection for anonymous reporting of BI/CAC issues in the field. The project team also recommends the establishment of an impact-based monitoring and evaluation system for BI/O at the tactical level, integrated with operations assessment and mission reporting. A further recommendation consists in the introduction of functional planning guidance on BI/O, to help mission planners incorporate the issue from the very beginning. To change mindsets towards BI/O and better prepare mission personnel to tackle these issues in the field, efforts to improve BI/O-related trainings should also continue, together with support for developing BI/O-specific training objectives for major joint exercises.



Project Team

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CDR Vogel joined the Royal Netherlands Navy in 1980 to become a Marine- and Air Engineer and has been working in the JALLC since September 2019. In the past he worked for NATO in different capacities in HQs and Missions.

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