



Ministerstwo Spraw Zagranicznych  
Rzeczypospolitej Polskiej

## Building integrity in defence – Polish experience



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## Polish experience



**SOLIDARNOŚĆ**



## Polish experience

### The start point - 2005



Awareness of corruption and schemes within the MoD and military

Many organisations involved in anticorruption activity:

Control Department (MoD)

Military Police

Audit Bureau (MoD)

Military Prosecutors Office

Military Counterintelligence

Supreme Chamber of Control



No coordination

Lack of a prevention body

Very few system changes

Lack of an integrity policy



No integrity building, inefficient anticorruption measures

Inefficiency of procurement process: buying arms - not capabilities;  
focusing on spending money - not on value for money



# Polish experience

## 2006 – Anticorruption Procedures Bureau created

New body

4 civilians only

Directly subordinated to the Minister

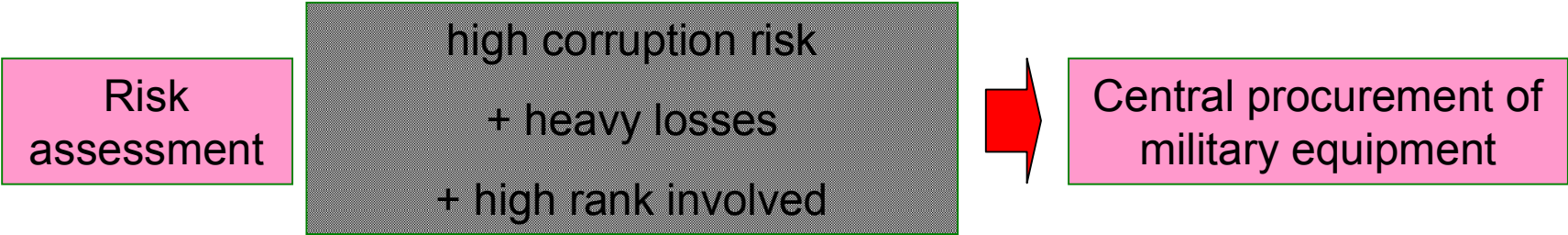
Mission: improving procedures for integrity and efficiency

### Defining priorities

Main areas endangered by corruption:

procurement of equipment	selling of surplus property	research and development projects	
development projects at missions	construction	abuse of power	conscript procedures

Tackle corruption from the top – in order to show reforms reliable





## Polish experience

### Procurement reforms

1. More transparency

more information on the Web

2. More electronic auctions

MOD leader in Polish administration

3. Prevention of conflict of interest

stronger regulations

4. Promoting competition

limitation of single source procedures

5. Better quality assurance

tests ordered by buyer, not by seller

6. Supervision of key points

preliminary audit of key documents



7. Cooperating with TI: Defence Integrity Pact, pilot programme: VIP jets



Better value for money

Buying more capabilities, not arms only



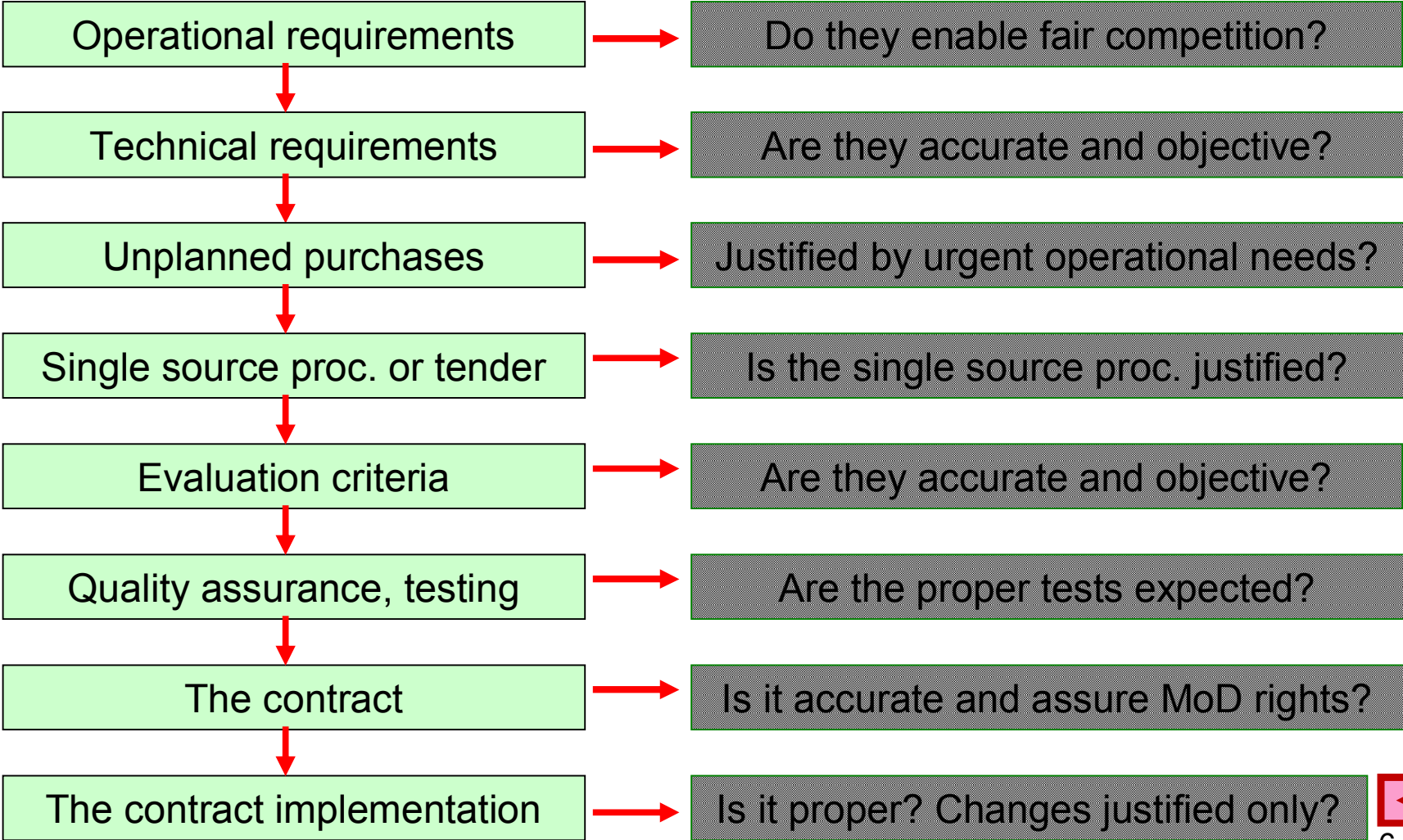
Problems with spending all the budget, pressure for „spending anyway”





Polish experience

Supervision of key points by the APB:





## Polish experience

### Preventing conflict of interests

#### Former regulations:

Code of Conduct for Professional Soldiers

Code of Conduct for Civil Servants

Act on lobbying in law making process

Both too general  
(no details, no examples)  
for practical enforcement

Does not cover industrial lobbying

#### Code of conduct for mil. & civil. per. in relationship with defence industry:

Everyone pays own bills

No gifts from industry

Contact with arms producers: directly or at arms fairs. No agents

Legal ban on additional work for defence industry during service

Asset  
disclosures

3 year moratorium for employment in defence industry after  
the end of the military service



## Polish experience

### Anticorruption Procedures Bureau as a watchdog

APB as regular MoD unit takes part in a law making process

- APB puts forward own procedure proposals
- APB gives opinions and presents proposals to legislative drafts



Has the draft got a legal, constitutional base?



Is the draft transparent and accurate?



Does it support fair competition?

ABP interprets the code of conduct



solutions on unclear cases

ABP as a „shield” for the Defence Minister

APB gives opinions and suggests solutions on various projects, with potential corruption risk, submitted to the Minister



ABP is a watchdog of integrity of procedures and their implementation



Still pressure to bypass procedures rather than to improve them





## Polish experience

### 3 levels of political will

**High**

Focusing on reforms and its implementation

Creation of new institutions, new procedures, new laws

**Medium**

Focusing on implementation of reforms undertaken

**Low**

No attention on anticorruption activity

Use momentum of high political will to introduce substantial reforms



Reforms will be implemented in period of medium political will too



Even in times of low political will some of the reforms will be continued



## Polish experience

### How to start and continue?

Carry out a **self assessment** of corruption risks **NATO offers a tool**

Find **priority areas**: high risk + heavy losses + high ranks

Prepare the **action plan**, which concentrate on priorities

Base activities on **fully-paid staff**, designated for this job

Engage **new people** from outside the defence establishment

Change the **procedures and institutions first**

**Cooperate** with a-c institutions, in and outside defence, e.g. DIP

**Train** your staff, educate defence personnel **NATO offers a tool**

**Learn** from the best practices **NATO and TI UK offer tools**

**Be consistent**

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