

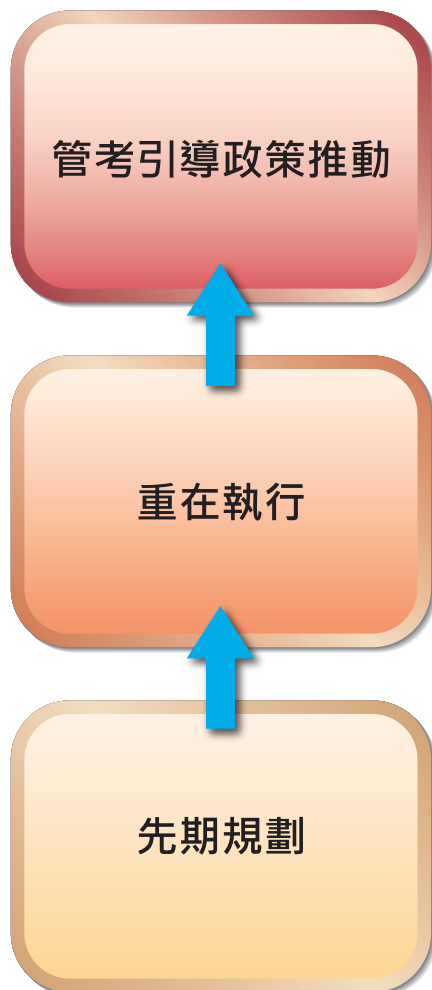
廉政署是兼具
預防性反貪與專責性肅貪雙重功能的廉政機關，
但不是唯一的肅貪機關。

廉政署既是
專責防貪、肅貪，則應從踐行的立場思考所有防
貪與肅貪的策略，所思考的策略又必須著重在執
行成效，且配合管考措施以引導政策之推動。

政策之釐訂，必須考量人民的觀感及利益，
所以，必須以民眾的立場來思考，
即必須以民為本。



廉政新構想之基本原則





廉政主軸

培養公務員拒絕貪污成為習慣

防貪先行，肅貪在後

推展「行動政風」功能

建構縱向及橫向之肅貪體系

全民參與



最重大的改變（一）

推動行動政風

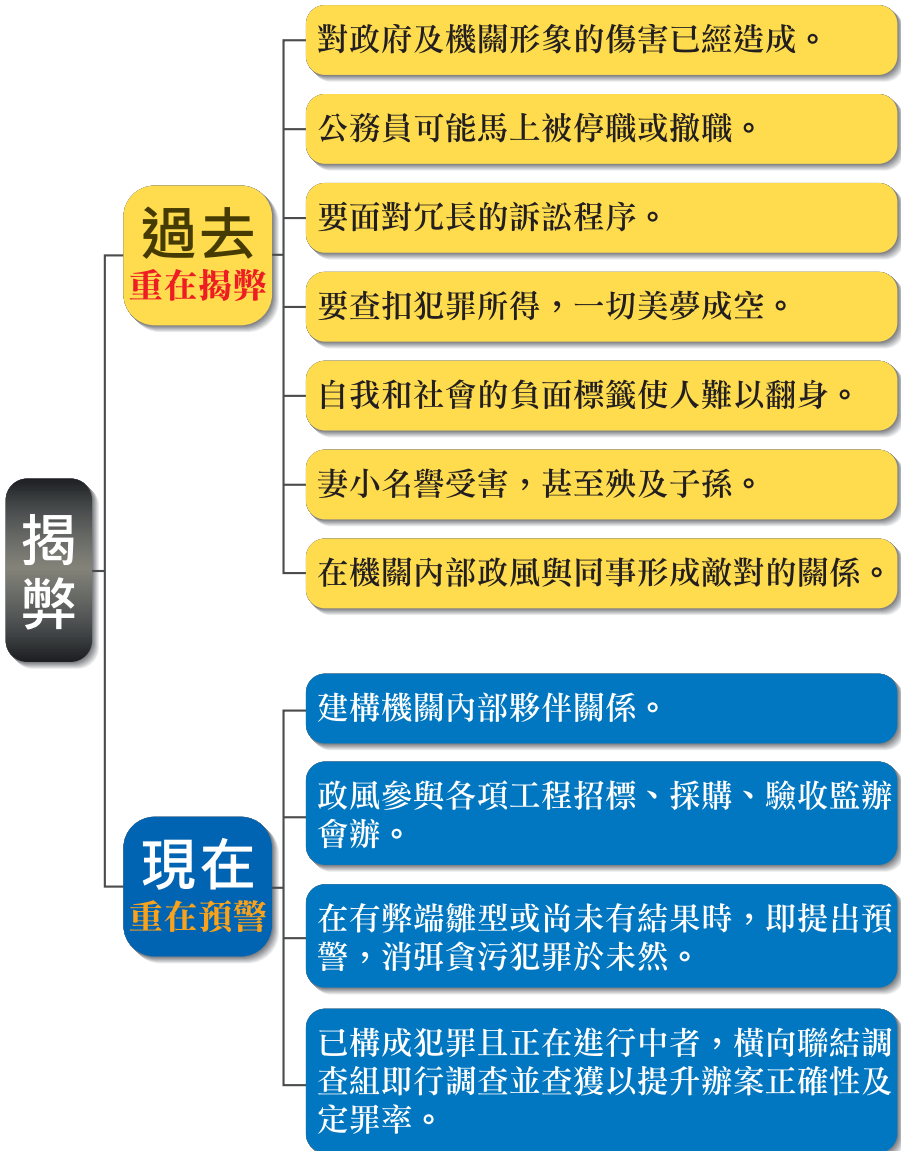
改變政風文化，使政風人員不止於揭弊，而必須：

- (一)「全程、全方位」參與各項採購或工程招標
- (二)機關高風險人員之評估
- (三)對各項可能發生之弊端展現「預警」功能

讓弊端不發生，公務員不致誤觸法網為最高指導原則。

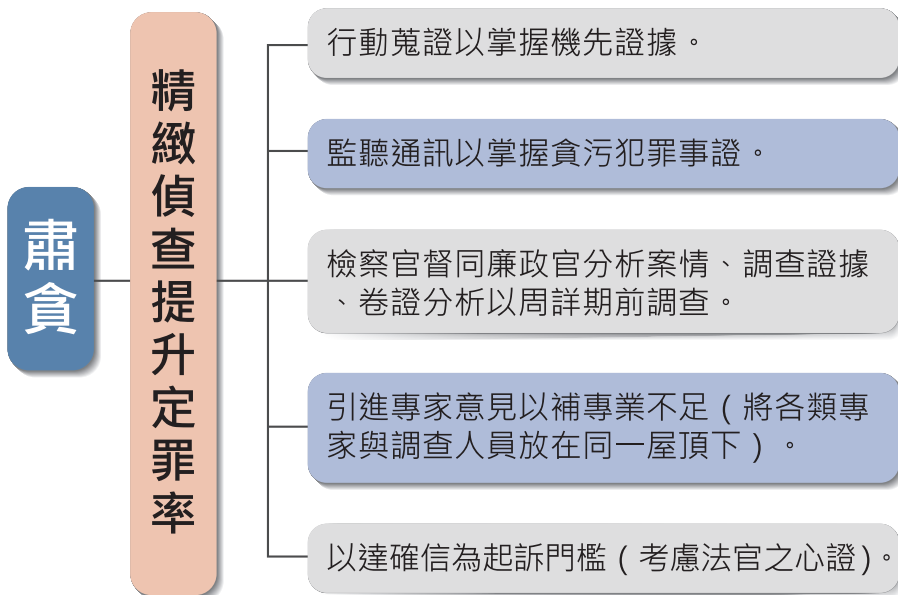
預警

傳統揭弊





最重大的改變（二）



具體策略及作法

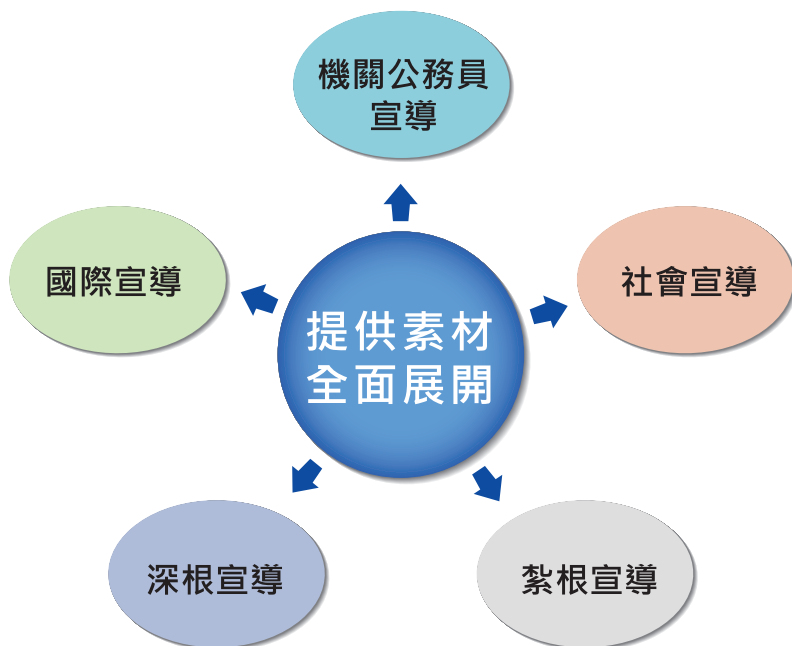
防貪

肅貪

再防貪

一、宣導

廉政宣導



編撰校園誠信管理手冊

防貪

肅貪

再防貪

一、宣導

宣導內容

與貪污犯罪有關之法律及案例

廉能政府與倫理規範

公職人員財產申報法

公職人員利益衝突迴避法

政府採購法

聯合國反貪腐公約及國際反貪趨勢

「防貪-肅貪-再防貪」策略

人生觀與價值觀

性別主流化

揭弊者保護法聯結貪污零容忍

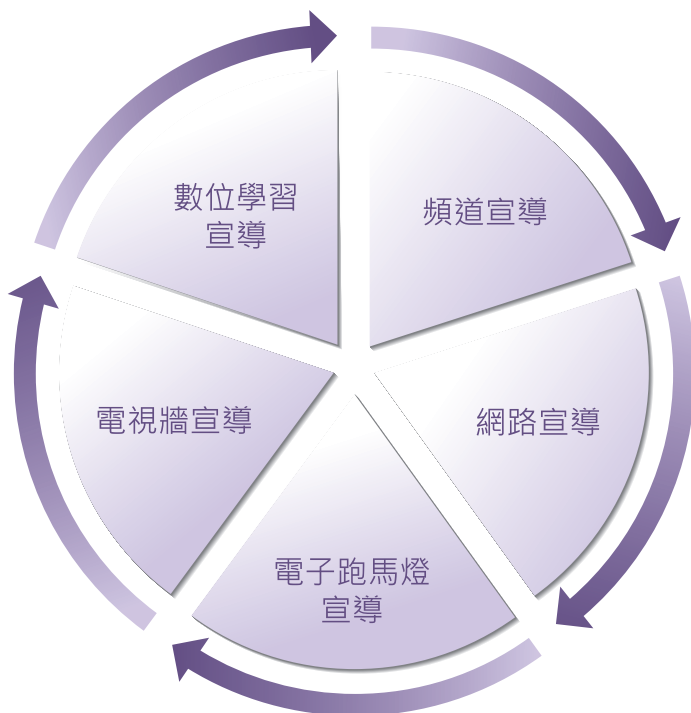
防貪

肅貪

再防貪

一、宣導

宣導方式



全國國民中小學誠信
融入式教案甄選比賽



防貪

肅貪

再防貪

一、宣導

宣導目標

【終極目標】

使公務員拒絕貪
污成為習慣

【中程目標】

使公務員及國民均有
不願貪的理念

【短程目標】

使公務員不能貪
及不敢貪作為



防貪

肅貪

再防貪

二、機制設計

建構實質透明化之機制
(讓所有過程均攤在陽光下)

建構監督機制
(四眼條款)

建構查扣貪污犯罪所得之機制
(剝奪犯罪行為人之利基)

進行機關組織文化改造
(減少結構性貪污)

政風文化改造
(從傳統揭弊者之角色往前拉到預警功能，消弭貪污犯罪於未然)

機關內部風險評估
(鎖定目標及例外管理)

防貪

肅貪

再防貪

一、發掘案源

政風系統反映機關內部及外部貪污犯罪情資

審核利益衝突迴避發現違法事證

檢察機關發交調查

民眾檢舉

請託關說登錄發現違法事證

調查局及警察機關交換貪污犯罪情資

媒體報導

專案清查發現違法事證

從揭弊者保護法聯結貪污零容忍遍地檢舉

審核財產申報發現違法事證

專案稽核發現違法事證

正派企業經營者呼籲對行賄之企業主判罪所得之事證

防貪

肅貪

再防貪

二、期前調查

- 行動蒐證以掌握先機證據。
- 監聽通訊以掌握貪污犯罪事證。
- 檢察官督同廉政官分析案情、調查證據、卷證分析以周詳期前調查。
- 引進專家意見以補專業不足（將各類專家與調查人員放在同一屋頂下）。
- 以達確信為起訴門檻（考慮法官之心證）。

精緻偵查
以提升定罪率

在不違反偵
查不公開原則
下發布新聞

與調查局依
聯繫要點建
立橫向聯繫

與各地檢察署
專責檢察官建
立縱向指揮
系統

防貪

肅貪

再防貪

三、重點方向

一般貪污案件以策
動自首為原則



鎖定結構性貪污
犯罪



鎖定高層貪污犯罪

防貪

肅貪

再防貪

建構再防貪機制

- 每一行政肅貪或刑事肅貪個案分一再防貪案號。
- 政風單位與業務單位研究再防貪措施。
- 再防貪措施陳報首長核定。
- 追蹤再防貪措施是否產生再防貪效果。
- 仍未能完全產生再防貪效果時，依前述程序再研究再防貪措施，直至完善為止。

再防貪措施審查

- 防免政風單位閉門造車，及機關敷衍了事。

再防貪管理系統

- 督導再防貪措施依限完成。

再防貪案例上網供所有機關學習



結語（一）

- 過去的反貪、防貪較為被動且不夠積極，如能以新藍圖規劃的架構積極走入人群，一次再一次的宣導，一層又一層的影響民眾的思維，使拒絕貪污成為習慣，讓民眾「貪污零容忍」，讓所有的貪污犯行隨時被舉報；再建構防貪的機制，使不肖公務員縱蠢蠢欲動，亦不能貪。
- 肅貪架構改以夥伴關係之後，對於肅貪應可真正的分進合擊火網交叉，彼此之間，在肅貪的總目標下攜手併進，肅貪的能量應可大幅增加。



結語（二）

- 再防貪的作用固然是肅貪之後的亡羊補牢，但杜絕往後相類貪污案件再次發生，其重要性不可忽視，建構再防貪的架構，並落實執行，整體防貪、肅貪和再防貪才有完整的體系，並產生期待清廉的功效。
- 縱使廉政是遙遠的目標，但有做才有希望，不做就沒有希望。貪污既是人神共憤的卑劣犯行，我們沒有抉擇要不要做的權利，只能勇往直前，期待全民共同努力，在不久的將來，能帶給我國一片清廉的藍天。

廉政新構想—以民為本

壹、前言

雖然在過去兩年來，社會矚目之高層貪污案件相繼爆發，一再衝擊政府形象，人民對政府的信任出現危機，立法委員及社會各界莫不期待廉政署能多辦一些重大貪污案件，但分析眾多貪污案件結果，發現肅貪其實只是對貪污犯罪的偵辦，或只是對貪污犯罪者的懲罰，然而，對於政府形象的傷害已經造成，採購或工程的弊端已陷於難以解決。

而馬總統於宣示成立廉政署的記者會上指出，由於民衆對於政府的肅貪機構不盡滿意，民調顯示有七成以上的民衆希望政府設立專責的肅貪機關，因此，要成立廉政署，使廉政署成為肅貪、防貪的專責機關。廉政署的廉政官具有司法警察的身分，具有調查權，可以向法院申請搜索、扣押，乃至於羈押，扮演與警察相同的角色，與其他肅貪機關，都在檢察官的指揮之下辦案，如果遇到案件有重疊，指揮辦案的檢察官就要妥善做好分工合作，以展現交叉火網的功能，增強肅貪能量，並提升定罪率。再透過廉政署在全國遍設的政風機構，貫徹廉政倫理規範，降低犯罪率，使得貪污變少¹。

馬總統於 2011 年 7 月 20 日廉政署掛牌成立時，期許廉政署要做到讓公務員「不願貪、不必貪、不能貪、不敢貪」。他說，讓公務員清廉自持，不願貪污，除了俸給足以養廉，不必到處賺外快外，各項法制要周延，讓公務員不能跨越雷池一步，同時以嚴峻法律嚇阻，使公務員不敢犯罪。並認為貪污犯罪「黑數」很大，「抓得到、判得下，比罰得重更重要。」因此，他要求檢察官、廉政官不要拿著肅貪大刀隨意揮舞，證據周全、提高定罪率，讓貪污消弭於無形。另強調「肅貪不如防貪」，不希望廉政署成立後門庭若市、案子辦不完，但要有效發揮防貪、反貪功能，降低犯罪率、提高定罪率，儘量「百發百中」²。

成立廉政署是馬總統的政策，從馬總統宣示成立廉政署的記者會致詞內容，及廉政署掛牌成立時之致詞內容，均可看出廉政署「防貪為主，肅貪為輔」的基調，廉政署是專責防貪、肅貪機關，但不是唯一的肅貪機關。

廉政署既是專責防貪、肅貪，則應從踐行的立場思考所有防貪與肅貪的策略，所思考的策略又必須著重在執行成效，且配合管考措施以引導政策之推動。

再就政策之釐訂，必須考量人民的觀感及利益，所以，又必須以民眾的立場來思考，即必須以民為本。

- 1 馬總統主持記者會宣布成立廉政署致詞內容，行政院，http://www.ey.gov.tw/News_Content.aspx?n=E13D519BC1B3926D&sms=DED5DAB0D6C7BED6&s=7F1F78CBE3EEF98E，2013年5月26日查閱。
- 2 「揪貪 廉政署掛牌成立」，聯合新聞網，2011年7月21日報導，<http://udn.com/NEWS/NATIONAL/NATS4/6476225.shtml>，2013年5月25日查閱。

貳、新構想之基本原則

- 一、先期規劃。
- 二、重在執行。
- 三、管考引導政策推動。

參、新構想設計之主要架構

為全面推展廉政署各項職掌業務，以

- (一) 養成公務員拒絕貪污成為習慣，
- (二) 防貪先行，肅貪在後，
- (三) 推展「行動政風」功能，
- (四) 建構縱向及橫向之肅貪體系，
- (五) 全民參與等概念為主軸架構。

肆、最大的變革—推動「行動政風」

過去傳統的政風任務在於揭發機關內部的弊端，致長期以來，機關成員對政風人員抱持著只是在找麻煩的刻板印象，致政風人員

不易融入機關其他同事，甚至受到歧視和排斥。乃推動「行動政風」以改變政風文化，使政風人員不止於揭弊，而必須在機關內部建構夥伴關係，並「全程、全方位」參與各項採購或工程招標、機關高風險人員之評估，對各項可能發生之弊端展現「預警」功能，讓弊端不發生，公務員不致誤觸法網為最高指導原則。

伍、防貪

一、宣導

(一) 廉政宣導

1. 機關公務員宣導（針對各機關的全體公務員）
2. 社會宣導（針對各階層社會大眾）
3. 扎根宣導（針對國小5年級以上學生）
4. 深耕宣導（針對國小4年級以下學生及幼稚園學童）
5. 國際宣導（針對國際宣導我國廉政的努力和成效）

(二) 宣導內容

1. 與貪污犯罪有關之法律及案例
2. 廉能政府與倫理規範
3. 財產申報
4. 利益衝突迴避
5. 政府採購法
6. 聯合國反貪腐公約及國際反貪趨勢
7. 防貪、肅貪及再防貪策略
8. 人生觀與價值觀
9. 性別主流化
10. 揭弊者保護法聯結貪污零容忍

(三) 宣導方式

1. 網路宣導。
2. 頻道宣導。
3. 電子跑馬燈宣導。
4. 電視牆宣導。
5. 數位學習宣導。

(四) 宣導目標

1. 以養成拒絕貪污成為習慣為終極目標。
2. 以使公務員及國民均有不願貪的理念為中程目標。
3. 以使公務員不能貪及不敢貪作為短程目標。

二、機制設計

- (一) 建構實質透明化之機制（讓所有過程均攤在陽光下）
- (二) 建構監督機制（如同四眼條款）
- (三) 建構查扣貪污犯罪所得之機制（剝奪犯罪行為人之利基）
- (四) 進行機關組織文化改造（減少結構性貪污）。
- (五) 政風文化改造（從傳統揭弊者之角色往前拉到預警功能，消弭貪污犯罪於未然）
- (六) 機關內部風險評估（鎖定目標及例外管理）

三、防貪績效考核

建置電腦管理系統統計實際執行數據、落實執行情形，以落實防貪各項業務之執行。

陸、肅貪

一、發掘案源

- (一) 政風系統反映機關內部及外部貪污犯罪情資。
- (二) 民衆檢舉。
- (三) 審核財產申報發現違法事證。
- (四) 審核利益衝突迴避發現違法事證。
- (五) 媒體報導。
- (六) 請託關說登錄發現違法事證。
- (七) 檢察機關發交調查。
- (八) 調查局及警察機關交換貪污犯罪情資。
- (九) 專案清查發現違法事證。
- (十) 專案稽核發現違法事證。
- (十一) 從揭弊者保護法聯結貪污零容忍遍地檢舉。
- (十二) 正派企業經營者呼籲對行賄之企業主判罪所得之事證。

二、期前調查

(一) 精緻偵查以提升定罪率

1. 行動蒐證以掌握機先證據。
2. 監聽通訊以掌握貪污犯罪事證。
3. 檢察官督同廉政官分析案情、調查證據、卷證分析以周詳期前調查。
4. 引進專家意見以補專業不足（將各類專家與調查人員放在同一屋頂下）。
5. 以達確信為起訴門檻（考慮法官之心證）。

(二) 在不違反偵查不公開原則下發布新聞。

(三) 與各地檢署專責檢察官建立縱向指揮偵辦系統。

(四) 與調查局依聯繫作業要點建立橫向聯繫。

三、重點方向

(一) 鎖定高層貪污犯罪

(二) 鎖定結構性貪污犯罪

(三) 一般貪污案件以策動自首為原則

四、專業訓練

(一) 政風人員（含正職政風及兼職政風）專業訓練。

(二) 廉政官專業訓練。

(三) 檢察官專業訓練。

(四) 廉政志工專業訓練。

五、肅貪績效考核

建置案件管理系統，以督促積極辦案。

柒、再防貪

一、建構再防貪機制

1. 每一行政肅貪或刑事肅貪個案分一再防貪案號。
2. 政風單位與業務單位研究再防貪措施。
3. 再防貪措施陳報首長核定。
4. 追蹤再防貪措施是否產生再防貪效果。
5. 仍未能完全產生再防貪效果時，依前述程序再研究再防貪措施，直至完善為止。

二、再防貪措施審查

防免政風單位閉門造車，及機關敷衍了事。

三、再防貪管理系統

督導再防貪措施依限完成。

四、再防貪案例上網供所有機關學習

捌、結語

以新藍圖規劃的架構積極走入人群，一次再一次的宣導，一層再一層的影響民衆的思維，讓拒絕貪污成為習慣，讓民衆「貪污零容忍」，讓所有的貪污犯行隨時被舉報；再建構防貪的機制，使不肖公務員縱蠢蠢欲動，亦不能貪。

肅貪架構改以夥伴關係之後，對於肅貪應可真正的分進合擊火網

交叉，彼此之間，在肅貪的總目標下攜手併進，肅貪的能量應可大幅增加。

再防貪的作用固然是肅貪之後的亡羊補牢，但杜絕往後相類貪污案件再次發生，其重要性不可忽視，建構再防貪的架構，並落實執行，整體防貪、肅貪和再防貪才有完整的體系，並產生期待清廉的功效。

「行動政風」使預警替代傳統的揭弊任務，在有貪污犯罪的跡象出現時，即採取「預警」措施，消弭貪污犯罪於未然，不僅使公務員不致於誤觸法網，也減少貪污案件的發生，相對的減輕檢察官偵辦和法官審理貪污案件的負擔，更使政府形象免於受到傷害而贏得人民更多的信任。

政風「全程、全方位」參與固然增加政風同仁的工作負擔，但一步一腳印，若干年後，再回顧對廉政的堅持和努力，相信有一番不同的成效。

縱使廉政是遙遠的目標，但有做才有希望，不做就沒有希望。貪污既是人神共憤的卑劣犯行，我們沒有抉擇要不要做的權利，只能勇往直前，期待全民共同努力，在不久的將來，能帶給我國一片清廉的藍天。

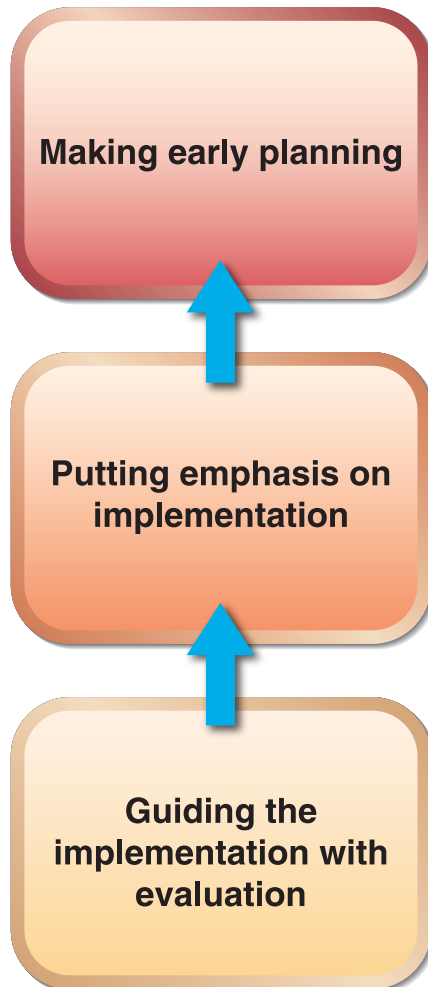
Agency Against Corruption is an anti-corruption agency with the dual functions of corruption prevention and corruption investigation. However, it is not the only anti-corruption agency.

Agency Against Corruption is the **designated corruption prevention and corruption investigate agency and should consider all strategies from a practical point of view.** The strategies must emphasize implementation performance and be coordinated with the control and examination measures to guide **policy implementation.**

Policy making must take public perception and benefits into consideration. Therefore, it must be based upon the public's perspective and interest .



Basic Principles for the New Concept of Integrity





Main Principles for Government Ethics

Cultivating public servants' habit of rejecting corruption

Preceding corruption crackdown with corruption prevention

Promoting the function of "ethics in action"

Establishing vertical and horizontal systems for corruption eradication

Involving all people in the undertaking



The Most Significant Changes (1)

Promote "Ethics in Action"

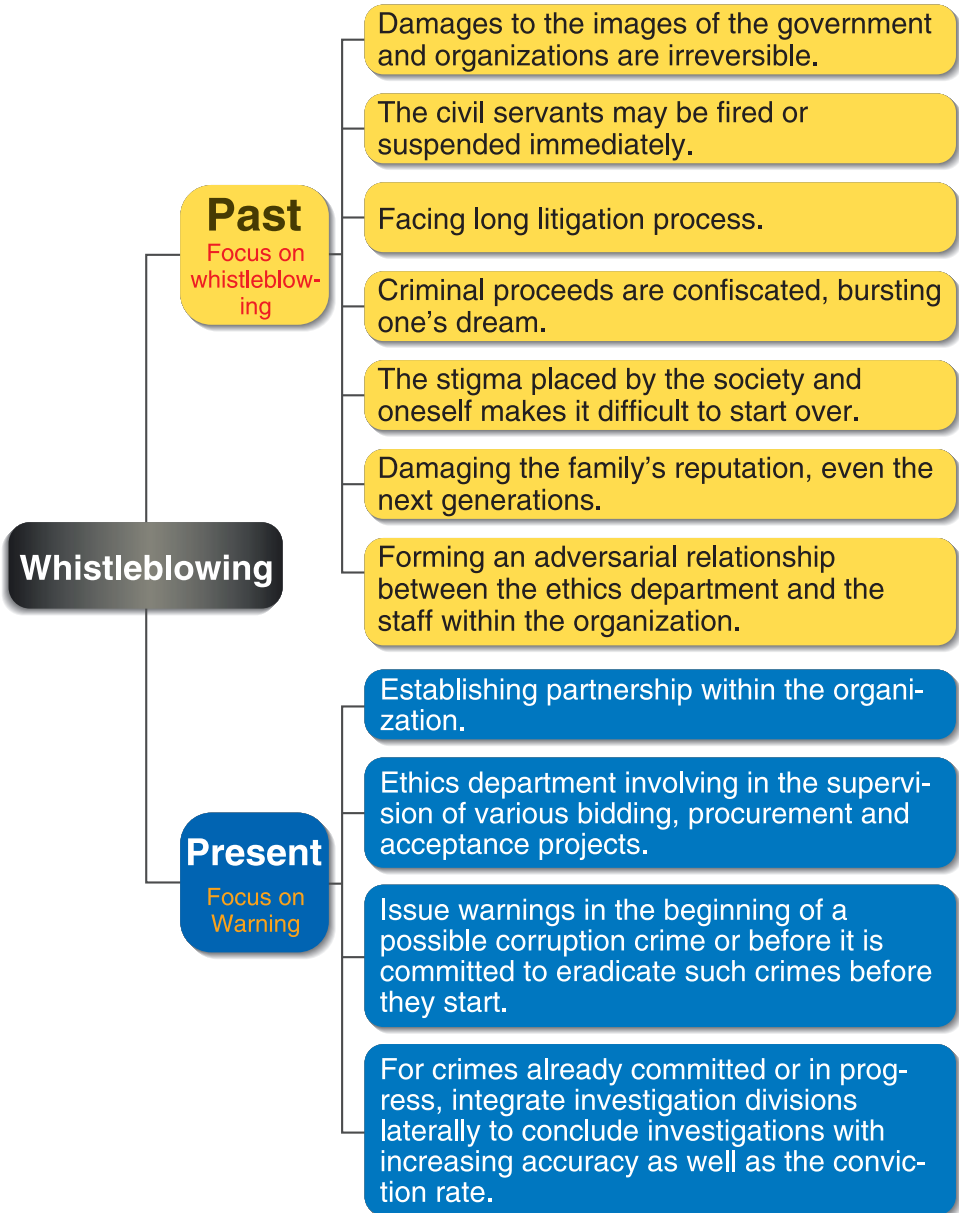
Change the ethical culture so that the government ethics officers will not only disclose the corruption, but also

- (1) Participate in procurement and bidding projects through the entire duration and in a comprehensive manner.
- (2) Evaluate high-risk personnel in an organization.
- (3) Provide the "warning" function for possible corruption.

The highest guiding principle should be to prevent the occurrence of corruption and keep civil servants from violating the law.

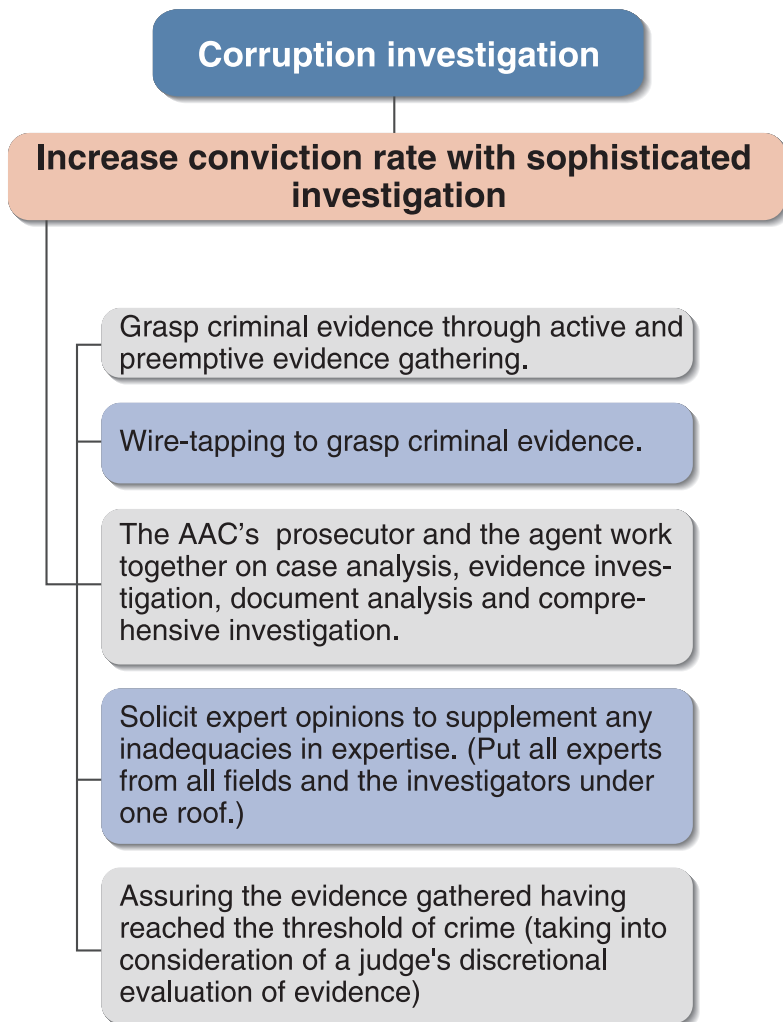
Warning

**Traditional
whistle-
blowing**





The Most Significant Changes (2)





Strategies and Approaches

Corruption prevention

Corruption investigation

Further prevention of corruption

A. Publicity and education

Publicity of clean politics



Compile Campus Integrity Manual

Corruption prevention

Corruption investigation

Further prevention of corruption

A. Publicity and education

Publicity contents

Legal cases of corruption

Norm of clean politics

Act on Property-Declaration by Public Servants

Act on Recusal of Public Servants Due to Conflicts of Interest

Government Procurement Act

UN Convention against Corruption and international anti-corruption trend

“Corruption prevention - Corruption investigation - Further prevention of corruption” strategy

View of life and view of value

Gender mainstreaming

Whistle-blower Protection Act and zero tolerance for corruption

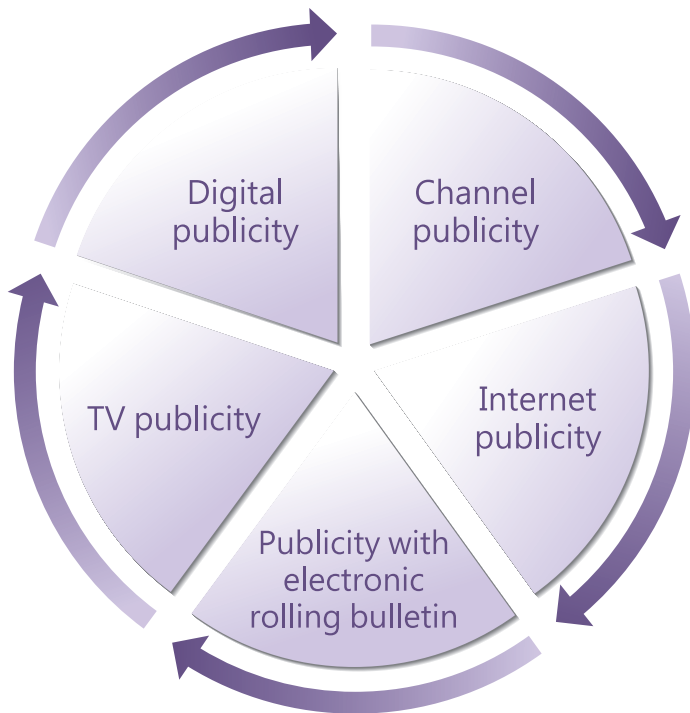
Corruption prevention

Corruption investigation

Further prevention of corruption

A. Publicity and education

Publicity methods



All elementary and junior high schools in the nation
Competition for teaching proposals that integrate integrity



Corruption prevention

Corruption investigation

Further prevention of corruption

A. Publicity and education

Goals

【Ultimate Goal】

Make rejecting corruption a habit for civil servants.

【Mid-term Goal】

Make the civil servants and the public unwilling to corrupt.

【Short-term Goal】

Make the civil servants unable to and dare not corrupt.



Corruption prevention

Corruption investigation

Further prevention of corruption

B. System design

Establishing a transparent system
(putting everything under the sun)

Setting up a monitoring system

Impounding all the gains from corruption
(depriving the criminal's criminal niche)

Reinventing the culture of government agencies
(reducing structural corruption)

Upgrading the ethics
(from whistle-blowing to corruption prevention in order to nib corruption in the bud)

Enforcing in-agency risk assessment
(focusing on suspicious target)



Corruption prevention

Corruption investigation

Further prevention of corruption

B. Early investigation

- Active and preemptive gathering of evidence
- Wire-tapping to grasp corruption evidence
- Early investigation and analysis made by agent of the AAC at the request of a district court prosecutor
- Views from an expert to make up for the deficiency of expertise (putting experts from different fields under one roof)
- Assuring the evidence gathered having reached the threshold of crime (taking into consideration of a judge's discretionary evaluation of evidence)



Corruption prevention

Corruption investigation

Further prevention of corruption

C. Key Directions

Apply the principle of enticing confessions for regular corruption crimes.



Target structural corruption crimes.



Target high-level corruption crimes.

Corruption
prevention

Corruption
investigation

Further prevention of corruption

Establish Further-Preventing Corruption Mechanism

- Assigning a case number to every administrative or criminal corruption investigation case
- Studying further prevention of corruption by civil service ethics offices and the AAC's functional divisions
- Getting the head of the agency's approval of the corruption further preventing measures
- Keeping tabs on the effectiveness of the corruption further preventing measures
- If ineffective, trying to make improvement until they have become perfect

Examining the further prevention corruption measures

- Preventing armchair measures made by civil service ethics offices.

Control system for further prevention of corruption

- Making sure the measures are worked out in time.

Posting the further prevention cases on Internet for learning by all organizations



Conclusion (1)

- In the past, anti corruption and corruption prevention efforts are more passive and less active. If outreach to the public can be reached with the framework of the new blueprints, with repeated promotion and layers upon layers of influence to affect public thinking, anti-corruption will become a habit. The public will have zero tolerance toward corruption. All corruption crimes will be reported immediately. With the establishment of anti-corruption mechanism, civil servants with corruptive attempts will be unable to do so.

As the combat against corruption has been made into a partnership undertaking, a crossfire has been formed. All partners are advancing hand-in-hand and toward the same goal, so the anti-corruption force has grown immensely.



Conclusion (2)

- True, further prevention of corruption is like locking the barn after sheep have been stolen, but it is still imperative to prevent the theft recurring. Only when an ironclad system is constructed, can we expect the benefit of clean politics.

Clean politics is a remote goal, and only when we work and move forward can we hope to reach this goal. Corruption is an abject act condemned by all. We do not have the right to work or not to work against it. The only choice for us is to move forward and forward with courage. We hope all people can join us in the struggle so that we can see the blue sky and bright horizon in the nearest future.

New Concept of Integrity – based on the people's interest

I. Foreword

In the past two years, a series of high profile high-level corruption crimes erupted and damaged the government image. The public is losing its trust in the government. The members of Legislative Yuan and the entire society have high hopes for the Agency Against Corruption to investigate more major corruption crimes. However, the analysis of various corruption crimes renders that corruption investigation targets the investigation of corruption crimes or the punishment toward corruption criminals. The damage to government image is done, and scandals in procurement or construction projects remain unsolved.

President Ma pointed out during the press conference to proclaim the establishment of the Agency Against Corruption that the public is unsatisfied with the corruption investigate agency in the government. The poll shows that over 70% of the public express the desire for the government to establish a designated corruption investigate agency. Therefore, the government is establishing the Agency Against Corruption, making it the designated agency for corruption investigation and corruption prevention. The agents in the Agency are also the judicial police. They have the power to investigate, to apply for warrants from the court, to detain and to take someone into custody. They act as the police, like other corruption investigate agencies, they are under the directions of prosecutors. When the cases overlap, the lead prosecutor shall direct the team to work together and form an interwoven network of force to increase the corruption investigation energy and the conviction rate. With the government employee ethics units that the AAC has established throughout the country, the government ethics regulation will be fully implemented to reduce the crime rate and corruption¹.

When the Agency Against Corruption inaugurated on July 20, 2011, President Ma aspired the AAC to accomplish the goal of making the civil servants “not willing to corrupt, not necessary to corrupt, not possible to corrupt and not dare to corrupt”. He said that in order to make civil servants ethical and not willing to corrupt, they need to earn enough salary and therefore not having to make extra money. In addition, the regulations must be comprehensive to keep the civil servants at bay. The stringent regulations will deter civil servants from any attempt to commit crimes. He also expressed that there are many hidden corruption crimes. “To catch and convict such crimes is more important than severe penalties.” Therefore, he asked the prosecutors and agents not to create a fanfare in the

name of anti-corruption, but to sure to collect enough evidence to increase the conviction rate and eliminate corruption crimes. In addition, he also stressed that “corruption prevention is more important than corruption investigation.” It is not his intent for the Agency Against Corruption to pursue countless cases, but to be effective in corruption prevention and investigation in order to lower the crime rate and increase the conviction rate. Focus on quality rather than quantity².

It was President Ma’s policy to establish the Agency Against Corruption. From his proclamation address to establish the AAC during the press conference as well as his address during the inauguration of the AAC, it is evident that the AAC should focus on corruption prevention and supplement it with corruption investigation. Agency Against Corruption is the designated corruption prevention and corruption investigate agency. However, it is not the only corruption investigate agency.

Since Agency Against Corruption is the designated corruption prevention and corruption investigating agency, it should consider all strategies from a practical point of view. The strategies must emphasize implementation performance and be coordinated with the control and examination measures to guide policy implementation.

In terms of policymaking, the people’s perception and benefits must be taken into consideration. Therefore, it must be coming from the public’s perspective and based on the people’s interest.

- 1 Executive Yuan. President Ma’ s address during a press conference to proclaim the establishment of Agency Against Corruption. Viewed on May 26, 2013. http://www.ey.gov.tw/News_Content.aspx?n=E13D519BC1B3926D&sms=DED5DAB0D6C7BED6&s=7F1F78CBE3EEF98E
- 2 Agency Against Corruption Inaugurates, UDN, July 21, 2011. Viewed on May 25, 2013. <http://udn.com/NEWS/NATIONAL/NATS4/6476225.shtml>

II. Basic Principles for the New Concept

- 1. Making early planning**
- 2. Putting emphasis on implementation**
- 3. Guiding the implementation with evaluation**

III. Framework for the New Concept

In order to promote all duties in the Agency Against Corruption, the framework

consists of the following main principles:

1. Cultivating public servants' habit of rejecting corruption;
2. Preceding corruption crackdown with corruption prevention;
3. Promoting the function of "ethics in action";
4. Establishing vertical and horizontal systems for corruption investigation;
5. Involving all people in the undertaking

IV. The most significant reform – the promotion of “Ethics in Action”

In the past, the tasks for government ethics were to disclose the corruption within an organization. Over the long run, it results in the stereotype that government ethics officer is simply nitpicking, making it difficult for government ethics officer to become part of the team and get along with other staff. They may even experience discrimination and become excluded. Therefore, the promotion of “ethics in action” is to change the culture of government ethics. The government ethics officer will focus on not only disclosing corruption, but also establishing partnerships within the organizations. They will participate in procurement or bidding projects throughout the entire duration and from a comprehensive perspective. They will also evaluate the high-risk personnel within the organization and provide warning to any possible corruption to prevent their occurrences. The highest guiding principle is to keep the civil servants from violating the law.

V. Corruption prevention

A. Publicity and education

(1) Publicity of clean politics

1. Publicity in government agencies (targeting all public servants)
2. Publicity in society (targeting the social public)
3. Publicity down the root (targeting 5th graders and higher-grade students)
4. Publicity deep down the root (targeting pupils under 4th grade, including preschool kids)
5. International publicity (targeting other nations to introduce our effort and achievements made in clean politics).

(2) Publicity contents

1. Legal cases of corruption
2. Norm of clean politics
3. Property declaration

4. Recusal due to conflict of interest
5. Government Procurement Act
6. UN Convention against Corruption and international anti-corruption trend
7. "Corruption prevention-corruption investigation-further prevention of corruption"
8. View of life and view of value
9. Gender mainstreaming
10. Whistle-blower Protection Act and zero tolerance for corruption

(3) Publicity methods

1. Internet publicity
2. Channel publicity
3. Publicity with electronic rolling bulletin
4. TV publicity
5. Digital publicity

(4) Publicity Goals

1. The ultimate goal is to make rejecting corruption a habit.
2. The mid-term goal is to make the civil servants and the public unwilling to corrupt.
3. The short-term goal is to make the civil servants unable to and dare not corrupt.

B. System design

- (1) Establishing a transparent system (putting everything under the sun)
- (2) Setting up a monitoring system
- (3) Impounding all the gains from corruption (depriving the criminal's criminal niche)
- (4) Reinventing the culture of government agencies (reducing structural corruption)
- (5) Upgrading the ethics (from whistle-blowing to corruption prevention in order to nib corruption in the bud)
- (6) Enforcing in-agency risk assessment (focusing on suspicious target)

C. Performance Evaluation for Corruption Prevention

Establish computer management system to compile the actual statistics on execution with full implementation to ensure all corruption prevention tasks are thoroughly completed.

VI. Corruption investigation

A. Digging out the root source of a corruption case

- (1) Internal and external information on corruption crime reflected by the Civil Servants Ethics Unit in an agency.
- (2) Accusation made by people.
- (3) Evidence discovered during examination of property declaration.
- (4) New discovery from scrutinizing violation of the Act on Recusal of Public Servants Due to Conflicts of Interest.
- (5) Media reports.
- (6) Violation of law found in influence-peddling registration.
- (7) Investigation requested by a prosecutorial authority.
- (8) Intelligence exchange between Investigation Bureau and a police authority.
- (9) Evidence found in scrutinizing a special case.
- (10) Violation of law discovered in a special audit.
- (11) Discovery by gearing the whistle-blower protection act to zero tolerance.
- (12) Call for punishing bribing business operator made by the operator of a rightful business.

B. Early investigation

- (1) Sophisticated investigation to raise the conviction rate.
 1. Active and preemptive gathering of evidence.
 2. Wire-tapping to grasp corruption evidence.
 3. Early investigation and analysis made by agent of the AAC at the request of a district court prosecutor.
 4. Views from an expert to make up for the deficiency of expertise (putting experts from different fields under one roof).
 5. Assuring the evidence gathered having reached the threshold of crime (taking into consideration of a judge's discretionary evaluation of evidence).
- (2) Making news release if allowed under the principle of secret investigation.
- (3) Establishing vertical command connection with district court prosecutors in charge.
- (4) Establishing horizontal connection with Investigation Bureau.

C. Key Directions

- (1) Target high-level corruption crimes.
- (2) Target structural corruption crimes.
- (3) Apply the principle of enticing confessions for regular corruption crimes.

D. Professional training

- (1) Professional training for ethics officers (full time and part time).
- (2) Professional training for agents.
- (3) Professional training for prosecutors.
- (4) Professional training for volunteers.

E. Performance evaluation for corruption investigation

Establish case management system to supervise officers investigation.

VII. Further prevention of corruption

A. Establishing a “further preventing corruption mechanism”

1. Assigning a case number to every administrative or criminal corruption investigation case.
2. Studying further prevention of corruption by civil service ethics offices and the AAC's functional divisions
3. Getting the head of the agency's approval of the corruption further preventing measures
4. Keeping tabs on the effectiveness of the corruption further preventing measures
5. If ineffective, trying to make improvement until they have become perfect

B. Examining the further prevention corruption measures

Preventing armchair measures made by civil service ethics offices.

C. Control system for further prevention of corruption

Making sure the measures are worked out in time

D. Posting the further prevention cases on Internet for learning by all authorities

VIII. Conclusion

The framework with new blue print will reach the public and influence public thinking layer by layer with repeated education and promotion. It will make anti-corruption a habit, encourage zero-tolerance toward corruption, and let the public report corruption crimes immediately. With the establishment of anti-corruption mechanism, even if the attempts of committing corruption crimes exist in the minds of civil servants, they will not dare to do so.

As the combat against corruption has been made into a partnership undertaking, a crossfire has been formed. All partners are advancing hand-in-hand and toward the same goal, so the anti-corruption force has grown immensely.

True, further prevention of corruption is like locking the barn after sheep have been stolen, but it is still imperative to prevent the theft recurring. Only when an ironclad system is constructed, can we expect the benefit of clean politics.

"Ethics in action" has enabled us to substitute early warning for traditional whistle-blowing. This allows us to nib corruption in the bud and prevents public servants from falling foul of the law by a misstep. In the end, this will reduce the workload of prosecutors and judges, save the government from the damage to its image, and win the trust of the people.

True, the full-range, all-directional participation by government ethics officers in the fight will increase their burden, but step by step we can make great achievements after several years if we can carry on with patience and perseverance.

Clean politics is a remote goal, and only when we work and move forward can we hope to reach this goal. Corruption is an abject act condemned by all. We do not have the right to work or not to work against it. The only choice for us is to move forward and forward with courage. We hope all people can join us in the struggle so that we can see the blue sky and bright horizon in the nearest future.