

# ACRC KOREA Annual Report 2022



Anti-Corruption &  
Civil Rights Commission



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# ACRC KOREA Annual Report 2022



Anti-Corruption &  
Civil Rights Commission



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# Greetings from the Chairperson



Since its establishment in 2008, the Anti-Corruption and Civil Rights Commission (ACRC) has remained dedicated to creating a society free from corruption and establishing a trustworthy government.

In 2022, the ACRC made efforts to ensure that the value of integrity takes root in public offices and to provide practical assistance to citizens by listening closely to and resolving their grievances.

To ensure a stable implementation of the “Act On The Prevention Of Conflict Of Interest Related To Duties Of Public Servants,” enforced on May 19, 2022, the ACRC smoothly established subordinate rules and regulations and provided education to citizens and public officials.

The Integrity Assessment, which had been conducted since 2002, was reformed and integrated into the “Comprehensive Integrity Assessment” to comprehensively evaluate the level of integrity and anti-corruption efforts of agencies at all levels, establishing a more advanced assessment system. At the same time, protection and support for whistleblowers reporting corruption were enhanced by enabling non-real name proxy reporting for corruption reporting and introducing an emergency relief fund system.

As a result of such efforts, Korea’s ranking and score on the Corruption Perceptions Index (CPI) of the Transparency International (TI) increased in 2022 (31st and 63 points respectively) from the last year, which demonstrates that Korea’s international status in the anti-corruption area has continuously risen.

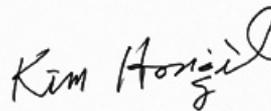
The ACRC has demonstrated a strong commitment to protecting the rights and interests of citizens. The Commission has enhanced the onsite-centered protection of the rights and interests through “Onsite Outreach Service,” for disadvantaged areas and vulnerable social groups. The ACRC also proactively resolved conflicts concerning large-scale civil complaints with significant societal impacts through onsite mediation. Moreover, the Commission launched “Request Form Autofill Service (EASY Administrative Appeals)” to enable citizens to file administrative appeals conveniently and easily. In addition, policy improvement of agencies at all levels was supported by analyzing data on civil complaints related to major government policies and social issues.

In 2023, focusing on preventing corruption, protecting the rights and interests of citizens, and promoting communication with them, the ACRC will continue to provide enhanced administrative services and take the lead in establishing the Republic of Korea with integrity, which safeguards the rights and interests of its people.

The ACRC will proactively address grievances faced by disadvantaged areas and vulnerable social groups by strengthening onsite communication-oriented administration and promptly resolve collective complaints to prevent them from escalating into social conflicts. One-Stop Administrative Appeals System, a national policy task will be developed to enable citizens to file administrative appeals more easily and conveniently. Furthermore, a proactive forecast based on scientifically analyzed civil complaints – the voice of the people will be provided to enhance the effectiveness of policies and improve systems that cause corruption and inconveniences for citizens.

The ACRC will take comprehensive and systematic measures to eliminate hiring irregularities, through a “Center for Reporting on Hiring Irregularities,” newly established in January 2023, which is among national policy tasks. To improve Corruption Perception Index, the ACRC will make further efforts to address corruption-causing factors within legislation, strengthen the protection and reward system for whistleblowers who report corruption and public interest issues, and ensure prompt processing of whistleblower protection cases.

The ACRC Annual Report 2022 is a faithful record of the efforts made by the ACRC over the past year. We hope that this Annual Report will be useful for anyone interested in the Commission and be able to serve as a valuable source for policy development and research.

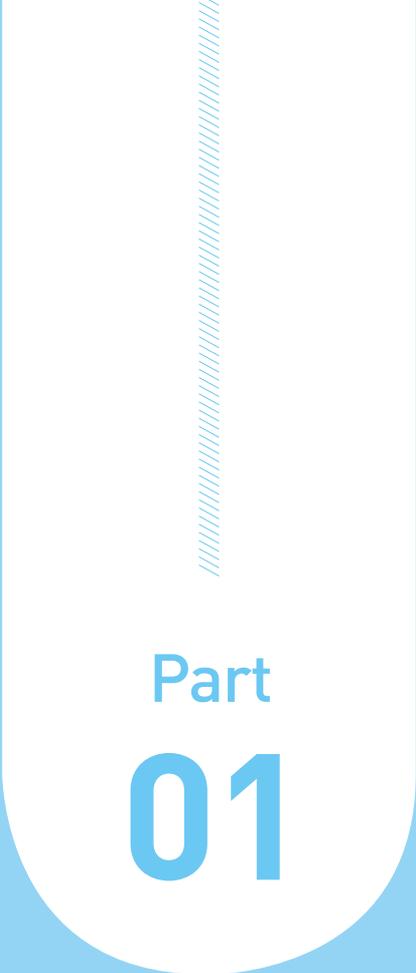


**Kim Hong-il**

Chairperson

Anti-Corruption and Civil Rights Commission





Part  
**01**

Assessment and Future  
Direction of Policies for  
People's rights and Interests



## Chapter 1. Achievement for the Past Year and the Way Forward

The Anti-Corruption and Civil Rights Commission (the ACRC) of Korea was established on February 29, 2008, by integrating three institutions, Ombudsman of Korea, Korea Independent Commission Against Corruption, and the Administrative Appeals Commission under the Prime Minister to effectively prevent corrupt practices and to swiftly resolve infringements on people's rights and interests caused by unreasonable administrative actions.

### 1. Major Achievements in the Past Year

#### A. Enhancement of the Corruption Perception Index by actively promoting anti-corruption and Fairness reform initiative

The ACRC, as a leading organization for the pan-governmental anti-corruption initiative, has led anti-corruption and fairness reforms for the realization of a transparent and fair society. The Commission focused its efforts on improving policies to help anti-corruption reforms take root in civil society and in everyday lives of people.

Most of all, the ACRC sought to strengthen the legal and institutional framework to improve the effectiveness of anti-corruption efforts.

For the stable settlement of the Act on the Prevention of Conflict of Interest Related to Duties of Public Servants (Conflict of Interests Prevention Act), which was enacted in 2021 and enforced on May 19, 2022, the ACRC prepared sub-norms in a timely manner, and made it easier for public officials subject to the Act to understand and comply with the Conflict of Interest Prevention Act through briefings by region, production and distribution of educational materials, etc.

By conducting corruption risk assessments on laws and regulations enacted and revised by each central administrative agency and internal regulations of public institutions, the ACRC was able to block corruption-inducing factors inherent in laws and regulations in advance. In particular, the Commission reviewed 21,328 regulations of 220 other public institutions and recommended improvements in 2,250 cases.

The ACRC has undertaken a comprehensive revamp of the integrity assessment system, which has made a significant contribution to the improvement of integrity in the public sector. This overhaul occurred 20 years after the system was initially introduced in 2002. The aim was to provide more reliable assessment while reducing the burden on government institutions at all levels by integrating the system, which was previously divided into integrity measurement and assessment of anti-corruption measures, into a comprehensive integrity assessment of public institutions that evaluates stakeholder surveys (perception), the status of corruption cases (corruption realities), and anti-corruption measures (effort).

The ACRC responded swiftly and strictly to various corruption cases.

The 5th Public Institutional Recruitment Survey, conducted on 1,212 public institutions where new recruitments and transition to full-time employment were made in 2021, found 47 cases of recruitment irregularities requiring investigation or disciplinary action, which are being followed up, and 1,503 cases of relatively simple and minor work negligence.

A comprehensive inspection of system operations was also conducted to ensure that the Code of Conduct for Public Officials and the Improper Solicitation and Graft Act are embedded as Anti-corruption norms in everyday life at the frontline of the public service.

On the other hand, since corruption occurring in various parts of society can be effectively monitored and detected through reporting, the ACRC operated an intensive reporting period from May to August for illegal cases in areas prone to illegal receipt of government



subsidies such as welfare, employment, and labor, making efforts to facilitate the public's reporting of illegal cases in corruption-prone areas.

As a result of these efforts, Korea's international standing in the anti-corruption arena has been steadily rising, Korea's Corruption Perceptions Index (CPI) announced by Transparency International (TI) every year rose for the six consecutive years, reaching a record high of 63 points in 2022, the 31st highest in the world.

## **B. Operation of a reliable system for corruption and public interest violation reporting, and whistleblower protection**

While making it easier for citizens to make corruption and public interest violation reports, and helping government agencies process the reports they receive more efficiently, the ACRC has further strengthened the institutional framework to protect and support those who report corruption and public interest violations.

As part of a project to upgrade the report processing system, the ACRC introduced the "Standard Reporting System for Preventing Conflict of Interest" under the enforcement of the Conflict of Interest Prevention Act, enabling public institutions at all levels to process mandatory reports and reports of violations. The integrated "Clean Portal\_Corruption and Public Interest Violation Reporting System" has also added an online non-real name proxy reporting function for the convenience of whistleblowers, and the introduction of the system to public institutions has been expanded, with more than 1,000 institutions using the system as of the end of 2022.

On the other hand, the amendment of the Act on the Prevention of Corruption and the Establishment and Management of the Anti-Corruption and Civil Rights Commission (ACRC Act) has strengthened the conditions for whistleblowers to report with confidence. The ACRC Act allows for non-real name proxy representation by lawyers when reporting corruption, expands the scope of liability reduction for whistleblowers, introduces an emergency relief fund system that pays relief funds to whistleblowers first and deliberates

afterward, and broadens the grounds for relief fund payments.

As a result of these efforts, 7,300 corruption reports and 3,266 public interest violation reports were received in 2022, and a total of 49 protective measures, including recovery of penalties and protection of personal information, were taken for such whistleblowers, and a total of KRW 6.2 billion were paid out in awards, rewards, and relief funds.

### C. Strengthening people-oriented advocacy efforts

The ACRC also actively carried out activities as the leading organization for pan-governmental advocacy for rights and interests by actively utilizing the functions of grievance handling, administrative appeals, and counseling,

First, the ACRC actively resolved grievance petitions that violated people's rights or caused inconvenience or burden for people's lives. In 2022, the Commission resolved a total of 37,598 grievances and operated the "Outreach Complaint-Handling Bus" 104 times to visit people in blind spots such as marginalized areas and the underprivileged, counseling 1,929 grievances and resolving 1,075 grievances on the spot, in an effort to quickly resolve the grievances of local residents and socially disadvantaged people with increased social and economic difficulties.

In addition, the ACRC identified and resolved collective grievances that had been drifting for a long time without being resolved amicably by local governments and others through active mediation, thereby reducing the social costs of conflicts and fulfilling the wishes of residents.

The Government Complaints Counseling Center, which was launched in October 2019 to provide one-stop consultation for complaints involving multiple agencies without partitions, received 39,257 complaints in 2022, and responded to more than 2.5 million requests for consultation during the same period through the government's complaint information line, the 110 Government Call Center. In particular, in May 2022, the ACRC, in collaboration with



the Ministry of the Interior and Safety, introduced the “National Secretary, Counseling Chatbot Service” to enhance the convenience of citizens using the service.

Meanwhile, through the Central Administrative Appeals Commission (CAAC), the ACRC received 21,467 administrative appeals cases in 2022 and upheld a total of 1,468 petitions, including unlawful and unfair dispositions by administrative agencies. Through the Administrative Appeals Mediation System introduced in 2018, a total of 30 administrative appeals cases were settled by agreement between the parties, and efforts were made to promote a wide range of rights and remedies through amicable conflict resolution between the parties. The ACRC continued its efforts to eliminate blind spots in the rights and remedy system by handling a total of 193 administrative appeals in 2022A system with the court-appointed defense counsel system for administrative appeals introduced in the same year to support the use of administrative appeals by the socially and financially-disadvantaged people.

#### D. Implementation of policies co-created with citizens using digital platforms

The ACRC works as a communication window between the government and citizens, managing diverse digital platforms for public engagement and communication, including e-People, People’s Idea Box, etc. In 2020, the e-People system underwent a complete reorganization to make it more convenient and efficient. It received more than 10.7 million complaints, ushering in an era of 10 million civil petitions in 2021.

People’s Idea Box, whose participation increased by 33-fold from 16,000 in 2016 to about 525,000 in 2022, became Korea’s leading digital platform for people’s policy participation. In the past year in particular, the ACRC worked with the relevant ministry to gather public opinions on the “unification of the age standard” and “pet management measures” to enhance the validity and acceptance of policies.

In addition, the ACRC actively supported policy improvements at all levels by analyzing complaint data on major government policies and social issues such as construction site

safety, middle school allocation, and traditional markets. The Commission also published "Voice of the People," a weekly and monthly report on complaints trends derived from big data analysis, and provided it to more than 1,270 organizations for use in policy making and implementation.

The voices of the people received through various channels lead to efforts to identify and address problems in systems and policies. Last year, the ACRC recommended a total of 37 system improvements to relevant organizations in order to improve unfair practices and resolve people's grievances at the root. Such recommendations include "improving the effectiveness of disciplinary measures for public institutions," "preventing irregularities in the management of apartment buildings," "improving the inconvenience and burden of logistics of daily necessities in island areas," and "resolving disputes over noise between floors."

In 2021, more than 3,000 petitions were received through the Civil Petition System for Proactive Administration, recommending improvements such as support for medication costs for military veterans who have not completed medical treatment and strengthening guidance for landowners expropriated for public utilities, laying the groundwork for implementing a public administration that is owned by the people.

## 2. The Way Forward

In 2023, the ACRC will continue to uphold the principles of fairness and common sense to guide Korea's journey towards becoming a developed country with unequivocal integrity, while effectively resolving public grievances and social conflicts to establish itself as a reliable resolver for people's rights and interests by their side.

First, the ACRC will strive to ensure that Korea becomes a developed country with integrity that meets the eyes of the people and lives up to its national status.

Although the country has shown an upward trend in various international anti-corruption indices such as the Corruption Perceptions Index (CPI), they are still insufficient to meet the high expectations of the public, especially when compared to its national status in terms of



economic size, cultural influence, and military power. In response, the ACRC will promote anti-corruption and integrity policies based on the people's eyes to realize the values of fairness and common sense, and actively promote its achievements at home and abroad to secure the momentum to enter the world's top 20 countries with high integrity.

Second, the ACRC will actively and effectively protect people's rights and interests to stabilize their lives.

The current economic situation of three highs and one low" - an economic pattern where high inflation, high-interest rates, and high exchange rates are coupled with low global growth- is expected to exacerbate the civil grievances of the ordinary people, vulnerable groups, and small business owners. In response to this, the ACRC plans to focus its organizational capacity on field-oriented rights protection without blind spots by strengthening communication with the public and improving accessibility and convenience of remedies for rights and interests.

Third, the ACRC will engage digitally with people to make a difference that they can feel. The public is demanding tangible results from the second-year government, which began its operation this year with a new set of national tasks, budget, and organization. By actively utilizing digital platforms such as big data analysis of complaints to the e-People system, and policy suggestions and discussions on the People's Idea Box, the ACRC will lead policy improvements on unreasonable institutions and practices to bring about practical changes on issues of public concern such as public safety, resolving inconveniences in daily life, protecting the socially vulnerable, and regulatory innovation.

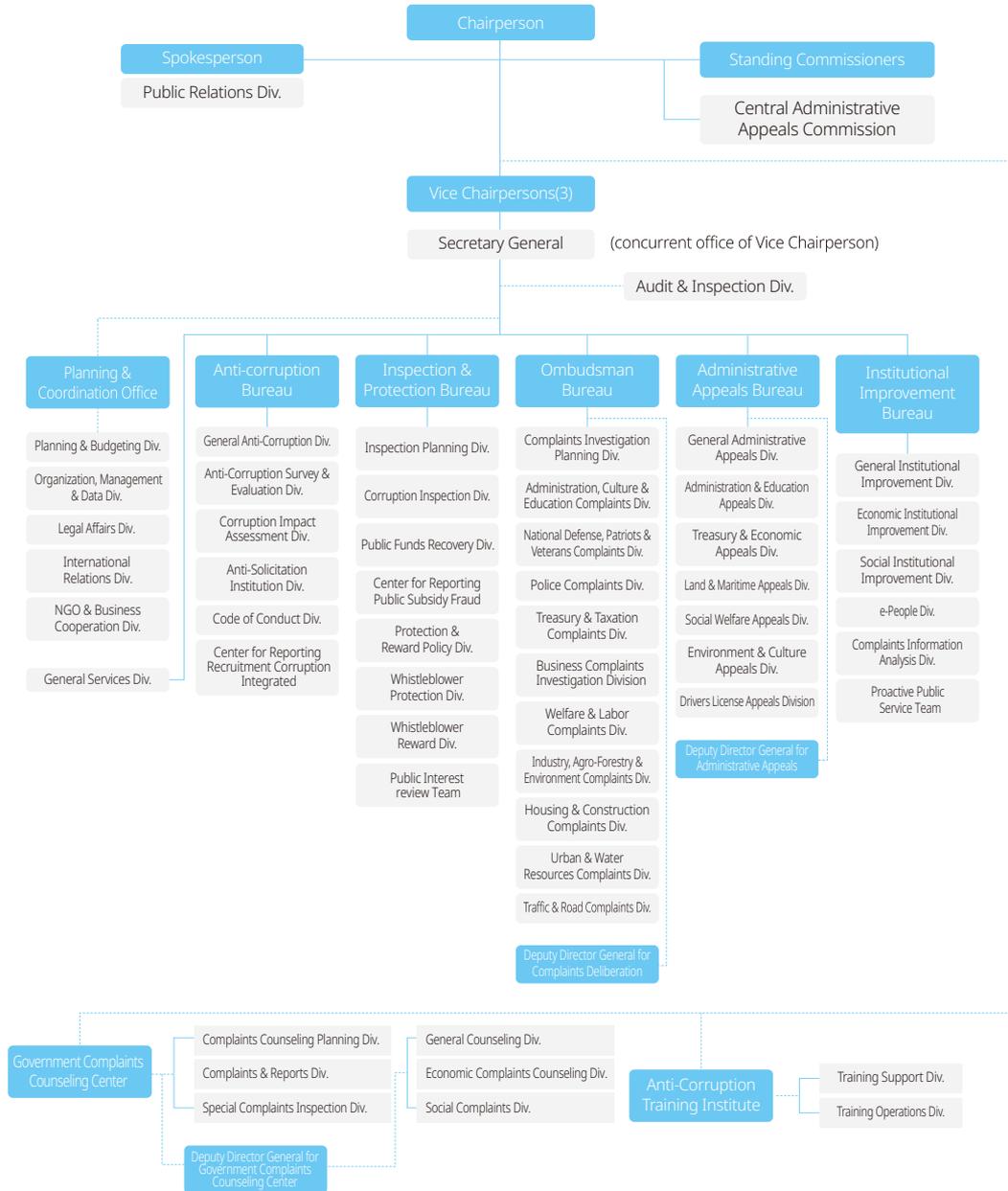




## Chapter 2. Organization and Operation of the ACRC

The Anti-Corruption and Civil Rights Commission (ACRC) consists of 15 members, including one Chairperson, three Vice Chairpersons, and three standing commissioners. The Chairperson, Vice Chairpersons, and commissioners are appointed or commissioned according to the qualifications prescribed by law. Each of three Vice chairpersons assists the Chairperson by handling grievances, addressing anti-corruption, and the operating the Central Administrative Appeals Committee (CAAC), respectively. The Commission also has a secretariat handling the Commission's affairs. The position of Secretary General is concurrently held by one of the Vice Chairpersons designated by the Chairperson. The secretary general takes charge of dealing with administrative affairs of the Commission under the direction of the Chairperson, and supervises and directs the employees (currently 566) of the Commission.

○ [Figure 1-1] Organization chart



The ACRC's annual revenue budget for 2022 was KRW 539 million, and the tax expenditure budget was KRW 93.28 billion. This included KRW 48.24 billion for personnel expenses, KRW 7.98 billion for basic expenses, and KRW 37.14 billion for primary work expenses.

In 2022, the plenary committee meeting held 23 meetings to address 893 items, and the small committees held 225 meetings to handle 11,047 items, and the subcommittee held 49 meetings to process 362 items.

<Table 1-1> Committee meetings held in 2022

(unit : times, cases)

Committee			2022
Plenary Committee	Meeting		23
	Resolution · Decision		765
	Report		128
	Total		893
Small Committee	1 <sup>st</sup> small committee	Meeting	45
		Item	3,942
	2 <sup>nd</sup> small committee	Meeting	45
		Item	2,592
	3 <sup>rd</sup> small committee	Meeting	45
		Item	1,626
	4 <sup>th</sup> small committee	Meeting	45
		Item	957
	5 <sup>th</sup> small committee	Meeting	45
		Item	1,930
	Total	Meeting	225
		Item	11,047
Subcommittee	First subcommittee	Meeting	24
		Item	119
	Second subcommittee	Meeting	25
		Item	243
	Total	Meeting	49
		Item	362



## Chapter 3. Private-Public Cooperation and Support for Ethical Business Management

The ACRC has continued to expand communication and cooperation with civil society organizations to protect people's rights and spread a culture of integrity while strengthening its support efforts to promote integrity and ethical management in the business sector at the government level.

### Section 1 Promotion of Private-Public Governance

The Public-Private Consultative Council for Transparent Society is a public-private consultative body joined by the ACRC and leaders from various fields such as civil society, industry, media, and academia, which was launched in March 2018 to select major anti-corruption tasks and present direction for progress.

Despite the difficult conditions caused by COVID-19, the Council met to discuss how to realize an anti-corruption and fair society with the participation of all sectors of society while adhering to quarantine guidelines. As a result, it deliberated and resolved four anti-corruption policies this year: a plan to promote the National Assembly petition system at the first meeting in 2022; a plan to improve local government self-audit at the second meeting; a plan to prevent and manage the fraudulent receipt of subsidies; and a plan to strengthen transparency in school management through students' participation.

In addition, the ACRC has organized and operated a Citizen-Monitoring Group in a bid to identify and raise timely anti-corruption issues from the public's perspective and to check and evaluate existing policies to promote anti-corruption and integrity policies that meet public expectations.

In 2022, the ACRC organized the Citizen-Monitoring Group and the Expert-Monitoring Group consisting of about 260 people and operated a forum for public debate and suggestions on anti-corruption and integrity by adding a public participation menu to the public participation digital platform, "People's Idea Box."

To enhance accountability and transparency in public administration, the ACRC has been working to promote the Integrity Ombudsman (Citizen Auditor) System, a private participatory corruption prevention system operated by various institutions.

In line with this, the "comprehensive integrity assessment of public institutions" is used to measure the performance of the Integrity Ombudsman System at all levels. In 2022, of the 239 organizations evaluated, 234 (97.9%) have introduced and are operating the system. The system has proven to become largely established by the fact that their acceptance of correction requests, audit requests, and recommendations for institutional improvement from the Integrity Citizen Auditor have led to practical results such as enactment and revision of relevant regulations and implementation of audits.

## Section 2 Multi-directional spread of a Culture of Integrity through Participation and Collaboration

Since 2018, the ACRC has been supporting the establishment of regional and sectoral Pacts for Integrity. An Integrity Pact is a multi-party agreement in which various stakeholders commit to resolving corruption issues and practicing anti-corruption and integrity through interaction by establishing a horizontal network.

The Integrity Pact is different from a one-time business agreement, which is a specific business arrangement. An effective Pact should have six components: 1) parties to the agreement, 2) common goals, 3) consultative (implementation) bodies, 4) action agenda, 5) agreement, and 6) evaluation of the implementation of the agreement.

From 2018 to 2022, more than 840 organizations in 17 metropolitan areas and 9 sectors



across the country signed the agreement, and now they are working to spread a culture of integrity in their respective regions and sectors.

<Table 1-6> Participants in the Transparent Society Pact and Implementation Tasks

Participants	Companies, municipalities, school boards, civil society, professional organizations, academia, media, local councils, universities, public enterprises, public corporations, corporations, associations, accounting firms, banks, etc
Major tasks	Creation of a fair and transparent society through compliance with anti-graft laws; prohibition of abuse of power; prevention of recruitment irregularities; corporate ethics management; integrity administration; introduction of conflict of interest prevention system; strengthening of protection of whistleblower: social responsibility; improvement of unreasonable systems; integrity education, etc.

Meanwhile, since 2007, the ACRC has been selecting projects through an open call and providing grants to private organizations every year to help them spread a culture of integrity and promote people's rights based on autonomy and creativity in their areas of activity.

In 2022, the ACRC selected 9 projects by examining the theme, impact, and the organization's ability to carry out the project, and granted approximately KRW 189 million.

Considering the COVID-19 situation, the ACRC focused on increasing the use of video content and online media, improving the integrity in the private sector and spreading corporate ethical management, and strengthening the linkage between public-private partnership projects and support for civil society organizations to create a virtuous cycle.

### Section 3 Support for the Spread and Establishment of Ethical Management of Business

To improve the practice of integrity and ethics management and transparency in public

enterprises, the ACRC has been promoting the development of the Integrity and Ethics Management Compliance Program (K-CP) since 2021. In June 2022, the Commission distributed the K-CP Guidelines to public institutions. The K-CP is an anti-corruption compliance program that enables each institution to autonomously establish an integrity and ethics management system and prevent, detect, and improve corruption risks.

To develop a system that is in line with management practices, the ACRC has signed business agreements with major public enterprises and held expert and stakeholder meetings and public discussions. In addition, it has been conducting pilot programs such as training, consultancy, and performance reviews for public organizations to ensure that the K-CP is effectively established in each organization.

The Commission delivered a number of keynote speeches and special lectures at the BIS SUMMIT, the Incheon Management Forum, YunKyeong CEO Oath Ceremony, the Korean Bar Association, and the Seoul Bar Association to promote consensus on integrity and ethical management practices not only in the public sector but also in all sectors of society. In November, the ACRC established a working group with major economic organizations to jointly develop K-CP guidelines for private companies.

Meanwhile, to support the integrity and ethics management activities of domestic companies, the ACRC has been publishing the information magazine "Business Integrity and Ethics Briefs" since 2005, and disseminates the latest information and trends on integrity and ethics management at home and abroad in the form of brochures and web-magazines to more than 7,900 locations, including private companies, economic organizations, schools, and ethics management personnel, every month.





## Chapter 4. International Cooperation

International anti-corruption cooperation and activities flourished in 2022 with the gradual resumption of face-to-face international meetings that had been limited due to the COVID-19 pandemic.

### Section 1 International Anti-Corruption Cooperation

#### 1. Implementation and Negotiation of the International Anti-Corruption Convention

The Republic of Korea signed the UN Convention against Corruption in 2003 and ratified the Convention in 2008. The process for the second cycle review of Korea (scheduled from 2016 to 2025), covering Chapters 2 (Preventive Measures) and 5 (Asset Recovery) of the Convention, began in June 2019. Haiti and Samoa were Korea's reviewing countries, and the process included the designation of liaison officers (the Anti-corruption & Civil Rights Commission, the Ministry of Justice, and the Ministry of Foreign Affairs), the submission of a self-assessment checklist (September 2019), and the response to written questions (October 2020). The country visit, the last procedure postponed due to COVID-19, was conducted in October 2022. Meanwhile, Korea was selected, along with Papua New Guinea, as one of the second cycle reviewing countries for Japan in the lottery of inspectors (June 25-26) prior to the 11th meeting of the Implementation Review Group (Vienna/Video conference on Jun. 29, 2020).

The OECD Anti-Bribery Convention is an anti-corruption convention of the OECD that came into force in February 1999, and Korea signed the Convention in December 1998. Then, the

country enacted the implementation law for the Convention, known as the Act on Combating Bribery of Foreign Public Officials in International Business Transactions (International Anti-Bribery Act), which went into effect in February 1999. The Public Interest Whistleblower Protection Act provides legal protection to those who report violations of the International Anti-Bribery Act. As for the OECD recommendations on Korea's Phase 4 monitoring of the implementation of the Convention, the follow-up report was submitted in June 2021 and October 2022, and 30 out of the 36 tasks were evaluated as fully implemented. Another follow-up report on the remaining tasks will be submitted in October 2023.

On May 23, 2022, the Indo-Pacific Economic Framework (IPEF), a new trade and economic partnership focused on supply chain, digital, and clean energy, was launched to address common challenges faced by the Indo-Pacific region, including digital transformation, climate change adaptation, and overcoming the pandemic-induced economic crisis.

With the goal of strengthening cooperation in the Indo-Pacific region, the IPEF focuses on four pillars: trade, supply chain, clean economy (clean energy, decarbonization, and infrastructure), and fair economy (taxation and anti-corruption). The Ministry of Trade, Industry, and Energy oversees the IPEF negotiation in general, and the ACRC participates in the anti-corruption negotiations on fair economy by attending the working group meetings of relevant ministries and meetings with Parties to the IPEF.

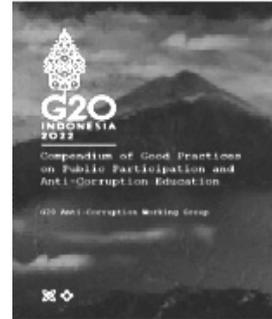
## 2. Participation in Anti-Corruption Meetings with International Organizations

In 2022, Indonesia was selected as the chair country of G20 and various anti-corruption issues were discussed in the G20 Anti-Corruption Working Group. The "Compendium of Good Practices for Public Participation and Anti-Corruption Education" was adopted as the Annex to the G20 Leaders' Declaration, and the accountability report was submitted as an outcome of the Working Group meeting.

The Compendium of Good Practices for Public Participation and Anti-Corruption Education

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presents various programs operated by the ACRC to raise public awareness of corruption and establish a culture of integrity as examples of best practices, for instance, Citizen Monitoring Group on Integrity Policy, corruption and public interest violation reporting system, integrity puppet show, integrity board game, and integrity drama.



At the 2022 APEC Anti-Corruption and Transparency Working Group meeting organized by the Thai Anti-Corruption Commission, the ACRC presented Korean anti-corruption policy efforts such as enforcement of the Conflict of Interest Prevention Act, strengthening of the protection of whistleblowers, and dissemination of K-CP Guidelines. At the workshop, the Commission introduced Clean Portal, Korea's digital corruption and public interest violation reporting system.

The OECD organizes the Integrity Council (twice a year) and the Integrity Forum (once a year) to promote the design and implementation of integrity and anti-corruption policies that support good public governance. The Integrity Council and Integrity Forum held in April and November 2022 discussed internal control in the public sector and the promotion of the political integrity of elected and appointed officials.

In 2013, the ACRC made a voluntary contribution of about KRW 150 million to the International Anti-Corruption Academy (IACA), an international organization dedicated to anti-corruption education and training, and has been contributing 50,000 euros annually since 2019. At the 11th COP held in Vienna, Austria, in November 2022, the ACRC presented key achievements, including the enactment of the Conflict of Interest Prevention Act, the status of anti-corruption technical assistance to developing countries, and the revision of the Corruption Prevention Act to strengthen whistleblower protection.

In December 2022, the 20th International Anti-Corruption Conference was held in Washington, DC, U.S. It is a biennial public-private anti-corruption forum held since 1983 to address the complex challenges posed by corruption and promote international

cooperation between governments and the private sector. Held under the theme of “Eradicating Corruption and Defending Democratic Values,” the conference drew particular attention to the use of digital technology to combat corruption, corporate social responsibility, and ethical management responsibilities, as well as discussions on the role of the private sector, including civil society organizations and NGOs.

### 3. Anti-Corruption Technical Assistance

As Korea's leading anti-corruption organization under the UN Convention against Corruption, the ACRC provides anti-corruption technical assistance to other countries to establish and implement effective policies to prevent and combat corruption.

Through the “MOU on Anti-Corruption Cooperation between ACRC and UNDP” signed on December 4, 2015, the ACRC has supported Vietnam, Uzbekistan, and Kosovo in introducing anti-corruption measures such as the “Corruption Impact Assessment” and “Anti-Corruption Measures Assessment.” Based on these achievements, the Commission held a workshop under the theme of “Successful Cases and Lessons in Cross-Country Transfer of Integrity Policies: The Experience of the Korea-Countries of Introduction-UNDP Cooperation Project” at the 19th International Anti-Corruption Conference in December 2020 to share its achievements and lessons learned. In addition, following the two-year extension of the MOU with the UNDP in 2021, the ACRC is promoting a new project to share its experience on “Clean Portal,” a digital corruption reporting and whistleblowing system, with developing countries. Accordingly, the Commission selected three countries for the project -Mongolia, Uzbekistan, and Kosovo- in October 2022 and held a kick-off briefing in 2022.

### 4. Bilateral Cooperation on Anti-Corruption

In November 2022, the ACRC visited the Central Committee for Internal Affairs, Vietnam's anti-corruption agency, to extend the Memorandum of Understanding on Anti-Corruption Cooperation signed in 2010 for two years and agreed to continue anti-corruption



cooperation between the two countries. In addition, the ACRC held an anti-corruption cooperation meeting with the Central Committee of the Ministry of Interior and the Inspectorate to share the major anti-corruption policy achievements and implementation status of both countries.



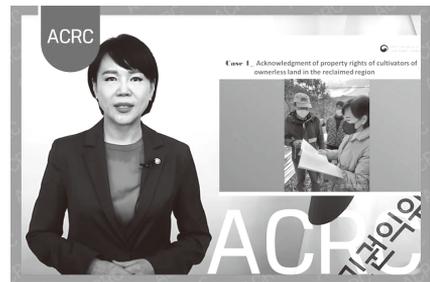
Korea-Vietnam Anti-Corruption MOU extension and  
Anti-Corruption Cooperation Meeting(Nov 9)

When a government delegation headed by the Vice Minister of Administrative Reform of Indonesia visited the ACRC in September 2022, the Commission held a policy briefing on the public reporting system and the grievance petition system. In November 2022, the ACRC held two policy workshops for the Indonesian Corruption Eradication Commission staff to provide technical support on Korea's "Corruption Risk Assessment System" and the "Clean Portal."

## Section 2 Ombudsman Cooperation and International Outreach

The Ombudsman of Korea, the predecessor of the ACRC, joined the International Ombudsmen Institute (IOI), a conference of heads of ombudsman organizations, in 1996. Since the establishment of the ACRC in 2008, the Chairperson of the Commission has been active in the IOI as the Regional Director for Asia, participating in discussions and decision-making on various agenda items at the IOI Board of Directors and General Assembly.

The Chairperson also serves as a board member of the Asian Ombudsman Association (AOA), which was established in 1996 to contribute to the capacity building of the AOA and to promote the exchange of information and experience and the development of the AOA. The Chairperson gave a video presentation on “The Role of Ombudsman in the Mediation of Collective Complaints” at the AOA International Conference held in October 2022.



AOA International Conference Speech  
(Oct 19, Video)

To raise its profile among foreigners and promote the Korean government's anti-corruption efforts and achievements, the ACRC produces and distributes multilingual promotional materials: the 2021 Anti-Corruption Annual Report in English, multilingual brochures introducing the ACRC, which contains the achievements in 2021 and promotional leaflets to timely promote policy issues such as the Conflict of Interest Prevention Act which were enacted in 2022 and the Public Interest Whistleblower Protection Act. In particular, the Commission produced a series of promotional materials for digital platforms such as the e-People system and the Clean Portal throughout the year to promote best practices of utilizing digital technology in Korea's anti-corruption and protection of people's rights policies.

<p><b>The Act on the Prevention of Conflict of Interest Related to Duties of Public Servants</b></p> <p>The ACRC has pushed the enactment of the Act on the Prevention of Conflict of Interest Related to Duties of Public Servants to prevent public officials from seeking private interests or interests in their actions and to ensure fairness in the performance of public duties by preventing and managing conflicts of interest situations. The Act was enacted in May 2011 and will be enforced on May 18, 2012. About two million public officials will be under control by this Act.</p> <p><b>Series of Application</b></p> <ul style="list-style-type: none"> <li>Public officials of constitutional institutions such as the National Assembly, courts, the Constitutional Court, the Election Commission, the Board of Audit and Inspection.</li> <li>Public officials of central government ministries and local authorized agencies.</li> <li>Public officials of local governments and local councils.</li> <li>Public officials of state-owned administrative institutions and national and public schools.</li> <li>Identical officials and employees of public institutions and public service-related organizations.</li> <li>Private persons who acquired proprietary/factual benefits using duty-related secret or undisclosed information received from a private person performing public duties or public officials except who are not public officials.</li> </ul>  <p><b>Enforcement of the Conflict of Interest Prevention Act</b></p>	<p><b>ACRC Announced Major Achievements of the Protection of Public Interest Reporters Act for the Last 10 years</b></p> <p>The ACRC's website increased the number of laws applicable for public interest report from zero to 106 laws in 2011.</p> <p>The ACRC greatly strengthened protection of reporters by introducing private reporting to allow people to report through a hotline, and by creating the legal basis for the changes for competing companies.</p> <p>QIP No. 2021-ACRC0</p> <p>Meeting the 10<sup>th</sup> anniversary of the Protection of Public Interest Reporters Act, the Anti-Corruption and Civil Rights Commission (ACRC) has reported the ACRC's announced major achievements of the Act in 2017-2021. The ACRC has been working to improve the Act's effectiveness and to ensure the health and safety of the results, the environment, etc., and also to identify and prevent the acts detrimental to the public interest in an effective manner.</p> <p>The Protection of Public Interest Reporters Act took effect on 30<sup>th</sup> September 2011 to encourage public interest reports by protecting and supporting public interest reporters who reported the acts detrimental to the health and safety of the results, the environment, etc., and also to identify and prevent the acts detrimental to the public interest in an effective manner.</p> <p>For the past 10 years, the ACRC has emphasized the scope of reporter protection and enhanced the reporter protection mechanism with seven laws of revision of the law. First, it increased the number of laws applicable for public interest reports from total 0 to 106 laws in 2011.</p> <p>* The number of applicable laws: 101 laws in 2010 - 276 laws in 2018 - 266 laws in 2019 - 447 laws in 2020 - 471 laws in 2021.</p> <p>Also, it introduced the system of group reporting, so that reporters can make reports through hotlines without disclosing their names. Furthermore, the provisions for being strengthened for those who disclosed the identities of reporters who gave disclosure measures to the reporters.</p> <p><b>Public Interest Whistleblowers Protection Act</b></p>	<p><b>ACRC Digital Platform</b></p> <p><b>e-People</b></p> <p>No voice left unheard</p> <p>Background</p> <p><b>Public has been listening to People, digital platform for protection - 106 laws</b></p> <p>The ACRC's anti-corruption digital platform, e-People, is a platform for citizens to report corruption and other public interest issues. It is a platform for citizens to report corruption and other public interest issues. It is a platform for citizens to report corruption and other public interest issues.</p> <p><b>Public is an internationally-recognized center</b></p> <p>Public received the UN Public Service Awards in 2011, 2012 and 2013 for its role in digital government services by the UN e-government award in 2011, 2012 and 2013, and awarded Asia-Pacific Internet Awards in 2008.</p> <p>Function</p> <ul style="list-style-type: none"> <li>Old policies are deleted and handled by the most suitable government agency through one window.</li> <li>Online systems about administrative transparency are utilized and reflected in government policies and measures for administrative process on internet.</li> <li>Participation on policies or laws are being active and policies are made based on the participation.</li> <li>Views of respondent are presented through transparency on laws and regulations by getting people's responses or suggestions through administrative process on internet.</li> </ul> <p><b>e-People</b></p>	<p><b>ACRC Digital Platform</b></p> <p><b>Clean Portal</b></p> <p>Corruption Reporting System</p> <p>www.clean.go.kr</p> <p>Background</p> <p>The Clean Portal corruption reporting system is a platform for citizens to report corruption and other public interest issues. It is a platform for citizens to report corruption and other public interest issues. It is a platform for citizens to report corruption and other public interest issues.</p> <p>Main Service</p> <ul style="list-style-type: none"> <li>Public can report corruption and other public interest issues through the Clean Portal.</li> <li>Public can report corruption and other public interest issues through the Clean Portal.</li> <li>Public can report corruption and other public interest issues through the Clean Portal.</li> <li>Public can report corruption and other public interest issues through the Clean Portal.</li> <li>Public can report corruption and other public interest issues through the Clean Portal.</li> <li>Public can report corruption and other public interest issues through the Clean Portal.</li> <li>Public can report corruption and other public interest issues through the Clean Portal.</li> <li>Public can report corruption and other public interest issues through the Clean Portal.</li> </ul> <p><b>Clean Portal</b></p>
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In addition to that, the ACRC collaborated with public organizations such as Korea International Cooperation Agency (KOICA), Korea Trade-Investment Promotion Agency (KOTRA), Overseas Koreans Foundation, and the Korea International Trade Association to effectively promote Korea's anti-corruption policies, including the enforcement of the Conflict of Interest Prevention Act and the Clean Portal system, through various channels of these organizations such as newsletters and websites.



## Chapter 5. Public Relations

In light of the evolving public relations landscape following the recovery of daily life from COVID-19, the ACRC endeavored to actively conduct field-based public relations, including on-site reporting and real-time live broadcasting of its major policy implementation activities. The Commission also sought to build policy consensus with the public by sharing the progress of major policy initiatives through live broadcasting of briefings and debates via its YouTube channel, “ACRC Vision,” posting videos on various policy measures.

The ACRC carried out four main public relations activities. First, it endeavored to increase the public's understanding of its policies through media coverage: appearances by its Chairperson and Vice Chairperson on television and radio, interviews with daily newspapers, contributions to the newspaper, and press releases. In addition, the ACRC actively publicized its activities through English and other overseas media outlets: The Korea Times and The Korea JoongAng Daily reported on governments' resolution of Korean War veterans' grievances, thereby publicizing the country's efforts to resolve the grievance of Koreans living abroad and La Nacion, a daily newspaper in Paraguay covered a story on anti-corruption training at the Anti-Corruption Training Institute.

In particular, on the occasion of the enforcement of the Act on Prevention of Conflict of Interest of Public Officials (Conflict of Interest Prevention Act) on May 19, Chairperson appeared on several television shows, including SBS “Nightline” to raise awareness of the 2 million public officials who are subject to the Act, actively promoting the status of preparation for the enforcement, key provisions and punishments for violations.

Second, the ACRC has expanded communication with the public by utilizing digital media. The Commission has formed a digital communication team consisting of seven members, including writers, video production PDs, and graphic designers to produce various policy promotion contents and operate SNS services.

Third, the ACRC produced and aired TV policy advertisements to actively inform the public about its work. The TV ad titled “Proactive Administration Public Petition System and Grievance Resolution” introduced the main contents of the newly enacted Conflict of Interest Prevention Act and made the public aware of the ACRC’s role as a corruption watchdog. The ACRC also sought to raise public awareness of the Commission through a regular segment on television and radio programs and promoted its key issues and current problems through television and radio interviews of practitioners. This served as an opportunity to inform the ACRC’s policies at all times.

In order to objectively and scientifically identify changes in the awareness of its key policies resulting from these efforts, the Commission conducts a major policy awareness survey once a year. The 2022 survey showed remarkable results: the awareness of all policies surveyed and the average level of policy awareness (0.8 percentage points) increased from the previous year.

Lastly, the Commission endeavored to enhance public empathy through the publication of newsletters and the appointment of ambassadors. The “People’s Rights & Interest” newsletter, which contains information on the Commission’s major policy promotion activities and examples of policies that resonate with the public, was distributed to public service offices, local government community centers, and libraries.



The ACRC also appointed actor Lee Sang-yup as an honorary ambassador of the Conflict of Interest Prevention Act and honorary ombudsman to raise interest and understanding of the Commission's policies through a familiar face. The appointment of the ambassadors is expected to contribute to active communication with the public and raise policy awareness, given that the video of Lee Sang-yup's honorary ambassador appointment ceremony has been viewed more than 1.3 million times on the YouTube channel "ACRC Vision."



[Actor Lee Sang-yup's honorary ambassador appointment ceremony]





Part  
**02**

Implementation of Anti-Corruption  
Policies for Realization of Clean Korea



## Chapter 1. Promotion of Anti-Corruption Legislation and Systems as Norms in Daily Life

### Section 1 Enforcement of the Prevention of Conflict of Interest Act and Stable Operation of Systems

The ACRC enacted the Conflict of Interest Prevention Act in May 2021 to effectively prevent and manage conflicts of interest that public officials may face in the course of their duties. After a year of preparation, the Act was enforced in May 2022.

The Conflict of Interest Prevention Act contains specific codes of conduct (five reporting and submission obligations and five restrictions and prohibitions) that all public officials working in constitutional institutions such as the National Assembly, central administrative agencies, and local governments, as well as employees of public-related organizations, must comply with while performing their official duties.

<Table 2-1> Standards of conduct for public officials under the Conflict of Interest Prevention Act

Reporting·submission	Restriction·prohibition
<ul style="list-style-type: none"> <li>• Disclosure of personally interested persons and application for evasion</li> <li>• Disclosure of ownership/purchase of public duty-related real estate</li> <li>• Submission of records of high-ranking officials' business activities in the private sector</li> <li>• Report of transactions with duty-related persons</li> <li>• Report of personal contact with retirees</li> </ul>	<ul style="list-style-type: none"> <li>• Restriction on duty-related outside activities</li> <li>• Restriction on employment of family members</li> <li>• Restriction on private contracts</li> <li>• Prohibition of private use of or profiting from public institutions' goods</li> <li>• Prohibition of job secrets, etc</li> </ul>

The Conflict of Interest Prevention Act, which was promulgated on May 18, 2021, had one year to prepare for enactment before it came into effect on May 19, 2022. Immediately after the enactment of the Act, the ACRC organized and staffed a task force to prepare for the smooth enforcement of the Act.

First of all, the ACRC conducted policy research immediately after the promulgation of the Conflict of Interest Prevention Act and enacted and promulgated the Enforcement Decree of the Act early on December 31, 2021. The Commission established and distributed the “Guidelines for the Operation of the Conflict of Interest Prevention System for Public Officials” in February 2022 to enable each public institution to formulate operational guidelines and establish an operational foundation. In April, the ACRC also formulated the “Guidelines for Handling Reports of Violations of the Conflict of Interest Prevention Act,” which sets out the procedure for handling reports of violations of the Act received by the Commission, thus completing the sub-norms for enforcing the Act.

ACRC’s active education and outreach activities enabled the country’s two million public officials to fully understand the main contents of the Prevention of Conflict of Interest Act, including the 10 codes of conduct. From the enactment of the Act to the end of 2022, the ACRC conducted on-site training for public officials from 495 organizations, incorporated the Conflict of Interest Prevention Act into the curriculum of the Anti-Corruption Training Institute, and operated e-learning training programs to provide training opportunities for about 100,000 public officials. In addition, the Commission distributed the “Work Guide to the Prevention of Conflict of Interest Act” (March 2022), which includes interpretations of the Act and frequently asked questions, to all public institutions and held briefing sessions by region to guide 1,488 officials in charge from 1,201 public institutions in five regions nationwide on the main contents, operational procedures and operation methods.

The ACRC continued its PR campaign through various online and offline media to enhance public understanding of the conflict of interest prevention system. First of all, the ACRC issued press releases on major occasions such as the enactment of the Conflict of Interest Prevention Act and held public engagement events using SNS, and conducted PR



campaigns through various media such as TV, radio, daily newspapers, and outdoor billboards to attract public interest. The Commission also produced online content such as videos, card news, and images and posted them on SNS channels and YouTube to promote them through online media.

Additionally, from September to December 2022, the Commission conducted a survey of all public institutions on the fulfillment of public servants' reporting obligations, the status of institutional measures, and the status of receiving and processing reports of violations of the Act in order to examine the system operation status and corruption-prone areas at the beginning of enforcement of the Act and come up with improvement measures.

## Section 2 Enhancement of the Normalization Power and Effectiveness of Anti-Graft Act

The Improper Solicitation and Graft Act (Anti-Graft Act), which was enacted and enforced on September 28, 2016, in response to the public's desire for a transparent and corruption-free society, is considered to have brought about a range of positive changes across the country as it has become a norm in the public sector and ordinary citizens. In a public awareness survey conducted in November 2022, 91.2% of Koreans said that the enforcement of the Anti-Graft Act had a positive impact on Korean society, confirming the general consensus on the Act. Based on this support, the ACRC is focusing its efforts on creating a trustworthy public service culture through the stable establishment of the Anti-Graft Act.

To strengthen the protection of persons who report illegal solicitation acts, the Anti-Graft Act was amended to introduce a “non-real name proxy report system,” which allows a person to appoint a lawyer to represent him/her without revealing his/her personal information (promulgated on December 7, 2021, and enforced on June 8, 2022). Accordingly, the Enforcement Decree of the Anti-Graft Act was amended to provide legal grounds for the ACRC not to attach any data that can identify the whistleblower such as the whistleblower's personal information, when referring or transmitting a case of a non-real name proxy report

to an investigative agency, and for the head of a public institution to process necessary personal information when performing duties related to a non-real name proxy report.

Meanwhile, the ACRC inspected the system operation of about 23,000 public institutions from the enforcement of the Anti-Graft Act (September 28, 2016) to the end of December 2021. A total of 12,120 violations of the Act were reported to agencies at all levels: 65% (7,842 cases) of illegal solicitation, 32% (3,933 cases) of bribery, and 3% (345 cases) of excessive remuneration for external lecture. During the same period, a total of 1,463 public officials were sanctioned for violating the Anti-Graft Act: by type of violation, 1,379 for bribery, 73 for illegal solicitation, and 11 for excessive gratuity for external promotion; and by type of disposition, fines for 943 (64%), disciplinary fines for 291 (20%) and criminal penalties for 229 (16%).

In addition, the ACRC held five briefings for anti-graft officers at various levels of government in February and October to strengthen the capacity of public institutions to operate the system. For journalists, who have been subject to the Act but lacked practical training opportunities and experience compared to public officials, the ACRC, in collaboration with the Korea Press Foundation, included anti-graft education in the basic training course for trainee journalists.

The Commission also sought to increase public understanding of the Anti-Graft Act by launching an "Anti-Graft Act Awareness Campaign" at specific times such as Lunar New Year's Day, Chuseok Holidays, and Teacher's Day to dispel misunderstanding about the Act and explain its main provisions in an easy-to-understand manner, and by promoting the highlights of the Act and Q&A through card news and YouTube.



[Figure 2-1 ] Anti-Graft Act Awareness Campaign



### Section 3 Reviewing and Strengthening of the Code of Conduct for Public Officials

The code of conduct for public officials is a standard of conduct that public officials must comply with to ensure the fair performance of public duties and prevent corruption. It includes both a code of ethics containing the values that internal members of an organization should basically pursue and a code of practice, which set out detailed standards and procedures for members to follow.

The ACRC promoted the autonomous discipline of institutions and made various efforts to support the more effective operation of the Code of Conduct system by preparing and operating institutional codes of conduct that reflected the characteristics of each level of public institutions. First of all, the ACRC held briefings sessions on the operation of the Code of Conduct System in April and September for newly designated public service-related organizations, published the “Manual on the Code of Conduct for Public Officials,” which reflects the operation of the Code of Conduct, and distributed it to more than 1,700 organizations, and made further efforts to strengthen the capacity of operating the system by holding on-site lectures by professional inspectors throughout the year.

In line with the enforcement of the Conflict of Interest Prevention Act in May 2022, the Commission revised the relevant regulations by deleting the provision on conflict of interest

prevention set out in the existing Code of Conduct for Public Officials and the Code of Conduct for Local Lawmakers to avoid duplication or conflict between laws.

In addition, the ACRC annually investigates and inspects the operation and implementation of the Code of Conduct of public institutions. In the first half of 2022, the ACRC conducted a nationwide inspection of 243 local governments and local councils to improve their integrity. As a result of the inspection, it was found that most institutions were making efforts to comply with the Code of Conduct and ensure its establishment but some institutions were found to poorly operate and violate the Code of Conduct (e.g. improper use of its budget, etc.). In response, the Commission requested the relevant institutions to take corrective measures, including preparation of measures to remedy the problems and recovery of unjust gains from the violator, to prevent the occurrence of violations –e.g. illegal receipt of travel expenses- and continuously monitor the implementation of follow-up measures by the relevant organizations.

In 2022, the ACRC identified a total of 26 violations of the Code of Conduct by public officials, notified the relevant organizations, and handled a total of 803 reported cases, transferring some cases to the relevant organizations for further investigation.

## Section 4 Government-wide Promotion of Anti-Corruption Policy

Corruption is not a problem confined to a specific institution or sector, and it takes many forms depending on the laws, systems, and practices of each country, institution, and organization, as well as internal and external cultures. Therefore, effective national integrity promotion requires the preparation of a strategic framework that takes a holistic view of anti-corruption issues in various fields and forms.

To systematically promote medium- and long-term anti-corruption reforms, the ACRC, together with relevant ministries, established a medium- and long-term anti-corruption strategy, known as the “Five-Year Anti-Corruption Comprehensive Plan (Five-Year Plan),” in 2018. The periodic monitoring of the implementation performance of the Five-Year Plan



shows that approximately 86% (73) of the 85 unit tasks have been completed or are on track.

As for the tasks for 2022, significant achievements were made in terms of institutional improvements through the enactment and revision of laws and regulations: the enactment of the Conflict of Interest Prevention Act in May led to the establishment and operation of a foundation for the systematic prevention of private interests seeking by public officials in the performance of their duties. And the Fair Transactions in Subcontracting Act revised in January is expected to increase the effectiveness of standard subcontracting contracts and enhance the transparency of subcontracting in the construction sector.

Meanwhile, as an anti-corruption agency, the ACRC holds meetings every year for auditors in charge of audit work at all levels of public institutions, including the central government, local governments, and public-related organizations, to guide the direction of the government's new anti-corruption and integrity policies and to discuss major issues and priority initiatives. The Commission also holds customized auditor meetings from time to time by varying the agenda and scope of attendance by case to reflect the occurrence of corruption issues and administrative and social changes.

Despite restrictions amid the COVID-19 pandemic, the ACRC held an auditor meeting six times to communicate with other public institutions working for anti-corruption and integrity policies: the 2022 Anti-Corruption Integrity Policy Promotion Task Delivery Meeting (four times in January) and the Metropolitan and Basic Local Government Auditors' Meeting (two times in September) to share policy directions for the second half of the year in line with the composition of the local governments launched through the 8th democratic election.



## Chapter 2.

# Improvement of Laws and Systems to Combat Persistent Injustice and Recruitment Corruption

## Section 1 Elimination of Recruitment Irregularities in Public Institutions

In 2018, the Task Force (TF) for the Eradication of Recruitment Irregularities in Public Institutions was launched as a pan-governmental body led by the ACRC with the aim of establishing a pan-governmental system for managing recruitment irregularities. The TF performed functions to prevent recruitment irregularities such as regularizing the investigation of public sector recruitment, managing follow-up measures after investigation, improving the system for fair recruitment, monitoring the system and handling reported cases of recruitment irregularities, and establish a fair recruitment culture.

A total of five intensive regular investigations were conducted on public sector recruitment, including the joint government investigation on recruitment practices (2017) before the launch of the TF and the four times of full investigations by the TF (2019-2022). The 5th investigation was conducted jointly by the relevant ministries for about 9 months from February to October 2022, targeting 1,212 public institutions with recruitment records in 2021.

In this investigation, the ACRC requested investigations into four cases where the fairness of the recruitment process was significantly undermined such as intervening in or influencing recruitment in violation of laws and regulations. The Commission also requested disciplinary action for 43 cases where gross negligence and errors occurred in the recruitment process that could affect the evaluation ranking of successful applicants or candidates. For the 1,500 cases where minor negligence such as simple mistakes in the work process was found, the ACRC will request the institution concerned to issue a caution or warning to the person concerned and to make regulatory improvements.

Meanwhile, with the expansion and reorganization of the existing TF to implement National Task No. 91 -Ensuring a Fair Opportunity for Youth to Leap Forward- the “Integrated Recruitment Corruption Reporting Center” was established under the ACRC in January 2023 to carry out more comprehensive and systematic eradication of recruitment irregularities.

## Section 2 Corruption Risk Assessment to Address Corruption-causing Factors

Corruption Risk Assessment (CRA) is a tool that seeks to systematically analyze and evaluate corruption-causing factors within laws and regulations in order to prevent corruption in advance by preparing improvement measures. It can be divided into three types: the evaluation of new and revised laws and regulations; the evaluation of internal regulations of public-related organizations; and the evaluation of local self-governance laws and regulations. The latter two are conducted autonomously by each institution based on its own evaluation system but the ACRC analyzes the corruption-causing factors in the above three laws and regulations and seeks improvements for more active corruption prevention.

### 1. Corruption Risk Assessment of New and Revised Laws

The CRA of new and revised laws is a preliminary review of corruption-causing factors within laws and regulations conducted by the ACRC at their legislative stage requested by central administrative agencies.

The CRA is conducted according to 12 criteria in 4 areas; compliance, enforcement, administrative procedure, and corruption control. In 2022, the CRA was conducted on 1,409 enacted and revised laws, identifying 324 corruption-causing factors in 136 laws and recommending improvements to the relevant institutions. Although the number of evaluated laws and the number of laws with improvement recommendations decreased by 354 and 46, respectively, from the previous year, the ratio of improvement recommendations to the evaluated laws remained the same at 23.0%. The Commission also reduced the average processing time by 1.9 days to 7.3 days, which means that it responded in a timely manner.

&lt;Table 2-2&gt; Statics of new and amended laws assessed

(Unit: number cases, days)

Year	Assessed laws		Improvement Act				Draft legislation	
			Number of Statutes	Processing time	Number of Statutes	Improvement Suggestion	Processing time	Number of Statutes
	Number of Statutes	Processing time						
2021	1,763	9.2	182	406	15.5	1,581	8.5	
2022	1,409	7.3	136	324	14.8	1,273	6.5	

## 2. Corruption Risk Assessment of Public Institutions' Internal Regulations

Amid the demand for effective anti-corruption policies to eradicate customary and repetitive corruption acts occurring in public institutions that are closely related to people's lives, the amendment of the Act on the Prevention of Corruption and the Establishment and Management of the Anti-Corruption and Civil Rights Commission (ACRC Act, April 16, 2019) made it possible to evaluate the internal regulations of public institutions. Accordingly, the ACRC established the "Three-Year Plan for Corruption Risk Assessment in Public Institutions" to assess current laws and regulations and carry out the CRA.

In 2020, the ACRC conducted the CRA on a total of 506 public institutions: 187 institutions, including local public corporations and public corporations under the Act on the Management of Public Institutions (Public Institutions Management Act) in 2020; 99 quasi-governmental organizations under the same Act in 2021; and 220 other public institutions under the same Act in 2022. Finally, the three-year CRA was completed in 2022 with 2,250 recommendations for improvement in 21,328 regulations.

&lt;Table 2-3&gt; Status of Corruption Risk Assessment of Public Institutions for 3 years

(Unit: number cases)

Year		Institutions Inspected	Internal Rules Inspected	Improvement Recommendations
Total		506	48,174	4,722
2020	Subtotal	187	15,719	1,971
	Public Institutions	36	5,182	215
	Local public institutions · public corporation	151	10,537	1,756
2021	Quasi-governmental organization	99	11,127	501
2022	Other public agencies	220	21,328	2,250

In terms of areas of improvement, the highest number of improvement recommendations was for the eradication of irregularities in personnel and recruitment with 2,232 cases while there were 1,309 and 1,181 recommendations for the improvement of unfair business practices and transparency in institutional operations, respectively. In terms of work areas, the corruption-causing factors were identified and improved in the overall operation of public institutions, including personnel, recruitment, contracts, asset management, committee operation, accounting and welfare.

&lt;Table 2-4&gt; Status of improvement recommendations by work in public institutions

(Unit: No. of cases)

Total	Eliminating HR and recruitment irregularities				Addressing unfair business practices				Improving transparency in the institutional operation					
	Sub total	HR	Service	Recruitment	Sub total	Contracts	Asset management	Discretion of the head of the agency	Sub total	Committee	Accounting	Research ethics	Professional integrity	Benefits
4,722	2,232	1,522	431	279	1,309	1,005	215	89	1,181	792	237	75	47	30

### 3. Corruption Risk Assessment of Local Government Regulations

As the functions and powers of local governments have expanded, habitual local corruption such as abuse of power and preferential public-private ties has persisted and acted as an obstacle to local economic revitalization. Recognizing the need to fundamentally diagnose and address local government corruption, the ACRC established a plan to conduct a CRA of local governments' current laws and regulations, including ordinances and rules.

Thus, the ACRC conducted a CRA of 46,917 municipal laws and regulations operated by 79 municipal governments and local councils, identifying 85 cases subject to corruption improvement and 1,974 cases subject to improvement recommendations in areas such as local councils, personnel and service, subsidies, and private entrustment and investment, and recommended improvements to the local governments concerned. The Commission also identified 10 regulatory innovation issues and 13 improvement issues related to administrative convenience, entry barriers that hinder fair competition, and unreasonable restrictions on residents' rights and obligations and notified the local government's regulatory review bodies.

Key achievements in 2022 include various recommendations: establishing standards for the execution of activity expenses to enhance the transparency of local councilors' legislative activities; strengthening the personnel and service management of local government officials; improving the system to prevent leakage of local government funds; and recovering and sanctioning illegal receipt of government funds.

The CRA of municipal regulations is conducted over three years as their volume is too large to be assessed in a short period. The ACRC plans to conduct the CRA on 48,341 local statutes in 78 municipalities in 2023 and 52,976 local statutes in 86 municipalities in 2024. In this way, the three-year CRA on the local statutes of 234 municipalities will be completed.





## Chapter 3. Support for Improvement of the Integrity of Public Institutions

### Section 1 Enhancement of Integrity through Comprehensive Public Integrity Assessment

#### 1. Progress – First Comprehensive Integrity Assessment in 20 years

Since 2002, the ACRC has assessed the integrity of public institutions every year by measuring the levels of integrity of public institutions and evaluating anti-corruption measures, leading to voluntary anti-corruption efforts of public institutions at all levels. However, the environment surrounding corruption has changed over the past two decades, with the diversification of types of corruption in the public sector and the revision of many anti-corruption laws and regulations such as the Public Whistleblower Protection Act, the Anti-Graft Act, the Public Funds Recovery Act, and the Conflict of Interest Prevention Act. Public expectations for the level of integrity among public officials have continued to rise, too.

In response, on September 9, 2021, the ACRC announced a plan to revamp the assessment system so that the 20-year-old integrity assessment system can bring about substantial changes in the public sector. In line with this, the Commission started gathering opinions from the public, related organizations, and experts throughout the entire process of preparing the reform plan from March 2021, to ensure the effectiveness and consensus of the reform of the assessment system.

Subsequently, the ACRC announced the Basic Plan for Comprehensive Integrity Assessment of Public Institutions in March 2022 and prepared an assessment implementation plan in

June after finalizing the specific integrity perception measurement items and integrity commitment evaluation indicators. Based on this, the Commission conducted the assessment without any interruption throughout the year and announced the results to the public on January 26, 2023, through a press briefing.

## 2. Overview and Framework of Assessment

Under Articles 12 and 27(2) of the ACRC Act, a total of 569 organizations of 15 types were subject to the 2022 Comprehensive Integrity Assessment of Public Institutions.

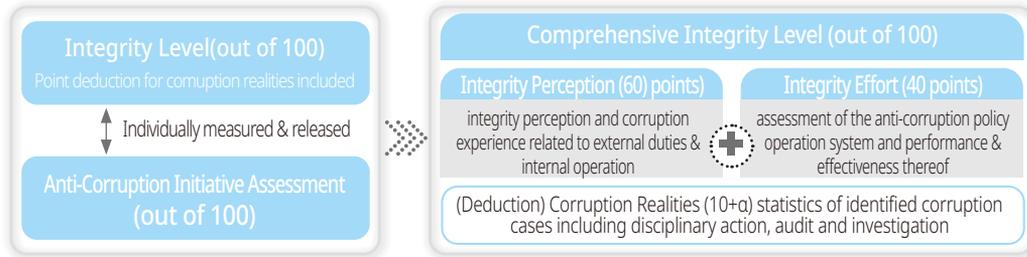
<Table 2-5> Organizations subject to Comprehensive Integrity Assessment in 2022

Total	Central administrative agencies		Local Government agencies				Offices of Education	Public service-related institutions					National/public universities	Public health institutions	City Police department (Pilot)
			Metro politan	Lower-level Local government				I	II	III	IV	V			
	I (Ministry)	II (Office)		I	II	III									
569	25	21	17	75	82	69	17	35	57	36	30	37	33	17	18

In the first comprehensive integrity assessment conducted after its reorganization, integrity perception, and integrity commitment were weighted together in a ratio of 60% and 40%, respectively, and a corruption case was deducted 10% +  $\alpha$ . Integrity perception was measured through an objective survey conducted by a social research organization on awareness and experience of corruption in the main business of an institution. Integrity commitment was measured by a group of internal and external experts evaluating the institution's anti-corruption efforts and performance using quantitative and qualitative indicators and confirmed through an appeal process. The corruption assessment was conducted in a fair and objective manner, without any external intervention through a quantitative evaluation of corruption incidents by a formula, reflection of qualitative evaluation results through expert deliberations, and two rounds of clarification of reasons.

In particular, a total of 225,000 people, including 160,000 citizens and 65,000 public officials, actively participated in the integrity perception survey.

[Figure 2-2] Comprehensive Integrity Assessment Framework for 2022



The assessment results were presented on a scale of 1 to 5 for comprehensive integrity level, integrity perception, and integrity commitment. The rating for each institution is based on the total score of the institution by calculating the rating range using the average score and standard deviation of each type. Each institution was provided with detailed scores for each area (including average scores for all institutions and each type of institution) in the form of an institutional report for analysis of the institution's corruption-prone areas and voluntary improvement efforts.

### 3. Assessment Results by Type of Institution

#### <Administrative agencies and public service-related organizations>

For 501 administrative agencies and public service-related organizations, and 12 types of institutions, the average comprehensive integrity score was 81.2, the integrity perception score was 82.1, and the integrity commitment score was 82.2. By type of institution, public service-related organizations scored 85.7 points, followed by Offices of Education (83.9), central agencies (83.6), metropolitan governments (81.1), and lower-level local governments (76.6).

&lt;Table 2-6&gt; CI Levels by type of institution and scores for each category

Classification	Comprehensive Integrity Level (points)	Integrity perception (points)	Integrity effort (points)
Total(501)	81.2	82.1	82.2
Central admin.agencies (46)	83.6	83.2	87.0
Metropolitan gov'ts (17)	81.1	80.2	87.6
Lower-level local gov'ts (226)	76.6	79.0	75.9
Office of education (17)	83.9	80.3	91.5
Public service-related org (195)	85.7	85.6	87.1

Overall, 28 (5.6%) organizations were rated 1, and 16 (3.2%) were rated 5. By each category of CIA, 18 (3.6%) organizations were rated 1 and 45 (9.0%) were rated 5, 17 (3.4%) were rated 1, and 40 (8.0%) were rated 5 for integrity commitment.

#### <National and public universities and public health institutions>

National and public universities (33) and public health institutions (17) were assessed by applying a separate assessment model due to their different institutional characteristics and the nature of their work from administrative agencies and public-service-related corporations.

The comprehensive integrity (CI) level of 33 public universities was 75.2, the integrity perception score was 7.6, and the integrity commitment score was 78.8. Among the perceptions of corruption in research and administration at national and public universities, preferential treatment through personal ties or private interests was rated lower than other items.

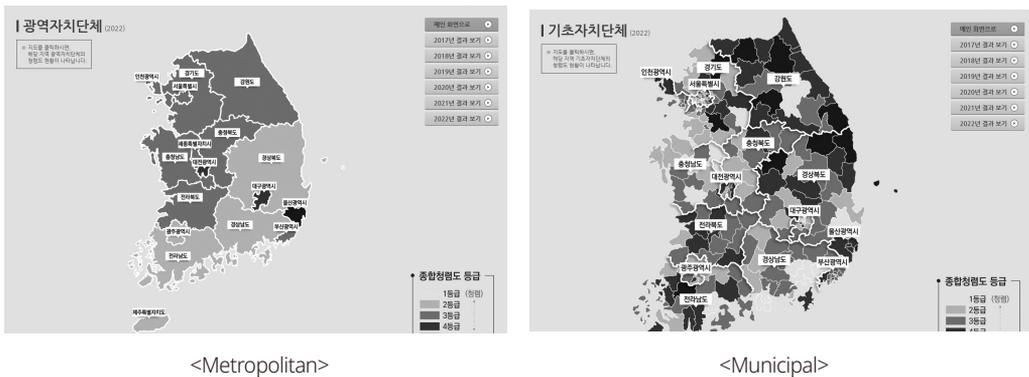
17 public health institutions scored 75.9 points for the CI level, 77.7 points for integrity perception, and 78.6 points for integrity commitment. In particular, the indicator of establishing and implementing anti-corruption action plans was somewhat insufficient in

terms of integrity commitment, and thus it is necessary to establish a systematic annual plan by institution and actively implement it.

#### 4. Utilization and Disclosure of Assessment Results

The results of the comprehensive integrity assessment will be incorporated into the management evaluation of public institutions and the standing audit evaluation. Each level of government institution is obligated to publish the results on their respective websites within 14 days of the announcement and keep them available for at least one month according to the ACRC Act. The public can access the results of the comprehensive integrity assessment of each agency through their websites. Additionally, an integrity map is posted on the Clean Portal operated by the ACRC providing user-friendly visualization of the level of integrity of each institution.

○ [Figure 2-3] 2022 Integrity Map (Metropolitan and municipal)



## Section 2 Integrity Consulting for Corruption-Prone Institutions

Integrity consulting is a support policy of the ACRC aimed at enhancing the capacity to combat corruption and diagnosing the problems of public institutions with relatively lower levels of integrity and providing tailored alternatives. Since 2006, the Integrity Consulting Program has provided support for a total of 190 organizations, with 216 consulting sessions

conducted until 2022. To ensure effective consulting, a group consulting approach was employed, where excellent institutions serve as mentors and those with low integrity levels serve as mentees. This group consulting method facilitated mutual learning of techniques for enhancing integrity.

In 2022, the ACRC received applications from 24 groups (24 mentor organizations and 50 mentee organizations). Considering factors such as the integrity level of mentor and mentee institutions, their commitment to implementation, and success conditions, the Commission provided consulting support to 11 groups (11 mentor organizations and 23 mentee organizations). In order to identify the causes of the low integrity of the mentee institutions, the ACRC and the mentor institutions conducted an anti-corruption capacity diagnosis, analyzing mentee institutions' operations, anti-corruption systems, internal control systems, and the behavior of employees. In this process, various sources were utilized, including the results of integrity measurement, and evaluation of anti-corruption measures, internal regulations and control systems, the incidence of corrupt officials, external agency audit results, and media reports. In addition, a survey involving internal employees was conducted to examine the contents and effectiveness of anti-corruption measures implemented by the mentee institution and identify the primary factor contributing to the relatively low integrity.

Based on the results of the anti-corruption capacity diagnosis, customized measures were prepared for each institution based on identified corruption-prone areas and causes of low integrity. In particular, the mentee institutions became able to establish and implement more effective anti-corruption measures by adapting and applying the best anti-corruption measures learned from the mentor institutions during the group meetings.

Due to the revamp of the previous assessment system into the comprehensive integration assessment in 2022, it may be difficult to make consistent comparisons with the results. However, out of the 23 institutions that received integrity consulting in 2022, 17 (73.9%) saw an increase in their ratings in the 2022 Comprehensive Integrity Assessment compared to last year's integrity assessment results.





## Chapter 4. Substantialization of Anti-Corruption Training to Promote a Culture of Integrity

### Section 1 Strengthening of the Management of Compulsory Education

Since the enforcement of the amended ACRC Act in September 2016, which requires public officials to undergo at least 2 hours of integrity training annually, the ACRC has been making efforts to enhance the effectiveness of integrity education by providing high-quality and tailored integrity training programs and continuously managing the completion status of statutory training at all levels. Consequently, the number of public officials who have completed integrity training since it became mandatory has been steadily increasing over the past three years: 1.57 million public officials in 2019, 1.62 million in 2020, and 1.74 million in 2021.

According to a survey conducted in the first half of 2022 regarding the completion status of public officials' integrity training in 2021, 95% of all eligible public officials have completed the integrity training. When looking at the completion rates by the type of organizations, the results were as follows: education offices (98.1%), central administrative agencies (97.3%), government-affiliated organizations (94.5%), local governments (92.2%), local councils (88.8%) and national and public universities (62.7%).

While the mandatory system of completing statutory integrity training has become more stable, there were still some areas that require improvement in terms of the completion rate. Certain types of institutions, particularly public universities, had relatively low completion rates overall, and 90 public institutions showed low completion rates of less than 60%.

In 2022, the ACRC made amendments to relevant laws, including the ACRC Act and its Enforcement Act, to enhance the implementation management of statutory integrity training. The amendments to the ACRC Act provide that the ACRC will conduct inspections on the implementation of integrity training and requires institutions that are deemed to have inadequate training to conduct special training for their managers and submit an implementation plan to improve the compliance rate of integrity training.

## Section 2 Substantialization of Integrity Education through Customized Training for Different Groups of Trainees

### 1. Operation of Integrity Academy

To achieve a transparent and corruption-free society, it is important not only to take post-measures such as detecting and punishing corruption practices but also to internalize a sense of integrity among public officials through systematic and continuous integrity training, enabling them to naturally practice what is stipulated in laws and regulations in their daily lives.

To this end, the Anti-corruption Training Institute (ACTI), the sole anti-corruption and integrity education center in Korea, operated online training courses this year. The ACTI also provided face-to-face training with high educational effectiveness and visit training to target institutions in accordance with the government's measures to ease COVID-19 prevention guidelines, directly training 81,119 public officials (22 courses, 273 sessions).

Firstly, the ACTI made efforts to foster a culture of integrity practiced from the top by operating the "Integrity Leadership Course" for senior public officials, and this year, a total of 1,144 senior public officials completed the course. Additionally, the ACTI operated the "Integrity Training Course for Local Councils" to enhance integrity leadership and develop the integrity capabilities of elected officials, including local councilors. The course was



offered to 1,693 participants from 43 local councils, including six local councils in Incheon, Chungbuk, and Ulsan.

In addition, the Institute made another effort to help businesses manage corruption risks and promote and establish a culture of integrity and ethics culture within their organizations by launching a new course on integrity and ethics management. In the first half of the year, the Institute developed a training program and standard curriculum guidelines that reflected the characteristics of the business environment of public enterprises, and fully implemented the program in the second half of the year, reaching a total of 6,836 public officials.

Furthermore, the ACTI expanded its online course, namely “Better Understanding of the Conflict of Interest Prevention Act” and the e-learning course, “Conflict of Interest Prevention Act Easy-to-Learn” from 7 sessions to 11 sessions and 15 sessions, respectively. It also incorporated the Act as a subject in its training program such as the Integrity Leadership Course for Senior Officials and the Integrity Training Course for Local Councils. It trained 116,269 public officials through various educational programs, including online and combined training courses, e-learning courses, integration of subjects into existing training programs, and online education on YouTube.

And the ACTI has been operating “Integrity Live,” which has become its signature training program introduction in 2013, receiving enthusiastic responses from 52,893 public officials from 56 institutions. In particular, this year, the ACTI made efforts to enhance the understanding of the Conflict of Interest Prevention Act among public officials by developing a new musical, called “Like the First Time,” which creatively portrays conflicts of interest-related events occurring in public institutions.

Lastly, the ACTI operated the “Advanced Course for Integrity Education Lecturers” to train those who would serve as integrity education lecturers delivering specialized lectures related to anti-corruption laws and systems to public officials, as well as the “Internal Lecturer Training Course for Integrity Education” to train in-house lecturers for those in charge of integrity work at all levels of public institutions. As a result of these efforts, a total

of 1,437 integrity education lecturers were trained.

Meanwhile, the ACTI has been operating a training program for foreign public officials to help anti-corruption capacity building among public officials from developing countries as part of the ODA program. Due to the spread of COVID-19, from 2020 to last year, the training program was conducted exclusively online but this year, it was conducted through a combination of real-time online training and invitation-based training. This allowed for the training of 103 officials of anti-corruption organizations in 14 countries on Korea's major anti-corruption policies and systems such as integrity assessment, CRA, and whistleblower protection system.

As a real-time online training, the Kazakhstan Anti-Corruption Policy Training Course was conducted for three days starting from June 7 for 44 employees of the Kazakh Anti-Corruption Agency and public enterprises, and the Third Multinational Anti-Corruption Capacity Building Russian Language Course took place from July 12 for three days for 36 officials from four countries -Moldova, Mongolia, Uzbekistan, and Tajikistan.

In terms of invited training courses, the ACTI offered the "10th Multinational Anti-Corruption Capacity Building English Course" in Cheongju and Seoul for 13 officials from 7 countries -Vietnam, Indonesia, Laos, Nepal, Sri Lanka, Ethiopia, and Rwanda- for 10 days from November 14. Additionally, an anti-corruption policy training course was held in Cheongju and Sejong for five days from October 17 for 10 officials from Costa Rica and Paraguay.

[Figure 2-4] Anti-corruption Training for Foreign Officials



Training for Kazakhstan

Training for Costa Rica□Paraguay

## 2. Operation of e-Learning Integrity Training Courses

The ACTI operates various educational courses on various e-learning platforms such as the ACTI Government e-learning Platform to meet the increasing educational demand after integrity education for public officials was mandated. The ACTI strives to improve the quality and effectiveness of e-learning education by continuously developing e-learning courses and modifying and enhancing existing courses.

In 2022, the Institute operated a total of 28 training courses using various platforms such as ACTI's e-learning platform for public officials and K-MOOC, a Korean-style online open course, and a total of 295,630 public officials and ordinary citizens have taken such e-learning courses through these platforms.

The ACTI supports the operation of its e-learning programs by distributing e-learning content to institutions with their learning management systems. In particular, this year, in response to the increased demand for e-learning education due to the spread of COVID-19, the Institute expanded the distribution of its e-learning content to more institutions. And a total of 324 institutions, a 21.3% increase from last year (267), opened training courses using e-learning content developed by the ACTI, and a total of 889,123 public officials took e-learning courses.

Furthermore, the ACTI had dedicated efforts to maintain and manage e-learning courses: opening three new e-learning courses that are easy and enjoyable, utilizing existing content based on the opinions of trainees who expressed the need for various content; revising and improving four existing e-learning courses by reflecting revised laws and the latest cases to improve educational effectiveness; and improving the web accessibility of the three existing e-learning courses for public officials with hearing or visual impairments.

## 3. Development of Integrity Education content

In recent years, there has been a high level of interest in anti-corruption and integrity



culture in society as a whole, and the demand for integrity education content has been on the rise in various walks of life and fields. While enhancing the integrity capacity in the public sector is important to improve the national integrity level, establishing a culture of integrity in the private sector is equally significant. This is why the ACTI produces and distributes various types of content that can spread the culture of integrity in our society.

The ACTI developed the “Situational Integrity Guide for Senior Officials,” which included explanations of anti-corruption laws and regulations, cases of violations, and solutions to each situation that senior officials may encounter. The Institute also created the “Integrity Self-Diagnosis Test” to assess the level of response to corruption dilemmas by senior and junior officials and provide appropriate solutions. The ACTI also strived to create tailored content for each target group: the “Integrity Education with Examples for Field Officials” cyber courseware for public officials such as police officers and firefighters, who find it difficult to take e-learning courses due to their on-the-job duties; and the “Customized Video Content for Local Councilors” that introduces best practices of integrity in local councils to motivate newly elected local council members to enhance their integrity leadership.

● [Figure 2-5] Integrity education content for public officials



In August 2022, the ACTI launched the “Metaverse-based Integrity Education Center,” a new digital education platform utilizing Metaverse technology to reflect the growing demand for non-face-to-face education and the characteristics of the MZ generation, which prefers experiential and engaging education methods. The pilot implementation of this platform for new employee courses and promotion courses received positive feedback. The platform established an environment where learners can take online integrity training regardless of

time and place, providing virtual spaces such as the integrity experience center, the integrity theme center, the lecture hall, and the discussion room and introducing an interactive communication feature to enable interaction among trainees, as well as participatory and discussion-based classes.

○ [ Figure 2-6 ] Metaverse Anti-corruption Training Center



In line with the social trend of video platform-based communicating, the ACTI produced video content on integrity and corruption cases in different countries around the world. Among them, there was a video content that compared the level of integrity between Uruguay and Paraguay, two countries with similar geographical and international political environments but differing integrity levels, as well as videos highlighting countries that have faced challenges due to corruption and rare corruption cases that have had a national impact. The Institute shared them through the official YouTube channel of the ACRC, ensuring convenient access for the general public to watch them at any time and from anywhere.

○ [ Figure 2-7 ] Development of integrity education content for YouTube



**비슷하지만 다른나라**

**부패로 큰코다친 나라들**

Meanwhile, the ACTI has developed a customized integrity education experience program for elementary, middle, and high school students, aiming to educate students about integrity in an enjoyable manner and instill the right value of integrity. The program includes “Integrity Puzzles” and “Fill in the Integrity Board!” along with various hands-on activities and learning guides. The program was piloted with a total of 431 students from six schools, and after making improvements, the program will be used for the “Hands-on Integrity Experience Class” for students in 2023.

- [ Figure 2-8 ] Customized Integrity Education Experiential Program for Students



## Section 3 Operation of Public Integrity Programs to Promote a Culture of Integrity

### 1. Operation of Participatory Integrity Training for the General Public

The ACTI has expanded the “Hands-on Integrity Experience Class” for elementary, middle, and high school students since last year to instill a sense of integrity in future generations. At the same time, the ACTI operated customized integrity education courses for young people, including university students and pre-employment students, to cultivate the value of integrity that they should uphold as prospective members of society.

A total of 5,673 students from 45 schools were educated through the “Hands-on Integrity Experience Class.” Students were given the opportunity to learn about the value of integrity through engaging educational programs developed by the ACTI, including an integrity board game “Jewel of Conviction,” a mobile integrity edu-game “Integrity Adventure” and a

quiz show “Integrity Golden Bell.” The program was conducted through a combination of in-person and real-time online education methods tailored to each school's situation.

The ACTI also operated the “Customized Curriculum for Youth” to help Korean youth establish the value of integrity and develop the necessary integrity competencies as members of society and professionals. First, the ACTI ran an eight-week program called “2030 Integrity Talent Academy” from May 4 to June 29, and a total of 67 participants completed the course. This program was designed to help young adults in their 20s and 30s cultivate integrity competencies with anti-corruption experts at home and abroad. The program consisted of lectures and discussions on various issues such as anti-corruption and integrity policies and systems, the relationship between integrity and national competitiveness, the structure and culture of corruption and trends in corruption, international anti-corruption norms and approaches adopted by different countries, and integrity and ethics management for sustainable management.

At the same time, the ACTI operated the “Special Integrity Lecture Series” for eight universities nationwide from May to July, training a total of 827 university students. The Special Integrity Lecture Series was conducted as a tailored course reflecting the characteristics of each department, allowing university students to develop integrity competencies related to their career-path-e.g. Case Analysis of Ethical Dilemmas in the Social Welfare Field (Department of Social Welfare).

## 2. Operation of a Public Integrity Content Contest

The Public Integrity Content Contest is a public engagement program designed to spread a culture of integrity throughout our society by disseminating various forms of content that express the increased public interest in integrity.

In 2022, from July 1 to October 4, public officials and members of the public were asked to share their everyday experiences of integrity. The contest was held in five categories (screenplay, poem, video, song, webtoon·poster·illustration) with the theme of stories related to conscience and the desirable state of our society, and this year, the ACTI received

content related to the abuse of power, which is a common practice in the private sector. The 2022 Public Integrity Content Contest received a total of 1,907 entries from all walks of life, including public officials, employees, university students, housewives, youth, and military personnel. After undergoing fair and rigorous evaluation by 16 external experts, a total of 50 final winners were selected, with 10 winners for each category, and a total prize money of 49.8 million won was awarded.

<Table 2-7> Contest entries and awards

Fields	Scenarios	Poetry	Video	Songs	Webtoon · Poster · Illustration	Total
Entries	64	1,299	144	50	350	1,907
Awards	10	10	10	10	10	50
Awards scale	KRW 7,900,000	KRW 5,100,000	KRW 13,200,000	KRW 15,700,000	KRW 7,900,000	KRW 49,800,000

All winning works are posted on the official website of the Integrity Content Contest and can be downloaded free of charge for utilization. A compilation of the winning works was produced in the form of an e-book and distributed to public institutions at all levels, and 10 winning songs in the song category were produced as sound recordings and registered on music platforms such as Melon, Bucks Music, Genie Music, FLO and Naver VIBE. In addition, the music videos of the winners in the video and song categories are available on the official YouTube channel of the ACRC.

The ACTI plans to utilize the excellent content discovered through this competition as educational materials and share them with public institutions and the general public through various PR channels to promote anti-corruption and integrity awareness and culture throughout society.







Part  
**03**

Systematic Handling of Corruption  
and Public Interest Reports,  
and Protection of Whistleblowers



## Chapter 1. Promotion of Self-Discipline in Society Through Handling of Reported Corruption and Public Interest Violations

### Section 1 Operation of the Corruption and Public Interest Violation Reporting System

The Corruption Reporting System aims to protect the basic rights of citizens, ensuring the appropriateness of administration and establish a transparent and ethical social atmosphere by preventing public officials from abusing their authority or violating laws and effectively regulating corruption acts as defined in the ACRC Act. The system was introduced under the Corruption Prevention Act, which was enacted on July 24, 2001, and enforced on January 25, 2002.

The Public Interest Violation Reporting System (Whistleblowing System) was introduced under the Public Interest Whistleblower Protection Act, which was enacted on March 29, 2011, and enforced on September 30, 2011. It is an effective means and a tool for tackling the persistent corruption in our society and building a transparent society by preventing and controlling acts that infringe upon the public interest in the private sector such as infringement on the health and safety of the public, the environment, consumer interests, fair competition and the public interest corresponding thereto.

Reports received through the Corruption and Public Interest Violation Reporting Center are assigned to the Reported Cases Processing Division, and they undergo the process of examination and verification by investigators, review by the chief adjudication member, and deliberation of the ACRC's internal committee. Then, they are referred to the relevant institutions for further action: cases that are deemed to require an audit under the Board of Audit and Inspection Act are referred to the Board of Audit and Inspection; cases involving

criminal suspicions or requiring investigation are referred to investigative agencies; and other cases are referred to the supervisory body of the respective public institutions.

The investigative organization to which the complaint is referred should notify the ACRC of its findings within 10 days of completing the audit, investigation, or inquiry. Upon receipt of the results of the audit, investigation, or inquiry, the ACRC should notify the whistleblower of the summary of the results and report the results to its committee. If the Commission deems that the audit, investigation, or inquiry by the investigative organization is not sufficient, it may request the organization to re-investigate, citing reasonable grounds such as the submission of new evidence.

## 1. Receipt and Handling of Corruption Reports

The total number of cases of counseling and guidance related to corruption is 182,949. While there may be fluctuations from year to year, the overall trend shows an increase.

<Table 3-1> Counseling & guidance services by year

(unit : No. of cases, %)

Mode of Use	Total		'02~'05	'06~'10	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
	No. of cases	%														
Total	182,949	100.0	25,406	27,090	5,275	6,406	10,727	9,596	9,728	11,104	10,884	12,312	14,465	14,004	12,952	13,000
Phone call	146,310	80.0	16,381	22,590	4,689	5,714	9,943	8,287	8,577	9,719	10,014	11,082	11,479	10,200	8,765	8,870
Internet	24,875	13.6	4,147	3,074	361	325	400	812	742	1,001	485	676	2,342	3,177	3,512	3,821
Visitation	11,764	6.4	4,878	1,426	225	367	384	497	409	384	385	554	644	627	675	309

\* The number of counseling and guidance services offered through fax, mail, and in-person meeting is included in the number of the "visitation" category

From January 25, 2002, when the former Korea Independent Commission against Corruption was launched, until the end of December 2022, a total of 84,439 reports were submitted with an average of 335 per month.

&lt;Table 3-2&gt; Corruption reports received by year

(unit : No. of cases)

Category	Total	'02~ '05	'06~ '10	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
No. of Cases	84,439	7,988	11,585	2,529	2,527	3,735	4,510	3,885	3,758	4,066	7,328	9,435	6,103	9,690	7,300
Monthly Average	335	167	193	211	211	311	376	324	313	339	610	786	506	808	608

During the same period, a total of 84,439 cases were received, and 84,294 cases were addressed.

&lt;Table 3-3 &gt; Status of reports handled

(unit : No. of cases)

Category	Total	Referral	Notification of violation of code of conduct	Forwarding to public institutions	Closed
Report handling	84,294	3,448	1,580	14,938	64,328

The number of referral cases totaled 3,448, and as of December 2022, there were 3,245 cases under investigation, excluding 203 cases that were still under investigation by law enforcement agencies. This represents an allegation detection rate of 72.4%.

&lt;Table 3-4&gt; Referral to investigative agencies by year

(unit : No. of cases)

Category	Total	Notification of investigation result			Under Investigation	Corruption detection rate (②/①)
		Sub-total①	Corruption detected②	Acquitted		
Total	3,448	3,245	2,342	903	203	72.4

A total of 2,342 cases were investigated, leading to the prosecution of 5,501 individuals and disciplinary action against 5,534 individuals. The detection of corruption resulted in the collection and recovery of KRW 872.4 billion.

&lt;Table 3-5&gt; Result notification by investigative agencies

(unit : No. of cases)

Category	Prosecution/discipline, etc.(persons)				Institutional warning (cases)	Other (cases)	Amount to be collected or recovered (KRW 1 million)
	Total	Prosecution	Discipline	Accusation/dismissal from office			
Total	11,121	5,501	5,534	109	243	1,352	872,499

\* The number does not include 203 cases under investigation by investigative agencies

## 2. Receipt and Treatment of Public Interest Violation Reports

From September 30, 2011, when the Public Interest Whistleblower Protection Act was enforced to the end of December 2022, a total of 46,795 whistleblowing disclosures were reported to the ACRC. By type, health violations such as the manufacture of harmful food and the sale of unlicensed drugs accounted for the highest proportion of 16,858 cases (36.0%), followed by safety violations such as poor construction and the failure to install firefighting facilities, with 7,337 cases (15.7%).

&lt;Table 3-6&gt; Public interest reports received by the ACRC by year

(unit : cases)

Category	Total	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
No. of cases	46,795	292	1,153	2,887	9,130	5,771	2,611	2,521	3,923	5,164	5,546	4,531	3,266
Monthly average	390	97	96	241	761	481	218	210	327	430	462	378	272

In 2022, the number of public interest reports received by the ACRC was 3,266, a decrease of 27.9% from the previous year, with a decrease in the areas of public health, safety, fair competition, and similar public interests, and an increase in the areas of environment and consumer interests. The ACRC handled 46,699 public interest reports since the enactment and implementation of the Act, including referring 24,920 to investigative and prosecutorial agencies.

&lt;Table 3-7&gt; Handling of public interest reports by ACRC

(unit : cases)

Category	Sector	Handling Classification			
		Subtotal	Referred	Forwarded	Closed
	Total	46,699	2,576	22,344	21,779
2011~ 2019	Sub-total	33,092	1,032	16,679	15,381
	Public health	12,532	477	10,263	1,792
	Public safety	5,303	227	3,530	1,546
	Environment	2,945	176	1,275	1,494
	Consumer Interest	1,988	117	1,170	701
	Fair competition	727	35	354	338
	the equivalent public interest	11	0	6	5
	Others	9,586	0	81	9,505
2020	Sub-total	5,563	629	2,975	1,959
	Public health	1,791	322	1,288	181
	Public safety	1,324	153	993	178
	Environment	365	40	294	31
	Consumer Interest	571	104	336	131
	Fair competition	96	8	46	42
	the equivalent public interest	28	2	18	8
	Others	1,388	0	0	1,388
2021	Sub-total	4,782	432	1,621	2,729
	Public health	1,893	275	764	854
	Public safety	414	46	248	120
	Environment	158	2	122	34
	Consumer Interest	400	99	215	86
	Fair competition	242	5	220	17
	the equivalent public interest	75	5	52	18
	Others	1,600	0	0	1,600
2022	Sub-total	3,262	483	1,069	1,710
	Public health	648	305	267	76
	Public safety	234	14	185	35
	Environment	323	1	310	12
	Consumer Interest	438	157	189	92
	Fair competition	91	4	67	20
	the equivalent public interest	67	2	51	14
	Others	1,461	0	0	1,461

Out of 22,633 cases notified to the ACRC by investigative and law enforcement agencies since the enforcement of the Act, 10,644 cases (47.0%) were found to have corruption-related allegations, and appropriate actions were taken: prosecution and accusation (2,727 cases), fine (144 cases) and penalty surcharge and administrative fine (2,297).

<Table 3-8> Result of cases referred/forwarded to investigative agencies

(unit : cases, KRW 1 million)

Investigation Result on referred/forwarded cases					Action taken					
Result notification status				Under inspection/ investigation by another agency	Prose- cution	Accu- sation	Fine	Penalty surcharge	Administrative fine	Others
Total (D=F+G)	Suspicion confirmed (F)	Confir- mation- Rate (F/D)	Acquitted (G)							
22,633	10,644	47.0%	11,989	2,287	1,415	1,312	144 (616)	1,002 (57,468)	1,295 (2,224)	5,886

## Section 2 Operation of the Welfare and Subsidy Fraud Reporting Center

The Korean government discussed measures at a cross-government level to address irregularities causing financial losses in the welfare sector and eradicate fraudulent welfare benefits. To conduct comprehensive oversight and on-site inspections by collectively handling reported fraudulent payments in the welfare sector prevailing across ministries, the "Joint-Government Center for Welfare Fraud Reporting" was established within the ACRC on October 15, 2013. Then the center was reorganized into the "Welfare and Subsidy Fraud Reporting Center" on January 16, 2015. The subjects of the report are acts of illegally receiving services (salaries, subsidies, grants, human and material support, etc.) related to government policies, projects, budgets, and other areas.

Since the launch of the Reporting Center, a total of 10,570 reports of improper payments were received, of which 10,499 were processed (99.3%), and 3,646, representing 34.7% of the 10,499 cases, were referred to investigative and supervisory agencies.

&lt;Table 3-9 &gt; Reports consulted /received and handled (as of 31 December, 2022)

(unit : No. of cases)

Year	Reports received	Reports handled			
		Total	Referred	Forwarded	Closed
Total	10,570	10,499	1,622	2,024	6,853
2022	1,467	1,520	13	433	1,074
2021	1,598	1,639	62	575	1,002
2020	1,187	1,205	299	313	593
2019	1,537	1,527	321	225	981
2018	1,446	1,428	265	227	936
2017	960	892	168	66	658
2016	593	582	192	22	368
2015	861	865	198	64	603
2014	776	740	103	78	559
2013	145	101	1	21	79

Of the 3,646 cases referred, investigations were completed on 3,029 cases, resulting in findings of alleged improper payments in 2,202 cases, and KRW 151.3 billion in improper payments were recovered and returned.

&lt;Table 3-10 &gt; Suspicion confirmed in referred/forwarded cases (as of Dec.31, 2022)

(unit : No. of cases)

Referred and forwarded	Investigation completed (result notified)	Suspicion confirmed		Under investigation by investigative agency
		Suspicion confirmed	Acquitted	
3,646	3,029 (Restitution 151.3 bn decided)	2,202 (72.7%)	827 (27.3%)	617

The Reporting Center conducts fact-finding surveys to identify the actual situation and problems related to fraudulent payments and take measures to eradicate fraudulent payments.

In 2022, the center conducted a survey on the "AI Learning Data Construction Project" to share major violation cases with related organizations and request the return of illegal benefits.

<Table3-11 > Summary of 2022 survey results

Survey	Key points	Details
Survey on AI Learning Data Construction Project	Select 10 out of 190 projects to conduct a survey – Detect unjust enforcement/extortion (KRW 6 billion)	<ul style="list-style-type: none"> <li>▶ Fraudulent billing and exploitation of labor costs, such as hiring fake employees</li> <li>▶ Unusually high payment and untransparent hiring practices</li> <li>▶ Unfair consortiums between special parties and involvement in unfair business</li> <li>▶ Improper payment resulting from poor management and supervision by the responsible organization</li> </ul>





## Chapter 2. Effective Protection and Reward for Whistleblowers

### Section 1 Strengthening of the Whistleblower Protection and Reward System and Improvement of Awareness

The amended Act on the Prevention of Corruption and the Establishment and Management of the Anti-Corruption and Civil Rights Commission (ACRC Act) and its Enforcement Decree came into effect in July 2022, expanding the scope of protection for corruption whistleblowers and further strengthening the protection and support system for whistleblowers. The main amendments are as follows: First, previously corruption whistleblowers could only receive immunity from criminal penalties and disciplinary actions but the amendment allows them to receive immunity from adverse administrative actions as well. Second, the amendment provides legal grounds for the ACRC to request immunity from liability for corruption whistleblowers and cooperators and to submit opinions to the court. Third, in the case of relief funds, the reasons for payment were expanded to include expenses incurred in litigation proceedings on the grounds of reporting corruption in addition to expenses incurred in proceedings related to restitution. And an emergency relief fund system was introduced, allowing for the payment of relief funds even before the committee's deliberation and decision if the chairperson deems it urgent. Finally, the amount of the reward for reporting corruption was increased from 200 million won to 500 million won.

The number of laws subject to whistleblowing disclosures under the Public Interest Whistleblower Protection Act was increased from 180 at the time of enactment of the Act to 471 through several amendments. However, due to the emergence of new public interest violations and changes in the legal landscape such as the enactment and revision of laws, it

has been pointed out that the list does not sufficiently include existing laws related to public interest violation. In response to this criticism, it is planned to add laws with high relevance to the public interest to those subject to public interest whistleblowing disclosure in 2023.

To resolve equity issues arising from the different levels of protection and support for whistleblowers in the five anti-corruption laws under the jurisdiction of the ACRC such as the ACRC Act, the Whistleblower Protection Act, the Anti-Graft Act, the Promotion of the Prohibition of False Claims for Public Funds and Recovery of Illicit Profits Act and the Conflict of Interest Prevention Act, the Commission held a discussion on the unification of laws in April 2022. Based on the outcome of this discussion, the ACRC prepared a bill to ensure a consistent protection and support system for whistleblowers, regardless of the specific law they fall under. In addition, the ACRC completed the legislative preview in November 2022 by drafting an amendment to the Enforcement Decree to unify the reward payment ratio and payment limit for whistleblowers stipulated in the five anti-corruption laws. Now, the Commission plans to revise the Enforcement Decree of the Act in 2023 through consultations with relevant organizations.

In October 2018, the ACRC introduced the “Non-Real Name Proxy Reporting System,” which allows whistleblowers to file a report in the name of a lawyer without worrying about their identity being exposed. In particular, the Commission operates a 100-member “Non-identity Proxy Report Advisory Lawyer Group” to provide free assistance to whistleblowers who may face penalties for reporting. Initially, the non-real name proxy reporting system was only available to those who make public interest violation reports but with the enforcement of the ACRC Act (June and July 2022), it is now possible to report violations of the Anti-Graft Act, corruption, and violations of the Code of Conduct anonymously. The Commission revised the Instructions on the Operation of the Non-Real Name Proxy Report Advisory Lawyers Group in May 2022 to provide support from the advisory lawyers to whistleblowers who want to make a non-real name proxy report on corruption practices.

In 2018, the ACRC declared December 9, the UN-designated “World Anti-Corruption Day,” as “Public Interest Whistleblowing Day” to raise the self-esteem of whistleblowers and promote



positive awareness of whistleblowing and celebrated the 4th anniversary of Public Interest Whistleblowing Day in 2022. At the commemorative ceremonies held simultaneously online and offline, the ACRC held various events and performances such as an awarding ceremony for distinguished contributors to whistleblower protection and puzzle solving, aiming to build consensus on the importance of combating corruption, public interest violation reporting, and whistleblower protection.

## Section 2 Protection of Whistleblowers

Corruption and public interest whistleblowers may face a lot of challenges in continuing their jobs following their reports. Therefore, it is necessary to create an environment where anyone can report with confidence through active whistleblower protection and effectively prevent the occurrence of corruption and public interest violation. The types of protection for whistleblowers include ensuring compliance with confidentiality obligations that prohibit the disclosure or publicizing of a whistleblower's identity, preventing the whistleblower from being penalized for making a report, or reversing any penalties that have already occurred.

The reporting subjects that are eligible for whistleblower protection are as follows: First, the reporting subjects include acts as stipulated in Article 2 (4) of the ACRC Act and violations of the Code of Conduct for Public Officials under Article 67 of the same Act. To receive protection, a public interest whistleblower must report an act of corruption to the ARCR or the public organization to which the whistleblowee belongs, or the public organization supervising the organization, group, or enterprise to which the whistleblowee belongs and submit a written statement containing his/her personal information, intention, purport, and reasons for reporting, as well as information on who engaged in corruption and evidence attesting to the wrongdoing. However, if the whistleblower knew or could have known that the details of such a report were false, he/she is not entitled to protection.

Next, acts subject to a public interest violation report are acts detrimental to the public health and safety, the environment, consumer interests, fair competition, and public interest equivalent thereto as defined in Article 2(1) of the Public Interest Whistleblower Protection

Act, acts that are subject to administrative measures for the cancellation or suspension of approval or permission under 471 applicable laws.

Any person who reports, petitions, informs, accuses or complains that a violation of the public interest has occurred or is likely to occur, or provides an investigation clue of a violation of the public interest to an investigation agency or supervisory agency that has the authority to guide, supervise, regulate an act detrimental to the public interest, an investing agency, the ACRC, or a representative of the organization that commits an offense detrimental to the public interest can be protected as a whistleblower. Additionally, a person who makes a statement, testifies, or provides information in an examination, investigation, or lawsuit regarding a public interest whistleblowing case, or an investigation, or lawsuit, etc. concerning the protection of the public interest whistleblower is eligible for the same protection. However, if the whistleblowing was done even though the whistleblower had known that the information was false or for some other illegal purpose, he/she is not entitled to protection.

From the establishment of the ACRC in 2008 to 2022, there were a total of 1,336 cases in which corruption and public interest whistleblowers or collaborators sought protection, with an approval rate of 21.1% for corruption whistleblowers and 28.8% for public interest whistleblowers.



&lt;Table 3-12&gt; Corruption and public interest reporters protection by year

(unit : cases)

Year	Protection of corruption reporters					Protection of public interest reporters					
	Total	Guarantee of position	Protection of personal safety	Confirmation of details on identity disclosures	Temporary suspension	Total	Action of protection	Protection of personal safety	Confirmation of details on identity disclosures	Prohibition of disadvantageous action	Exemption of liability
Total	655	477	41	109	28	681	339	64	151	42	85
2008	15	13	2	-	-	-	-	-	-	-	-
2009	17	15	2	-	-	-	-	-	-	-	-
2010	13	9	3	1	-	-	-	-	-	-	-
2011	9	9	-	-	-	6	2	-	2	2	-
2012	25	19	2	4	-	9	3	3	1	1	1
2013	27	20	3	4	-	19	15	1	2	-	1
2014	22	14	4	4	-	13	1	2	8	1	1
2015	21	15	3	3	-	13	8	-	4	1	-
2016	15	15	-	-	-	20	12	2	4	2	-
2017	9	8	1	-	-	28	13	2	7	1	5
2018	38	25	-	10	3	53	27	8	8	3	7
2019	106	68	6	21	11	131	65	17	28	9	12
2020	107	75	6	19	7	125	67	12	29	4	13
2021	125	95	4	23	3	126	63	8	27	9	19
2022	106	77	5	20	4	138	63	9	31	9	26

### Section 3 Reward for Corruption and Public Interest Whistleblowers

The reward system for whistleblowers is a system that provides monetary rewards to whistleblowers who have contributed to the promotion of the public interest or have directly resulted in the recovery or increase of direct income or reduction of costs. It serves as an effective means of preventing corruption and public interest violation by incentivizing the voluntary participation of individuals who take courageous actions in the public interest, despite various risks.

## 1. Monetary Award System for Whistleblowers

If the report has significantly contributes to the promotion of the public interest, the ACRC itself or other public institutions may recommend rewards for the whistleblower in accordance with the Awards and Decorations Act, and when certain criteria for rewards are met, the Commission may pay monetary awards of up to 500 million won for corruption whistleblowing and monetary awards of up to 200 million won for public interest whistleblowing.

## 2. Monetary Reward System

Unlike monetary awards, monetary rewards are paid upon the application of the whistleblower if there is a direct recovery of revenue by a public institution as a result of the report, and the rewards can be paid up to KRW 3 billion.

<Table 3-13> Annual payment of rewards

(unit: cases, KRW 1,000)

Year	Corruption reporters			Public interest violation reporters		
	Cases	Benefits incurred *	Rewards paid	Cases	Benefits incurred*	Rewards paid
12	40	11,131,730	1,400,444	32	147,860	28,475
13	37	8,393,380	951,210	319	1,230,929	227,708
14	30	6,878,647	619,347	657	2,239,585	397,340
15	29	28,770,531	1,426,658	511	1,988,446	379,997
16	90	23,997,537	2,275,033	2,476	8,344,742	1,603,578
17	113	26,539,641	2,108,374	1,710	11,198,923	1,976,511
18	166	36,836,590	3,114,994	277	66,077,269	2,213,658
19	197	28,364,346	2,312,974	211	22,254,652	1,534,593
20	238	46,003,611	3,842,099	249	25,258,924	1,560,901
21	490	41,472,921	3,549,132	297	10,312,828	811,290
22	491	19,875,951	3,296,664	261	48,536,415	2,255,828
Total	1,921	278,264,885	24,896,929	7,000	197,590,573	12,989,879

\* The value of the recovered or increased revenues of the State or local governments through a report. The amount of rewards is calculated based on it.

### 3. Relief Funds System

Relief funds may be provided to cover expenses incurred in physical and mental treatment, transference or dispatched service or litigation procedures, and the amount of lost wage during the period of disadvantageous measures faced by the whistleblower, cooperator, or others in connection with the report.

### 4. Key Cases

#### *A. Payment of rewards to a whistleblower who reported suspected illegal receipt of subsidies for overseas standard certification acquisition support projects*

The whistleblower reported that the representative of a consulting company and a certification testing organization allegedly fraudulently obtained subsidies by falsely preparing and submitting relevant documents, claiming to provide overseas standard certification for free to SMEs. As a result of the investigation, it was verified that the accused company had illicitly received subsidies, and as a result, a total of KRW 432,265 million in illicit payments and fines were recovered, and rewards of KRW 9,653 million were paid to the whistleblower.

#### *B. Payment of rewards to a whistleblower who reported suspected fraudulent receipt of R&D expenses for SMEs*

The whistleblower reported that the accused company was suspected of fraudulently receiving subsidies by falsely claiming to develop new technologies that had already been commercialized while carrying out a government project through the agreement with the Korea Evaluation Institute of Industrial Technology. As a result of the investigation, it was confirmed that the accused company had illegally received research and development expenses, and KRW 57,793 million was recovered. Since the actual amount recovered was less than 50% of the determined rewards, an initial payment of KRW 6,045 million, or 50% of the determined rewards were made to the whistleblower, and the remaining rewards will be paid once the amount recovered exceeds the determined rewards in the future.

### *C. Payment of rewards to those who reported suspected fraudulent receipt of R&D expenses*

Two whistleblowers reported suspicions that the accused organization fraudulently obtained research and development expenses as it conducted a research project funded by the Korea Technology and Information Promotion Agency for SMEs. The reported allegations included false registration of researchers, duplicate use of evidence such as material costs, and promotional videos, and reusing the outcome of existing research projects. As a result of the investigation, it was confirmed that the accused organization had illegally received research expenses, and a total of KRW 319.73 million was recovered, and one of the whistleblowers was paid KRW 3.697 million in rewards.

### *D. Payment of relief funds to the whistleblower to reported suspected fraudulent receipt of R&D expenses*

The whistleblower reported suspicions of the accused fraudulently embezzling and misappropriating research and development expenses and consequently incurred legal expenses due to facing criminal charges. The ACRC acknowledged the causal relationship between the whistleblower's legal expenses and the whistleblowing and granted relief funds of KRW 4.4 million.



## Chapter 3.

## Promotion of the Public Fund Recovery System

With the expansion of public funds and the continuous occurrence of cases involving fraudulent claims and receipt of public funds<sup>1)</sup>, the ACRC pushed for the establishment of a general law regarding the recovery of and sanctions on the false claim of public funds. As a result, the Act on the Prohibition of False Claims for Public Funds and Recovery of Illicit Profits (“Public Funds Recovery Act”) was enacted on April 16, 2019, and finally came into effect on January 1, 2020.

The Public Funds Recovery Act defines four types of false claims of public funds: claiming public fund payments such as subsidy, reward, and contribution without legitimate qualifications; claiming excessive amounts of such payment; using the fund for a purpose or usage other than specified purposes; and falsely receiving such funds. The Act stipulates that the administrative authority should impose and collect an additional monetary sanction of up to five times the value of the relevant illicit profits where there exists such a false claim. Under the Act, the administrative authority should publish a list of illegal beneficiaries who made large-amount false claims or habitually made false claims and the ACRC is entitled to the inspection of public institutions on the actual status of the implementation of recovery of falsely-claimed public funds and imposition of additional monetary sanctions. The Act also requires the Commission to establish strict protection measures for those who report such false claim cases such as guarantee of their positions and protection of personal safety, to promote active reporting of false claims of public funds and pay them monetary rewards.

1) From 2020, when the Public Funds Recovery Act was enforced, to the first half of 2022, the ACRC examined the actual situation of each administrative agency's recovery, etc. recovering KRW 182.2 billion.

While the ACRC continues to pursue amendments to the Public Funds Recovery Act to ease regulations and address loopholes in fraudulent payments, the Commission also pushed for the following as the main contents of the amendment in 2022: (1) exempting the collection of interest when recovering underpayments; (2) excluding national and public schools from fraudulent beneficiaries; (3) imposing interest by applying the Public Funds Recovery Act when other laws have provisions for recovering underpayments but do not have provisions for recovering interest; (4) reducing the amount of sanction from the full amount to 50% or less when a fraudulent claim is self-reported after the administrative agency becomes aware of it; and (5) adding a new provision on criminal punishment for fraudulent claimants (false claim: imprisonment for up to 3 years or a fine of up to 30 million won, and overbilling: imprisonment for up to 1 year or a fine of up to 10 million won). As of January 2023, the legislative preview has been completed, and the revision is expected to be submitted to the National Assembly in the first half of 2023.

Since the enforcement of the Act, the ACRC has regularly conducted inspections on the status of illegal receipt of public finance payments, and in 2022, it recommended the repayment of approximately KRW 3.1 billion or the imposition of sanction surcharges through follow-up inspections of institutions that failed to impose sanctions such as repayment, thereby strengthening efforts to prevent the loss of public funds. In addition, the ACRC started providing public funds recovery system consulting services in 2022 to verify the public fund payments of each institution, conduct vulnerability assessments for each institution, and offered Q&A sessions, contributing to improving the implementation effectiveness of the Public Finance Recovery System by public service-related organizations. The Commission also conducted both in-person and online training, and actively carried out nationwide public outreach efforts by producing card news every quarter to provide information on the main types of illegal payments and the results of the implementation assessment to improve the misconception that “the government money is easy money.”



○ [Figure 3-1] PR and education about Public Fund Recovery Act



With the enactment and enforcement of the Public Funds Recovery Act, it has become possible to assess the scale of public fund payments, which had been in the blind spot, as well as the recovery and imposition of additional penalties. However, the absence of a management system posed a risk of potential errors. In order to address this, the ACRC established an integrated management system for illegal payments within the Clean Portal (March 2021) and commenced its operation. The Commission plans to revamp the system to identify the status of illegal payments by agency, sub-project, and statute for accurate data analysis, and these improvements will be utilized for system enhancement and implementation assessment in the future.

Lastly, to ensure the stable establishment of the public fund recovery system, the ACRC intends to strengthen education and outreach efforts, expand the scope of inspections to all public institutions by utilizing the integrated management system for improper claims, and strengthen implementation inspections to prevent public finance loss. In addition, on the occasion of the fourth anniversary of the Act's enforcement, the ACRC plans to focus its efforts on revising the system's operation to ensure that the purpose of the Act, which is to enhance the soundness and efficiency of public finances, is properly achieved.



## Chapter 4.

# Operation of the System to Restrict the Employment of Public Officials Dismissed for Corruption Charges

Public officials who have rightly resigned, or have been dismissed or removed from office for corrupt acts in connection with their duties during the term of their offices are prohibited from getting employment at public institutions or for-profit companies closely related to the department or institution to which they belonged from five years before their resignation, for five years after the date of resignation. The employment restriction system for public officials dismissed for corruption was introduced in the Corruption Prevention Act in 2001, and the scope of individuals and institutions subject to the employment restriction was significantly expanded in accordance with the revision of the applicable law in March 2016. The ACRC identifies violators employed in restricted institutions by conducting regular inspections on the employment status of public officials who have been dismissed for corruption and reviewing rule violations of those who got employed.

Over the past six years (2017-first half of 2022), a total of 1,438 public officials were dismissed for corruption. Among them, the most common type of corruption was a receipt of money, entertainment, or other valuables, with 678 cases, followed by 286 cases of embezzlement and misappropriation of public funds, 82 cases of abuse of authority or dereliction of duty and 49 cases of document forgery or counterfeiting. Plus, 343 were dismissed for other reasons (leaking official secrets and violation of statutes related to budget and finances).



&lt;Table 3-14&gt; Reasons for dismissal of public officials

(unit:persons)

Type of corruption	'17	'18	'19	'20	'21	'22(first half)	Total
Receipt of money, entertainment	191	159	129	91	72	36	678
Embezzlement or misappropriation of public funds	51	45	65	49	53	23	286
Abuse of authority or dereliction of duty	15	15	15	12	20	5	82
Document forgery or counterfeiting	3	12	11	9	10	4	49
Others	48	60	90	55	59	31	343
Total	308	291	310	216	214	99	1,438

In inspections on the employment of former public officials dismissed for corruption, the Commission detected 41, 63, 46, 53, and 6 violators of the employment restriction provision in 2018, 2019, 2020, 2021, 2022, and the first half of 2022, respectively. For those caught for illegal reemployment, the ACRC requested their former organizations to take prosecution or precautionary measures to prevent a recurrence, while for those who are still working, the ACRC requested taking measures to terminate their employment or be dismissed.

This is a three- to four-fold increase from 16 individuals who were detected in the inspection in 2017. This was attributable to the amendment to the Corruption Prevention and the ACRC Act in September 2016, which expanded the scope of institutions subject to employment restrictions on former public officials. (Among the violators of the employment restriction provision, the number of those who were hired by entities related to their former public duties was 2 in 2015, 3 in 2016, 11 in 2017, 31 in 2018, 40 in 2019, 29 in 2020, 32 in 2021, and 6 in the first half of 2022).

Starting from the inspection conducted in 2019, the ACRC reviewed the data on public officials' other incomes -a category including advisory fees, etc.- which is provided by the National Tax Service and applied an expanded concept of employment to retired public officials subject to employment restriction. As a result, 4 violators of the employment restriction rule were detected in the 2019 inspection, 5 in 2020, and 9 in 2021. As such, the ACRC made efforts to address the loopholes that existed within the employment restriction system.

Meanwhile, despite the fact that employment in violation of the employment restriction system may result in disadvantages such as prosecution, imposition of fines, and termination of employment, the guidance on this system was not mandatory and was insufficient. Then, with the amendment of the ACRC Act (promulgated on January 4, 2022, and enforced on July 5, 2022), the head of a public institution is required to provide a prior notice to public officials dismissed for corruption in order to prevent them from being unaware of the system and working at an employment restricted institution in advance.

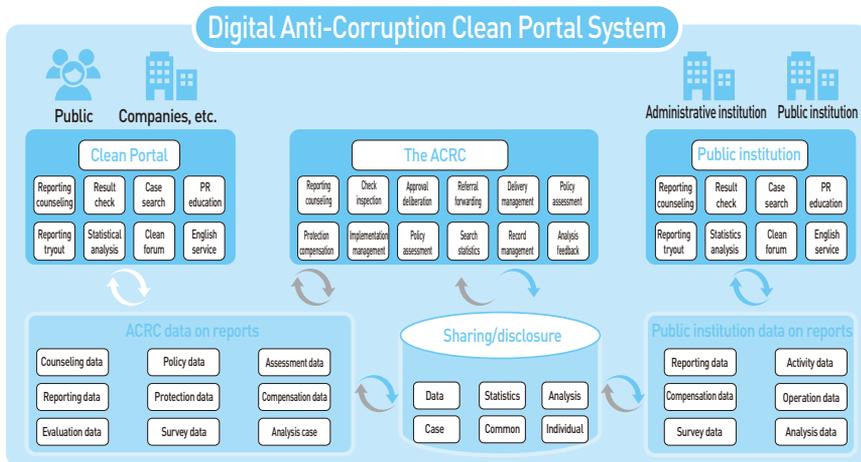
In addition, the ACRC Act specifies cases where a person has received probation, including not only those who are on probation but also those whose probation period has expired, and clarifies that there is controversy over whether "public institutions" include national and public schools among those who are restricted from working. The scope of "duty-related for-profit private enterprises, etc." has been revised to be consistent with the system, and the starting point of the work restriction period for fines and probation has been specifically revised to specify the starting point of the work restriction period for each type of sentence such as the date of finalization of the sentence, to clarify the criteria for applying the law.



## Chapter 5. Innovation of Anti-Corruption Work by Advancing Clean Portal System

The Clean Portal\_Corruption and Public Interest Violation Reporting<sup>2)</sup> System is a comprehensive anti-corruption information platform that allows people to conveniently make online corruption reports and easily search for necessary anti-corruption information. In 2018, the ACRC completely overhauled its corruption reporting system, known as the Corruption Prevention System, which had been in operation since 2003, to provide a one-stop service for anti-corruption work procedures, ranging from customized reporting for different types of users to applications for protection and rewards. This also led to the establishment of a common platform to support the sharing and disclosure of information generated during such processes and the prompt and accurate handling of relevant tasks.

○ [Figure 3-2] Digital Anti-Corruption Portal System



2) The ACRC changed the name of the system into “Clean Portal\_Corruption Reporting” on September 1, 2020, to clarify the function of the reporting portal, but in this Chapter, the name “Clean Portal” is used for a convenience purpose.

The objectives and tasks for each stage of the reorganization of the Clean Portal System are presented in the table below.

<Table 3-15> Objectives and tasks for each step

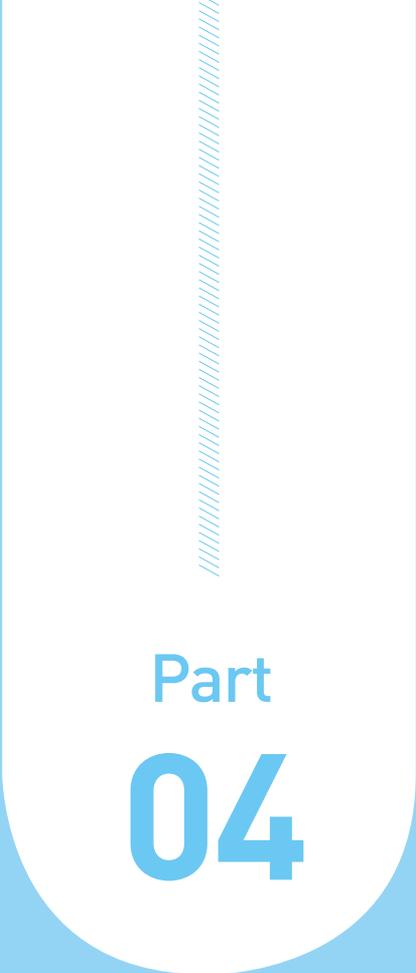
Category	Step 1(2018)	Step 2(2019)	Step 3(2020)
Objectives	Corruption reporting and handling of the Commission tasks	Standard report handling system for public institutions	Joint utilization of information and policy feedback
Task	Handling of reports per type of corruption	Handling of public institutions' anti-corruption tasks and tasks in connection with the ACRC	Establishment of intelligent handling of tasks and foundation for disclosure

The major achievements resulting from the system upgrade are as follows. Since March 2020, the ACRC has developed and provided the "Standard Reporting System" to public institutions, and as of December 2022, 1,041 institutions are using the system to process reports online.

In line with the enforcement of the Conflict of Interest Prevention Act on May 19, 2022, the ACRC upgraded the Clean Portal System to handle conflict of interest prevention-related tasks such as mandatory reporting by public officials and violation reports by the public based on the settings of the portal without any additional budget investment. To this end, manuals and training on the key functions of the Standard Reporting System were provided to institutional administrators and staff in charge of the task. As of December 22, 1,999 institutions are using the system.

In addition, as the scope of non-real-name proxy reporting has been expanded, the ACRC has enhanced the convenience of reporting by enabling the submission of non-real-name proxy reports, which were only accepted offline, through the Clean Portal





Part  
**04**

Protecting People's Rights and  
Interest by Addressing Grievances  
with a Focus on Real-Life Problems



## Chapter 1. Grievance Petition Treatment System

### 1. Overview of the Grievance Petition

#### Definition

The term "civil petition for grievance" means a civil petition for the redress of a grievance pertaining to matters that infringe the rights of the people, or give any inconvenience or burden to people, due to unlawful, irrational or passive disposition (including factual act and omission) of an administrative agency, etc., or the irrational administrative system. (Article 2(5) of the Corruption Prevention and the ACRC Act)

#### A. General civil petition and grievance petition

Article 2 of the Civil Petition Treatment Act divides complaints into a general civil petitions and a grievance petition. The Act defines the former while stating that the definition of "grievance petition" is in accordance with the Act on the ACRC Act. A general petition is a legal civil petition applying for authorization, permission, approval, patent, license, registrations, certifications, etc. to administrative agencies, an inquisitive civil petition requesting an explanation of statutes, regulations, or systems, and a recommendatory civil petition requesting the improvement of administrative systems and operations. A grievance petition is a secondary complaint filed by a person who is dissatisfied with the outcome of a general civil petition.

In principle, a grievance petition should be handled by the audit department of the original processing organization or a supervisory body with authority over the matters related to the

grievance. However, they may be handled directly by the ACRC as the Commission serves as the final complaint-handling body within the executive branch.

In addition, unlike the audit department and supervisory body of the original processing agencies, the ACRC as the national Ombudsman, investigates and handles civil petitions through its dedicated unit and authority. The Ombudsman receives grievances from the public regarding public administration, conducts impartial investigations, and issues corrective recommendations or opinions when necessary. It also mediates and reconciles disputes between citizens and administrative agencies, and improves administrative practices to enhance government trust and public satisfaction.

### **B. Recommendation of rectification and expression of opinions on unlawful or unjust administrative actions**

If there is reasonable ground to believe that a disposition taken as a result of an investigation into a grievance petition is unlawful or unjust, the ACRC recommends the relevant administrative agency to rectify it, and if it is deemed that the argument of a petitioner is based on reasonable grounds, the Commission expresses its opinion to the relevant administrative agency to take corrective action.

### **C. Recommendation for institutional improvement and expression of opinions on unreasonable laws and systems**

If it is deemed necessary to improve laws or regulations, systems, policies, etc. in the course of processing grievance petitions, the ACRC recommends the heads of a relevant administrative agency to make rational improvements or expresses their opinions, thus preventing the same grievance petition from recurring.

### **D. Settlement and mediation of grievance petitions between the petitioner and the petitionee as a third party**

The ACRC acts as a third-party mediator and arbitrator between the petitioner and the



petitioner to reach an amicable settlement or to mediate and conciliate public conflicts involving multiple parties. Especially for a grievance petition that involves more than one person or that is recognized as having a high social impact, the mediation is a form of alternative dispute resolution (ADR)<sup>3)</sup>

## 2. Cooperation, Support, and Training for the Local Ombudsman

As a national ombudsman<sup>4)</sup>, the ACRC supports local government in establishing and operating a Local Ombudsman and provides it with the Commission's know-how and information on handling grievance petitions to help the Local Ombudsman fulfill its role of protecting and promoting the rights and interests of local residents.

## 3. Comprehensive Evaluation of Civil Service of Administrative Agencies

Every year, the ACRC, in collaboration with the Ministry of the Interior and Safety, conducts a comprehensive evaluation of civil service to improve the civil service of local governments, education offices, etc., and visits each institution to provide consultation on resolving grievance petitions and group conflicts to help improve inadequate civil service practices.

### Features of the ACRC grievance process

- National Ombudsman of Republic of Korea
- The final grievance authority in the government
- Performing indirect administrative control functions by making corrective recommendations and expressing opinions
- Help desk for government policies and affairs
- Quick, easy, and flexible processing from a third-party, non-bureaucratic perspective

3) Alternative Dispute Resolution: A process of bringing disagreeing parties for dispute settlement with the help of a fair and neutral third party -except for the court- without resorting to litigation

4) Ombudsman: A system that originated and developed in the Nordic countries of Sweden, Finland, Denmark, and Norway. An ombudsman is a person who has been appointed as a representative of the public to monitor whether a public organization is properly fulfilling its statutory responsibilities.



## Chapter 2. Receipt and Treatment of Grievance Petitions

### 1. Features of Receipt and Treatment of Grievance Petitions

Receiving, examining, and processing grievance petitions is one of the key duties of the ACRC to protect people's rights and interests. The ACRC examines civil petitions for the redress of a grievance pertaining to matters that violate the rights of the public or give inconvenience or burden to the public, due to the unlawful, irrational, or passive disposition of an administrative agency or the irrational administrative system, recommend corrections or express opinions to administrative agencies, and resolve a grievance petition through mediation and settlement.

In 2022, the ACRC received 37,739 grievance petitions and closed 37,598. The acceptance rate indicating that the grievance petitions have been resolved was 25.7%, up 4.6 percentage points from the previous year. Grievance satisfaction also increased by 4.6 percentage points.

<Table 4-1> Receipt and handling of grievance complaints

Category	2020	2021	2022
No. of cases received	49,390	56,423	37,739
No. of cases handled	45,657	58,880	37,598

&lt;Table 4-2&gt; Acceptance rate and satisfaction score of grievance petitions

Category	2020	2021	2022
Acceptance rate	18.5%	21.1%	25.7%
Satisfaction score	76.9 points	72.2 points	76.7 points

## 2. Efforts to Improve the Acceptance of Corrective Recommendations and Feedback

The resolution of the ACRC has an “advisory effect” and is not enforceable. This is intended to provide a broad and flexible remedy for people's grievances by complementing litigation, which is a rigid means of compulsory resolution. If the decision made by the Commission were to have binding forces, it would require strict legal judgments such as litigation, to handle a civil petition, which could undermine the protection of the rights and interests of the public instead. In addition, if a specific factual investigation and logical judgment are made, most petitioners are willing to accept without legal compulsion. Even if they express their intention to refuse, the ACRC continues to persuade them, taking responsible management efforts until the grievance petition is resolved.

For example, the ACRC confirms and inspects the actual status of compliance with recommendations under Article 52 of the ACRC Act, and holds a grievance acceptance cooperation meeting for institutions with a high number of unaccepted cases, aiming to diagnose and analyze the cause of unacceptance and find alternatives, together with administrative agencies such as the relevant institutions and competent ministries. The ACRC will continue to make efforts for the protection of the people's rights and interests by raising awareness among institutions about the importance of handling civil petitions through media publication of the status of acceptance and non-acceptance by institutions.



## Chapter 3. Walk-in Grievance Resolution Service

### 1. Overview

Since 2003, the ACRC has operated an on-site counseling service, known as “Outreach Complaint-Handling Bus,” for marginalized areas and vulnerable groups, to address inequalities between regions and classes.

From 2008 to 2021, the Outreach Complaint-Handling Bus visited 983 regions and consulted 26,516 grievances. Through active mediation and resolution, it resolved more than 50% of all grievances on-site each year. And last year, the cumulative number of on-site resolutions reached 9,721, proving that it is being utilized as an effective means of resolving grievances for the people.

\* On-site resolution rate: (2019) 50.4% → (2020) 51.8% → (2021) 52.8% → (2022) 55.7%

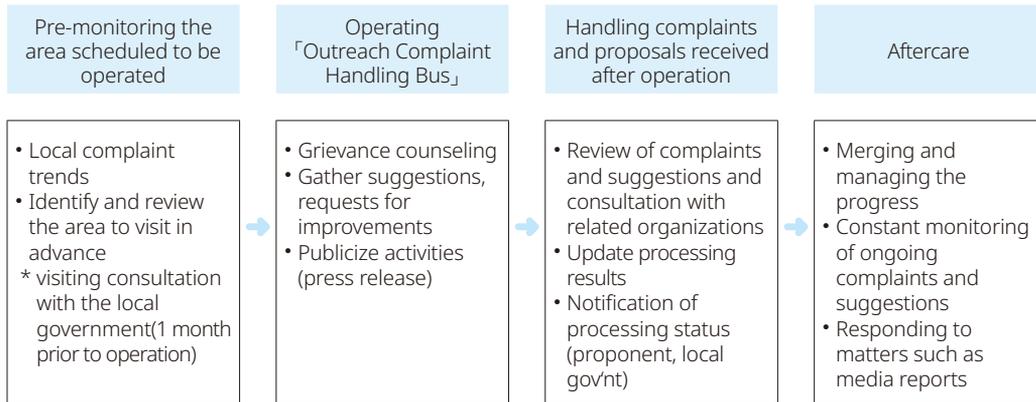
### 2. Outreach Complaint-Handling Bus for full protection of people’s rights and interests

The Outreach Complaint-Handling Bus is a people-centered and field-centered grievance handling system. The Outreach Complaint-Handling Bus visits island areas, remote areas, and rural areas whose residents have difficulty filing civil petitions online due to digital illiteracy or visiting the ACRC due to their livelihood as well as urban areas where complaints are frequent to provide counseling services. It also serves as a communication channel between the people and the government by collecting various local voices through meetings and reflecting them in policies.

Among the complaints received by the Outreach Complaint-Handling Bus, those that can be settled on the spot are resolved immediately by coordinating the disagreement between the civil petitioner and the administrative agency concerned while those that require further investigation are submitted as grievance petitions to the ACRC. Then, the Commission investigates and resolves them according to the procedure. In addition, policy issues and

system improvement requests are resolved through consultation with relevant administrative agencies, and the processing status is notified to the petitioner and the administrative agency so that citizens with grievances are not overlooked in terms of rights relief due to regional and economic conditions.

<Table 4-3> Operation and Grievance Resolution Procedure for ‘Outreach Complaint Handling Bus’



The ACRC used to be the sole agency involved in the implementation of the Outreach Complaint-Handling Bus, but starting from 2012, other agencies have joined<sup>5)</sup>. This service now offers extensive consultation services that address minor inconveniences in people’s daily lives as well as complaints filed against administrative agencies. In 2022, the ACRC signed an MOU with 4 major medical and pharmaceutical groups -Korean Medical Association, Korean Dental Association, Association of Korean Medicine, and Korean Pharmaceutical Association- and as a result, the Commission provides medical consultation for petitioners who visit the consultation site.

In order to address the grievances and difficulties faced by small businesses and self-employed people, the ACRC will do its best to make the Outreach Complaint-Handling Bus a representative brand of the Commission that serves the people in rural areas, fishing villages, and traditional markets across the country.

5) In collaboration with Korea National Council on Social Welfare, Korea Legal Aid Corporation, Korea Consumer Agency, Korea Land and Geospatial Informatix Corporation, Ministry of Employment and Labor, Korea Inclusive Finance Agency, Ombudsman Commission of Gangwon Province, 4 major medical and pharmaceutical groups.



## Chapter 4. Efforts to Further Protect People's Rights and Interests

### 1. Overview

As mentioned earlier, a grievance petition is a secondary complaint filed by a person who is dissatisfied with the outcome of a general civil petition (court, inquiry, suggestion, etc.). Here, the term “secondary” is not a numerical indication of a sequence or order but it is used to signify dissatisfaction or objection, and the secondary complaint itself may be filed several times. At this point, the petitioner’s dissatisfaction is at its peak, so the investigators of the ACRC are simultaneously tasked with resolving the grievance and improving the satisfaction level.

Thus, the ACRC is making several efforts to address this challenge: first, the Commission is working to enact a law on the mediation of collective civil petitions to professionally resolve collective civil petitions that are difficult to resolve due to the involvement of multiple agencies and complex interests, and that take a long time to resolve even if resolved.

Second, the ACRC, in collaboration with the Ministry of the Interior and Safety, conducts an annual comprehensive evaluation of civil service to strengthen the capacity of local governments and education authorities to handle complaints and improve resident satisfaction.

Third, the ACRC supports the establishment of a Local Ombudsman to promptly and fairly resolve grievances arising from local governments, and promote their operation for those already established.

Lastly, to improve the quality of complaint handling by each organization and the ACRC investigators, the ACRC continues to conduct capacity-building training, sharing resolved complaint cases and disseminating methods for handling unusual and repeated complaints.

## 2. Mediation of Collective Civil Petitions to Facilitate Alternative Dispute Resolution

### A. Progress

In our society, there is an increasing awareness of people's rights, and a maturing perception of civil society participation, along with rapid economic growth. As a result, public conflicts with complex interests and significant scale are gradually intensifying. This has led to the filing of more than 300 collective complaints to the ACRC each year.

The ACRC actively utilizes the mediation system as a policy tool to promptly and fairly resolve grievances that involve a large number of people or have a significant social impact, effectively resolving various types of public conflict.

In the past, there were many simple types of collective civil petitions involving conflicting interests between a single administrative agency and a single village or group but in recent years, there has been an increase in the number of "complex disputes" involving multiple agencies such as the central government, local governments, and public institutions. These disputes not only occur between residents and administrative agencies but also involve conflicts between residents themselves and between administrative agencies.

The number of mediation resolutions and the ratio of mediation resolutions to the number of complaints received by the ACRC has seen a slight decrease in recent years, but they have been steadily increasing every year. This can be attributable to the Commission's continuous efforts to promote the mediation system by sharing successful mediation cases, disseminating mediation know-how, and strengthening professional training.



&lt;Table 4-4&gt; Progress in resolving grievance complaints through mediation

Category	'10	'11	'12	'13	'14	'15	'16	'17	'18	'19	'20	'21	'22
Receipt of collective complaints	280	285	361	362	241	255	242	216	227	264	299	310	317
No. of cases resolved through mediation	19	24	42	43	54	65	72	76	65	47	53	41	33
Rate of resolution through mediation	6.8	8.4	11.6	11.9	22.4	25.5	29.7	35.2	28.6	17.8	17.7	13.2	10.4

Collective civil petitions tend to arise from conflicts of interest among parties in the pursuit of public interest projects, budgetary limitations of relevant organizations, and institutional limitations imposed by laws and regulations, rather than from unlawfulness or unfairness of an administrative agency's decision. Thus, there are considerable difficulties in resolving them through a conventional grievance-handling method. Therefore, it can be said that the mediation of the ACRC is firmly established as an alternative means of dispute resolution that seeks optimal agreement through sincere communication and compromise among the parties involved.

In response to increasingly complex and diverse collective civil complaints, the ACRC is strengthening practical consultations by conducting more proactive field investigations, persuading stakeholders, and organizing a mediation council consisting of relevant organizations and experts. The chairperson and members of the ACRC are doing their best to come up with win-win mediation solutions by visiting the sites and listening to residents' grievances. This is expected to build public trust in the mediation system, resulting in an increase in the number of collective civil complaints requiring mediation and prompt resolution by the ACRC, thereby fostering a virtuous cycle.

## B. Major cases of on-site mediation of collective civil complaints

A notable example of a collective civil complaint settlement in 2022 is the demand to build a cable car system between Seoraksan National Park's Osaek area to the mountain's summit. The complaint requested the cancellation of the Wonju Regional Environmental Agency's

demand for revising the environmental impact assessment, which had put a stop to the cable car project. The case was successfully resolved through mediation one and a half years after the complaint was filed in June 2021.

The 15,000 members of the Gangwon Province Municipal and County Cooperatives Association, which filed the collective civil petition, as well as Yangyang County, Gangwon Province, where the project section is located, strongly wanted the agency to cancel its decision, as they believed that the cable car would boost tourism in Seoraksan and help revitalize the local economy. On the other hand, the agency insisted on the need for revision, and environmental organizations also opposed the cable car installation, resulting in an escalation of conflict and a prolonged stalemate.

The ACRC has held dozens of meetings with residents, local organizations, and relevant agencies as well as work-level meetings to resolve conflicts. Through these meetings, an arbitration proposal was formulated to restart the consultation process for the environmental impact assessment. According to the proposal, the Wonju Regional Environmental Agency decided to listen to the opinions of Yangyang County regarding the requirements for revision of the environmental impact assessment and make necessary refinements; and Yangyang County agreed to submit a supplemental environmental impact assessment based on the refined contents. Gangwondo promised to provide administrative and financial support to ensure that the relevant procedures are completed as soon as possible.

It took a lot of time to resolve the issue as it was a clash between the two important values – revitalization of the local economy and protection of the environment- but thanks to the active mediation efforts of the ACRC, a solution was ultimately reached.

### 3. Delivery of Civil Petition Services that Satisfy the People

In order to enhance the quality of civil service, the ACRC, in collaboration with the Ministry of the Interior and Safety, conducts an annual comprehensive evaluation of civil service to

check, inspect, and evaluate the actual status of civil service handling in central administrative agencies, regional autonomous regions, local governments, and provincial education offices nationwide, and rewards excellent agencies and provides joint consultation to those with poor performance.

The 2022 comprehensive evaluation of civil service showed an overall average score of 79.7: the central government agencies scored 83.1; regional governments scored 81.7; local governments scored 75.3; and provincial education offices scored 87.7. The average scores for each evaluation item were as follows: handling grievance petitions - 74.9; e-People's handling of civil petitions - 80.3; operation of the civil petition system - 73.9; civil affairs administration and strategy - 87.7; and civil service satisfaction - 73.4.

The ACRC will make ongoing efforts to ensure that administrative agencies such as the central government, regional governments, local governments, and provincial education offices provide high-quality civil service, by thoroughly inspecting the current state of civil service delivery and continuing to consult on quality improvement.

#### 4. Facilitation of the Local Ombudsman for further Protection of the Rights and Interests of Local Citizens

The ACRC recommends the establishment of a Local Ombudsman, an independent complaint-handling body with expertise to promptly and fairly resolve grievances against local governments and their affiliated organizations.

After the first Local Ombudsman was established by Bucheon City in 1997, the legal grounds for the establishment of the Local Ombudsman were prepared by the Act on the Ombudsman of Korea Establishment and Operation enacted in 2005. As of November 2022, 70 local governments (9 metropolitan and 61 municipal) were operating the Local Ombudsman. In 2020, the ACRC prepared the "Regulations on the Operation of the National Council of the ACRC" to establish an institutional link to promote various policy consultations and exchanges of opinions with the Local Ombudsman. After holding the 1st meeting of the



National Council of the ACRC in March 2021, the Commission held its third and fourth National Council meetings in 2022 to collect opinions on information sharing, cooperation, strategies, and systems for the promotion of the Local Ombudsman.

In addition, to share information related to the Local Ombudsman, the ACRC has established an information integration window on its website to post local government ordinances, grievance handling cases, and operational status. The Commission continues its effort to promote the establishment and operation of the Local Ombudsman.

## 5. Training for Capacity-building of Institutions and Investigators

The ACRC organizes and conducts training courses every year to improve the level of civil service at all levels of administrative agencies and public organizations, and to promote the understanding of grievance petitions and the ombudsman system, and awareness of the protection of people's rights.

Every year, the ACRC conducts collective training and workshops on how to handle grievance petitions and respond to irrational, unusual, and repetitive complaints, runs job training courses related to laws and mediation and on-site training to strengthen the capabilities of its investigators and offers new and transferred investigators common courses such as basic training on grievance petitions and gender awareness training.

In particular, to effectively address the growing number of collective civil conflicts, the ACRC offers commissioned training programs such as the KCAB International's mediation expert course and the Korea Institute of Public Administration's conflict management competency course to cultivate greater proficiency in conflict management.

In addition, in order to actively respond to the changing demands for civil affairs administration due to the promotion of the Local Ombudsman, the ACRC held seminars, and council meetings, and conducted consultation on the operation of the Local Ombudsman, making efforts to strengthen the grievance handling capacity of local governments.

## 6. Analysis of Frequent Civil Complaints for Special Investigation

The ACRC strives to fundamentally eliminate and address grievance triggers by identifying grievances that are repeatedly raised every year and improving and reorganizing related policies and systems through special investigations such as in-depth analysis of complaints, consultations with related organizations, and field surveys.

### Major case of special investigation ACRC grievance process

#### < Searching for the bereaved families of fallen soldiers >

##### • Description

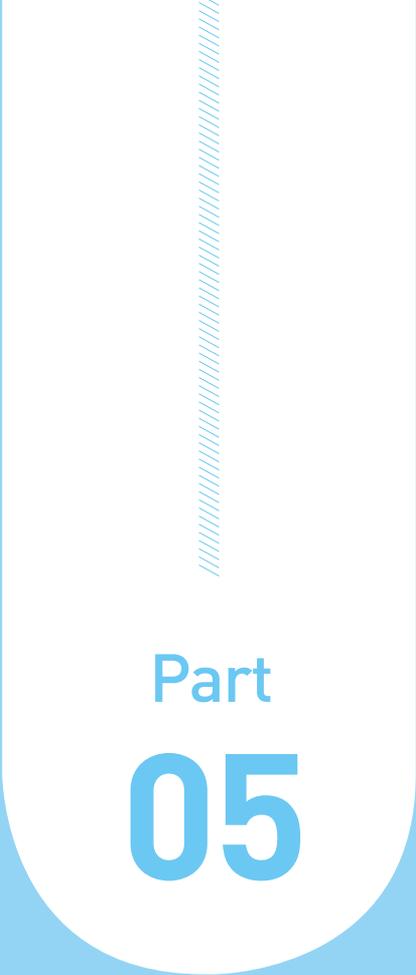
In the process of handling civil petitions, it was found that the death of 2,048 soldiers during the Korean War was not notified to their bereaved families. the ACRC conducted a joint investigation with the Ministry of Defense (Army), and the Ministry of Patriots and Veterans Affairs to find the families of the fallen soldiers

\* Currently, 193 bereaved families have been identified.

- The honor of fallen soldiers is restored, and their families are honored, albeit belatedly.







Part  
**05**

Handling Administrative Appeals  
in a Fair and Prompt Manner



## Chapter 1. Administrative Appeals System

### 1. Key Features of the Administrative Appeals System

Administrative appeals serve two main purposes: redressing the rights and interests of the people and controlling autonomous administration. The redress of rights and interests refers to protecting the rights and interests of individuals who have been infringed upon by unlawful or unjust administrative actions, and autonomous administrative control refers to ensuring the legality and rationality of administrative actions by allowing administrative agencies to self-correct.

The Administrative Appeals Act states the purpose of the administrative appeals system is to redress peoples' rights and interests and control autonomously in Article 1 saying, "The purpose of this Act is to relieve citizens from the infringement of rights or interests caused by any unlawful or unjust disposition or omission of public power by administrative agencies through the administrative appeals procedures, thereby achieving a due operation of administration."

### 2. Characteristics of the Administrative Appeals Commission

The administrative appeals commission is a consensual appellate body authorized to review and make a ruling. It has the characteristics of a reviewing and ruling body that judges and makes a ruling on a claim of the disputing parties from a third party's perspective through various evidence investigations and review of related laws.

The administrative appeals commission adopts a resolution with the attendance of a majority of its members and by the concurring vote of a majority of those present. To maintain the objectivity and impartiality of the members, the commission is required to have non-public officials such as lawyers and professors as its non-standing members.

The Administrative Appeals Act requires the establishment of an administrative appeals commission independent from the administrative disposition issuing institution to ensure a fair and objective review. In addition, it applies various judicial procedures in review and ruling such as intervention in appeals, the disqualification of, challenge to, and voluntary refrainment by members, appointment of agents, and examination of evidence, and grants the commission the authority to independently make a rule.

### 3. Types of the Administrative Appeals Commission

The administrative appeals commission is divided into three types: the Central Administrative Appeals Commission (CAAC) established under the ACRC; an administrative appeals commission established under the jurisdiction of a Mayor/Do Governor of the 17 metropolitan governments; and other administrative appeals commissions.

The CAAC reviews and makes a ruling concerning an appeal filed against disposition or omissions by the following administrative agencies:

- The head of state administrative agency, or its subordinate administrative agency,
- A Special Metropolitan City Mayor, a Metropolitan City Mayor, a Special Metropolitan Autonomous City Mayor, a Do Governor, and a Special Self-Governing Province Governor
- The superintendents of education or the Assembly in a Special Metropolitan City, a Metropolitan City, a Special Metropolitan Autonomous City, a Do or a Special Self-Governing Province
- Other administrative agencies jointly established by the State, local governments, public corporations, etc.



The CAAC consists of no more than 70 members, including one chairperson and its standing members not more than four (currently 3 persons). Its Chairperson is one person, from among the vice chairpersons of the ACRC, and where the Chairperson is absent or is unable to perform his/her duty because of inevitable circumstances, or where he/she deems it necessary, a standing member (in order of seniority of service as a standing member, and in cases of equal seniority of service, in order of their age) should act on the Chairperson's behalf. The meetings of the CAAC should be attended by 9 persons, including the Chairperson, standing members, and non-standing members designated by the Chairperson for each meeting. The CAAC should adopt a resolution with the attendance of a majority of the members and by the concurring vote of a majority of those present.

The municipal or provincial administrative appeals commission is established under the jurisdiction of a Special Metropolitan City Mayor, a Metropolitan City Mayor, a Special Metropolitan Autonomous City Mayor, a Provincial Governors, or a Special Self-Governing Province Governor to review and make a ruling on an appeal filed against the disposition or omission by administrative agencies under the jurisdiction of a Si (City, Gun, and County) or an autonomous Gu (District) located under the jurisdiction of a city or province, its subordinate administrative agencies, or the Assembly of a city, county or autonomous district, or an administrative agency jointly established by at least two local governments and a public corporation, etc. under the jurisdiction of a city/province. It is a board-style administrative agency like the CAAC.

In addition, the administrative appeals commission mentioned above, the commission is established under the jurisdiction of the 17 provincial and municipal education offices, 6 high prosecutors' offices, 4 regional corrections headquarters, the Board of Audit and Inspection, the National Intelligence Service, the Office of the President, the Korea Communications Commission, the National Assembly Secretariat, the Office of Court Administration, the Constitutional Court Secretariat, the National Election Commission Secretariat, and the National Human Right Commission.

Lastly, the Administrative Appeals Act prescribes in Article 4(1) that if it is necessary given the extraordinary and exceptional nature of a specific case, other acts may provide for a specialized administrative insubordinate procedure that substitutes an Administrative Appeal under the Act, or for any exceptional case of the administrative appeals procedure under the Act. Some of the leading examples include administrative appeals related to taxation, patents, land expropriation, and use, dispositions on personnel affairs, unfair labor practices, and a range of insurance benefits including national health insurance benefits.

## Section 2 Operation of the Administrative Appeals System

### 1. Active and Warm-hearted Approaches

The ACRC promoted the introduction of the court-appointed defense counsel system, which allows an appellant, who is unable to appoint a representative due to his/her financial difficulties, to request the administrative appeals commission to appoint a public defender, and where the Chairperson of the commission appoints the appellant's defense counsel to represent him/her in the appeal for free. Those who are eligible to apply for the appointment of a public defender are basic livelihood security recipients, basic pension recipients, single-parent family support recipients, disabled pension recipients, North Korean defectors, and other persons who are recognized by the chairperson of the administrative appeals commission as having difficulty in appointing a representative due to their financial capabilities.

In 2021, the CAAC lowered the income cap for individuals eligible for a court-appointed defense counsel from 2.7 million won to 3 million won per month. The Commission also expanded the eligibility to include small-business owners whose sales are 400 million won or less, so that the rights and interests of the less privileged can be better protected.

As the responsiveness of public administration weakens in a rapidly changing modern



society, disputes of various types and sizes between the public and administrative agencies are rapidly increasing, but administrative appeals have shown certain limitations as a system for resolving public conflicts by the administration itself, with a structure in which only one of the appellant and appellee can obtain satisfaction.

In response, the ACRC promoted the amendment of the Administrative Appeals Act, which introduced a mediation system for administrative appeals in order to facilitate prompt and fair resolution of appeals within the boundaries of the parties' rights and powers. The amendment to the Administrative Appeals Act was promulgated in October 2017, and the mediation system has been in effect since May 1, 2018. This year, the CAAC resolved 30 administrative appeals cases through mutual agreement between the parties involved.

The CAAC reviews and decides hundreds of cases every week, and many cases are handled through written hearings rather than oral hearings. To address this situation, the administrative appeals case reviewers actively conduct on-site evidentiary investigations to thoroughly examine the facts. In the fiscal year 2022, 376 on-site evidentiary investigations were conducted, and the ACRC plans to continue to conduct field-based case reviews to ensure that more substantive and in-depth hearings are conducted.

## 2. Engagement and Cooperation with Agencies Related to Administrative Appeals and Enhancement of Employee Competence

To enhance understanding of administrative appeals and strengthen professional expertise, the ACRC has provided training to officials in charge of administrative dispositions with a focus on the introduction of the administrative appeals system, case handling procedures, and major reversals.

In 2020, the ACRC developed a cyber training course, "Introduction to Administrative Appeals Practice," to facilitate active training even in situations where face-to-face training is challenging. This course was made available on the Anti-Corruption Training Institute's

e-learning platform (<http://acti.nhi.go.kr>). Additionally in 2021, the Commission created a micro-learning video, “Core Summary of Administrative Appeals from Claim to Decision,” which provides a concise overview of each procedure of administrative appeals and uploaded it to the National Human Resources Development Institute's e-learning platform (<http://nhi.go.kr>).

In 2022, the ACRC and the Korean Bar Association jointly held the “Administrative Appeals Academy.” The purpose of this academy was to strengthen the rights and remedies function of the administrative appeals system and promote the system by helping lawyers involved in representing administrative appeals and those interested in the system perform their work smoothly. The academy provided lectures on various aspects of the administrative appeals system, including general information, retrial cases, and administrative appeals practices for lawyers registered with the Korean Bar Association.

In addition, the ACRC conducted administrative appeals professionals training for relevant public officials from municipal and provincial administrative appeals commissions and major disposition issuing institutions to educate them on the administrative appeals system in general and how to write responses as well as how to use systems to improve their work capabilities. The ACRC plans to strengthen non-face-to-face professional training and enhance the effectiveness of the training program in order to improve the practical utilization of the system among officials in charge and promote the practical relief of the public's rights and interests.

### 3. Administrative Appeals for a Better System

In the nearly 20 years since the publication of the first Administrative Appeals Practice Guide in 1998, the administrative appeals system has undergone significant improvement and development. However, there has been no comprehensive guide to reflect these changes. In 2022, the CAAC published the booklet, “Theory and Practice of Administrative Appeals” to help officials in charge of administrative appeals across the country systematically learn the



theory and practice of administrative appeals, enabling them to perform their duties effectively. It also sought to enhance the understanding of administrative appeals among the public.

The publication of the booklet was the result of extensive research and discussions among the staff of the Central Administrative Review Board under the supervision of Mr. Kim Ki-pyo, Vice Chairman of the ACRC and Chairman of the CAAC. The CAAC has distributed the booklet to all administrative appeals institutions and made it available to the public online through its website ([www.simpan.go.kr](http://www.simpan.go.kr)) and the ACRC's website ([www.acrc.go.kr](http://www.acrc.go.kr)). The publication of this comprehensive guide is expected to make a significant contribution to the development of the administrative appeals system in the future.

The ACRC actively distributed press releases on the major administrative appeals review cases or significant cases that became social issues in order to raise public interest and awareness of the administrative review system.





## Chapter 2. Performance of the Central Administrative Appeals Commission

In 2022, 21,467 administrative appeals were filed with the CAAC, up 2,238 from the previous year: an increase of 2,161 in general cases, an increase of 63 in veterans' cases, and an increase of 16 in driving cases. Meanwhile, the number of cases processed was 21,159, an increase of 2,286 from the previous year. Of these, 1,541 were general cases, 219 were veterans' cases, and 526 were driving cases.

As shown above, the number of cases received and processed increased compared to 2021, primarily attributed to a rise in the number of substantial and repetitive general cases.

<Table 5-1> Receipt and handling of appeal cases over the past 8 years

(unit : No. of cases)

Year	Receipt	Deliberation·Resolution				Acceptance rate (%)	Withdraw / Transfer
		Total	Acceptance	Rejection	Dismissal		
2015	24,425	24,947	3,933	18,627	2,387	17.4	1,433
2016	26,730	26,080	3,901	19,315	2,864	16.8	1,699
2017	27,918	25,775	3,584	19,105	3,086	15.8	1,307
2018	23,043	25,153	3,814	18,928	2,411	16.8	1,401
2019	24,076	21,534	1,567	14,166	5,801	10.0	1,271
2020	22,367	22,727	1,573	16,783	4,371	8.6	1,094
2021	19,229	18,873	1,710	14,892	2,271	10.3	1,140
2022	21,467	21,159	1,468	15,581	4,110	8.6	1,527

## 1. Analysis by Type

In 2022, the number of cases filed with the CAAC by case type increased from 12,614 cases (58.8%), 7,658 general cases (35.7%), and 1,197 veterans' cases (5.6%).

Among the cases received, driver's license cases account for the largest proportion, which is most likely due to the legal system, which requires that appeals against administrative dispositions of driver's licenses must go through a trial process before filing an administrative litigation, or the transposition system of the administrative decision before the litigation under the Road Traffic Act. Given the fact that the number of administrative dispositions on drivers' license violations of the Road Traffic Act reaches hundreds of thousands, driver's license cases are expected to account for a significant proportion of administrative appeals cases in the future.

Table 5-2> Receipt of cases by category

(Unit : No. of cases, %)

Category	Driver's license-related cases		Patriots and veterans affairs cases		General cases	
	Receipt	Percentage	Receipt	Percentage	Receipt	Percentage
2020	14,277	63.8	1,328	5.9	6,762	30.2
2021	12,598	65.5	1,134	5.9	5,497	28.6
2022	12,614	58.8	1,197	5.6	7,658	35.7

General cases, which are appeals against dispositions, excluding driver's license cases and veterans' cases, are in various fields such as employment and labor, information disclosure, national defense, legal affairs, land and transportation, various examinations, health and welfare, school violence, finance, environment, and culture.

In 2022, the number of cases handled was 7,006, an increase of 1,541 (22.0%) from the previous year, and the number of dismissals jumped to 3,801 in 2022 from 1,985 in 2021, which is mainly due to the surge in reckless and repeated administrative appeals filed by

certain appellants against various administrative agencies. Recognizing the need to take measures against reckless appeals by individuals taking advantage of the cost-free nature of administrative appeals, the ACRC has been exploring various ways to curb such practices together with the National Assembly. As a result, a bill to amend the Administrative Appeals Act to prevent abuse of appeals has been proposed and is currently pending in the National Assembly. Meanwhile, in 2020, the ACRC conducted a public opinion survey through the public participation policy platform “idea.epeople.go.kr” to gather people’s opinions on improving repetitive administrative appeals, and the survey showed that 83.7% of the respondents expressed the opinion that “excessive administrative appeals should be limited or ex-officio terminated.”

<Table 5-3> Receipt and handling cases of general cases

(unit : No. of cases)

Category Year	No of cases received	No.of cases handled			
		Total	Acceptance (Rate)	Rejection	Dismissal
2020	6,762(30.2%)	7,139	438(14.3%)	2,627	4,074
2021	5,497(28.6%)	5,465	685(19.7%)	2,795	1,995
2022	7,658(35.7%)	7,006	588(18.3%)	2,617	3,801

A veterans' case is an administrative appeal case related to the registration of applications for veterans -national veterans, independent veterans, and war veterans- or their bereaved family members under veterans' laws, and most often disputes the rejection of national veterans' registration by the Ministry of Patriots and Veterans Affairs, its regional offices and branch offices.

&lt;Table 5-4&gt; Receipt and handling of patriots and veterans affairs cases

(unit : cases)

Year	Category	No.of cases received	No.of cases handled			
			Total	Acceptance (Rate)	Rejection	Dismissal
2020		1,328(5.9%)	1,080	36(3.6%)	974	70
2021		1,134(5.9%)	1,218	84(7.3%)	1,071	63
2022		1,197(5.6%)	1,437	163(12%)	1,196	78

The acceptance rate of veterans' cases is slightly lower than that of general cases. Most of the veteran-related dispositions such as those on the registration as a national meritorious person, are made through the decision of the Patriot and Veterans Entitlement Commission (PVEC) under the Ministry of Patriots and Veterans Affairs. The PVEC, which is composed of external experts, makes decisions with their own expertise, especially in the medical field, and objectivity, so it is not easy to determine that the PVECs decision is wrong.

However, to address these shortcomings, the ACRC has appointed experts in various fields as non-standing members and actively utilized external expert advice, including medical advisors. The ACRC has also endeavored to ease the burden of proof by not strictly requiring appellants to prove causation but to reasonably infer causation in consideration of all circumstances. This has resulted in a steady increase in the acceptance rate of veterans' cases over the past three years and a year-on-year increase of 4.7 percentage points in the acceptance rate of veterans' cases in 2022.

Driver's license cases are administrative appeals against the suspension or revocation of a driver's license due to violations of the Road Traffic Act, and each year, about 170,000 dispositions are issued, leading to a large number of similar appeals. These cases are often referred to as livelihood cases since driver's licenses are often crucial for employment or as a means of livelihood for the appellants. In addition, compared to general cases and veterans' cases, drivers' license cases involve a larger number of appeals but they typically lack complexity and have relatively straightforward facts, such as drunk driving.

&lt;Table 5-5&gt; Receipt and handling of driver's license-related cases

(unit : No. of cases)

Year	Category No. of cases received	No. of cases handled			
		Total	Partial acceptance (Acceptance rate)	Rejection	Dismissal
2020	14,277(63.8%)	14,508	1,099(7.7%)	13,182	227
2021	12,598(65.5%)	12,190	941(7.9%)	11,026	223
2022	12,614(58.8%)	12,716	717(5.7%)	11,768	231

Driver's license cases accounted for 58.8% of all cases, and the acceptance rate remained at around 17% until 2018. However, due to the increase in social damage caused by drunk driving and a change in public perception of drunk driving, there has been a growing demand for stronger punishment for drunk drivers and those who cause drunk driving accidents. Consequently, the Road Traffic Act was partially amended on December 24, 2018, and enforced on June 25, 2019, strengthening the standards for blood alcohol content while driving under the influence and extending the period of disqualification for a driver's license related to drunk driving. As a result, the acceptance rate has significantly dropped since 2019, and this downward trend continues.

## 2. Processing Period and Oral Hearings

According to Article 45 of the Administrative Appeals Act, a ruling on a case should be made within 60 days from the date on which the appellee or the commission has received a written appeal. Where unavoidable circumstances arise to the contrary, the chairperson of the administrative appeals commission may extend the period for another 30 days ex officio to make sure that the case is handled within 60 days, and 90 days at the latest.

In practice, the CAAC has been handling some cases beyond the statutory time limit every year due to the consistent growth in case numbers and lack of manpower. To address this problem, the Commission has made efforts to shorten the ruling period in various ways. These include improving internal work processes, intensively managing long-pending cases,

training staff to enhance their expertise, and urging disposition issuing institutions to adhere to the time limit for submitting responses. As a result, the average ruling period in 2022 decreased by 5.7 days compared to 2021.

On the other hand, in general cases with high complexity and difficulty, the appellee's reply is often submitted beyond the statutory period of 10 days. Recognizing this issue, the ACRC, together with the National Assembly, sought ways to ensure that the appellee complies with the deadline for submitting a response, and consequently proposed an amendment to the Administrative Appeals Act in 2020, which is currently pending before the National Assembly. The proposed amendment contains a provision that allows the commission to ex officio set a hearing date and resolve the case if the appellee fails to submit a response to the commission's request.

The ACRC is committed to taking multiple approaches to further reduce the ruling period as promptness is equally important as fairness in handling appeal cases.

<Table 5-6> Yearly breakdown of the handling period

(unit : No. of cases)

Year	Total number of cases handled	Average ruling period	Within the statutory period		Over the statutory period
			Within 60 days	61~90 days	Over 90 days
2020	22,727	88.36 days	14,303 (62.9%)	2,877 (12.7%)	5,547 (24.4%)
2021	18,873	81.50 days	13,027 (69.0%)	1,681 (8.9%)	4,165 (22.1%)
2022	21,159	75.83 days	13,570 (64.1%)	2,677 (12.7%)	4,912 (23.2%)

The review of an administrative appeal is made orally or in writing. In an oral hearing, the involved party appears before the commission and testifies. Compared to a review based on documents, oral hearing provides a more vivid impression and allows for a better visualization of the subject matter. It is also easier to establish facts and identify inconsistencies through spontaneous questions and answers. The oral review provides an

opportunity to directly identify the issue at hand and help facilitate the understanding of what is in dispute. This is why oral review is commonly used in trials or official litigation procedures. The Administrative Appeals Act allows the appellant to request for an oral hearing, stating that if the concerned party requests for an oral hearing, the review should be conducted orally, except where it is deemed that a decision can be made only through a written review.

### 3. Suspension of Execution and Provisional Disposition

The Administrative Appeals Act stipulates that an administrative appeal should not undermine the effects of a disposition or its execution, or continuation of proceedings<sup>6)</sup>. If the commission deems that it is urgent to prevent the appellant from suffering a serious loss that may occur, it may decide to suspend the execution, ex officio, or upon request by the concerned party.

While the suspension of execution plays an important role in protecting people's procedural rights, it has intrinsic limitations as it is designed, by nature, to passively maintain the state prior to the disposition in question. This makes it difficult to address violations of rights and interests caused by a disposition of refusal or omission. For this reason, the Administrative Appeals Act contains provisions on provisional disposition to better protect the rights and interests of people that cannot be adequately addressed through suspension of execution alone.

A provisional disposition may be issued when it is strongly suspected that a disposition or omission is unlawful and unjust, and thus, it is necessary to prevent a serious disadvantage or urgent danger that might occur to the concerned party to whom a provisional status is granted. It can be filed if the concerned party is unable to obtain the desired outcome through suspension of execution.

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6) <Administrative Appeals Act> Article 30 (Suspension of Enforcement) □ No appeal shall affect the effect of disposition or execution thereof, or continuation of the proceedings.



&lt;Table 5-7&gt; Filing and handling outcomes for suspension of execution

(unit:cases)

Handling Year	No.of cases filed	Handling outcome			Ex officio suspension of execution	Withdraw/ Transfer
		Acceptance (Acceptance rate)	Rejection	Dismissal		
2020	1,788	175(11.1%)	1,401	71	117	91
2021	1,660	150(11.1%)	1,206	88	169	63
2022	1,759	110(7.1%)	1,446	47	148	58

&lt;Table 5-8&gt; Filing and handling outcomes for provisional disposition

(unit:cases)

Handling Year	No.of cases filed	Handling outcome			Ex officio suspension of execution	Withdraw/ Transfer
		Acceptance (Acceptance rate)	Rejection	Dismissal		
2020	41	-	21	9	-	9
2021	51	2(6.5%)	29	14	-	9
2022	41	-	28	6	1	9

## 4. Cases of Administrative Appeals

### A. [2022-652] Cancellation request regarding the warning disposition issued to a taxi driver

#### [ Point in dispute ]

Whether the appellant refused to take the complainant without checking if he could have carried the complainant's luggage in the taxi

#### [ Case Overview ]

The taxi driver received a warning disposition for violating Article 16 of the Act on the Development of the Taxi Transportation Business, especially for refusing to take the passenger in his taxi at Exit 2 of Mangwon Station.

#### [ Essence of the ruling ]

The appellee appears to have issued a disposition on the case on the grounds that the appellant did not check the complainant's luggage – two sacks of kidney beans and three bags of fruit- even though he could have loaded them into his taxi. The complainant told the appellant that she had to load them on the way to the destination, and thus she should have given a specific description of the contents and weight of the luggage so that the appellant could determine whether they were something that could be loaded into the taxi, but the complainant did not elaborate on these matters and only said that they were not many and not messy. It is difficult to believe that the appellant was obliged to drive a taxi to the location of the luggage and check their condition. Given the submitted documents, it appears that the complainant told the appellant that she could not lift the luggage because they were heavy, which seems to be a request for the appellant to carry her luggage, and it is difficult to believe that the appellant was obliged to do so. Considering the above, the appellee's disposition on the case issued to the appellant for refusing to take the complainant without checking her luggage was unlawful and unfair.



## B. [2021-18063] Cancellation request regarding substitute payment refusal disposition

### [ Point in dispute ]

Whether the business operation period of the employer in this case was more than six months prior to the employees' retirement date

### [ Case overview ]

The appellants were employed by XX Construction Co. Ltd. in Ulsan Metropolitan City and engaged in steel fabrication work from August 24 to November 28, 2019, until they retired, and when the payment of wages was delayed, they filed a wage claim against the employer, and the district court's ruling that the employer should pay the appellants was confirmed on August 3, 2021. On October 27, 2021, the appellants filed a claim for advance payment with the respondent, the Korea Labor Welfare Corporation, with the target employer as the moving employer, but the appellee issued an overdue payment refusal disposition on October 28, 2021 on the grounds that the company is not a company subject to the Industrial Accident Compensation Insurance Act, which is required to operate the business for more than six months until the date of the worker's retirement pursuant to item 2 of Article 8(2) of the Enforcement Decree of the Wage Claim Guarantee Act.

### [ Essence of the ruling ]

The appellee argued that the type of business of the employer in this case should be the manufacturing of metal products for construction rather than construction business because the employer subcontracted steel structures from which was applied as the manufacturing of steel structures (manufacturing of other metal products) under the Industrial Accident Compensation Act, and the place where the steel structures were manufactured was a construction site located in \*\*, Gyeongsangbuk-do and the manufacturing activities were carried out in a separate place from Ulsan Metropolitan City. According to the investigation of the recognized facts of the case, (1) it cannot be concluded that the business of the employer is not a construction business; (2) the business owner appears to be an unlicensed construction business without a construction business registration (license); (3) there is no evidence that the business has been registered (licensed); and (4) according to the appellee's guidelines for determining the period of unlicensed construction business operation, the legal primary contractor of the employer in this case seems to be "XX," and thus, the business operation period of the employer in this case can be considered as the business operation period of the primary contractor, and it appears that the employer in this case was in business for more than six months until the date of retirement of the appellants (from the date of business commencement of start of "XX," from April 4, 2019, to November 28, 2019, the date of the appellants' retirement). Therefore, the appellee's disposition against the appellants on the grounds that the business operation period of the employer in this case did not amount to more than six months until the date of the appellants' retirement was unlawful and unfair.

## C. [2022-7376] Cancellation request regarding denial of pneumoconiosis benefits

### [ Point in dispute ]

Whether a Kim who died after his pneumoconiosis rating was determined can be subject to deliberation by the Pneumoconiosis Deliberation Committee based on the results of the diagnosis conducted before his death

### [ Case overview ]

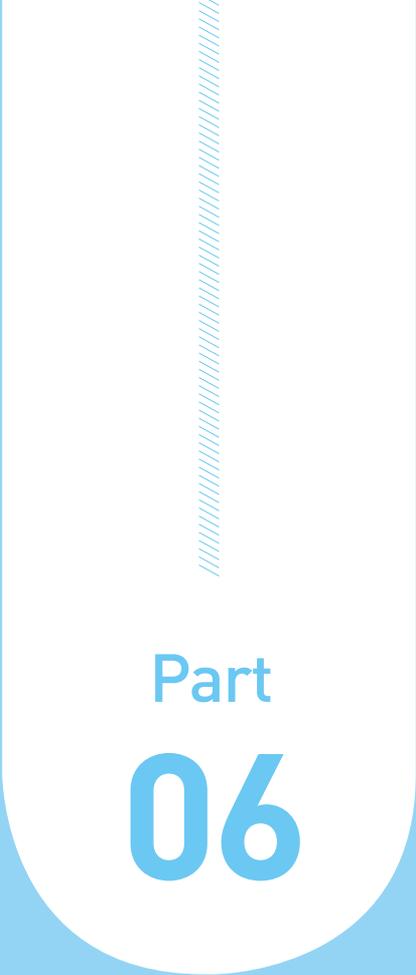
The deceased Kim, the appellant's spouse worked as a miner at XX and died on September 12, 2021, after it was determined that he had a class-13 disability based on the results of a pneumoconiosis diagnosis on November 29, 2019. The claimant requested payment of the pneumoconiosis compensation corresponding to the upgraded disability class according to the results of a chest X-ray examination conducted before her husband's death but the appellee rejected the request, stating that the results of an arbitrary examination of a person subject to the former Industrial Accident Compensation Insurance Act is not subject to the deliberation by the Pneumoconiosis Deliberation Committee.

### [ Essence of the ruling ]

Pneumoconiosis compensation is a right that workers engaged in prescribed dust work can claim from the state along with workers' compensation benefits if they contract pneumoconiosis and are judged to be disabled. However, the reason why the Industrial Accident Compensation Insurance Act allows workers who have received medical care benefits to file a claim for medical care benefits again after one year from the date of diagnosis conducted and requires the Korea Workers' Compensation and Welfare Service to request a health examination for necessary examination for diagnosis is in consideration of the nature of pneumoconiosis, which continues to deteriorate with no possibility of improvement once caught, and the purpose of these provisions is to ensure that workers receive upgraded insurance benefits compensation by checking the progress of pneumoconiosis at least once a year during his or her lifetime. The provisions of Articles 91(7) and 91(8) of the Industrial Accident Compensation Insurance Act, which require the appellee to make a pneumoconiosis determination based on the results of the worker's medical examination by the Pneumoconiosis Deliberation Committee apply only to cases where the worker claimed during his or her lifetime, not to cases where the worker died before making a claim and was physically unable to undergo the appellee's medical examination process. Therefore, the appellee's disposal issued on the grounds that the decedent's x-ray records submitted by the appellant are not subject to the deliberation by the Committee is unlawful and unfair.







Part  
**06**

Building up Policy Feedback through  
Engagement with the Public



## Chapter 1. Citizen-Centric Communication System

Under the slogan of “No voice left unheard,” the ACRC launched the integrated government-citizen communication portal called “e-People” that combines all of the public communication channels previously operated separately by individual administrative agencies for handling of civil complaints, public proposals, and policy participation.

Starting with the integration of such systems of 7 central government agencies in August 2005, the Commission continued to integrate public service systems of all central government agencies in July 2006, and then combined systems of local governments and major public institutions in February 2008. This laid the foundation for an integrated system of public service. As part of the e-government development project with a total budget of 10 billion won, the ACRC utilized cutting-edge information technologies to establish an upgraded e-People system with improved user convenience and work efficiency starting from August 2018, The e-People system was officially launched in February 2020, and as of 2022, it is being used by 1,117 agencies and institutions.

### 1. Operation of the Civil Petition System

The ACRC provides training and consulting on the operation of the e-People civil petition system to improve the ability of public institutions at all levels to operate the system and conducts annual inspections and assessments of the actual state of treatment of civil petitions by administrative agencies at all levels to identify the level of complaint handling and manage the quality of civil petition services.

In 2022, the ACRC conducted on-site consulting for improving civil petition services in 54

institutions, which was 7 from the previous year. As a result, the comprehensive assessment rankings of 40 institutions improved compared to 2021 in terms of civil petition services.

In addition, in order to address the practice of civil petition tossing or ping-ponging between institutions, the ACRC introduced the “Pending Complaint Mediation System” in 2015. Since then, the Commission has been conducting continuous inspections and monitoring, and shortened the period for updating the classification criteria for civil petitions (from bimonthly to monthly), making efforts to stabilize the system. As a result, the proportion of civil petitions transferred three or more times significantly decreased from 0.57% in 2015 to 0.15% in 2022.

In addition, the ACRC operates the “Multilingual Petition Service” of e-People. This service, which initially started with English, Chinese, and Japanese in June 2008, currently supports 14 languages. The Multilingual Petition Service ensures that if overseas Koreans and foreigners living in Korea file a civil petition in their native language, the relevant government institution processes the petition and translates the outcome into the requested language to notify the petitioner. The system is fulfilling its purpose of facilitating international cooperation based on complaints processing in this globalized world, and the government obtained a national patent for the Multilingual Petition Service in 2014 in recognition of its innovativeness.

<Table 6-1> Time of multilingual petition service launch by language

Commencement	Jun. 2008	Dec. 2009	Jun. 2010	Nov. 2010	Feb. 2011	May 2011	Sep. 2011	Nov. 2011	Dec. 2012	Nov. 2013	Jun. 2016
Language	English Chinese Japanese	Vietnamese	Mongolian	Indonesian	Thai	Uzbek	Bengali	Cambodian	Sinhalese	Nepali	Russian Burmese

<Table 6-2> Yearly number of complaints received in foreign languages

'13	'14	'15	'16	'17	'18	'19	'20	'21	'22
1,230	905	1,370	1,561	1,683	1,630	6,346	24,642	53,733	22,046

## 2. Foundation for Public-Private Cooperation Online

e-People's Citizens' Proposals provides a platform through which the public can make proposals to improve the quality of administrative services and suggest ideas to address inconveniences they face in daily lives so that the government can provide better services. Such proposals can be submitted both online and offline, and they are shared among agencies across the government. This enables proactive delivery of public services that prioritizes the needs of the people. In addition to the yearly inspection of the proposals from the public, the ACRC is monitoring key performance indicators of each agency on a quarterly basis and provides them with the inspection results to help them identify their service quality and resolve problems at an early stage.

On March 28, 2016, the ACRC launched People's Idea Box ([idea.epeople.go.kr](http://idea.epeople.go.kr)) to collect people's opinions on major policies and programs that directly affect their lives, so that they can be reflected in policies. In 2016, around 16,000 people shared their thoughts on the platform. The number jumped to 445,000 in 2021 and 525,000 in 2022, which suggests that People's Idea Box has established itself as a leading channel for people to express their voices on public policy.

<Table 6-3> Public Participation via People's Idea Box

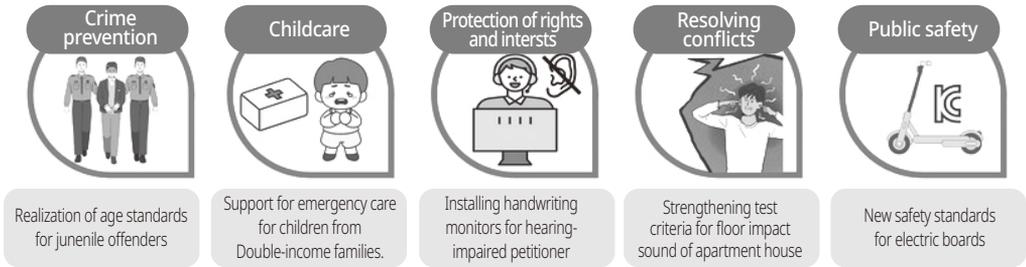
(Unit : cases / as of December, 31, 2021)

Year	2016	2017	2018	2019	2020	2021
No. of participants	16,136	64,338	164,594	231,175	358,597	445,487

The idea posted on the official website of People's Idea Box are transformed into government policies after deliberation based on consultation with the concerned agencies and advice from experts. The figure below shows improvements in major polices and/or programs reflecting people's opinions collected through the platform. Active participation from many different people led to an increase in awareness about People's Idea Box. In a 2022 survey on the level of awareness about the ACRC's major polices, 52.0% of the

respondents said they were aware of People’s Idea Box, up 0.3% from the previous year.

- [Figure 6-1] Improvements in Major policies and/or programs based on ideas proposed via People’s Idea Box in 2022





## Chapter 2. Operation of Government Call Center (#110)

### 1. Overview

Operated by ACRC, the 110 Government Call Center offers one-stop service to individuals who dial 110 for inquiries, reports, or recommendations regarding public services, providing them with consultation, assistance, and appropriate referrals to the relevant agencies.

The nationwide calls service was launched on May 10, 2007, and the Government Call Center was relocated from Seodaemun-gu, Seoul, to Government Complex Gwacheon on May 20, 2013. On July 1, 2016, the Government Non-Emergency Call Center was established for pilot testing in Yeongdeungpo-gu, Seoul, and it began providing full service on October 25, 2016. The 110 Government Call Center is staffed with 228 agents, and it has processed approximately 39 million calls by 2022 (2.67 million calls in 2022).

Simple inquiries and cases involving standardized consultations are resolved at the Call Center, and assistance is provided accordingly. More Complex cases that require specialized expertise are referred to the relevant agency, and this referral allows the caller to directly communicate with the personnel in charge.

### 2. Counseling Services

#### <Specialized Counseling Services>

In June 2015, the Call Center began providing specialized counseling services for cases related to various government agencies: the Ministry of the Interior and Safety, Statistics Korea, the Ministry of Patriots and Veterans Affairs, the Ministry of Food and Drug Safety,

the Fair Trade Commission and the Ministry of Culture, Sports and Tourism. The total number of such cases was 759,297 in 2022: 162,681 cases involving the Ministry of the Interior and Safety; 25,725 cases for Statistics Korea; 239,648 cases for the Ministry of Patriots and Veterans Affairs; 251,088 cases for the Ministry of Food and Drug Safety, 62,354 cases for the Fair Trade Commission; and 17,710 cases for the Ministry of Culture, Sports and Tourism.

### <Integration of Call centers - #110>

In March 2014, the call centers of 11 government agencies located in Gwacheon were integrated in accordance with the measures for efficient operation of government call centers, with an aim to reduce public inconvenience and minimize budgetary overlap caused by multiple call centers operated by different government agencies. Calls made to the 114 Information Service to inquire about contact number for government agencies (the Ministry of Culture, Sports and Tourism and the Rural Development Administration added as of October 15, 2018) are redirected to the 110 Government Call Center.

#### Progress of the project

- 2014 (4 agencies): the ACRC, the Ministry of Oceans and Fisheries, the Ministry of Agriculture, Food and Rural Affairs, and the Ministry of Education
- 2015 (4 agencies): the Ministry of Science and ICT, the Ministry of Land, Infrastructure and Transport, the Korea Meteorological Administration and the Ministry of Foreign Affairs
- 2016 (3 agencies): the Ministry of Justice, the Ministry of Health and Welfares, and the Korea Customs Service
- 2018 (2 agencies): the Ministry of Culture, Sports and Tourism and the Rural Development Administration (October, calls coming to the 114 Information Service started to be redirected to the 110 Government Call Center)

The integrated Call Center provided counseling for a total of 199,257 cases that would have otherwise been addressed by 11 separate call centers; 4,679 cases for the Ministry of Oceans and Fisheries; 27,410 cases for the Ministry of Agriculture, Food and Rural Affairs; 7,124 cases for the Ministry of Education; 13,032 cases for the Ministry of Science and ICT; 19,043 cases for the Ministry of Land, Infrastructure and Transport; 718 cases for Korea Meteorological Administration; 3,009 cases for the Ministry of Foreign Affairs, 6,362 cases for the Ministry of Justice; 18,992 cases for the Ministry of Health and Welfare; and 252 cases for Korea Customs Service.

### <Non-Emergency Call Center>

For an efficient call system, emergency calls are now handled by either 112 or 119 systems, whereas non-emergency calls and civil complaint calls are referred to the 110 Government Call Center for counseling convenience. Established in July 2016, the Government Non-Emergency Call Center processed a total of 1,814,024 calls in 2022 alone.

It provides counseling services for non-emergency calls 24/7 throughout the year, thereby helping emergency agencies such as police and firefighting services respond more swiftly to disasters and safety accidents. The number of inbound calls to the Non-Emergency Call Center continues to increase steadily compared to the previous year, suggesting that the non-emergency call and counseling system is successfully taking hold.

## 3. Activities

### <Building productive labor-management relations>

In line with the government's efforts to improve the quality of public services and promote regular employment, the 110 Government Call Center transitioned its agents to public service positions on February 1, 2021, and established the Personnel Management Regulations for Workers in the Government Call Center.



Then, the ACRC established a labor-management consultation council, a permanent dialogue channel between labor and management to prevent sexual harassment, personnel grievances, and workplace harassment. The Commission signed a labor-management collective agreement and revised the “Work Operation Guidelines for the Protection of the Government Call Center Agents” to build a stable counseling infrastructure.

In addition, the Commission contributed to the improvement of agents' job satisfaction by improving the working environment -expansion of training halls, lounge, maternal health room, and office space for agents, regular operation of healing programs, and the provision of customized training.

### <Strengthening the foundation for building an AI-based integrated government call center>

As a project to promote e-government support to lay the foundation for joint utilization of the system built and operated by each agency call center using the cloud, a budget of '23 was secured in 2022. The ACRC developed a plan for the integration of call center systems for the 17 priority integration target agencies, calculated the necessary budget, held briefing sessions for the target agencies of the intelligent integrated call center, and gathered opinions on participation in the system integration.

### <Strengthening accessibility and convenience>

The 110 Government Call Center is offering counseling services via text messaging as well as on a reservation basis through its official website and mobile web platform. It also utilizes various communication channels to provide efficient and accessible services: “Visual ARS” smart counseling services on smartphones (March 2018); online counseling service via chatting and social media; video counseling in sign language and sign language interpretation service for individuals with hearing impairments; and mobile phone-based



counseling via Kakao Talk, a social messaging app. In collaboration with the Korea Tourism Organization, the Immigration Contact Center, and the Korea Migrants' Center, the 110 Government Call Center also offers translation support services for foreigners.

The ACRC has also reorganized the counseling knowledge DB and Q&A to increase public utilization through the NAVER Knowledge iN service. In 2022, the Commission introduced a voice conversion function on the 110 Government Call Center website and incorporated illustrations to help people better understand the content, thus enhancing the accessibility and convenience of the information disadvantaged (the elderly and those with visual impairment).





## Chapter 3. Quality Improvement of Guidance and Counseling for Citizens

The primary mission of the Government Complaints Counseling Center is to listen to the complaints of those who visit the ACRC, help resolve their issues, and provide prompt and accurate guidance and counseling to them, thereby contributing to improving the quality of people's lives and playing a role as a last resort to protect the rights and interests of the underprivileged.

More specifically, it is supposed to help address grievance petitions by providing information about relevant statutes, institutions, and procedures related to various aspects of public services such as permission, authorization, patent, license, approval, designation, recognition, recommendation, examination, inspection, certification, etc. Additionally, the center provides guidance and counseling for measures to address inconveniences and violations of basic rights caused by dispositions of administrative agencies.

The ACRC operates the Sejong Complaints Counseling Center for petitioners who visit its headquarters and those living in and around the Chungcheong region, and a Seoul Complaints Counseling Center at the Government Complaints Counseling Center for those who live in Seoul and the metropolitan areas in Gyeonggi. In addition to the consultations with its grievance petition investigators, the ACRC also ensures that low-income individuals and the vulnerable who lack legal knowledge or face economic difficulties visit the center at any time to receive counseling and guidance on appropriate remedies from expert consultation commissioners (attorneys, certified labor attorneys, and tax accountants) and complaint consultation commissioners (retired public officials with much experience in public administration).

In 2022, the complaint counseling center in Sejong and Seoul delivered a total of 35,957 cases of consultation and guidance services to petitioners.

Located in Sejong City, the headquarters of the ACRC is not easily accessible for those living in Seoul and the metropolitan areas in Gyeonggi to visit in person. To alleviate their inconveniences, the ACRC is providing video consultations between its investigator and the petitioner who visits the Seoul Center. In 2022, a total of 193 video consultations were conducted. Then, the Commission opened the Government Complaints Counseling Center website and has been operating an online consultation service since October 2019,

<Table 6-4> Breakdown of consultation cases by channel

(unit : cases)

Classification	Total	Sejong	Seoul	Online
2022	35,957	1,423	2,666	31,868
Daily average consultation cases	145.6	5.8	10.8	129.0
Consultation by investigators	33,704	1,183	653	31,868
Attorneys	1,109	109	1,000	-
Certified labor attorneys	54	-	54	-
Tax accountants	60	6	54	-
Complaint consultation commissioners	1,030	125	905	-
2021	46,766	1,877	8,136	36,753
Daily average consultation cases	187.8	7.5	32.7	147.6
2020	9,024	3,092	5,932	31,947
Daily average consultation cases	165.3	7.3	29.2	128.8
2019	9,024	3,092	5,932	-
Daily average consultation cases	36.4	12.5	23.9	-
2018	9,091	3,030	6,061	-
Daily average consultation cases	37.0	12.3	24.6	-

In addition, the ACRC organized various types of joint consultation sessions to address complex complaints, tapping into a pool of experts consisting of public officials working at

the agencies in charge, attorneys, tax accountants, and certified labor attorneys. After the launch of the online consultation service in October 2019, out of 102,563 cases, 3.0% (3,028 cases) were addressed through joint consultations, preventing complaint ping-pong and resolving questions of the petitioners all at once.

The ACRC made efforts towards achieving a one-stop resolution by promoting consultation and mediation through the Complaint Counseling Council for complex complaint petitions involving multiple organizations. From the opening of the center in 2019 to 2022, a total of 75 cases have been handled with 44 cases reaching agreement, 27 cases being closed, and 4 cases still in progress.

On August 21, the Government Complaint Counseling Center took over the Outreach Complaint-Handling Bus from the headquarters and has been actively using it for on-site publicity, visits to complaint sites, and on-site operation of the Complaint Counseling Council.

Classification	No. of times	Venue
On-site complaint office at the Seoul Youth Center	4	Gangseo (10.7), Dongdaemun (10.27), Seocho (11.30), Geumcheon (12.21)
On-site promotion for enlisted service members	5	Nonsan Training Center (10.31, 11.7, 11.14, 11.21, 11.28)
Support for customized Outreach Complaint Handling Bus	3	Gwacheon (6.30), Seoul Yangjae (7.22), Seoul Garak Market (8.19)
End-of-year briquette donation event	1	Guryueng village, Seoul (12.28)



The letters of complaints received by the Office of the President are processed through the respective government agencies registered in e-People by the Special Complaint Examination Division of the Government Complaint Counseling Center, in accordance with the Regulations on the Operation of Online Civil Participant Portal (Presidential Directive).

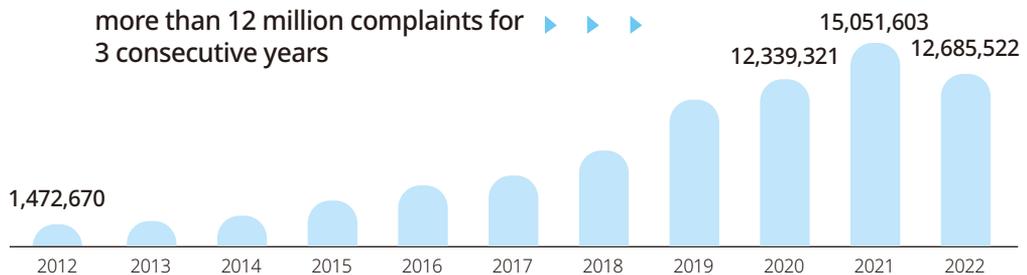
In 2022, a total of 18,657 written complaints were filed with the e-People, requesting various forms of relief: 7,352 (39.4%) requests for remedies, 4,725 (25.3%) requests for investigations, audits, and inquiries, and 4,003 (21.5%) other types of requests. And there were 1,634 (8.8%) policy proposals, 447 (2.4%) appeals against rulings, 433 (2.3%) requests for amnesty or reinstatement, and 57 (0.3%) requests for nominations.



## Chapter 4. Policy Improvement Through Analysis of Big Data on Civil Complaints

In 2022, 12.69 million civil complaints were filed against central and local government agencies through the e-People system and local governments' complaint channels. This represents a 15.7% decrease compared to the previous year (15.05 million). The number of complaints in 2022 exceeded that of 2020 (approximately 12.34 million), which means that the public is increasingly expressing their opinions on the policies of administrative agencies, and the utilization of accumulated big data is becoming more important.

○ [Figure 6-11] Yearly collection of complaints data



Big data analysis of complaints plays an important role in identifying patterns within individual complaints and uncovering problems with the system as a whole. This analysis enables the direct identification of public inconveniences and provides guidance on areas where policies need to be improved. As such, big data analysis of civil complaints is being utilized as a key tool to systematically incorporate “people’s opinions” into policy.

## 1. Analysis of Civil Complaints Data of Various Types

### A. Providing information on civil complaint trends through big data monitoring

The ACRC publishes “Voice of the People,” a comprehensive report on complaint trends derived from big data analysis, which offers weekly and monthly complaint trends, the status of complaints by institution, and cases of public inconvenience. The Commission provides it to more than 1,270 public and research institutions and makes it accessible to the public.

In 2022, “Voice of the People” was published 36 times weekly, 11 times monthly, and once annually. Its weekly edition includes not only the trends of complaints during the week but also cases of public inconvenience that are deemed to require fundamental system improvements to prevent the recurrence of the same or similar complaints. The monthly edition provides periodical forecasts of complaints expected to occur at a specific time or to surge or spread and presents trends by organization, region, and major policies for the month.

### A. In-depth analysis to resolve public discomfort and support a rebound

The ACRC conducted an in-depth analysis of complaints related to major national policies and social issues, identifies problems and implications, and then provides them to relevant organizations to improve policies and systems that cause such complaints. To support the recovery of small businesses and self-employed people whose business conditions have deteriorated due to COVID-19, the ACRC analyzed a total of 12,001 complaints related to traditional markets received between 2020 and March 2022 when COVID-19 began in earnest. The findings, especially those requiring policy improvement, were communicated to relevant organizations such as the Ministry of SMEs and Startups, the Small and Medium Business Administration, and local governments. In addition, upon the request of the Ministry of Education, the ACRC analyzed complaints concerning middle school admission assignments, and based on this analysis, the Commission provided the Ministry with

proactive administrative measures. Simultaneously, based on the proactive administrative measures identified by the ACRC, the Ministry of Education held regional consultations with the Support Office of Education to identify and promote best practices for system improvement and produced a casebook to disseminate the results of system improvement. Meanwhile, concerning residential safety, the ACRC analyzed complaints related to anti-subway issues and subsequently made recommendations to the Ministry of Land, Infrastructure, and Transport, the Ministry of Public Administration and Security, and the Ministry of the Environment.

## B. Operating a civil complaint forecasting system

Civil complaint forecasting is a system that captures issues that arise periodically at specific times and shares such trends with related organizations to enable them to prepare more thoroughly or pay attention to new and acute complaints. The ACRC issues regular and occasional civil complaint forecasts, depending on the frequency of complaints and the time of issuance, and actively informs the public of all forecasts through “Civil Complaint Big Data at a Glance” and SNS.

## 2. Collaboration based on Civil Complaints Data

In 2022, the ACRC made significant milestones in data collaboration with the executive branch, legislature, academia, and public companies. First, the ACRC established a business collaboration system with the Ministry of Education to promote proactive administration through institutionalized complaint analysis of middle school placement. Furthermore, in March 2022, the Commission signed a business agreement with the National Assembly Secretariat to jointly promote a policy big data analysis project using complaints, recognizing that citizens' complaints can be resolved more effectively when working with the legislature. As a result, the Commission developed the “Korea Civil Complaint Map” based on civil complaint big data containing the voices of the people, and linked the map to the National Assembly Nuriijip, allowing the results of civil complaint big data analysis to be utilized for



parliamentary activities and policy development by lawmakers. In addition, the ACRC signed a business agreement (June 24, 2020) with the Postech Institute for Social Data Science to conduct joint research on the use of civil complaint data to enhance the quality of life for the public. It also offered training and consulting to support the strengthening of civil complaint analysis capabilities of administrative agencies. Through visiting training, the ACRC shared civil complaint big data and analysis cases with various organizations such as KEPCO, KNET, and KCISA. The Commission conducted consulting for public and private organizations that wanted to benchmark its complaint analysis system and analysis techniques.

### 3. Operation of the Complaint Analysis System and Opening up of Public Data

#### A. Establishment of an intelligent disaster safety monitoring service

With the continuous occurrence of accidents directly related to public safety in 2022, there has been a growing demand for a response system to protect public safety and prevent major accidents. The ACRC has been recognizing the potential for preventing disaster safety accidents through the analysis of complaint data, but the current complaint analysis system was a frequency-based analysis system, which poses limitations when analyzing complaints with a relatively small number of incidents but has a large ripple effect. In order to overcome these limitations and increase the value of utilizing complaint data for disaster safety accident prevention, the ACRC established the “Intelligent Disaster Safety Monitoring Service” through the “2022 Data Flagship Project” organized by the Ministry of Science and ICT and the National Intelligence Agency.

The “Intelligent Disaster Safety Monitoring Service” is a service that integrates and analyzes various types of data, including civil data, and public and private data, using artificial intelligence to proactively monitor social issues directly related to people's lives and safety. This service was designed for civil information analysts and is expected to prevent social and natural disaster damage in advance and dramatically reduce social and economic costs caused by disaster damage through rapid analysis and response using it.



## B. Operation of the complaint analysis system

The complaint analysis system collects a vast amount of complaint data from major complaint channels in Korea, including the e-People system (1,074 organizations integrated and linked as of Dec. 22) and individual channels of the local governments (portals, etc.). The ACRC provides support for the operation and management of the system, training, and consulting so that each administrative and public institution can monitor and analyze its own complaints using the complaint analysis system.

## C. Operation of the Civil Complaint Big Data at a Glance website

In “Civil Complaint Big Data at a Glance,” which was reorganized in 2020 to align with the new features of the next-generation complaint analysis system, the results of data analysis are presented in various visual formats and made available to the public. In particular, a horizontal layout has been applied so that statistical graphs can be checked immediately without scrolling left and right, and a responsive web design has been fully implemented to make it easy to use on mobile devices.

In addition, a total of 16 types of information are made available through the promotion of public data opening via the Open-API method every year. This allows users to develop their own applications and services. And the number of applications to utilize Open-API through public data portals and requests for additional data provision from research institutes, academia, media, and the National Assembly are steadily increasing.

## D. Civil complaint data analysis contest

The ACRC held the “2nd Civil Complaint Data Analysis Contest” to uncover innovative ideas and visualized insights from the private sector using civil complaint data. Participants were given the task of analyzing and visualizing parking and stopping issues by integrating the data of nationwide parking and stopping reports submitted to the Safety e-Report and



identifying creative ideas for policy improvement. The Commission selected the four best submissions through expert evaluation and held an award ceremony on December 21 to grant the winners a certificate from the Chairperson of the ACRC and prizes worth up to 2 million won.

The ACRC plans to incorporate various ideas from the contest into policies to improve the quality of life of the public and enhance the visualization of the “Civil Complaint Big Data at a Glance” website.

#### 4. The Way Forward

Data is becoming increasingly important with the development of technology, to the extent that it is referred to as the rice or crude oil of the 4th Industrial Revolution, and the Korean New Deal is also promoting data as a core field to strengthen the DNA (Data, Network, AI) ecosystem. As a leading organization in civil data analysis, the ACRC has been striving to extract the voice of the people from data. However, due to the nature of unstructured text data, which requires an understanding of context and nuance, the level of automation is limited, and it is difficult to create a common quantified analysis model. Therefore, continuous exploration and more experiences are required to make civil data analysis more widely adopted in public administration.

To increase the utilization value of civil data and deliver benefits to the people, the ACRC plans to introduce artificial intelligence natural language analysis technology in line with the innovation vision of the digital civil rights platform established in 2022, automatically collect civil data and public and private data, and create the value of data through convergence. Moreover, the ACRC intends to continuously improve the social utility value of civil data by using newly processed data to predict issues that may cause damage to the public, minimize the damage to the public through forecasting, and automatically de-identify sensitive information such as personal information contained in the data and open it to the public.



# Chapter 5. Promotion of Civil Petition System for Proactive Administration

## 1. Operation of the Civil Petition System for Proactive Administration

### A. Overview

The “Public Petition for Proactive Administration” is a pan-governmental initiative to drive proactive administration and a system that operates on a fast-track basis for redressing rights and interests.

When a citizen submits policy ideas for the public interest, the ACRC reviews the contents and provides its opinion, or recommendations on how to handle the suggested ideas to the relevant administrative agency actively. Then, the administrative agency actively incorporates them into its administration by improving laws and systems and notifies the idea submitter of the outcome. If the public official has handled the matter following the opinions of the Proactive Administration Committee or pre-consultation with the Audit Department, he or she will be exempted from disciplinary action.

<Table 6-6> Procedures for civil petitions for proactive administration



## B. Operational performance

From July 2021 to the end of December 2022, the ACRC received 4,933 petitions for proactive administration through the e-People system, processed 4,905 cases, and provided advisory opinions to competent administrative bodies for 307 cases.

<Table 6-7> Civil petition for proactive administration (as of Dec. 2022)

Classification	No. of petitions Received	Processing status			Under investigation
		Total	Opinion recommended	Transferred-closed	
Civil Petition for Proactive Administration (implemented on Jul.27, 2021)	4,933	4,905	307	4,598	28

The main examples include improving policies for the younger generation, addressing inconveniences in people's lives, and addressing unreasonable regulations for the public.

First, to improve policies for the younger generation, the ACRC recommended addressing unfairness and actively responding to social and environmental changes.

Second, to address the inconveniences in people's lives, the ACRC recommended incorporating people's opinions into policies to resolve the problems they encounter in their daily lives.

Third, to address unreasonable regulations for the public, the Commission recommended reforming regulations that impact people's daily lives and strengthening the competitiveness of businesses.

## 2. Prevention and Elimination of Passive Administration

To prevent and eliminate passive administration by officials in administrative organizations, the ACRC investigated complaints and recommended that the head of the administrative organization take appropriate measures.

Passive administration is the act of a public official infringing on the rights and interests of the public or causing financial losses to the State through passive work behavior such as omission or negligence of duties.

<Table 6-8> Passive administration re-report status (as of the end of Dec. 2022)

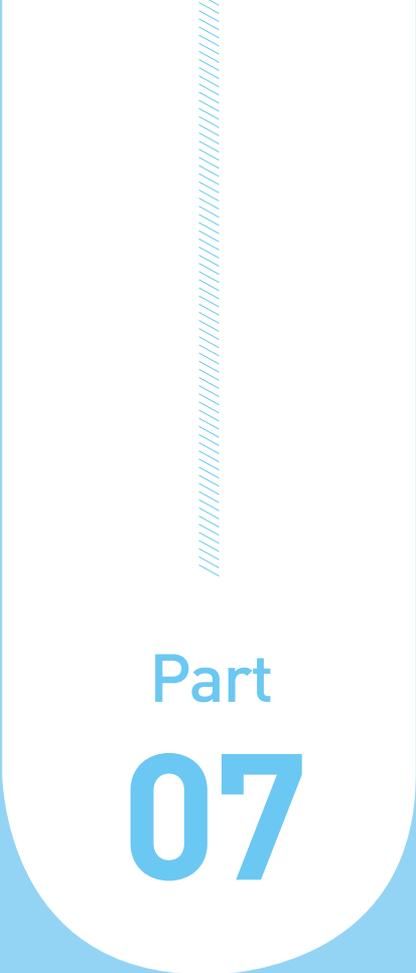
Classification	No. of report received	Processing status			Under Investigation
		Total	Recommendations	Assignment closed	
Re-report of passive administration (enforced on Aug. 19, 2021)	6,266	6,246	70	6,176	20

Since August 2021, the ACRC has received 6,266 re-reports of passive administration, conducted investigations to verify the facts and made 70 recommendations to administrative agencies, including requests for reconsideration, and improvements to work methods.

Examples of such recommendations are as follows: recommending to prepare measures to address the problem that the solar-powered freezing caution sign does not work at night in winter and becomes a nuisance; recommending to repair and take systematic management measures for the overpass along the elementary school commuting route that had been left disrepair for a long time; recommending to make emergency repair and take responsible management by the Audit Department to solve delayed measures for reports of manholes collapse and road damage; recommending to take active corrective action against the local governments that ignore the interpretation of the MOLIT on the exemption of fines for not having compulsory insurance for vehicles stored in junkyards and arbitrarily perform its tasks; and recommending to address the problem of restricting the use of tennis courts by ordinary citizens residents by assigning reservations for such a public sports facility to specific clubs.

To prevent and eliminate passive administration, the ACRC plans to provide advice, counseling, and training to administrative agencies in a variety of ways, in addition to recommending appropriate measures for passive administration reports.





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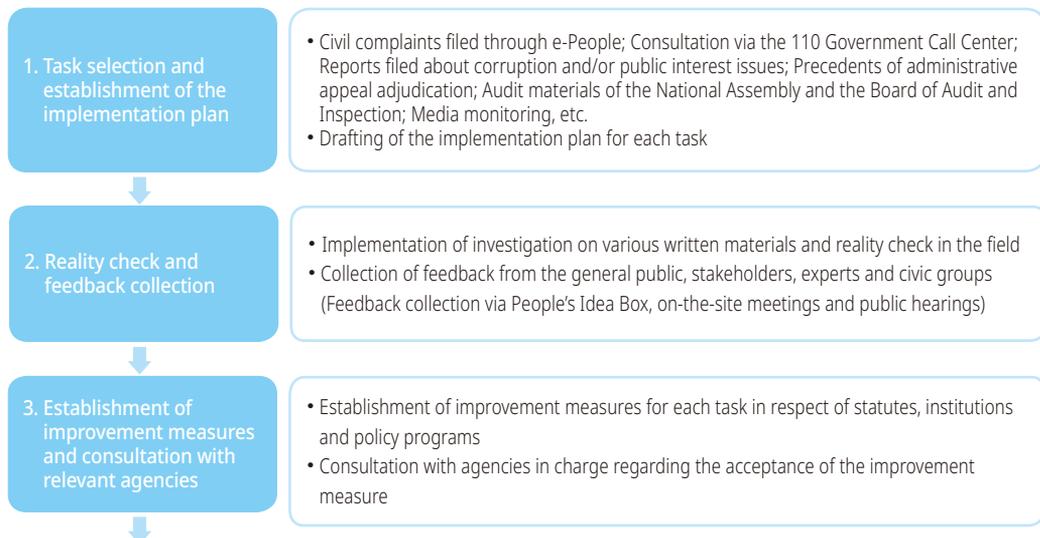
Institutional Improvement to Address  
the Underlying Factors for Corruption  
and Public Inconveniences

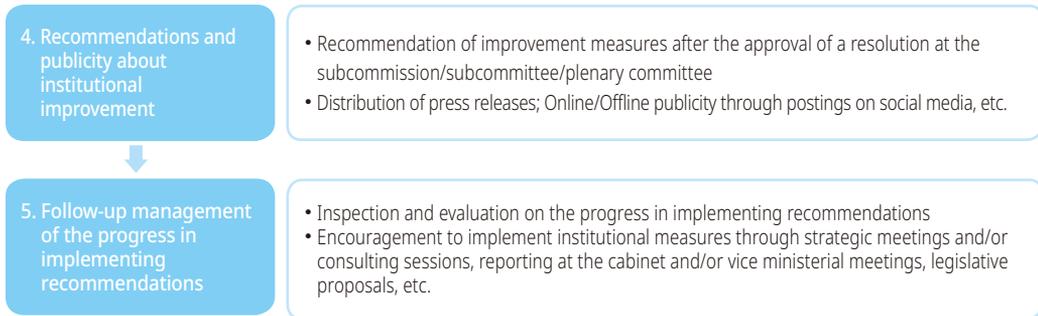


## Chapter 1. Task Overview and Major Cases of Institutional Improvement

Following Articles 12, 27, and 47 of the ACRC Act, the ACRC promotes system improvements to prevent corruption and resolve grievances. As a contact point for the public, overseeing various policy communication channels such as e-People, the 110 Government Call Center, and People's Idea Box -the digital citizen participation platform-, the ACRC has been fulfilling its roles as Korea's rights redress organization that identifies and addresses problems in systems and policies by analyzing corruption triggers and the public's voice received through various channels. In addition to handling individual complaints and reports, the ACRC strives to prevent the recurrence of similar problems by resolving public inconveniences and underlying causes of corruption.

<Table 7-1> Workflow of Institutional Improvement





## 1. Institutional Improvements in Corruption-prone Areas to Eradicate Chronic and Systemic Corruption

In 2022, the ACRC selected everyday injustices and structural corruption blind spots as priority areas for anti-corruption and recommended improvements to 12 related legal and institutional deficiencies. The aim was to address the injustices that people experience in their daily lives and eliminate systemic corruption vulnerabilities that have remained unresolved for years.

In particular, the ACRC focused on addressing inequalities in daily life through initiatives such as “Improvement of the effectiveness of disposition for the rebates in the medical field” and “Measures to Prevent Corruption in Apartment House Management” and continued to improve the system to correct unfair issues in the recruitment process through the “Measures to Strengthen Fairness in Recruitment of SMEs for Young Job Seekers” and “Measures to Relieve Damage from Unfair Recruitment of Civil Servants.”

The ACRC also made efforts to fundamentally resolve unreasonable practices and corruption that exist in the public sector such as budget waste, off-purpose use, and improper use of funds recommendations to improve the system through recommendations for institutional improvements, for instance, “Enhancing the effectiveness of disciplinary action against public organizations,” “Improving transparency in the operation of

performance-based bonuses for techno parks' R&D outcome," and "Preventing budget waste in the legislative budget of local council members,"

The Commission also identified corruption blind spots and recommended institutional improvements such as "Improving the fairness in skipping the testing and certification process for imported motorcycles," "Improving transparency in the management of construction materials for temporary passage of underground excavation vehicles," and "Improving transparency in the operation and management of the Rural Development Fund loan programs."

## 2. Institutional Improvements for Alleviating Difficulties in People's Livelihoods and Strengthening Social Safety Net

In 2022, more than 10.7 million civil petitions were submitted to the e-People system, with about 900 cases of institutional improvement consultation through the 110 Government Call Center and 6,500 policy improvement proposals were discussed through the People's Idea Box. The ACRC analyzed the complaints and policy suggestions that were raised repeatedly and continuously to identify any underlying unreasonable laws or systems and made efforts to come up with reasonable improvement measures to resolve grievances and public inconveniences through careful fact-finding.

The ACRC formulated and recommended a total of 25 institutional improvement measures to resolve public grievances in 2022. In particular, the Commission focused on alleviating the people's economic difficulties caused by the COVID-19 pandemic and strengthening the social safety net to ensure a more equitable distribution of policy benefits, making efforts to continuously identify and address inconveniences experienced by the public in their daily lives.

In particular, the ACRC made improvements to alleviate the inconvenience and burden factors faced by SMEs that have been intensified due to the prolonged COVID-19 pandemic

through the “Measures to Enhance the Fairness and Public Interest in the Operation of Organizational Standards,” and the “Measures to Prevent Trademark Infringement Damage to SMEs.” In addition, through the “Measure to Reduce the Burden of Late Payment Fees for Public Bills,” the ACRC has tried to alleviate the economic burden on people by setting an upper limit for late payment fees.

In addition, the ACRC identified and addressed blind spots in the social safety net related to the safety and health of people, and the vulnerable through the “Measures to Improve the Rest System for Government Agency Cleaning Workers,” the “Measures to Resolve Parking Conflict within Apartment Buildings and Other Private Properties,” the “Measures to Resolve Noise Conflicts between Floors,” and the “Measures to Enhance the Effectiveness of the Elderly Abuse Response System.” Furthermore, the ACRC endeavored to create a safe living environment for people by strengthening the safety management of life-saving equipment in water rescue kits.

Moreover, the ACRC strived to alleviate the inconveniences faced by citizens in their daily lives through various measures, including the “Measures to Promote the Basic Right to Life and Logistics in Remote Areas,” the “Measures to Establish a Fair and Transparent Golf Course Usage Culture,” and the “Measures to Alleviate Public Inconvenience Due to Bicycle Theft, Loss, and Unauthorized Neglect.” The Commission made institutional improvements for the socially marginalized by expanding support for energy voucher delivery services for the vulnerable.

### 3. Strengthening of Follow-up Measures to Materialize the Effects of Institutional Improvements

Since its inception, the ACRC has made a total of 989 recommendations for institutional improvements to prevent corruption and resolve grievances by 2021. As these continuously increasing recommendations have been completed by the competent authorities, the ACRC continues to promote follow-up management to ensure that the public can experience the



effects of institutional improvements in their daily lives and the resulting improvement in their quality of life.

In 2022, the ACRC inspected the implementation status of institutional improvement recommendations made from 2013 to 2022 for 1,700 institutions, including central government agencies and local governments.

Based on the results of the inspection, for institutions that faced challenges in implementing the recommended measures and needed further discussion on implementation measures, the ACRC conducted meetings and consultations to form a consensus on the implementation tasks. Furthermore, the Commission encouraged active implementation efforts of the target institutions through institutional evaluation and the disclosure of implementation status.

Additionally, in the second half of the year, the ACRC conducted on-site implementation inspections on local governments and small public service organizations with low implementation rates to encourage implementation and emphasized the importance of implementing the recommendations. and sought to generate interest by explaining the objectives behind the recommendations.





## Chapter 2. Improvement Cases in Corruption-Prone Areas

### 1. Remedies against Unfair Employment of Civil Servants

Following the deaths of victims of recruitment corruption, public demand for the establishment of a fair culture in society, including the fairness of examinations has erupted. However, while the State Public Officials Act provides legal grounds for revoking the selection of those involved in recruitment irregularities, there was no sub-regulation to enforce this in the regulations on the employment examinations for public officials in special service.

There is also no provision for remedies for candidates who are denied the opportunity to take a fair examination due to recruitment irregularities.

Recruitment irregularities are acts that harm the fairness of the recruitment test such as interfering with or unduly influencing the employment examination in violation of laws and regulations. These irregularities are distinct from cheating such as copying answers from other test takers' answer sheets.

In response, the ACRC has taken measures to establish detailed provisions on disciplinary actions against those involved in recruitment irregularities in the laws on the appointment of police officials, coastal guards, education officials, and firefighting officials and the Enforcement Decree of the Military Personnel Management Act.

Meanwhile, even when recruitment irregularities were detected, there were no legal grounds for victim relief, making it difficult for testing organizations to quickly and actively provide relief to victims.

In response, the ACRC required the head of the testing agency to include the phrase “Prompt relief for victims of recruitment irregularities,” in the recruitment announcement to ensure specific and appropriate relief measures can be taken for various types of recruitment irregularities, thereby securing the validity and effectiveness of the relief process.

### Detailed Guidelines for the Relief of Victims of Unfair Employment

#### ① Determining whether victims are identifiable and providing an opportunity to take the exam

- **(If identifiable) Provide the direct victim with an opportunity to take the next stage of the exam following the stage at which the damage occurred**

\* ex) Those who were included as successful candidates after the interview, but were eventually eliminated due to score manipulation, etc.

- Victims at the final interview stage -> Hire immediately

- Victims at the written exam stage -> Provide an opportunity to apply for an interview

- Victims at the document screening stage -> Provide an opportunity to apply for written exam

- **(If unidentifiable) Conduct limited competitive recruitment for a group of victims identified at the stage where the misconduct has occurred**

\* ex) Where the fraudulent employment itself has been confirmed but it is difficult to confirm the direct causality for each exam taker's damage and identify the specific victim

- Victims at the final interview stage -> Re-administer the interview for the victim group

- Victims at the written exam stage -> Re-administer the written exam for the victim group

- Victims at the document screening stage -> Re-administer the document screening for the victim group

\* Re-administer the document screening if it is difficult to distinguish victims by stage

#### ② Implement the above measures even before the cheated successful candidate is not confirmed and expelled yet

\* Temporarily allow as an out-of-capacity personnel if necessary

There are two types of civil service recruitment exams: open competitive recruitment exam and career competitive recruitment exam, which have specific eligibility requirements, including work experience. There is a high possibility of recruitment irregularities in the case of career competitive examinations for some specific positions that are taken by a small number of people, but the procedures for verifying whether the recruitment process was properly carried out were insufficient.

To prevent recruitment irregularities in advance, the ACRC recommended that an external

committee should assess the appropriateness of the recruitment process before announcing the final successful candidates in the case of career competitive recruitment exams where there is a high possibility of recruitment irregularities.

Additionally, the Commission ensured that public officials from the department in charge of examinations who have direct involvement in the examination are not included as examiners and proposed considering the disclosure of interview scores to the minimum extent possible without disrupting the conduct of the examination.

## 2. Enhancement of the Effectiveness of Disciplinary Actions against Public Service-related Organizations

Public service-related organizations that receive financial support from the government and local governments and are required to be public and ethical operate a disciplinary system for employees based on their own regulations. These regulations specify wage restrictions during suspension for public employees and a reduction in severance pay for those who are dismissed.

However, a significant number of State-Owned Enterprises (SOEs) were found to be paying wages during the suspension period as they failed to stipulate the full reduction of wages, which is the effect of suspension despite being required to prepare regulations under the civil service disciplinary rules and relevant guidelines. According to the committee's survey, 80 (51.6%) of the 155 major public service organizations (PSOs) paid wages ranging from 20% to 98% of the basic salary during the suspension period. The total amount of the wages paid to 573 suspended employees of PSOs over the last five years amounted to approximately 2.8 billion won, undermining the effectiveness of disciplinary actions.

It was also found that a majority of SOEs lacked regulations to reduce severance pay for executives such as agency heads, executive directors, and permanent auditors, who are required to maintain a high level of integrity similar to that of public servants. As a result, there have been frequent instances where executives of SOEs have received full severance



pay, unlike public servants, even when they were dismissed for misconduct. According to a survey of the severance pay status of 155 major publicly-owned organizations, it was found that the amount of severance pay paid to 23 dismissed executives over the past five years amounted to about 350 million won.

The ACRC recognized that paying wages to employees who have been suspended and excluded from their duties is not only inconsistent with the purpose of disciplinary actions but also conflicts with the public's desire for a high level of integrity and a fair society. In response, the Commission has recommended stipulating the prohibition of payment of wages during the suspension period and a provision to deduct a portion of the severance pay for executives who have been dismissed for misconduct such as receiving money or entertainment, sexual violence, sex trafficking, and recruitment irregularities.

### 3. Ways to Prevent Budget Waste by Local Councilors

Local Council members or local councilors are public officials who are appointed by election and perform public duties for the public welfare of local communities and residents. When the first local council was established in April 1991, local councilors served as unpaid honorary positions but in 2006, a paid system was introduced. As of 2022, regional council members receive an average annual salary of 6,017 million won while municipal council members receive 4,089 million won.

However, there has been criticism regarding the fact that local lawmakers continue to receive payment even when they are disciplined or imprisoned for misconduct such as suspension of attendance. Despite this criticism, no improvements have been made so far.

Accordingly, the ACRC surveyed 243 (17 metropolitan and 226 municipal) local councils nationwide on the disciplinary status of local councilors in the 7th and 8th terms (July 2014-June 2022) and the status of payment of compensation in the event of discipline or detention and found a number of problems.

First of all, the status of local legislators' discipline in the last eight years showed that 131

local councilors were disciplined, an increase of 60 in the 7th term and a further increase of 71 (118.3%) in the 8th term.

The main reasons for disciplinary actions were sexual misconduct such as bullying and sexual misconduct (28, 14.7%), profit-seeking activities such as concluding business contracts with one's own business (20, 10.5%), and drinking driving, and driving without a license (16, 8.4%). The types of disciplinary actions include suspension of attendance (97, 50.8%), warning at a public meeting (39, 20.4%), apology at a public meeting (31, (16.2%), and expulsion (24, 12.6%).

It was found that 97 local councilors who were not allowed to attend meetings due to their suspension were paid a total of KRW 272.3 million (an average of KRW 2.8 million per councilor). For example, one metropolitan councilor was paid KRW 62.42 million in expenses even though he was suspended for 30 days for sexual misconduct; another councilor received KRW 60.27 million during the period he was arrested (418 days) for the crime of abetting murder; and another municipal councilor received 30.75 million during the period (434 days) of arrest for rape.

In addition, there were issues regarding the absence of a disciplinary system for local councilors. For example, National Assembly members may face disciplinary actions such as suspension of attendance for up to 90 days for violating the ban on dual offices, or a restriction of up to 3 months for violating the duty to maintain order such as obstructing access to the meeting hall or occupying the chairman's seat. However, there were no relevant regulations in place for local councilors.

Accordingly, the ACRC recommended that the Ministry of the Interior and Safety and the 243 local councils strengthen the disciplinary standards for local councilors by establishing regulations in their respective bylaws that restrict the payment of expenses if a local council is subject to disciplinary actions such as attendance suspension or imprisonment for misconduct and by extending the period of attendance suspension for local councilors from the current 30 days to 90 days.





## Chapter 3. Improvement Cases in Areas with Frequent Grievances and Complaints

### 1. Ways to Reduce the Burden of Late Fees on Utility Bills

The central government, local governments, and public institutions manage various public charges such as taxes, user fees, and utility bills, which are collected from the public. When these fees are not paid on time, late fees and surcharges are imposed in addition to the original amount. There are 119 such public charges in total, and the overall responsibility for their administration lies with 20 central administrative agencies

According to a survey conducted by the ACRC, the total amount of charges (90) under the Framework Act on the Management of Charges is KRW 21 trillion per year, and the total amount of usage fees for State and public property is about KRW 1 trillion. As of September 2021, unpaid arrears for these charges amounted to KRW 37.9 billion (41,877 cases). The level of arrears for these public charges varied by a factor of 7, ranging from a minimum of 2.5% to a maximum of 17% based on the annualized interest rate. and assuming a long-term delinquency of five years, the arrears ranged from a minimum of 2.5% to a maximum of 75%, showing a factor of 30 differences.

## &lt;Comparison of utility bill delinquency levels&gt;

(Assuming a principal amount of \$10,000)

Types of charge	For short-term delinquencies			For long-term delinquencies		
	1 year non-payment(KRW)	Annual rate	Difference	5 year non-payment(KRW)	Ratio of principal	difference
Electricity surcharge	250	2.5%	1	250	2.5%	1
Sewer rates	300	3%	1.2	300	3%	1.2
Anti-mining levy	500	5%	2	500	5%	2
State-owned property usage fees	1,000	10%	4	5,000	50%	20
Reconstruction levy	1,200	12%	4.8	4,800	48%	19.2
Common property fees	1,500	15%	6	7,500	75%	30
Postage	1,740	17.4%	7	7,500	75%	30

There were limitations in implementing proactive support policies due to the absence of regulations to apply for reducing late payment fees in cases of force majeure situations unrelated to the payer such as an infectious disease like COVID-19 or natural disasters. And there were unreasonable cases where a fixed amount or a month's worth of late fees were charged for a single day's late payment, and additionally, there were cases where billing authorities arbitrarily set different late fees without a legal basis for such fees.

For 18 public charges, including postage (17.4% per annum), public property use fees (15% per annum), and reconstruction levies (12% per annum), the ACRC has lowered the late payment rate to 6% per annum or less, with a cap of 30% of the principal amount. For 32 utility bills that are calculated on a fixed or monthly basis, the Commission has switched to a daily calculation to reduce the burden on short-term delinquents.

The Commission also recommended establishing a legal mechanism for 36 public utility bills to reduce the burden of principal and arrears to a certain level in the event of the COVID-19 pandemic, natural disasters, and other circumstances. Furthermore, it recommended clarifying legal grounds for charging late fees for 21 public utility bills.

## 2. Resolving Parking Conflicts on Private Property such as Apartment Buildings

In the meantime, the number of civil petitions submitted to the e-People regarding illegal parking exceeded 1 million for the first time in 2016 and it reached 3.14 million in 2020 alone. In particular, civil complaints and reports related to illegal parking on private property have surged as vehicles have increasingly occupied apartment parking lots, back roads, and alleys in residential areas, avoiding illegal parking crackdowns. Over the past 4 years, more than 76,000 civil petitions have been received and complaints over the past four years, and the Blue House Petition received 108 petitions, asking for a revision of the law to deal with illegal parking on private property during the same period.

<Cases of media coverage of parking conflicts in private properties such as apartment buildings>



Despite the public's complaints of inconvenience, the government largely disregarded this issue, viewing illegal parking on private property as a problem between individuals or as a matter of private autonomy, and parking conflicts have escalated to become a pressing social issue, leading to vehicle damage, violence, and murder. In response, the ACRC held a public forum with lawmakers, experts, and stakeholders to discuss solutions, and conducted a survey through the public participation policy platform (“idea.epeople.co.kr”) to gather opinions and suggestions of the general public. Based on the outcomes, the ACRC made recommendations for necessary institutional improvements as follows.

First, the ACRC recommended establishing legal grounds for administrative actions such as imposing fines for traffic obstruction in apartment parking lots, back roads, and entrances of a store and for habitual and intentional parking order violations.

Second, as a fundamental measure to address parking challenges in urban areas, particularly in the Seoul metropolitan area, the ACRC recommended strengthening the statutory parking space standards for new housing developments by requiring at least one parking space per housing unit –for multi-family housing as prescribed in the Multi-Family Housing Management Act, urban residential housing and studio apartment-. The Commission also recommended diversifying the supply methods of residential complexes, for instance by introducing the “bundled parking system” to enable elderly and low-income people to purchase homes at an affordable price without the need for parking spaces.

Third, the ACRC recommended local governments to expand the “parking space sharing system” by providing various incentives such as tax reductions and support for facility installation costs for opening up parking lots of public facilities and private buildings in areas with severe parking shortages.

Fourth, to strengthen the role of local governments in securing parking spaces, the Commission recommended providing various incentives such as subsidies for projects to secure parking spaces (e.g. utilizing underground spaces, school playgrounds and urban



parks) and private parking lot creation projects by the private sector.

Lastly, considering the different parking space capacities of local governments, the ACRC recommended introducing the garage certificate system in the mid-and long-term as follows: introducing the system gradually, starting from local governments that do not have serious parking problems; actively promoting the opening up of parking lots in public facilities and private buildings in residential areas with severe parking issues; promoting public and private parking lot projects in parallel and introducing the system once a certain level of parking space is secured.

