

Summary and Conclusions

Thailand's National Anti-Corruption Strategy

**National Anti-Corruption Commission of Thailand
in Collaboration with Stakeholders from All Sectors**

- English Version -

Summary and Conclusions

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by

**National Anti-Corruption Commission of Thailand
in Collaboration with Stakeholders from All Sectors**

Introduction

The publication of this volume on Thailand's National Anti-Corruption Strategy by the National Anti-Corruption Commission of Thailand has been accomplished with the advice of academics from seven universities. The objective of the project was to find a forum for coordinating participation on anti-corruption at the national level among all social sectors. The National Anti-Corruption Commission is to be the focal point for the holistic implementation of the National Anti-Corruption Strategy over the next five to ten years under the terms of its Vision: **“A society founded on discipline, integrity and ethics with all sectors participating in the prevention and suppression of corruption.”** The Office of National Anti-Corruption Commission has undertaken the publication this booklet, containing the Summary and Conclusions of the National Anti-Corruption Strategy, to enable all social sectors to implement the strategies. Queries or requests for more information should be addressed to the Policy and Strategy Bureau, Office of the National Anti-Corruption Commission, Tel: +66 (0) 2 207 0935/0931.

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Table of Contents

	Page
Executive Summary	5
Core Features of Thailand's National Anti-Corruption Strategy	20

Executive Summary

Background and Significance

Economic progress, together with current trends towards globalization, have affected national economic, social and cultural structures resulting in consumerism and materialism. At the same time, the Thai social structure is dominated by the patronage system, with those in positions of authority extending various favours to their associates and relatives. Corrupt practices, therefore, have become ingrained, with systematic networks at all levels and collusion among politicians, bureaucrats and entrepreneurs, both domestic and overseas. Corruption has many facets and the factors which have helped to encourage corruption in the past are still extant: the Thai justice system is weak and constantly manipulated by so-called “persons of influence” (Thai Mafia) and politicians. In addition, the general public lacks basic understanding and knowledge both of legislation and the steps in justice administration. This has resulted in an increase in instances of corruption, reflected in Transparency International’s Corruption Perception Index (CPI): ranking countries from 10 (least corrupt) to 1 (most corrupt), Thailand’s CPI score fell from 3.6 in 2006 to 3.3 in 2007. It is therefore crucial for all social sectors to be aware of the dangers of corruption which can generate grave consequences for the future of the nation. The Office of the National Anti-Corruption Commission, being aware of the importance of the participation of all sectors in the prevention and suppression of corruption, has facilitated the formulation and dissemination of the National Anti-Corruption Strategy which aims to provide mechanisms and indicators for developing networks and sustainable/continuous anti-corruption alliances, both domestic and overseas. Such alliances and cooperation will facilitate the implementation of anti-corruption activities through the efficient integration all stakeholders’ efforts.

Procedures

In drafting the National Anti-Corruption Strategy, the working group on setting up the National Anti-Corruption organized academic seminars to listen to the views and opinions of experts, academics and representatives of government agencies, State Enterprises, the private sector, non-governmental organizations (NGOs) and independent organizations so as to obtain the widest possible coverage. Additionally, the working group invited the general public to submit their views at organized forums: these were then summarized by the working group and used as data for drafting the National Anti-Corruption Strategy. The working group synthesized these views and proposals as well as using strategic planning to draft a realistic National Anti-Corruption Strategy on the basis of the existing body of knowledge.

Three principles were fundamental to the drafting of the National Anti-Corruption Strategy by the working group: firstly, that it must be based on the principles of a democratic constitutional monarchy; secondly, that it must help resolve or alleviate the past results of corruption as well as enabling people to resist corruption in the future; and finally, that it must provide opportunities for all social sectors to exchange ideas and air their views. Additionally, the working group identified the following procedures for the implementation of their task:

Step 1: Arrangement of meetings for the Commission and its Sub-commissions in order to ascertain an overview of their working policies and their views on a range of issues.

Step 2: Brainstorming among academics, experts and representatives of agencies and organizations with anti-corruption mandates from all social sectors in order to collate their views and proposals.

Step 3: Organization of seminars on the National Anti-Corruption Strategy, with presentations, discussions and opportunities for participants to air their views and suggestions.

Step 4: In-depth interviewing of members of the Commission and its Sub-commissions to ascertain their policies, opinions, proposals and guidance on corruption prevention and suppression.

Step 5: Drafting of the SWOT analysis, Vision, Missions, and Core Objectives of the National Anti-Corruption Strategy.

Step 6: Brainstorming sessions to finalize the SWOT analysis, Vision, Missions, and Core Objectives of the National Anti-Corruption Strategy.

Step 7: Organization of public hearings on the draft National Anti-Corruption Strategy in Bangkok, and one province in each of Thailand's four main regions—Chonburi, Chiang Mai, Ubonratchani and Krabi—to collate people's views and suggestions.

Step 8: Revising the draft National Anti-Corruption Strategy, taking into account the public's suggestions.

Step 9: Improvement of the draft National Anti-Corruption Strategy by incorporating the views and proposals of the Commission and its Sub-commissions.

Step 10: Expansion of the details of the National Anti-Corruption Strategy in accordance with academic materials on the prevention and suppression of corruption, including domestic and overseas academic articles and research.

Step 11: Presentation of the National Anti-Corruption Strategy to the National Anti-Corruption Commission.

Step 12: Organization of meetings for relevant agencies and organizations to introduce the National Anti-Corruption Strategy and explain implementation methods.

At each step in the process of drafting and finalizing the National Anti-Corruption Strategy, the working group constantly improved and amended both its details and principles, in particular by carefully integrating into the draft the proposals and opinions expressed at Commission and Sub-commission meetings, until its eventual completion.

National Anti-Corruption Strategy

Vision

A society founded on discipline, integrity, and ethics with all sectors participating in prevention and suppression of corruption.

Missions

1. Promote and inculcate awareness of a society founded on discipline, integrity and ethics.
2. Create sustainable, integrated anti-corruption networks
3. Develop systems and mechanisms for the inspection, control, decentralization and check and balance of authority.
4. Promote and support anti-corruption knowledge-management.

Core Objective 1

Discipline, integrity and ethics in Thai society

Core Objective 2

Networks comprised of all sectors participating in anti-corruption

Core Objective 3

Efficient systems and mechanisms for the inspection, control, decentralization, and check and balance of authority

Core Objective 4

Social anti-corruption awareness

Strategy 1: Inculcate awareness, values, integrity, ethics and discipline in all sectors

Measures/ Guidelines

- 1.1 Promote education in the sufficiency economy philosophy
- 1.2 Promote knowledge and implementation of integrity, ethics and discipline in all sectors
- 1.3 Deploy education as an anti-corruption tool
- 1.4 Promote good conduct, honesty, integrity and zero-tolerance of corruption as common national values

Strategy 2: Mobilize all sectors on anti-corruption

Measures/ Guidelines

- 2.1 Increase anti-corruption PR
- 2.2 Strengthen participation by all sectors
- 2.3 Strengthen network capacity

Strategy 3: Strengthen anti-corruption agencies

Measures/ Guidelines

- 3.1 Strengthen the working independence of the office of the NACC and other independent anti-corruption agencies' operations
- 3.2 Establish anti-corruption mechanisms through the decentralization of authority for anti-corruption to the local level
- 3.3 Develop check & balance systems for authority
- 3.4 Strengthen the effectiveness of anti-corruption legislation
- 3.5 Strengthen asset scrutiny for holders of political office and civil servants and the investigation of policy corruption
- 3.6 Strengthen bribery resistance and promote honesty in private sector
- 3.7 Promote cooperation with international organizations

Strategy 4 : Develop professional anti-corruption personnel

Measures/ Guidelines

- 4.1 Develop personal behaviour in accordance with Code of Conduct for anti-corruption personnel
- 4.2 Set up standards for career-path development and special remuneration
- 4.3 Promote technical cooperation with international organizations
- 4.4 Develop knowledge management organizations
- 4.5 Develop an anti-corruption IT center
- 4.6 Develop standard training curricula for anti-corruption agencies

Summary of Mechanisms for the Mobilization of the National Anti-Corruption Strategy

In the past, corruption prevention and suppression were not implemented within a designated framework and there was no national directive for anti-corruption activities with the result that they lacked clear guidance. Additionally, in practice there was a lack of coordination among the agencies involved together with a lack of integration in both conceptual approaches and implementation. This resulted in Thailand's main anti-corruption agencies achieving somewhat mediocre results. Therefore the Office of the National Anti-Corruption Commission undertook to be the focal point and core agency for mobilizing cooperation among all sectors on the efficient and effective implementation of the National Anti-Corruption Strategy, thus maximizing the benefit to the nation and the general public. The following steps were involved:

1. Establishment of the National Anti-Corruption Strategy Mobilization Committee

This was done with the following objectives: to be the core body, responsible for mobilizing the National Anti-Corruption Strategy; to establish various ad hoc committees; to make recommendations and express opinions on policy-making and administrative guidelines; to coordinate with public sector agencies, the private sector and civil society; and to expand activities in accordance with the National Anti-Corruption Strategy. In the course of its work, the Committee established the following four committees and sub-committees for mobilization:

1.1 Committee for Public Sector Mobilization

This Committee was set up by the Cabinet Resolution of 6 May 2008 and was comprised of the Prime Minister, or Mr. Somchai Wongsawat, the then Deputy Prime Minister (as chair of the Committee for the Government 4-Year Plan), as chair; the minister responsible for Good Governance and the Minister of Justice, as the first and the second vice-chairs respectively; the President of the Public Sector Anti-Corruption Commission; the Permanent Secretary of the Office of the Prime Minister and the Permanent Secretaries of all ministries; the Secretary-General of the National Anti-Corruption Commission; the Secretary-General of the National Economic and Social Development Board; the Secretary-General of the Civil Service Commission; the Secretary-General of the Office of the Public Sector Development Commission; the Budget Director; the Secretary-General of the Public Sector Anti-Corruption Commission as member and secretary; and representatives of the Office of the Public Sector Anti-Corruption Commission and the Office of the National Anti-Corruption Commission as members and assistant secretaries. The Committee has the following responsibilities and authority:

- 1) Supervise and monitor the formulation of strategies and action plans by public sector agencies in line with the National Anti-Corruption Strategy
- 2) Allocate resources to support programmes and projects in strategies and action plans that are in line with National Anti-Corruption Strategy
- 3) Administrate and coordinate action on corruption prevention and suppression in the public sector

4) Monitor, evaluate and resolve obstacles and problems arising in the mobilization of the National Anti-Corruption Strategy in the public sector.

1.2 Subcommittee for Private Sector Mobilization

This is composed of representatives from the private sector, selected and appointed in accordance with the resolution of the National Anti-Corruption Commission, as chair, vice-chairs, members, member and secretary, and member and assistant secretary. The subcommittee has the following responsibilities and authority:

- 1) Act and encourage the private sector to participate in corruption prevention and suppression; and propose projects and activities that support the implementation of the National Anti-Corruption Strategy.
- 2) Organize and develop networks; coordinate and collaborate with private sector organizations in countering corruption.
- 3) Monitor, evaluate and resolve problems encountered in the implementation of the National Anti-Corruption Strategy in the private sector
- 4) Appoint working groups to support the implementation of the subcommittee's work.
- 5) Make quarterly progress reports to the National Anti-Corruption Commission.

1.3 Subcommittee for Civil Society and Mass Media Mobilization

This is composed of representatives from civil society and the mass media, selected and appointed in accordance with the resolution of the National Anti-Corruption Commission, as chair, vice-chairs, members, member and secretary, and member and assistant secretary. The subcommittee has the following responsibilities and authority:

- 1) Act and encourage civil society and the mass media, at both national and local levels, to participate in corruption prevention and suppression; and propose projects and activities that support the implementation of the National Anti-Corruption Strategy.
- 2) Organize and develop networks; coordinate and cooperate with civil society on countering corruption, at both national and local levels.
- 3) Monitor, evaluate and resolve problems encountered by civil society and the mass media in mobilizing the National Anti-Corruption Strategy.
- 4) Appoint working groups to support the implementation of the subcommittee's work.
- 5) Make quarterly progress reports to the National Anti-Corruption Commission.

1.4 Subcommittee for Administering, Coordinating of Mobilization, and Monitoring Performance of the National Anti-Corruption Strategy

This is composed of the chair of the Subcommittee for Anti-Corruption Policies and Strategies as chair; designated members of the National Anti-Corruption Commission; Secretary-General of the Cabinet; the Budget Director; chair of the Subcommittee for Private Sector Mobilization; chair of the Subcommittee for Civil Society and Mass Media Mobilization; Secretary-General of the National Anti-Corruption Commission; Secretary-General of the Public Sector Anti-Corruption Commission; experts; the designated Deputy Secretary-General of the National Anti-Corruption Commission; and the Director of the Policy and Strategy Bureau as members; a designated official of the Office of the National Anti-Corruption Commission as member and secretary; and officials of the Office of the National Anti-Corruption Commission and the Office of the Public Sector Anti-Corruption Commission as members and assistant secretaries. This subcommittee, set up according to

the resolution of the National Anti-Corruption Commission, has the following responsibilities:

1) Administrate and coordinate implementation in accordance with the National Anti-Corruption Strategy as executed by the Committee for Public Sector Mobilization; the Subcommittee for Private Sector Mobilization; the Subcommittee for Civil Society and Mass Media Mobilization; and related agencies.

2) Coordinate with the political sector on the implementation of the National Anti-Corruption Strategy by working with organizations, institutions and various political sector agencies such as King Prajadhipok Institute's Council for Political Development.

3) Request budget support for projects within the scope of the National Anti-Corruption Strategy from the Budget Bureau, public sector organizations, State enterprises, the private sector and international organizations.

4) Allocate budget and personnel; and support implementation of plans, activities and projects in accordance with the National Anti-Corruption Strategy.

5) Monitor and evaluate the progress and success of the National Anti-Corruption Strategy within the overall framework.

6) Coordinate the making of observations and proposals resulting from the monitoring and evaluation of the progress and success of the National Anti-Corruption Strategy to the Committee for Public Sector Mobilization, the Subcommittee for Private Sector Mobilization, and the Subcommittee for Civil Society and Mass Media Mobilization.

7) Appoint working groups to support activities within the scope of its authority.

2. Coordinate Cooperation with the Public Sector

The Committee for Public Sector Mobilization coordinates cooperation with government agencies on preparing their 4-year action plans and related budget plans in accordance with the National Anti-Corruption Strategy. The Committee establishes working groups composed of government agency representatives to draft strategies, plans, projects and activities that conform to the National Anti-Corruption Strategy. The Committee also allocates resources to support plans and projects in the Government's 4-year Action Plan. Moreover, the Committee supervises, inspects and monitors implementation in order to resolve difficulties and obstacles encountered in implementing the National Anti-Corruption Strategy.

3. Coordinate Cooperation with the Private Sector and Civil Society

The Committee for Public Sector Mobilization, the Subcommittee for Private Sector Mobilization and the Subcommittee for Civil Society and Mass Media Mobilization coordinate the implementation of projects and activities on corruption prevention and suppression in all social sectors. These subcommittees supervise and oversee the participation of all sectors in the arrangement of plans and projects which support the implementation of the National Anti-Corruption Strategy. They also direct and coordinate the implementation of projects and activities, and supervise and monitor the results in order to resolve any difficulties and problems encountered.

4. Coordinate Cooperation with the Political Sector.

The coordination of cooperation in the political sector is of paramount importance as the enhancement of politicians' integrity and ethics is integral to the development of the Thai political system as a whole. This must also conform to the principles of a democratic constitutional monarchy. Under the National Political Development Plan, which has the status of a national master plan, guidelines exist for all social sectors to incorporate their

missions and development strategies in their agencies' action plans. King Prajadhipok Institute's Council for Political Development is the core agency for these tasks and thus will be instrumental for cooperation in the political sector on mobilizing the National Anti-Corruption Strategy.

5. Monitoring and Evaluation of Performance

The National Anti-Corruption Strategy Mobilization Committee continuously administrates, monitors, evaluates and coordinates cooperation with the various mobilization committee/subcommittees in order to identify implementation problems and obstacles at each stage; allocate resources to support plans and projects; and supervise and monitor the progress and success of the National Anti-Corruption Strategy in the public and private sectors as well as civil society. Additionally, the National Anti-Corruption Strategy Mobilization Committee seeks to solve problems and obstacles through working with the various mobilization committee/subcommittees. It provides bi-annual progress reports to each mobilization committee/subcommittee in order to monitor progress, and gives information and guidance for the systematic resolution of implementation problems in each social sector.

In summary, the successful implementation of the National Anti-Corruption Strategy requires conceptual integration and the constant cooperation of all social sectors so that the objectives and directives for countering corruption at the national level can be achieved. The Office of the National Anti-Corruption Commission must be the central component in facilitating coordination, and also for supervising and enhancing cooperation among the public sector, the private sector and civil society. Achievement of continuous integrated cooperation will result in the fulfillment of the Vision of the National Anti-Corruption Strategy, with a correspondingly positive effect on political stability, economic development and sustainable economic growth in Thailand.

Core Features of Thailand's National Anti-Corruption Strategy

National Anti-Corruption Strategy

Vision

“A society founded on discipline, integrity and ethics with all sectors participating in the prevention and suppression of corruption.”

Integrated Missions

Promote and inculcate awareness of a society founded on discipline, integrity and ethics. Simultaneously, develop integrated networks for the prevention and suppression of corruption by assigning key roles to the public in the implementation process to ensure participation, transparency, equality and fairness. Develop systems and mechanisms for the inspection, control, decentralization and check and balance of authority, together with the development of legislation, regulations and rules and the enhancement of human resources and IT. Promote and support ethical and on-going anti-corruption knowledge management.

Missions

1. Promote and inculcate awareness of a society founded on discipline, integrity and ethics.
2. Create sustainable, integrated anti-corruption networks
3. Develop systems and mechanisms for the inspection, control, decentralization and check and balance of authority.
4. Promote and support anti-corruption knowledge-management.

Core Objectives

1. Discipline, integrity and ethics in Thai society

Key Performance Indicator (KPI) for the 3-5 year period

1.1 Percentage of civil servants, government officials and the general public who have undergone moral inculcation and who understand and exemplify discipline, integrity and fairness in both their professional and personal lives.

KPI for the 5-10 year period

1.2 Percentage of the general public satisfied with civil servants' discipline, integrity and ethics.

2. Networks comprised of all sectors participating in anti-corruption

KPI for the 3-5 year period

- 2.1 Percentage of anti-corruption projects/activities involving public participation in implementation.
- 2.2 Annual increases in the number of anti-corruption networks.
- 2.3 Percentage of target groups accessing anti-corruption information
- 2.4 Level of success in establishing whistleblower protection systems in all government agencies

KPI for the 5-10 year period

2.5 Level of success in deploying the media for anti-corruption

3. Efficient Systems and Mechanisms for the Inspection, Control, Decentralization, and Check and Balance of Authority

KPI for a 3-5 year period.

3.1 Level of success in improving the structure and manpower of independent anti-corruption agencies

3.2 Percentage of people satisfied with the implementation of anti-corruption activities by public officials.

3.3 Percentage of the general public served who are satisfied with the transparency of public sector agencies and State enterprises.

3.4 Level of success in drafting, amending and improving legislation, rules and regulations that support anti-corruption.

3.5 Level of success in the prosecution of corrupt politicians.

3.6 Level of KPI on transparency for Thai society.

4. Social Anti-Corruption Awareness

KPI for the 3-5 year period

4.1 Percentage of satisfaction among National Anti-Corruption IT Center users.

4.2 Percentage of anti-corruption research results implemented.

4.3 Percentage of anti-corruption personnel of the specified standard for skill development

4.4 Level of success of international cooperation activities conducted each year.

Strategies

Strategy 1: Inculcate awareness, values, integrity, ethics and discipline in all sectors.

Strategy 2: Mobilize all sectors on anti-corruption

Strategy 3: Strengthen anti-corruption agencies

Strategy 4: Develop professional anti-corruption personnel

Strategies, Measures/Guidelines
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Strategy 1: Inculcate awareness, values, integrity, ethics and discipline in all sectors

Measures/Guidelines

1.1 Promote education in the sufficiency economy philosophy.

1.1.1 Promote knowledge on lifestyles in accordance with the sufficiency economy philosophy.
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1.1.2 Implement the sufficiency economy philosophy
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1.2 Promote knowledge and implementation of integrity, ethics and discipline in all sectors

- 1.2.1 Promote moral and ethical behaviour.
- 1.2.2 Supervise and self-regulate moral and ethical conduct.

1.3 Deploy education as an anti-corruption tool

- 1.3.1 Establish curricula for anti-corruption studies and training
- 1.3.2 Train educators to be role models for integrity, ethics and discipline.
- 1.3.3 Monitor and evaluate the development of integrity, ethics and discipline in the education system.
- 1.3.4 Promote centers for the cultivation of knowledge on integrity, ethics and discipline.

1.4 Promote good conduct, honesty, integrity and zero-tolerance of corruption as common national values

- 1.4.1 Inspire good, virtuous action.
- 1.4.2 Carry out integrity and ethics campaigns and PR

Strategy 2: Mobilize all sectors on anti-corruption

Measures/Guidelines

2.1 Increase anti-corruption PR

- 2.1.1 Create a master plan for corruption prevention PR
- 2.1.2 Promote social consciousness and code of conduct among the mass media
- 2.1.3 Collate data, information, research and academic papers on anti-corruption.
- 2.1.4 Create and disseminate constructive anti-corruption PR

2.2 Strengthen participation by all sectors

- 2.2.1 Establish the learning process.
- 2.2.2 Develop multiple channels for simple and safe disclosure of corruption.
- 2.2.3 Establish incentives for whistleblowers

2.3 Strengthen network capacity

- 2.3.1 Support the management of networks.
- 2.3.2 Encourage the morale of networks in all social sectors.
- 2.3.3 Oversee, monitor and evaluate implementation by networks

Strategy 3: Strengthen anti-corruption agencies

Measures/Guidelines

3.1 Strengthen the working independence of the office of the National Anti-Corruption Commission and other independent anti-corruption agencies' operations

- 3.1.1 Improve personnel management.
- 3.1.2 Increase efficiency of budget management.

3.2 Establish anti-corruption mechanisms through the decentralization of authority for anti-corruption to the local level

3.2.1 Promote cooperation between the Office of the National Anti-Corruption Commission and law enforcement agencies.

3.2.2 Promote improvements in the anti-corruption organizational structure

3.3 Develop check and balance systems for authority

3.3.1 Promote the strengthening of the internal audit unit.

3.3.2 Promote the strengthening of the external audit unit.

3.3.3 Promote strict adherence to the National Anti-Corruption Commission's rule that commissioners are to be selected from a range of organizations, including the private sector.

3.4 Strengthen the effectiveness of anti-corruption legislation

3.4.1 Promote strict implementation of legislation on the power and authority of personnel

3.4.2 Encourage the improvement of regulations in keeping with standard anti-corruption legislation

3.4.3 Encourage strict law enforcement.

3.5 Strengthen asset scrutiny for holders of political office and civil servants, and the investigation of policy corruption

3.5.1 Promote efficient asset scrutiny.

3.5.2 Promote the use of modern IT systems in administration

3.5.3 Promote measures for asset scrutiny.

3.6 Strengthen bribery resistance and promote honesty in the private sector

3.6.1 Implement measures that result in the suppression of bribe-taking.

3.6.2 Strengthen the investigation and prosecution processes

3.6.3 Encourage the establishment of corporate social responsibility (CSR) in the private sector

3.7 Promote cooperation with international organizations

3.7.1 Promote and support the participation of domestic anti-corruption agencies in international associations

3.7.2 Promote cooperation on asset recovery

3.7.3 Promote cooperation on the extradition of offenders.

3.8 Establish transparency indicators in Thai society

3.8.1 Establish benchmarks for transparency in Thai society.

3.8.2 Establish an agency to oversee work on the benchmarks.

Strategy 4 : Develop professional anti-corruption personnel

Measures/Guidelines

4.1 Develop personal behaviour in accordance with Code of Conduct for anti-corruption personnel

4.1.1 Promote the establishment of a standard professional Code of Conduct in all law enforcement agencies.

4.1.2 Promote the monitoring and evaluation of performance in accordance with the standards of the Code of Conduct by all law enforcement agencies.

4.2 Set up standards for career-path development and special remuneration

4.2.1 Encourage anti-corruption and law enforcement agencies to publish their human resource administration plans.

4.2.2 Encourage the independence of anti-corruption agencies' human resource administration plans.

4.2.3 Encourage the establishment of a standard for the provision of special remuneration to personnel.

4.3 Promote technical cooperation with international organizations

4.4 Develop knowledge management organizations

4.5 Develop an anti-corruption information technology center

4.5.1 Encourage the establishment of a central IT center.

4.5.2 Promote the development of a database.

4.6 Develop standard training curricula for anti-corruption agencies

4.6.1 Encourage anti-corruption agencies to have standard training curricula.

4.6.2 Encourage anti-corruption agencies to set up internal training centers.

4.6.3 Provide budgetary support for such activities, as well as seek financial resources outside the government budget.

Mobilizing Mechanisms for the National Anti-Corruption Strategy

Background

As corruption in Thailand has a direct impact on the economy, politics, society and national security, people have increased expectations of the anti-corruption system. Indeed, it can be said that people are more informed of their rights and liberties as society itself is becoming aware of the dangers of consumerism which is one of the causes of corruption. This can be clearly seen in alliances among people from all social sectors who disclose corruption through their networks/members. There are campaigns to emphasize greater awareness of integrity and morality, while at the same time people have specific expectations: Is the anti-corruption system carrying out its responsibilities in ways that live up to people's expectations of greater transparency and accountability? Do the anti-corruption system's mechanisms implement tasks with integrity and propriety? Do anti-corruption personnel possess integrity and ethics? Anti-corruption personnel and agencies must be able to provide clear answers to society to such questions.

Problems still exist among the various components forming the mobilization mechanisms for the anti-corruption process and these need to be resolved. Any changes aiming to make the anti-corruption process function more effectively must also involve changes in the perspectives, culture and values of personnel. At the same time, democratic principles must be increasingly employed in the anti-corruption process, especially in encouraging the participation of the private sector and civil society in a multilateral approach. There should be mutual learning and greater development of the potential of the private sector and civil society. The Constitution of the Kingdom of Thailand 2007 promotes full public participation, with state officials having to serve and support implementation by civil society, including the appointment of NGO representatives as Commissioners of the NACC.

While anti-corruption agencies serve as important mechanisms in the implementation of the anti-corruption process, various studies have found them to exhibit negative traits: in spite of on-going efforts to develop these agencies, they still lack a clear common direction. In particular, the tradition whereby agencies emphasize self-aggrandizement above the common good is still prevalent, while at the same time there is inequality in the levels of administrative development in anti-corruption agencies. Additionally, the organizations' coordination systems remain unclear while their external coordination mechanisms are inappropriate. Anti-corruption agencies continue to view problems in diverse ways; lack mutual learning experience; and do not carry out joint problem-solving. All these factors result in an inability to correctly and effectively carry out anti-corruption measures. Moreover, problems exist in audit and check and balance mechanisms in the prevention and suppression systems, while previously the role of anti-corruption systems lacked an integrated approach and core guidelines for joint action.

Apart from coordination issues, anti-corruption agencies lack organizational structure and appropriate responsibility for their tasks. Division of responsibilities within agencies remains inappropriate; the allocation of personnel is unrelated to the volume of work; and there are other management and work-system problems, such as management being still based on older, bureaucratic systems, linked to civil service administrative concepts which are bound by rules and regulations with excessive use of authority. Additionally there is

insufficient decentralization of tasks; legislation is neither clear, nor comprehensive and involves too many steps; and strict legal enforcement is problematic, leading to lackluster performance and interference by politicians. Finally, there is a lack of systematic and on-going human-resource development among anti-corruption personnel, resulting in low morale and lack of professional enthusiasm.

The factors and problems existing in the national anti-corruption system have led to the concept of improvement by coordinating the cooperation networks among both related agencies and all social sectors in order to reduce staffing requirements, time and management responsibilities. Such improvements will facilitate the provision of more efficient services to the public; the enhancement of management through the decentralization of work and referrals to other units; and by establishing standards, evaluating and monitoring performance to analyze existing problems and obstacles, with proposals for improvements being made. This concept has led to the development of mechanisms for implementing anti-corruption activities capable of achieving the objectives set out under the National Anti-Corruption Strategy's Missions and the fulfillment of its Vision, deploying the following four mobilizing mechanisms in order to progress:

1. Coordination of cooperation
2. Developing the management system
3. Establishing standards
4. Monitoring and evaluating performance.

These four approaches to promoting the National Anti-Corruption Strategy must be implemented without delay, in particular the first two, with the third and fourth being implemented thereafter. As circumstances are in a constant state of flux, implementation should be done dynamically, that is, capable of being modified in the light of any changes.

Mobilization Mechanism 1: Coordination of Cooperation

The coordination of cooperation is the first step that needs to be taken, especially cooperation among all social sectors—the public sector, the private sector and civil society—on the joint establishment of anti-corruption guidelines. The details are as follows:

1. Coordination of cooperation at the policy level

For cooperation at the policy level, a national mechanism in the form of parallel organizations must be established, the rationale being that each organization has the right to express its ideas as well as having equal status in accordance with its designated responsibilities, through the establishment of the following committees/subcommittees:

1.1 Committee for Public Sector Mobilization

This Committee was established under the Cabinet Resolution of 6 May 2008, comprised of the Prime Minister or Mr. Somchai Wongsawat, the then Deputy Prime Minister (as chair of the Committee for the Government 4-Year Plan), as chair; the minister responsible for good governance and the Minister of Justice, as the first and second deputy chairs, respectively; the President of the Public Sector Anti-Corruption Commission; the Permanent Secretary of the Office of the Prime Minister and the Permanent Secretaries of all ministries; the Secretary-General of the National Anti-Corruption Commission; the Secretary-General of the National Economic and Social Development Board; the Secretary-General of the Civil Service Commission; the Secretary-General of the Public Sector Development Commission;

the Budget Director; the Secretary-General of the Office of the Public Sector Anti-Corruption Commission as member and secretary; and representatives from the Office of the Public Sector Anti-Corruption Commission and the Office of the National Anti-Corruption Commission as members and assistant secretaries. The Committee has the following responsibilities and authority:

- 1) Supervise and monitor the formulation of strategies and action plans by public sector agencies in line with the National Anti-Corruption Strategy
- 2) Allocate resources to support programmes and projects in such strategies and action plans that are in line with National Anti-Corruption Strategy
- 3) Administrate and coordinate action on corruption prevention and suppression in the public sector
- 4) Monitor, evaluate and resolve obstacles and problems arising in the mobilization of the National Anti-Corruption Strategy in the public sector.

1.2 Subcommittee for Private Sector Mobilization

This is composed of representatives from the private sector, selected and appointed in accordance with a resolution of the National Anti-Corruption Commission, as chair, vice-chairs, members, member and secretary, and member and assistant secretary. The subcommittee has the following responsibilities and authority:

- 1) Act and encourage the private sector to participate in corruption prevention and suppression; and propose projects and activities that support the implementation of the National Anti-Corruption Strategy.
- 2) Organize and develop networks; coordinate and collaborate with private sector organizations in countering corruption.
- 3) Monitor, evaluate and resolve problems encountered in the implementation of the National Anti-Corruption Strategy in the private sector
- 4) Appoint working groups to support the implementation of the subcommittee's work.
- 5) Make quarterly progress reports to the National Anti-Corruption Commission.

1.3 Subcommittee for Civil Society and Mass Media Mobilization

This is composed of representatives from civil society and the mass media, selected and appointed in accordance with a resolution of the National Anti-Corruption Commission, as chair, vice-chairs, members, member and secretary, and member and assistant secretary. The subcommittee has the following responsibilities and authority:

- 1) Act and encourage civil society and the mass media, at both national and regional levels, to participate in corruption prevention and suppression; and propose projects and activities that support the implementation of the National Anti-Corruption Strategy.
- 2) Organize and develop networks; coordinate and cooperate with civil society on countering corruption, at both national and regional levels.
- 3) Monitor, evaluate and resolve problems encountered by civil society and the mass media in mobilizing the National Anti-Corruption Strategy.
- 4) Appoint working groups to support the implementation of the subcommittee's work.
- 5) Make quarterly progress reports to the National Anti-Corruption Commission.

1.4 Subcommittee for Administering, Coordinating of Mobilization, and Monitoring Performance of the National Anti-Corruption Strategy

This is composed of the chair of the Subcommittee for Anti-Corruption Policies and Strategies as chair; designated members of the National Anti-Corruption Commission; Secretary-General of the Cabinet; the Budget Director; chair of the Subcommittee for Private Sector Mobilization; chair of the Subcommittee for Civil Society and Mass Media Mobilization; Secretary-General of the National Anti-Corruption Commission; Secretary-General of the Public Sector Anti-Corruption Commission; experts; the designated Deputy Secretary-General of the National Anti-Corruption Commission; and the Director of the Policy and Strategy Bureau as members; a designated official of the Office of the National Anti-Corruption Commission as member and secretary; and officials of the Office of the National Anti-Corruption Commission and the Office of the Public Sector Anti-Corruption Commission as members and assistant secretaries. This subcommittee, set up according to the resolution of the National Anti-Corruption Commission, has the following responsibilities:

1) Administrate and coordinate implementation in accordance with the National Anti-Corruption Strategy as executed by the Committee for Public Sector Mobilization; the Subcommittee for Private Sector Mobilization; the Subcommittee for Civil Society and Mass Media Mobilization; and related agencies.

2) Coordinate with the political sector on the implementation of the National Anti-Corruption Strategy by working with organizations, institutions and various political sector agencies such as King Prajadhipok Institute's Council for Political Development.

3) Request budget support for projects within the scope of the National Anti-Corruption Strategy from the Budget Bureau, public sector organizations, State enterprises, the private sector and international organizations.

4) Allocate budget and personnel; and support implementation of plans, activities and projects in accordance with the National Anti-Corruption Strategy.

5) Monitor and evaluate the progress and success of the National Anti-Corruption Strategy within the overall framework.

6) Coordinate the making of observations and proposals resulting from the monitoring and evaluation of the progress and success of the National Anti-Corruption Strategy to the Committee for Public Sector Mobilization, the Subcommittee for Private Sector Mobilization, and the Subcommittee for Civil Society and Mass Media Mobilization.

7) Appoint working groups to support activities within the scope of its authority.

2. Coordination of cooperation among the private sector, the public sector, civil society and the political sector

The coordination of cooperation which is supportive of anti-corruption among the private sector, the public sector and civil society is as yet unclear, resulting in a lack of participation by the general public, in spite of measures to encourage people to participate directly in this. The objective is that people's effective involvement in anti-corruption should be a mechanism that reinforces the work of the formal anti-corruption process. Coordination should be carried out as follows:

2.1 Coordination of Cooperation with the Public Sector

The Committee for Public Sector Mobilization coordinates cooperation with government agencies on preparing their 4-year action plans and related fiscal plans in accordance with the National Anti-Corruption Strategy. The Committee establishes working

groups composed of government agency representatives to draft strategies, plans, projects and activities that conform to the National Anti-Corruption Strategy. The Committee also allocates resources to support plans and projects in the Government's 4-year Action Plan. Moreover, the Committee supervises, inspects and monitors performance in order to resolve difficulties and obstacles encountered in implementing the National Anti-Corruption Strategy.

2.2 Coordination of Cooperation with Civil Society and the Private Sector

The Committee for Public Sector Mobilization, the Subcommittee for Private Sector Mobilization and the Subcommittee for Civil Society and Mass Media Mobilization coordinate the implementation of anti-corruption projects and activities in all social sectors. These subcommittees supervise and oversee the participation of all sectors in the drafting of plans and projects which support implementation of the National Anti-Corruption Strategy. They also administer and coordinate the implementation of projects and activities, and supervise and monitor the results in order to resolve any difficulties and problems encountered.

2.3 Coordination of Cooperation with the Political Sector

The coordination of cooperation on anti-corruption in the political sector is of paramount importance as the enhancement of politicians' integrity and ethics is integral to the development of the Thai political system as a whole. This must also conform to the principles of a democratic constitutional monarchy. Under the National Political Development Plan, which has the status of a national master plan, guidelines exist for all social sectors to incorporate their missions and development strategies in their agencies' action plans. King Prajadhipok Institute's Council for Political Development is the core agency for these tasks and thus will be instrumental for cooperation in the political sector on mobilizing the National Anti-Corruption Strategy.

3. Coordination of international cooperation

The coordination of international cooperation aims to strengthen Thai anti-corruption agencies and provide them with procedural standards that match those of their successful overseas counterparts. The measures of anti-corruption laws, rules and regulations should be developed to put them on a par with international standards. This should be done as follows:

3.1 Technical and academic cooperation

By exchanging data, information and linking IT centers with international sources, anti-corruption mechanisms are to be strengthened. Also, the holding of international seminars and training courses, the exchange of personnel and experts and the development of anti-corruption technology will help to modernize the agencies and maximize efficiency.

3.2 Legal cooperation in accordance with international standards

This would result in legal reform that conforms to international agreements, resulting in efficient implementation. This is especially true, for example, of legal assistance in cases involving extradition, the transfer of convicted criminals, criminal investigations, joint investigations, special investigations, asset recovery and cooperation on law enforcement.

3.3 Cooperation on management resources

This includes manpower, budget, office equipment and administration. This is to be integrated by the project frameworks (project-based), such as the development of anti-corruption projects with overseas governments; the designating and mobilizing of resource implementation for joint activities; and output and outcome in line with common objectives. It also includes case studies, identification of obstacles and the search for common solutions. The undertaking of joint projects will result in exchanges, resource support, management application and continuous learning.

Mobilizing Mechanism 2 : The Development of Management Systems

In addition to coordinating cooperation with all sectors, including the public and private sectors, civil society and the political sector, in jointly determining guidelines for anti-corruption, there should be development of anti-corruption agencies' management systems. This can be achieved through:

1. Decentralization of authority
2. Improvement of legislation, rules, regulations and orders
3. Development of management mechanisms

Mobilizing Mechanism 3: Establishment of Standards

1. Establishment of work system standards
2. Establishment codes of conduct

Mobilizing Mechanism 4: Monitoring and Evaluation

1. Pre-, mid- and post-implementation evaluation
2. Monitoring and evaluation at the level of measures and guidelines
3. Monitoring and evaluation at the level of strategies
4. Overall monitoring and evaluation of the National Anti-Corruption Strategy.

The Roles of Development Stakeholders

In addition to the anti-corruption mobilizing mechanisms detailed above, emphasis is also put on cooperation by all social sectors in order to facilitate the on-going and sustained implementation of the National Anti-Corruption Strategy. The development stakeholders and their roles are as follows:

1. The Public Sector

1.1 Allocation of an anti-corruption activities budget

A budget should be allocated both to agencies with direct responsibility and other agencies for the setting up of work programmes, projects and activities within the framework of the National Anti-Corruption Strategy. Manpower and necessary equipment for the implementation of tasks should be supported. The core mobilizing agencies include (1) Budget Bureau, (2) Office of the Prime Minister, (3) Ministry of Finance, (4) Office of the Public Sector Development Commission, (5) Office of Civil Service Commission, and (6) Office of the National Economic and Social Development Board.

1.2 Setting of KPIs for target anti-corruption activities to be achieved by government agencies as designated by the Office of the Public Sector Development Commission

Under the current system, the framework for performance evaluation under the Performance Agreement has as its second perspective, the quality of services, with an indicator linked to anti-corruption measures: the weight given to this indicator should be increased. The core mobilizing agencies for this include (1) Office of the Public Sector Development Commission, (2) Office of the Civil Service Commission, and (3) Office of the Public Sector Anti-Corruption Commission.

1.3 Campaign for the establishment of a learning process & the inculcation of consciousness and values in accordance with a democratic constitutional monarchy

A democratic culture and awareness of good governance should be established so that people's consciousness of having a duty in the public interest is a norm along with the fostering of intolerance of socially unjust behavior. This can be achieved by the promotion of cooperation among the public sector, religious institutions, educational institutes and the media to inculcate suitable values in juveniles, youth and the general public. Awareness should be promoted; resistance to corruption should be encouraged among youth; and a "youth for good governance" movement should be fostered in order to counter corruption in schools and communities. A budget should be provided for this and PR campaigns for good governance should be conducted at religious and educational institutions and through the media. The core mobilizing agencies include (1) Office of the Ombudsman, (2) Center for the Promotion of National Strength on Moral Ethics and Merit System Protection and (3) Office of the Civil Service Commission. Supporting agencies include (1) Ministry of Education (2) Ministry of Culture (3) Ministry of Social Development and Human Security, (4) Ministry of the Interior, (5) Office of the Prime Minister, (6) Office of National Buddhism, (7) National Anti-Corruption Commission, (8) State Audit Commission, (9) Election Commission of Thailand, (10) Office of the Public Sector Anti-Corruption Commission, (11) Ministry of Defense and (12) Royal Thai Police.

1.4 Support for educational institutions, both inside and outside the formal system, tertiary-level institutions and all academic institutions in instilling knowledge and understanding in the general public and youth on their responsibilities under a democratic government and their practical implication

This measure can be implemented as follows:

(1) Programmes should be devised for the development of knowledge on integrity, ethics, good governance and anti-corruption for dissemination to the public in order to stimulate social awareness and consciousness of these issues, with the participation of society in review of good governance and corruption. Moreover, networks that are in

close contact with the media, civil society and private organizations should be developed in order to provide correct and complete information to anti-corruption alliances. Workshops and seminars for the exchange of learning should also be held. Activities to instruct people in their rights and responsibilities under a democratic government, integrity and the Thai way of life, anti-corruption cooperation and the promotion of a democratic should be conducted in public places. The core agencies for this measure include (1) Office of the Prime Minister and (2) Ministry of Education. The supporting agencies include (1) Ministry of Interior (2) Ministry of Social Development and Human Security, (3) Ministry of Culture, (4) Ministry of Health, (5) Office of National Buddhism and (6) Office of Knowledge Management and Development.

(2) The study of, and research and innovation in, anti-corruption should be encouraged in order to raise social awareness of the real danger of corruption. Constructive anti-corruption materials should be published and disseminated through the media leading to learning and analysis of the ways to develop a democratic culture and governance appropriate for Thai society. The core mobilizing agencies for this measure include (1) National Anti-Corruption Commission, (2) Public Sector Anti-Corruption Commission, (3) Ministry of Education and (4) Office of the Prime Minister. Supporting agencies include (1) National Research Council of Thailand, (2) Thailand Research Fund, (3) Office of Knowledge Management and Development, (4) Public Relations Department, (5) Ministry of Culture and (6) Center for the Promotion of National Strength on Moral Ethics and Values.

1.5 Provision of opportunities for people to participate in decision-making.

This measure will enable the public to participate at every stage in the relevant state evaluation committees and subcommittees, while at the same time providing, in a transparent and reasonable manner, a check and balance for state authority in national development. The public should be entitled to equal access to information, with the preparation of social leadership development plans at every level so that they become future role models for youth and the general public. The core mobilizing agencies for this measure include (1) Office of the Prime Minister, (2) National Anti-Corruption Commission and (3) Public Sector Anti-Corruption Commission. Supporting agencies include (1) Ministry of Finance, (2) Ministry of Justice, (3) Ministry of the Interior, (4) State Audit Commission and (5) Office of the Ombudsman.

1.6 Setting of incentives and social penalties for those who commit corrupt acts

For this measure, methods of disseminating anti-corruption information should be increased and expanded, being widely available to the public through PR activities. The core mobilizing agencies for this measure include (1) National Anti-Corruption Commission, (2) Public Sector Anti-Corruption Commission and (3) Ministry of Justice. Supporting agencies include (1) Office of the Prime Minister, (2) Ministry of Information and Communication Technology, (3) Royal Thai Police, (4) Anti-Money Laundering Office, (5) Office of the Ombudsman, (6) State Audit Commission and (7) National Human Rights Commission.

1.7 Development of a more efficient and transparent public sector

(1) The roles and responsibilities of the civil service should be made more appropriate and valuable, and develop the quality of the services by providing more services via e-government service, special organizations, public organizations, and service delivery units, etc. Studies and research on the downsizing of the government's manpower to

appropriate levels and on economizing on the personnel budget should be carried out. There should be development of management criteria and procedures for service delivery units under the government's supervision. The core mobilizing agencies for this measure include (1) National Anti-Corruption Commission, (2) Public Sector Anti-Corruption Commission and (3) Public Sector Development Commission. Supporting agencies include (1) Ministry of Justice, (2) Office of the Prime Minister, (3) Ministry of Information and Communication Technology and (4) Ministry of Finance.

(2) The potential of bureaucrats and state officials should be continuously and consistently developed, at both entry into service and at intervals during service, by emphasizing important characteristics such as development of potential, inculcation of integrity, morality and public consciousness, and absence of misdemeanors including acts of corruption. There should be supervision of behaviour according to the principles of integrity and morality for holders of political office, bureaucrats and state officials. At the same time, the system for the evaluation of governance should be developed for organizations as well as individual measures. The results of evaluation should be used to provide annual bonuses to officials and evaluate their performance, with reports on agencies' performance made available to the public. The core mobilizing agencies include (1) National Anti-Corruption Commission, (2) Public Sector Anti-Corruption Commission and (3) Civil Service Commission. Supporting agencies include (1) King Prajadhipok Institute's Council for Political Development, (2) educational institutions, (3) State Audit Commission, (4) Office of the Ombudsman (5) Anti-Money Laundering Office, (6) Department of Special Investigation, (7) Office of the Attorney-General, (8) Royal Thai Police and (9) Ministry of Foreign Affairs.

1.8 Improvement of mechanisms for the decentralization of power from the national to regional and local levels

PR activities should be conducted so that the public is ready for implementation. Cooperation should be promoted and expanded so that personnel, budget, facilities, etc., are ready for decentralization. Increases in manpower should be supported and the potential of personnel developed, as well as adjustments made in the authority of hierarchical roles, supervision and facilitation by national bodies. The core mobilizing agencies include (1) National Anti-Corruption Commission, (2) Public Sector Anti-Corruption Commission and (3) Ministry of the Interior. Supporting agencies include (1) Office of the Prime Minister, (2) Office of the Public Sector Development Commission, (3) Ministry of Finance, (4) Ministry of Education, (5) Ministry of Health, (6) State Audit Commission, and (7) Office of the Ombudsman.

1.9 Improvement in the structures and roles of constitutionally independent agencies

These agencies include the National Election Commission, the National Anti-Corruption Commission, State Audit Commission and the Office of the Ombudsman. They should facilitate the promotion of anti-corruption in the public and political sectors by monitoring and inspecting performance of personnel and politicians for transparency, honesty and fairness in their dealings with others. The government should provide a budget for management and adequate provisions.

1.10 Reform of anti-corruption legislation, rules, regulations and procedures, and their consistent enforcement with fairness and impartiality

Opportunities should be offered to stakeholders and various groups to participate in the investigation of laws which create an imbalance in the allocation of benefits and those which permit excessive use of discretion by officials. The mechanisms for law enforcement should be strengthened, especially laws that prevent unfair practices in business. The core mobilizing agencies include the National Anti-Corruption Commission and the Public Sector Anti-Corruption Commission. Supporting agencies include (1) Office of the Prime Minister, (2) Anti-Money-Laundering Office, (3) Ministry of Finance, (4) Bank of Thailand, (5) Council of State, (6) Office of the Ombudsman, (7) State Audit Commission, (8) Royal Thai Police, (9) Department of Special Investigation and (10) Office of the Attorney-General.

1.11 Cooperation with international and overseas governmental anti-corruption agencies

There should be exchanges of knowledge, skills, information technology, and personnel in the anti-corruption field. The core mobilizing agency is the National Anti-Corruption Commission. The Supporting agencies include (1) Office of the Attorney-General, (2) Ministry of Justice, (3) Office of the Prime Minister, (4) Ministry of Foreign Affairs, (5) Ministry of Education, (6) Ministry of Information and Communication and Technology, (7) State Audit Commission, and (8) Office of the Ombudsman.

2. The Political Sector

The political sector must:

2.1 Exemplify conduct in accordance with codes of integrity and ethics. There should be support for lifestyles in accordance with integrity, ethics and discipline, including the promotion and support of conduct which conforms to the sufficiency economy philosophy, by establishing benchmarks and making it a policy to select persons of integrity to represent the party and carry out political tasks. Additionally, there should be support for values that uphold ethics and honesty.

2.2 Promote the teaching of integrity, ethics and discipline in the education system. Support and cooperation should be given to the public sector in setting up places for instruction in integrity, ethics and discipline in local communities.

2.3 Promote regulations/laws that protect whistleblowers. The channels for giving information on corrupt acts should be increased, including incentives for whistleblowers.

2.4 Promote the disclosure of information on anti-corruption activities and policy through PR, research and academic activities. There should be no interference in the media's work. Support should be given to professionalism in the media, including the publication and dissemination of constructive anti-corruption materials

2.5 Promote improvement in the personnel and budget structure, as well as non-interference in the work of the Office of the National Anti-Corruption Commission and other independent agencies. In addition, asset scrutiny should be promoted at all levels, and support given to amendment of the legislation to expand the scope of this.

3. Private Sector

3.1 Transparency, integrity and ethics in business

Professional ethics should be upheld and honesty encouraged at all levels.

3.2 Training for entrepreneurs in the basics of good corporate governance and campaigns for the fostering of understanding and knowledge of good corporate governance for executives, directors, shareholders and the general public should be implemented, emphasizing the advantages to be gained in competitiveness and the creation of a transparent image.

3.3 Auditing of the public sector

These should be carried out parallel to the supervision and control of private businesses conducted with good corporate governance, honesty and social responsibility, while advantage should not be taken of consumers.

4. Non-governmental Organizations (NGOs)

4.1 These should supervise, inspect, oversee and provide information on the performance of politicians, bureaucrats, civil servants and the general public regarding levels of integrity, ethics and discipline.

4.2 Participation in networks and support for anti-corruption

They should participate in whistleblowing on corrupt acts and take the lead in applying social sanctions against their perpetrators. They should also participate in the audit of public sector activities at all stages.

4.3 Support for information, and monitoring and evaluating the media's performance

The mobilizing agencies for this measure include the Clean Thailand Foundation, Foundation for Consumers, Transparency International – Thailand Chapter, Network of 84 Public and Private Sector Anti-Corruption Organizations, the Network Promoting Virtuous Conscience in Thai Society, Association of People against Corruption, Network of 30 Anti-Corruption Organizations, Forum of United Thais for Transparency, and other organizations.

4.4 Research and support of research data

The core mobilizing agencies for this measure include the Local Communities Development Institute, Foundation for Transparency Thailand, Foundation for Consumers, Transparency International – Thailand Chapter, Association of People's Network Against Corruption, Network of 30 Anti-Corruption Organizations and other organizations.

4.5 Establish cooperation with international anti-corruption organizations on information-sharing and anti-corruption practices

Organizations in this category include the World Bank, the International Monetary Fund (IMF), the United Nations (UN), Organization for Economic Co-operation and Development (OECD), the Interpol Group of Experts on Corruption (IGEC), and other internationally accepted successful anti-corruption organizations, such as the Independent

Commission Against Corruption (ICAC) of Hong Kong, the Corrupt Practice Investigation Bureau (CPIB) of Singapore and the Korean Independent Commission Against Corruption (KICAC).

5. Mass Media

5.1 Dissemination of facts, including, data, information and knowledge, on cultures of democracy, good governance and anti-corruption

This should be done through the various forms of the media, using easy-to-understand materials that are inserted in news, drama, songs and local cultural performances.

5.2 Participation with civil society and academics in the efficient auditing of the public sector and in gaining the public's confidence

There should be strict professional ethical standards for disseminating news, with the maintenance of neutrality and independence.

5.3 Capacity-building in critical intensive-investigative reporting

Information received should be checked, with complete data and factual searches.

6. Civil society

6.1 Education on rights, duties, responsibilities and development of a sense of involvement

This aims to foster an anti-corruption consciousness, together with the protection of and participation in the development of a democratic constitutional monarchy. Participation in public fora that encourage independent thought should be encouraged, with decision-making on public policies that have an impact on the general public.

6.2 Establishment of oversight bodies, including watchdog units for the public and the private sectors

Economic, social and political associations should be organized and strong networks and independent bodies established, such as independent anti-corruption organizations and consumer rights protection bodies. Civil society should also serve on public sector committees and subcommittees in order to determine policies and planning, and inspect and check and balance the exercise of State authority.

7. Religious Institutions

7.1 Dissemination of knowledge through religious instruction

This serves to warn the public of the dangers of corruption and educate public sector anti-corruption personnel in integrity and ethics.

7.2 Development of officials' consciousness through knowledge and religious instruction

Religious training for anti-corruption personnel and joint planning by such personnel and religious leaders will result in the development of their consciousness.

7.3 Establishment of religious knowledge networks

This can be achieved at national, regional and local public sector agencies, with education in integrity and ethics in order to counter corruption and create ethical public officials.

8. Education institutions

8.1 Additional curricula related to integrity, ethics and discipline

These should not be limited to subjects like sociology, the principles of citizenship and Buddhist morals, but should be included in all educational subjects and at all levels, from infants up to high school.

8.2 Promotion of moral and ethical inculcation as a part of the evaluation of children and juveniles

Young people studying at tertiary educational institutions and becoming young adults should have high standards of integrity, ethics and discipline.

8.3 Promotion of anti-corruption study and research

This will strengthen anti-corruption agencies.

8.4 Promotion of cooperation among anti-corruption agencies in various activities

Anti-corruption agencies should form networks and promote training by educational institutions leading to ethical personnel. Additionally, PR work on public sector anti-corruption activities should be carried out among the personnel of educational institutes.

8.5 Integration of cooperation among national and regional educational institutions

Long- and short-term anti-corruption training courses should be organized. Additionally, anti-corruption agencies should be urged to suggest their own courses and establish their own training institutes. Specialized anti-corruption institutions should also be set up for sustained activities.
