

(一) 瑞典策略人力資源發展委員會



The Swedish Council for Strategic Human Resources, Krus

Krus a staff-agency to the government. The agency supports the competence supply of the 230 agencies within the administration.

Commissions 2011:

- EU
- Women to Top Positions
- Public Ethos
- Private at work



The Core Values for all Civil Servants



Public Ethos is to be carried out 2010-2011. The purpose is to “clarify for civil servants what constitutes the core values that guide their everyday functions.”

The project takes off in a code of conduct: “The Core Values for all Civil Servants”.



Why a Public Ethos Now?

- **Competence from "outside" enters central government administration.**
Increased labor-market mobility in combination with a generational shift changes the composition of government civil servants as a group.
- **Increased complexity affect the competence acquired**
An ever-changing world increases the need for civil servants to be able to navigate and act with loyalty and integrity in a variety of situations.
- **Core values function as means of management and operational development.**
- **Core values and S(C)R are part of our employer-branding**



Purpose

General objective :

Inspire civil servants to strengthen the public confidence as well as increase both efficiency and legal security within governmental agencies.

General goal:

To strengthen a sound culture within governmental agencies and administration.



Government Ambitions

The project should result in:

- Contacts with the public should always be conducted in a manner characterized by dignity and respect.
- High level of preparedness within all government agencies to handle issues related to ethics.
- Improve the knowledge and understanding amongst civil servants of the core values and how they relate to the professional role as a civil servant.



The Six Principales of the Core Values



1. Democracy
2. Legality
3. Objectivity and Equality
4. Transparency & Freedom to Convey an Opinion
5. Respect
6. Efficiency and Service




1. Democracy
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1. Democracy

All public power derives from the people


The Swedish Constitution



1. Democracy
2. Legality
3. Objectivity and Equality
4. Transparency & Freedom to Convey an Opinion
5. Respect
6. Efficiency and Service

2. Legality

All decisions (regarding persons or organisations) must be based on law



- 1. Democracy
- 2. Legality
- 3. Objectivity and Equality**
- 4. Transparency & Freedom to Convey an Opinion
- 5. Respect
- 6. Efficiency and Service

3. Objectivity & Equality

Courts and government agencies must consider that every individual is equal before the law and make sure that all decision-making is based on objectivity



- 1. Democracy
- 2. Legality
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- 4. Transparency & Freedom to Convey an Opinion**
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4. Transparency & Freedom to Convey an Opinion


Freedom of speech and the principle of transparency



1. Democracy
2. Legality
3. Objectivity and Equality
4. Transparency & Freedom to Convey an Opinion
- ▶ 5. Respect
6. Efficiency and Service

5. Respect


The power must be executed with respect for equality and all individuals, and their personal freedom and dignity.



1. Democracy
2. Legality
3. Objectivity and Equality
4. Transparency & Freedom to Convey an Opinion
5. Respect
- ▶ 6. Efficiency and Service

6. Efficiency & Service

- High quality and cost effective service
- Delivered by proportional means
- With high and equal availability to the public



What are Krus doing?

- Clarifying the role of the civil servant
- Inspiring and supporting the government agencies local work with issues related to ethics and values
- Developing tools and educational measures for public managers and civil servants
- Leading and coordinating projects related to the commission

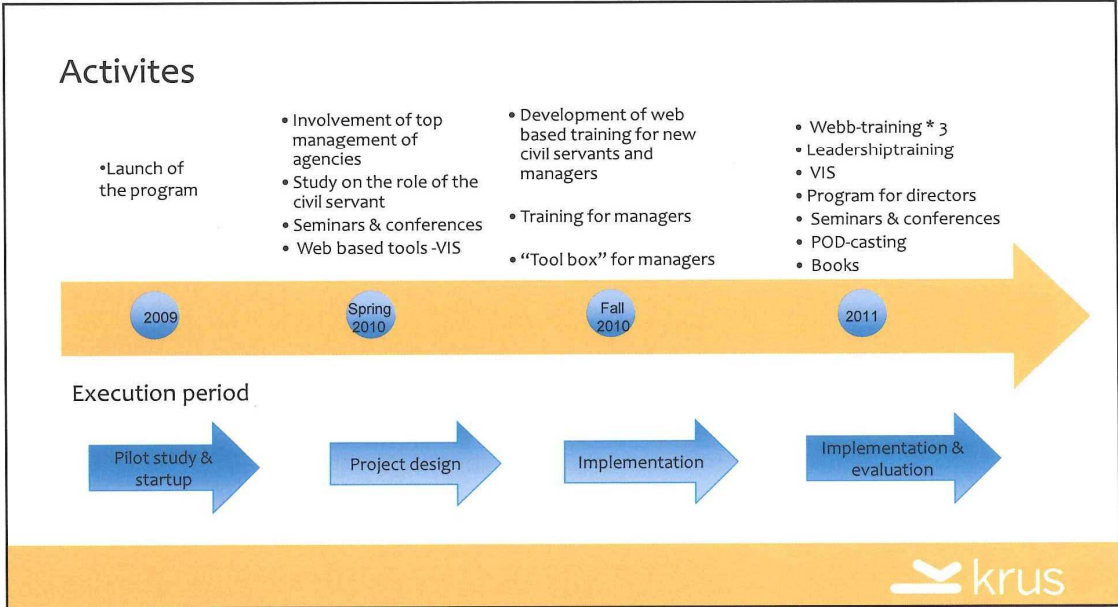


Toolbox

The 'Toolbox' section displays a variety of resources:

- Books:** Several book covers are shown, including one with a plant growing from soil and another with a blue cover.
- Reflection:** A photograph of two hands holding a small plant.
- Tools:** A collection of colorful geometric shapes and a book titled 'Verdruppels etc.'.
- E-learning:** A book cover with the letters 'VTS' and a blue abstract design.
- Konferences:** A photograph of two women smiling and talking.
- Arenas (seminars, ethical cafés):** A photograph of a stack of cookies.
- Training for supervisors/ and management:** A photograph of two women smiling.





(二) 瑞典反貪學會

Stockholm 1 November 2011

Visit by The Agency Against Corruption (AAC)

1. Swedish Anti-Corruption Institute (IMM)

- Founded in 1923
- Private Organization
- Core members: Chamber of Commerce, Confederation of Swedish Enterprise, Swedish Trade federation
- Supporting members: 15 other organizations, no companies
- Board: members of business organizations and companies + me
- Board: no representatives of state or municipalities
- Office: small unit
- Fees for services

2. Mission, purpose

- Combat of bribery rather than corruption in general
- Combat of distortion of competition
- Sound market economy
- Private-to-Public
- Private-to-Private
- Focus areas: procurement, public decision-making
- Sector focus: Construction

3. Tools and services of IMM

- Guidelines, booklets, etc.
- Advisory services to companies, municipalities, etc.
- Education
- Advocacy/lobbying: government, media
- Website
- Codes of conduct: national level, sector level, company level
- Law drafting
- Collection of documents for instance court decisions, news articles
- Literature on bribery

4. Research, experiences

- Sweden has a very long history of building institutions with integrity
- Zero tolerance of citizens
- Most factors for success are not anti-corruption measures as such: good education, vibrant civil society, Freedom of Information Act, open economy, fight against monopolies,
- Freedom of information: public access to information, secrecy an exception, detailed registries of documents, leaks to media of most secret information are permitted, tolerant libel law
- Protection of whistleblowers: anonymity, no reprisals, "whistleblowing systems" at company level
- Open procurement procedures
- Follow the money: target the proceeds, reversed presumption of proof, anti-money laundering
- The Tax administration is a key institution
- Technical devices: on-line applications, reduce contact

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(三) 瑞典總檢察署

The Swedish Prosecution Authority

A presentation of the Swedish Prosecution Authority as an organization and the role of the public prosecutor in the legal chain.



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The Swedish Prosecution Authority has around 1 300 employees of whom 900 are public prosecutors, the remaining employees work in various support functions.

The Swedish Prosecution Authority is a modern, development-oriented organization whose task is to reduce criminality by ensuring that those who commit crimes are held responsible in an efficient and legally secure manner.

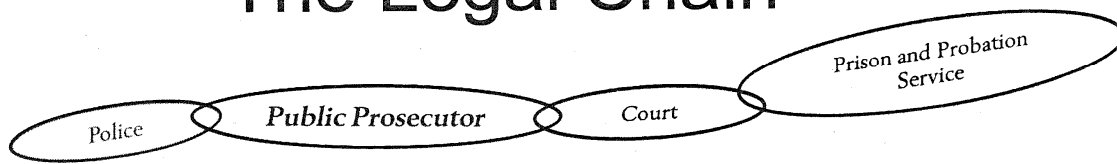
Society develops on a continuous basis and so does criminality. Consequently the judicial system must also develop continuously in line with changes in society.

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The Legal Chain



The Public Prosecutor leads the investigation of a crime, takes decisions concerning various types of coercive measures, prosecutes and appears in Court.

The Public Prosecutor controls the course of the case both during the investigation phase and in court.

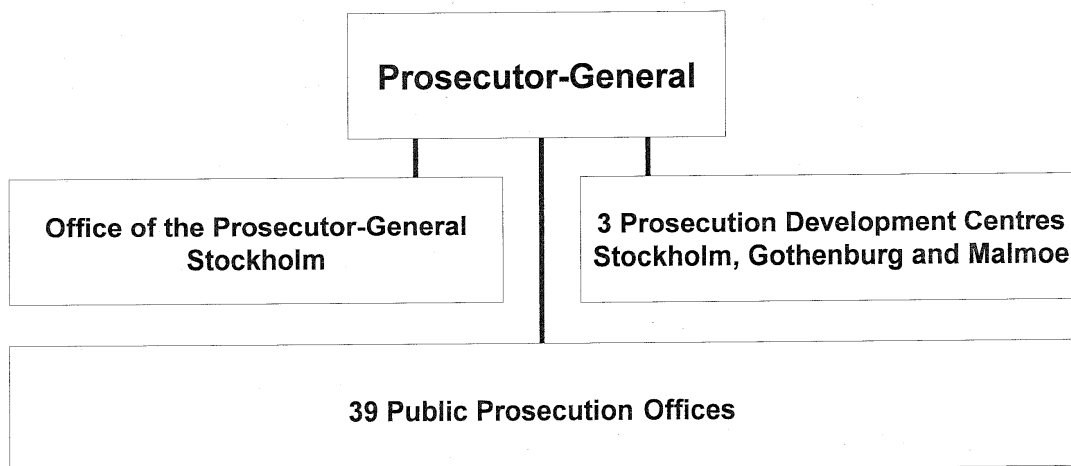


The Public Prosecutor directs the criminal case procedure.

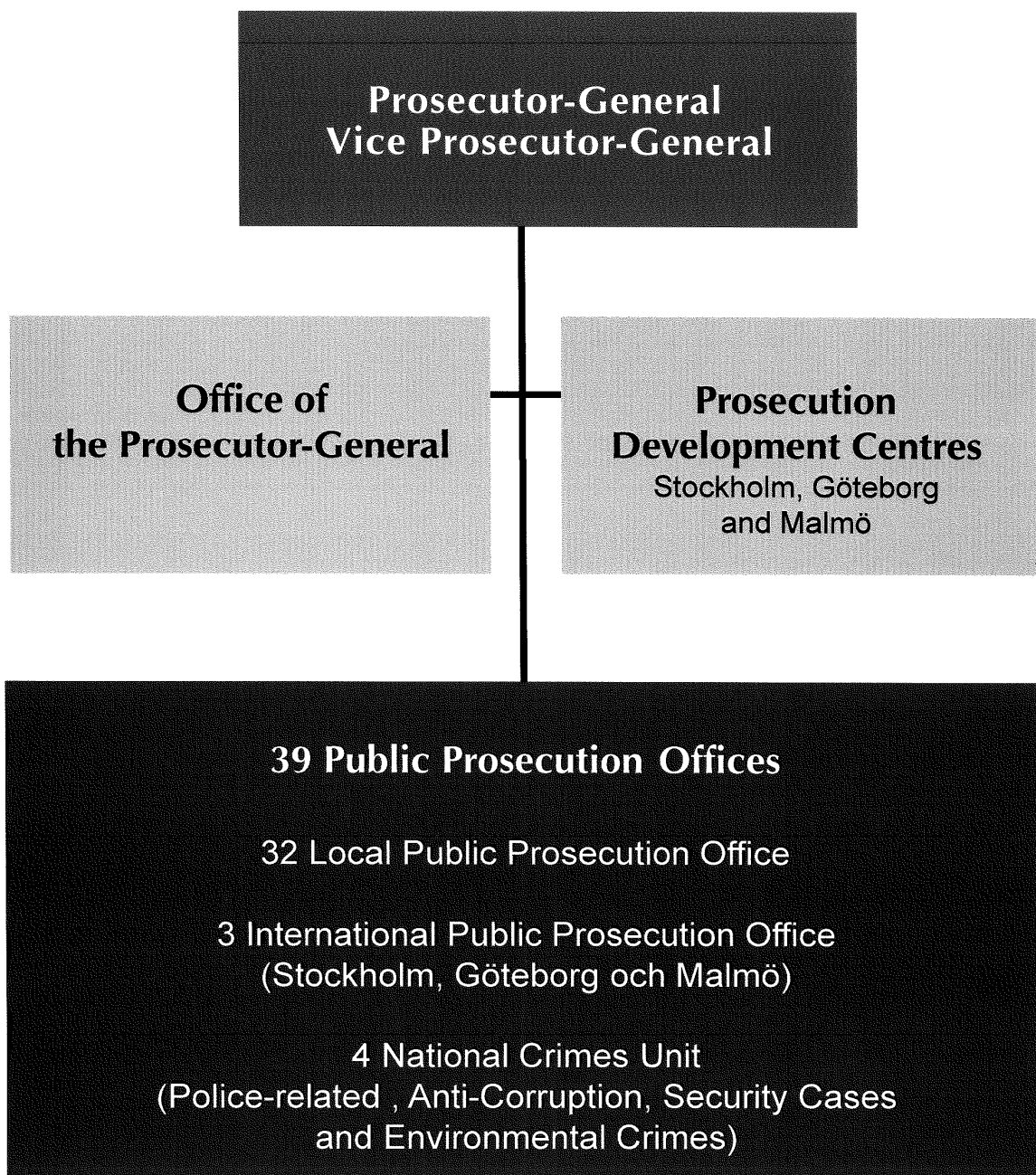
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Swedish Prosecution Authority



Swedish Prosecution Authority



Local Public Prosecution Offices:

Operative prosecution activities are carried out in the country's Local Prosecution Offices.

National Prosecution Office:

National Prosecution Offices work with combating corruption, environmental and working environment cases, security and terrorist cases plus one Office that deals with suspected police-related crimes.

International Prosecution Offices:

International Prosecution Offices work with combating organized, cross-border criminality and with international public prosecution cooperation.

The Prosecution Development Centre (UC):

Their tasks include methodological and legal development within various areas of criminality.



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Preliminary investigation



- The Public Prosecutor leads the preliminary investigation from the point where a certain individual can be justifiably suspected of a crime.
- For less serious crimes the police implement the preliminary investigation from beginning to end.
- As leader of the preliminary investigation the Public Prosecutor is responsible for ensuring that the crime is investigated in the best possible manner.
- The investigation is carried out by the police according to directions from the Public Prosecutor.
- When the investigation concerns serious or complex crimes, the Public Prosecutor often participates directly in the investigation.

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Legal proceedings



When the preliminary investigation has been completed, the Public Prosecutor determines whether to prosecute or not.

The concept legal proceedings here is defined to include Public Prosecutor decisions on:

- Prosecution
- Order of summary punishment
- Waiver of prosecution

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Criminal case procedure

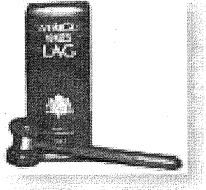
Through the Prosecutors' decisions to prosecute and their description of the crime, Public Prosecutors provide the framework of criminal case procedure and drive the cases forward.



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From District Court to the Supreme Court

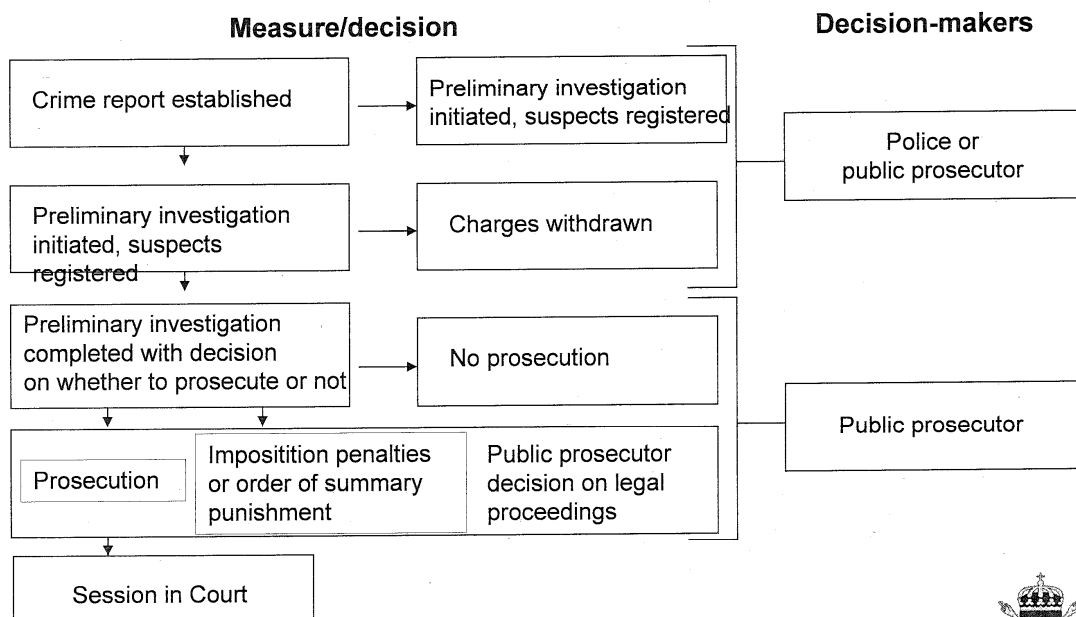
- When a verdict has been issued in a District Court the Public Prosecutor or the person convicted may appeal the verdict to the Court of Appeal.
- The verdict of the Court of Appeal may, in turn, be appealed to the Supreme Court.
- In the Supreme Court, only individuals specially appointed by the Prosecutor-General may appear to argue cases.

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Case management

A general description of the process from crime report to Public Prosecutor decision and court session.



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Swedish Economic Crime Authority

- Two different organised authorities, one for commercial crimes, fraud, embezzlement, bribery and so on and one for economic crime mainly connected with tax crimes (EBM)
- Generally are the police and prosecutors divided into separate organisations



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The National Unit Against Corruption

- The National Anti Corruption Unit is a unit of the Swedish Prosecutor Authority
- The unit was established in 2003
- The unit:
 - six public prosecutors, with national competence and jurisdiction
 - three specialised forensic accountants are supporting the prosecutors



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Statistics

- The National Anti Corruption unit deals with about 100 cases annually
- About 20 prosecutions per year
- About 50 % of the cases concern the private sector
- The link to organised crime is not strong in Sweden



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A National network against corruption

- On national level a *national network* against corruption includes many authorities and agencies
- The national network against corruption has been set up by the National Anti Corruption Unit in co-operation with KRUS –The Swedish Administrative Development Agency.
- The aim for the network was to level up the public awareness and to prevent and fight corruption.



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The Swedish legislation on corruption

- Improper influence upon decision-making and other processes in society, for example, free competition
- Aim of corruption: Either to 'grease' the machinery or disrupt its functions
- Not every influence is improper – marketing, customary gifts etc.



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The Bribe

- Rewards, benefits, conditions
- Cash, gift vouchers, goods, services, bonuses, rebates, loans, personal guarantees
- Travel, food, accommodation, restaurants, sports-events
- Well-paid jobs
- Discounts, attention
- The reward doesn't need to have a financial value for the receiver – other attractions are sufficient



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The receiver/bribed

- Employee in public and private sector
- Private or public assignment regulated by statute
- Exercises authority
- Position of trust



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Impropriety

- The boundary is not sharply defined
- No definition in the wording of the law
- An inclusive assessment
- Customs and public opinion
- Risk of influence/opportunity for influence
- Normal ways of socialising



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Impropriety

- Agreement of the principal
- Public activities – not consent
- Conditions, purpose, value
- The position of the receiver
- Personal relationships
- Openness/transparency



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How to prevent corruption

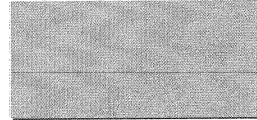
- Openness is corruption's worst enemy.
 - The legislation about open access to the authorities' activities – The Principle of Public Access to Official Records
 - Free and independent media is one fundamental thing in the fight against corruption
- A correlation between free press and access to information, and a country's position on the "corruption list" set up by the Transparency International
- A National Network against corruption has been established



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International co-operation

- OECD Anti-bribery convention and Working group
- UN:s convention against corruption
- Transparency International



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(四) 瑞典國會監察使



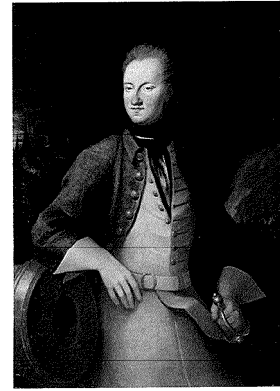
General

- Established 1809
- Today: 140 countries
- Different shapes: "Classic", HR, mediator
- Ombudsman: a representative
- Object: protecting individuals
- Not a court of law, not an administrative agency



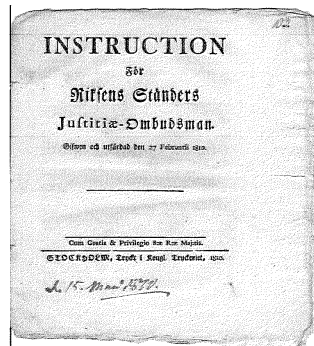
Historical Background

- The King's Supreme ombudsman 1713
- Chancellor of Justice 1719
- Appointed by the Riksdag 1766-1772
- The revolution of 1809
- Parliamentary control
- Prosecutor



Historical Background


- Adopted in 1809
- Instrument of Government
- Lars Augustin Mannerheim 1810





Changes and Development

- Four ombudsmen
- 1915 – 1968 Military Ombudsman
- Local government 1957
- Statements instead of prosecution
- Increasing number of complaints
- Fewer inspections



The Ombudsmen and the Constitution

- Instrument of Government of 1974
- Part of the Parliamentary control
- Role and position has not changed
- Standing Committee on the Constitution supervises ministers and Cabinet
- Parliamentary Ombudsmen supervises authorities and courts
- National Audit Office - efficiency





Independence

- Act of Law 1986 – "The Instruction"
- Finance
- Own procedures
- Authorities to inspect
- Level of investigation



The Ombudsmen

- Elected by the Riksdag
- Four years
- Prepared by the Standing Committee on the Constitution
- Non-political
- Re-elections possible
- Judges
- Chief Parliamentary Ombudsman
- Staff of 65





Duties of the Ombudsman

- Safeguard the principle of rule of law
- Protect the rights and freedom of individuals



Jurisdiction

- All governmental agencies
- Local government
- Individual members of their staff
- Not Cabinet ministers
- Not members of Parliament
- Matters of Procedure
- Promote good governance





Powers of Investigation

- Instrument of Government
- Unlimited access to all official files
- Access to classified documents
- Officials obliged to give information
- Assistance from a public prosecutor



Weapons of the Ombudsman

- Prosecution
- Initiate disciplinary proceedings
- Main "weapon": critical remarks
- Statements to promote uniform or appropriate application of the law
- Address the Government and/or Parliament





Organisation



Handling of Complaints

- Does normally not intervene in matters pending in a court or where an appeal is possible
- Complaints should be made in writing
- 7000 complaints per year
- Anyone can complain
- Two years
- Anonymous complaints normally not handled





Handling of Complaints

- Largest categories: Social welfare, police, prison administration, social insurance, courts
- 50 % dismissed without investigation
- 35 % brief investigation > dismissal
- 15 % full investigation
- Decision



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Initiatives

- 50 per year
- Observations during inspections
- Reports in media
- Anonymous complaints
- 80 % critical remarks



Inspections

- 50 days per year
- State, regional and local levels





Annual reports

- November 15
- 600 pages
- General remarks from the Ombudsmen
- Cases of general interest
- Statistics

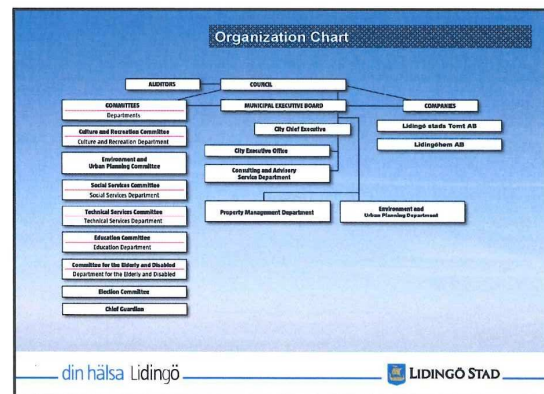
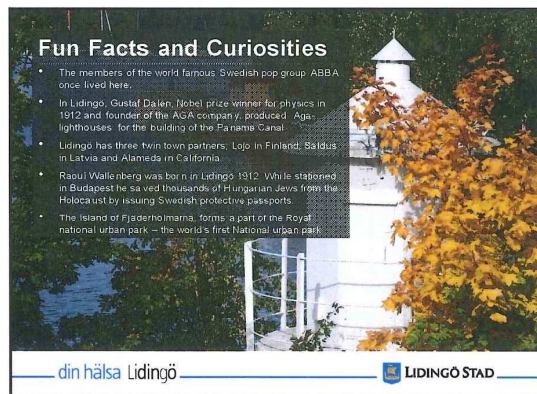
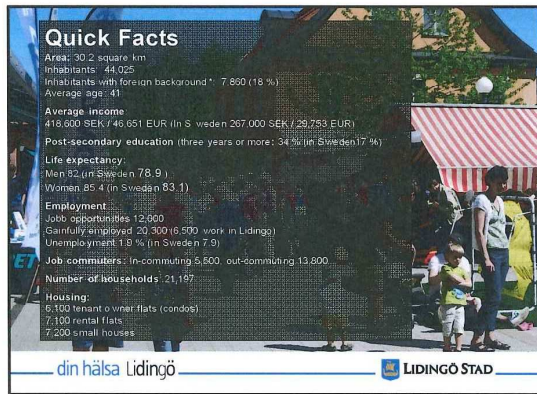
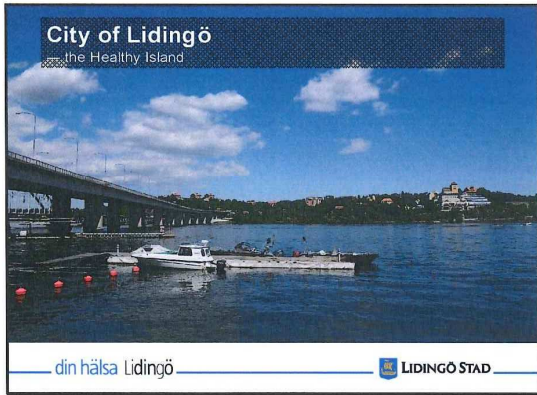



Impact of the Ombudsman

- Stabilizing factor
- Media
- Legal advice to authorities
- Promote good governance
- Developing administrative and procedural law
- Cannot change decisions or give orders



(五) 利丁厄市政府





Municipality tax, 16,6 %
Council tax, 12,1 %


Main Areas of Responsibility

The Municipality

- Childcare/pre-schools, primary and secondary education
- Elderly care and care of the disabled
- Social services
- Infrastructure maintenance (roads, bridges, water supply, waste disposal etc.)
- Recreation, libraries etc.

The County council

- Health care
- Public transport

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"Your Health –Your Island" Is Our Brand

- Health – physical, mental and social well-being – is the core in our brand
- Our aim is to provide a sense of well-being, regardless whether you live, work or visit our island
- Our focus on health should be present in everything we do

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Vision for Lidingö - the Healthy Island

- Conditions necessary for good health
- Creative environment for people and business
- Balance between development and environment
- Best schools in Sweden
- Feeling of security in all stages of life

Strategic objectives

- (Freedom of choice etc.)

Financial target

- Healthy finances

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Work against corruption

- Current development
 - Corruption policy
 - Planning for the next step

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Work against corruption

- Different measures
 - Internal audit
 - Daily routines
 - Supporting measures
- Moral and ethical foundations
- Fundamental perception
- Systematic process
 - Planning
 - Anchoring
 - Networking

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