

as to create business opportunities for our industries and to reinvigorate trade and investments within the Asia-Pacific region.

### **The methods**

- To share information and experiences with regards to the various similar institutional designs for implementing such FEZ measures as regulatory easing and institutional innovation, etc.
- To put together related FEZ issues (such as management, human resource development, regulatory coherence, and industrial cooperation, etc.) in order to conduct cross-FEZ linkages and to explore possible zone-to-zone cooperation mode.

### **The Schedule**

- Year 2014: To collect related information and to consult member economies' opinions.
- Year 2015: To hold a workshop on AFEZN, so as to share information and exchange experiences on FEZ's deregulation and institutional innovation measures.
- Year 2016: To explore possible modes and scopes of zone-to-zone cooperation, based upon the results of the aforementioned AFEZN workshop.

## **APEC Free Economic Zones Network (AFEZN)**

Chinese Taipei

The main theme for APEC 2014 is “Shaping the Future through Asia-Pacific Partnership,” within which “Advancing Regional Economic Integration” is also set as one of the priority issue areas. The realization of the FTAAP is the long-term goal of APEC’s pursuit of regional economic integration and the ongoing negotiations of RCEP and TPP as well as other FTAs are all possible pathways for attaining the FTAAP. Chinese Taipei believes that along the process of jointly constructing the FTAAP and promoting regional economic integration, APEC member economies can all benefit greatly through mutual exchanges and cooperation.

Among related measures for strengthening REI, in addition to bilateral and plurilateral RTAs/FTAs some APEC member economies has initiated similar ways to establishing free economic zone (FEZ). Chinese Taipei is currently promoting the Free Economic Pilot Zones (FEPZs) project, within which such economic liberalization measures as deregulations and institutional innovation are implemented on a trial basis. FEZ is a way for enhancing economic liberalization. After the success of FEZ implementation, it is to expand to a larger area or scale for economic liberalization. As we all understand, some APEC member economies has had similar establishments. For example, China has established the Shanghai Free Trade Zone to undertake important reforms for economic liberalization and the free economic zones of South Korea are established in order to create favorable environment for business operation. Meanwhile, the ASEAN countries also have similar regional designs.

### **The Goal**

Chinese Taipei would like to propose an APEC Free Economic Zones Network (AFEZN) initiative, which is aimed at establishing a platform within APEC for sharing information on all member economies’ experiences of implementing FEZ and seeking further opportunity for possible exchanges and cooperation, so



**附件六： APEC Free Economic Zones Network (AFEZN)**

## 目標

中華台北倡議在 APEC 建構自由經濟區網絡(AFEZN)，作為各會員體 FEZ 的資訊分享平台，並進一步尋求可能的交流與合作，創造產業商機，以活絡區域內的投資與貿易。

## 作法

- 針對本區各個 FEZ 或類似的建制，推動 FEZ 的法規鬆綁、制度創新措施之資訊分享與經驗交流。
- 歸納 FEZ 相關議題（如：管理、人力資源發展、法規調和、產業合作），並進行 FEZ 間的跨區連結，以及區對區合作模式探討。

## 時程規劃

- 2014 年：蒐集資料，並徵詢 APEC 會員體意見。
- 2015 年：舉行「AFEZN 研討會」，就 FEZ 的法規鬆綁與制度創新進行資訊分享與經驗交流。
- 2016 年：就研討會成果探討區對區合作的可能模式與範疇。

# APEC 自由經濟區網絡

## APEC Free Economic Zones Network (AFEZN)

中華台北

### 緣起

2014 年 APEC 年度主題為「攜手亞太，共創未來」，其中「推動區域經濟整合 (REI)」持續被列為優先議題。亞太自由貿易區(FTAAP)的實現，則為 APEC 推動區域經濟整合的遠程目標，而現階段正進行的 RCEP、TPP 與其他自由貿易協定協商，都是實現 FTAAP 的可能路徑。中華台北相信在推進區域經濟整合，共同建構 FTAAP 的過程中，APEC 各會員體都可透過相互的交流與合作中受惠。

在強化 REI 的相關做法中，除雙邊與複邊 RTA/FTA 外，APEC 已有會員體建構類似自由經濟區(FEZ)的方式。中華台北正推動「自由經濟示範區」計畫，我們將在該區域內透過法規鬆綁與制度創新先行推動經濟自由化。FEZ 是提升經濟自由化的一個方式。在 FEZ 成功後，可擴散為更大區域或規模的經濟自由化。我們了解，APEC 的部分會員體亦有類似的做法，例如中國大陸已成立上海自由貿易區，進行重要的經濟自由化改革；韓國的自由經濟區則創造有利企業經營的環境；其他東協國家亦有相關的區域設計。



## 附件五：APEC 自由經濟區網絡



## **Draft Proposal of Policy Discussion on Improving the Quality of Public Service**

2014 APEC Economic Committee First Plenary Meeting

23-24 February 2014, Ningbo, China

Proposed by Chinese Taipei

### **Introduction**

Quality public service delivery is essential when promoting citizen trust and satisfaction toward the public sector. Seeking ways to advance the efficiency and quality of the public service delivery, APEC member economies have developed various innovative measures in recent years. In order to deepen experience-sharing on how economies utilized new incentive mechanisms to improve the quality of public service, Chinese Taipei proposes to hold a one-hour policy discussion in 2014 EC2. This EC "Friends of the Chair" Group on Public Sector Governance (PSG FotC) event is expected to provide a platform for economies to exchange innovative ideas and initiatives that economies designed to evaluate the quality of public service and to encourage the citizen-oriented public services.

The aim of this discussion is to facilitate economies to improve the quality of public service, especially in advancing efficiency and quality of the public service delivery. Chinese Taipei plans to invite the director of International Public Service Award to address a keynote speech on "Good practice and Innovations in Public Service" and invites two to three economies to share their experiences. The discussion will also provide an opportunity for all member economies to exchange the incentive mechanisms or initiatives to enhance the quality of public service.

### **Format**

The format of the event would be as follows:

1. Introduction by PSG FotC Coordinator (5 minutes)
2. Keynote Speech from the Director of United Nations Public Service Awards or other international Public Service Award (e.g. FutureGov Awards) (20 minutes)
3. Experience-sharing from two to three economies (20 minutes)
4. General discussion (10 minutes)
5. Wrap-up remarks by PSG FotC Coordinator and the EC Chair (5 minutes)



**Asia-Pacific  
Economic Cooperation**

---

**2014/SOM1/EC/011**

Agenda Item: 6

## **Draft Proposal of Policy Discussion on Improving the Quality of Public Service**

Purpose: Information  
Submitted by: Chinese Taipei



**First Economic Committee Meeting  
Ningbo, China  
23-24 February 2014**



**附件四**：Draft Proposal of Policy Discussion on Improving the  
Quality of Public Service (文件編號：  
2014/SOM1/EC/011)

## CONCLUSION

1. Warning, Corruption Prevention – Reduce the occurrence of corruption.
2. Digging out the root source of a corruption case, research to develop the Whistleblower Protection Act – corruption investigation- case quickly investigated and finished, increasing the rate of conviction – restrain the crime.
3. Further prevention of corruption.
4. Through warning and the system of “prevention, investigation, further prevention” , the AAC establishes a complete system of anti-corruption. So that the public has “zero tolerance” toward corruption and the civil servants refuse corrupting



<http://www.aac.moj.gov.tw>

4

# STRATEGIES AND APPROACHES OF CORRUPTION INVESTIGATION

## RATE OF CONVICTION

### System of Resident Prosecutor

- Prosecutors who are familiar with corruption investigation are selected from district prosecutors offices to reside in the AAC, directing the agents to investigate and uniting the bridges between the AAC and district prosecutors offices.

### Professional Training

- For prosecutors and agents.

### Clean Politics Advisory Committee

- 15 members, including the Director General and Deputy Director General of the AAC, and representatives from applicable agencies, such as the Department of Prosecutorial Affairs, Public Construction Commission, and National Audit Office.
- In addition, representatives, experts and scholars from legal, financial, construction, medical and construction fields are recruited as well.
- Provides consultation and comments on anti-corruption policies and conduct follow up reviews on cases whose investigation is stayed due to lack of leads.
- 9 Clean Politics Advisory Committee meetings were held from July 20<sup>th</sup>, 2011 to December 31<sup>st</sup> 2013.

4

# STRATEGIES AND APPROACHES OF CORRUPTION INVESTIGATION

## RATE OF CONVICTION

### Cases of Confession

Cases of Confession	People	Illegal Proceeds
122	344	\$23,604,544 NTD (about \$786,818 USD)

- From the foundation of the AAC to December 31<sup>st</sup> 2013, the AAC receive 122 confession cases including 344 people, confiscating illegal proceeds which total \$23,604,544 NTD.

### The Rate of Conviction : 100%

Cases Forwarded	Guilty Verdict			Rate of Conviction
	Verdict number	Guilty Verdict	Not-Guilty Verdict	
273	32	32	0	<b>100%</b>

- From July 20<sup>th</sup>, 2011 to December 31<sup>st</sup> 2013, 273 cases are forwarded to district prosecutors offices. Among these cases, 32 cases are sentenced with a guilty verdict for corruption charges.



4

# STRATEGIES AND APPROACHES OF CORRUPTION INVESTIGATION

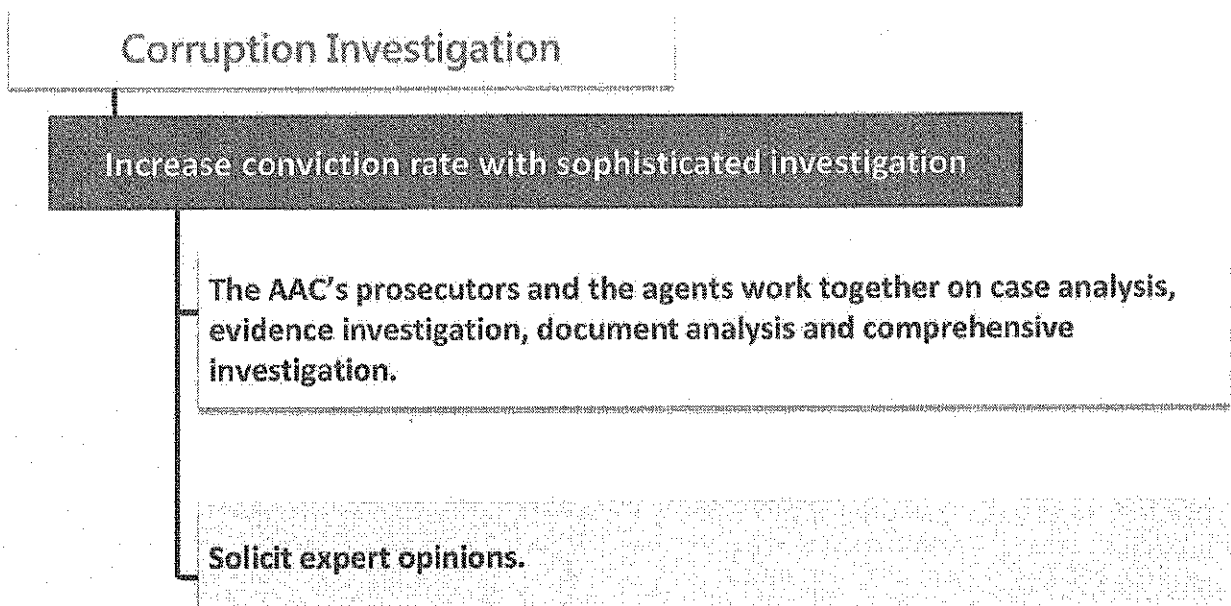
## DIGGING OUT THE ROOT SOURCE OF A CORRUPTION CASE

Internal and external information on corruption crime reflected by the Civil Servants Ethics Unit in an agency	New discovery from scrutinizing violation of the Act on Recusal of Public Servants Due to Conflict of Interest	Investigation requested by a prosecutorial organization	Accusation made by people
Violation of law found in influence-peddling registration	Intelligence exchange between Investigation Bureau and a police organization	<b>Media reports</b>	Evidence found in scrutinizing a special case
Discovery by gearing the whistleblower protection act to zero tolerance	Evidence discovered during examination of property declaration	Violation of law discovered in a special audit	Call for punishing bribing business operator made by the operator of a rightful business

4

# STRATEGIES AND APPROACHES OF CORRUPTION INVESTIGATION

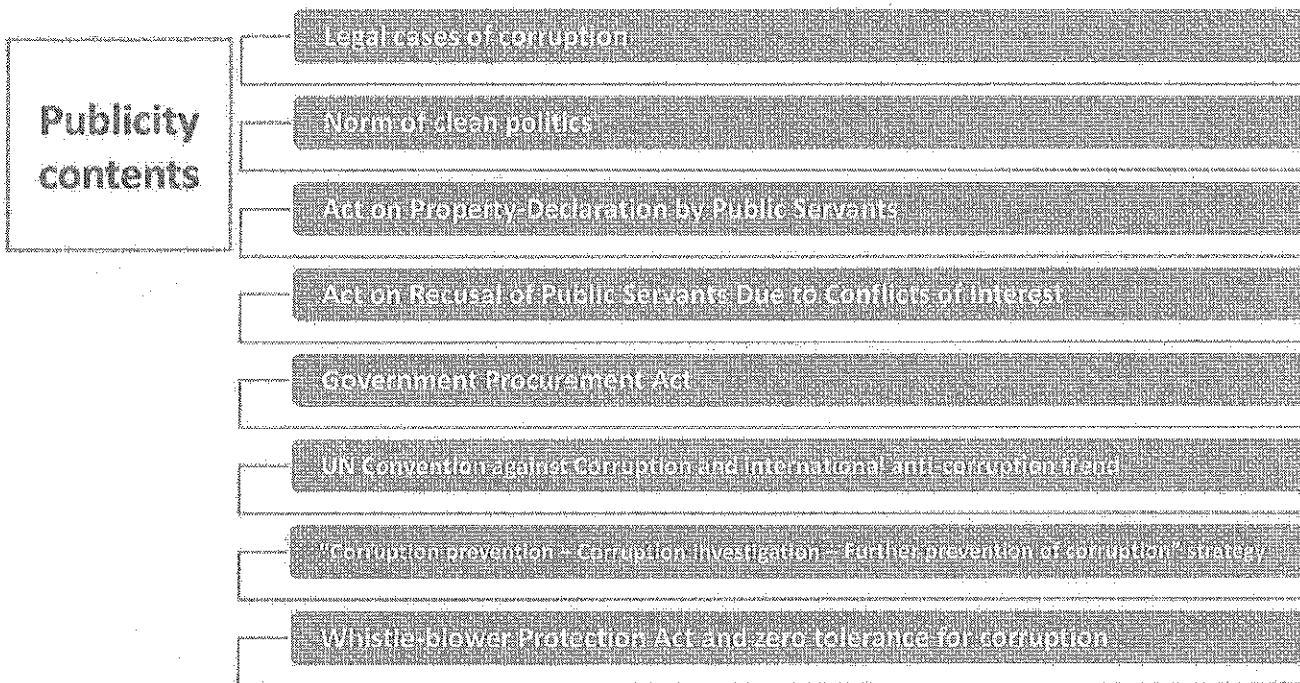
## DIGGING OUT THE ROOT SOURCE OF A CORRUPTION CASE



# 3

## STRATEGIES AND APPROACHES OF WARNING AND CORRUPTION PREVENTION

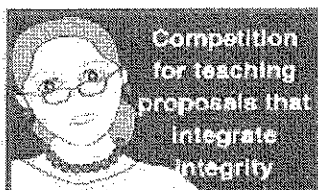
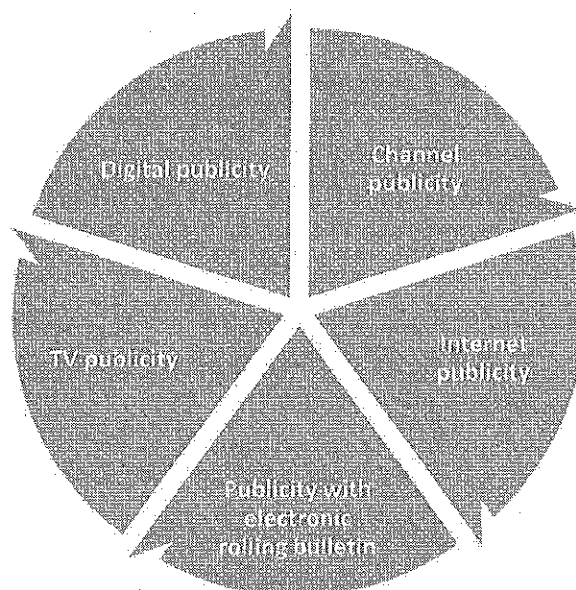
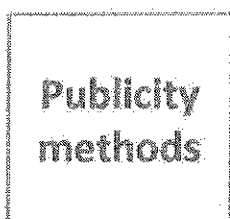
### CORRUPTION PREVENTION



# 3

## STRATEGIES AND APPROACHES OF WARNING AND CORRUPTION PREVENTION

### CORRUPTION PREVENTION



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



2

## PRINCIPLES, CONCEPT, AND GOALS

### GOALS

#### 【Ultimate Goal】

Make rejecting corruption a habit for civil servants.

#### 【Mid-term Goal】

Make the civil servants and the public unwilling to corrupt

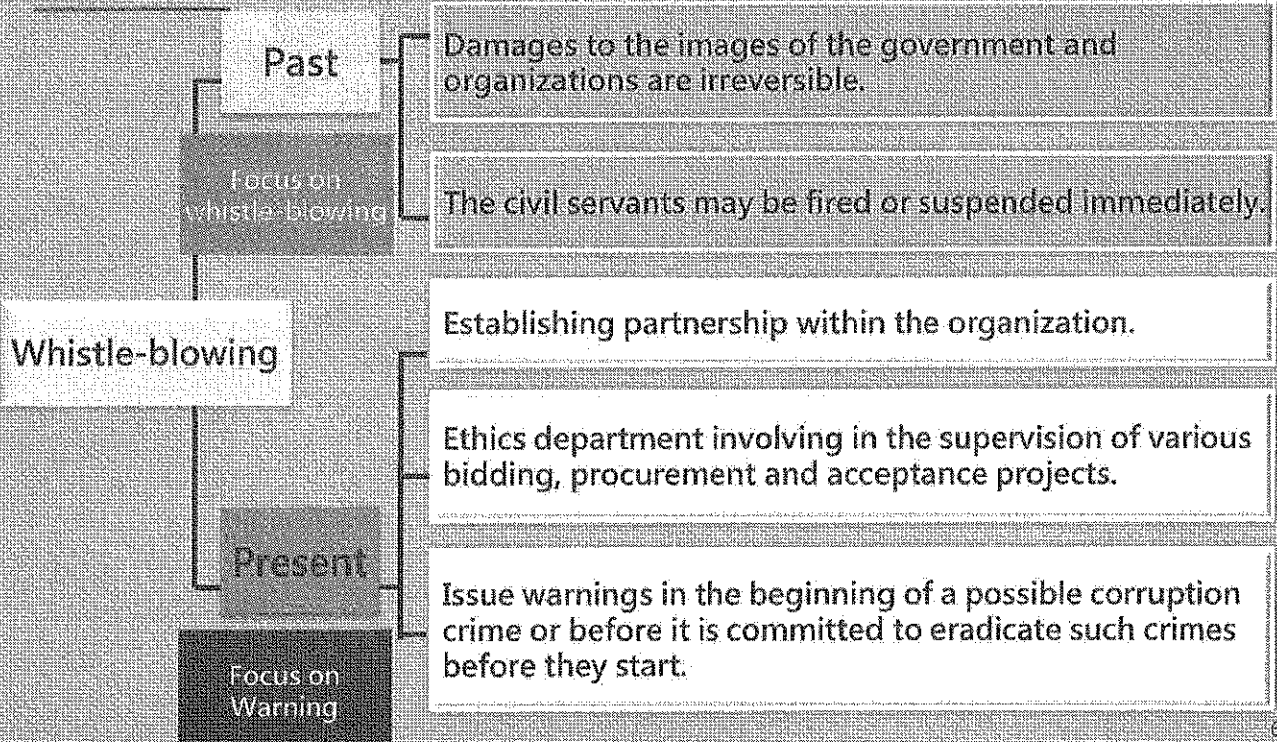
#### 【Short-term Goal】

Make the civil servants unable to and dare not corrupt

3

## STRATEGIES AND APPROACHES OF WARNING AND CORRUPTION PREVENTION

### WARNING





**PRACTICES OF INTEGRITY AND  
GOVERNANCE IN CHINESE TAIPEI**

**NEW CONCEPT OF INTEGRITY –  
BASED ON THE PEOPLE’S  
INTEREST**

Lin Chin-Chun, Chief Secretary  
Agency Against Corruption, Ministry of Justice  
13 January 2014  
Chinese Taipei

1.



## PREAMBLE

AAC(developed on July 20<sup>th</sup>, 2011) is an anti-corruption agency with the dual functions of corruption prevention and corruption investigation. However, it is not the only anti-corruption agency.

The strategies must emphasize implementation performance and be coordinated with the control and examination measures to guide policy implementation.

Policy must be based upon the public’s perspective and interest.

2

## The adoption of the Anti-corruption Charter of the Russian Business Society and the Roadmap

- ✓ Anti-Corruption Charter and the Roadmap was signed September 22, 2012 by the heads of the four leading Russian business associations at the International Investment Forum "Sochi-2012" in the presence of Prime Minister of the Russian Federation Dmitry Medvedev
- ✓ At present, the business associations are continuing their efforts to promote the work set out in the Charter and the principles informing their members about how to implement the Roadmap
- ✓ Also, business associations carry out an audit of companies and organizations compliance of the provisions of the Charter within a specially created Joint Committee
- ✓ Information on the number of audited representatives of the business community and the information on the Charter and the Roadmap posted on the Charter website: <http://against-corruption.ru>



## Study of lobbying activities regulation in the Russian Federation

Regulation of lobbying activities is one of the most effective and recognized form in the field of anti-corruption and transparency and also promotes the involvement of the business community in efforts to prevent corruption

Over the past few years, the Russian Federation has been actively discussing and studying all the currently existing methods of lobbying activities regulation, including OECD recommendations and standards

Currently, the Russian Government is considering the addition to the Russian laws by regulation rules of interaction between the government and representatives of public organizations, individual entrepreneurs and representatives of commercial companies, including foreign ones, in order to ensure the transparency of such interaction





## The special Joint Government-Business Working Group on Combating Corruption

Established by the decision of the Bureau of the Presidential Anti-Corruption Council October 4, 2011

The Head of the Working Group - Minister of Economic Development of the Russian Federation

The particular importance of the Working Group - it allows the business community to contribute to the anti-corruption work, including corruption risks elimination arising from business process

### The Working Group includes

#### The Federal Government

- Executive bodies: Russian Ministry of Economic Development, Ministry of Justice of Russia, FAS Russia, Russian Ministry of Internal Affairs;
- Higher Courts: Supreme Court, Supreme Arbitration Court;
- The State Duma of the Federal Assembly of the Russian Federation

#### Business associations

- The Chamber of Commerce of the Russian Federation
- The Russian Union of Industrialists and Entrepreneurs;
- All Russia Public Organization «Business Russia»
- Association of Small Business "Support of Russia"



### The development of anti-corruption standards of the business community initiative

- ✓ The development of anti-corruption standards of the business community initiative worked through on the field Working Group
- ✓ Further the initiative has been implemented in the format of the Anticorruption Charter of the Russian Business Society
- ✓ International experience relating to the establishment of international standards for responsible business has been taken into account in the preparation of the Charter



## Engaging Business Community into Efforts on Prevention of Corruption: Russian Experience

Alexey Strukov, Department of State Governance in Economy  
Ilya Lobov, Department of Asia and Africa

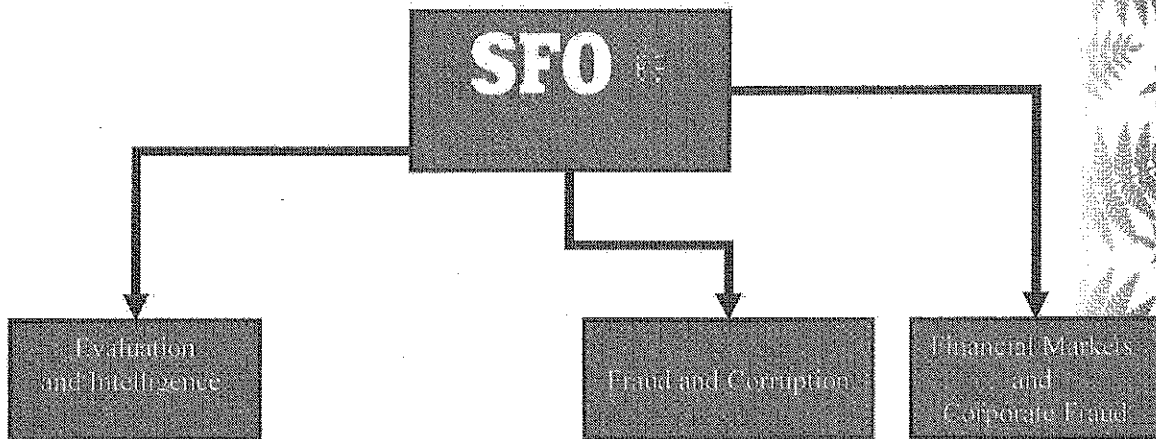
### Juridical grounds of Combating Corruption in the Russian Federation

✓ Russian Federation is participant of the main international anticorruption legal acts:

- United Nations Convention against Transnational Organized Crime;
- United Nations Convention against Corruption;
- OECD Convention on Combating Bribery of Foreign Public Officials in International Business Transactions.

✓ Anticorruption activity in the Russian Federation is regulated by the Federal Law No. 273-FZ dated December 25, 2008 «On Combating Corruption» and other domestic legal acts.

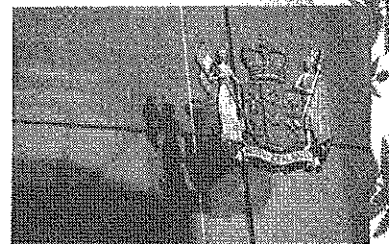




- Purpose: Investigate and prosecute serious or complex financial crime
- Powers and tools
- Staff numbers/ resources
- **Criteria for investigation:** Scale, Public interest, Complexity, Corruption

## Our approach to investigations

- Single lead agency for reports and coordination
- Close relationship with Police and other agencies working closely across the public sector
- Actively engage with private sector
- Consider all corruption complaints
- Encourage and protect whistle-blowers



# Corruption exists



**Former Cabinet Minister Phillip Field accused of bribery and corruption**

**Former National MP sentenced**

**Corruption rears head in NZ business**

**New Zealand link to FIFA corruption sting**

**Time for Action on Corruption in New Zealand says Watchdog**

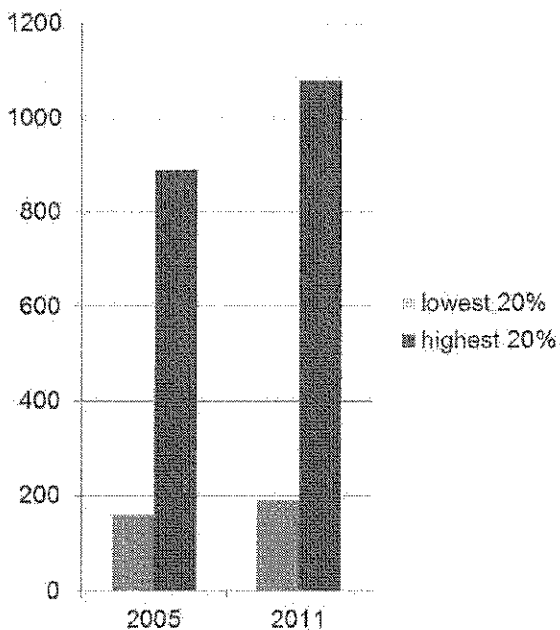
**SFO lays corruption charges in ACC investigation**

**Questions over 'corruption'**

**Former Crafar farms bidder charged with bribery**

**SFO Lays Charges In North Shore City Council Corruption Case**

# Growing gap between rich and poor



## Core elements of Performance

- **Finance:** Delivery against bottom line financial management including not overspending budget, meeting savings targets
- **Service Delivery/Systems:** Systems and service delivery meet agreed operating standards and events/issues are responded to appropriately
- **People:** Stewardship and development of people and leaders is aligned to HoSS expectations, change management is well lead and implemented, people issues are responded to appropriately
- **Ministers:** The Chief Executive effectively manages their relationship with Minister(s)

State Services Commission  
Crown Copyright

## Performance Improvement Framework

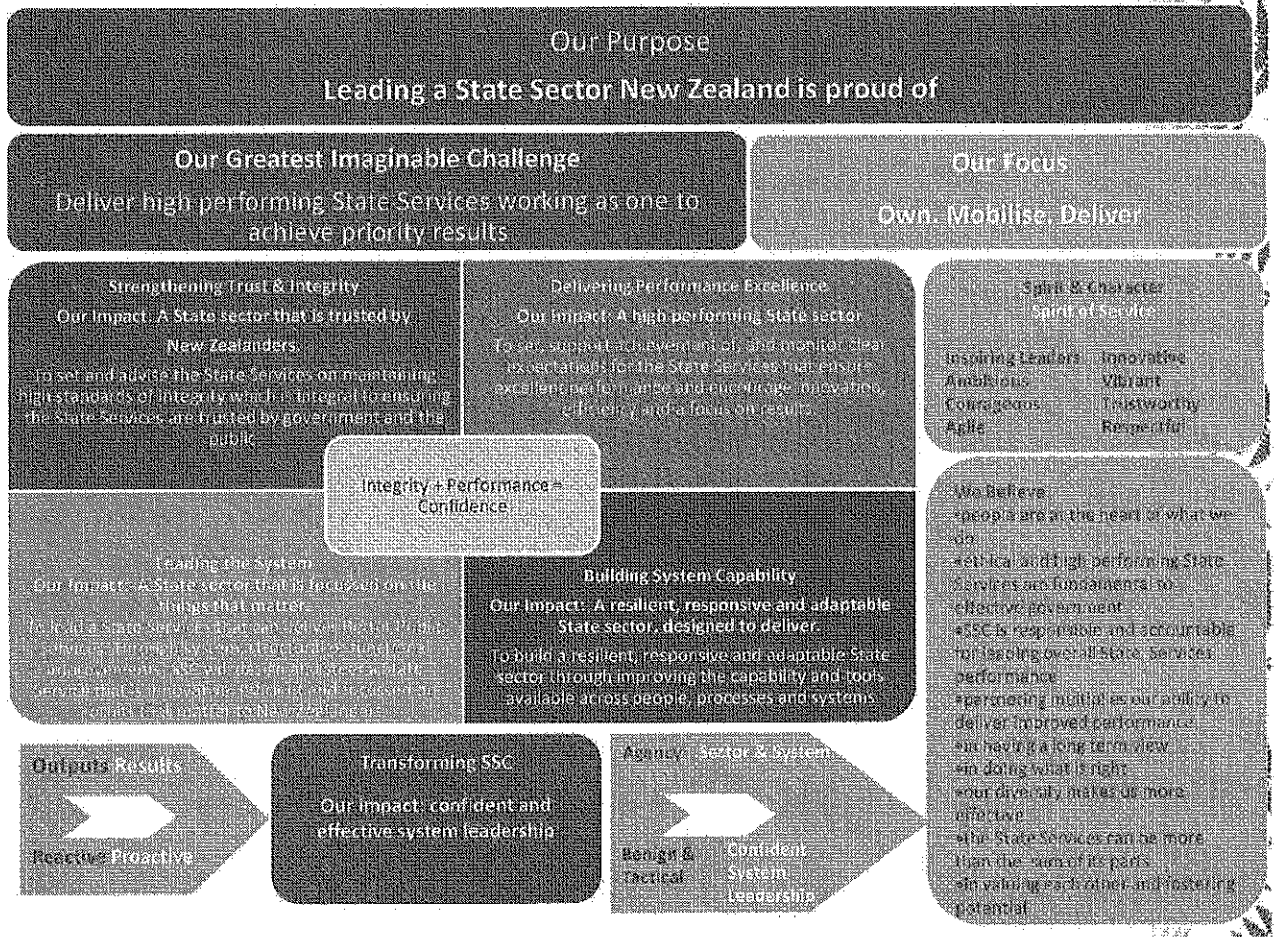
A performance improvement framework for the State services

Six results areas:

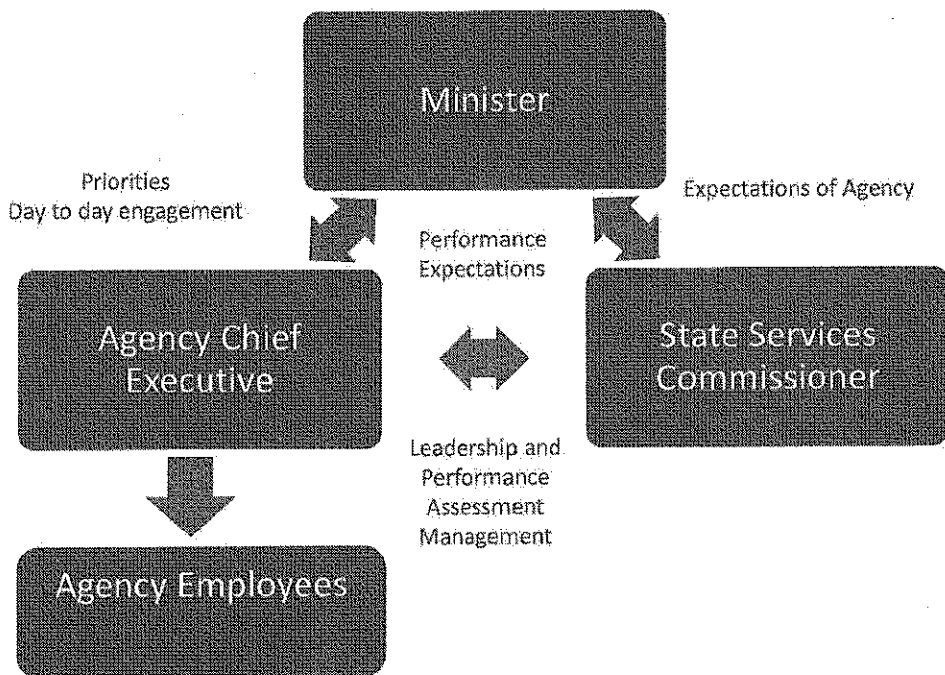
- Results
- Strategy and Role
- Internal Leadership
- Working with Others
- Improving Delivery
- Financial Resources

State Services Commission  
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## The Commissioner appoints and is accountable for the performance of Chief Executives



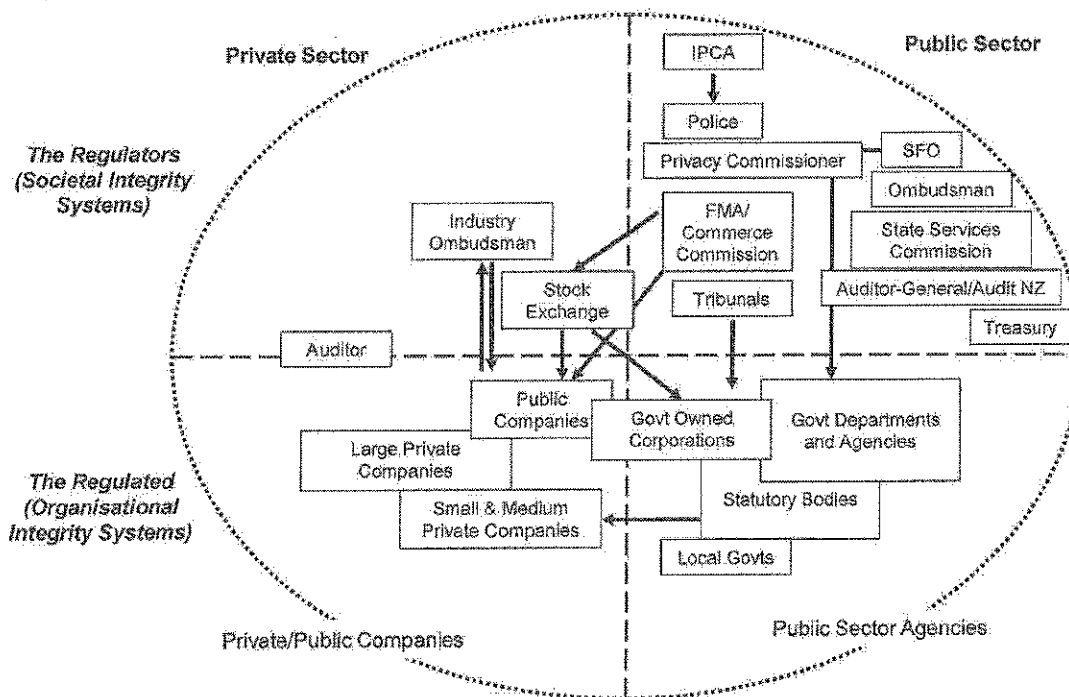
# Watchdogs and State Servants

## Features that support Integrity in the New Zealand State sector system

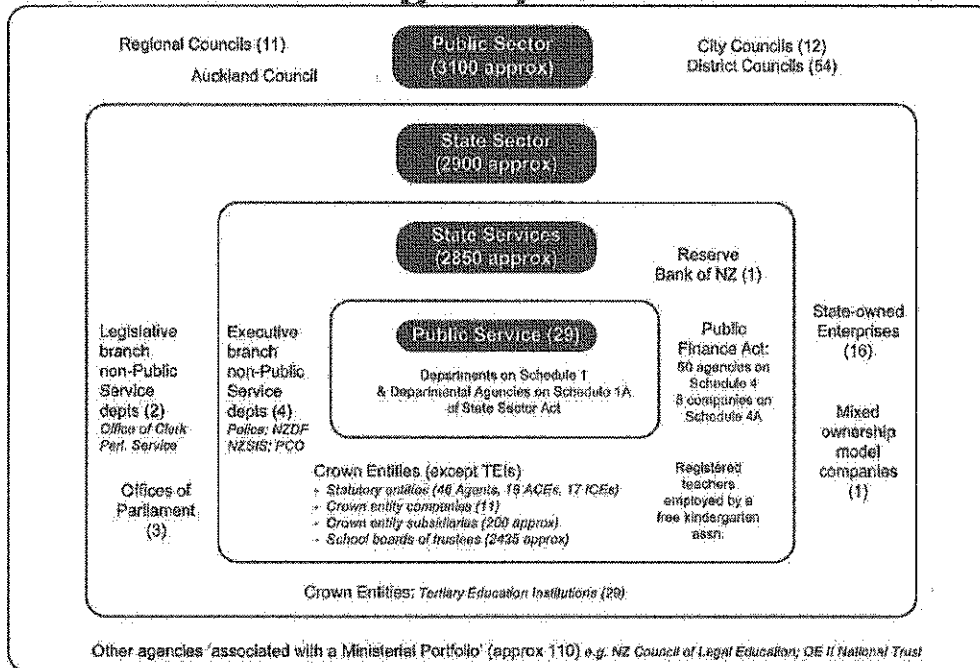
- Openness in government – Transparency
- Merit-based appointments
- Financial management
- Public Accountability

State Services Commission  
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## NZ Integrity System

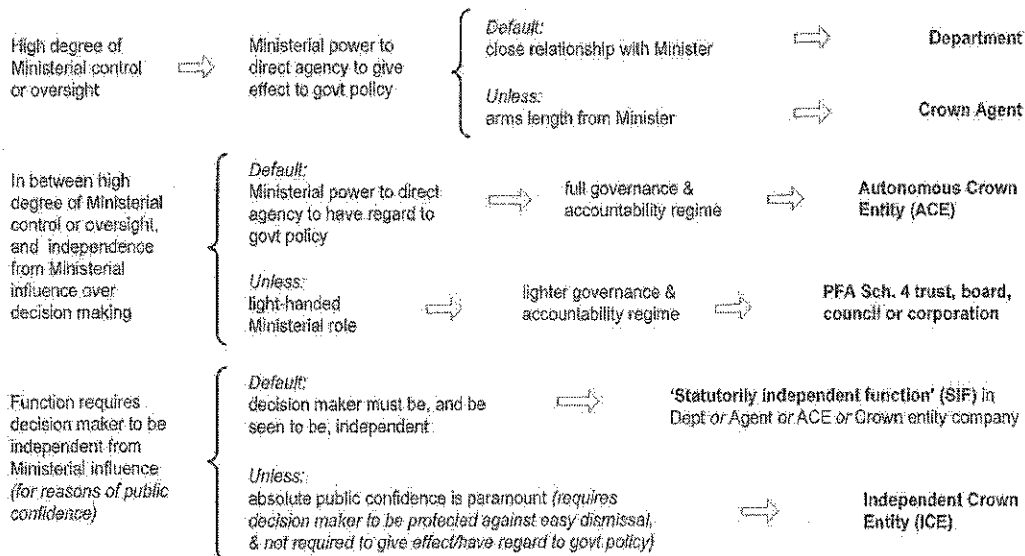


# Machinery of government - Overview of agency forms



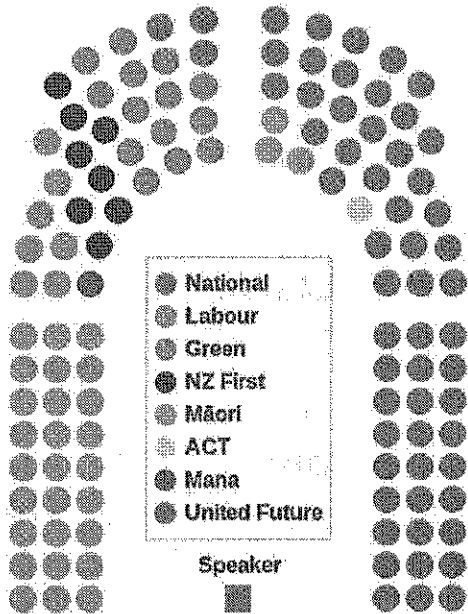
State Services Commission  
 Crown Copyright

# Rationale for non-commercial agency forms



State Services Commission  
 Crown Copyright

# The New Zealand System

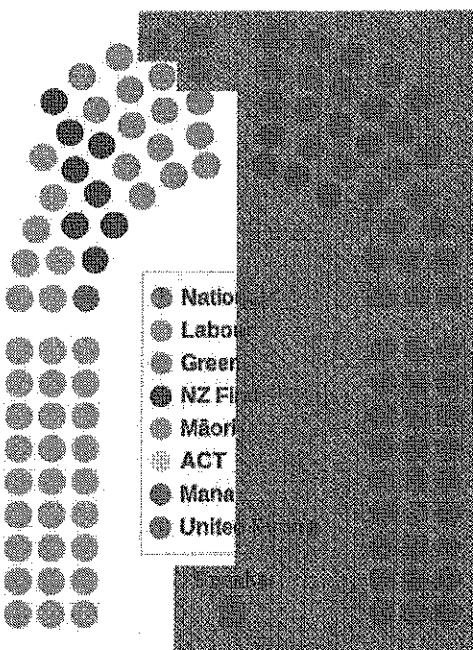


**Parliament:**  
121 Members of  
Parliament

State Services Commission  
Crown Copyright



# The New Zealand System



**The National-led  
Government:**  
64 seats

State Services Commission  
Crown Copyright





STATE SERVICES COMMISSION  
Te Komihana o Ngā Tari Kāwhiri



# Public Sector Governance and Corruption in New Zealand

For APEC Meeting in Taipei, Taiwan

13 January 2014

State Services Commission &  
Serious Fraud Office, Crown  
Copyright

## Introductions

- Chris Lloyd – Senior Advisor, Legal and Integrity Group, State Services Commission
- Nick Paterson – General Manager, Fraud and Corruption, Serious Fraud Office





## \*MEGA PROJECT MONITORING

The Integrity & Governance Committee for Mega Projects chaired by the Chief Secretary of the Federal Government is responsible for monitoring all development projects that involve a cost of RM500 million (approx. €128 million) and above; and/or projects that has an impact on the community, environment and its financial resources (the MACC is the secretariat for the Committee). This is proactive step towards ensuring that such projects are not derailed by acts of corruption, abuses of power and other malpractices.

THANK YOU

## **\*INTEGRITY UNIT**



Under the Government Service Circular No. 6/2013 each government departments and agencies are instructed to set up an Integrity Units to focus on prevention, compliance and detection of economic crimes in their respective organization. The Unit is headed by a Certified Integrity Officer.

The emphasis of the Integrity Units is in the ownership of anti-corruption plan and strategies to be put in place by the Integrity Units of Government departments and agencies.

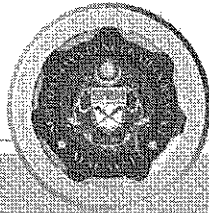
## **\*INTEGRITY MANAGEMENT DIVISION**



The Integrity Management Division, MACC is established to assist and coordinate the functioning and activities of the Integrity Units set up in all Government Departments and agencies.



**APEC ROUNDTABLE DISCUSSION ON ANTI-CORRUPTION AND PUBLIC SECTOR GOVERNANCE**



**MALAYSIAN ANTI-CORRUPTION COMMISSION :  
Public Sector Governance**

13<sup>th</sup> January 2014, Taipei

**PREVENTION MEASURES**



Committee on Integrity Governance

Integrity Unit / Certified Integrity Officers /

Integrity Management Division, MACC

Corporate Integrity Pledge

Integrity Pact

Mega Project Monitoring





# Thank You

## Contact Information

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Deputy Director, Anti-Corruption Survey & Evaluation Division

Anti-Corruption and Civil Rights Commission

Republic of Korea

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Fax: 82-2-360-3547

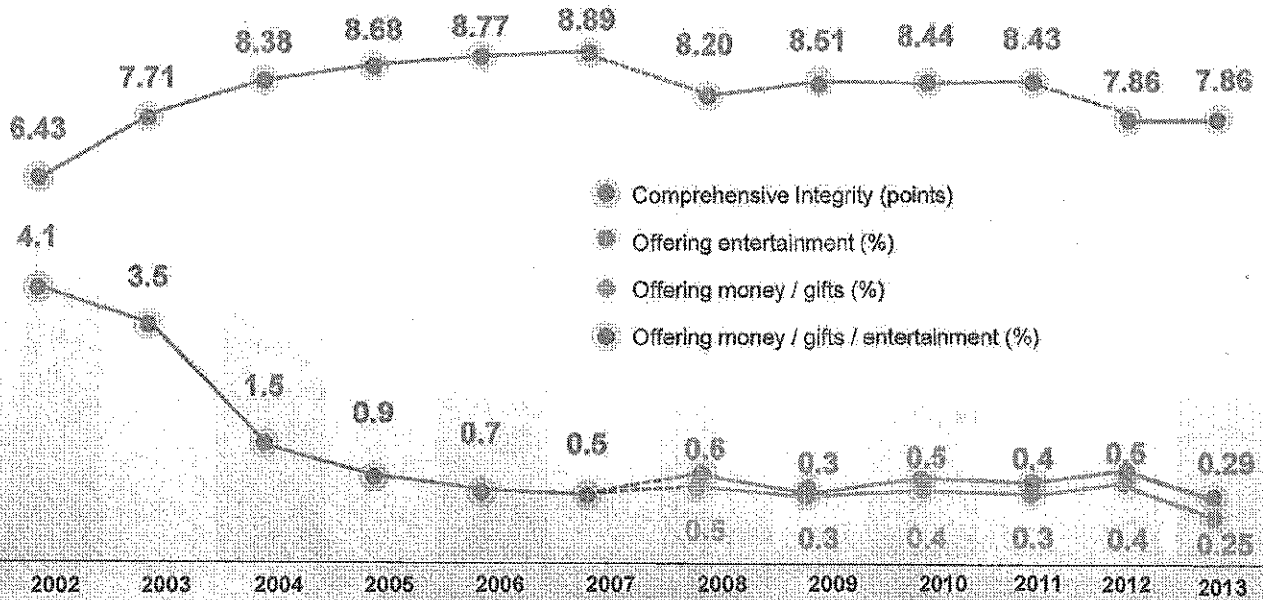
E-mail: [fidelis@korea.kr](mailto:fidelis@korea.kr)



## VII. Achievements

Integrity levels have continued to improve in the public sector

Integrity Index and rate of offering money, gifts and entertainment to public officials



\*Time series interrupted in 2012 due to modification of the model

15

## VIII. International Recognition & Technical Assistance

10 times of presentations at international conferences

- ✓ OECD Global Forum on Public Governance (May 2009, Paris)
- ✓ 2009 APEC Anti-Corruption Symposium (Sept. 2009, Seoul)
- ✓ Meeting of the UNCAC Working Group on Prevention of Corruption (Aug. 2011, Vienna)
- ✓ 16th Steering Group Meeting of the ADB/OECD Anti-Corruption Initiative for Asia-Pacific (Sept. 2011, New Delhi)
- ✓ International Workshop on Mapping Integrity Risks in Public Sector (Nov. 2012, Moscow)
- ✓ International Conference on Promotion of Transparency & Accountability (Dec. 2012, Ankara)



16

**Policy customer evaluation**

14 items on corruption level in the processes of determining and executing the policies

Policy experts & people affected by policies

**Cases of Corruption**

Calculating the number of employees who received disciplinary actions or reported in press for their corrupt practices and the amount of benefits derived from those practices

Deducted

## Summary of the 2013 Integrity Assessment



### Organizations assessed

Total	Central government agencies	Local governments	Offices of education	Public service-related organizations
653	39	244	119	230



### Lines of work assessed

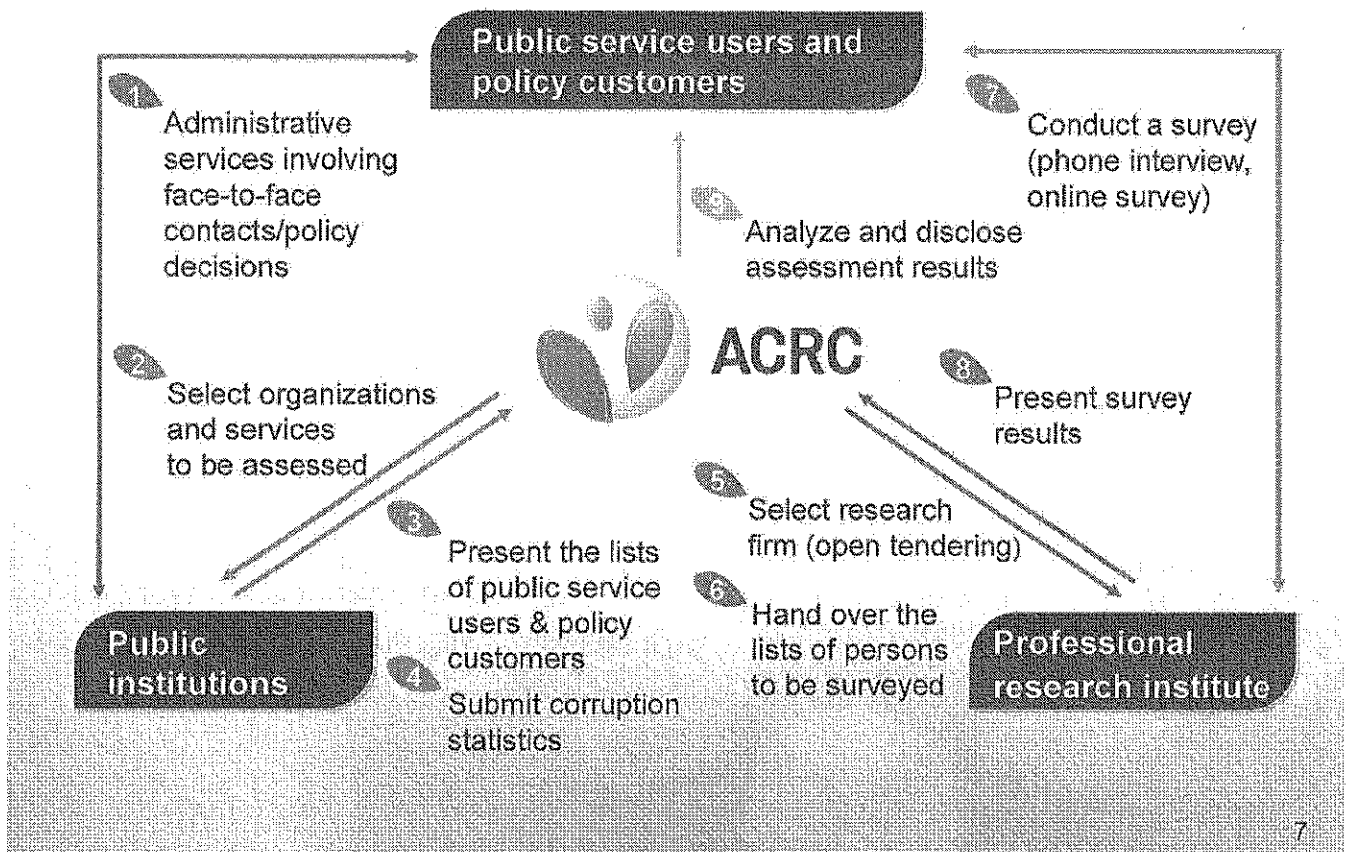
2,628 services prone to corruption



### Surveyed

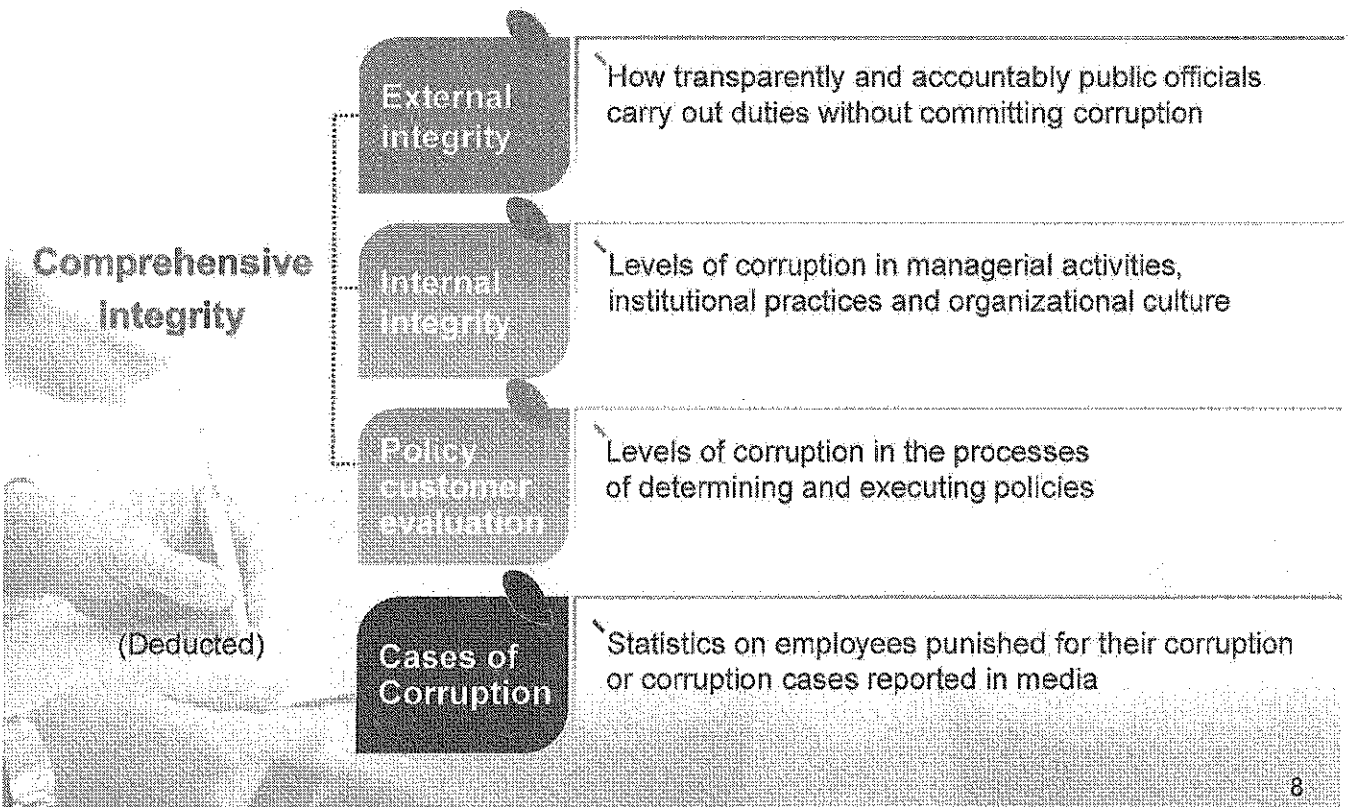
Total (persons)	Public service users	Internal employees	Experts and stakeholders
239,982	165,191	56,284	18,507

## IV. Operational System



## V. Assessment Model Structure

### Integrity Assessment Model (2013)





## II. Objectives and Features

### Objectives

Increase national competitiveness through enhanced integrity

Understand trends in corruption levels of public organizations

Identify corruption-prone areas in the public sector and root causes of corruption

Encourage public institutions to engage in voluntary anti-corruption efforts

Provide basic data for devising government-wide anti-corruption strategies

3

## II. Objectives and Features

### Features



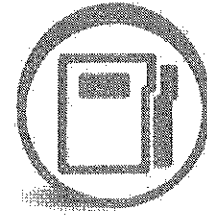
Areas to be assessed

Individual organizations and their specific tasks



Persons to be surveyed

First-hand service users and internal staff of public organizations



Survey questions

Personal perception of corruption & actual experience with corrupt practices (offering of money, gifts, entertainment or favors)

4