



# 國防廉政國際學術論壇

International Military Integrity Academic Forum

## 會議手冊 Handbook

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Deep Cultivation of Clean Government and Brilliant National Defense

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主辦單位



中華民國國防部  
Ministry of National Defense, R.O.C.

協辦單位



國際透明組織台灣分會  
台灣透明組織協會  
Transparency International Taiwan



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## 壹、活動緣起

國際透明組織於 102 年首次公布「政府國防廉潔指數」( Government Defence Integrity Index, GDI ) 之評鑑結果，於 82 個受評國家中，我國即與英、美等先進國家齊列 B 級，屬於前 11% 之低度貪腐風險國家；嗣 104 年之第 2 次評鑑結果，於 114 個受評國家中，我國與澳洲、加拿大、德國、日本、新加坡等國並列 B 級；110 年公布之第 3 次評鑑結果，於 86 個受評國家中，我國更獲得連續三屆蟬聯 B 級之佳績，與德國並列第 6 名，亦同時為亞洲地區唯一列前 10 名之國家，在現行艱困國際環境下，還能取得如此佳績，顯示國軍努力推動廉政建設成果、我國國防廉政運作機制與施行成效已深獲國際社會肯定，也大幅提升民眾對國軍之信賴與支持。

鑒於「貪腐已不再是地方性及單一領域的問題，而是一種影響所有社會和經濟之跨國現象，因此，進行國際合作以預防及控制貪腐，至關重要」，且為爭取將於 114 年公布之「政府國防廉潔指數」評鑑成效佳績，國防部於 112 年 8 月 26 日至 9 月 1 日辦理「國防廉政國際學術交流活動」，邀請國際廉政專家與國內學者參與，並於 8 月 29 及 30 日舉辦本次國際論壇，期透過學術與實務之交流對話，策勵國軍推展國防領域之廉政效能與未來願景。以下分「國際交流沿革」及「論壇概述」2 大部分介紹本次論壇活動：

## I、Origin

In 2013, Transparency International first released the results of the "Government Defence Integrity Index" (GDI). Among the 82 countries, Taiwan was evaluated Rank B as well as other countries such as the United Kingdom and the United States which belonged to the top 11% of countries with low corruption risk. In the second evaluation in 2015, Taiwan was evaluated as Rank B again and it was ranked with Australia, Canada, Germany, Japan, Singapore, and other countries together. In the results of the third evaluation released in 2021, Taiwan has been evaluated as Rank B for their consecutive times, and tied with Germany for 6th place this year. Taiwan is also the only country in the top 10 in Asia. In this difficult international environment, Taiwan has achieved this great achievement which shows that the efforts have been made by Taiwan military's to promote an honest government. The operational mechanism and implementation results of Taiwan's national defense integrity have been deeply recognized by the international community and have also greatly enhanced the people's trust and support for the Taiwan military.

"As corruption is no longer a local matter but a transnational phenomenon that affects all societies and economies, making international cooperation to prevent and control it essential." In order to get good results of the "Government Defense Integrity Index" released in 2025, the Ministry of National Defense is going to hold the "International Academic Exchange Activity on National Defense Integrity" from August 26th, 2023 to September 1st, 2023. The event invites international integrity experts and domestic scholars to participate, and held this international conference on August 29th and 30th. Through academic exchanges and practical dialogues, the Taiwan military will be encouraged to promote integrity effectiveness and future vision. The following content is divided into "International Exchange Research" and "Conference Overview" to introduce the conference:

## 一、國際交流沿革

國防部參與國際透明組織推出之「政府國防廉潔指數」評鑑已第 11 年，除評鑑各題項內容相關整備外，為促進非政府組織（國際公民團體）近距離接觸國軍廉政成效以及我國民主自由情形，自 102 年起每年皆舉辦國防廉政學術交流活動，邀請國內、外廉政領域相關學者專家，實地瞭解國軍廉政透明、課責概況、軍事武器輸出、採購契約簽訂、工業合作與我國民主機制運作情形，藉由持續與國際透明組織進行雙邊、非正式互動，達到「避免不對等資訊影響評鑑公正性」、「宣示國軍廉潔度與國際接軌」、「提升我國的國際能見度」及「拓展二軌外交，行銷我國軟實力」等效益，並針對「評鑑整備」、「廉潔教育」及「廉政政策」等相關議題進行學術面與實務面剖析探討。

在學術交流過程中，除提供我國深入瞭解「解讀 GDI 評鑑成績」、「掌握未來評鑑走向」之機會，更藉此能向標竿國家學習，強化我國在亞洲地區國防廉政之潛在優勢及型塑為亞太地區軍事廉政學術重鎮之核心角色，讓學術與實務進行對話交流，使我國軍事廉政事務的推動與國際脈絡接軌，提升國軍廉能國際化視野並充分落實評鑑精神。

國防部透過舉辦學術研討會、工作坊及會議論壇等學術活動，有效、快速地系統化耙梳與綜整國軍廉政相關作為，並適時引進外界建言，進行即時性政策建議與修正，秉持「維持強項、改善弱項」原則，有效強化評鑑整備資料之公信力。下表為歷年國防廉政學術交流活動摘要說明：

## a、International Exchanges Research

The Ministry of Defense has participated in the Government Defense Integrity Index (NDI) assessment launched by Transparency International for 11 years. In order to promote non-governmental organizations (international citizen groups) to get closer to integrity effectiveness and the democratic freedom situation in our country, the Ministry of National Defense has held national defense integrity academic exchange activities every year since 2013 except for the relevant aspects of the assessment. The experts are invited to the event to explain the integrity and transparency of the Taiwan military, the overview of responsibilities, the export of military weapons, the signing of procurement contracts, industrial cooperation, and the operation of Taiwan's democratic mechanism. We have achieved benefits such as "avoiding asymmetric information affecting the fairness of evaluation", "declaring the integrity of the Taiwan military in line with international standards", "enhancing Taiwan's international visibility" and "expanding Track II diplomacy and marketing Taiwan's soft power" via continuous bilateral and informal interaction with international transparency organizations. The Academic and practical analysis and discussion on related topics such as "Assessment and Improvement", "Integrity Education" and "Integrity Policy" were also conducted.

In the process of academic exchanges, it is offering Taiwan an opportunity to deeply understand "GDI Evaluation" and "Future Evaluation Trend". It can also learn from other benchmark countries to strengthen Taiwan's potential advantages in national defense integrity in Asia. The process shapes Taiwan into the core role of military integrity academic center in the Asia-Pacific region. Let it promote Taiwan's military integrity affairs in line with the international network, enhancing the international vision of Taiwan's military integrity and fully implement the spirit of evaluation.

Through academic seminars, workshops, conferences and forums, and other academic activities, the Ministry of National Defense effectively and quickly systematizes the activities related to the integrity of the Taiwan military and brings in external suggestions in a timely manner to make immediate policy recommendations and amendments, adhering to the principle of "maintaining strengths and improving weaknesses", effectively strengthening the credibility of evaluation and development data. The following table provides a summary of the academic exchange activities on national defense integrity over the years:



102-111 年國防廉政學術交流活動摘要表

項次	年度	交流活動內容說明
1	102 年	邀請英國透明組織國防安全小組主任 Mark Pyman 博士來臺晉見總統，主持亞太區域工作坊並且在臺灣發布全球首創之政府國防廉潔指數。
2	103 年	邀請 Mark Pyman 博士與英國皇家海軍陸戰隊退役少將 David Hook，先後在國防部廉政會報與國防大學戰爭學院學官之廉潔專題演講，報告國際評鑑與先進國家國防廉政趨勢。
3	104 年	邀請國際透明組織主席 Jose Ugaz 來臺晉見總統並且擔任國防大學與台灣透明組織簽訂廉潔教育備忘錄之國際見證人以及戰爭學院專題講座。
4	105 年	邀請英國透明組織國防安全小組主任 Katherine Dixon 女士與英國國防部外部顧問 Steven Newman 舉辦「國軍廉潔教育師資研習營」及「中高階採購人員工作坊」。
5	106 年	邀請國際透明組織法律顧問 Adam Folds 與紐西蘭透明組織執行長 Janine McGruddy 女士參加國防廉政研討會，報告國際反貪公約與紐西蘭國防廉政經驗。
6	107 年	邀請台灣透明組織協會徐理事長仁輝至國防部三軍九校畢業典禮以「強化廉政忠誠核心價值」為題實施專題演講。
7	108 年	邀請英國透明組織國防安全小組主任 Steve Francis 以及美英韓等國代表來臺參加全球國防廉政學術論壇，並於論壇中安排第 3 次評鑑指標工作坊。

2013-2022 Academic Exchange Event Summary Table

Item	Year	Description
1	2013	Dr. Mark Pyman, Director of the Defense and Security Group of Transparency UK, was invited to Taiwan to meet the President, lead a workshop in the Asia-Pacific region and launch the world's first Government Defense Integrity Index in Taiwan.
2	2014	Dr. Mark Pyman and retired Major General David Hook of the Royal Marine Corps were invited to give lectures on the integrity of cadets of the Ministry of Defense and the War College of the National Defense University to report on international evaluation and defense integrity trends in advanced countries.
3	2015	Jose Ugaz, President of Transparency International, was invited to Taiwan to meet the President and served as an international witness to the signing of a memorandum of understanding on integrity education between the National Defense University and Transparency Organization Taiwan, as well as a special lecture on the War College.
4	2016	Ms. Katherine Dixon, Director of the Defense and Security Group of Transparency UK, and Steven Newman, External Advisor to the UK Ministry of Defense, were invited to hold the "National Army Integrity Education Teacher Workshop" and "Workshop for Intermediate and Senior Procurement Personnel".
5	2017	Transparency International Legal Adviser Adam Folds and Transparency New Zealand Executive Director Ms. Janine McGruddy were invited to attend a Defense Integrity Seminar to report on the International Anti-Corruption Convention and New Zealand's defense integrity experience.
6	2018	Chairman Hsu Renhui of the Taiwan Association of Transparent Organizations was invited to the graduation ceremony of the Ninth School of the Third Service of the Ministry of National Defense to give a keynote speech on the topic of strengthening the core values of integrity and loyalty.
7	2019	Steve Francis, Director of the Defense and Security Group of Transparency UK, and representatives from the United States, the United Kingdom and South Korea were invited to Taiwan to participate in the Global Defense Integrity Academic Forum, and the third evaluation index workshop was arranged in the conference.

項次	年度	交流活動內容說明
8	109 年	與臺灣大學、臺灣藝術大學、國防大學、金門縣政府及陸軍金門防衛指揮部等單位，共同舉辦第 1 屆「亞太青年國防廉潔夏季學院」。活動中透過「副總統專題演講」、「國防廉政議題研討」、「金門移地教學」及「外賓跨國視訊課程」等各項精彩課程安排，使 31 所國內外研究所、大學及高中參訓青年認同國軍廉能施政，並使其成為亞太地區推動國防廉潔教育的創舉。
9	110 年	邀請法務部廉政署署長、國內廉政專家學者及 26 所各軍事院校業管單位人員參加「國軍廉潔教育實踐與創新論壇」，以「厚植廉潔教育能量」、「打造廉潔自持軍團」、「解決政策推動窒礙」及「導入數位學習思維」為研討重點，藉由與談人及與會人員的意見交流，剖析廉潔教育政策所存在共通性及特殊性之差異觀點，期許能在原則性基礎上發展出具有「客製化」的教育課程，提升各軍事院校師資教學能力。
10	111 年	邀請國際透明組織國防安全計畫小組主任 Josie Stewaty 女士、研究中心主任 Michael Ofori-Mensah 先生及美國、法國與新加坡等國代表、法務部廉政署署長、國內廉政專家學者參加「國防廉政國際學術論壇」視訊活動，透過「專題演講」、「國防廉政議題研討」及「企業誠信研討會」等方式，使國內、外廉政專家學者瞭解國軍在政府公正客觀的法制、課責的監督機制下，如何推動國防廉政事務並獲得良好成效。
資料來源：彙整自國防部政風室歷年國際學術交流活動資料。		

Item	Year	Description
8	2020	Jointly held the 1st Asia-Pacific Youth National Defense Integrity Summer Academy with National Taiwan University, National Taiwan University of Arts, National Defense University, Kinmen County Government and Army Kinmen Defense Command. Through various wonderful course arrangements such as "Vice President's Keynote Speech", "Seminar on National Defense Integrity Issues", "Gammon Relocation Teaching" and "Cross-border Video Course for Foreign Guests", 31 young participants from domestic and foreign research institutes, universities and high schools were able to recognize the integrity of the national armed forces, and made it a pioneering initiative in promoting national defense integrity education in the Asia-Pacific region.
9	2021	The Director of Agency Against Corruption Ministry of Justice, domestic anti-corruption experts and scholars and 26 military academies and universities personnel were invited to participate in the "National Army Integrity Education Practice and Innovation Forum", focusing on "cultivating integrity education energy", "building a clean and self-sustaining army", "solving policy promotion obstacles" and "introducing digital learning thinking", through the exchange of opinions between the participants and participants, analyzing the differences in the commonality and particularity of integrity education policies, hoping to develop "customization" on the basis of principles of education courses to enhance the teaching ability of teachers in military academies.
10	2022	Ms. Josie Stewaty, Director of the Defense and Security Planning Group of Transparency International, Mr. Michael Ofori-Mensah, Director of the Research Center, representatives of the United States, France and Singapore, the Director of Corruption of the Ministry of Justice, and domestic integrity experts and scholars were invited to participate in the "International Academic Forum on National Defense Integrity" video activities. Foreign anti-corruption experts and scholars understand how the Taiwan military promotes national defense integrity affairs and achieves good results under the government's impartial and objective legal system and supervision mechanism of accountability.
Resource: Compiled from the Political Style Office of the Ministry of National Defense over the years' international academic exchange activities		



## 二、論壇概述

本次國際論壇為新冠疫情後邀請國際廉政領域專家學者來臺參與(109、110年因應疫情以視訊方式辦理)，故提高辦理規模，參與人數、研討場次、期程均有所增加。

因烏俄戰爭及阿富汗戰爭之啟示，國際透明組織欲將「區域和平」及「國防安全」等因素納入「政府國防廉潔指數」之「軍事行動」範疇之變革，且國際透明組織在第3次GDI評鑑總結報告建議我國應針對國防採購建立更公開、競爭與完善管控機制，又我國「國家廉政建設行動方案」、「開放政府行動方案」皆將「政府採購廉政平臺」納入重要推展政策，國防部於論壇首日(112年8月29日)以「軍事廉政與區域戰略安全」為主軸，邀請國際透明組織代表及國內廉政專家學者與會，藉專題演講、圓桌論壇及研討工作坊等方式，研討「全球國防廉潔趨勢與區域安全挑戰」、「亞太區域安全與軍事貪腐風險」、「軍事廉潔思維下戰時國防安全戰略」、「與時俱進：政府國防廉潔指數評鑑新變革」、「反貪風險新策略：機關採購廉政平臺」等議題，以交流國際廉政價值、強化評鑑弱項、創新反貪策略、注重戰時軍事廉潔思維及支持國軍維護亞太區域和平穩定與國家安全之決心。

## b、Conference Overview

This international forum invited international experts and scholars in the field of integrity to Taiwan to participate after the pneumonia epidemic (2020 and 2021 years in response to the epidemic by video), so the scale of handling was increased, and the number of participants, seminars, and schedules increased.

Due to the enlightenment of the Russian-Ukrainian war and the Afghan war, the international transparency organization wants to include "regional peace" and "national defense security" and other factors into the "military action" category of the "government defense integrity index". Moreover, the International Transparency Organization recommended in the 3rd GDI Evaluation Summary Report that Taiwan should establish a more open, competitive, and improved control mechanism for defense procurement, and Taiwan's "National Action Plan for Building a Clean Government" and "Open Government Action Plan" have included "government procurement integrity platform" into important promotion policies. On August 29, 2023, the Ministry of National Defense invited representatives of international transparency organizations and domestic integrity experts and scholars to the conference to discuss "Global Defense Integrity Trends and Regional Security Challenges", "Asia-Pacific Regional Security and Military Corruption Risks", "Wartime National Defense Security Strategy under Military Integrity Thinking", "Keeping Up with the Times: New Changes in the Evaluation of the Government's Defense Integrity Index", and "New Anti-Corruption Risk Strategies" through keynote speeches, roundtable forums and seminars: Institutional procurement of integrity platforms and other topics. Through these events, the purpose is to To exchange international integrity values, strengthen the evaluation of weaknesses, innovate anti-corruption strategies, pay attention to wartime military integrity thinking, and support the Taiwan military's determination to maintain peace, stability, and national security in the Asia-Pacific region.

近年來，美國因新冠疫情、烏俄戰爭、區域安全等因素，主要軍工企業面臨盟國大量軍需，卻急需先解決國內缺工、人力高成本等問題，唯有釋出部份產能給盟國生產製造，方可減少生產成本，快速供貨給盟國；就亞太地區而言，我國與美國儼然是重要夥伴關係，並已形成軍工產業供應鏈，更攸關整體國家安全；而臺美雙方甫正式簽署之「臺美 21 世紀貿易倡議」首批協定，將「反貪腐」納入談判議題，未來臺美雙方將共同合作打擊貪腐，更代表「反貪腐」已成為衡量國家競爭力之重要指標，故國防部於論壇次日（8 月 30 日）以「國防產業誠信治理」為主軸，邀請國際透明組織代表、國防部採購業務相關之本國廠商、外商及跨國企業人士與會，藉專題演講、企業經驗分享及觀點交鋒等方式，研討「從全球競爭力論國防企業應有反貪腐認知」、「從軍工產業合作發展論企業誠信與永續發展」、「國際企業風險管控及 ISO 認證」、「如何營造公私部門雙贏局勢」、「誠信治理與法律遵循對企業永續經營重要性」等議題，以傳達我國重視企業誠信、法令遵循與積極推動國防產業合作、完善管理機制之目的，期透過產、官、學等各界交流，傳達學界觀點與最新國際趨勢，促進我國廉政政策之推展與公私部門間互動，營造公私雙贏並協力創造國家社會福祉最大化，且國軍與國防產業共同致力於推動反貪腐及誠信治理，更可讓我國持續邁向亞太地區軍事廉潔領頭羊之角色。

In recent years, due to the COVID-19 pandemic, the Ukraine-Russia war, regional security and other factors, major military enterprises in the United States are facing a large number of military demands from allies, but they urgently need to solve the problems of domestic labor shortage and high labor costs. As far as the Asia-Pacific region is concerned, Taiwan and the United States are like an important partnership, and have formed a military industry supply chain, which is more related to the overall national security. The first batch of agreements on the Taiwan-US 21st Century Trade Initiative officially signed by Taiwan and the United States included "anti-corruption" in the negotiation agenda, and Taiwan and the United States will work together to combat corruption in the future, which also means that "anti-corruption" has become an important indicator of national competitiveness. Therefore, on the second day of the forum (August 30, 2023), the Ministry of National Defense takes "Integrity Governance in the Defense Industry" as the main topic to invite representatives of international transparency organizations, local manufacturers, foreign and multinational enterprises related to the procurement business of the Ministry of National Defense to participate in the conference and discuss "Anti-corruption Awareness of Defense Enterprises from the Perspective of Global Competitiveness", "Integrity and Sustainable Development of Enterprises from the Perspective of Cooperation and Development of the Military Industry", "Risk Control and ISO Certification of International Enterprises" and "How to Create a Win-Win Situation for the Public and Private Sectors", and "legal compliance are important to the sustainable operation of enterprises." via keynote speeches, enterprise experience sharing and exchange of views. In order to emphasize corporation integrity, compliance with laws and regulations, the promotion of cooperation in the defense industry and improvement management mechanisms, it is expected to convey the views of academia and the latest international trends via industry, government, and academia. All have been mentioned is to promote the implementation of Taiwan's integrity policy and interaction between the public and private and work together to maximize the country's social well-being. Moreover, Moreover, the Taiwan military and the defense industry are committed to promoting anti-corruption and honest governance, which will enable Taiwan to continue to play a leading role in military integrity in the Asia-Pacific region.

廉潔  
Integrity

透明  
Transparency

倫理  
Ethics

效率  
Efficiency

課責  
Accountability



## 貳、活動議程表 II、Event Agenda

### 一、「軍事廉政與區域戰略安全研討會」議程表

日期：112年8月29日（星期二）

地點：國防大學復興崗校區國際會議廳

時間	議程內容	主講人 / 與會貴賓
08：30-09：00	報到	
09：00-09：25	開幕式	與會貴賓介紹 貴賓致詞 (1) 國防部柏副部長鴻輝 (2) 法務部陳政務次長明堂 (3) 台灣透明組織徐理事長仁輝
09：25-09：30	與會貴賓合影	
09：30-10：30	【專題演講】 全球國防廉潔趨勢 與區域安全挑戰	主講人 國際透明組織國防安全計畫小組 倡議部部長 Ara Marcen Naval
10：30-10：50	中場休息	
10：50-12：00	【圓桌論壇】 亞太區域安全 與 軍事貪腐風險	主持人 總統府前戰略顧問 蒲澤春退役上將 引言人 國際透明組織 國防安全計畫小組 倡議部經理 Najla Dowson-Zeidan 與談人 (1) 國際透明組織國防安全計畫小組 計畫專員 Yi Kang Choo (2) 韓國透明組織廉潔國防委員會理事 Byung Ook Choi (3) 印尼透明組織秘書長 Johanes Danang Widodojoko (4) 國際透明組織會籍認證委員會葛委員傳宇 (5) 國防部國防採購室副主任鄒怡堅少將 (6) 台灣透明組織葉副理事長一璋 (7) 台灣透明暨誠信治理學會蕭理事長宏金 (8) 台灣透明組織陳理事俊明 (9) 國防院戰資所蘇所長紫雲 (10) 國防部整合評估司效益評估處張處長應中 (11) 國防部資源規劃司歐仲偉上校 (12) 國防部軍醫局主計室主任嚴明德上校

### a、Military Integrity and Regional Strategic Security Seminar Agenda

Date: August 29th, 2023 Tuesday

Location: International Conference Hall of Fuxinggang Campus at National Defense University

Time	Session	Speaker & Honorable Guest
08：30-09：00	Registration	
09：00-09：25	Opening	Introduction of Guest  Guest Remarks: (1) Hong-Hui Bai, Vice Minister of Military and Political Affairs, Ministry of National Defense (2) Ming-Tang Chen, Political Deputy Minister of Justice of Taiwan (3) Jen-Hui Hsu, Chairman of Transparency International Taiwan
09：25-09：30	Group Photos	
09：30-10：30	【Keynote speech】 Global defense integrity trends and regional security challenges	Speaker Ara Marcen Naval The Head of Advocacy for Transparency International Defence & Security
10：30-10：50	Tea Break	
10：50-12：00	【Roundtable Seminar】 Asia-Pacific Regional Security and Military Corruption Risks	Moderator Tze-chun Pu Retired Admiral Former strategic adviser of Office of the President Speaker Najla Dowson-Zeidan Advocacy & Engagement Manager for Transparency International Defence & Security  Panelists (1) Yi Kang Choo, The Programme Officer for Transparency International Defence & Security (2) Byung Ook Choi, a member of the Integrity Defense Committee under Transparency International Korea (3) Johanes Danang Widodojoko, Secretary General of Transparency International Indonesia Chapter (4) Chuan-Yu Ko, Commissioner of the Committee of Transparency International (5) Major General Yi-Chien Tsou, Deputy Director of Defense Procurement Office, Ministry of National Defense (6) Kevin Yeh, Vice President of Transparency International Taiwan (7) Luke H. C. Hsiao, Chairman of Taiwan Society for Transparency and Integrity Governance (8) Chun-Ming Chen, Director of Transparency International Taiwan (9) Tzu-Yun Su, Director of Division of Defense Strategy and Resources, Institute of Defense and Security (10) Ying-Zhong Zhang, Director of Benefit Evaluation Division, Integrated Assessment Department, Ministry of National Defense (11) Colonel Zhong-Wei Au, Department of Resource Planning, Ministry of National Defense (12) Colonel Ming-De Yan, Director of the Comptroller Office, Medical Affairs Bureau Ministry of National Defense

時間	議程內容	主講人 / 與會貴賓
12 : 00-13 : 30	中午用餐時間	
13 : 30-14 : 20	【國防安全工作坊】 軍事廉潔思維下 戰時國防安全戰略	<p><b>主持人</b> 台灣透明暨誠信治理學會 蕭理事長宏金</p> <p><b>引言人</b></p> <p>(1) 國防安全研究院 國防戰略與資源研究所 蘇所長紫雲</p> <p>(2) 國際透明組織會籍認證委員會 葛委員傳宇</p> <p><b>與談人</b></p> <p>(1) 國際透明組織國防安全計畫小組 倡議部部長 Ara Marcen Naval</p> <p>(2) 國際透明組織國防安全計畫小組 倡議部經理 Najla Dowson-Zeidan</p> <p>(3) 韓國透明組織廉潔國防委員會理事 Byung Ook Choi</p> <p>(4) 印尼透明組織秘書長 Johanes Danang Widojoko</p> <p>(5) 台灣透明組織 陳理事俊明</p> <p>(6) 國防部資源規劃司 歐仲偉上校</p> <p>(7) 總統府前戰略顧問 蒲澤春退役上將</p> <p>(8) 台灣透明組織 葉副理事長一璋</p> <p>(9) 國防部整合評估司效益評估處 張處長應中</p> <p>(10) 國防部國防採購室副主任 鄒怡堅少將</p> <p>(11) 國防部軍醫局主計室主任 嚴明德上校</p>
14 : 20-14 : 40	中場休息	

Time	Session	Speaker & Honorable Guest
12 : 00-13 : 30	Dining	
13 : 30-14 : 20	【National defense security workshop】 The thinking of military integrity, while defense and security strategy in Wartime.	<p><b>Moderator</b> Luke H. C. Hsiao Chairman of Taiwan Society of Transparency and Integrity Governance</p> <p><b>Speaker</b></p> <p>(1) Tzu-Yun Su Director of Division of Defense Strategy and Resources, Institute of Defense and Security</p> <p>(2) Chuan-Yu Ko Comissioner of the Committee of Transparency International</p> <p><b>Panelists</b></p> <p>(1) Ara Marcen Naval, The Head of Advocacy for Transparency International Defence &amp; Security</p> <p>(2) Najla Dowson-Zeidan, Advocacy &amp; Engagement Manager for Transparency International Defence &amp; Security</p> <p>(3) Byung Ook Choi, A member of the Integrity Defense Committee under Transparency International Korea</p> <p>(4) Johanes Danang Widojoko, Secretary General of Transparency International Indonesia Chapter</p> <p>(5) Chun-Ming Chen, DDirector of Transparency International Taiwan</p> <p>(6) Colonel Zhong-Wei Au, Department of Resource Planning, Ministry of National Defense</p> <p>(7) Retired Admiral Tze-Chun Pu, Former strategic adviser of Office of the President</p> <p>(8) Kevin Yeh, Vice President of Transparency International Taiwan</p> <p>(9) Ying-Zhong Zhang, Director of Benefit Evaluation Division, Integrated Assessment Department, Ministry of National Defense</p> <p>(10) Major General Yi-Chien Tsou, Deputy Director of Defense Procurement Office, Ministry of National Defense</p> <p>(11) Colonel Ming-De Yan, Director of the Comptroller Office, Medical Affairs Bureau Ministry of National Defense</p>
14 : 20-14 : 40	Tea Break	



時間	議程內容	主講人 / 與會貴賓
14：40-15：30	【軍事反貪風險工作坊】 (1) 與時俱進： 政府國防廉潔指數 評鑑新變革	<b>主持人</b> 台灣透明組織協會 葉副理事長一璋
		<b>引言人</b> 國際透明組織國防安全計畫小組倡議部經理 Najla Dowson-Zeidan
		<b>與談人</b> (1) 國際透明組織國防安全計畫小組 倡議部部長 Ara Marcen Naval (2) 國際透明組織國防安全計畫小組 計畫專員 Yi Kang Choo (3) 韓國透明組織廉潔國防委員會理事 Byung-Ook Choi (4) 印尼透明組織秘書長 Johanes Danang Widodojoko (5) 國防部整評司效益評估處張處長應中 (6) 國防部軍醫局主計室主任嚴明德上校 (7) 總統府前戰略顧問蒲澤春退役上將 (8) 台灣透明暨誠信治理學會蕭理事長宏金 (9) 國防院戰資所蘇所長紫雲 (10) 台灣透明組織陳理事俊明 (11) 國際透明組織會籍認證委員會葛委員傳宇 (12) 國防部國防採購室副主任鄒怡堅少將 (13) 國防部資規司歐仲偉上校
15：30-15：40	中場休息	
15：40-16：30	【軍事反貪風險工作坊】 (2) 反貪風險新策略： 機關採購廉政平臺	<b>主持人</b> 台灣透明組織協會 葉副理事長一璋
		<b>引言人</b> (1) 經濟部水利署 賴署長建信 (2) 交通部公路總局西濱公路 北區臨時工程處 詹處長益祥
		<b>與談人</b> (1) 法務部廉政署 沈副署長鳳樑 (2) 國際透明組織國防安全計畫小組 倡議部部長 Ara Marcen Naval (3) 國際透明組織國防安全計畫小組 倡議部經理 Najla Dowson-Zeidan (4) 澎湖縣政府 林副縣長皆興
16：30	賦歸	

Time	SessionSession	Speaker & Honorable Guest
14：40-15：30	【Military anti-corruption risks workshop】(1) Advance with Times: New changes in the evaluation of the Government's Defense Integrity Index	<b>Moderator</b> Kevin Yeh Vice President of Transparency International Taiwan
		<b>Speaker</b> Najla Dowson-Zeidan Advocacy & Engagement Manager for Transparency International Defence & Security
15：40-16：30	【Military anti-corruption risks workshop】(2) New anti- corruption risk strategy: Government Procurement Integrity Platform	<b>Panelists</b> (1) Ara Marcen Naval, The Head of Advocacy for Transparency International Defence & Security (2) Yi Kang Choo, The Programme Officer for Transparency International Defence & Security (3) Byung-Ook Choi, A member of the Integrity Defense Committee under Transparency International Korea (4) Johanes Danang Widodojoko, Secretary General of Transparency International Indonesia Chapter (5) Ying-Zhong Zhang, Director of Benefit Evaluation Division, Integrated Assessment Department, Ministry of National Defense (6) Colonel Ming-De Yan, Director of the Comptroller Office, Medical Affairs Bureau Ministry of National Defense (7) Retired Admiral Tze-Chun Pu, Former strategic adviser of Office of the President (8) Luke H. C. Hsiao, Chairman of Taiwan Society of Transparency and Integrity Governance (9) Tzu-Yun Su, Director of Division of Defense Strategy and Resources, Institute of Defense and Security (10) Chun-Ming Chen, Director of Transparency International Taiwan (11) Chuan-Yu Ko, Comissioner of the Committee of Transparency International (12) Major General Yi-Chien Tsou, Deputy Director of Defense Procurement Office, Ministry of National Defense (13) Colonel Zhong-Wei Au, Department of Resource Planning, Ministry of National Defense
16：30	Farewell	

## 二、「國防產業誠信治理高峰會」議程表

日期:112 年 8 月 30 日 (星期三)

地點:國防大學復興崗校區國際會議廳

時間	議程內容	主講人 / 與會貴賓
08:30-09:00	報到	
		與會貴賓介紹
09:00-09:25	開幕式	貴賓致詞 (1) 國防部副部長徐衍樸上將 (2) 臺北地檢署鄭檢察長銘謙 (3) 台灣透明組織葉副理事長一璋
09:25-09:30	與會貴賓合影	
09:30-10:10	【專題演講】 從全球競爭力論國防企業應有反貪腐認知	主講人 國際透明組織 國防安全計畫小組倡議部部長 Ara Marcen Naval
10:10-10:50	【企業經驗分享】 從軍工產業合作發展 論企業誠信與永續發展	主講人 美商諾斯洛普 (NG) 公司 亞太區董事日本區執行長 Om Prakash II
10:50-11:30	【專題演講】 國際企業風險管控 及 ISO 認證 - 從 ESG 永續發展 看誠信治理實踐 與風險洞悉	主講人 安侯企業管理股份有限公司 執行副總經理 朱成光
11:30-11:50	休息交流	

## b、Defense Industry Integrity Governance Summit Agenda

Date: August 30th, 2023 Wednesday

Location: International Conference Hall of Fuxinggang Campus at National Defense University

Time	Session	Speaker & Honorable Guest
08:30-09:00	Registration	
		Introduction of Guest
09:00-09:25	Opening	Guest Remark: (1) Admiral Yen-Pu Hsu, Vice Minister of Ministry of National Defense (2) Ming-Chian Cheng, Chief Prosecutor of Taiwan Taipei District Prosecutors Office (3) Kevin Yeh, Vice President of Transparency International Taiwan
09:25-09:30	Group Photos	
09:30-10:10	【Keynote Speech】 A National Security lens - Military Enterprises Should Have Awareness of Anti-Corruption	Speaker Ara Marcen Naval The Head of Advocacy for Transparency International Defence & Security
10:10-10:50	【Experience Sharing】 Enterprise integrity and sustainable development From the perspective of military industry cooperation and development	Speaker Mr. Om Prakash II Chief Executive, Northrop Grumman Japan; Regional Executive for Asia; President, American Chamber of Commerce Japan
10:50-11:30	【Keynote Speech】 International corporate risk control and ISO certification - integrity governance practices and risk insights from the perspective of ESG sustainable development	Speaker Rex Chu Executive Deputy General Manager of KPMG Advisory Services Co., Ltd.
11:30-11:50	Tea Break	



時間	議程內容	主講人 / 與會貴賓
11 : 50-12 : 30	<p>【觀點交鋒】</p> <p>從「臺美 21 世紀貿易倡議」之反貪腐議題論：</p> <ul style="list-style-type: none"> <li>· 如何營造公私部門雙贏局勢</li> <li>· 誠信治理與法律遵循對企業永續經營重要性</li> </ul>	<p>主持人 國防安全研究院 國防戰略與資源研究所 蘇所長紫雲</p> <p>與談人</p> <p>(1) 國際透明組織 國防安全計畫小組倡議部部長 Ara Marcen Naval</p> <p>(2) 國際透明組織 國防安全計畫小組倡議部經理 Najla Dowson-Zeidan</p> <p>(3) 韓國透明組織廉潔國防委員會理事 Byung-Ook Choi</p> <p>(4) 印尼透明組織秘書長 Johanes Danang Widodojoko</p> <p>(5) 國防部國防採購室副主任 鄒怡堅少將</p> <p>(6) 美商諾斯洛普公司 亞太區董事日本區執行長 Om Prakash II</p> <p>(7) 安侯企業管理股份有限公司 執行副總朱成光</p> <p>(8) 國防部整評司效益評估處 張處長應中</p>
12 : 30	賦歸	

Time	Session	Speaker & Honorable Guest
11 : 50-12 : 30	<p>【Perspective Discussion】</p> <p>Anti-corruption issues from the Taiwan-US. 21st Century Trade Initiative :</p> <ul style="list-style-type: none"> <li>· How to create a win-win situation for the public and private sectors</li> <li>· Integrity governance and legal compliance are important to the sustainable operation of enterprises</li> </ul>	<p>Moderator Tzu-Yun Su Director of Division of Defense Strategy and Resources, Institute of Defense and Security</p> <p>Panelists</p> <p>(1) Ara Marcen Naval, The Head of Advocacy for Transparency International Defence &amp; Security</p> <p>(2) Najla Dowson-Zeidan, Advocacy &amp; Engagement Manager for Transparency International Defence &amp; Security</p> <p>(3) Byung-Ook Choi, A member of the Integrity Defense Committee under Transparency International Korea</p> <p>(4) Johanes Danang Widodojoko, Secretary General of Transparency International Indonesia Chapter</p> <p>(5) Major General Yi-Chien Tsou, Deputy Director of Defense Procurement Office, Ministry of National Defense</p> <p>(6) Om Prakash II, Chief Executive, Northrop Grumman Japan; Regional Executive for Asia; President, American Chamber of Commerce Japan</p> <p>(7) Rex Chu, Executive Deputy General Manager of KPMG Advisory Services Co., Ltd.</p> <p>(8) Ying-Zhong Zhang, Director of Benefit Evaluation Division, Integrated Assessment Department, Ministry of National Defense</p>
12 : 30	Closing	

## 參、與會專家學者介紹

### 一、國際專家學者

國際透明組織  
國防安全計畫小組  
倡議部部長

**亞拉·瑪森·納瓦爾**

學歷：

西班牙皇家歐洲研究所歐盟法律與政策法學碩士

經歷：

亞拉·瑪森·納瓦爾女士是一位卓越的人權律師，也是全球國防和安  
全領域的領先倡導者。她目前是國際透明組織國防安全計畫小組倡議部部  
長，工作主要聚焦於提高人們對貪腐、衝突和不安全間相互作用的批判認  
知。她具有人權領域的背景，曾擔任國際特赦組織全球主題議題副主任，  
領導該組織在不同議題上的全球研究、運動和倡導工作。包括軍火貿易、  
防止酷刑、警用武器、監視技術、全世界使用不人道武器以及其他軍備控  
制相關的重要問題。

亞拉·瑪森·納瓦爾女士在目前的職位上，持續為解決軍方與保安部  
門改革等各面向之貪腐問題做出重大貢獻。她接觸國防領域內各要角，包  
括國防部長、軍方人員、國際組織（如歐盟及聯合國維和部隊）、國防產  
業與公民社會組織，全方位地促使與主要利害關係人的對話與合作，以制  
定有效的反貪腐策略。透過她的努力，她設法促使國防和保安部門改善透  
明程度、課責制度和廉潔程度，從而保障全球衝突和不安全環境中受貪腐  
影響之弱勢群體的福祉。亞拉·瑪森·納瓦爾女士女士的奉獻精神和專業  
知識，使她具有強大力量來打擊貪腐，及貪腐對全球和平與人權造成破壞  
性後果，並鞏固了她作為爭取人權和道德治理之先趨者聲譽。



## The Head of Advocacy for Transparency International Defence & Security

**Ara Marcen Naval**

Education

Real Instituto de Estudios Europeos (Royal Institute of European  
Studies) 2000-2001, LLM in European Law and policies.

Background

Ms. Ara Marcen Naval is a distinguished human rights lawyer and  
a leading advocate in the realm of global defence and security. She is  
currently the Head of Advocacy for Transparency International Defence &  
Security. Her work primarily focuses on increasing awareness about the  
critical interplay of corruption, conflict, and insecurity. With a background  
in the field of human rights, she previously served as the Deputy  
Director for Global Thematic Issues at Amnesty International, where she  
spearheaded the organization's worldwide research, campaigning, and  
advocacy efforts on diverse topics, including the arms trade, torture  
prevention, policing weapons, surveillance technologies, the use of  
inhumane weapons worldwide, and other vital arms control-related  
concerns.

In her current role, Ms. Marcen Naval continues to make substantial  
contributions in addressing corruption in various aspects of military  
operations and Security Sector Reform. She engages with defense  
actors, including ministers of defense, military personnel, international  
organizations such as the EU and UN Peacekeeping, the defense industry,  
and civil society. Her holistic approach involves fostering dialogue and  
collaboration with key stakeholders to develop effective strategies in  
the fight against corruption. Through her efforts, she seeks to promote  
transparency, accountability, and integrity within defense and security  
sectors, thereby safeguarding the well-being of vulnerable populations  
affected by corruption in conflict and insecure settings worldwide. Ms.  
Marcen Naval's dedication and expertise make her an influential force in  
combatting corruption and its devastating consequences on global peace  
and human rights, solidifying her reputation as a trailblazer in the fight  
for human rights and ethical governance.



國際透明組織  
國防安全計畫小組  
倡議部經理

## 娜吉拉・道森－賽丹



### 學歷：

倫敦大學亞非學院人權法碩士  
牛津大學學士

### 經歷：

娜吉拉・道森－賽丹女士是國際透明組織國防安全計畫小組 ( TI-DS ) 的倡議部經理。她領導 TI-DS 與全球各地的國際透明組織分會進行交流，並管理全球倡議項目，推進 TI-DS 在反貪腐領域的戰略目標，包括軍火貿易、國防治理、衝突與危機、及私部門貪腐情形。

此前，她在 TI-DS 的相關工作，是處理那些受軍事衝突重創國家之國防與保安部門所發生的貪腐問題，主要關注維和機構及中東、北非地區。在加入國際組織前，她負責整個中東和北非地區的媒體發展、治理和人道主義相關領域。

Advocacy & Engagement Manager for  
Transparency International Defence & Security

## Najla Dowson-Zeidan

### Education

She holds a BA from Oxford University and an MA in Human Rights Law from SOAS, University of London.

### Background

Najla Dowson-Zeidan is Advocacy and Engagement Manager for Transparency International Defence & Security (TI-DS). She leads TI-DS's engagement with TI's chapters globally as well as managing global advocacy projects to advance TI-DS's strategic goals in relation to corruption in the arms trade, defence governance, conflict and crisis, and private actors.

Previously, she managed TI-DS's work related to tackling corruption in the defence and security sectors in fragile and conflict-affected states, with a focus on peacekeeping institutions and the Middle East and North Africa region. Prior to joining Transparency International, Najla managed media development, governance, and humanitarian-related research projects across the MENA region.

國際透明組織  
國防安全計畫小組  
計畫專員

**朱宇康**



**學歷：**

劍橋大學企業法碩士  
貝爾法斯特女王大學法學士

**經歷：**

朱宇康是國際透明組織國防安全計畫小組 ( TI-DS ) 計畫專員，他對 TI-DS 之全球分支機構提供嚴謹的營運與專案行政支援，以確保 TI-DS 能高效且有效地運作，他還致力於強化傳統上不透明與秘密部門之透明、課責與監督制度。

宇康還帶來了種種部門的專業知識，在加入 TI-DS 前，他曾是眾多公民社會組織、慈善機構和國際律師事務所的成員。他的著名經歷包括為北愛爾蘭《2021-22 年現代奴役法草案》做出貢獻 ( 強調監控 COVID-19 對供應鏈的風險 )，作為聯合國全球保護工作組的一份子，他倡議青年、和平與安全議題，作為 CIVICUS 之青年行動團成員，他促進全球青年參與公民空間。

The Programme Officer for Transparency  
International Defence & Security

**Yi Kang Choo**

**Education**

He holds a Masters in Corporate Law from the University of Cambridge and a LLB Law Degree from the Queen's University of Belfast.

**Background**

Yi Kang Choo is the Programme Officer for Transparency International Defence & Security (TI-DS). He is responsible for enabling TI-DS to operate efficiently and effectively, by delivering rigorous operational and programme administration support across TI-DS' global portfolio. He is also dedicated to the mission to strengthen transparency, accountability, and oversight systems in a traditionally opaque and secretive sector.

Yi Kang also brings in multi-sectoral expertise, having being part of a wide range of civil society organisations, charities, and international law firms prior to joining TI-DS. Some of his notable experiences included contributing towards Northern Ireland's Draft Modern Slavery Strategy 2021-22 (highlighting the risks of COVID-19 towards supply chain monitoring), advocating for Youth, Peace, and Security issues as part of the United Nation's Global Protection Working Group, and promoting youth engagement across civic spaces globally as CIVICUS' Youth Action Team Member.



韓國透明組織  
廉潔國防委員會理事

**崔秉旭**

學歷：

首爾大學教育學博士  
美國海軍研究院工商管理碩士  
韓國陸軍士官學校學士

經歷：

崔秉旭教授是首爾相明大學國家安全學系教授與安全與統一研究所所長。他同時擔任國際透明組織韓國分會之政策委員會委員、國防廉潔委員會委員，及國防技術與品質研究院監察官。

擔任教授期間，他暫時向大學請假，以全職公務員的身份擔任國防部長的政策顧問。他目前擔任韓國國防政策研究協會副會長，並致力於國防安全、反貪腐和廉潔等領域之學術與實踐。



A member of the Integrity Defense Committee  
under Transparency International Korea

**Byung-Ook Choi**

Education

He holds a bachelor's degree from the Korea Military Academy, a master's degree in business administration from the US Naval Postgraduate School, and a doctorate in education from Seoul National University.

Background

Choi, Byung-ook is a professor of National Security at Sangmyung University in Seoul and is the director of the Institute for Security and Unification Studies. He is also currently a policy committee member of Transparency International Korea, a member of the Integrity Defense Committee under TI Korea, and an Integrity Ombudsman of The Defense Agency of Technology and Quality.

While serving as a professor, he temporarily took a leave of absence from the university and served as a policy adviser to the Minister of National Defense as a full-time civil servant. He is currently serving as the Vice President of the Korea Association of Defense Policy Studies, and has continued to be active academically and practically in various fields related to security and defense, anti-corruption and integrity.

印尼透明組織秘書長

約翰尼斯·丹昂·維多優克



學歷：

澳洲國立大學政治經濟學博士

印尼大學社會學碩士

沙塔亞瓦札那基督教大學電子工程系學士

曾參與荷蘭國際關係學院之文武關係短期課程

經歷：

約翰尼斯·丹昂·維多優克是國際透明組織印尼分會秘書長。國際透明組織印尼分會是總部位於德國柏林的全球非政府組織分支。國際透明組織積極地透過研究和活動，提高公私部門之廉潔程度。

在加入國際透明組織印尼分會前，丹昂先生曾擔任「印尼貪污監控組織」(ICW) 的執行董事。他彙整大量關於貪腐案件的研究和調查報告，包括印尼軍隊、武器採購和軍火商內部的貪腐問題。他也是「保安部門改革」(SSR) 的互聯網成員，該互聯網主張民主政府應對軍隊有課責制度。

Secretary General of Transparency  
International Indonesia Chapter

Johanes Danang Widodo

Education

Danang Widodo obtained BA degree in electronics engineering from Satya Wacana University and master degree in sociology from University of Indonesia. He has completed his PhD thesis on the political economy of development in the Australian National University, Canberra, Australia. He was also participating in a short course on civil military relation organized by Clingendael Institute, Netherland.

Background

Johanes Danang Widodo is the Secretary General of Transparency International Indonesia Chapter (TI Indonesia). TI Indonesia is part of global non-government organisation based at Berlin, Germany. Transparency International actively organises research and campaign to improve the integrity of public and private sector.

Prior to join TI Indonesia, Danang was the Executive Director of Indonesia Corruption Watch (ICW). He organized numerous research and investigative reporting on corruption cases. Among others were corruption within Indonesian military, arm procurement and the military business. He is also a member of Security Sector Reform network that advocates the accountability of military under democratic government.

美商諾斯洛普（NG）公司  
亞太區董事日本區執行長

**翁·普拉卡什**

學歷：

麻省理工學院航空與航天工程學碩士  
國家戰爭學院國家安全戰略系碩士  
美國空軍學院工程學系學士

經歷：

作為美商諾斯洛普·格魯曼公司日本區執行長，普拉卡什目前負責確保現行之計畫項目有效執行，並尋求日本境內發展之機會。

此前，普拉卡什曾擔任諾斯洛普·格魯曼公司的企業策略總監，重塑整併公司之業務架構，將公司打造為許多技術領域的先驅。他分析業務計畫並監督多個策略規劃過程。更之前，普拉卡什在諾斯羅普·格魯曼公司負責國際業務開發。

而在加入諾斯洛普·格魯曼公司之前，普拉卡什是一名退役美國空軍上校，曾在作戰、訓練和發展飛行測試方面擔任過各個級別的領導職務。他直接為空軍部長和參謀長工作，負責制定戰略和政策，還擔任美國國防部制定製造及產業基礎政策副助理部長之首席軍事顧問，負責併購及保護重要產業技術相關的事務。他曾是一名戰鬥機測試員，並在 60 多架不同的飛機上進行了 3,000 多個小時的測試。



Chief Executive, Northrop Grumman Japan;  
Regional Executive for Asia; President, American  
Chamber of Commerce Japan

**Om Prakash II**

Education

Prakash earned a bachelor's degree in engineering from the U.S. Air Force Academy, where he also studied Japanese language and culture. He earned a master's degree in aeronautical and astronautical engineering from the Massachusetts Institute of Technology and a master's in national security strategy from the National War College.

Background

As Chief Executive, Northrop Grumman Japan, Prakash will be responsible for ensuring effective performance on current programs, as well as developing in-country growth opportunities.

Prior to this role, Prakash was the director of corporate strategy for Northrop Grumman, where he helped shape the business portfolio and established the company as a thought leader in several technology areas. He conducted analyses of business initiatives and oversaw multiple strategic planning processes. Previously at Northrop Grumman, Prakash managed international business development.

Prior to joining Northrop Grumman, Prakash, who is a retired U.S. Air Force colonel, held leadership positions at various levels in operations, training and developmental flight test. He worked directly for the Secretary and Chief of staff of the Air Force developing strategy and policy. He also served as the principal military advisor to the Deputy Assistant Secretary of Defense for Manufacturing and Industrial Base Policy, covering matters related to mergers and acquisitions, and the preservation of essential industries and technologies. He was a fighter test point with over 3,000 hours in over 60 different aircraft.



## 二、國內專家學者

總統府前戰略顧問

**蒲澤春 退役上將**

學歷：

義守大學工業管理系管理學博士  
美國東南大學企業管理系碩士

經歷：

曾任總統府戰略顧問、政治大學社科院領袖學院名譽院長及國防部副部長、副參謀總長執行官、海軍副司令、海軍艦指部指揮官等重要職務。為國軍服務和貢獻超過 45 年，並持續追求卓越與精進。曾在海軍各類型計 10 艘艦船服務，擔任過艦長、戰隊長、艦隊長，亦在計畫及後勤單位歷任多年，任職國防部參謀本部後勤參謀次長、軍備局副局長、海軍司令部計畫處長，並多次赴美執行接艦任務，曾在美國華府、加州洛杉磯、南卡羅萊納州查理斯頓等地，與美國海軍共同執行建造軍艦及接艦等工作超過 10 年，並多次帶領接艦官兵接受美國海軍訓練，將船艦駛返臺灣，是國內少數取得博士學位且獲三星榮耀的將領，對於國際政治和國防安全議題具有相當豐富的實務經驗和獨到見解。退役前逐漸把時間和心力轉向教育，不斷於全臺奔走，進行募兵制度、領導統御、國際關係、國防專案等專題演講，同時協助完成高中職和大專院校之國防培育班與國防學士班等簽約，更開啟高階將領走入民間校園招募之先河，對於教育及學術研究與傳承的熱忱不言而喻。



## b、Taiwan Experts

Former strategic adviser of Office of the President

**Retired Admiral Tze-Chun Pu**

Education

Ph.D. in Management, Department of Industrial Management, Yoshimori University, Master of Business Administration, Southeast University, USA.

Experience

Served as former strategic adviser of Office of the President, honorary dean of the Leadership College of the Academy of Social Sciences of Chengchi University, deputy minister of defense, deputy chief of staff, deputy commander of the Navy, and commander of the naval ship command. He has contributed to the Taiwan military for more than 45 years, and continues to pursue excellence. He has served on 10 types of various ships in the Navy, served as captain, captain, and fleet commander, and has served in planning and logistics units for many years, serving as the deputy chief of logistics staff of the General Staff Headquarters of the Ministry of Defense, the deputy director of the Armaments Bureau, and the chief of the planning division of the Navy Command. In Charleston, South Carolina and other places, the United States Navy has jointly carried out the construction of warships and ship docking for more than 10 years, and has repeatedly led the receiving officers and men to receive training from the US Navy to sail the ships back to Taiwan. He is one of the few generals in Taiwan who has obtained a doctorate degree and won the honor of three stars, and has rich practical experience and unique insights on international politics and national defense and security issues. Before retiring from military service, he gradually turned his time and energy to education, constantly running around Taiwan, giving special speeches on the recruitment system, leadership and command, international relations, national defense projects, etc., and at the same time assisting in the signing of national defense training classes and national defense bachelor's classes in high schools and colleges and universities, and opening the precedent for high-level generals to recruit from civilian campuses, and his enthusiasm for education and academic research and inheritance is self-evident.

經濟部水利署

賴署長建信

學歷：

國立中興大學水土保持學系博士曾於  
2001 年受邀到加州大學伯克利分校做  
訪問學者

經歷：

自 2016 年 11 月起擔任經濟部水利署署長，並兼任國家災害防救科技中心董事、貝蒙論壇專家委員會委員、財團法人臺灣災害管理學會理事長、中華水資源管理學會理事長。賴博士擔任公職已近 30 年，在水資源管理、促進行政透明及公私部門跨域合作等領域擁有豐富經驗，包括曾帶領團隊推廣曾文水庫環境教育卓有成效而獲得全國環境教育獎，促進企業與農田水利會聯合開展智慧農業灌溉，打造雙贏局面，推動再生水開發、立法和監管，以及推動「逕流分擔與出流管制」入水利法，讓土地與水道共同分擔洪水，大大提高土地整體耐淹能力等。此外，賴博士完成多項重大水資源工程，包括中庄調整池、大樹伏流水、曾文水庫防淤隧道、板新地區供水改善二期計畫等，發揮區域水源調配之最大效益。賴博士 2007 年獲行政院模範公務員獎，2018 年獲頒行政院公共工程委員會公共工程三等專業獎章。另外，2021 年初的百年大旱，帶領水利署同仁提前展開應變，納入創新思維細緻管控，結合多元創新水源，包括導入建築工地地下水及移動式海淡機組等，找出每一滴可用水源，與各界通力合作，成功將社會及產業衝擊降至最低，各項創新作為，帶領水利署於 2022 年獲得第五屆「總統創新獎 - 團體組」殊榮。



Director-General of Water Resources Agency,  
Ministry of Economic Affairs

Chien-Hsin Lai

Education

Chien-Hsin Lai obtained his Ph.D. degree in soil and water conservation from National Chung Hsing. He was appointed as the Director-General of WRA from November 2016.

Background

Dr. Lai is also the Board Director of the National Science and Technology Center for Disaster Reduction, Committee Member of the Panel of Experts of Belmont Forum, President of the Disaster Management Society of Taiwan, and President of the Chinese Water Resources Management Society.

Dr. Lai has served in public office for nearly 30 years, gaining extensive experience in various fields such as water resources management, administrative transparency, and cross-sector collaboration between governmental agencies and private entities. Notable accomplishments include leading a team in the successful promotion of environmental education at the Tseng-Wen Reservoir, for which he received the National Environmental Education Award.

Furthermore, fostering collaboration between enterprises and the Irrigation Agency to implement smart agricultural irrigation, resulting in mutual benefits.

Additionally, promoting the development, legislation, and regulation of reclaimed water, as well as advocating for the inclusion of "runoff distribution and outflow regulation" in the Water Act, which enables land and water channels to jointly shoulder flood risks, greatly enhancing overall land resilience to flooding.

Dr. Lai has also undertaken numerous significant water resource projects, including the Zhongzhuang Retention Basin, the subsurface flow intake project of Dashu District, Kaohsiung City, the Zengwen Reservoir sediment-sludge tunnel project, and the second phase of the water supply improvement project for the Banxin area. These endeavors have greatly contributed to maximize the effectiveness of regional water sources distribution.

Dr. Lai was awarded the Model Civil Servant Award of the Executive Yuan in 2007, and Public Construction Golden Quality Award - Third Level Professional Medal in 2018. In addition, during the severe hundred-year drought at the beginning of 2021, Dr. Lai led the colleagues of the Water Resources Agency to proactively respond and implement innovative and meticulous water management strategies. They integrated diverse and innovative water sources, including utilizing groundwater from construction sites and employing mobile desalination units, to identify every available water source. Through strong collaboration with various sectors, they successfully minimized the social and industrial impact of the drought. These innovative efforts led the Water Resources Agency to be honored with the 5th Presidential Innovation Award in the Group Category in 2022.

交通部公路總局  
西部濱海公路  
北區臨時工程處

**詹處長益祥**

學歷：

國立中央大學土木工程學系碩士

經歷：

現職為交通部公路總局西部濱海公路北區臨時工程處處長，歷任交通部公路總局科長、公路總局工務組副組長、公路總局西部濱海公路北區臨時工程處副處長，並於 2021 年榮獲行政院模範公務人員獎。



Director of West Coast Expressway Northern Region Temporary Engineering Office, Directorate General of Highways, Ministry of Transportation and Communications

**Yi-Hsiang Chan**

Education

Master of Civil Engineering at National Central University.

Experience

Currently the Director of the West Coast Expressway Northern Region Temporary Engineering Office of the General Administration of Highways of the Ministry of Communications.

He has served as section chief of the General Administration of Highways of the Ministry of Communications and deputy head of the Public Works Group of the General Administration of Highways.

Deputy Director of the West Coast Expressway Northern Region Temporary Engineering Office of the General Administration of Highways.

In 2021, he won the Executive Yuan Exemplary Public Service Award.



廉潔  
Integrity

透明  
Transparency

倫理  
Ethics

效率  
Efficiency

課責  
Accountability



台灣透明暨誠信治理學會

**蕭理事長宏金**

學歷：

美國南加州大學公共行政學博士

經歷：

現職為台灣透明暨誠信治理學會理事長、台灣透明組織理事暨南部辦公室主任及義守大學公共政策與管理學系主任。曾任義守大學職涯發展中心主任及副學務長。蕭教授近年來研究領域聚焦於國防廉政治理、國防自主及國防產業誠信等相關軍事議題；研究專長為公共管理、產業策略、智慧城市、都會治理及透明廉能等領域。



**Chairman of Taiwan Society of Transparency and Integrity Governance**

**Luke H. C. Hsiao**

Education

Ph.D. in Public Administration, University of Southern California

Experience

Currently the chairman of Taiwan Society of Transparency and Integrity Governance, the director of the Taiwan Transparency Organization and the director of the Southern Office, and the director of the Department of Public Policy and Management of Yishou University. He was the Director and Deputy Dean of the Career Development Centre at Yishou University. In recent years, Professor Hsiao's research has focused on military issues related to national defense integrity, national defense autonomy and defense industry integrity. His research interests include public administration, industrial strategy, smart cities, metropolitan governance and transparency.



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台灣透明組織協會

葉副理事長一璋

學歷：

美國南加州大學公共行政學碩士、博士

經歷：

現職為世新大學行政管理學系教授與台灣透明組織副理事長，過去擔任過世新大學企業管理學系與行政管理學系系主任及主任秘書等職務。葉教授長期投身參與國際透明組織活動，並於 2012 到 2014 年擔任臺灣分會的執行長，對政府廉政治理與企業誠信相關議題，經常提供政策暨務實建言；研究領域為公共政策、企業與政府、廉政治理、電子治理及人力資源管理等領域。



Vice President of Transparency International Taiwan

Kevin Yeh

Education

Master of Public Administration and Ph.D. from the University of Southern California

Experience

Currently a professor in the Department of Administration and Management of Shih Hsin University and the Vice President of Transparency International Taiwan, and served as the head and secretary of the Department of Business Management and the Department of Administration at Shih Hsin University. Professor Yeh has long been involved in the activities of Transparency International, and served as the CEO of the Taiwan Chapter from 2012 to 2014, providing policy and practical advice on issues related to government integrity and corporate integrity. His research interests include public policy, business and government, integrity management, e-governance and human resource management.



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## 國際透明組織 會籍認證委員會

### 葛委員傳宇

#### 學歷：

國立政治大學外交學系國際關係博士  
華盛頓大學艾略特國際事務學院碩士  
威斯康辛州麥迪遜校區碩士

#### 經歷：

現職為國立臺灣藝術大學通識教育中心主任及國際透明組織會籍認證委員（亞洲代表）。葛博士多年來投入青少年廉潔教育，101年帶領臺藝大學生創辦國際紅豆社。每年寒暑假持續舉辦瑞濱藝術與品格教育營、臺東武陵閱讀與品格教育營，服務偏鄉學童，109年擔任第一屆亞太廉潔夏季學院發起人與授課教師；葛博士研究專長為國際關係及全球反貪運動、國防廉潔，102至109年連續8年接受國防部委託，每年邀請國際廉政學者專家訪問臺灣，並協助進行政府國防廉潔指數（GDI）之臺灣評鑑；另長期擔任法務部廉政署廉政研習中心講座（全球反貪運動、國際廉政指標）。



## Comissioner of the Committee of Transparency International

### Chuan-Yu Ko

#### Education

Ph.D. in International Relations, Department of Diplomacy, National Chengchi University, M.A. from the Elliott School of International Affairs at the University of Washington, and M.A. from Madison, Wisconsin.

#### Experience

He is currently the Director of the Center for General Education at National Taiwan University of the Arts and a member of the Transparency International Membership Accreditation Committee (Asia Representative). Dr. Ge has devoted himself to youth integrity education for many years, and led Taiwan Arts University students to establish the International Red Bean Club in 2012. He served as the initiator and lecturer of the first Asia Pacific Integrity Summer Academy in 2020, and his research interests include international relations, the global anti-corruption campaign, and defense integrity from 2013 to 2020, he was entrusted by the Ministry of National Defense for eight consecutive years, inviting international integrity scholars and experts to visit Taiwan every year and assist in the Taiwan evaluation of the Government's Defense Integrity Index (GDII).



國防安全研究院  
國防戰略與資源研究所

**蘇所長紫雲**

**學歷：**

淡江大學國際事務與戰略研究所博士

**經歷：**

現職為國防安全研究院國防戰略與資源研究所所長。曾擔任國安會研究員、美國國務院訪問學人、國防部機要、淡江大學整合科技與戰略中心執行長、陸軍官校兼任助理教授、國防大學兼任助理教授、國防安全研究院副研究員、國防安全研究院國防戰略與資源研究所研究員，研究領域為國防經濟與產業、中國軍備、古典與現代戰略等。



Director of Division of Defense Strategy and  
Resources, Institute of Defense and Security

**Tzu-Yun Su**

**Education**

Ph.D. in Institute of International Affairs and Strategy, Tamkang University

**Experience**

Currently the Director of Division of Defense Strategy and Resources, Institute of Defense and Security. He has served as a researcher of the National Security Council, a visiting scholar of the U.S. Department of State, a confidential officer of the Department of National Defense, the executive director of the Center for Integrated Science and Technology and Strategy at Tamkang University, an adjunct assistant professor at the Army Academy, an adjunct assistant professor at the National Defense University, an associate researcher at the Institute of Defense and Security, and a researcher at the Division of Defense Strategy and Resources, Institute of Defense and Security.



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安侯企業管理股份有限公司

## 朱執行副總經理成光

學歷：

臺大 EMBA 會計管理決策組 (研讀中)  
國立政治大學經管碩士

經歷：

朱成光執行副總自 98 年起即協助 KPMG 臺灣所成立鑑識會計服務。至今服務於企業管理顧問諮詢專業領域已逾十多年，近年來引進全球先進之鑑識會計與鑑識科技等專業知識，更獲得許多專業組織與機構之認同，受邀提供專題演講或教育訓練以分享其個人在鑑識會計領域中的知識。過去於顧問諮詢服務領域之專業經驗中，廣泛地應用資訊科技於協助會計師與客戶釐清商業活動中，有關資訊科技的需求。亦從 KPMG 新加坡與 KPMG 香港學習並引進鑑識會計顧問諮詢領域有關先進實務知識，例如：商業舞弊調查、權利金查核、美國海外反貪腐法 (FCPA)、英國反賄賂法案 (UK Anti-bribery Act)、洗錢防制與爭議訴訟支援等。專長領域為公司治理、企業風險管理、商業犯罪調查與鑑識、鑑識科技與電腦犯罪調查、網路安全攻防戰、資訊系統稽核、反洗錢暨反資恐、經濟制裁之風險管理、偵測與回應，並有國際舞弊稽核師、國際電腦稽核師等專業證照。



Executive Deputy General Manager of KPMG  
Advisory Services Co., Ltd.

## Rex Chu

Education

National Taiwan University EMBA Accounting Management Decision Group (Studying), Master of Economics and Management, National Chengchi University

Experience

Executive Deputy General Manager Rex Chu has assisted KPMG Taiwan in setting up forensic accounting services since 2001. In recent years, he has introduced the world's advanced professional knowledge of forensic accounting and forensic technology, and has been recognized by many professional organizations and institutions, and has been invited to provide special speeches or educational training to share their personal knowledge in the field of forensic accounting. In his past professional experience in the field of advisory services, he has widely applied information technology to assist accountants and clients to clarify the IT needs of business activities. He also learned from KPMG Singapore and KPMG Hong Kong advanced practical knowledge in the field of forensic accounting consulting, such as business fraud investigations, royalty checks, the US Foreign Corrupt Practices Act (FCPA), the UK Anti-bribery Act, money laundering prevention and dispute litigation support, etc. His areas of expertise include corporate governance, enterprise risk management, commercial crime investigation and forensics, forensic technology and computer crime investigation, cyber security offensive and defensive warfare, information system audit, anti-money laundering and anti-terrorism, economic sanctions risk management, detection and response, and have professional licenses such as international fraud auditor and international computer auditor.

## 肆、研討摘要

本次「國防廉政國際學術論壇」，研討主軸分為 2 場次議程研討，以下針對各場次資訊及研討議題重點進行介紹：

### 一、軍事廉政與區域戰略安全研討會議

#### (一) 專題演講 - 全球國防廉潔趨勢與區域安全挑戰

##### 1、主講人：

國際透明組織國防安全計畫小組倡議部部長

**Ara Marcen Naval**

##### 2、議題概述：

國防部門管理不善與容易發生貪腐，是導致衝突、危機和不安定的一個重要因素，在全球國防經費增加背景下，國防部門面臨技術性的變革，若無因應作為，肯定會增加風險。當世界努力因應氣候變遷的影響，及獨裁政權對民主機制與公民監督的攻擊時，我們特別關注世界各地的國防部門，因政府若要確保良好治理，需要國防機構具備抵禦貪腐的能力。

解決國防部門的貪腐問題並促進廉潔是一項至關重要但具有挑戰性的任務，因該部門的本質，充斥大量資金投入與機密業務，並提供有利貪腐的環境。國防機構往往享有例外特權，免受標準的透明度和課責措施等約束，因此容易受到濫用，而分層式的決策結構、專業知識門檻及非國防部門之實體的協助，又使監督進一步複雜化，這些因素都導致國防部門容易發生貪腐問題。

## IV、Abstract

In this "International Academic Conference on National Defense Integrity", the main topic of the discussion is divided into two agenda, and the following focuses on the information and topics of each session:

### a、Seminar on Military Integrity and Regional Strategic Security

#### (1) Seminar - Global defence Integrity Trends and Regional Security Challenges

##### 1、Speaker：

The Head of Advocacy for Transparency International Defence & Security

**Ara Marcen Naval**

##### 2、Topic Overview：

Poorly governed and corruption prone defence sectors are a significant contributing factor to conflict, crisis and insecurity. In a context of increasing defence expenditure globally and rapid technological change experienced by the sector, without action, these risks will certainly increase. As the world grapples with the implications of climate change and assaults on democratic principles and civic space from authoritarian regimes, we bring a specific focus to defence sectors around their world, the role that governments play in ensuring good governance and the need for defence institutions to be resilient to corruption to achieve this.

Addressing corruption and promoting integrity in the defence sector is a crucial yet challenging task. The very nature of the sector, with its massive financial investments and classified operations, provides an environment conducive to corruption. Defence institutions often enjoy exceptionalism, exempting them from standard transparency and accountability measures and



為了有效恫嚇、打擊貪腐，我們必須在國防機構內建立課責制度和良好治理的文化，這需要實施有效的反貪腐措施來加強監督，減少國防部門內不法行為滋生的機會，將廉潔內化為我們國防機構整體的價值觀，再加強採購流程的透明度，改善檢舉人保護措施，並採取明確的總體策略，以廉潔為各項作業流程的核心，落實相互監督，且讓民間社會組織參與監督工作，這都是對抗貪腐的重要步驟。

首先，我們應該評估風險和漏洞。GDI 指數顯示，近三分之二的國家在國防和保安部門面臨高度至嚴重的貪腐風險，其中軍事行動領域風險的表現最差。今天，讓我們強調行政透明和有課責機制的決策過程有多重要，探討、發掘與預防國防採購及其資源分配發生貪腐的好處，並討論良好的治理如何促進課責制度和廉潔，進而加強嚇阻該領域發生貪腐和不安全。

leaving them susceptible to abuse. Hierarchical decision-making structures and specialized expertise further complicate oversight and collaboration with non-defence entities. These factors contribute to the vulnerability of the defence sector to corruption.

To combat corruption and foster resilience as a tool for deterrence, we must cultivate a culture of, accountability and good governance within defence institutions. This entails implementing effective anti-corruption mechanisms, enhancing oversight, closing gaps that allow for wrongdoing to grow in the defence sector, embedding integrity throughout the whole spectrum of our defence institutions. Strengthening the integrity of procurement processes, improving whistleblower protections, adopting a clear overarching strategy that puts integrity at the core of different processes, making cross cutting REALLY cross cutting and involving civil society organizations in oversight efforts are vital steps in the fight against corruption.

As a starting point, we should assess the risks and vulnerabilities. The Government Defence Integrity Index has revealed that nearly two-thirds of countries face a high to critical risk of corruption in their defense and security sectors, with the poorest performance across military operations risk areas. Today, let's emphasize the importance of transparent and accountable decision-making processes, explore the benefits of detecting and preventing corruption in defence procurement and resource allocation, and discuss how good governance can promote accountability, and integrity to strengthen the region's deterrence and security.

## 深耕廉政 璀璨國防

Deep Cultivation of Clean Government and Brilliant National Defense

國際交流 International Interaction

區域安全 Regional Security

企業誠信 Business Ethics

行政透明 Administrative Transparency

廉潔  
Integrity

透明  
Transparency

倫理  
Ethics

效率  
Efficiency

課責  
Accountability

# INTEGRITY

## (二) 圓桌論壇 - 亞太區域安全與軍事貪腐風險

### 1、參與人員

角色	姓名	服務單位	專長
主持人	蒲澤春 退役上將	總統府前戰略顧問	國際政治、國防安全、管理學
引言人	Najla Dowson-Zeidan	國際透明組織 國防安全計畫小組 倡議部經理	反貪腐、人權法
	Yi Kang Choo	國際透明組織 國防安全計畫小組 計畫專員	反貪腐、企業法
	Byung-Ook Choi	韓國透明組織 廉潔國防委員會理事	國家安全、工商管理、教育學
	Johanes Danang Widojoko	印尼透明組織 秘書長	政治經濟學、文武關係、社會學
	葛委員傳宇	國際透明組織 會籍認證委員	國際關係、全球反貪運動
	鄒怡堅少將	國防部國防採購室 副主任	國防採購
與談人	葉副理事長一璋	台灣透明組織協會	公共政策、企業與政府、廉政治理
	蕭理事長宏金	台灣透明暨誠信治理學會	公共管理、產業策略、透明廉能
	陳理事俊明	台灣透明組織協會	文武關係、公共組織行為與廉政研究
	蘇所長紫雲	國防院戰資所	國防經濟與產業、中國軍備
	張處長應中	國防部整評司 效益評估處	行政法、行政管理、國防經濟分析
	歐仲偉上校	國防部 資規司	工業與系統工程、公共政策、人因工程
	嚴明德上校	國防部軍醫局 主計室主任	國防預算管理、軍購財務管理

## (2) Roundtable Seminar - Asia-Pacific regional security and Military Corruption Risk

### 1、Attendee

Role	Name	Unit	Expertise
Mandator	Retired Admiral Tze-Chun Pu	Former strategic adviser of Office of the President	International politics, defense and security, management
Speaker	Najla Dowson-Zeidan	Advocacy & Engagement Manager for Transparency International Defence & Security	Anti-corruption, human rights law
	Yi Kang Choo	The Programme Officer for Transparency International Defence & Security	Anti-corruption, enterprise law
	Byung-Ook Choi	A member of the Integrity Defense Committee under Transparency International Korea	National Security, Business Administration, Pedagogy
	Johanes Danang Widojoko	Secretary General of Transparency International Indonesia Chapter	Political Economy, Civil-Military Relations, Sociology
	Chuan-Yu Ko	Comissioner of the Committee of Transparency International	International relations, global anti-corruption campaign
	Major General Yi-Chien Tsou	Deputy Director of Defense Procurement Office, Ministry of National Defense	Defense procurement
	Kevin Yeh	Vice President of Transparency International Taiwan	Public Policy, Business and Government, Integrity governance
Panelists	Luke Hsiao	Chairman of Taiwan Society of Transparency and Integrity Governance	Public management, industrial strategy, transparency and integrity
	Chun-Ming Chen	Director of Transparency International Taiwan	civil-military relations, public organization behavior and research on integrity
	Tzu-Yun Su	Director of Division of Defense Strategy and Resources, Institute of Defense and Security	Defense economy and industry, Taiwan's armaments
	Ying-Zhong Zhang	Director of Benefit Evaluation Division, Integrated Assessment Department, Ministry of National Defense	Administrative law, administrative management, defense economic analysis
	Colonel Zhong-Wei Au	Department of Resource Planning, Ministry of National Defense	Industrial and Systems Engineering, Public Policy, Human Factors Engineering
	Colonel Ming-De Yan	Director of the Comptroller Office, Medical Affairs Bureau Ministry of National Defense	Defense budget management, military procurement financial management

## 2、議題概述

### 摘要：

本摘要對聚焦亞太區域安全和軍事貪腐風險的圓桌論壇進行整體總結。本次討論議題主要圍繞政府國防廉潔指數 ( GDI ) 分數，該分數評估正式政策的存在、決策透明度以及在國防部門內有效實施，並強調關鍵風險領域，包括政治、財務、人事、軍事行動和採購，重點為關注美國在亞太防務的抵消策略。此外，還討論了與反貪腐和企業透明度有關的國防公司指數 (DCI)，該指數為 38 個國家的 134 家主要國防公司設定標準，以識別領導力和組織文化、國有企業、高風險市場、員工支持、利益衝突、供應鏈管理以及代理商 / 中介機構的風險，最後提出提高企業透明度的建議，以增強公眾信任、降低風險、促進審查並追究政府責任。

### 簡介：

總結論壇研討之亞太區域安全與軍事貪腐風險，強調政府國防廉潔指數 (GDI) 分數在評估國防部門貪腐風險領域的重要性。GDI 衡量正式政策、透明度和實施等各種因素，以確定關鍵之需改革領域，並作為評估貪腐風險之方法。

### 亞太區域的關鍵風險領域：

根據 GDI 評比，確定亞太區域普遍存在幾個關鍵風險領域，包括政策制定和政治事務、財務、人事管理和軍事行動，評估過程包括審查立法、政策、官方聲明，以及對官員和專家進行訪談。GDI 透過 77 個問題，並分 212 個指標來評估風險領域。

## 2、Topics Overview

### Abstract:

This summary provides a comprehensive summary of a roundtable forum focused on Asia-Pacific regional security and the risk of military corruption. The discussions primarily revolve around the Government Defence Integrity Index (GDI) scores, which assess the presence of formal policies, transparency in decision-making, and effective implementation within the defense sector. The document highlights key risk areas, including policy-making, finances, personnel management, military operations, and procurement, with an emphasis on defense offsets in Asia and Oceania. Additionally, the discourse addresses the Defence Companies Index (DCI) on anti-corruption and corporate transparency, which sets standards for 134 major defense companies in 38 countries. Risks in leadership and organizational culture, state-owned enterprises, high-risk markets, employee support, conflict of interest, supply chain management, and agents/intermediaries are identified by the DCI. The document concludes with recommendations for enhancing corporate transparency to foster public trust, mitigate risks, promote scrutiny, and hold governments accountable.

### Introduction:

The document summarizing a roundtable forum on Asia-Pacific regional security and military corruption risk highlights the importance of the Government Defence Integrity Index (GDI) scores in assessing the sector's integrity and risk areas. The GDI measures various factors such as formal policies, transparency, and implementation, enabling identification of key reform areas and serving as an internal risk assessment methodology.

**Key Risk Areas in Asia-Pacific:** The document identifies several key risk areas prevalent in the Asia-Pacific region based on GDI scores. These include policy-making and political affairs, finances, personnel management, and military operations. The assessment process involves reviewing legislation, policies, official speeches, and conducting interviews with officials and experts. The GDI uses 77 questions broken down into 212 indicators to evaluate the risk areas.



**反貪腐守則的重要性：**

GDI 評比採取的方法論是以反貪腐守則為基礎，例如透明度、機構獨立性、公民社會參與、反貪腐機構的監督及檢舉人保護，這些守則有助於國防部門的整體廉潔度。

**關於《國防企業反貪腐與透明度指數》(DCI)：**

圓桌論壇還深入探討 DCI，該指數為在 38 個國家營運的 134 家全球最大的國防企業，制定了反貪腐與透明度標準。DCI 評估的領域包括領導力和組織文化、內部控制、員工支持、利益衝突、客戶參與、供應鏈管理、代理商 / 中介機構、抵銷交易、高風險市場和國營企業等領域。

**建議：**

提供一些提高企業透明度的建議給國防企業參考，主要為建立公眾信任、降低風險、加強監督並使政府負起責任，即提高企業透明度有助於處理已知的關鍵風險領域，改善國防部門的廉潔度。

**結論：**

總之，簡要說明本圓桌論壇討論內容，利用 GDI 評分和 DCI 標準，以凸顯透明度、課責制度和反貪腐措施的重要性，因為可以確保國防部門廉潔；最後強調透過提高企業透明度的重要性，因為可以解決關鍵風險領域和增強公眾信任。

**Importance of Anti-Corruption Principles:**

Underlying the methodology of the GDI are anti-corruption principles, such as transparency, institutional independence, civil society engagement, oversight by anti-corruption bodies, and whistleblower protection. These principles contribute to the overall integrity of the defense sector.

**Defence Companies Index (DCI) on Anti-Corruption and Corporate Transparency:**

The roundtable discussion also delved into the DCI, which sets anti-corruption and transparency standards for 134 of the world's largest defense companies operating in 38 countries. The DCI assesses areas such as leadership and organizational culture, internal controls, support to employees, conflict of interest, customer engagement, supply chain management, agents/intermediaries, offsets, high-risk markets, and state-owned enterprises.

**Recommendations:**

The document concludes by offering recommendations for defense companies to increase corporate transparency. These recommendations aim to build public trust, mitigate risks, improve scrutiny, and hold governments accountable. Enhanced corporate transparency can help address the identified key risk areas and foster integrity within the defense sector.

**Conclusion:**

Overall, this document provides a concise summary of a roundtable forum discussion on Asia-Pacific regional security and military corruption risk. The utilization of the GDI scores and DCI standards highlight the significance of transparency, accountability, and anti-corruption measures in ensuring integrity within the defense sector. The document concludes by emphasizing the importance of increasing corporate transparency to address key risk areas and enhance public trust.

(三) 國防安全工作坊 - 軍事廉潔思維下戰時國防安全戰略

1、參與人員

角色	姓名	服務單位	專長
主持人	蕭理事長宏金	台灣透明暨誠信治理學會	公共管理、產業策略、透明廉能
引言人	蘇所長紫雲	國防院戰資所	國防經濟與產業、中國軍備
	葛委員傳宇	國際透明組織 會籍認證委員會	國際關係、全球反貪運動
與談人	Ara Marcen Naval	國際透明組織 國防安全計畫小組 倡議部部長	全球國防和安全、反貪腐、歐盟法律與政策
	Najla Dowson-Zeidan	國際透明組織 國防安全計畫小組 倡議部經理	反貪腐、人權法
	Byung-Ook Choi	韓國透明組織 廉潔國防委員會理事	國家安全、工商管理、教育學
	Johanes Danang Widojoko	印尼透明組織 秘書長	政治經濟學、文武關係、社會學
	陳理事俊明	台灣透明組織	文武關係、公共組織行為與廉政研究
	歐仲偉上校	國防部 資規司	工業與系統工程、公共政策、人因工程
	蒲澤春退役上將	總統府前戰略顧問	國際政治、國防安全、管理學
	葉理事長一璋	台灣透明組織 副理事長	公共政策、企業與政府、廉政治理
	張處長應中	國防部整評司 效益評估處	行政法、行政管理、國防經濟分析
	鄒怡堅少將	國防部國防採購室副主任	國防採購
	嚴明德上校	國防部軍醫局 主計室主任	國防預算管理、軍購財務管理

(3)National Defense and Security Workshop – The thinking of military integrity, while defense and security strategy in wartime

1、Attendee

Role	Name	Unit	Expertise
Mandator	Luke H. C. Hsiao	Chairman of Taiwan Society of Transparency and Integrity Governance	Public management, industrial strategy, transparency and integrity
Speaker	Tzu-Yun Su	Director of Division of Defense Strategy and Resources, Institute of Defense and Security	Defense economy and industry, Taiwan's armament
	Chuan-Yu Ko	Comissioner of the Committee of Transparency International	International relations, global anti-corruption campaign
Panelists	Ara Marcen Naval	The Head of Advocacy for Transparency International Defence & Security	Global defence and security, anti-corruption, EU law and policy
	Najla Dowson-Zeidan	Advocacy & Engagement Manager for Transparency International Defence & Security	Anti-corruption, human rights law
	Byung-Ook Choi	A member of the Integrity Defense Committee under Transparency International Korea	National Security, Business Administration, Pedagogy
	Johanes Danang Widojoko	Secretary General of Transparency International Indonesia Chapter	Political Economy, Civil-Military Relations, Sociology
	Chun-Ming Chen	Director of Transparency International Taiwan	civil-military relations, public organization behavior and research on integrity
	Colonel Zhong-Wei Au	Department of Resource Planning, Ministry of National Defense	Industrial and Systems Engineering, Public Policy, Human Factors Engineering
	Retired Admiral Tze-Chun Pu	Former strategic adviser of Office of the President	International politics, defense and security, management
	Kevin Yeh	Vice President of Transparency International Taiwan	Public Policy, Business and Government, Integrity governance
	Ying-Zhong Zhang	Director of Benefit Evaluation Division, Integrated Assessment Department, Ministry of National Defense	Administrative law, administrative management, defense economic analysis
	Major General Yi-Chien Tsou	Deputy Director of Defense Procurement Office, Ministry of National Defense	Defense procurement
	Colonel Ming-De Yan	Director of the Comptroller Office, Medical Affairs Bureau Ministry of National Defense	Defense budget management, military procurement financial management

2、Topic Overview

This workshop will explore wartime defense and security strategies with military integrity thinking as the core, including three main topics. It is included the dialogue between national defense security and military

## 2、議題概述

本工作坊將探討以軍事廉潔思維為核心的戰時國防安全戰略，其中包含 3 個主要議題，包括國防安全與軍事反貪腐戰略對話、烏俄戰爭和阿富汗戰爭所帶來的反貪腐前車之鑑，以及反貪腐納入國防安全戰略的可行性探討。

首先，讓我們進入國防安全與軍事反貪腐戰略的對話。軍事力量的建設和運用必須建立在透明、廉潔和負責任的基礎上。我們需要確保國防資源的正確分配和使用，以提高國防實力的效能。國防安全戰略應該融合反貪腐的思維，以確保資源的最大化利用，並防止貪污現象損害我們的國家安全。

其次，讓我們從烏俄戰爭和阿富汗戰爭中獲得反貪腐的前車之鑑。這些戰爭中，貪腐問題對國防實力和軍事行動產生了嚴重的影響。不正當的資源使用和貪污行為削弱了戰爭的有效性，導致資源浪費和士氣下降。因此，我們必須從這些經驗中吸取教訓，將反貪腐納入我們的戰時國防安全戰略中，以確保戰爭的成功和國家的安全。

最後，讓我們探討反貪腐納入國防安全戰略的可行性。軍事廉潔思維可以提高國防資源的透明度和效益，從而增強我們的國防能力。我們可以建立更嚴格的監控機制，加強資源分配的透明度，並培訓軍隊內部人員反貪腐意識。同時，將反貪腐納入戰略中也需要領導者的堅定決心和政策支持，以確保戰略的有效實施。

總結，軍事廉潔思維在戰時國防安全戰略中具有重要地位。反貪腐戰略的對話和經驗教訓，以及納入反貪腐的可行性探討，將有助於確保我們的國防能力得到充分發揮，從而實現國家的安全目標。我們應該堅定地將軍事廉潔思維融入我們的戰略，確保我們的國防實力在任何情況下都能夠有效地捍衛我們的國家。

anti-corruption strategy, the lessons learned from the anti-corruption past from the Ukraine-Russia war and the Afghan war, and the feasibility of incorporating anti-corruption into the national defense and security strategy.

First, let's enter a dialogue between national defense and security and military anti-corruption strategies. The building and use of military force must be based on transparency, integrity, and accountability. We need to ensure the correct allocation and use of defense resources to improve the effectiveness of defense capabilities. National defense and security strategies should integrate anti-corruption thinking to ensure the maximum use of resources and prevent corruption from undermining our national security.

Secondly, let us learn from the wars in Ukraine and Afghanistan to fight corruption. In these wars, corruption has had a serious impact on national defense strength and military operations. Improper use of resources and corrupt practices weaken the effectiveness of war, leading to wasted resources and a decline in morale. Therefore, we must learn from these experiences and integrate anti-corruption into our wartime defense and security strategies to ensure the success of wars and the security of the country.

Finally, let's explore the feasibility of incorporating anti-corruption into national defense and security strategies. Military integrity thinking can enhance our defense capabilities by improving the transparency and effectiveness of defense resources. We can establish stricter monitoring mechanisms, increase transparency in resource allocation, and train personnel within the military to fight corruption. At the same time, integrating anti-corruption into the strategy also requires the strong determination and policy support of leaders to ensure the effective implementation of the strategy.

To sum up, the thinking of military integrity plays an important role in wartime national defense and security strategy. Dialogue and lessons learned from anti-corruption strategies, as well as discussions on the feasibility of incorporating anti-corruption strategies, will help ensure that our defense capabilities are fully utilized to achieve our national security goals. We should firmly integrate military integrity thinking into our strategy to ensure that our defense strength can effectively defend our country under all circumstances.



( 四 ) 軍事反貪風險工作坊 ( 1 ) -  
與時俱進：政府國防廉潔指數評鑑新變革

1、參與人員

角色	姓名	服務單位	專長
主持人	葉副理事長一璋	台灣透明組織	公共政策、企業與政府、廉政治理
引言人	Najla Dowson-Zeidan	國際透明組織	反貪腐、人權法
		國防安全計畫小組倡議部經理	
	Ara Marcen Naval	國際透明組織	全球國防和安全、反貪腐、歐盟法律與政策
		國防安全計畫小組倡議部部長	
	Yi Kang Choo	國際透明組織	反貪腐、企業法
		國防安全計畫小組計畫專員	
	Byung-Ook Choi	韓國透明組織	國家安全、工商管理、教育學
		廉潔國防委員會理事	
	Johanes Danang Widodo	印尼透明組織	政治經濟學、文武關係、社會學
		秘書長	
	張處長應中	國防部整評司	行政法、行政管理、國防經濟分析
		效益評估處	
	嚴明德上校	國防部軍醫局	國防預算管理、軍購財務管理
		主計室主任	
	蒲澤春退役上將	總統府前戰略顧問	國際政治、國防安全、管理學
	蕭理事長宏金	台灣透明暨誠信治理學會	公共管理、產業策略、透明廉能
與談人	蘇所長紫雲	國防院戰資所	國防經濟與產業、中國軍備
	陳理事俊明	台灣透明組織	文武關係、公共組織行為與廉政研究
	葛委員傳宇	國際透明組織 會籍認證委員會	國際關係、全球反貪運動
	鄒怡堅少將	國防部國防採購室副主任	國防採購
	歐仲偉上校	國防部資規司	工業與系統工程、公共政策、人因工程

(4)Military anti-corruption risk workshop(1)  
New changes in the evaluation of the Government's Defense Integrity Index  
1、Attendee

Role	Name	Unit	Expertise
Mandator	Kevin Yeh	Vice President of Transparency International Taiwan	Public Policy, Business and Government, Integrity governance
Speaker	Najla Dowson-Zeidan	Advocacy & Engagement Manager for Transparency International Defence & Security	Anti-corruption, human rights law
		The Head of Advocacy for Transparency International Defence & Security	Global defence and security, anti-corruption, EU law and policy
	Yi Kang Choo	The Programme Officer for Transparency International Defence & Security	Anti-corruption, enterprise law
		A member of the Integrity Defense Committee under Transparency International Korea	National Security, Business Administration, Pedagogy
	Johanes Danang Widodo	Secretary General of Transparency International Indonesia Chapter	Political Economy, Civil-Military Relations, Sociology
		Director of Benefit Evaluation Division, Integrated Assessment Department, Ministry of National Defense	Administrative law, administrative management, defense economic analysis
	Colonel Ming-De Yan	Director of the Comptroller Office, Medical Affairs Bureau Ministry of National Defense	Defense budget management, military procurement financial management
		Former strategic adviser of Office of the President	International politics, defense and security, management
	Luke H. C. Hsiao	Chairman of Taiwan Society of Transparency and Integrity Governance	Public management, industrial strategy, transparency and integrity
		Director of Division of Defense Strategy and Resources, Institute of Defense and Security	Defense economy and industry, Taiwan's armaments
	Chun-Ming Chen	Director of Transparency International Taiwan	civil-military relations, public organization behavior and Research on integrity
		Comissioner of the Committee of Transparency International	International relations, global anti-corruption campaign
	Major General Yi-Chien Tsou	Deputy Director of Defense Procurement Office, Ministry of National Defense	Defense procurement
		Department of Resource Planning, Ministry of National Defense	Industrial and Systems Engineering, Public Policy, Human Factors Engineering
	Colonel Zhong-Wei Au	Department of Resource Planning, Ministry of National Defense	Industrial and Systems Engineering, Public Policy, Human Factors Engineering
	Colonel Zhong-Wei Au	Department of Resource Planning, Ministry of National Defense	Industrial and Systems Engineering, Public Policy, Human Factors Engineering

## 2、議題概述

國際透明組織國防安全計畫小組 ( Transparency International Defence and Security ) 自 2004 年起一直致力於提升國防領域的反貪腐標準。在進行這項工作的過程中，各國政府多次詢問我們，如何在避免和預防貪腐風險方面確立良好做法。

政府國防廉潔指數 ( Government Defence Integrity Index ) 是回答這個問題的重要部分，因政府國防廉潔指數 ( GDI ) 是評估國防機構貪腐風險的全球先驅標準。綜合觀之，它是國際透明組織國防安全計畫小組 ( TI-DS ) 提倡相關論證支持工具中的佼佼者。透過其評鑑之基本指標及子指標，該指數評估世界各國國防安全機構管控貪腐風險之機制品質。需要強調的是，該指數不是對貪腐的測量。事實上，GDI 並不關心衡量損失的資金數額、識別貪腐行為者或估量公眾對貪腐的看法。

相反地，它提供了一個深入分析國防領域貪腐風險的工具，專注於五個核心貪腐風險領域：政治、財務、人員、軍事行動和採購，並進一步細分為 29 個具體國防貪腐風險。

為了廣泛而全面地反映這些風險領域，該指數評估了法律框架 ( 法律上 ) 和實施 ( 實務上 )，以及資源和成果。這樣做的目的是了解法律與實務之間的實際差距，及縮小此差距而可能需要改革的領域。該指數的前幾版發佈於 2013 年和 2015 年。繼 2018 年進行全面審查後，2020 年 GDI 提出強化版，相較 2015 年版，2020 年強化版 GDI 採用了修訂後更嚴格的評估方法，引入子指標及其單獨的評分標準，以縮小分析範圍，便於評估集中在特定的、可衡量的感興趣領域。這樣可以在不同國家和不同時間之間進行更可靠的評比，此外，由於子指標的具體性和針對性，可以建立更穩健的分析框架。

## 2、Topics Overview

Transparency International Defence and Security has been working to improve anti-corruption standards in the defence sector since 2004. During the course of this work, governments have repeatedly asked us what constitutes good practice in avoiding and preventing corruption risk. The Government Defence Integrity Index is a key part of answering that question.

The Government Defence Integrity Index (GDI) is the world's leading assessment of corruption risks in national defence establishments. As a comprehensive body of research, it is the flagship evidence-based advocacy tool of Transparency International - Defence & Security (TI-DS). The index, through its underlying questions and sub-indicators, assesses the quality of mechanisms used to manage corruption risks in defence and security institutions in countries around the world. It is important to emphasise that the index is not a measurement of corruption. In fact, the GDI is not concerned with measuring the amount of funds that are lost, identifying corrupt actors or estimating the perceptions of corruption by the general public. Instead, it provides an in-depth analysis of corruption risks in defence sectors, focusing on five core risk areas: political, financial, personnel, operational, and procurement, which are further broken down into 29 specific defence corruption risks.

In order to provide a broad and comprehensive reflection of these risk areas, the index assesses both legal frameworks (de jure) and implementation (de facto), as well as resources and outcomes. This is intended to capture the implementation gap between law and practice, and possible areas for reform to narrow that gap. Previous iterations of the index were published in 2013 and 2015. The methodology for the 2020 GDI was strengthened - following a comprehensive review in 2018. The strengthened methodology for the 2020 GDI utilises a revised and more rigorous approach compared to the 2015 iteration. Sub-indicators, and their individual scoring rubrics, have been introduced to narrow the field of analysis, so that assessments are focused on specific and measureable areas of interest. This allows for more reliable comparisons across countries and over time and, additionally, for a more robust framework of analysis due to the specific and targeted nature of the sub-indicators.

(五) 軍事反貪風險工作坊 (2) -  
反貪風險新策略：機關採購廉政平臺

1、參與人員

角色	姓名	服務單位	專長
主持人	葉副理事長一璋	台灣透明組織	公共政策、企業與政府、廉政治理
	賴署長建信	經濟部水利署	水資源管理、行政透明、公私合作
引言人	詹處長益祥	交通部公路局 西濱北工處	土木工程
	沈副署長鳳樑	法務部廉政署	法律、廉政
與談人	Ara Marcen Naval	國際透明組織 國防安全計畫小組 倡議部部長	全球國防和安全、 反貪腐、歐盟法律與政策
	Najla Dowson-Zeidan	國際透明組織 國防安全計畫小組 倡議部經理	反貪腐、人權法
	林副縣長皆興	澎湖縣政府	公共政策、 區域發展、經濟學

(5)Military anti-corruption risk workshop(2)  
New anti-corruption risk strategy: Government Procurement Integrity Platform

1、Attendee

Role	Name	Unit	Expertise
Mandator	Kevin Yeh	Vice President of Transparency International Taiwan	Public Policy, Business and Government, Integrity Governance
	Chien-Hsin Lai	Director-General of Water Resources Agency, Ministry of Economic Affairs	Water management, administrative transparency, Public-private partnerships
Speaker	Yi-Hsiang Chan	Director of West Coast Expressway Northern Region Temporary Engineering Office, Directorate General of Highways, Ministry of Transportation and Communications	Civil Engineering
	Feng-Liang Shen	Deputy Director-General of Agency Against Corruption, Ministry of Justice	Law, integrity
	Ara Marcen Naval	The Head of Advocacy for Transparency International Defence & Security	Global defence and security, anti-corruption, EU law and policy
Panelists	Najla Dowson-Zeidan	Advocacy & Engagement Manager for Transparency International Defence & Security	Anti-corruption, human rights law
	Jie-Shin Lin	Deputy County Executive of Penghu County Government	Public Policy, Regional Development, economics



## 2、議題概述

### (1) 烏溪烏嘴潭工程廉政平臺

經濟部水利署掌理國家水利事業，影響與預算十分巨大，深知唯有將施政決策過程資訊攤在陽光下，減少外界不當干擾，並建構「全民監督」的行政透明機制，才能建立一個安心、專心、信心及創新的工作環境。水利署近幾年來積極結合公私部門，並運用雲端智慧管理及科技化監控，致力推動一系列之透明化措施，為公務體系帶來廉潔、更有效率的力量；參與公共工程的廠商不用擔心機關的不作為而增加經營的風險，讓臺灣擁有向上的力量，並導引出公務人員勇於任事、敢裁量、廠商安心工作並獲取合理利潤，民眾享有優質水利建設，進而提升政府行政效能及創造經濟發展之良善循環。

機關採購廉政平臺為機關建置跨域溝通管道，促進行政與司法積極合作，強化政府監督機制並維護廠商合理權益，公私部門協力合作，明快處置所面臨問題、潛存風險因子及爭議事件，有效排除請託關說、誣控濫告、暴力威脅等外力不當干擾，共同守護國家重大建設，創造民眾優質的水環境生活。水利署在檢、廉機關大力支持與指導下，目前共開設六案機關採購廉政平臺，總金額達 618.2 億元，以「烏溪烏嘴潭工程廉政平臺」為例，有效解決用地徵收、有價土石方、非法砂石場占用工區等問題，工程得以順利推進，且為水利署同仁帶來溫暖與勇氣，不再害怕各種威脅，吸引新進同仁志願到工地歷練，安心、專心且倍感榮譽地為國家水利建設做出奉獻。

## 2、Topic Overview

### (1) Wu River Niaozueitan Project Integrity Platform

The Water Resources Department of the Ministry of Economic Affairs, which is in charge of the national water conservancy industry, has a huge impact on the budget. We know that only by spreading information in public, reducing undue external interference, and establishing a transparent administrative mechanism of "public supervision" which can establish a reassuring, attentive, confident, and innovative working environment. In recent years, the Water Resources Department has been actively integrating the public and private department using cloud-based smart management and technology-based monitoring. They are committed to promote a series of transparency measures to bring clean and efficient power to the public service system. Manufacturers do not have to worry about the inaction of the authorities which will increase the risk of operation, so that Taiwan has power to move to next level as well as to lead public servants to have the courage to do things, dare to make decisions. Then, manufacturers can work with peace of mind and obtain reasonable profits, and the people enjoy high-quality water conservancy construction, thereby improving the administrative efficiency of the Taiwan authorities and creating a good cycle of economic development.

The Institutional Procurement Integrity Platform establishes cross-domain communication channels to promote active cooperation between the administration and the judiciary, strengthens the government supervision mechanism, and protects the reasonable rights and interests of manufacturers. The public and private departments work together to quickly deal with problems, potential risk factors, and controversial incidents. They need to effectively eliminate improper interference from external forces such as petitions, false accusations, and threats of violence. To protect the major construction of the country and create a high-quality water environment for the people is the future goal. With the strong support and guidance of the inspection and integrity organs, the Water Resources Department has set up a total of six procurement integrity platforms for the bureaus with a total amount of 61.82 billion. Taking the "Wu River Niaozueitan Project Integrity Platform" as an example, the problems of land expropriation, valuable earthwork and

水利署因創新與變革，落實公開透明開放政府理念，榮獲第五屆總統創新獎，由水利署分享近年如何藉由廉政透明的力量實踐思維的轉型與改變，應用廉政平臺化解重大採購所遭遇各種難題，實踐願景，形成民眾有感、機關受肯定及同仁有尊嚴的三贏境界。



## (2) 淡江大橋廉政交流平臺

交通部公路總局西部濱海公路北區臨時工程處處負責淡江大橋主橋段工程，契約金額達 125.05 億元，橋型是國際競圖後由已故知名建築師 Zaha Hadid 所設計，外界期望淡江大橋能兼顧景觀生態、文化遺址保存及環境維護需求，加上位處河口，又有耐蝕、耐風、抗震、耐久等需求，採購發包期間發生 7 次流標等執行困難情事，故為確保計畫順利進行，108 年 5 月 10 日宣誓成立廉政交流平臺。

rockwork, and illegal sand and gravel yard occupation of the work area were effectively solved, and the project was smoothly advanced, bringing warmth and courage to the staff of the Water Resources Department. There is no need to be afraid of various threats. It can attract new colleagues to volunteer at the construction site for training and making contributions to the national water conservancy construction with peace of mind, concentration, and honor.

The Water Resources Department (WSD) won the 5th Presidential Innovation Award for its innovation and reform and implementation of the concept of transparent government, where the Water Resources Department shared how in recent years it has used the power of integrity and transparency to practice the transformation and the change. Moreover, the department applied the integrity platform to solve various problems encountered in major procurement and to create a win-win situation in which the people feel it, the authorities are affirmed, and the colleagues have dignity.

## (2) Danjiang Bridge integrity exchange platform

West Coast Expressway Northern Region Temporary Engineering Office of General Administration of Highways of Ministry of Transport is responsible for the main bridge section of the Danjiang Bridge. The contract amount reached 12.505 billion. The bridge was designed by the late architect Zaha Hadid after an international competition. People expect that the Danjiang Bridge can take into account the needs of landscape ecology, cultural heritage preservation, and environmental maintenance. In addition, it is located at the mouth of the river. Therefore, it needs to have strong corrosion resistance, wind resistance, earthquake resistance, and durability. There were some difficulties in implementation such as the bid has been passed 7 times during the procurement. In order to ensure the smooth progress of the plan, an anti-corruption exchange platform was established on May 10, 2019.

Since its establishment, the Danjiang Bridge Integrity Exchange Platform has held 8 regular liaison meetings on June 13, 2023, inviting judicial authorities, relevant professional agencies such as the Engineering Council, the Department of Occupational Safety, and civil society organizations to participate in the meeting to resolve disputes related to



淡江大橋廉政交流平臺自成立起至 112 年 6 月 13 日召開 8 次定期聯繫會議，依工程進度所遇議題，邀請司法機關、相關專業機關如工程會、職安署及公民團體共同與會，解決履約過程相關爭議。

除了定期召開會議外，藉由淡江大橋網站完整揭露民眾關心議題及工程資訊，並將工地現場架設即時監視影像同步於網站公開，供民眾 24 小時督工檢視，又以成立淡江大橋願景館之方式，具現工程藍圖、提供多元專業解說，讓外界對建設計畫有深刻認識。

透過成立平臺召開聯繫會議、辦理各項行政透明措施，共同研議解決問題，保障機關及廠商合法權益及排除不當外力干擾，促進行政資訊公開透明，消弭外界疑慮並獲取民眾支持，期能如期、如質、無垢完成工程。



the implementation process according to the issues encountered in the progress of the project.

In addition to holding regular meetings, the website fully discloses issues of public concern and project information. Also, the website offers real-time surveillance images of the construction site for 24-hour inspection by the public. The department establishes the Danjiang Bridge Vision Museum to present the project blueprint and provide diversified professional explanations so that the outside world can have a deep understanding of the construction plan.

By establishing a platform, it would be efficient to handle various administrative measures, solve the problem together and hold a meeting. It can also protect authorities and manufacturers for their legitimate rights and improper interference. In addition, it can promote the transparency of administrative information, dispel doubts and win public support. The project can be completed in a timely manner, as of the quality.

廉潔  
Integrity

透明  
Transparency

倫理  
Ethics

效率  
Efficiency

課責  
Accountability

# INTEGRITY



## 二、國防產業誠信治理高峰會

(一) 專題演講 - 從全球競爭力論國防企業應有反貪腐認知

1、主講人：國際透明組織國防安全計畫小組倡議部部長

**Ara Marcen Naval**

2、議題概述：

《國防企業反貪腐與透明度指數》(DCI) 是全球國防企業反貪腐透明度評估的領先者，由國際透明組織國防安全計畫小組 (Transparency International Defence & Security) 建立。DCI 提供了獨特的洞察力，了解全球 134 家最大國防企業在透明度和反貪腐標準方面的承諾程度。

透過分析企業在公開承諾方面的開放性、政策和程序，DCI 旨在推動國防領域的改革，從而減少貪腐及其影響。對企業反賄賂和反貪腐記錄的每次評估，基本上都完全公開。特別是，評估人員會審查企業網站上發布的信息 (包括任何相關網頁、報告或文件)，以確定企業在透明度承諾方面於評分標準之上可做到多大程度。在審查企業資料時，評估人員會評估信息的完整性和可訪問性，以促進透明度作為減少貪腐風險的重要工具。

DCI 不是貪腐的測量標準，也不是內部審計的替代品。它不提供最貪腐或最清廉企業的測量，也不表示那些高度致力於透明度的企業免於貪腐風險，反之亦然。DCI 是對企業在公開可得的政策、程序和文件方面的透明度水平和反貪腐標準進行評估，有助於整體上減少該

## b、Defense Industry Integrity Governance Summit

(1) Keynote Speech- A National Security lens - Military Enterprises Should Have Awareness of Anti-Corruption

1、Speaker：

The Head of Advocacy for Transparency International Defence & Security

**Ara Marcen Naval**

2、Topic Overview：

The Defence Companies Index on Anti-Corruption and Corporate Transparency (DCI) is the world's leading assessment of anti-corruption transparency in defence companies. Produced by Transparency International Defence & Security, the DCI provides a unique insight into the level of commitment to transparency and anti-corruption standards in 134 of the world's largest defence companies.

By analysing what companies are publicly committing to in terms of their openness, policies and procedures, the DCI seeks to drive reform in the defence sector, thereby reducing corruption and its impact. Each assessment of a company's anti-bribery and corruption record is based entirely on publicly available information. In particular, assessors review the information published on a company's website – including any relevant webpages, reports or documents – to determine the extent to which the company meets the level of commitment to transparency outlined in the scoring criteria. In reviewing company materials, assessors evaluate the completeness and accessibility of the information to promote transparency as an essential tool to mitigate corruption risks.

The DCI is not a measurement of corruption, nor a substitute for internal audit. It does not provide a measurement of the most or

領域內的貪腐風險。該指數僅關注企業在公開領域內提供的信息；因此，它並不試圖提供對國防企業內部合規計畫或其效果的全面概述。

從 2020 公布的 DCI 可知，全球大多數最大的國防企業都擁有公開可得的道德和反貪腐計畫，並且已經建立了堅實的政策和程序供員工遵循。然而，許多主要國防企業仍然不透明地處理最高貪腐風險領域（如供應鏈、代理商和中間人、合資企業和抵銷交易）。即使有政策和程序許多企業並未公開，DCI 發現許多企業並未公開任何信息來表明他們採取措施確保其有效性和實施情況，但 DCI 亦發現不管企業規模大小與所在區域，仍有執行良好的優良案例。

丹·霍夫教授：“貪腐可能會解決短期問題，但它會帶來長期問題”

相反地，健全的企業誠信可以保持價值，甚至創造價值。我們發現，如果一家企業具有很強的企業誠信，這將受到投資者的認可。投資者明白這家企業較不太可能發生事故，並且表示這家企業通常經營良好。這將有助於企業更好地獲取資本，最終投資者可以較高價格出售股權。我們訪談的人將這種現象描述為“光環效應”或“企業誠信溢價”。

國際交流 International Interaction

區域安全 Regional Security

企業誠信 Business Ethics

行政透明 Administrative Transparency

least corrupt companies, nor does it indicate that those with a high commitment to transparency are free from corruption risks and vice-versa. The DCI is an assessment of the level of transparency and standards of anti-corruption in a company's publicly available policies, procedures, and documents, which helps to reduce the risk of corruption in the sector overall. The Index focuses solely on information that companies make available in the public domain; it therefore does not attempt to provide a comprehensive overview of all components of a defence company's internal compliance programme or its effectiveness.

The DCI 2020 found that most of the world's largest defence companies have publicly available ethics and anti-corruption programmes, with robust policies and procedures in place for employees to follow. However, many major defence companies are still not transparent about their procedures to deal with the highest corruption risk areas, such as their supply chains, agents and intermediaries, joint ventures and offsets. Even where policies and procedures do exist, the DCI finds that many companies do not publish any information to indicate that they take steps to assure themselves of their effectiveness and implementation. The DCI finds examples of good practice among companies regardless of their varying operational sizes and geographies.

Professor Dan Hough: “Corruption may solve a short-term problem, but it hardwires in longer-term ones”

Conversely, strong business integrity preserves value and even creates value. We found that if a company has strong business integrity, that is being recognised by investors. Investors understand that company is less likely to incur incidents, and signals that generally the company is well-run. That leads to better access to capital and ultimately the investors can sell higher exit prices - described by those we spoke to as a halo effect or a business integrity premium.

## (二) 企業經驗分享

從軍工產業合作發展論企業誠信與永續發展

1、主講人：美商諾斯洛普 ( NG ) 公司亞太區董事日本區執行長

### Om Prakash II

#### 2、議題概述：

諾斯洛普·格魯曼 ( Northrop Grumman ) 是一家領先全球的航空航天和國防技術公司。我們的開創性解決方案為我們的客戶及業務合作夥伴提供了連結和保護世界所需的能力，並突破了人類探索宇宙的界限。在解決客戶最棘手問題的共同使命驅使下，我們的 95,000 名員工每天都在重新定義可能性。諾斯洛普·格魯曼公司很榮幸被選為 2023 年國防產業誠信治理高峰會的參與者。作為一家在 50 多國活躍、領先全球的航空航太國防公司，諾斯洛普格魯曼公司與外國客戶、供應商和行業伙伴的合作非常廣泛。諾斯洛普·格魯曼公司在日本、韓國、澳大利亞、波蘭、英國以及最近在臺灣設立了辦事處。由於地緣政治環境經常變化，因此，美國及其盟國的國防安全需求不斷變化。當前的地緣政治環境為盟國合作發展軍工產業提供了機會，並創造了必要性。臺灣與美國國防政策的一致性為產業合作創造了機會。我們相信，作為一家公司，我們的成功遠遠超出了創新文化和尖端技術，極可能是源於我們「做正確的事，恪守承諾，致力於共同成功，開拓進取」的價值觀。為了與價值觀保持一致，我們按照高道德標準，完全遵守適用的反貪腐法律。我們相信，堅決反對賄賂和貪腐的立場並支持我們公司的價值觀和文化，是實現業務目標的關鍵動力。未來我們在臺灣之努力重點是希望能與臺灣政府及產業界緊密合作協調，包

## (2)Experience Sharing-

Enterprise integrity and sustainable development from the perspective of military industry cooperation and development

### 1、Speaker：

Chief Executive, Northrop Grumman Japan; Regional Executive for Asia; President, American Chamber of Commerce Japan

### Om Prakash II

#### 2、Topic Overview：

Northrop Grumman is a leading global aerospace and defense technology company. Our pioneering solutions equip our customers and business partners with the capabilities they need to connect and protect the world, and push the boundaries of human exploration across the universe. Driven by a shared purpose to solve our customer's toughest problems, our 95,000 employees define possible every day. Northrop Grumman is honored to be selected to participate in the 2023 National Defense Industry Integrity Governance Forum. As a leading global aerospace and defense company active in over 50 countries, Northrop Grumman is extensively involved with foreign customers, suppliers, and industry partners. Northrop Grumman has established offices in Japan, Korea, Australia, Poland, UK, and recently in Taiwan. The geo-political environment is ever-changing. Therefore, the defense and security requirements for the US and its allied nations continuously change. The current geo-political environment provides opportunity and creates necessity for allied nations to work together in cooperative development of the military industry. The alignment of Taiwan and United States defense policies creates opportunity for industry cooperation. We believe a large part of our success as a company goes well beyond our innovative culture and cutting-edge technologies, we believe it stems from our values; We do the right thing, We do what we promise, We commit to shared success, We pioneer. So aligned with our values we



括共同開發、共同生產、可持續性、供應鏈整合和產業合作等部分。我們相信，成功的關鍵要素之一將是我們的企業誠信。諾斯洛普·格魯曼期待向大家分享我們在企業誠信治理、國際軍工產業合作、即將面臨的挑戰以及在臺灣未來規劃等方面的經驗和觀點。

conduct our business consistent with high ethical standards and in full compliance with applicable anti-corruption laws. We believe that a strong stance against bribery and corruption supports the values and culture of our Company and is a critical enabler for us to achieve our business objectives. In our new efforts in Taiwan we desire strong cooperation with Taiwanese industry and close alignment with the government of Taiwan. Key elements will include co-development, co-production, sustainability, supply chain integration, and industry partnering considerations. We believe a key element to success in these efforts will be our integrity. Northrop Grumman looks forward to sharing our experience and perspective regarding our integrity governance, international military industrial cooperation, the challenges faced, and plans for moving forward in Taiwan.



## 深耕廉政 璀璨國防

Deep Cultivation of Clean Government and Brilliant National Defense

國際交流 International Interaction

區域安全 Regional Security

企業誠信 Business Ethics

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廉潔  
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### (三) 專題演講

國際企業風險管控及 ISO 認證 - 從 ESG 永續發展看誠信治理  
實踐與風險洞悉

1、主講人：安侯企業管理股份有限公司執行副總

**朱成光**

2、議題概述：

ESG 蔚為當前國際上各企業間最熱門且不可逆的發展趨勢議題。當全球公私部門戮力投入環境保護與社會責任議題時，仍需高度關注公司治理層面的發展。而在公司治理層面中，我國政府推動公司治理 3.0 永續發展藍圖後，2024 即將迎來公司治理 4.0 永續發展行動方案，其中深化永續治理文化則是其中關鍵的治理基石；檢視國際知名永續評鑑系統指標，例如：DJSI、MSCI 其中治理面的最後一塊拼圖即為誠信經營，由此可以了解誠信經營議題的重要性，無論是公部門或是私部門，無論是何種產業，都是需要投入與持續發展的。回到私部門誠信經營發展的參考依據則可以選國際標準 ISO37001 反賄賂管理系統作為發展藍圖。ISO37001 的核心精神是建構一套系統化的管理架構，能夠適用於任何型態、規模、產業與公私部門領域的組織。在該管理系統下發展能夠完整涵蓋政策程序面、訓練溝通面、風險辨認及盡職調查面、舉報調查、持續矯正及涉及財務與非財務控制等層面的全方位反賄賂管理系統，透過有效的 P-D-C-A 循環以達成管理目標外，並能夠持續優化與持續改善管理缺失，使得導入的組織能夠滿足組織內部與外部、國內與國際上多面向的法令監管與遵循要求，進而使得組織增加商業機會與企業聲譽，實為對企業一舉數得之實惠行動與投資項目。

### (3)Keynote Speech

International corporate risk control and ISO certification  
- integrity governance practices and risk insights from the  
perspective of ESG sustainable development

1、Speaker：

Executive Deputy General Manager of KPMG Advisory  
Services Co., Ltd.

**Rex Chu**

2、Topic Overview：

ESG is currently the hottest and irreversible development trend among international enterprises. As the global public and private work on environmental protection and social responsibility issues, it still needs to pay close attention to developments at the corporate governance level. At the level of corporate governance, after the Taiwan government promotes the corporate governance 3.0 sustainable development blueprint, 2024 is about to usher in the corporate governance 4.0 sustainable development action plan, of which deepening the culture of sustainable governance is one of the key cornerstones of governance. We need to review the indicators of internationally renowned sustainability evaluation systems, such as DJSI and MSCI, and the last piece of the puzzle in governance is integrity management. Therefore, we can understand the importance of the issue of honest management, whether it is a public or private department. It needs investment and sustainable development. The reference basis for the development of integrity management in the private department can be selected as the international standard ISO37001 anti-bribery management system as the development blueprint. The core spirit of ISO 37001 is to build a systematic management structure that can be applied to organizations of any type, size, industry, and public and private department. a comprehensive anti-bribery management system covering policy procedures, training and communication, risk identification and due diligence, whistleblowing investigation, continuous correction, and financial and non-financial control has been developed in this management system. In order to achieve management goals via an effective P-D-C-A cycle, it can

(四) 觀點交鋒

1、參與人員

角色	姓名	服務單位	專長
主持人	蘇所長紫雲	國防院戰資所	國防經濟與產業、中國軍備
	Yi Kang Choo	國際透明組織 國防安全計畫小組 計畫專員	反貪腐、企業法
	Byung-Ook Choi	韓國透明組織 廉潔國防委員會理事	國家安全、工商管理、教育學
與談人	Johanes Danang Widojoko	印尼透明組織 秘書長	政治經濟學、文武關係、社會學
	鄒怡堅少將	國防部國防採購室副主任	國防採購
	Om Prakash II	美商諾斯洛普公司 亞太區董事日本區執行長	航空與航天工程學、國家安全戰略
	朱成光	安侯企業管理股份有限公司 執行副總	公司治理、企業風險管理、商業犯罪調查與鑑識
	劉組長耀中	法務部廉政署 防貪組	廉政業務、中國研究
	張處長應中	國防部整評司 效益評估處	行政法、行政管理、國防經濟分析

continuously optimize and continuously improve management deficiencies, the introduced organization can meet the internal and external, domestic and international multi-faceted regulatory and compliance requirements, thereby enabling the organization to increase business opportunities and corporate reputation, which is actually a cost-effective action and investment project for enterprises.

(4) Perspective Discussion

1、Attendee

Role	Name	Unit	Expertise
Mandator	Tzu-Yun Su	Director of Division of Defense Strategy and Resources, Institute of Defense and Security	Defense economy and industry, Taiwan's armaments
	Yi Kang Choo	The Programme Officer for Transparency International Defence & Security	Anti-corruption, enterprise law
	Byung-Ook Choi	A member of the Integrity Defense Committee under Transparency International Korea	National Security, Business management, Pedagogy
Panelists	Johanes Danang Widojoko	Secretary General of Transparency International Indonesia Chapter	Political Economy, Civil-Military Relations, Sociology
	Major General Yi-Chien Tsou	Deputy Director of Defense Procurement Office, Ministry of National Defense	Defense procurement
	Om Prakash II	Chief Executive, Northrop Grumman Japan; Regional Executive for Asia; President, American Chamber of Commerce Japan	Aeronautical and aerospace engineering, national security strategy
	Rex Chu	Executive Deputy General Manager of KPMG Advisory Services Co., Ltd.	Corporate governance, enterprise risk management, business crime investigation and identification
	Yao-Zhong Liu	Head of Corruption Prevention Division of Agency Against Corruption Ministry of Justice	Integrity Business, China Studies
	Ying-Zhong Zhang	Director of Benefit Evaluation Division, Integrated Assessment Department, Ministry of National Defense	Administrative law, administrative management, defense economic analysis



## 2、議題概述

為有效預防及打擊貪腐，聯合國大會於 92 年 10 月 31 日通過「聯合國反貪腐公約」，我國雖非聯合國會員國，惟為因應國際廉政發展趨勢與挑戰，彰顯與國際法制接軌之決心，爰於 104 年 5 月 20 日制定公布「聯合國反貪腐公約施行法」，並自 104 年 12 月 9 日正式施行，每 4 年提出國家報告，邀請相關領域國內外重要專家學者擔任審查委員，對於審查委員之建議事項，我國均列入行政院層級會議定期管制，俾持續強化我國廉政政策之發展。

今 (112) 年 3 月 16 日行政院公布「臺美 21 世紀貿易倡議」第一階段談判內容，我國與美國歷經多次視訊及兩次實體會議，雙方就「關務管理及貿易便捷化」、「良好法制作業」、「服務業國內規章」、「反貪腐」及「中小企業」等五項議題成初步共識，雙方未來貿易實質關係將更加密切。本次「臺美 21 世紀貿易倡議」有別以往，首次將「反貪腐」納入談判議題，係我國貿易協定中之重要里程碑，未來雙方將共同合作打擊貪腐。此舉彰顯國際社會對於「反貪腐」日益重視，更代表「反貪腐」已成為衡量國家競爭力之重要指標。此次倡議目的就在於臺美雙方合作，為企業建構公正、公平、誠信、營運無懼的商業環境，期盼企業進一步帶動臺美雙方企業加大投資、促進就業，活絡經濟並維持社會穩定。「反貪腐章」除延續公約所規定之事項外，雙方將共同致力於打擊及預防國際貿易投資之賄賂等相關貪腐行為。

## 2、Topic Overview

In order to effectively prevent and eliminate corruption, the United Nations Convention against Corruption was adopted by the United Nations General Assembly on October 31, 2023". Although Taiwan is not a member of the United Nations, it has demonstrated its determination to comply with the international trend and challenges of integrity and to integrate with the international legal system. On May 20, 2015, the United Nations Convention against Corruption was enacted and promulgated, and officially implemented on December 9, 2015. A national report was submitted every four years. Moreover, important experts and scholars in related fields were invited to serve as review members. As for the suggestions of the review members, our government is included in the regular control of the executive yuan level meeting so as to continuously strengthen the development of Taiwan's integrity policy.

16th March This year (2023), the Executive Yuan announced the content of the first stage of negotiations on the Taiwan-US 21st Century Trade Initiative. After many video conferences and two physical meetings between Taiwan and the United States. Both sides have reached a preliminary consensus on five topics including customs management and trade facilitation, good legal production industry, domestic regulations in the service industry, anti-corruption and small and medium-sized enterprises. The substantive trade relationship between the two sides will be closer in the future. The Taiwan-US 21st Century Trade Initiative is different from the past. The inclusion of "anti-corruption" in the negotiation agenda for the first time is an important milestone in Taiwan's trade agreement, and the two sides will work together to combat corruption in the future. This demonstrates the international community's growing emphasis on "anti-corruption" and represents that "anti-corruption" has become an important indicator to measure national competitiveness. The purpose of this initiative is to cooperate between Taiwan and the United States to build a fair, honest, and fearless business environment for enterprises. We hope that it will benefit enterprises from Taiwan and the United States to increase investment, promote employment, activate the economy, and maintain social stability. In addition to continuing the matters stipulated in the convention, both sides will work together to combat and prevent bribery and other related corrupt practices in international trade and investment.

## 伍、預期效益

### 一、善用軍事廉政平臺、營造非正式外交亮點

國防部自 102 年起逐年邀請英、美、日、韓、新加坡、紐西蘭等國際廉政學者來臺參加軍事廉政學術交流活動，除能近距離認識我國優質國防透明度與廉政建設，同時透過「政府國防廉潔指數」評鑑專案所建構的軍事廉政平臺，展現我國與國際接軌的廉政軟實力，適度輔助正式官方外交關係上的侷限。

### 二、分享 GDI 佳評經驗、行銷臺灣清廉價值

我國參加「政府國防廉潔指數」全球評鑑，三度獲得「B」等級殊榮，尤以 110 年第 3 次評鑑與德國同分，獲得國際排名全球第 6 名、亞洲地區唯一維持「B」等級國家的成就高峰。藉由邀請國際廉政學者實際訪臺的機會，分享籌辦受評過程的經驗與成就，適度行銷我國政府的清廉價值。

### 三、建立雙向溝通管道、爭取客觀評鑑佳績

國防部每年定期邀請國內外廉政專家學者，參與軍事廉政國際學術交流活動，實地認識我國國防廉政之透明、課責機制，強化學術與實務之雙向交流，並秉持「維持強項、改善弱項」之原則，就外賓所提供建議，召開評鑑之相關整備及研討會議，以凝聚共識，爭取客觀評鑑佳績。

## V、Expectation

### 1、Make good use of the military integrity platform and create a bright spot in informal diplomacy

Since 2013, the Ministry of National Defense has invited international integrity scholars from the United Kingdom, the United States, Japan, South Korea, Singapore, New Zealand and other countries to Taiwan to participate in military integrity academic exchange activities, in addition to getting a close understanding of Taiwan's high-quality national defense transparency and integrity construction, but also through the military integrity platform built by the "Government Defense Integrity Index" evaluation project, it shows Taiwan's soft power of integrity in line with international standards, and appropriately assists the limitations of formal official diplomatic relations.

### 2、Share GDI good evaluation experience and Promot Taiwan's Value

Taiwan participated in the global evaluation of the "Government Defense Integrity Index" and won the "B" grade three times, especially the third evaluation in 2021 with the same score as Germany, and won sixth place in the world in the international ranking, and the only country in Asia to maintain the "B" grade. By inviting international anti-corruption scholars to visit Taiwan in practice, they will share their experience and achievements in organizing the evaluation process, and appropriately market the clean value of the Taiwan authorities.

### 3、Establish two-way communication channels and Strive for objective evaluation

Every year, the Ministry of National Defense regularly invites domestic and foreign integrity experts and scholars to participate in international academic exchange activities on military integrity, to understand the transparency and accountability mechanism of China's national defense integrity on the spot, strengthen two-way exchanges between academia and practice, and uphold the principle of maintaining



## 四、軍事廉政接軌國際、成為地區廉政先趨

國軍歷年來均舉辦國際性軍事廉政學術活動，且均獲得國內外廉政專家學者踴躍響應，顯示國防部之廉政學術成就符合國際廉政思維與價值，儼然已是亞洲各國軍事廉政領域之先趨。

## 五、亞太首創廉政採購平臺，落實採購行政透明

我國之機關廉政採購平臺機制為亞太地區首創，即針對重大工程或採購案件，透過政風單位納編具稽核職能人員成立專案編組，並邀請行政、司法、專業機關及專家學者參與，引進外部監督力量進行跨域合作，強化經（承）辦同仁廉政風險意識，透過驗證、稽核、現勘等方式，檢視行政作業程序，預防重大廉政風險，並透過機關網站適時主動公開資訊，落實行政透明。



strengths and improving weaknesses, provide suggestions on foreign guests, and hold relevant development and seminars for evaluation, so as to build consensus and strive for objective evaluation of good performance.

## 4、Military integrity is in line with international standards and has become a leading trend in regional clean government

Taiwan military has held international military integrity academic activities over the years. All of them have received enthusiastic responses from domestic and foreign integrity experts and scholars showing that the academic achievements of the defense sector in terms of integrity are in line with international integrity thinking and values and are already the pioneers in the field of military integrity in Asian countries.

## 5、Asia-Pacific pioneered an integrity platform to implement transparency in procurement administration

Taiwan's institutional integrity platform mechanism is the first of its kind in the Asia-Pacific region. For major engineering or procurement cases, through the political style unit to compile audit function personnel to set up a project group, and invite administrative, judicial, and professional experts and scholars to participate. In addition, we need to introduce external supervision forces to carry out cross-domain cooperation and strengthen the awareness of integrity risks of economic (undertake) colleagues, review administrative operation procedures through verification, audit, spot survey, etc. All have been mentioned above, we can prevent major integrity risks and actively disclose information through the website of the organ in a timely manner to implement administrative transparency.



## 六、提升國防企業誠信，共創公私雙贏新局

透過國防產業誠信治理高峰論壇意見交流，從全球競爭力與企業永續經營論國防企業應有的反貪腐認知，以軍工產業合作發展論企業誠信與法律遵循的重要性，並邀請國防產業之標竿企業經驗分享，增長國防企業對社會責任之認知並予以落實，營造公私部門雙贏及協力創造國家社會福祉最大化。



### 深耕廉政 璀璨國防

Deep Cultivation of Clean Government and Brilliant National Defense

國際交流 International Interaction

區域安全 Regional Security

企業誠信 Business Ethics

行政透明 Administrative Transparency

## 6、Improve the integrity of defense enterprises and create a new win-win situation between the public and private department

The perspective of global competitiveness and enterprise sustainability, to understand what the anti-corruption the defense enterprises should have via the discussion from the Defense Industry Integrity Governance Summit Conference. Based on the development of cooperation in the military industry, the importance of corporate integrity and legal compliance is discussed. In this conference, benchmark enterprises in the defense industry are invited to share the experience in order to increase the awareness and implementation of social responsibility so as to create a win-win situation in either the public or private department. We shall work together to maximize the welfare of the national society.

廉潔  
Integrity

透明  
Transparency

倫理  
Ethics

效率  
Efficiency

課責  
Accountability

# INTEGRITY

國際交流 International Interaction

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