



**NORTH ATLANTIC TREATY ORGANIZATION**

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**SACT Keynote Address at the Building Integrity  
Conference:**

**“Projecting Stability through Good Governance and  
Defence Institution Building”**

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**As delivered**

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Ministers, Excellences, Mr. Assistant Secretary General,

Distinguished guests, ladies and gentlemen,

First of all, I want to thank you for the opportunity to address you this morning. I am especially grateful to the organizers and to the Assistant Secretary General for Political Affairs and Security Policy for their kind invitation.

Before addressing Building Integrity, I would like to frame the problem and talk about our security environment. As I say repeatedly to my staff, a proper definition of a problem is an essential first step before trying to come up with a solution!

Our strategic environment today is characterized by complexity. We used to face a complicated world: “complicated” meant interacting with many factors, but that we could analyse them, and draw reasonable conclusions to drive our decisions.

Now, our world is complex, which means that there are so many factors interacting with each other that it is impossible to comprehend all the possible outcomes, thereby making surprise more possible, decision-making based on imperfect information more commonplace, and failure an option – thus making resilience a necessity. This complexity is the new norm of our security environment.

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One of the main consequences of complexity is the fact that no country or no organization possesses alone the capacity to solve a crisis. This is a reality that we must accept and be prepared to face.

In the Warsaw Summit, NATO acknowledged this complexity in its final declaration, by putting an equal emphasis on its three core tasks: collective defence, projecting stability, and cooperative security. As part of these tasks, reconstruction and post-crisis transition aspects should not be overlooked. Some of the decisions that were made in Warsaw to pursue the adaptation of the Alliance in this regard highlighted the importance of our partnerships.

Since no organization holds every key to every crisis in an increasingly complex and interrelated security environment, NATO must be able to work efficiently with a wide range of actors. Currently, the Alliance counts 41 partner nations connected through various initiatives and frameworks, but partner nations are only a part of the picture. Warsaw put a strong emphasis on NATO-EU cooperation, but also mentioned the importance of stepping up our relationships with other international organizations, such as the UN or the African Union. Non-governmental organizations are also present in most conflict and crisis areas, so we have to consider establishing relationships with them as well. Academia is an important partner as they help developing new ideas and better understanding the trends in multiple domains. And finally, we must also improve our ability to work with the private sector, including what I would call the “non-traditional defence industries”. Beyond their potential to provide solutions for our



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forces in the digital age, big companies in the high tech sector have significant resources – often bigger than the GDP of small nations – and have vested and increasing interest in reconstruction and stabilization. We must take this factor into consideration as well.

This is the context where Building Integrity comes into view, and before we get to this part specifically, I will address briefly the ongoing evolutions in NATO, because they explain how our initiatives on this topic are developing.

As NATO is pursuing the adaptation process of its command structure, one of the objectives is to focus each strategic command on its core purpose. ACO, in charge of current operations, is reinforcing its warfighting command capacity. ACT, on the other hand, is poised to focus its activity on warfare development, preparing for future operations. Both commands are mutually supporting each other in their respective area of responsibility.

This is not new: over the last few years, ACT has developed many military concepts and strategies, such as a resilience concept, a counter-terrorism strategy, or a hybrid strategy, to name just a few. We are also currently supporting the ongoing development of a projecting stability concept, especially focusing on long-term strategy based on the strategic foresight analysis that we develop. My presence here today with ASG PASP illustrates the fact that the issue of projecting stability requires an increased coordination between the political and military levels.



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There is a strong consensus among the international community on the importance of Building Integrity, because it appeals to our shared values and to our standards for good governance – as illustrated by the UN General Assembly Resolution No 58/4 of October 2003. But from a military perspective, Building Integrity is important beyond the principles, because fighting corruption has a direct connection with projecting stability. And to illustrate this point, let me take the example of Afghanistan.

Afghanistan is a partner nation and a member of the Building Integrity programme. NATO has been conducting operations there for several years now, with the Resolute Support Mission, and has also invested significant resources in Defence Capability Building. But NATO is not the only actor in the region, and there are several initiatives conducted by other nations or organizations that tend to blur the picture and render it more complex. While many initiatives are conducted separately and might be overlapping, Building Integrity requires a coordinated approach. The absence of coordination when considering significant investments presents a risk to the integrity of local and national structures. Mitigating this risk is essential because the fight against corruption helps the stability efforts in the long run.

When considering transition, reconstruction, or capability building phases, the main problem is to coordinate every initiative taken by all the different actors involved, or at least, to deconflict them. This is a very difficult endeavor, if we want to address it holistically, but there are areas where we should be able to set up a good level of coordination.



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Building integrity could be one of these. This is achievable, for the simple reason that, as I said, it is widely consensual among the actors that intervene in crisis or post-crisis situations. To take another example, we have made significant progress in coordinating our efforts on the gender perspective, since the adoption of the UN resolution in 2003. The point here is that these shared objectives can generate quick wins and set templates for the way ahead, in order to, more generally, achieve a better coordination between the different actors.

Mechanisms for coordination in crisis management exist between different international organizations to synchronize their efforts: between the UN and NATO, NATO and the EU, the EU and the UN. But these mechanisms do not exist yet for capacity building phases, and more generally for projecting stability efforts. In addition, I have asked recently about the lessons that we could have identified in our operations over the last ten years, regarding the interactions between international organizations. And it appears that nothing really exists – we just published multiple reports without exchanging them. On these two questions, there are opportunities to be seized.

In this objective to develop coordination mechanisms between all the actors, Building Integrity is an important yet achievable building block. So how do we do this?

The first step would be to define the problem: in this case, do we share the same objective? Once we answer this critical question, the second step would be to identify all the actors involved in the process: the nation



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concerned, but also the IOs and NGOs, and the private sector as a whole – and then see how we could harmonize the different efforts related to Building Integrity. Following this, we could design architectures that would allow the proper coordination mechanisms. We should also put together a mechanism to evaluate the results, and establish a shared lessons learned process to improve future initiatives in other regions or situations.

Of course, this approach is not easy to implement, as there are many moving parts. The coordination has to be defined at different levels: locally, at the tactical and national levels, and internationally, as international organizations are involved. We also need a proper understanding of how different actors work: for example, some organizations, such as NGOs, have very centralized decision-making processes, while others have a more decentralized approach. We should use forums, conferences and workshops to initiate relationships and garner a better mutual understanding. After all, it is always easier to foster cooperation before actually deploying in crisis or post-crisis transition situations. And I believe this is the aim of this conference.

All the actors also share the risks on the security of deployed personnel. All organizations work hard to mitigate these risks as much as possible, but it is critical that the mitigation does not hamper our integrity. The temptation to “buy one’s own security” is always counter-productive in the long term, and can seriously jeopardize Building Integrity efforts.

This is a very simplified template on how we could try to imagine a way ahead in building integrity. But recognizing the necessity to work together



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and building coordination mechanisms will contribute to support our projecting stability efforts.

As I said earlier, the complexity of our strategic environment requires us to work with a wide range of actors. Many of our partners are committed with us on projecting stability efforts and participate to the Building Integrity programme. Partners choose to work with us not only because they have interests in the matter, but also, and more importantly, because they share our values. Building Integrity must be integrated in all our initiatives as a common baseline requirement, because it illustrates the shared values that we promote. And if we use our partners to help us disseminate them to other nations, we can expand considerably the reach of our actions in this domain, because Building Integrity is a common task.

Building integrity, as we can see, requires a significant commitment and improved coordination. But the first investment that should be made is in Education and Training, because it is one of the building blocks of the programme, directly contributing to our efforts in operations.

This brings me to my next point, which is a brief overview of the existing initiatives in the matter, and an outlook on the way ahead.

Education and Training is currently the most visible part of ACT's efforts in Building Integrity. NATO, through programmes developed in NATO Schools or in Centres of Excellence, offers a wide variety of courses and training opportunities related to Building Integrity – for example, Building Integrity for Senior Leaders in the UK Defence Academy, or NATO Defence



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Leadership in Building Integrity, at the NATO School Oberammergau. These courses are opened to our partners. Everybody understand the principles of Building Integrity, but its implementation requires proper training at all levels if we want to integrate the tenets of Building Integrity in our actions. To fight corruption, we must encourage the development of a different culture, and it begins with training the future generations of leaders – both in NATO and in the wide range of partners we cooperate with.

Education and training are key to building capacity and transforming institutions. Besides commitment by leaders, education and training may be the vehicle to ensure that the anti-corruption mechanisms and procedures that are put in place will be sustainable on the long run. It is not a surprise that many of the organizations contributing to the implementation of the Building Integrity Programme are education and training institutions. Education and training opportunities like the ones I have mentioned provide an excellent interoperability venue, as interoperability does not only refer to common language, procedures and compatible equipment, but it also encompasses the understanding of common values, integrity and trust.

And these opportunities pay off: the initiatives developed in education and training for Building Integrity have contributed to the development and the endorsement of a NATO Building Integrity Policy, last year, during the Warsaw Summit. Additionally, national efforts and initiatives should ensure that all military and civilian personnel in the defence and security sectors are aware of the consequences of corruption, and that leaders have the



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necessary knowledge to create an organisational culture of integrity, transparency and accountability.

The Building Integrity Education and Training Programme that is being developed by NATO covers a wide range of competencies, from awareness level of all staff, to more specialised and advanced training solutions for experts and leaders. Again, all the training opportunities covering this spectrum, as well as opportunities that will be developed in the future, are available for partners.

The 2016 Building Integrity Annual Discipline conference identified potential new solutions and defined the way ahead towards a sustainable Building Integrity Education and Training Programme. One of the most important future developments expected is the development of a widely available e-Learning solution that will satisfy the awareness level required for all personnel working in defence institutions.

Building Integrity themes will also be included in collective training and exercises to ensure that the impact of corruption risk on the success of an operation is correctly perceived and mitigated – another lesson learned from our experience in Afghanistan.

This is now possible, since the Building Integrity Policy allows for the required adaptation of existing doctrine and related allied publications. The policy provides the foundation for further enhancement of the Building Integrity Programme, while its implementation, both in operations and in our baseline activities, will be based on the lessons identified and expertise



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built so far in the Building Integrity field. Its implementation will also employ a comprehensive approach, in order to align NATO's efforts with other international organisations, as appropriate – a necessity that I stressed in the first part of my speech.

And we could go further in this process. NATO should fully embrace its coordinating role in Education and Training Efforts. Other international organizations have comparable training and education ambitions. This is another domain in which we should strive to harmonize our efforts – and the first condition to meet would be to share our respective education and training programmes.

Being imaginative, we could develop common standards and requirements in accordance with our respective policies. Creating this federated environment on specific issues such as education would also help us formalize the relationships I talked about between our respective organizations and with our partners. At a time where we need to work closely together, I am convinced that this is a significant development.

ACT will continue to work with the NATO International Staff in the development of policies and strategies supporting innovative approaches and coordinated efforts in these areas.

We strive to be the innovation hub for the Alliance, and innovation is not just an idea, but the implementation of this idea. We must start now. And of course, ACT stands ready to work with all the organizations represented here, in this conference.

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I will conclude with a quote from US President Eisenhower: “The supreme quality for leadership is unquestionably integrity. Without it, no real success is possible, no matter whether it is on a section gang, a football field, in an army, or in an office.” And I quote President Eisenhower on purpose: after all, he was the very first Supreme Allied Commander Europe in the history of NATO.

If we keep working together, I am confident that we will keep making progress and sharing these values with the rest of the globe.

Thank you for your attention.