



Chapter 6

Future Prospects



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After one year and five months of operation since the Agency Against Corruption (AAC) was established on July 20th, 2011, all agency affairs are fully on track. In order to promote the policy of “Clean and Competent Government, Transparent Taiwan” and fulfill the vision of the “Golden Decade”, the anti-corruption task for the future will still focus on “Reducing corruption crime rate, improving the conviction rate of corruption crime and protecting human rights”. With the principle of “Prevent first, Investigate later” and “Prevention – Investigation – Further Prevention”, the short term goal, “Induce with kindness, reason with rationales, move with emotions and impede with legal actions” (not dare to corrupt), the mid-term goal of “Curbing new occurrences of corruption crimes” (not possible to corrupt) and the ultimate goal of “Advocating for civil servants to develop the habit of refusing to corrupt” (not willing to corrupt and not necessary to corrupt). By continuing to promote various anti-corruption measures and identify the domestic and international trends in anti-corruption, international organizations’ anti-corruption evaluations toward Taiwan will hopefully improve and national competitiveness will be increased. The future directions are listed as follows:

I. Planning for National Anti-Corruption Policies

1. Connect with the International Anti-corruption Trend and Regulations and Promote the Domestic Version of UNCAC.


On October 31st, 2003, the United Nations adopted the United Nations Convention Against Corruption (UNCAC), which took effect on December 14th, 2005. There are 165 State Parties so far. The legal anti-corruption framework that it has established has been widely received among the international community. Taiwan is not a member of the United Nations. However, to show our determination to fight corruption and connect with the international anti-corruption trend and regulations, Taiwan will actively establish regulations, which will promote the domestication of the UNCAC.

2. Exert the Central Integrity Committee’s function as a Means to Integrate the Anti-corruption Network in Taiwan and Heighten the Drive Toward Integrity Reform.

The Central Integrity Committee continues to operate as the anti-corruption platform and has been entrusted with the highest power and assigned the mission to build national integrity, evaluate major anti-corruption policies and measures, review major scandals, and implement various anti-corruption measures in order to combine forces with all agencies and effectively develop the functions of policy planning and integration of the national anti-corruption network. It will also increase the energy of anti-corruption reform, restore political integrity and allow the public to see the results of clean and competent governance.

3. Promote National Integrity Building Action Plan and Unite Forces from all Fields to Implement Clean and Competent Governance.

Transparency International (TI) uses the “implementation of anti-corruption regulations”, “promotion of administrative transparency” and “prevention of conflicts of interest” as major criteria for evaluating a country’s integrity. In order to fully implement UNCAC, the various



actions, strategies and measures in the National Integrity Building Action Plan are promoted continuously and focus on eight aspects – strengthen corruption investigation and anti-corruption, implement government ethics, promote corporate integrity, broaden education promotion, improve performance transparency, fulfill procurement transparency, realize just political participation, and participate in international and cross-strait collaboration. Clean, competent and honest governance can be realized by integrating forces from the government, corporations and the private sector, and the anti-corruption regulations can become comprehensive to promote administrative transparency and accountability.

4. Integrate the Functions of Government Employee Ethics Units to Strengthen the Anti-corruption and Corruption Investigation Energy.

The government employee ethics units administer corruption prevention, anti-corruption, and corruption investigation tasks and have the roles and functions of “legal whistleblower”, “investigator of administrative malpractices” and “builder of integrity and ethical culture”. The AAC adopts the strategies of treating the symptoms (law enforcement), treating the causes (corruption prevention) and eradication (education) and effectively combines the government employee ethics units to serve as a warning function and prevent the occurrence of malpractice. Keeping civil servants from violating the law is the highest guiding principle. The corruption prevention and anti-corruption energy for government employee ethics units will be amplified through increasing communication and establishing a network for collaboration. Corruption crimes or major malpractices may thus be prevented in advance.

5. Actively Promote International Affairs and Exchanges to Increase Taiwan’s International Visibility.

As the exclusive anti-corruption authority, the AAC attends meetings and activities held by the Organization for Economic Co-operation and Development (OECD), Asia-Pacific Economic Cooperation (APEC) and anti-corruption agencies from other countries and visits foreign anti-corruption organizations to strengthen international affairs and exchanges and to increase Taiwan’s international visibility. In addition, the AAC also holds forums and activities independently or with government employee ethics units on the subject of integrity governance and corporate integrity. The AAC would also invite major chambers of commerce and conduct foreign business exchange forums so that business organizations and their members may understand the work that Taiwan has done on integrity governance and Taiwan can promote its image as an honest government.

6. Grasp the Trends in International Indices, Analyze and Respond in a Timely and Appropriate Manner.

Monitor and interpret corruption indices and competitiveness reports published by organizations such as TI, International Money Fund (IMF), WTO, International Institute of Management and Development (IMD), the Heritage Foundation, Freedom House, World Economic Forum (WEF) and Political and Economics Risk Consultancy (PERC), respond in a timely manner with the clarifications from applicable agencies and staff



and propose corresponding strategies. TI has been publishing its Corruption Perceptions Index (CPI) for years and it is widely used around the world as a socioeconomic index to evaluate corruption. CPI's data concerning Taiwan is obtained from seven organizations. The AAC has obtained authorizations from several of the organizations and is translating the portions in Country Risk Service by Economist Intelligence Unit (EIU), International Country Risk Guide by Political Risk Services (PRS) and Asian Intelligence by PERC about Taiwan so that Taiwan's international reputation and evaluation can be fully assessed.

7. Continue the Research and Domestic Survey on Anti-corruption Index to Identify Public Perceptions.

The anti-corruption research continues with anti-corruption survey and index research in 2013 to establish a localized corruption index as a reference for anti-corruption policies. Meanwhile, the Corruption Perceptions Index (CPI) and Government Defense Anti-Corruption Index (GDAI) will be updated continuously and measures to improve the index performance will be researched and promoted to fully understand the public's perception of the government's integrity.

II. Deepen the Public's Anti-Corruption Awareness

1. Actively Promote Administrative Transparency and Plant the Concept Deep Within Organizations.


In order to promote measures beneficial to public governance and administrative transparency, to build a clean and competent government, and to assist with planting the concept of administrative transparency deep within organizations, the AAC has supervised the government employee ethics units to review the transparency of operational procedures in their affiliated agencies. Hopefully this will help the public to monitor the government directly and coordinate the results collected from various agencies so that priorities could be determined, transparency measures could be proposed to be included in the standard operational procedure and the implementation of administrative transparency could be reported regularly at anti-corruption meetings.

2. Construct a Corporate Communication Platform and Plant the Roots of Integrity and Ethics Deeply.

In order for the legal representatives and managers of foreign businesses and domestic corporations to fully understand integrity governance in Taiwan, the AAC collects recommendations concerning anti-corruption and establishes bilateral communication channels through conferences or forums held by the Ministry of Economic Affairs, Ministry of Finance and Financial Supervisory Commission. The AAC also strengthens the partnership with NGOs (e.g. Transparency International Taiwan), jointly develops anti-corruption educational materials, guides schools to adopt an immersion teaching style, holds youth integrity camps and continues to establish integrity education.

3. Enhance the Mechanisms of the Anti-corruption Volunteers and Anti-corruption Platform.

Continue to focus on issues that the public is concerned about and major public infrastructure, such as the Suhua Highway improvement



project and Kinmen Bridge. Collect and reflect public opinions, follow up with coordination and provide feedback to resolve complaints from the public about malpractices. Develop anti-corruption teams based on the characters of the affiliated agencies. Select volunteers who are interested in public issues and journalism and train them as citizen reporters. The citizen reporters will be encouraged to collect and analyze anti-corruption information or news and collaborate with NGOs when appropriate. Through citizen news websites, news reports could be conducted in real-time and in a diversified and profound way to increase the public's understanding of and concern for anti-corruption affairs.

III. Strengthen Organizational Anti-Corruption Mechanisms

1. Implement the “Anti-corruption Quality Control Circle” and Fulfill the Function of Meeting for Integrity Affairs.

The Executive Yuan amended the National Integrity Building Action Plan on December 28th, 2012. The plan stipulates that the specific anti-corruption strategies include “reinforcing organizational strength, establishing anti-corruption quality control circles, and fulfilling the meetings’ function”. The actual implementation measures are “All agencies, municipality cities and county (city) governments shall set up meeting for integrity affairs. The meeting shall be held once every two months with the head of the agency as the host of the meeting to supervise and review the progress of anti-corruption work. A task force of anti-corruption quality control circles shall be established, with the government employee ethics units responsible for the administrative work.”

In order to develop clean and competent governance and enhance the government’s performance on anti-corruption, anti-corruption quality control circles will be established in the agencies to assist with setting the agenda for the meeting for integrity affairs and conduct discussions on related issues including corruption crimes to diagnose the risk of malpractice within the agencies and prevent fraud through group efforts with multijurisdictional discussions. For the anti-corruption quality control circles, the deputy head of the agency serves as moderator and the government employee ethics units serve as aides to carry out corruption prevention tasks and supplement the functions of the anti-corruption meetings so that the meeting for integrity affairs may become platforms for information gathering and early action on the embedded risks in the affairs and personnel management to ensure corruption-free governance.

2. Strengthen Internal Control and Implement Risk Management.

Continue to strengthen corruption risk management, supervise the government employee ethics units to compile annual corruption risk evaluation reports for the agency. Complete special project audits and track implementation results. Fully implement the principle of “Prevention – Investigation – Further Prevention” on tasks with embedded corruption risks, such as property redevelopment, open contracts for the recovery phase and kickbacks. In addition, utilize the information platform from Public Construction Commission of Executive Yuan to share applications and conduct analysis on irregularities in government procurement.



Provide government employee ethics units audits to discover any risks of possible violations so that preventive measures could be taken to promote the beneficial and eliminate the shortcoming. The corruption risk should be realistically assessed and reflected. Examine the daily lives, personal relations, financial status and moral characters of high risk personnel. Where there is possible corrupt conduct, investigate immediately.

3. Implement Sunshine Acts and Strengthen Transparent Accountability.

It is recommended that the Act on Property-Declaration by Public Servants be amended to include the audit of irregular decreases in annual assets. In addition, the Act on Recusal of Public Servants Due to Conflicts of Interest should be amended to clearly stipulate the conditions that constitute civil servants using their positions for profit and the prohibition on requesting to intercede. The penalty should be more severe to fulfill the intent of Sunshine Acts and ensure civil servants' integrity.

IV. Fully Implement Corruption Investigation and Anti-Corruption

The AAC is the exclusive anti-corruption authority and focuses on anti-corruption and corruption prevention supplemented with corruption investigation. However, only through the integration of strong corruption investigation, prevention and promotion can civil servants keep up with the official admonitions and gain the public's trust. Therefore, the AAC will continuously try to achieve the goal of reducing crime rates, increasing conviction rates and protecting human rights through corruption investigation mechanisms such as the resident prosecutor system to conduct timely investigations and pre-investigations and integrate the corruption investigation energy. The specifics are as follows:

1. Reduce the Crime Rates


(1) Strongly enforce the corruption investigation tasks through special investigations and enhance collaboration with investigation agencies. Adopt the operation model of coordinated attacks and interwoven network of forces to integrate the corruption investigation force, stop corruption, shape the integrity image of civil servants and reduce the rate of corruption crimes.

(2) Officers shall effectively control the risks in all agencies to prevent corruption crimes from occurring and strengthen anti-corruption advocacy so that civil servants will develop the habit of refusing to be corrupted. The strategy is to induce with kindness, reason with rationales and move them with emotions. Those who dare to test the limit of the law shall be impeded with legal actions so that the civil servants may reach the state of "not willing to corrupt, not needing to corrupt, not possible to corrupt, not daring to corrupt".

2. Increase Conviction Rate

(1) Improve the professional knowledge and skills of agents through a variety of educational training to increase their sensitivity toward corruption crimes and optimize the AAC's data collection ability on such crimes in order to increase the conviction rate.

(2) Implement the "resident prosecutor" mechanism to effectively



command the agents in the AAC to conduct timely investigations on corruption crimes. The intelligence review mechanism includes multiple intelligence reviews including the Intelligence Review Committee to precisely pinpoint the evidence. The model of “pre-investigation” is used to effectively integrate the administrative investigation powers of the government employee ethics units, improve investigation efficiency and the quality of investigation.

- (3) In addition to sophisticated investigation, team efforts and prudent prosecution, consultations from experts and scholars including accountants and architects are obtained to establish the audit platform with the Public Construction Commission so that investigations of the evidence and judgments made on illegality can be more appropriate and precise.

3. Protect Human Rights

- (1) Establish strict investigation disciplines: Strict compliance with “Code of Discipline for Clean Politics Personnel”, “Operation Guideline for Accepting Exposition by the Agency Against Corruption, Ministry of Justice”, “Operation Guideline for the Handling of Telecommunication Surveillance by the Agency Against Corruption, Ministry of Justice”, and “Guidelines for the Implementing the Protection of Human Rights by the Agency Against Corruption, Ministry of Justice” and ask that agents comply with the Code of Criminal Procedure and protect the suspect’s rights. The AAC will fully implement the supervision and control mechanism in order to establish strict discipline during investigation and build an organizational culture based on the protection of human rights.
- (2) Fully implement the whistleblower protection system: In order to encourage the public to expose crimes, the AAC established multiple channels for this purpose in accordance with the Code of Criminal Procedure. All information disclosed shall be confidential to allow the public to report on crimes without hesitation. In light of the fact that there are still flaws in the current regulations concerning the protection of whistleblowers, the AAC is working on amending Regulations Governing Corruption Exposition Reward and Protection. The AAC has also proposed draft regulations protecting those who expose internal malpractice (Whistleblowers Protection Act) and has held seminars and public meetings to invite comments from all fields in hopes of fully realizing whistleblower protection and encouraging the public to expose corruption crimes.

V. Increase Investigation with Strengthened Communications

1. Strengthen Special Investigation to Promote the Beneficial and Eliminate Shortcomings.

In order to understand the risk of organizational malpractice, identify personnel susceptible to risk, promote the beneficial and eliminate shortcomings, the AAC will continue planning for strengthening special investigation and identify clues for major long-term, structural or organizational corruption crimes. In addition, the AAC will ask that all government employee ethics units collaborate with applicable agencies



to actively conduct spot checks on the quality of public construction and investigate irregularities involving procurement in order to discover clues for corruption, promote the beneficial and eliminate shortcomings.

2. Fully Enforce Protection to Build a Quality Environment for Conducting Official Business.

In order to protect the confidentiality of official business and organizational security, the AAC shall adhere to the concept of security management, integrate administrative and organizational resources, supervise government employee ethics units from all levels to fully implement the protection of the confidentiality of official business and organizational security, and assist all agencies with providing a quality and safe environment for conducting official business so that national competitiveness could be improved.


3. Strengthen Communication Mechanisms and Improve the Quality of Anti-Corruption Work.

In order to strengthen the drive for anti-corruption, corruption prevention and corruption investigation, the AAC will continue to enhance the functions of anti-corruption communication coordination centers at the district prosecutors offices. The integration of administrative and judicial resources will increase the anti-corruption, corruption prevention and corruption investigation forces exponentially and fully develop creativity and innovation in ethics affairs.

The preface of the United Nations Convention Against Corruption states that “Corruption is no longer a local matter but a transnational phenomenon that affects all societies and economies,” and that “that a comprehensive and multidisciplinary approach is required to prevent and combat corruption effectively”. It means that there’s no quick fix for anti-corruption and that corruption does not only occur in governmental agencies. All fields and all levels in society, including the government, may face character, integrity and corruption issues. Therefore, multidisciplinary participants must be included in the fight against corruption to supervise each other and collaborate in order to improve Taiwan’s image with integrity and build a quality environment for investment.

In the future, the AAC will actively promote the whistleblower protection system, strengthen anti-corruption work in governmental agencies, and fulfill the functions of anti-corruption volunteers and platforms. The AAC will also conduct long term work from deep within corporations, schools and community to raise the public’s awareness of anti-corruption and establish partnerships between the public and private sectors. In addition to increasing anti-corruption promotion in the government, schools, corporations and organizations, the AAC will integrate applicable agencies, financial supervisory agencies, job training organizations and NGOs and serve as a communication platform to promote corporate integrity, encourage corporations to implement corporate governance and social responsibility, and improve corporate management integrity and a law-abiding culture.

In addition, the AAC will utilize the media, such as the internet, print media, TV and radio broadcasting to keep close connection and good interaction with the mass media. Through interviews, press releases and



seminars with the press, the AAC will achieve the goals of proactively explaining the policies, implementing bilateral communication on governance and promoting a positive image.

Anti-corruption must be systematic and sustainable, and national integrity requires effort from everyone in this country, including the government. It is a never ending, ongoing mission. The AAC is the exclusive anti-corruption authority in charge of integrating the anti-corruption, corruption prevention and corruption investigation mechanisms. Out of the determination to eliminate long-standing malpractices and promote clean governance, the AAC will continue to seek broader perspectives and strengthen professional capabilities to meet the public's expectations. The AAC will also fulfill the goal of national integrity with full force and collaborate with all fields to accomplish the vision and goal of becoming a nation of integrity.

