



Final Report

# UNDP SEOUL POLICY CENTRE'S WEBINAR SERIES

*Innovative Responses to COVID-19:  
Concrete Examples from Korea*

---

In partnership with

- Korean National Police Agency
- Seoul Metropolitan Government
- Anti-Corruption & Civil Rights Commission of the Republic of Korea

UNDP Seoul Policy Centre  
for Knowledge Exchange through  
SDG Partnerships

# UNDP Seoul Policy Centre's Governance Webinar Series

## Innovative Responses to COVID-19: Concrete Examples from Korea

### Final Report

#### Table of Contents

1. Introduction.....	1
2. Webinar on “How Can the National Police Service Respond to COVID-19: Example of the Korean National Police Agency” (27 April 2020).....	2
3. Webinar on “Critical Role of the Local Government in Tackling COVID-19: Example of the Seoul Metropolitan Government” (4 May 2020).....	4
4. Webinar on “Creative Response of the Anti-Corruption & Public Petition Handling Institution: Example of the Korean Anti-Corruption & Civil Rights Commission” (13 May 2020).....	6
5. Annex (Q&A from webinars) .....	9

#### 1. Introduction

COVID-19 pandemic became a huge global challenge that goes far beyond the public health sector. It is important to share some of the early experiences, best practices and lessons learnt. Therefore, UNDP is offering a comprehensive “prepare, respond and recover” approach in dealing with the pandemic.

The Republic of Korea (hereafter ROK) is well known for its policy innovations in the current crisis. Since the breakout of COVID-19 in the country on 22 January 2020, the Government and public institutions have been introducing various innovative measures in response.

In this <Innovative Responses to COVID-19: Concrete Examples from Korea> webinar series, the UNDP Seoul Policy Centre (USPC) shared concrete examples from ROK with public officials with hands-on experiences in three themes: *policing*, *local governance*, and *anti-corruption*. The meetings provided inspiring examples and sparked creative ideas for UNDP practitioners and country partners. USPC Director, Dr. Stephan Klingebiel noted, “this sharing of Korean experience on COVID-19 would be a meaningful gathering for many UNDP Country Offices and partners at this challenging time.”

UNDP Seoul Policy Centre's Governance Webinar Series at a glance		
<b>Webinar #1 (27 April)</b>	How Can the National Police Service Respond to COVID-19: Example of the Korean National Police Agency	120 attendees from 37 different countries
<b>Webinar #2 (4 May)</b>	Critical Role of the Local Government in Tackling COVID-19: Example of the Seoul Metropolitan Government	151 attendees from 47 different countries
<b>Webinar #3 (13 May)</b>	Creative Response of the Anti-Corruption & Public Petition Handling Institution: Example of the Korean Anti-Corruption & Civil Rights Commission	99 attendees from 52 different countries

## 2. Webinar on “How Can the National Police Service Respond to COVID-10: Example of the Korean National Police Agency” (27 April 2020)

Presentation by **Mr. Yong-Jong Kim: Director of Crisis Management Centre, Korean National Police Agency**



**Photo 1** Webinar panelists from KNPA, USPC, and UNDP Headquarters.

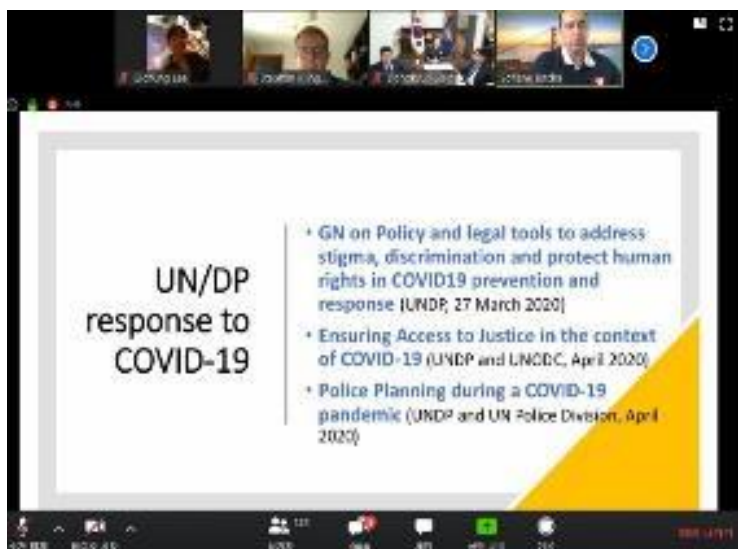
The first webinar on “How Can the National Police Service Respond to COVID-10: Example of the Korean National Police Agency” was jointly organized by UNDP Seoul Policy Centre (USPC) and the Korean National Police Agency (KNPA) on 27 April 2020. KNPA is the leading law enforcement agency in the Republic of Korea responsible for protecting citizens’ lives, health, and properties as well as maintaining public safety and order.

Mr. Yong-Jong Kim, Director of Crisis Management Centre, shared KNPA’s hands-on experience in concentrating all resources on its core tasks: namely strengthening law and order with proactive crime prevention; providing police enforcement to the Government’s disease prevention and control; investigating and countering illegal activities generated from social disorder; and protecting essential public facilities. Korean police’s experience and lessons learned highlighted the following:

- 1) Close coordination with relevant ministries, as well as the private sector, is crucial for an effective and timely response to protect the health and safety of people. In particular, inter-ministries crisis management protocols facilitate communications among the stakeholders and delineate the roles and responsibilities of each ministry in times of crisis.
- 2) After the Middle East Respiratory Syndrome (MERS) in 2015 and 2018, Korea developed across-the-board measures and legal framework to respond to a public health crisis. For instance, the police developed protocols and acquired mass stocks of protective suits and equipment. Nationwide measures developed in the aftermath of MERS contributed to Korea’s preparedness and response to COVID19.
- 3) Police officers are on the frontlines of keeping the community safe and have close contact with the community. Providing detailed guidelines and personal protective equipment to

police officers is crucial to protect the safety of officers and prevent them from becoming a secondary source of infection to the community.

Mr. Sofiene Bacha, Policy Specialist from Rule of Law, Security, and Human Rights team of UNDP, also joined to provide a brief overview of the UNDP guidance on policing during COVID-19. As COVID-19 calls for nationwide coordination, COVID-19 presents an extremely challenging situation for the police.



Mr. Bacha highlighted that it is essential for UNDP and other UN agencies to gain a thorough understanding of the crisis. While benchmarking promising measures by other departments and referring to UN/DP guidance notes, the police should tailor operations to their own policing conditions.

**Photo 2** Presentation was followed by an overview of UNDP's guidance on policing during COVID-19 by Mr. Sofiene Bacha, policy specialist at the UNDP Rule of Law, Security & Human Rights Team.

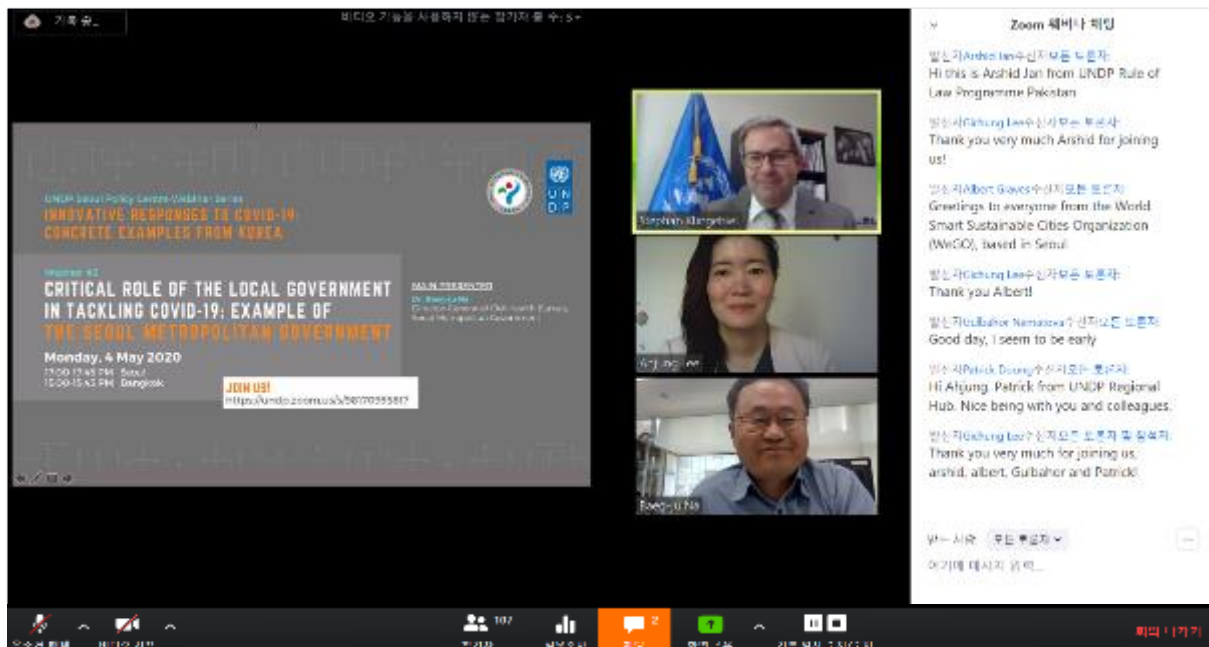
*120 participants from 37 different countries attended the webinar. Represented countries are: Argentina, Armenia, Bangladesh, Burkina Faso, Cambodia, Central African Republic, Democratic Republic of Congo, Denmark, Ethiopia, Germany, Indonesia, Iraq, Kazakhstan, Kosovo, Kyrgyzstan, Lebanon, Maldives, Moldova, Myanmar, Nepal, Panama, Philippines, Republic of the Congo, Republic of Korea, Senegal, Singapore, Sri Lanka, Switzerland, Tajikistan, Timor-Leste, Trinidad and Tobago, Tunisia, United Kingdom, Ukraine, Uzbekistan, Yemen, and Zimbabwe.*

#### **Related resources of the webinar:**

- [Webinar recording: https://www.youtube.com/watch?v=DGAVc5TuTOg&feature=youtu.be](https://www.youtube.com/watch?v=DGAVc5TuTOg&feature=youtu.be)
- [Presentation: http://www.undp.org/content/dam/uspc/docs/USPC%20Webinar%20on%20Police%20Response.pdf](http://www.undp.org/content/dam/uspc/docs/USPC%20Webinar%20on%20Police%20Response.pdf)
- Korean National Police Agency, [“Policing under and against COVID-19”: http://www.undp.org/content/dam/uspc/docs/USPC%20Eng%20Policing%20under%20and%20against%20COVID%2019%20in%20the%20ROK.pdf](http://www.undp.org/content/dam/uspc/docs/USPC%20Eng%20Policing%20under%20and%20against%20COVID%2019%20in%20the%20ROK.pdf)
- Media Round Up (Link to be inserted upon finalization of the document)

### 3. Webinar on “Critical Role of the Local Government in Tackling COVID-19: Example of the Seoul Metropolitan Government” (4 May 2020)

Presentation by **Dr. Baeg-ju Na: Director-General, Civil Health Bureau, Seoul Metropolitan Government**



**Photo 3** USPC Director Dr. Stephan Klingebiel is giving opening remarks and introducing the presenter.

Following the first webinar on the policing during a crisis, the second session “Critical Role of the Local Government in Tackling COVID-19: Example of the Seoul Metropolitan Government” took place on 4 May 2020, highlighting the crucial role of the local government during a crisis. “The role of local government is important, perhaps more than ever, in terms of delivering the necessary information and services to citizens, as well as piloting innovative policies for national-level scale up” stated Dr. Stephan Klingebiel. In recognition of this special importance of the local government, this webinar introduced Seoul Metropolitan Government’s “live” experiences in fighting COVID-19.

Dr. Baeg-ju Na, Director-General, Civil Health Bureau, Seoul Metropolitan Government (SMG) opened the presentation by introducing Seoul’s 5 principles (promptness, transparency, democratic participation, innovation, and cooperation). Those principles underpin Seoul’s four immediate measures: disclosure of COVID-19-related information in a transparent manner; innovative channels of COVID-19 screening and testing (e.g. drive-thru); establishment of “living and treatment center” for patients with less severe symptoms; and voluntary participation of citizens by carrying out a public engagement campaign.

**Photo 4** Presentation was followed by Dr. Na’s answers to questions raised by the audience.



As Ms. Ahjung Lee, Policy Specialist at the USPC, noted, “*Seoul’s success in crisis preparedness and response is neither free nor by chance*”, but based on years of practice and investments to achieve abovementioned principles (promptness, transparency, democratic participation, innovation, and cooperation) by emphasizing following aspects:

- 1) Citizens themselves hold the power to fight COVID-19, and it’s the local government’s role to encourage, guide, and facilitate the citizen effort. In Seoul’s case, voluntary engagement of citizens in social distancing campaigns made it possible to contain the infectious disease without forced lock-down of the city. Such active civic cooperation requires public trust in the government’s public health measures and timely as well as swift response to COVID-19 without delay.
- 2) Prioritizing public information disclosure policy and information releasing system in local governance is crucial. The local government’s role informing the public of necessary information is of particular importance during a crisis like COVID-19 as transparency in information disclosure can build public trust in the government. This can be only achieved by investing in the information disclosure infrastructure and the culture of transparency in local governance.
- 3) Seoul’s prompt response was possible due to SMG’s continuous investments to analyze as well as institutionalize lessons learned for better preparedness. From the outbreak of Middle East Respiratory Syndrome (MERS) in 2015, SMG learned the importance of swift and rigorous response in the early stage of a disease outbreak, transparency and cooperation, accommodation capacity of public hospitals, and innovation in epidemiological study and testing.

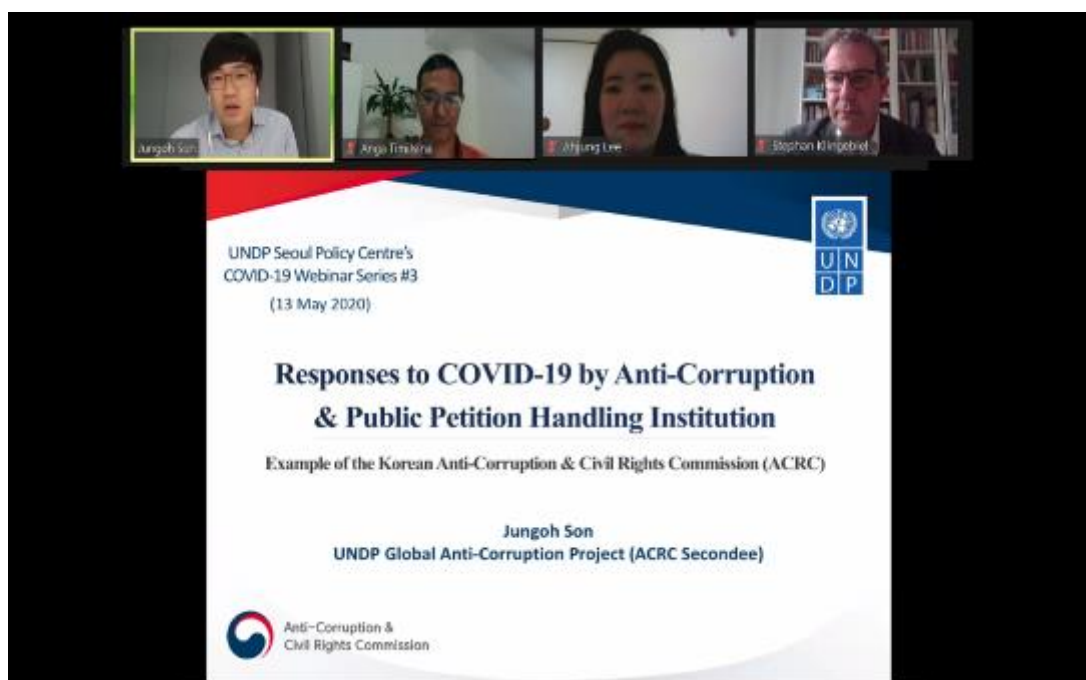
*151 participants from 47 different countries attended the webinar. Represented countries are: Albania, Armenia, Australia, Bangladesh, Belarus, Belgium, Bhutan, Cambodia, Canada, China, Democratic Republic of the Congo, Denmark, Egypt, Ethiopia, France, Germany, Greece, India, Indonesia, Iraq, Italy, Kazakhstan, Kosovo, Kyrgyzstan, Lao People’s Democratic Republic, Malawi, Malaysia, Myanmar, Netherlands, Pakistan, Philippines, Republic of Korea, Senegal, Sierra Leone, Singapore, South Africa, Spain, Switzerland, Tajikistan, Thailand, Timor-Leste, Tunisia, United Kingdom, United States of America, Uzbekistan, Vietnam and Zimbabwe.*

**Related resources of the webinar:**

- [Webinar recording: https://www.youtube.com/watch?v=KrGF9Y9jvzs&feature=youtu.be](https://www.youtube.com/watch?v=KrGF9Y9jvzs&feature=youtu.be)
- [Presentation: http://www.undp.org/content/dam/uspc/docs/USPC%20COVID-19%20UNDP-SMG%20PPT-Seoul%20Metropolitan%20Government\\_final.pdf](http://www.undp.org/content/dam/uspc/docs/USPC%20COVID-19%20UNDP-SMG%20PPT-Seoul%20Metropolitan%20Government_final.pdf)
- [Seoul Metropolitan Government, “Seoul’s Fight Against COVID-19”: http://www.undp.org/content/dam/uspc/docs/USPC%20COVID-19%20Briefing%20Note\\_0410.pdf](http://www.undp.org/content/dam/uspc/docs/USPC%20COVID-19%20Briefing%20Note_0410.pdf)

#### 4. Webinar on “Creative Response of the Anti-Corruption & Public Complaint Handling Institution: Example of the Korean Anti-Corruption & Civil Rights Commission” (13 May 2020)

Presentation by **Mr. Jungoh Son: Anti-Corruption Policy Advisor, UNDP (Seconded from Korean Anti-Corruption & Civil Rights Commission)**



**Photo 5** Mr. Jungoh Son from UNDP Global Anti-Corruption Project is presenting about roles of anti-corruption agencies during COVID-19, in light of example of ACRC.

The third webinar on “Creative Response of the Anti-Corruption & Public Petition Handling Institution: Example of the Korean Anti-Corruption & Civil Rights Commission” was held on 13 May 2020, sparking lively discussions on the role of Anti-Corruption Agency in an emergency situation like COVID-19. USPC Director Mr. Stephan Klingebiel opened the webinar by highlighting the facilitating role of UNDP Seoul Policy Centre (USPC) in knowledge exchange and cooperation between ROK and the global network of UNDP. “We [USPC] thought this sharing of experience on COVID-19 would be meaningful at this challenging time for many UNDP Country Offices and partners”, stated Mr. Stephan Klingebiel, Director of USPC.

**Photo 6** Dr. Stephan Klingebiel is thanking all speakers and audience for their contributions to the webinar.



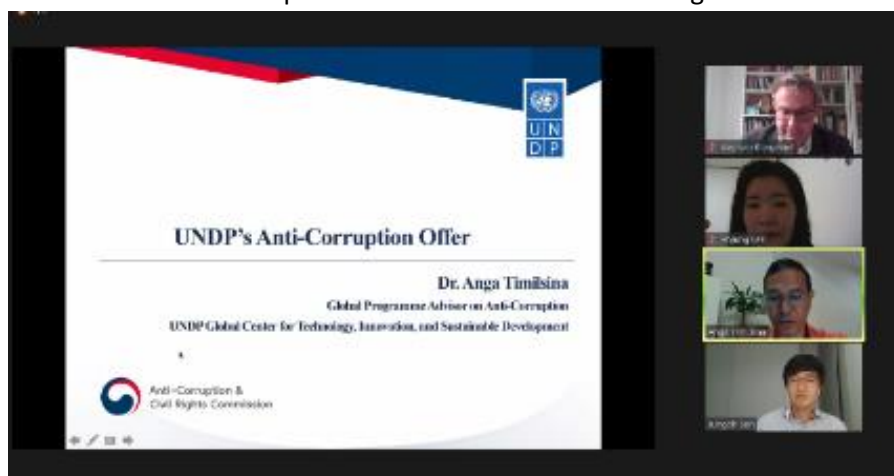
Mr. Jungoh Son, Anti-Corruption Policy Advisor and ACRC secondeed to UNDP, presented how the Korean Anti-Corruption & Civil Rights Commission (ACRC) has utilized its online government portal called e-people to receive and channel more than 52,000 COVID-19 related petitions within 2 months since the outbreak. ACRC played an important role in analyzing and channeling these petitions to relevant administrative agencies. Insights on how to effectively channel public petitions and corruption-prevention measures in times of crisis were discussed. Some concrete ideas as to key

actions anti-corruption agencies can undertake to help prevent corruption in COVID-19 responses, such as drafting and providing “check-list” for relevant national ministries and public agencies were also showcased. The checklist is meant to be a guidance to be tailored to each context. Regardless of context, two points are clear:

- 1) Overall effectiveness of any country’s COVID-19 response will be affected by the performance of anti-corruption or oversight institutions. Hence, the role of anti-corruption agency undoubtedly remains relevant and important even during COVID-19.
- 2) COVID-19 is not just a health crisis, but a governance crisis as well. In this regard, building a resilient system, raising public awareness, and encouraging public participation cannot be over-emphasized. Thus, it is necessary for anti-corruption agencies to provide concrete and targeted questions that can develop into concrete anti-corruption prevention.

Following Mr. Son’s presentation, Ms. Ahjung Lee, Policy Specialist at USPC further noted that ACRC’s complaint handling results during crisis time are actually closely intertwined with its key strategy to make its corruption prevention work relevant and useful to government institutions as well as citizens. Because ACRC has strategically targeted issues that intimately affect the citizens and appropriately aligned its advice and recommendations to the realities of the ministries’ work, it could not only gain public support but also consolidate its institutional authority within the government system. Likewise, Ms. Ahjung Lee once again accentuated the significance of investing in anti-corruption efforts over the years, as ACRC’s effective anti-corruption work during COVID-19 was hardly coincidental.

Mr. Anga Timilsina, Global Programme Advisor on Anti-corruption, also provided a brief overview of the UNDP’s Anti-Corruption offers and shared his thoughts on various issues including the most



important thing in fight against corruption in emergency situation: effective oversight, access to information, and transparency & accountability in response mechanisms and processes, particular to make service delivery and procurement process more transparent.

**Photo 7** Dr. Anga Timilsina, Global Programme Advisor on Anti-Corruption, is presenting about UNDP’s guidance note on short-term to long-term recovery priorities.

*99 participants from 52 different countries attended the webinar. Represented countries are: Afghanistan, Armenia, Australia, Austria, Bangladesh, Belarus, Bhutan, Brazil, Cameroon, Democratic Republic of the Congo, Ecuador, Ethiopia, France, Germany, Greece, Indonesia, Iraq, Kazakhstan, Kenya, Kosovo, Kuwait, Kyrgyzstan, Lao People’s Democratic Republic, Lebanon, Liberia, Malaysia, Maldives, Moldova, Myanmar, Namibia, Nepal, Norway, Pakistan, Philippines, Portugal, Republic of Korea, Senegal, Singapore, Somalia, Sri Lanka, Sweden, Switzerland, Tanzania, Thailand, Timor-Leste, Tunisia, Turkey, Ukraine, United Kingdom, United States of America, Uzbekistan, and Zimbabwe*

***Related resources of the webinar:***

- Webinar recording: <https://www.youtube.com/watch?v=MzHlahemPP4&feature=youtu.be>
- Presentation: [http://www.undp.org/content/dam/uspc/docs/COVID-19%20USPC-ACRC%20Webinar\\_PPT\\_\(AL,%2013%20May%202020\)\\_FINAL.pdf](http://www.undp.org/content/dam/uspc/docs/COVID-19%20USPC-ACRC%20Webinar_PPT_(AL,%2013%20May%202020)_FINAL.pdf)
- ACRC, “Handbook for the Corruption Impact Assessment”: <http://www.undp.org/content/dam/uspc/docs/Handbook%20for%20the%20Corruption%20Impact%20Assessment.pdf>
- ACRC, “Handbook of the improper Solicitation and Graft Act”: <http://www.undp.org/content/dam/uspc/docs/Handbook%20of%20the%20Improper%20Solicitation%20and%20Graft%20Act.pdf>
- ACRC, “Taking a Big Stride Forward on Transparency & Civil Rights”: [http://www.undp.org/content/dam/uspc/docs/2020%20ACRC%20Brochure%20\(English\).pdf](http://www.undp.org/content/dam/uspc/docs/2020%20ACRC%20Brochure%20(English).pdf)
- USPC & ACRC “Introduction to Korea’s Anti-Corruption Initiative Assessment”: [http://www.undp.org/content/dam/uspc/docs/AIA%20Resource%20Book%20\(English\)\\_revised.pdf](http://www.undp.org/content/dam/uspc/docs/AIA%20Resource%20Book%20(English)_revised.pdf)

## **Annex 1.**

### **Webinar on “Critical Role of the Local Government in Tackling COVID-19: Example of the Seoul Metropolitan Government” (4 May 2020) Question & Answer**

#### **A. Disclosure of Information**

##### ***1. What way works better for disclosure of information?***

- Transparency is one of Seoul’s 5 main underlying principles. Based on this principle, the Seoul Metropolitan Government (hereafter, referred to as SMG) is utilizing online platforms in order to publicly release information. SMG continues to update COVID-19 related information on its official website<sup>1</sup> available on desktop and mobile devices. The website keeps citizens updated on COVID-19 situations reports and past itineraries of confirmed patients as well as Seoul’s disinfection policy, support services, social campaigns, relevant news, and etc. Along with the website, the past whereabouts of confirmed patients are also informed via pre-existing emergency text alert system. Established before the COVID-19 outbreak, this text system is a communication tool used to provide citizens with information on various types of natural disaster, crisis, air pollution, etc. In order to expedite disclosure of information, since 2017, local governments can directly send out emergency texts without intervention by the Ministry of the Interior and Safety. Utilizing such online and mobile platforms to disclose information has allowed quick and accurate delivery of information in an easily accessible manner.

##### ***2. What legal framework does Korea have that facilitates information disclosure?***

- In order to mitigate privacy concerns when it comes to public release of past itineraries of COVID-19 patients, SMG complies with strict code of information disclosure stipulated in the Infectious Disease Control and Prevention Act and the Enforcement Rule of the same Act. Under Article 34-2 of the Infectious Disease Control and Prevention Act, the Ministry of Health and Welfare is authorized to promptly disclose the following information of confirmed patients in case of disease outbreak:

#### **Article 34-2 (Disclosure of Information during Infectious Disease Emergency)**

---

<sup>1</sup> <http://english.seoul.go.kr/covid/daily-updates/>

(1) When an infectious disease harmful to citizens' health is spreading, the Minister of Health and Welfare shall promptly disclose information with which citizens are required to be acquainted for preventing the infectious disease, **such as the movement paths, transportation means, medical treatment institutions, and contacts of patients of the infectious disease:** *Provided,* That any relevant party with respect to whom there exist any matters inconsistent with the facts among the disclosed matters or who has any opinion on the disclosed matters, may file an objection with the Minister of Health and Welfare. (The rest is omitted)

Article 27-3 of the Enforcement Rule stipulates the scope of information disclosure and procedures as follows:

**Article 27-3 (Disclosure of Information and Procedures during Infectious Disease Emergency)**

(1) Where the head of a disaster management agency establishes and operates a disaster forecast or alert system referred to in Article 38-2 of the Framework Act on the Management of Disaster and Safety, the Minister of Health and Welfare shall disclose the movement paths, transportation means, medical treatment institutions, and contacts of patients of the infectious disease to the public pursuant to Article 34-2 of the Infectious Disease Control and Prevention Act by posting to the information and communications network or by publishing government publications.  
(The rest is omitted)

Moreover, personal information that contains apparent identity of certain individual -a patient's name, age and sex-, is not publicized to respect privacy and minimize any possible negative impact (i.e. stigmatization and malicious comments online).

3. *I would like to know how much of a challenge misinformation has been in managing the epidemic.*

- False information deliberately misinforms readers about medical advice proved by scientists and hinders effective response to public health, creating confusion and distrust among the public. As part of mitigating measures to the new challenge, SMG developed a fact-checking online platform led by an ad hoc task force team with the aim of easing public fears by thoroughly verifying misinformation. The team filters out false information and announces fact-checked COVID-19 related information on the separate website. Furthermore, through the online platform, citizens can easily access to public advice on maintaining good mental health during a crisis as well as tailored information for specific groups (i.e. confirmed patients, close contact of confirmed patients, etc.). This service enables citizens to critically evaluate online contents and contributes to positive impact to the community, such as enhanced public support and trust.

## B. Social Distancing

1. *Bangladesh is a highly dense country and poor people especially the urban poor had to share a room for many people in the household and also have to share common bathrooms, in such situation how can distancing can be maintained? Korea also did not shut down its activities*

*which was not the case for many countries, in such cases, how effectively countries can maintain safety to run factories and economic activities?*

- Good personal hygiene as well as social distancing is key to protecting citizens and local community from COVID-19 infection. While encouraging citizens to keep physical distance from others, SMG also advised citizens to pay special attention to hygiene measures, such as wearing face masks and using hand sanitizers, in crowded or enclosed places (i.e. bars, hospitals, etc.). In addition, in order to ease public fear on infection, SMG has launched the “CLEAN ZONE” certification to give a “seal of approval” on the disinfection and safety of public as well as private facilities, such as subway stations, bus stops, department stores, accommodation businesses, etc. The certification is given to 1) facilities where disinfection has been completed after a confirmed patient’s visit and 2) multifunctional public spaces where decontamination is conducted on a regular basis. Moreover, in order to ensure safety in factories, SMG officials have visited manufacturing factories in the city to check up whether 2m (6ft) distancing is followed by workers, hand sanitizers are provided, and masks are worn.

**2. Any insights on social distancing measures in public spaces?**

- Guidelines on social distancing provided by SMG advise citizens to postpone or cancel meetings, stay indoors as much as possible and practice social distancing by remaining 2m (6ft) apart from others. As part of social distancing measures, SMG provided guidance on the closure of some facilities where people gather on a daily basis (i.e. religious places, clubs and bars, indoor gyms, tutoring schools, etc.) and encouraged contactless religious activities<sup>2</sup> and online classes<sup>3</sup>. In addition, to minimize infection risks at work, companies and institutions, including SMG, implemented an occasional work-from-home policy and adopted flexible working hour system. Such rearrangements allowed workers to continue business without coming to the office and relieved traffic congestion at the same time.

**3. What information dissemination channels were used to conduct the social distancing campaign?**

- As the Korean government had raised Crisis Alert Level to “Serious” in February 23, SMG took a prompt action to implement social distancing measures and announced guidelines accordingly. In order to improve public perceptions of social distancing and foster civil cooperation, SMG used all possible online and off-line messaging channels, such as web/printed posters, banners, electronic message signs, radio, podcast, etc. For example, a case competition was held for the public to voluntarily develop a strategy for social distancing methods. Other efforts include online viral campaigns, YouTube video publishing and

---

<sup>2</sup> In accordance with the social-distancing policy, the Ministry of Science and ICT & Ministry of Culture, Sports, and Tourism provided support for online religious activities to religious communities to fulfill the religious needs of the public while minimizing infection risks. For example, people can attend church online by live streaming or using a radio station.

<sup>3</sup> For the continuity in education, online school has been implemented since April 9. Students are able to access class materials via TV channels or online video broadcasting sites.

distribution, and public relations activities through search engine websites to disseminate social messages on distancing.

## C. Human Rights and Protection of the Vulnerable

### 1. *What kind of measures are taken by Seoul local government in protecting the elderly? (Long-term care facilities / home care)*

- Seoul city is expanding health care service centers for the elderly in order to mitigate caregiver burden even amid the current crisis. Redeveloping idle sites, the current plan is to newly establish 3 types of care centers: 1) Silver City Care Center, which is a government-assisted housing facility, 2) Day Care Center which provides day and night care assistance, and 3) specialized dementia care facilities. Apart from the expansion, to prevent mass infection at nursing homes for elderly in Seoul, a testing team of doctors and nurses conducted COVID-19 testing for the elderly as well as service workers in March 2020. Moreover, Internet of Things (IoT) devices have been set up in one-person households of the elderly. IoT device collects big data by a special sensor that can detect movements, temperature, humidity, and illuminance, and automatically deliver real-time data to social workers and relevant institutions. Service providers can access the data via website and detect any unusual or worrying signs. For example, when there is no movement for a long period of time, the social worker in charge can contact the elderly's home or call 119 for emergency action.

### 2. *What kind of measures are taken by Seoul local government in ensuring social distancing and quarantine measures for persons with disabilities? Especially for those who need physical-therapeutic and medical support and home-based social care and services of social workers?*

- SMG provides support services 24/7 for quarantined people with disabilities who face increased challenges due to the sudden unavailability of specialized assistance. For instance, social workers for people with disabilities can stay with them in quarantine facilities in Seoul. It is also allowed for the support worker to offer at-home care services to persons with disabilities during situations of isolation and quarantine. Other forms of available services provided by SMG include overnight home care services for people with severe disabilities and emergency alert services<sup>4</sup> for health and safety accident prevention.

### 3. *Does SMG have any support to tackle COVID 19's social consequence of social distancing like increased domestic violence? How do shelters for victims of domestic violence operate in Seoul and how are quarantine measures applied in shelters?*

---

<sup>4</sup> The emergency alert system is an inclusive mechanism designed to facilitate prompt response in cases of emergency. For example, in case of fire at home, smoke and gas detectors will be activated and alerts will be immediately reported to the local authorities and fire station. Through this system, firemen can be quickly dispatched to homes.

- SMG has been providing the same type and level of support services for victims of domestic violence as before COVID-19. (Please note that this was possible because main critical facilities have remained in operation even after the outbreak of COVID-19 as the government did not enforce complete lockdown.) For example, SMG's counseling centers for victims of domestic violence provide legal and psychological counseling on domestic and intimate partner violence and carries out various prevention campaigns. Additionally, Hotline for Women 1366 is a mobile and online hotline through which victims of domestic violence, sexual violence, and sex trafficking can request emergency help and seek protection, such as to temporary shelters. The hotline is open 24 hours a day all year, even after COVID-19.

**Reference 1: The Korean National Police Agency's measures to crimes against women<sup>5</sup>**

According to the Korean National Police Agency, which is a law enforcement agency, since the outbreak of COVID-19 in Korea, the number of sexual violence reported to the police has increased by 4.9%, while that of domestic violence has decreased by 4.9%, compared to last year. (Please note that Korea did not have a complete lockdown and self-quarantine measures have been imposed to confirmed or suspected patients only.) In response, KNPA is focusing on reinforcing patrol services and facilities in sexual crime-prone neighborhoods, preventing secondary victimization of victims, improving accountability through rigorous investigation and fair adjudication of perpetrators, and victim protection and support.

- There are a total of 11 shelters for domestic violence victims in Seoul. They remained open during COVID-19 crisis and still accept victims in need of support. However, shelters are required to follow the 'Guideline for Social Welfare Organizations During COVID-19' which was issued by the Ministry of Health and Welfare. In keeping with the guideline, shelters have been enforcing careful disinfection and sanitation management, limiting shelter residents' outdoor activities, restricting visitor (including volunteers) access, and making temperature check mandatory for all staff, residents, and visitors.

**4. How did you ensure human-rights lens when formulating response, i.e. some restrictions on fake reports, people movements, etc.?**

- In regards to freedom of movement, Seoul Metropolitan Government has not enforced any type of travel restrictions. Nonetheless, SMG is fully aware of the harms of fake news; they cause fear and social instability through the spread of misinformation. Moreover, fake news on certain classes or groups of people can generate hatred against these groups, often times leading up to a human rights issue. In Korea, distributors of fake news are punished for defamation according to criminal law and Act on Promotion of Information and Communications Network Utilization and Information Protection. Furthermore, staff members who are working or have previously worked in medical services related to infectious diseases – medical examination, hospitalization treatment, etc. – will be punished by the Infectious Disease Control and Prevention Act if they reveal confidential information from

---

<sup>5</sup> For more detailed information on services provided to domestic violence victims, please refer to KNPA Q&A section.

work. Public authorities are no exceptions to the rule as public officials and former authorities will be also be punished according to criminal law when they disclose confidential information obtained from work.

**Reference 2: The Korean National Police Agency's response to fake news<sup>6</sup>**

In order to take a 24-hour prompt response to fake news, the Korean National Police Agency established a dedicated 'Cyber Response Control Center' under a pre-existing department, the Cyber Investigation Bureau. The Bureau deletes and blocks fake news, conducts fact-checks with relevant departments and actively publicizes verified information. Owing to public announcement of the police's plans on strict response and media coverage of crackdown, number of fake news cases have now declined.

**5. With regards to public disclosure of information, was it provided in accessible formats, especially for persons with disabilities who are among the vulnerable groups in this crisis?**

- SMG discloses various government administration information such as authorized documents and meeting reports on the Seoul Information Communication Plaza ([opengov.seoul.go.kr](http://opengov.seoul.go.kr)). The website, available in both PC and mobile version, can be accessed by all citizens anywhere. Users who are visually impaired can also access this information using a braille display device and the website has been officially certified for its high web accessibility. Web Accessibility Certification Mark is given to websites that provide accessible services – videos with subtitles and sign language, enlarged image files, big clickable links, etc. – for groups that lack computer literacy, such as people with disabilities and the elderly. Evaluation of websites is done by an organization officially authorized by the Ministry of Science and ICT.

**6. What type of data and statistics was used to identify the target groups and the most vulnerable? What IT and information systems in place informed decisions? How were decisions made?**

- In order to identify primary target groups of policies, SMG uses data from the Korean Statistical Information Service (KOSIS)<sup>7</sup>, which provides official statistics on demography, labor, wages, etc. When adopting support policies for a specific target group, SMG holds an internal review over the policy's legal basis, status of existing support programs, policy necessity, and estimated budget. SMG also consults relevant experts before finalizing which target groups to support. Policies are then implemented and monitored through the Social Security System and Subsidy Management System, which are SMG's internal systems used to process social welfare programs.

## **D. Response Coordination**

**1. Question on coordination mechanism between central government and city?**

---

<sup>6</sup> More information on the Korean police's response to fake news can be found in KNPA Q&A section.

<sup>7</sup> KOSIS is the national statistical database, operated by Statistics Korea. Official statistics produced by over 120 statistical agencies covering more than 500 subject areas are available on its website. [Here](#) is the link to KOSIS.

- In responding to COVID-19, it is imperative that the central government serves as the control tower. There should be a clear division of roles and a systematic communication channel between the central and local government. Local governments should also mutually assist each other in building regional solidarity. In Korea, the central government issues various disinfection and prevention guidelines. After implementing the given guidelines, local government identifies limitations and propose improvement plans for the central government to review and adopt. This virtuous cycle of implementation and feedback allows both government bodies to effectively cooperate. Likewise, SMG and other local governments' active and timely application of the central government's guidelines has contributed to maximal results in fighting COVID-19.

## 2. How were volunteers utilized in the Seoul comprehensive strategy?

- In cooperation with the Seoul Volunteer Center, central government, and non-governmental organizations, SMG discovered and organized ways to involve volunteers in fighting COVID-19. Main volunteer activities include: provision of masks and hand sanitizers, disinfection of public facilities, campaign on sharing everyday social distancing<sup>8</sup> stories and thank-you messages on social media, on-site support in partnership with private businesses, care support for the elderly living alone and other vulnerable groups, etc. When confirmed cases spiked, SMG conducted vigorous advertisement to recruit medical staff to volunteer at Drive-Thru testing stations and other forms of testing clinics. Another activity is a friendly greeting campaign carried out by medical volunteers and university students to create a sense of social connection among citizens who may feel vulnerable during the social distancing.

## 3. COVID19 response required extra resources, how did Seoul manage to provide the required resources for all these measures in such a short time? Is there any suggestion for other local governments to better provide funds quickly without putting at risk other activities of the local government?

- Prompt and effective response to COVID-19 certainly calls for financial resources. SMG is using revised supplementary budget, reserve fund<sup>9</sup>, state subsidy from the National Treasury<sup>10</sup>, and

---

<sup>8</sup> The 'everyday social distancing' emphasizes the importance of simple daily practices that will protect citizens from COVID-19. For example, it advises the public to wash their hands frequently, greet others with a nod instead of shaking hands, etc.

<sup>9</sup> Under Article 51 of the 'National Finance Act,' the head of each central government agency can request to spend the reserve fund where a prompt recovery from damage caused by large-scale disaster is necessary. The request must be in the form of a statement that demonstrates grounds for spending, estimated amount, and the basis of estimation and must be submitted to the Minister of Strategy and Finance. Full version of this act can be found [here](#).

<sup>10</sup> Under Article 66 (2) of the 'Framework Act on the Management of Disasters and Safety', financial resources for disaster restoration can be appropriated from subsidies by the National Treasury. Disaster here refers to a natural disaster or a social accident, the scale of which is prescribed by Presidential Decree. Full version of this act can be found [here](#).

special subsidy tax<sup>11</sup> to fund COVID-19 response measures. SMG has also repurposed fund balance <sup>12</sup> from last year's budget and other elastic fund (Crisis Management Fund, Government Investment and Loan Fund). In addition, SMG has worked closely with various central ministries to secure state subsidy.

**4. *As you mentioned, there were clusters of spread from religious congregations/groups. How have you been working with religious groups to prevent the spread? What have been the challenges, and how do you overcome those challenges so far?***

- After mass infection broke out in the religious community, SMG provided disinfection and prevention guidelines to religious institutions and met with religious leaders to ask for full cooperation. Moreover, SMG provided financial support for disinfection to underfunded small and medium-sized religious facilities. SMG also opened up its facilities for religious groups to utilize as space for drive-in church service. Many religious groups followed the guideline and suspended services and ceremonies; for exceptional circumstances that required on-the-spot ceremonies, religious groups had to strictly abide by the disinfection and prevention rules. SMG has been working with the provincial government authorities to conduct site inspection and check whether regulations are followed. There have been minor conflicts with a number of groups that refused inspection and accused the officials for causing a disturbance. However, after detailed explanation and reminder on the necessity of disinfection and prevention measures, religious groups now better comply with the regulations.

## **E. Other / General**

**1. *Did you take any additional anticorruption efforts to ensure integrity of emergency procurements and etc.?***

- In compliance with the 'Act on Contracts to which a Local Government is a Party'<sup>13</sup> and its enforcement ordinance, SMG requests integrity pledges to parties not only in emergency procurement contract, but also in bidding for all goods, services, construction, etc. In order to guarantee transparency and fairness of contract, participants in bidding or other parties to negotiated contracts are required to submit a written integrity pledge to the head of the local government or a contracting officer. As stipulated by Article 6-2 of the act, a written integrity pledge shall include the following matters:

---

<sup>11</sup> Article 9 (1) 2 of the 'Local Subsidy Act' allows special subsidy tax to be granted where special financial demand arises for the management of disasters or safety control. It is granted by the Ministry of the Interior and Safety. Full version of this act can be found [here](#).

<sup>12</sup> Fund balance is government expenditure subtracted from tax revenue.

<sup>13</sup> The purpose of this Act is to ensure smooth conclusion of contracts, which are a source of revenues and expenditures. Full version of Act on Contract to which a Local Government is a Party can be found [here](#).

- Matters concerning the prohibition of direct or indirect gratitude, donation, and the provision of money or other valuables and entertainments related to tenders, successful tenders, the conclusion and performance of contracts, supervision, and inspection
- Matters concerning the prohibition of any act that interferes with free competition in tender or any unfair act, such as conference for successful tender of a specific person
- Matters concerning the prohibition of any act that interferes with fair performance of duty, such as soliciting and giving bribe for information related to tender and contract

All public officials involved in the tender and conclusion and performance of contracts for goods, services, construction, etc. are required to abide by all relevant acts and enforcement decree. Officials will not demand or receive unlawful benefits, such as money and valuables, entertainment, employment of family and relatives, and etc. Public officials will sign an integrity pledge by which they will be responsible for any punishments in violation of the law. While there have not been any special anti-corruption measures newly introduced during COVID-19, the above-mentioned act and integrity pledge have been in practice since before the MERS (Middle East Respiratory Syndrome) outbreak in 2015.

**2. Do you envisage that some social, economic, financial, employment, education, health policies will be changed completely due to this experience and as a lesson learned? Which policies and measures and how?**

- The end of the pandemic is not expected to come soon, and it is highly likely that a health crisis similar to COVID-19 will break out again in the future. As such, it is necessary to grapple with the “new normal<sup>14</sup>” in politics, society, economy, and all other areas of life, whereby people strike a balance between development and surviving the virus. To transition into the “new normal,” SMG is establishing new preventive measures against epidemics, prioritizing in reviving the economy, addressing social inequality, spearheading innovations in the Fourth Industrial Revolution, and jointly working with the global community. All in all, SMG seeks to develop a new city model better positioned for this “Great Transformation” period.

**3. Could you please share the approach & methodology to analyze and institutionalize MERS lessons learned? And did SMG have special financing for its strategy toward these specific crises?**

- Through the 2015 MERS (Middle East Respiratory Syndrome) outbreak, SMG learned that spread of infectious disease is inevitable in the absence of a prompt early response system. Based on experiences from fighting MERS in 2015, SMG took the initiative to propose policy measures to the central government from the early days of COVID-19 and also during sudden spikes of cases. Designed upon the MERS experience, SMG’s systematic responses – strict self-quarantine measures, extensive epidemiological investigation, transparent disclosure of information, recreation of general hospitals into COVID-19 clinics, Drive-Thru testing stations – contributed to preventing further spread of the virus. Moreover, SMG is financing COVID-19

---

<sup>14</sup> The term “new normal” refers to a post-pandemic era where a previously unfamiliar situation has become the norm or the standard due to the long-term impact of the COVID-19.

response in a similar way as it had done during MERS. SMG is using revised supplementary budget, reserve fund, state subsidy, and special subsidy tax to fund COVID-19 response measures. SMG has also repurposed fund balance from last year's budget and other elastic fund (Crisis Management Fund, Government Investment and Loan Fund). In addition, SMG has worked closely with various central ministries to secure state subsidy.

4. *How did the government augment (strengthen and improve) its social and employment policies and measures to cope with the pandemic?*

- In order to stabilize employment, SMG rolled out 'Unpaid Leave of Absence Support Fund' to help employed persons who are affected by the unpaid leave of absence amid small businesses experiencing financial hardship. Requirements to receive the relief fund include: 1) working in a small-sized company with less than 50 employees in Seoul City, and 2) the duration of unpaid leave is 5 days or more. Eligible workers can receive total 1,000,000 KRW (813 USD) for two months. Besides, along with the behavioral changes due to COVID-19, it is expected that unusual forms of work and employment prior to the outbreak will become normal and universal and the degree of labor market flexibility will increase. To be prepared for the alteration expected, SMG strives to design an employment protection plan for non-standard workers, including platform workers, part-timers, and freelancers as well as employees who are not qualified to be accepted as a member of a trade union according to the Trade Union and Labor Relations Adjustment Act.<sup>15</sup>

---

<sup>15</sup> Full text of the Act can be found [here](#).

## **Annex 2.**

### **Webinar on “Creative Response of the Anti-Corruption & Public Complaint Handling Institution: Example of the Korean Anti-Corruption & Civil Rights Commission”**

**(13 May 2020)**

#### **Question & Answer**

**Mr. Jungoh Son<sup>16</sup>**  
**(Anti-Corruption Policy Advisor)**

#### **Introductory note from the presenter**

To begin with, I want to share some perspectives on anti-corruption as a background information before answering all the very poignant questions. In terms of successful anti-corruption performance, I would like to first note that Republic of Korea (hereafter RoK) and Anti-Corruption & Civil Rights Commission (ACRC) still have many challenges to address despite all the progress made in the past decades. Now, time is ripe for ACRC's staff members and other Korean officials to concentrate on investing rigorous efforts based on whole-of-government approach. As an important counterbalancing measures to all forms and consequences of corrupt practices is a combination of information access, transparency and protection of fundamental rights, I believe other countries could also consider adopting similar approach.

I feel that anti-corruption agency and anti-corruption work are often neglected within government affairs due to the lack of urgency and resources. However, anti-corruption is a cross-cutting issue because its success is a crucial pre-condition for the achievement of other Sustainable Development Goals (SDGs). Likewise, people' dignity, well-being and economic development for abundance in people's everyday life should be included as part of anti-corruption strategies at the national/local community level. For instance, anti-corruption activities could ensure the proper and legitimate process of deliver our limited resources to right places, thereby contributing to the enhanced well-being of the people.

In this perspective, an Anti-Corruption Agency (ACA) is not a special body, but a supporting member of the government. ACA should enjoy independence in investigating corruption, but this independence does not give unjustified powers or discretions in the name of tackling corruption. Their independence also cannot serve as an excuse to indifference or apathy from the nation's top priority in the crisis like the COVID-19 pandemic. During a crisis, ACA, an independent body unaffected by the influence of political leaders, should ensure the government's collective efforts demonstrate transparency and accountability. Along with this impartiality in handling corruption practices, ACA should strengthen its power, executive functions and commitment level in order to jointly solve urgent socio-economic problems posed by the crisis and accelerate its efforts in achieving sustainable development, not for the sake of ACRC and its staff members, but for the well-being of people and society as a whole.

***\* Please note that the hyperlinks to the relevant resources are inserted in the text underlined in blue.***

---

<sup>16</sup> The views expressed in this document are those of the author and do not necessarily represent those of the Anti-Corruption & Civil Rights Commission of Republic of Korea, the UNDP Global anti-corruption team and the UNDP Seoul Policy Centre.

## A. Complaint Handling

### *1. Did ACRC also receive specific corruption related complaints connected to COVID-19? If so, did they confirm the assumptions taken around corruption risk areas during COVID-19?*

- As rightly noted, it is widely assumed that corruption will escalate during crisis time because it requires and often justifies quick decision-making and financial interventions of big scale. It was confirmed with ACRC that the number of corruption related complaints has not skyrocketed, while it could be still too early to tell. Based on my experiences in ACRC, it takes time for officials or beneficiaries to identify corruption risks in the process of new measures. I think that it is time for many countries to introduce and strengthen anti-corruption interventions for ensuring the national and local responses against the crisis. In other words, it remains to be seen if corruption is actually more prevalent during the crisis like COVID-19. It will take one year or more to confirm the assumptions and worries about increased outbreak of corruption, but I hope it can be handled by anti-corruption efforts on a global and national level.

### *2. Are there any online initiatives provided by ACRC to receive complaints from the citizens?*

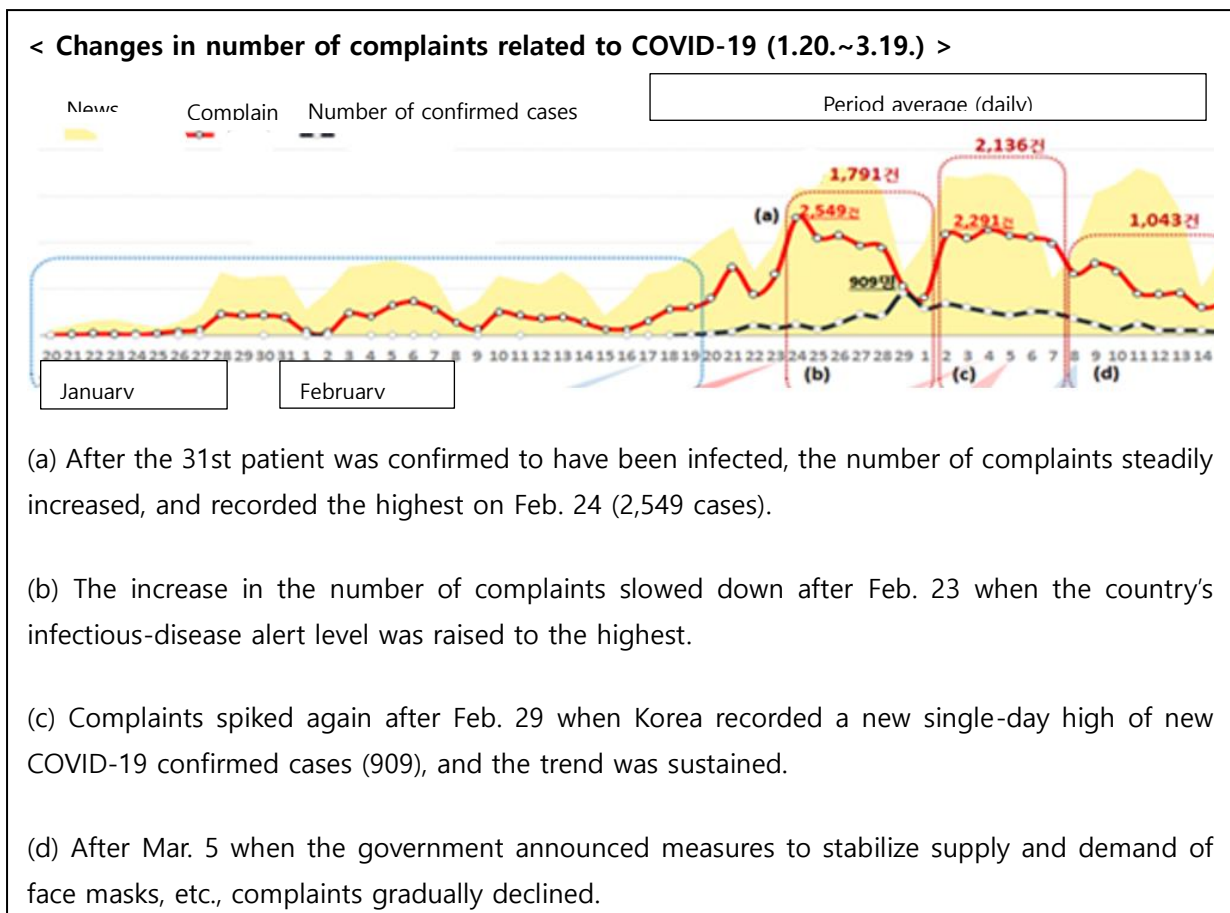
- ACRC has been operating the E-People System to receive and handle public complaints, policy recommendations, and corruption reports from the citizens including foreigners residing in Korea. Also, ACRC has utilized the Clean Portal System to receive and handle corruption reports and violation of the public interest. When people files corruption reports to the e-people system, the case is automatically transferred to the Clean Portal System. You can find more information about the systems via the links provided (E-People System is available in 15 languages).

### *3. How did they manage to resolve / respond to the increased number of complaints so fast?*

- According to Article 14 of the Enforcement Decree of the Civil Petitions Treatment, which is the law on handling public complaints, in principle, government agency and officials in charge should resolve them within 14 working days from receiving the complaints. Of course, if the cases are difficult to handle within that timeframe, officials can ask for the extension under director's approval. Due to the high volume of work, in many cases, officials in charge have to work overtime in order to respond to the public complaints in a quick manner. If the complaint is too complex to be managed even with the extra hours, government agencies in RoK usually organize a special Task Force (TF) team and team members would be assigned from each relevant division or seconded from other organizations, so they can be exempted from their original assignments and focus on this special task. In this regard, it is important for high-ranking officials to swiftly determine how to handle unprecedented workload likely to occur during a crisis like COVID-19 (whether TF is needed or not) at the initial stage.

### *4. What is the number of complaints received during the COVID situation?*

- As I mentioned in my presentation, over 52,000 of the public complaints received from 20 January from 19 March were related with the COVID-19. Overall, according to the ACRC's statistics on public complaints, 1,389,592 cases had been filed through the e-people system during the first quarter (Jan.-Mar.) of 2020. Although the exact number of complaints during the COVID period (including after March) is not yet identified, in the opinion of ACRC staff members, the number of complaints regarding central and local government's measures to COVID-19 expects to be large.



## B. Anti-Corruption Response

- 1. Would you be able to share any anti-corruption measures against corrupted practices in distributing the economic stimulus package?*
- 2. Could you please share some of the results of these measures?*

- When the economic stimulus package is distributed, it is necessary to introduce oversight mechanisms on both executing public officials and beneficiaries. To handle corrupt practices (e.g. bribery) of public officials who engage in decision-making and service delivery, [ACRC has implemented the Integrity Assessment](#). By conducting an annual

survey on the existence of corrupt behaviors among service users and internal staff members, it made public officials refrain from committing corruption as they felt that they are constantly monitored. Second, to combat subsidy fraud, ACRC has established “The Government Welfare Fraud Report Centre” and received reports about the illegal receipt of subsidies. Also, ACRC has focused on promotion of this center and raising public awareness to prevent abovementioned types of corruption. I believe that the fact that such mechanisms are operated by ACA or relevant agencies can address corruption to a considerable extent. Lastly, Anti-Corruption Initiative Assessment, which assesses anti-corruption efforts of the public institutions, is also conducted annually resulting in the establishment of a guiding framework for the relevant institutions on corruption prevention and promotion of anti-corruption work by incentivizing the high-performers with media attention, awards and overseas anti-corruption training opportunities. For further information, please refer to ACRC’s publications and USPC’s think piece Series No. 2 on Anti-Corruption Policies and Institutions in Korea and Singapore.

### ***3. Is there any example of action against corrupt practices?***

- ACRC, as an anti-corruption policy control tower in RoK, has been fighting against corruption with whole-of government and whole-of society approach. In terms of anti-corruption policies in RoK in general, you can get more information from ACRC’s webpage. It has been doing public awareness raising on the issues of corruption, protecting and rewarding whistleblowers, and promoting public-private partnership for transparent society. It also has an Anti-Corruption Training Institute as an affiliated organization to provide relevant trainings for the public officials and beyond. About the anti-corruption policies on a global level, I recommend UNDP document on <Manual on Integrity Planning and Integrity Management>.

## **C. Human Rights Protection**

### ***1. How does this anti-corruption strategy seek to protect people’s rights, and who are the main actors involved during COVID-19?***

- The anti-corruption strategy, for example, should guarantee the delivery of emergency fund and medical supplies to target populations and groups. It should be also ensured whether the financial aid designed to support small and medium enterprises (SME) are provided and facial masks are distributed to citizens affected by the COVID-19 pandemic. Anti-corruption efforts in this crisis will not only prevent misallocation of funds, but also promote the safety and well-being of people in needs. In terms of this, it is necessary to bear in mind that the Covid-19 is not just a health crisis, but also a governance and development crisis that can undermine human rights, economy and society. All stakeholders including government, public officials, health sector workers, business sector, civil society organizations, international society and citizens have significant responsibility to tackle the issue and protect human dignity.

### ***2. What else would you include to better mainstream gender and human rights issues in this anti-corruption strategy?***

- As an additional measure for gender and human rights protection, I would like to recommend introducing a gender and human rights officer into the National Task Force team or Anti-corruption Task Force team against the Covid-19 to ensure gender and human rights lenses. Rather than general officials who may be less sensitive to human rights issues, a professional human rights officer can handle this issue more professionally. I think that following conditions will be necessary for the qualification.
  - Current staff member of the National Human Rights Commission;
  - Over 10 years of experiences in civil society organizations regarding human rights;
  - Over 10 years of experiences in international organizations such as UN, UNDP, UNHCR, etc.;
  - Obtaining a Ph.D. on human rights and gender related issue.

**3. *How does the ACRC handle and protect members of the public (outside the system) and whistleblowers who give information on corruption? Is there a mechanism for protection?***

**4. *How ACRC maintains confidentiality of individual who lodge corruption complaints and how safety and security is ensured of that person?***

- ACRC also provides a counselling service to anyone who wants to get information regarding government affairs and legal responses to public complaint. To offer a high quality of services, ACRC operates the Integrated Government Call Centre (110) and off-line service center supported by voluntary professionals including lawyers, tax accountants and labor attorneys. The call centre that handling public petitions provide services through various channels including text message and katal talk messenger (Korean version of Whatsapp) and keep the caller's information confidential and anonymous.

ACRC has introduced various measures to protect whistleblowers by strengthening laws and policy promotions, because brave citizens and officials can think of reporting corruption allegations that undermine public services and distort social orders when there is strong protection system in place. Through Whistleblowing Protection Act, ACRC has introduced various protection measures to encourage whistleblowers to come forward without fear of retaliation. First, we keep the whistleblower's identity confidential and provides physical security measures. Public officials who expose the identity will be subject to criminal punishment. In some cases, whistleblowers suffer from disadvantages in their workplace such as dismissal, demotion, or transfer. In such cases, ACRC requests the concerned organization to withdraw such disadvantage. Moreover, in order to reduce mental and financial burden of whistleblowers and encourage whistleblowing, we provide whistleblowers as much as 3 billion won (3 million US dollars) in reward when the revenues or financial loss has been recovered as a result of whistleblowing. Recently, we amended the Act and introduced punitive damage provisions under which retaliators must pay compensations up to 3 times of the damage inflicted on whistleblowers. ACRC designated the 9<sup>th</sup> of December as a Whistleblowers Day in 2018. The aim of this is to offer gratitude to whistleblowers and maintain strong will for protecting corruption reporters. Based on my experience as a director of Protection Division in ACRC, it is critical to promote a significance of whistleblowing protection and ACA should lead this effort from all government agencies. In doing so, I believe we can change the social atmosphere to the corruption reporters and enhance the culture of integrity.

## D. Institutional Cooperation

### 1. *Did ACRC published guidelines or recommendations to public institutions on AC measures during COVID? Did it act proactively towards the government?*

- ACRC did not publish the guidelines in the context of the Covid-19, but the idea of making such guidelines existed even back in the 2017 when the unfair recruitment recruitment process became public issue (The author joined the team organized to establish the Interagency Task Force team against corruption of personnel affairs and recruitment). To promote awareness on recruitment-related corruption problem, ACRC summarized relevant corruption cases of the recent 5 years and shared them with 1,500 public organizations. At that time, many integrity officers commented that the materials could easily guide their anti-corruption surveillance activities. Based on that experience, I and USPC have come up with an idea of making a new checklist for COVID-like situation including effective and quick response measures as presented during the webinar. I think the COVID-19 pandemic can serve as a good opportunity for ACA to collaborate and interconnect its works with other government functions and hope that anti-corruption effort, by ACA or another authority, will underpin government measures regarding both health sector and economy recovery by utilizing this checklist, as a nudge.

### 2. *Has ACRC developed a taxonomy of risks for all other institutions on risks to monitor?*

- Yes, ACRC developed a taxonomy of risks (elaborated in the Improper Solicitation & Graft Act in the Appendix), which is identified based on the data accumulated by our Integrity Assessment. ACRC conducts [the Integrity Assessment](#) for approximately 700 public institutions including ministries, local governments, provincial education offices, public enterprises, public health institutions, public universities and local councils. The Integrity Assessment evaluates level and causes of corruption at each institution identifying corruption-prone sectors with potential risks. Over 2,300 projects were surveyed in 2019, which means 3 or 4 tasks per institution were identified as vulnerable to corruption. The surveys were mainly targeted at service users and internal staff members. ACRC could analyze the level of integrity of the whole institution, identify corruption risks and set anti-corruption policy direction based on the result of the assessment. The relevant data which has been built up by conducting Integrity Assessment has been eventually culminated into the examples of corruption risks (that the citizens should refrain from) detailed in the Improper Solicitation & Graft Act, which greatly contributed to reducing customary practices such as acceptance of money, gifts, improper solicitations and entertainment in the public sector.

## E. Country Application

1. *How can we apply Republic of Korea's experience in high risks environments where institutions are weak and the state itself does not enable the best/good anti-corruption strategies and CSOs as well as media are being deliberately harassed and persecuted?*
2. *Could you mention which of the measures to your view might be the most urgent and efficient in a reality when the country's prevention committee is not fully functional yet?*

- I strongly agree with the opinion that standardized one-size-fits-all anti-corruption approach has proven largely ineffective. Its sustainability demands appropriate ownership of the process assumed by key stakeholders in anti-corruption itself. Effective anti-corruption strategies have to be tailored to the specific environment in which corruption occurs. Considering the lessons learned from the implementation in many countries so far, the first step may be prioritizing certain prevention measures. Of course, it is easier said than done and would be far more difficult for ACA or government to walk the talk (as it could inevitably entail introducing checks-and-balances against themselves). It could be also challenging to agree upon what to prioritize and how to actually implement those measures. Regardless of the different challenges in each political context, the rule of thumb is to start with intervention measures that can be feasible and achievable with the existing capacity including time and resources and that can be attractive to the country's top leaders and existing organizations. The followings are my suggested tools to refer to that could be instantly and efficiently adopted: [UNDP's Guide to Corruption-Free Local Government](#) and [Manual on Integrity Planning](#) and [ACRC's Anti-corruption Initiative Assessment](#). Please also refer to below *key integrity management components* worth considering.

#### < Key integrity management components >

- » Integrity policy and **Code of Conduct**: define **what is permitted and what is prohibited**
- » **National structure**: strong political will, Anti-Corruption Agency
- » **Respective organizational structure**: strong anti-corruption leadership, integrity division/officer
- » **Training programmes and awareness raising**
- » Communication with internal and external stakeholders: interagency policy council, advisory group
- » **Integrity risk assessment**/ Integrity Plan/ Integrity survey
- » Integrity controls and procedures for all key processes
- » **Integrity audits**
- » Monitoring and investigation of corruption related cases
- » Reporting as regards integrity performance

## F. Other

### 1. *How does ACRC handle corruption risks in emergency procurements? How to balance between urgency and adequate integrity of procurement processes?*

- Since ACRC was established in 2002, whole-of-government approach has been implemented in improving the institutions involved in procurement and contracts as they have been considered as one of the most corruption-prone areas in the government. Republic of Korea has strengthened procurement regulations such as [Act on Contracts \(to which the State is a party\)](#), [Act on Contracts \(to which the local government is a party\)](#) and its enforcement decree and related administrative rules. For procurement in the Covid-19, the government can make a contract by a direct award considering the urgency of procurement. Of course, information regarding the contracts should be open to the public and integrity pact with vendors should be applied just as it is done normally. If the pact is

breached, whole contracts could be canceled considering the degree of the violation. This mechanism has been significantly supported by e-procurement system that allows the public to easily access and monitor related public information and thereby preventing corruption in this area.

Along with this sound watchdog mechanism, ACRC has been conducting the Integrity Assessment for procurement and contract on around 700 public organizations every year, so that those officials are de facto monitored all the time. The fact that anyone's behaviors are observed and can be later reflected in the assessment by ACRC substantially disincentivizes organizations to practice corrupt act. ACRC conducts surveys on vendors, bidders and related officials, and if there was an illicit behavior such as bribe, kickback or payment, the officials can even be dismissed at the worst case.

In RoK, such measures have been in place even before the outbreak of the Covid-19 and while ACRC is not directly engaged in the process of enforcing integrity measures, ACRC can still verify whether the report is reliable or not when corruption allegation is reported to ACRC. Given the urgent nature of the crisis, it would be quite difficult for ACA to directly intervene in addressing corruption risks during the emergency as the health and finance authorities have primary responsibility for handling them. This is why it could be effective to rather focus on activities I have provided in the Checklist during the presentation as a short-term response. While the checklist provides more immediate measures, ACA should keep in mind that short-term responses, like analyzing corruption reports and public complaints, can certainly develop into or be incorporated into mid or long-term project.

## ***2. Has the use of IT been a significant factor in ACRC's success?***

- Of course, I cannot deny the benefits that e-government systems can provide an opportunity for wide public participation, reduced administrative costs of report processing and provision of malfunction reports. The presence of E-People portal and well-functioning e-government system have been certainly useful in receiving and analyzing public petitions. Hence, ACA should maintain good relationships, for example, with the relevant Ministries such as Ministry of Finance and Ministry of Technology and Innovations to introduce and scale-up e-government system for anti-corruption. As mentioned during my presentation, however, I also don't want to discourage those countries without the e-government system and be it an excuse for delaying anti-corruption work until such system is developed as it is not a prerequisite to implement citizen participatory anti-corruption policy. For example, I would like to point to the fact that Singapore's CPIB and Hong Kong's ICAC have been doing an excellent job in anti-corruption for 20 or 30 years even when without such online system.

## **Appendix. Article 5 of Improper Solicitation and Graft Act (Examples of corruption risks)**

Some examples of corruption-prone works with potential risks can be referred from below Article 5 (Prohibition of Improper Solicitation) of the [Improper Solicitation and Graft Act of ROK](#).

1. Soliciting to process, in violation of statutes, such tasks as authorization, permission, license, patent, approval, inspection, qualification, test, certification, or verification, for which statutes (including Ordinances and Rules; hereinafter the same shall apply) prescribe requirements and which should be processed upon application by a duty-related party;
2. Soliciting to mitigate or remit administrative dispositions or punishments such as cancellation of authorization or permission, and imposition of taxes, charges, administrative fines, penalty surcharges, charges for compelling compliance, penalties, or disciplinary actions, in violation of statutes;
3. Soliciting to intervene or exert influence in the appointment, promotion, assignment or reassignment, or any other personnel matter with respect to any public servant, etc., in violation of statutes;
4. Soliciting to select or reject a person, in violation of statutes, for a position which intervenes in the decision-making of a public institution, such as a member of various deliberation, decision-making, and arbitration committees, and a member of a committee for a test or screening administered by a public institution;
5. Soliciting to select or reject a specific individual, organization, or juridical person, in violation of statutes, in any award, prize, or selection of outstanding institutions or persons, administered by a public institution;
6. Soliciting to disclose, in violation of statutes, duty-related confidential information on tender, auction, development, examination, patent, military affairs, taxation, etc.;
7. Soliciting to select or reject a specific individual, organization, or juridical person as a party to a contract, in violation of statutes governing contracts;
8. Soliciting to intervene or exert influence so that subsidies, incentives, contributions, investments, grants, funds, etc., are assigned to, provided to, invested in, deposited in, lent to, contributed to, or financed to a specific individual, organization, or juridical person, in violation of statutes;
9. Soliciting to allow a specific individual, organization, or juridical person to buy, exchange, use, benefit from, or possess goods and services that are produced, supplied, or managed by public institutions, at prices different from what is prescribed by statutes, or against normal transaction practices;
10. Soliciting to process or manipulate affairs of schools of each level, such as admission, grades, or performance tests, in violation of statutes;
11. Soliciting to process affairs related to military service, such as physical examination for military service, assignment to a military unit, or appointment to a position, in violation of statutes;
12. Soliciting to conduct various assessments or judgements implemented by public institutions, or manipulate the results thereof, in violation of statutes;
13. Soliciting to make a specific individual, organization, or juridical person subject to or exempt from administrative guidance, enforcement activities, audit, or investigation; to manipulate the outcome thereof; or to ignore any illegality, in violation of statutes;
14. Soliciting to process investigation of a case, trial, adjudication, decision, mediation, arbitration, reconciliation, or other equivalent affairs, in violation of statutes;
15. Soliciting a public servant, etc. to act beyond the limits of his/her position and authority granted by statutes, or to take any action for which he/she lacks legitimate authority, regarding any and all affairs that may be the subject-matter of improper solicitation as prescribed by subparagraphs 1 through 14.