

中文版

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壹、活動緣起

現今對社會造成威脅的因素正逐步加深，實質衝突與經濟競爭所造成嚴重後果日益複雜，更重要的是「貪腐」所造成之危害，除實質減損政府機構功能外，尚可能挾持統治階層並非法影響政府決策，造成不必要資源浪費。「聯合國反貪腐公約」序言，開宗明義即要求「關注『貪腐』對社會穩定及安全，所造成問題與構成威脅之嚴重性，包含破壞民主體制、價值觀、道德觀及正義，並且危害永續發展與廉能法治」。

當貪腐事件發生於國防部門中，伴隨而來的是國家安全的威脅性、社會信任的分裂性及預算資源浪費性等嚴重影響，我國國軍體察廉潔肅貪之趨勢與必然性，先於 102 年編成「總督察長室」與「政風室」以複式布網方式強化國軍肅貪、防貪能量，更於 109 年編成法律事務司法紀調查處，扎根行政調查基礎職能，俾利落實政府清廉政策、提升國軍廉能形象；其中業管廉政事務推動單位「政風室」下轄除辦理政風業務相關之綜合科、預防科及查處科等科別，並編有廉評小組專責全球「政府國防廉潔指數」評鑑相關事務(負責國際交流、評鑑整備、澄復及執行學術研究等業務)。

國際透明組織於 102 年發布「政府國防廉潔指數」，係針對各國國防部門中政治領域、財務領域、人事領域、軍事

行動領域及採購領域等進行風險評比，檢視既有運作流程問題及資訊透明公開程度，有效減少潛在貪腐因素肇生，提升國防事務監督效力；評鑑結果顯示我國在全球 82 個參與評鑑的國家中，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 年公布第二次評鑑，全球 114 個受評鑑國家中，我國與澳洲、加拿大、德國、日本、新加坡等國並列 B 級，顯示我國國防廉政運作機制與施行成效持續受到國際社會肯定；110 年公布第三次評鑑中，在全球 86 個受評國家中，我國連續三屆蟬聯 B 級之佳績；同時，也是亞洲地區唯一擠進前 10 名的國家，在現行艱困國際環境下，還能取得如此佳績，表示國軍推動廉政建設成果已深獲國際肯定，也大幅提升民眾對國軍的信賴與支持。

另依據我國聯合國反貪腐公約第二次國家報告國際審查結論性意見，國際審查委員再次聚焦於我國企業反貪腐議題；為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，爰於本次論壇規劃「廉能國防企業誠信」研討場次，以國防相關產業鏈之本國廠商、外商及跨國企業人士為邀請對象，透由產、官、學、研等各界資訊交流，傳達學界觀點與國際趨勢外，並邀請致力於法遵實務與永續發展之優良企業分享經驗；並由公私部門代表進行研討座談，廣泛交換意見凝聚共識，期促進我國廉政政策的推展與公私部門的互動，協力共創誠信治理的關鍵價值，

以提升產業及國家競爭力。

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，乃至關重要」；本部自 103 年起逐年籌辦國際廉政學術及參訪活動，並於本(111)年 12 月 7 日賡續邀請國際廉政專家與國內學者展開學術交流活動，期透過學術與實務之交流對話，落實非正式外交的國際軍事互動，策勵國軍推展廉政效能與未來願景。以下分為「活動沿革」、「論壇概述」及「預期效益」3 大部分介紹本次論壇活動：

一、背景沿革

國防部參與國際透明組織推出的「政府國防廉潔指數 (Government Defence Integrity Index, GDI)」評鑑已邁向第 10 個年頭，除評鑑各題項內容相關整備外，自 102 年起政風室每年皆舉辦國防廉政學術交流活動，邀請國內、外廉政相關學者專家，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，提供我國對於「解讀 GDI 評鑑成績」、「掌握未來評鑑走向」深入瞭解外，更能向標竿國家學習，強化我國在「亞洲地區國防廉政的潛在優勢」及型塑「亞太地區軍事廉政學術重鎮」的核心角色，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。

下表為歷年國防廉政學術交流活動摘要說明，從歷次評鑑引用相關資料中，可發現多數來源為學術期刊、媒體報導及公開相關資料，透過學術研討會、工作坊及會議論壇等學術活動辦理模式能有效、快速地將國軍廉政相關作為進行系統化耙梳與綜整，並能適時引進外界建言，進行即時性政策建議與修正，有助強化評鑑整備資料公信力。

例如以 110 年所舉辦「國軍廉潔教育實踐與創新論壇」，邀集政策相關業管單位、執行單位(各軍校院校)及外部專家學者能有效針對現行廉潔教育所面臨推動窒礙，進行對話交流，提供政策興革方向，有利於國軍廉潔政策初衷落實與作為第 4 次評鑑整備潛在優勢項目。

2013-2021 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 來台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

項次	年度	交流活動內容說明
		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仁輝理事長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台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。
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」、

項次	年度	交流活動內容說明
		「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。

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。

二、論壇概述

為營造本部參加第 4 次政府國防廉潔指數(GDI)評鑑佳績及強化企業誠信、杜絕賄賂公務員之目的，規劃舉辦「國防廉政國際學術論壇」活動，邀請國際廉政專家以「視訊方式」與會，結合國內學者共同就「軍事廉潔評鑑指標革新」及「廉能國防企業誠信」等相關議題，透過專題演講、國防廉政議題研討與實務經驗分享等接軌國際的學術交流方式，吸引國際社會的支持與正視，形塑我國國防廉政學術與施政成效為亞洲地區標竿的正面形象，俾利再次爭取國際廉潔評鑑佳績的肯定。

鑑於確保高科技產業競爭力及國家安全已為國際重要趨勢，本次論壇上午議程以「國家安全與核心研發能力之保護」及「企業誠信治理與法律遵循」為主軸，邀請國內廉政專家學者及國防科技領域之優良企業進行「專題演講」與「企業經驗分享」，並邀集專家學者、企業界就「企業誠信治理與法律遵循」、「核心技術安全管制」及「營業秘密保護」等議題進行綜合座談，並與現場與會來賓意見交流，激盪多元思維，藉以促進公私部門對話機會，強化國防產業良善治理與國防科技營業秘密保護，型塑各界雙贏契機。

下午議程則以「軍事廉潔評鑑指標革新」為主軸，邀請國際透明組織成員及國內廉政專家學者，透過「專題演講」

及「議題討論」等方式，以「實踐國防廉能治理新典範」為題實施專題演講外，另針對「第4次 GDI 評鑑指標設計與變革」及「各國參與評鑑作法標竿學習」等議題深入研討，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，並持續努力成為亞太地區國防廉政領頭羊，帶領各國的國防廉政。

三、預期效益

(一)善用軍事廉政平臺、營造非正式外交亮點

本部自 102 年起逐年邀請英、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的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 2021 年第三次評鑑與德國同分，獲得國際排名全球第六名、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視訊參加的機會，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、維繫客觀評鑑佳績

本部參加歷次「政府國防廉潔指數」評鑑中，發現相同的國防組織架構、任務與運作機制，因不同的評核人個人主觀意識，形成極大的得分差異，為維繫 114 年（2025 年）第 4 次全球評鑑的客觀評鑑環境，規劃國際廉政專家視訊方式參與建立國防廉政的透明、課責機制，建立雙向溝通管道，掌握最新評鑑資訊，適時釐清評鑑疑慮，避免評核人個人主觀意見，斲傷國軍廉能施政成績。

(四)落實國防廉能誠信、厚植國防創新能量

遵從「聯合國反貪腐公約」及「國家廉政建設行動方案」之廉政策略方針，推動強化主管責任、行政透明等具體作為，深化企業誠信透明及落實法令遵循觀念；同時行銷本部推動國防產業鏈、強化自主國防之願景及成果，朝向「培養產業」、「軍民通用」及「環保綠能」之優質國防科技推展。

(五)營造公私協力場域、共創廉能永續治理

對外說明本部近年推動國防產業升級、企業投資透明化、科技研發保護級管理等革新措施，以及本部與企業間誠信合作之理念與實務作為，期透過公私協力共創優質經營環境，維繫廉能堅實的國防戰力，建立互利雙贏的永續治理關係。

貳、議程表

- 時間：民國 111 年 12 月 7 日（星期三）
- 地點：公務人力發展中心福華國際文教會館前瞻廳
(臺北市大安區新生南路三段 30 號)

時間	活動內容	主講人/貴賓
「廉能國防企業誠信」研討場次		
08:30-09:00 (30 分鐘)	報到	
09:00-09:20 (20 分鐘)	開幕式	長官致詞： 國防部長官 法務部廉政署長官 台灣透明組織協會葉副理事長一璋 與會貴賓合影
09:20-10:05 (45 分鐘)	【專題演講】 國家安全與核心 研發能力之保護	講座：林特聘教授志潔 國立陽明交通大學特聘教授 財團法人金融消費評議中心董事長
10:05-10:50 (45 分鐘)	【企業經驗分享】 從法令遵循推動 企業誠信與永續發展	講座：周處長峻 漢翔航空工業股份有限公司公關法務處處長
10:50-11:10 (20 分鐘)	休息交流	
11:10-12:00 (50 分鐘)	【綜合座談】 <ul style="list-style-type: none"> ■ 從國家安全角度論國防先進科技安全管理作業 ■ 國防產業營業秘密之保護與管理 ■ 誠信治理與法律遵循對企業永續經營之重要性 	主持人：林特聘教授志潔(陽明交通大學) 與談人： 臺灣桃園地檢署葉主任檢察官益發 國防部軍備局蘇上校仁寶 國家中山科學研究院丁副主任德宏 漢翔航空工業股份有限公司周處長峻 台灣透明組織協會陳理事俊明
12:00-13:20 (80 分鐘)	休息時間(茶水及茶點)	
「軍事廉潔評鑑指標革新」研討場次		
13:20-13:25 (5 分鐘)	與會貴賓入座	
13:25-13:30	主持人介紹外賓	主持人：吳教授重禮(中央研究院)

時間	活動內容	主講人/貴賓
(5分鐘)		
13:30-13:50 (20分鐘)	【專題演講_影片】 實踐國防廉能治理 新典範	講座師資：Ms. Josie Stewart 國際透明組織國防安全小組主任
1350-1530 (100分鐘)	【議題研討 1】 「第4次GDI評鑑指標 設計與變革」	主持人：吳教授重禮(中央研究院) 引言人：Mr. Michael Ofori-Mensah (國際透明組織國防安全小組研究中心主任) 與談人： ● 斯德哥爾摩國際和平研究所代表(邀請中) ● Dr. Yahong Zhang (Rutgers University) ● 蕭教授宏金(義守大學) ● 蘇研究員紫雲(國家安全研究院) ● 陳副教授俊明(台灣透明組織協會) ● 鄒少將怡堅(國防部國防採購室) ● 嚴上校明德(國防部軍醫局)
15:30-16:00 (30分鐘)	休息時間(茶水及茶點)	
16:00-17:00 (60分鐘)	【議題研討 2】 「各國參與評鑑作法 標竿學習」	主持人：吳教授重禮(中央研究院) 與談人： ● 斯德哥爾摩國際和平研究所代表(邀請中) ● Dr. Yahong Zhang (Rutgers University) ● Dr. Benjamin Ho(Nanyang Technological University) ● 蕭教授宏金(義守大學) ● 蘇研究員紫雲(國家安全研究院) ● 陳副教授俊明(台灣透明組織協會) ● 鄒少將怡堅(國防部國防採購室) ● 嚴上校明德(國防部軍醫局)
17:00	賦歸	
附註：屆時本論壇之產、官、學界與談人員，將另發送邀請函時說明與會名單。		

參、與會學者介紹

一、「廉能國防企業誠信」研討場次

專題講座暨主持人

國立陽明交通大學
林志潔 特聘教授



- 學歷：美國杜克大學法學院法學博士。
國立臺灣大學法學院法學碩士
- 現職為國立陽明交通大學特聘教授、金融監理與公司治理中心主任、財團法人金融消費評議中心董事長。
- 林教授為一位專注國際化與跨領域整合研究之刑法學者，熱愛教育與研究，堅守學以致用、法學創新改革之理念，主要研究領域於刑法、刑事訴訟法、女性主義法學、白領犯罪與經濟刑法，曾擔任法官學院、司法官學院、金融機構常任講座，並獲教育部優秀教育人員獎、總統教育獎及三度獲得傑出教學獎等獎項。

專題講座暨與談人

漢翔航空工業股份有限公司
周峻 處長



- 學歷：國防大學法律系碩士。
- 現任職位為漢翔航空工業股份有限公司公關法務處處長，過去擔任過軍法官、監獄長、國家中山科學研究院法務室主任、董事會執行秘書、特聘顧問及漢翔航空工業股份有限公司 F-16 維修中心副執行長等職務。
- 周處長自服務於公部門及中山科學研究院以來，長期對於法律遵循及法治宣導推廣不遺餘力，投身企業界後更將多年經驗與公司治理與永續經營等議題結合、發揮所長，讓企業於公司治理評鑑上深獲肯定。

於法律遵循及法治宣導推廣不遺餘力，投身企業界後更將多年經驗與公司治理與永續經營等議題結合、發揮所長，讓企業於公司治理評鑑上深獲肯定。

與談人

臺灣桃園地方檢察署 葉益發 主任檢察官



- 學歷：中央警官學校行政系學士、
中央警察大學法律所碩士。
- 現任職位臺灣桃園地方檢察署主任檢察官、二度獲得法務部法眼明察獎，於 101 年間獲選為海峽兩岸司法互助交流代表團成員，訪中負責報告組織犯罪防制條例專題，並於 110 年受發模範公務人員證書。
- 葉主任檢察官長期投身法律事務及培訓警員警官專班，多年致力於查察賄選、軍法肅貪、國家安全、慈湖陵寢潑漆及婦幼等社會矚目案件而且破獲槍械、洗錢等重大刑案。積極偵辦幫派不法犯行，有效打擊犯罪組織，保護人民生命財產、查緝毒品，維護國民建康。

與談人

國防部軍備局獲得管理處 蘇仁寶 科長



- 學歷：中正理工學院機械系、
中原大學機械研究所碩士、
陽明交通大學機械博士。
- 現任職位為國防部軍備局獲得管理處國防科技科科長，
過去擔任過生產製造中心第 209 廠研發官、所長、研發
設計室主任、輪型甲車研發專案計畫主持人等職務。
- 蘇科長服務於國軍軍備科產單位，投身武器系統研發、
裝備生產製造及前瞻科技發展規劃等任務；專長領域為
機械工程、生產製造及科技管理等領域。

與談人

國家中山科學研究院軍民通用中心 丁德宏 副主任



- 學歷：交通大學資訊工程碩士、逢甲大學資訊工程博士。
- 現任職位為國家中山科學研究院軍民通用中心副主任，過去擔任過航空系統研究所副組長、電子系統研究所組長、副主持人等職務。
- 丁副主任長期參與國防科技研發計畫，曾參與資訊系統整合、地面防空系統與空用雷達系統研發專案任務；近年主要負責國際行銷推廣、工業合作專案，對於技術移轉與研發成果相關議題具有豐富實務經驗；研究領域為資訊工程、系統工程、研發成果商品化及工業合作管理等領域。

二、「軍事廉潔評鑑指標革新」研討場次

與會外賓

國際透明組織國防安全小組主任
Josie Stewart



■ **Education background :**

Master of Governance and Development,
Sussex University.

■ **Work experience :**

Defence and Security Programme Director, Transparency
International UK

■ **Introduction :**

Ms. Josie leads a team working towards a world where governments, the armed forces, and arms transfers are transparent, accountable, and free from corruption. She has previously worked for and with governments, donors, multilateral institutions, law enforcement, military, civil society and the private sector, and brings expertise focused on corruption and illicit finance, conflict and security, and international development and diplomacy – as well as a deep passion for making a difference in the world.

與會外賓

國際透明組織國防安全小組研究中心主任 Michael Ofori-Mensah



■ Education background :

PhD of Natural Resources and Environmental Economics, Alberta University.

■ Work experience :

Defence and Security Programme Head of Research, Transparency International UK

■ Introduction :

Dr. Michael Ofori-Mensah is Head of Research at Transparency International – Defence & Security (TI-DS) where he leads the design and delivery of TI-DS's global research agenda. He previously managed the production of the Government Defence Integrity Index (GDI) 2020. Prior to joining TI-DS, Michael was Director of Research at the Institute of Economic Affairs (Ghana) where he spent 8 years leading research and coordinating a broad range of national and international projects. He has contributed to several public policy reform initiatives in the area of governance and constitution review.

與會外賓

美國羅格斯大學紐瓦克分校公共事務與
行政學院副教授

Yahong Zhang



■ **Education background :**

PhD of Administration and Policy, Florida State University.

■ **Work experience :**

Director, Rutgers Institute on Anti-Corruption Studies (RIACS)

■ **Introduction :**

Dr. Yahong Zhang is an associate professor in the School of Public Affairs and Administration (SPAA) at Rutgers University–Newark, where she is also the Director of the Rutgers Institute on Anti-Corruption Studies (RIACS). Her research interests include anti-corruption studies, politics-administration relationships, citizen participation, government transparency, public administration education, and quantitative research methods. She has published a number of articles in peer-reviewed journals, including the Journal of Public Administration Research and Theory (JPART), Public Administration Review (PAR), the American Review of Public Administration (ARPA), and Public Performance & Management Review (PPMR).

與會外賓

新加坡南洋理工大學國際研究學院

助理教授

Benjamin Ho



■ **Education background :**

PhD of International Relation, London School of Economics and Political Science.

■ **Work experience :**

Deputy Coordinator of MSc (International Relations) Programme.

■ **Introduction :**

Dr. Benjamin Ho is Assistant Professor at the China Programme, S. Rajaratnam School of International Studies (RSIS), Singapore. He obtained his PhD from the Department of International Relations at the London School of Economics and Political Science, UK under a RSIS PhD scholarship. His research focus includes the study of China's international relations, with an emphasis on Chinese political worldview and exceptionalism thinking. Other research interests include security multilateralism in the Asia Pacific region with a focus on regional institutions and fora, national security (intelligence), the sociology of religion and public theology (Christianity). He is the author of the book *China's Political Worldview and Chinese Exceptionalism: International Order and Global Leadership* (Amsterdam University Press, 2021).

主持人

中央研究院政治學研究所所長 吳重禮 教授



- 學歷：美國紐奧良大學政治學博士。
- 現職為中央研究院政治學研究所研究員兼所長，曾任中央研究院專任研究員、國立中正大學政治學系合聘教授。
- 吳教授在過去數年，嘗試將研究心力挹注在選舉研究、政黨政治，以及「少數政治」(minority politics) 等相關研究領域；研究專長為美國政治、政治制度、比較政治、選舉研究、都市暨少數政治及國際關係等領域。

與談人

義守大學公共政策與管理學系

蕭宏金 教授



- 學歷：美國南加州大學公共行政學博士。
- 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教授。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。

與談人

國家安全研究院國防戰略與
資源研究所所長
蘇紫雲研究員



- 學歷：淡江大學國際事務與戰略研究所博士
- 現職為國家安全研究院國防戰略與資源研究所所長兼研究員。
- 蘇所長研究領域聚焦於國防政策與區域安全等議題；研究專長為古典與現代軍事戰略、國防產業及國防經濟等領域。

與談人

世新大學行政管理學系

陳俊明 副教授



- 學歷：美國紐約州立大學水牛城校區政治學博士
- 現職為世新大學行政管理學系副教授、台灣透明組織理事，曾任世新大學國際廉能治理碩士學程主任，並同時擔任各大專院校研究中心研究員(臺灣公共治理研究中心、政治大學電子治理研究中心)。
- 陳副教授研究領域聚焦於軍文關係、廉政民意調查及官僚民主等議題；研究專長為民意與民主行政、軍人與文人政府關係、公共組織行為與廉政研究等領域。

與談人

國防部國防採購室

鄒怡堅 少將



- 學歷：美國馬里蘭大學系統研究碩士。
- 現職為國防部國防採購室副主任。
- 鄒少將曾於民國 103 年至 106 年間在中華民國駐美軍事代表團擔任軍購組組長，軍旅生涯投入採購及零附件補給專業領域為主，並於本部參加第 3 次政府國防廉潔指數評鑑期間擔任政府評核小組成員。

與談人

國防部軍醫局 嚴明德 上校



- 學歷：國防大學管理學院碩士。
- 現職為國防部軍醫局主計室主任。
- 嚴上校曾擔任過財務會計處科長、主計室科長及中華民國駐美軍事代表團財務參謀官等重要軍職，軍旅生涯投入採購財務管理專業領域為主，並於本部參加第3次政府國防廉潔指數評鑑期間擔任政府評核小組成員。

肆、研討摘要

本次「國防廉政國際學術論壇」活動，主軸區分為「廉能國防企業誠信」及「軍事廉潔評鑑指標革新」等2場次議題研討，議程內容包含專題演講、議題研討及綜合座談等，以下針對各場次資訊及研討議題依序進行介紹。

一、「廉能國防企業誠信」研討場次

(一)場次簡介

本場次區分為「專題演講」、「企業經驗分享」及「綜合座談」意見交流等3大議程。

在「專題演講」中，邀請國立陽明交通大學特聘教授林志潔講授「國家安全與核心研發能力之保護」，強調高科技產業營業秘密保護對於國家安全及企業競爭力之重要性。

在「企業經驗分享」中，邀請漢翔航空工業(股)公司公關法務處處長周峻講授「從法令遵循推動企業誠信與永續發展」，分享漢翔公司落實誠信經營、重視法遵之具體作法及相關效益。

在「綜合座談」議程中，由國立陽明交通大學特聘教授林志潔講授擔任主持人，邀集行政、司法主管機關、專家學者及企業部門擔任與談人，深入探討「誠信治理與法律遵循對企業永續經營之重要性」、「國防先進科技安全管制作業」

及「國防產業營業秘密之保護與管理」等議題。

(二)專題演講說明

1.主題介紹

專題演講聚焦於企業誠信與公司治理之關聯，提示公私部門如何實踐反貪腐措施，鼓勵企業良性競爭，確保產業永續經營；以及如何建構完善之「國家核心關鍵技術之營業秘密」層級化保護系統，強化我國產業及技術之保護策略，以攜手達成確保科技產業發展，維持企業競爭優勢，鞏固國家經濟命脈之目標。

2.專講簡報(請見本論壇 Line 官方帳號)

(三)企業經驗分享

1.主題介紹

講述漢翔公司長期積極推動公司治理、發展永續環境及維護社會公益；及本於誠信經營政策，遵守政府法令，董事會成員及經營管理部門絕不從事收受賄賂、回扣等不當行為等之具體作法及相關效益，並呼籲誠信法遵對於企業永續經營之重要性。

2.專講簡報(請見本論壇 Line 官方帳號)

(四)綜合座談

1.主題介紹

- (1) 「誠信治理與法律遵循對企業永續經營之重要性」
- (2) 「國防先進科技安全管制作業」
- (3) 「國防產業營業秘密之保護與管理」

2.座談提綱

- (1) 國防與武器裝備生產製造和採購驗收出現貪污的重大影響：
 - A. 浪費稀少而寶貴的國防資源(預算)。
 - B. 影響作戰效能，危及人員安全乃至性命。
 - C. 降低公民社會對軍隊的信任。
 - D. 國防預算是政治人物尋求競選連任所需資金最易下手的目標。
- (2) 國防企業「誠信經營」：風險透明、承擔課責之重要性。
- (3) 國家中山科學研究院「技術移轉民間審認機制」及「如何擇定技術移轉單位」相關作業規定。
- (4) 漢翔公司辦理涉及國防機密之業務事項，與中山科學研究院及國防部定期討論工作進度及機密安全工作配合事宜。
- (5) 「國家安全與核心研發能力之保護」-以國防產業洩漏營業秘密案件之偵查實務為例。
- (6) 國防先進科技研究計畫提案注意事項及相關保密規定

二、「軍事廉潔評鑑指標革新」研討場次

(一)場次簡介

本場次區分為「專題演講」、「第4次GDI評鑑指標設計與變革」議題研討及「各國參與評鑑作法標竿學習」議題研討等3大議程。

在「專題演講」中，邀請中央研究院吳重禮教授擔任主持人，並由國際透明組織國防安全小組主任 Josie Stewart 女士以「實踐國防廉能治理新典範」為題，對國防部「政府國防廉潔指數評鑑」各題項負責單位代表及國防大學學官進行專題演講(預錄影片)，分享現行全球國防廉潔趨勢與挑戰。

在「第4次GDI評鑑指標設計與變革」議程中，邀請國際透明組織國防安全小組政府國防廉潔指數評鑑負責人 Mr. Michael Ofori-Mensah 以「政府國防廉潔指數評鑑指標設計」為題進行引言，由國內、外專家學者擔任與談人，深入探討「未來評鑑變革」及「亞太各國現行國防廉政發展趨勢」等議題。

在「各國參與評鑑作法標竿學習」議程中，邀請由國內、外專家學者擔任與談人，並分享「評鑑策進建議」及「我國評鑑不適用題項及策進」等議題。

(二) 專題演講說明

1. 主題介紹

「專題演講」主題將聚焦於「實踐國防廉能治理新典範」範疇，開宗明義介紹國防貪腐可能造成之危險、分裂與浪費，並說明國防反貪腐之重要性、如何降低軍事行動中的貪腐風險等資訊，並提出相關建議事項，接著說明政府國防廉潔指數評鑑目的、方法與延伸運用，藉以強化各級部隊軍事事務貪腐風險管理與危機處理的應變能力，防範軍風紀與貪腐案件肇生，維護軍隊廉能形象，爭取公民社會認同，營造融洽的軍民關係。

2. 專講簡報(請見本論壇 Line 官方帳號)

(三) 議程 1: 第 4 次 GDI 評鑑指標設計與變革

1. 主題介紹

在「第 4 次 GDI 評鑑指標設計與變革」議程中，針對未來評鑑指標內容變革、評分依據說明及施測步驟為基礎進行討論，並提出我國本次評鑑相關經驗，包含「方法論研討」(評分標準認定、避免單一化評分機制、檢視評鑑題項信效度、提供同儕審查相關意見與探討「不符國情之題項」)及「指標題項研討」(給分邏輯與評分基準)，最後提供相關實務建議，如下：

- (1) 廣納各國評鑑回饋，提供指標反饋與革新討論。
- (2) 因應烏俄戰爭及印太地區情勢，新增軍事行動題項。
- (3) 考量各國文化及戰略情勢差異，設計自組特色評鑑項目

2.專講簡報(請見本論壇 Line 官方帳號)

(四)議程 2: 各國參與評鑑作法標竿學習

1.主題介紹

在「各國參與評鑑作法標竿學習」議程中，首先以「歷年軍事廉潔評鑑各國趨勢」主題作為引言，邀請外國與會貴賓針對各自國家現行做法分享「如何推動國政廉政工作」及「因應評鑑整備相關作法」等內容，提供本部再次檢視軍事廉潔的精進策略方向，並提出後續具體策進作為，展現國軍標竿學習、自我檢視、精進與重視廉能的決策機制，擴大國防廉能成效，爭取我國邁向「A」級國家的歷史新頁。

2.專講簡報(請見本論壇 Line 官方帳號)



問卷調查

English Version

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I. Activity Introduction

The factors that currently threatening society are gradually worsening, and the consequences of both real conflicts and economic competition are increasingly complex. More importantly, the harm caused by "corruption" may not only substantially impair the functioning of government institutions, but also taint the government hierarchy and illegally affect government decisions, resulting in the unnecessary waste of resources. The preamble of the United Nations Convention against Corruption specifically requires countries "to pay attention to the seriousness of the problems and threats posed by" corruption "to social stability and security, including the destruction of democratic institutions, values, ethics and justice, and the harm to sustainable development and integrity and the rule of law."

When corruption occurs in the national defense sector, it is accompanied by threats to national security, the fragmentation of social trust, and the waste of budgetary resources. Aware of anti-corruption trends and the necessity of anti-corruption measures, our armed forces first established a "the Inspector General Office" and "Government Ethics Office" in 2013 to strengthen the armed forces' anti-corruption and corruption investigation capabilities through the establishment of a dual network. In 2020, the armed forces' anti-corruption arm was

re-organized as an office of judicial discipline and investigation under Department of Legal Affairs, which is responsible for strengthening the basic functions of administrative investigation and has the goal of implementing the government's anti-corruption policy and enhancing the armed forces' image of integrity and competence. In particular, the "Government Ethics Office," which is a business affairs anti-corruption promotion unit, has jurisdiction over the ethics-related General Administration Section, Prevention Section, and Investigation and Handling Section, and has an integrity assessment team dedicated to the assessment of the global "Government Defence Integrity Index" (responsible for international exchanges, assessment and preparation, clarification and academic research).

The Transparency International first announced the "Government Defence Integrity Index (GDI)", GDI assesses the quality of institutional controls to manage the risk of corruption in defence and security institutions. The team of experts draws together evidence from a wide variety of sources and interviewees across 77 areas (five key corruption risk areas: financial, operational, personnel, political, and procurement), with the goal of producing a detailed assessment of the integrity of national defence institutions (TI-DS, 2021).

In 2013, among the 82 countries participating in the evaluation, Taiwan was ranked on Level B, along with the

United Kingdom, the United States, and other advanced countries, and was among the top 11% countries with low corruption risk. The results of the second evaluation was published in 2015. Among the 114 evaluated countries, Taiwan, Australia, Canada, Germany, Japan, Singapore, and other countries were ranked on Level B, which shows that the effectiveness of Taiwan's military integrity operating mechanisms and implementation has been recognized by the international community. According to the results of the third evaluation, which were issued in 2021, among the 86 countries assessed, Taiwan was ranked Grade B for a third consecutive time. At the same time, it is also the only country in Asia to be ranked in the top 10. In the current difficult international environment, the fact that Taiwan can still achieve such good results indicates that the achievements of the armed forces in promoting the maintenance of clean government have been deeply recognized by the international community, and have also greatly enhanced the people's trust and support for the armed forces.

In addition, according to the concluding comments of the international review of the second national report of the United Nations Convention against Corruption, the international review committee once again focused on the anti-corruption issues concerning R.O.C enterprises. To emphasize Taiwan attaches great importance to enterprise integrity, compliance with laws

and regulations, the active promotion of cooperation in the defense industry, and the improvement of management mechanisms, this forum plans to hold a seminar on "business integrity," which will invite domestic manufacturers, foreign businessmen, and transnational enterprises in defense-related industry chains to exchange information. At this seminar, persons from all walks of life, including industry personnel, officials, university professors, and researchers, will discuss their academic views and international trends. In addition, outstanding enterprises committed to good legal compliance practices and sustainable development have been invited to share their experiences, and representatives of the public and private sectors will hold discussions, exchange views, and build consensus. The seminar will consequently serve to promote Taiwan's Integrity government policy and effective interaction between the public and private sectors, which can work together to create the key value of honest governance, which will enhance the competitiveness of the industry and the country.

Considering that "corruption is no longer a local or single area problem, but a transnational phenomenon that affects all societies and economies, international cooperation to prevent and control corruption is essential," since 2014, the Ministry has been organizing yearly academic and visit activities on international integrity. It has therefore invited international anti-corruption experts and domestic scholars to carry out

academic exchange activities on December 7 of this year (2022), with a view to implementing international military interchange via informal diplomacy consisting of academic and practical exchanges and dialogues. This activity will also encourage the armed forces to promote anti-corruption and highlight its future vision. The forum is further discussed in the following "Event Background," "Forum Overview" and "Expected Benefits" sections.

1.Event Background

The Ministry of National Defense has participated in the evaluation of the "Government Defence Integrity Index (GDI)" introduced by the Transparency International, and which is now in its 10th year. In addition to the preparation of evaluation items, the Government Ethics Office has held an academic exchange activity on Military integrity every year since 2013. Domestic and foreign scholars and experts invited to these events analyzed and discussed the academic and practical aspects of "integrity education," "integrity policy," and other related issues.

In the process of academic interchange, we hope not only that our country will obtain a deep understanding of "interpretation of GDI evaluation results" and "mastering future evaluation trend," but also learn from the benchmark countries, strengthen our core role in "the potential advantages of military

integrity in Asia" and shaping "the academic center of military integrity in the Asia Pacific region." Other goals include fostering academic and practical dialogue and exchange, ensuring that our military integrity affairs are aligned with the international context, enhancing the international vision of the armed forces and fully implementing the GDI evaluation spirit.

The following table is a summary of academic exchange activities concerning military integrity over the years. From the materials cited by the previous evaluations, it can be found that most of the sources consisted of academic journals, media reports, and relevant public materials. Through academic seminars, workshops, conferences, forums, and other academic activities, we can effectively and quickly summarize the integrity-related activities of the armed forces, and can introduce external advice and timely policy suggestions and revisions that will help strengthen the credibility of the evaluation readiness data.

For example, the "National Military Integrity Education Practice and Innovation Forum" held in 2021 invited policy-related business management units, implementation units (military schools and colleges), and external experts and scholars to engage in dialogue and interchange. The participants at this event discussed the obstacles faced by current integrity education, and provided directions for policy reform. The results of the event facilitate derealization of the original intentions of

the national military integrity policy and served as potentially advantageous items in the fourth evaluation.

**Summary of Military Integrity Academic Exchange
Activities, 2013-2021**

Item	Year	Description of communication activities
1	2013	Dr. Mark Pyman, director of the TI-DSP UK, was invited to Taiwan to meet with the President, chair the Asia Pacific regional workshop, and issue the world's first military integrity index in Taiwan.
2	2014	Dr. Mark Pyman and retired Major General David Hook of the British Royal Marines were invited to give talks on integrity at the Integrity Council of the Ministry of National Defense and at the School of War, National Defense University. These talks reported on international evaluation and military integrity trends in the advanced countries.
3	2015	Jose Ugaz, President of the Transparency International, was invited to Taiwan to meet with the President and serve as an international witness to the signing of an integrity education memorandum between National Defense University and the Transparency International Chinese Taipei, and give a keynote talk at the National War College.
4	2016	Ms. Katherine Dixon, director of the National Defense Security Team of the Transparency International UK, and Steven Newman, external consultant of the British Ministry of Defense was invited to hold the "Armed forces Integrity Education Teacher Training Camp" and "Workshop for Medium and

Item	Year	Description of communication activities
		High-level Procurement Personnel."
5	2017	Adam Folds, the legal adviser of Transparency International, and Ms. Jane McGruddy, the executive director of Transparency International New Zealand, were invited to participate in the seminar on military integrity and report on the International Convention against Corruption and New Zealand's experience in military integrity.
6	2018	Hsu Jen Hui, Chairman of the Transparency International Chinese Taipei, was invited to deliver a keynote speech on the topic of "Strengthening the Core Value of Integrity and Loyalty" at the graduation ceremony of the Ninth Military University of the Ministry of National Defense.
7	2019	Steve Francis, the director of Transparency International UK Defence and Security Programme, and representatives of the United States, Britain and South Korea were invited to Taiwan to participate in the Government Defence Integrity Academic Forum, and helped arrange the third evaluation index workshop while at the forum.
8	2020	The 1st Asia Pacific Youth Military Integrity Summer Academy was jointly held with Taiwan University, Taiwan University of Arts, National Defense University, Kinmen County Government, and the Army Kinmen Defense Command. During this activity, thanks to the outstanding curriculum arrangements, which included the "Vice

Item	Year	Description of communication activities
		<p>President's Keynote Speech," the " Military Integrity Seminar," the "Kinmen Field Trip," and the "Foreign Guest Transnational Video Course," the young trainees from 31 domestic and foreign research institutes, universities, and high schools learned about anti-corruption work in the armed forces. This event was a pioneering effort to promote military integrity education in the Asia Pacific region.</p>
9	2021	<p>The Director of the Independent Commission Against Corruption of the Ministry of Justice, domestic integrity experts and scholars, and business management units of 26 military academies were invited to participate in the "Armed forces Integrity Education Practice and Innovation Forum," which focused on "cultivating the capabilities of integrity education," "building an honest self-supporting corps," "resolving obstacles to policy promotion," and "introducing digital learning thinking," and included the exchange of views among the speakers and participants. By analyzing the differences between the commonalities and particularities of the ROC's anti-corruption education policy, we hope to develop customized education courses on the basis of principles, and improve the teaching ability of teachers in military colleges and universities.</p>

Source: Data on international academic exchange activities over the years was obtained from the Government Ethics Office of the Ministry of National Defense.

2. Forum Overview

In order to build on the Ministry's participation in the fourth Government Defence Integrity Index (GDI) evaluation, strengthen corporate integrity, and eliminate bribery by civil servants, the Ministry plans to hold the "Taiwan International Academic Forum on Military Integrity." International integrity experts will be invited to participate in the conference via videoconferencing, and will engage in discussion with domestic scholars concerning such relevant issues as "innovation in the military integrity evaluation index" and "integrity of honest and capable defense enterprises" through keynote talks. The discussion of military integrity issues and the sharing of practical experience will attract the support and recognition of the international community, enhance the positive image of Taiwan's military integrity academic and governance achievements as a benchmark in Asia, and help the country to again earn a high ranking in the international integrity assessment.

Since ensuring the competitiveness of high-tech industries and national security has become an important international trend, the morning agenda will focus on "national security and the protection of core R&D capabilities" and "corporate integrity governance and legal compliance." Domestic integrity experts and scholars and excellent enterprises in the field of

defense technology will be invited to give keynote speeches and share enterprise experience, and experts and scholars will have opportunities to engage in discussion. The business community will also hold a general discussion on issues such as "corporate integrity governance and legal compliance," "core technology security control" and "business secret protection," and exchange views with participants. This will stimulate diversified thinking, promote opportunities for dialogue between the public and private sectors, strengthen good governance in the national defense industry and protection of national defense technology business secrets, and foster win-win opportunities for all sectors.

In the afternoon, members of transparency international and domestic integrity experts and scholars will be invited to give keynote speeches on "The Trends and Challenges of GDI," which will be followed by discussions. In addition, in-depth discussions will also be held on topics such as "The changing of the Fourth GDI" and "Benchmark Learning from Countries' Participation in Assessment Practices." Academic and practical dialogue and exchange will help align the promotion of military integrity affairs in Taiwan with the international context, and will strengthen Taiwan's efforts to maintain its military integrity leadership in the Asia Pacific region.

3. Expected Benefits

(1) Making good use of the military integrity platform and creating points of light through informal diplomacy

Since 2013, the Ministry has invited international integrity scholars from the United Kingdom, Japan, South Korea, Singapore, New Zealand, and other countries to Taiwan to participate in military integrity academic exchange activities. In addition to getting a better understanding of Taiwan's outstanding national defense transparency and integrity building efforts, the Department has also demonstrated the Taiwan's soft power of integrity in line with international standards through the military integrity platform established through the "Government Defence Integrity Index" evaluation program, and appropriately helped ease the constraints on formal official diplomatic relations.

(2) Sharing Taiwan's outstanding GDI evaluation experience and marketing Taiwan's anti-corruption value

Taiwan has participated in the global assessment of the "Government Defence Integrity Index" and won "B" level honors three times. In particular, in the 2021 third assessment, Taiwan had the same score as Germany, received sixth place in the international ranking, and had the fine achievement of being the only country to stay at a "B" level in Asia. By inviting

international integrity scholars to participate in the video conference, we will share the experience and achievements of preparing for the evaluation, and appropriately market the anti-corruption value earned by our government.

(3) Establishing two-way communication channels and maintaining objective evaluation of achievements

In all previous "Government Defence Integrity Index" evaluations, the Ministry found that the same defense organizational structures, tasks, and operating mechanisms had significant differences in scores due to different reviewers' individual subjective views. In order to maintain an objective evaluation environment during the fourth global evaluation in 2025, the Department plans to participate in the establishment of a transparency and accountability mechanism for military integrity through videoconferencing among international integrity experts. The Department also plans to establish two-way communication channels, acquire the latest evaluation information, promptly clarify any evaluation questions, and ensure that subjectivity on the part of reviewers does not obscure the integrity of the armed forces.

(4) Implementing national defense anti-corruption and integrity, and cultivating national defense innovation capability

In compliance with the integrity policy of the United Nations Convention against Corruption and the National Action

Plan for Building an Incorruptible Government, the Department will promote the strengthening of executive responsibility, administrative transparency and other specific actions, deepen the integrity and transparency of enterprises and reinforce compliance with laws and regulations. At the same time, we will market the Ministry's efforts to build a defense industry chain, strengthen the vision and achievements of the ROC's independent national defense, and promote high-quality national defense technology based on cultivation of industry, military and civilian use, and environmental protection and green energy.

(5) Creating an environment fostering public-private cooperation and jointly fostering honest and competent sustainable governance

We will explain to the outside world how the Ministry has taken innovative measures in recent years to promote the upgrading of national defense industry, transparency of enterprise investment, management of the protection of scientific and technological research and development, as well as the concept and practice of honest cooperation between the Ministry and enterprises, with a view to creating a high-quality business environment through public-private cooperation, maintaining an honest and effective national defense force, and establishing mutually beneficial win-win sustainable governance relationships.

I I. Agenda of Activity

- Date: December 7, 2011 (Wednesday)
- Venue: Vision Hall of Taipei Fuhua International conference Center

Time	Activity content	Speaker/VIP
Seminar on "Business Integrity in Defense Sector"		
08:30-09:00 (30 minutes)	Registration	
09:00-09:20 (20 minutes)	Opening ceremony	<p>Official's speech: "Representative Ministry of National Defense." Representative, Agency Against Corruption, Ministry of Justice.</p> <p>Dr. Kevin Yeh Vice President Transparency International Chinese Taipei.</p>
09:20-10:05 (45 minutes)	<p>Keynote Speech</p> <p>National security and Core Protection of R&D Capabilities</p>	<p>Lecture: Dr. Carol Lin Distinguished Professor, National Yang Ming Chiao Tung University. Chairman, Financial Ombudsman Institution.</p>
10:05-10:50 (45 minutes)	<p>Enterprise experience sharing</p> <p>Promoting Business Integrity and Sustainable Development from the Perspective of Compliance with Laws and Regulations</p>	<p>Lecture: Mr. Chun Chou Director, Public Relations and Legal Affairs, Aerospace Industrial Development Corporation.</p>
10:50-11:10 (20 minutes)	Rest time (tea and refreshments)	

Time	Activity content	Speaker/VIP
11:10-12:00 (50 minutes)	<p>Summary discussion</p> <ul style="list-style-type: none"> ■ Advanced National Defense Technology Security Control Operations from the Perspective of National Security ■ Protection and Management of Business Secrets in the National Defense Industry ■ The Importance of Good Faith Governance and Legal Compliance to the Sustainable Operation of Enterprises 	<p>Host: Dr. Carol Lin (NYCU)</p> <p>Discussants: Mr. Yi-Fa Yeh Head Prosecutor, Taiwan Taoyuan District Prosecutors Office. Dr. Jen-Pao Su Colonel, Armaments Bureau, MND. Dr. Der-Hong Ting Deputy director, National Chung-Shan Institute of Science & Technology. Mr. Chun-Jou Director, Aerospace Industrial Development Corporation. Dr. Chun-Ming Chen Director, Transparency International Chinese Taipei.</p>
12:00-13:20 (80 minutes)	Rest time (tea and refreshments)	
Seminar on "Innovation in the Government Defence Integrity Index"		
13:20-13:25 (5 minutes)	VIPs seated	
13:25-13:30 (5 minutes)	Host introduces foreign guests	Host: Dr. Chung-Li Wu (Academia Sinica.)
13:30-13:50 (20 minutes)	Keynote speech (Practice a Paradigm of Integrity Governance of Military)	Lecturer: Ms. Josie Stewart (Transparency International – Defence & Security Programme Director)
1350-1530 (100 minutes)	Discussion topic 1 Design and Transform of Government Defence Integrity Index(GDI)	<p>Host: Dr. Chung-Li Wu (Academia Sinica.)</p> <p>Moderator: Mr. Michael Ofori-Mensah (Transparency International – Defence & Security Programme Head of Research)</p> <p>Discussants: (1)Dr. Yahong Zhang (Rutgers University) (2)Dr. Luke Hsiao(I-SHOU University) (3) Dr. Chun Ming Chen(TICT)</p>

Time	Activity content	Speaker/VIP
		(4) Dr. Tzu Yun Su(INDSR) (5) Mr. Yi Chien Tsou(National Defense Procurement Office, MND.) (6) Mr. Ming-Te Yen(Medical Affairs Bureau, MND.)
15:30-16:00 (30 minutes)	Rest time (tea and refreshments)	
16:00-17:00 (60 minutes)	Discussion topic 2 Transnational Benchmark learning for Government defence integrity index Seminar	Host: Chung-Li Wu (Academia Sinica.) Discussants: (1)Dr. Yahong Zhang (Rutgers University) (2)Dr. Benjamin Ho(Nanyang Technological University) (3)Dr. Luke Hsiao(I-SHOU University) (4) Dr. Chun Ming Chen(TICT) (5) Dr. Tzu Yun Su(INDSR) (6) Mr. Yi Chien Tsou(National Defense Procurement Office, MND.) (7) Mr. Ming-Te Yen(Medical Affairs Bureau, MND.)
17:00	Attribution	
Note: At that time, the industry personnel, officials, and academics at this forum will explain the list of participants when further invitation letters are sent.		

III. Introduction to Participants

1. Seminar on "Business Integrity in Defense Sector"

No.	Role	Unit/Dept.& Position/Title	Name
1	Lecture & Host	Distinguished Professor, National Yang Ming Chiao Tung University.	Carol Lin
2	Lecture & Discussants	Director, Public Relations and Legal Affairs, Aerospace Industrial Development Corporation.	Chun Chou
3	Discussants	Head Prosecutor, Taiwan Taoyuan District Prosecutors Office.	Yi-Fa Yeh
4	Discussants	Colonel, Armaments Bureau, MND.	Jen-Pao Su
5	Discussants	Deputy director, National Chung-Shan Institute of Science & Technology.	Der-Hong Ting
6	Discussants	Director, Transparency International Chinese Taipei.	Chun-Ming Chen

Lecture & Host

National National Yang Ming Chiao Tung University

Carol Lin

Distinguished Professor



■ Education:

Doctor of Law, Duke University School of Law.

Master of Law, National Taiwan University School of Law

- Currently holds the titles of Distinguished Professor, NYCU, Director of the Financial Regulation and Corporate Governance Center, and Chairman, Financial Ombudsman Institution.

- Professor Lin is a criminal law scholar who focuses on globalization and cross-domain integrated research. She is enthusiastic about education and research, tries to apply what she has learned in practice, and promotes innovation and reform in law. Her main research fields are criminal law, criminal procedure law, feminist law, white-collar crime, and economic crime law. She previously served as a standing lecturer at the Judges Academy, the Judicial Officer's College, and financial institutions, and has won the Excellent Educator Award of the Ministry of Education and the President's Education Award, and has won the Outstanding Teaching Award three times.

Lecture & Discussant

Director Chun Chou, Aerospace Industrial Development Corporation



- Education:
Master of Law, National Defense University.
- Director Chou's current position is director of Director, Public Relations and Legal Affairs (AIDC), Aerospace Industrial Development Corporation. He has served as a military judge, prison governor, director of the legal affairs office, executive secretary of the board of directors, and special consultant at the National Chung-Shan Institute of Science & Technology, and deputy executive director of the F-16 maintenance center of Aerospace Industrial Development Corporation.
- Since serving in the public sector and at the National Chung-Shan Institute of Science & Technology, Director Chou has consistently spared no effort in promotion of legal compliance and upholding the rule of law. After joining the business community, he has combined his years of experience with issues such as corporate governance and sustainable operation, which has given full play to his strengths, which has enabled the enterprises employing him to receive a high level of recognition in corporate governance evaluations.

2. Seminar on "Innovation in Government Defence Integrity Index"

Foreign guests

Director, Defence & Security Programme, Transparency International Josie Stewart



■ **Education :**

Master of Governance and Development, Sussex University.

■ **Work experience :**

Defence and Security Programme Director,
Transparency International UK

■ **Introduction :**

Ms. Josie leads a team working towards a world where governments, the armed forces, and arms transfers are transparent, accountable, and free from corruption. She has previously worked for and with governments, donors, multilateral institutions, law enforcement, military, civil society and the private sector, and brings expertise focused on corruption and illicit finance, conflict and security, and international development and diplomacy – as well as a deep passion for making a difference in the world.

Foreign guests

Head of Research, Defence & Security Programme, Transparency International Michael Ofori-Mensah



■ Education :

PhD of Natural Resources and Environmental Economics, Alberta University.

■ Work experience :

Defence and Security Programme Head of Research,
Transparency International UK

■ Introduction :

Dr. Michael Ofori-Mensah is Head of Research at Transparency International – Defence & Security (TI-DS) where he leads the design and delivery of TI-DS’s global research agenda. He previously managed the production of the Government Defence Integrity Index (GDI) 2020. Prior to joining TI-DS, Michael was Director of Research at the Institute of Economic Affairs (Ghana) where he spent 8 years leading research and coordinating a broad range of national and international projects. He has contributed to several public policy reform initiatives in the area of governance and constitution review.

Foreign guests

Associate professor, the School of Public Affairs and Administration (SPAA), Rutgers University
Yahong Zhang



■ **Education :**

PhD of Administration and Policy, Florida State University.

■ **Work experience :**

Director, Rutgers Institute on Anti-Corruption Studies (RIACS)

■ **Introduction :**

Dr. Yahong Zhang is an associate professor in the School of Public Affairs and Administration (SPAA) at Rutgers University–Newark, where she is also the Director of the Rutgers Institute on Anti-Corruption Studies (RIACS). Her research interests include anti-corruption studies, politics-administration relationships, citizen participation, government transparency, public administration education, and quantitative research methods. She has published a number of articles in peer-reviewed journals, including the Journal of Public Administration Research and Theory (JPART), Public Administration Review (PAR), the American Review of Public Administration (ARPA), and Public Performance & Management Review (PPMR).

Foreign guests

Assistant professor, International Studies ,S. Rajaratnam School Benjamin Ho



■ Education :

PhD of International Relation, London School of Economics and Political Science.

■ Work experience :

Deputy Coordinator of MSc (International Relations) Programme.

■ Introduction :

Dr. Benjamin Ho is Assistant Professor at the China Programme, S. Rajaratnam School of International Studies (RSIS), Singapore. He obtained his PhD from the Department of International Relations at the London School of Economics and Political Science, UK under a RSIS PhD scholarship. His research focus includes the study of China's international relations, with an emphasis on Chinese political worldview and exceptionalism thinking. Other research interests include security multilateralism in the Asia Pacific region with a focus on regional institutions and fora, national security (intelligence), the sociology of religion and public theology (Christianity). He is the author of the book *China's Political Worldview and Chinese Exceptionalism: International Order and Global Leadership* (Amsterdam University Press, 2021).

Host

Professor, Institute of Political Science, Academia Sinica Chung-Li Wu



■ Education:

Doctor of Political Science, University of New Orleans,
USA.

■ Wu is now a researcher and director of the Institute of Political Science, Academia Sinica. He has been a full-time researcher at the Academia Sinica and an adjunct professor in the Department of Political Science, National Chung Cheng University.

■ During the past few years, Prof. Wu has directed his research efforts toward elections, party politics, minority politics, and other related research fields. His research expertise spans American politics, political systems, comparative politics, electoral research, urban and minority politics, and international relations.

Discussant

**Professor, Department of Public Policy
and Management, ISU.**

Luke H. C. Hsiao



■ Education:

DPA in Public Administration, University of Southern California, USA.

- Currently the director of the Taiwan Society of Transparency and Integrity Governance, broad member of the Transparency International Chinese Taipei, and professor in the Department of Public Policy and Management at I-Shou University. Has previously served as Director and Deputy Registrar of the Career Development Center at I-Shou University.

- In recent years, Professor Hsiao research has focused on military issues related to anti-corruption governance in national defense, national defense autonomy, and national defense industry anti-corruption. His research expertise spans the areas of public management, industrial strategy, smart cities, urban governance, and transparency, integrity, and competence.

Discussant

Associate Professor, Department of Public Policy and Management, SHU. Chun-Ming Chen



■ Education:

Ph.D. in Political Science, State University of New York,
Buffalo Campus, USA.

- Chen is currently an Associate Professor in the Department of Administration at Shih Hsin University and a director of Transparency International Chinese Taipei. He has previously served as the director of Shih Hsin University's Master of International Integrity Governance program, and has also served as a researcher in the research centers of various colleges and universities (Taiwan Public Governance Research Center and the Taiwan E-Governance Research Center at National Chengchi University).

- Prof. Chen's research fields include military-civil relations, clean government public opinion surveys, and bureaucratic democracy. His research expertise lies in the areas of public opinion and democratic administration, the relationship between soldiers and civil government, the behavior of public organizations, and government integrity, etc.

Discussant

**Researcher, Division of Defense
Strategy and Resources ,Institute
for National Defense and Security
Research
Tzu-Yun Su**



■ Education:

Ph.D. in International Affairs and Strategic Studies,
Tamkang University.

- Su is currently an Researcher in the Division of Defense Strategy and Resources at Institute for National Defense and Security Research.
- Dr. Su's research fields include defense policy and regional security. His research expertise lies in the areas of classical and modern military strategy, defense industry and defense economy, etc.

Discussant

Major General, Defense Procurement Office, MND. Yi-Chien Tsou



- Education:
Master of System Studies, University of Maryland, USA.
- Currently Deputy Director of the National Defense Procurement Office of the Ministry of National Defense.
- Major General TSOU served as the leader of the military procurement team of Taiwan Military Mission in the United States from 2014 to 2017. He has devoted his military career to procurement and spare parts supply, and served as a member of the government evaluation team during the Ministry's participation in the third evaluation of the Government Defence integrity index.

Discussant

Colonel, Medical Affairs Bureau, MND. Ming-Te Yen



- Education:
MBA, National Defense University.
- Currently the Director of the Comptroller's Office at the Medical Affairs Bureau of the Ministry of National Defense.
- Colonel Yen has previously served as the chief of the Financial Accounting Division, the chief of the Controller's Office, and a financial staff officer on Taiwan Military Mission in the United States, and has held other important military posts. His military career has been mainly devoted to procurement financial management, and he served as a member of the government assessment team during the third government defence integrity index evaluation.

IV. Summary

This "International Academic Forum on National Defense and Integrity" activity will focus on the two discussion topics of "Business Integrity in Defense Sector" and "Innovation in Government Defence Integrity Index," and the agenda will include keynote speeches, the two seminars, and general discussions. The topics of each seminar and related information are introduced below.

1. Seminar on "Business Integrity in Defense Sector"

(1) Session introduction

This session will include the three agenda items of the keynote speech, enterprise experience sharing, and general discussion.

In her keynote speech, Carol Lin, a distinguished professor at NYCU, will give a talk on "National Security and Protection of Core R&D Capabilities," which will emphasize the importance to national security and enterprise competitiveness of business secret protection in high-tech industries.

In enterprise experience sharing period, Chun Chou, Director, Public Relations and Legal Affairs, Aerospace Industrial Development Corporation, will give a talk on

"Promoting Business Integrity and Sustainable Development through Compliance with Laws and Regulations," and will share specific practices and related benefits of business integrity implementation and emphasis on legal compliance.

In the general discussion, Carol Lin, Distinguished Professor, National Yang Ming Chiao Tung University, will be the moderator, and administrative and judicial authorities, experts and scholars, and enterprise personnel will be invited to participate in the discussion. This discussion will cover such issues as "the importance of integrity governance and legal compliance for the sustainable operation of enterprises," "advanced national defense technology security control operations," and "the protection and management of business secrets in the national defense industry."

(2) Keynote speech

1. Introduction to the topic

The keynote speech will focus on the relationship between corporate integrity and corporate governance, suggest how the public and private sectors can practice anti-corruption measures, encourage healthy competition among enterprises, and ensure the sustainable operation of the industry. It will also cover how to build an effective hierarchical protection system for business secrets concerning key national technologies, strengthening protection strategies for industries and technologies in Taiwan, and how to work together to achieve the goals of ensuring the

development of the technology industry, maintaining the competitive advantage of enterprises, and enhancing the nation's economic vigor.

2.Slides(available online)

(3) Private sector experience sharing

1. Introduction to topic

The Aerospace Industrial Development Corporation has been actively promoting corporate governance, development of a sustainable environment, and maintaining social welfare for a long time. Based on the company's integrity management policy, and in compliance with laws and regulations, the Board of Directors and the business management departments do not engage in specific improper practices and related benefits such as accepting bribes, kickbacks, etc., and emphasize the importance of compliance with integrity laws to the sustainable operation of the enterprise.

2. Slides (available online)

(4) General discussion

1. Introduction to the topic

- (1) The importance of good faith governance and legal compliance to the sustainable operation of enterprises**

**(2) Advanced National Defense Technology Security
Control Operations**

**(3) Protection and Management of Business Secrets in
the National Defense Industry**

2. Discussion Outline (available online)

2. Seminar on Innovation in the Government Defence Integrity Index

(1) Session introduction

This session is divided into the three major agendas items of keynote speech, the "Design of the Fourth GDI Evaluation Indicators and Changes" discussion topic, and the "Benchmark Learning for Countries to Participate in Evaluation Practices" discussion topic.

In the keynote speech, Chung-Li Wu, of Academia Sinica will serve as the moderator, and Transparency International – Defence & Security Programme Director Ms. Josie Stewart will give a keynote speech (in the form of a pre-recorded video) on the topic of "Practice a Paradigm of Integrity Governance of Military" to representatives of units responsible for the Ministry of Defense's "Government Defence Integrity Index Evaluation" and academic officers of the National Defense University as a

means of sharing current government defence integrity trends and challenges.

In the agenda item of the "Design of the Fourth GDI Evaluation Indicators and Changes," Mr. Michael Ofori-Mensah, the director of the government defence integrity index evaluation for the Defense Security Group of the Transparency International, will introduce the topic of "Design of Evaluation Indicators for the Government's National Defence Integrity Index," and domestic and foreign experts and scholars will serve as panelists in an in-depth discussion of such issues as "future evaluation reforms" and "inapplicable issues and policies in Taiwan 's evaluation."

In the agenda item of "Benchmark Learning from Countries' Participation in Evaluation Practices," and experts and scholars from Taiwan and abroad will participate in sharing on "benchmarking practices for national assessment," "future policy actions," and other topics.

(2) Keynote Speech

1. Introduction to the topic

The theme of this keynote speech will be "GDI Government Defence Integrity Trends and Challenges," which will introduce the risks, divisions and waste that may be caused by national defense corruption, explain the importance of national defense anti-corruption work, how to reduce the risk

of corruption in military operations, put forward relevant suggestions, and then explain the purpose, method, and broad application of the Government Defence Integrity Index Evaluation. The ultimate goals of this work is to strengthen military affairs corruption risk management and crisis management of military units at all levels, prevent the emergence of military discipline and corruption cases, maintain the image of the armed forces for integrity, win the recognition of evaluation experts, and again win recognition in international integrity evaluations.

2.Slides(available online)

(3) Agenda 1: Design Changing of the Fourth GDI

1. Introduction to the topic

In the agenda item of "Design of the Fourth GDI Evaluation Indicators and Changes," the participants will discuss future changes in the content of the evaluation index, the scoring basis and testing steps, and share relevant experience from this evaluation in Taiwan. This will include a discussion of methodology (identification of scoring criteria, avoidance of too uniform scoring mechanisms, review of the reliability and validity of evaluation items, provision of relevant opinions concerning peer review, and discussion of items inconsistent with national conditions) a discussion of indicator items(scoring

logic and scoring benchmarks), and finally the provision of relevant practical suggestions, as follows:

- (1) Evaluation feedback from various countries should be broadly gathered and absorbed, and indicator feedback and discussion of innovations provided.
- (2) In response to the Ukrainian-Russian War and the situation in the Indo-Pacific region, a new item of military action should be added.
- (3) Considering the differences in culture and the strategic situations of different countries, design a self-organized feature evaluation project.

2.Slides(available online)

(4) Agenda 2: Benchmark learning from countries' participation in evaluation

1. Introduction to the topic

In the agenda item of "Benchmark learning from other countries' participation in evaluation practices," the topic of "national trends in military integrity evaluation" will serve as an introduction, and foreign guests will be invited to share "how to promote national government integrity" and "relevant practices in response to evaluation readily" based on the current practices of their countries. This will provide the Department with active

strategies for reviewing military integrity, and encompass specific follow-up measures to enhance the armed forces' benchmark learning. Decision-making mechanisms embodying self-examination, improvement, and emphasis on integrity will expand the effectiveness of national defense anti-corruption work, and seek to write a new page in Taiwan's history as an "A" country.

2.Slides(available online)



Questionnaire