

# How to Overcome Corruption? With Cases for Christian Entrepreneurs 如何应对腐败？基督徒企业家案例分析

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# 1.1 Definition and Forms of Corruption

## 腐败的定义与表现形式

**Corruption is the abuse of entrusted power for personal (or institutional) benefit**

腐败是因谋求个人（或机构）利益而滥用权力的行为。

**Gifts and Bribes are distinguished! Gift are on table, limited in value. Bribes are under table, often very large.** 礼物与贿赂具有本质区别：礼物通常价值较小、公开赠予；贿赂往往价值巨大、非公开方式赠予。

### **Forms of Corruption** 表现形式

1. Grand Corruption 严重腐败
2. Small Corruption 轻微腐败
3. Facilitation Corruption 交易型腐败
4. Acceleration Corruption 寻租型腐败
5. Grey Corruption “灰色”腐败
6. Sexual Corruption 性贿赂

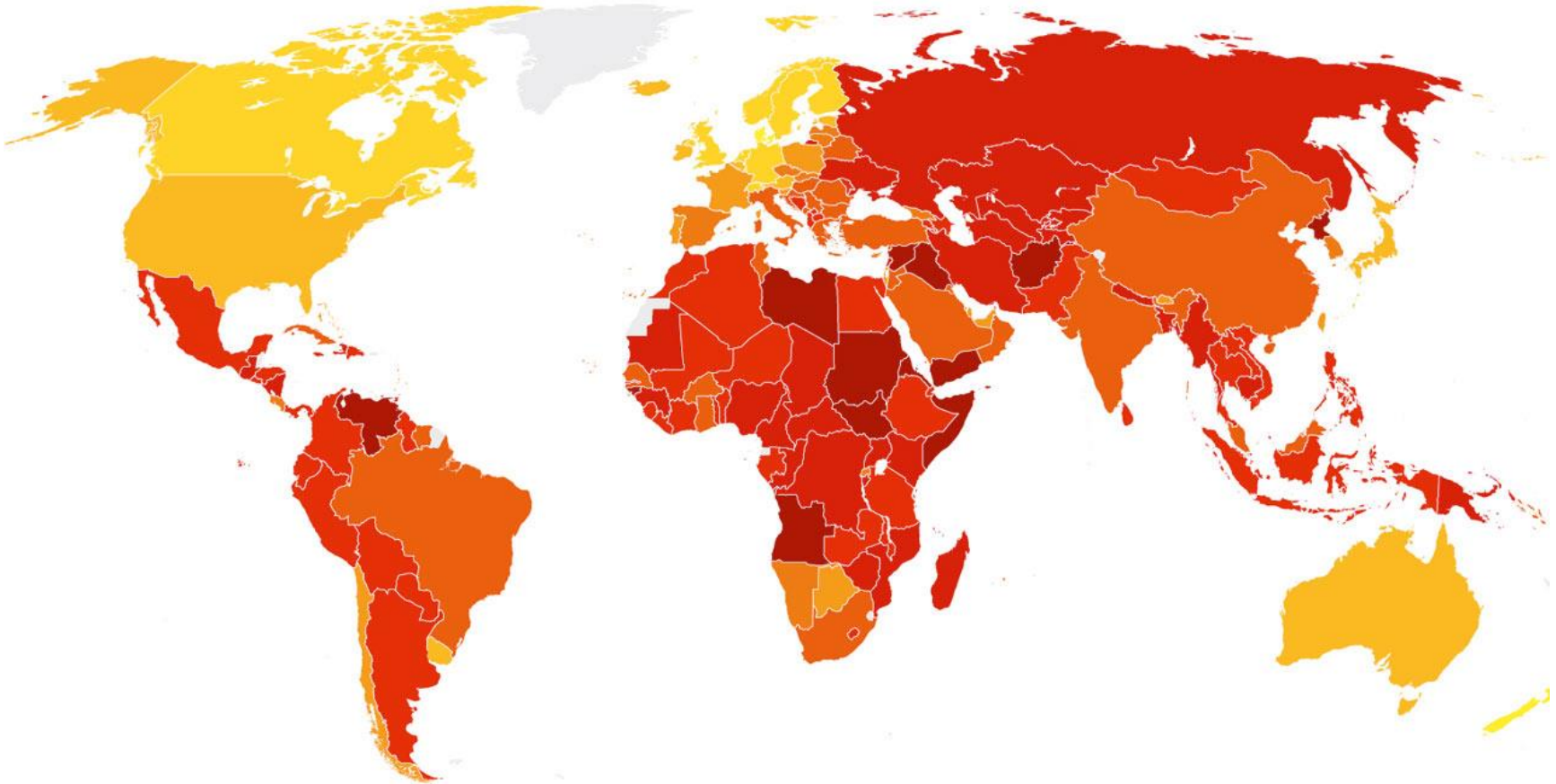
### **Reasons** 原因

- Greed for money and power 对金钱与权力的贪婪
- Poverty, follow masses 贫穷，从众
- Get services difficult to get 通过贿赂获取某些服务
- Get services faster (e.g. licence) 加快获得服务的效率（例如在获取执照方面）
- Nepotism, favouritism, gifts 利用裙带关系，礼物
- Sexual service instead of money 以性代替金钱交易

## 1.2 Transparency International Corruption Perception Index (2016) 国际透明组织 (TI) 全球清廉指数 (2016)

[www.transparency.org/news/feature/corruption\\_perceptions\\_index\\_2016](http://www.transparency.org/news/feature/corruption_perceptions_index_2016)

**Yellow very clean, red very corrupt. 黄色代表清廉，红色代表腐败。**



## 1.3 International Standards 国际标准

**ISO 37'001: new (2016) Standard for Anti-bribery Management Systems, of the International Standardization Organisation ISO with Headquarter in Geneva.** <https://www.iso.org/standard/65034.html> 国际标准化组织（ISO，总部设于瑞士日内瓦）颁布ISO 37'001（2016），即反贿赂管理体系标准。

**UNGC (United Nations Global Compact) Ten principles for fair business, signed by thousands of companies. One principle about corruption-free business.** 全球数千家公司签署加入联合国全球契约。全球契约十项原则的第10项原则即反腐败原则：企业应反对各种形式的贪污，包括勒索和行贿受贿。全球契约中国网络的网址：<http://www.gcchina.org.cn/>

**Transparency International Index, guides etc.** 国际透明组织（TI，也称为“透明国际”）发布的全球清廉指数、指南等。网址：[www.transparency.org](http://www.transparency.org)

**OECD Guidelines for Multinational Companies** 经济合作与发展组织（OECD）发布的《跨国公司行为准则》。<http://mneguidelines.oecd.org/guidelines/> (in Chinese 中文版)

## 2. Twelve Reasons of Christian Faith against Corruption 基督信仰反对腐败的12个理由

Read the biblical texts in Chinese 参见圣经经文如下：

1. **Justice: to protect the rights of the weaker.** (Ex. 23:8 and 3) 正义：保护弱者权益。“不可受贿赂，因为贿赂能叫明眼人变瞎了，又能颠倒义人的话。”“也不可争讼的事上偏护穷人”（出23： 8， 3）
2. **Trust: reputation and trust is the most precious asset in relations.** (Ex 18:21) 信任：声誉与信任是社会关系中最宝贵的资产。并要从百姓中拣选有才能的人，就是敬畏神、诚实无妄、恨不义之财的人，派他们作千夫长、百夫长、五十夫长、十夫长，管理百姓。（出18： 21）
3. **Transparency: living in the light.** (Jn 3:19) 透明：活在阳光下。光来到世间，世人因自己的行为是恶的，不爱光倒爱黑暗，定他们的罪就是在此。（约3： 19）
4. **Responsibility: share and delegate power.** (Mt 28:18) 责任：分享与授权。耶稣进前来，对他们说：“天上地下所有的权柄都赐给我了”。（太28： 18）

## 2. Twelve Reasons of Christian Faith against Corruption 基督信仰反对腐败的12个理由

5. **Accountability: being a good steward.** (Luke 12:42-49) 责任心：做好管家的职份。主说：'谁是那忠心有见识的管家，主人派他管理家里的人，按时分粮给他们呢？主人来到，看见仆人这样行，那仆人就有福了。我实在告诉你们，主人要派他管理一切所有的。那仆人若心里说：‘我的主人必来得迟’，就动手打仆人和使女，并且吃喝醉酒；在他想不到的日子，不知道的时辰，那仆人的主人要来，重重地处治他（或译：把他腰斩了），定他和不忠心的人同罪。仆人知道主人的意思，却不预备，又不顺他的意思行，那仆人必多受责打；惟有那不知道的，做了当受责打的事，必少受责打；因为多给谁，就向谁多取；多托谁，就向谁多要。'我来要把火丢在地上，倘若已经着起来，不也是我所愿意的吗？（路12：42-49）
6. **Freedom: being non-corruptible.** (Gal 5:1) 自由：不被腐败辖制。基督释放了我们，叫我们得以自由。所以要站立得稳，不要再被奴仆的轭挟制。（加5:1）



## 2. Twelve Reasons of Christian Faith against Corruption 基督信仰反对腐败的12个理由

7. **Moderation: overcoming greed.** (1 Tim 6:10; Proverbs 16:8) 适度：克服贪欲。贪财是万恶之根。有人贪恋钱财，就被引诱离了真道，用许多愁苦把自己刺透了。(提前 6:10) 多有财利，行事不义，不如少有财利，行事公义。(箴16:8)
8. **Life: Corruption kills.** (Judges Ez 22:12; Judas Mt 26:15, 27:12) 生命：将被腐败扼杀。在你中间有为流人血受贿赂的；有向借钱的弟兄取利，向借粮的弟兄多要的。且因贪得无厌，欺压邻舍夺取财物，竟忘了我。这是主耶和华说的。(结 22:12) 说：“我把他交给你们，你们愿意给我多少钱？”他们就给了他三十块钱。(太26:15) 他被祭司长和长老控告的时候，什么都不回答。(太 27:12 )
9. **Peace: overcoming violence.** (Psalm 85:11) 和平：胜过暴力。诚实从地而生；公义从天而现。(诗 85:11 )



## 2. Twelve Reasons of Christian Faith against Corruption 基督信仰反对腐败的12个理由

- 10. Creation: avoiding environmental destruction. (Gen 2:15) 受造物：保护环境。** 耶和华神将那人安置在伊甸园，使他修理，看守。(创 2:15)
- 11. The Holy Spirit is not for sale. (Simonie Acts 8:18-24) 圣灵不可以被买卖。** 西门看见使徒按手，便有圣灵赐下，就拿钱给使徒，说：“把这权柄也给我，叫我手按着谁，谁就可以受圣灵。”彼得说：“你的银子和你一同灭亡吧！因你想 神的恩赐是可以用钱买的。你在这道上无份无关；因为在 神面前，你的心不正。你当懊悔你这罪恶，祈求主，或者你心里的意念可得赦免。我看出你正在苦胆之中，被罪恶捆绑。”西门说：“愿你们为我求主，叫你们所说的，没有一样临到我身上。”(徒8:18-24)
- 12. Faith: being faithful disciples, God's Holy name (Mt 6:9) 信心：奉神的名，做信心的门徒。** 所以，你们祷告要这样说：我们在天上的父：愿人都尊你的名为圣。(太 6:9)

### 3. Ten Ethical Reasons for overcoming Corruption 反对商业贿赂的10条伦理基础

1. **Justice:** Justice means to diminish the gap between poor and rich. Whatever benefits most the weakest of our societies is just (J. Rawls). “Heavy” corruption favours the lead of the power brokers and widens the gap between poor and rich. 正义：“正义意味着减少贫富差距。有利于使社会中绝大多数最弱势群体受益的即正义。”——J.罗尔斯。腐败使权力掮客们掌权，导致贫富差距扩大。
2. **Equality, equal rights for all**, also for the poor: Bribes often pervert the rights of the weaker who do not have the means to bribe or cannot get justice in front of corrupt courts. The Old Testament puts it already in words: "Do not accept a bribe, for a bribe makes people blind to what is right and ruins the cause of those who are innocent." (Ex 23,8) 公平，人人享有平等的权利：贿赂破坏了弱势群体的权利，弱势群体既无法行贿、也无法对抗司法腐败。圣经旧约《出埃及记》23章8节：不可受贿赂，因为贿赂能叫明眼人变瞎了，又能颠倒义人的话。
3. **Truth:** One of the motivators that lead to corruption is time and again the fear of truth - which very often leads to perverting the laws of the constitutional state and to violent actions. This form of corruption is equally found in the Bible. 真理：导致腐败的动机之一是对真理的恐惧，进而导致破坏国家宪法法律以及暴力行为。这种腐败表现形式也能在圣经中找到。

### 3. Ten Ethical Reasons for overcoming Corruption 反对商业贿赂的10条伦理基础

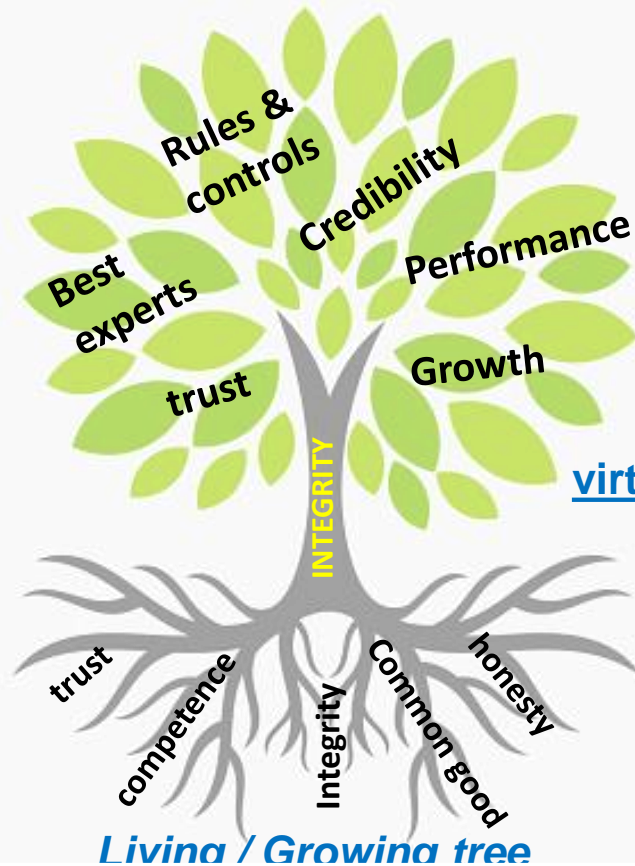
4. **Freedom:** Corruption creates an obscure tangle of interdependences and blackmailing opportunities and thus compromises political freedom in the sense of perceiving civil rights and duties and forestalls the respect of human rights. 自由：腐败导致一种相互依存与讹诈的混乱处境，降低了公民权利义务的自由行使度，减弱了对人权的尊重。
5. **Productivity and Work:** "Corruption replaces economic performances and achievements by theft " (as stated by the Peruvian Bishop's Conference in 1989). It distorts the market because it does not reward achievements, but existing power structures. 市场与生产：“腐败盗窃了经济发展的成果”——秘鲁主教会议，1989年。腐败亲近权力，导致市场扭曲和失灵。
6. **Rationality/Efficiency:** Corruption increases the "efficiency" for individuals at the expense of the overall system - which is inefficient in economic terms. 理性、效率：腐败提升了个人行为的“效率”，代价是破坏整个社会体系，在经济层面看是低效行为。
7. **Participation:** Corruption is based upon intransparency contradicting democratic control and participation of the public. To be able to participate in decision making processes presupposes transparent information. 参与性：腐败基于非透明的集权控制及大众参与。确保信息透明是正确决策的前提。

### 3. Ten Ethical Reasons for overcoming Corruption 反对商业贿赂的10条伦理基础

8. **Human Rights:** Corruption prevents the individual of getting his or her lawfully entitled rights, as they have to be bought separately. The propertied get one's dues more than the unpropertied. The General Assembly of the WCC in 1998 defined the protection of the individual from corruption as elementary human rights. 人权：腐败阻碍公民行使其合法权利，增加了行使合法权利的成本。世界基督教联合会会在其1998年大会上宣布保障个体免受腐败影响应当作为人类的基本权利之一。
9. **Self-interest against Common Good:** Corruption puts the self-interests in front of the common good. Corruption is the undermining of the common wellbeing. 私利对抗公共利益：腐败将私利置于社会公共利益之上，削减了社会整体利益。
10. **Responsible use of power:** A reason for corruption is often the short-term economic survival (the necessity to obtain orders), but in the case of those that bribe the reason is often greed and hunger for power; this makes it impossible to carry out power in a responsible way. 负责任的使用权力：腐败的原因往往是要获得短期经济效益。但从行贿的角度看，原因通常在于对权力的贪婪和欲望，从而导致无法负责任的使用权力。

## 4.1 Integrity and its Fruits 诚信以及诚信的果效

### Integrity Leadership



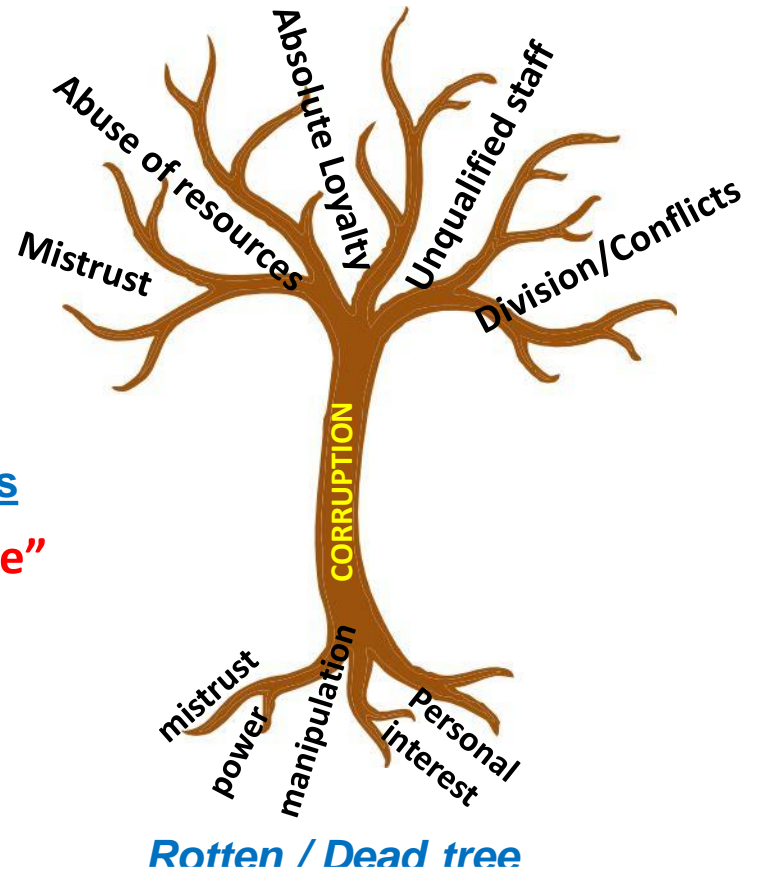
virtues

“we”

vices

“me”

### Abuse-of-Power Leadership





## 4.1 Integrity and its Fruits 诚信以及诚信的果效

### 滥用职权的领导力



**坏品质**

“我我我”

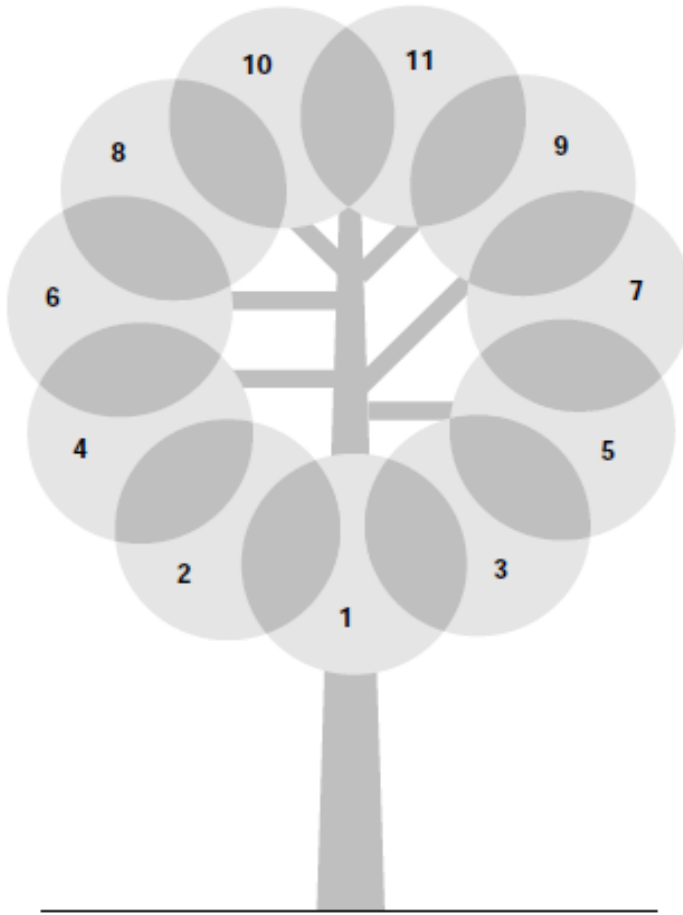
**好品质**

“我们”

### 讲诚信的领导力



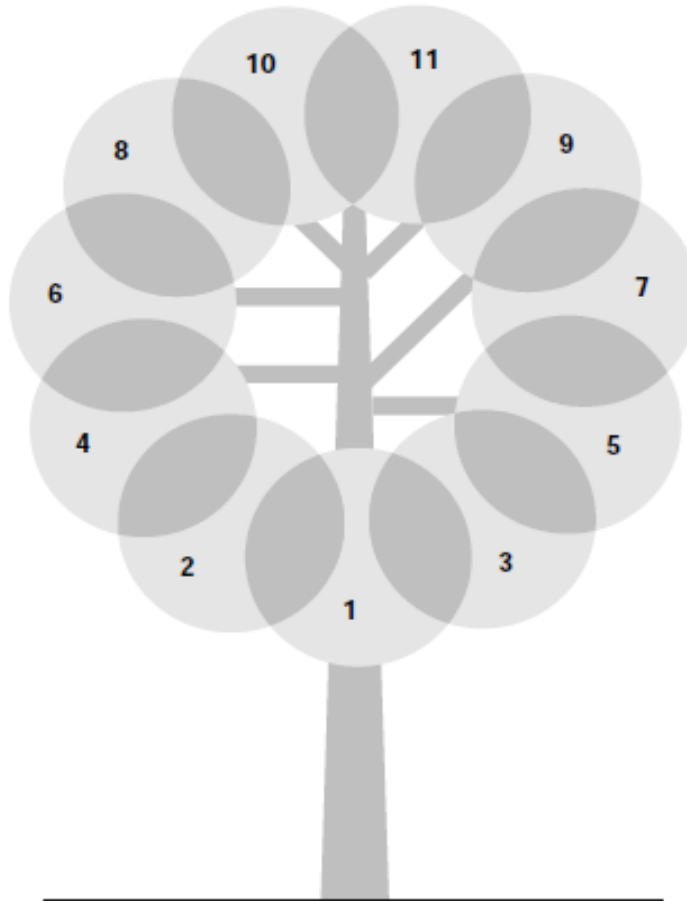
## 4.2 Values of Integrity 诚信的价值



1. Dignity 尊严
2. Freedom 自由
3. Justice 正义
4. Equity 公平
5. Peace 和平
6. Security 安全
7. Community 社区
8. Inclusiveness 包容
9. Participation 参与
10. Forgiveness 饶恕
11. Reconciliation 和解



## 4.3 Virtues of Integrity 诚信的美德



1. Honesty 诚实
2. Compassion 怜悯
3. Care 关怀
4. Transparency 透明
5. Accountability 问责
6. Reliability 信任
7. Respect 尊重
8. Humility 谦逊
9. Courage 勇气
10. Gratitude 感恩
11. Generosity 慷慨

## 4.4 How much honesty / transparency? 诚信/透明的程度

### Option 1: Justification 视为合理选择

“We have no choice. Everybody has to play the game” 社会趋势如此，所有人都别无选择。

### Option 2: Silence 保持沉默

“Do not talk about corruption, just do what is needed and do not inform me as superior. I do not want to know.” 当下属基于工作“需要”做出不诚信行为时，作为上司表面上不知情、不参与，但实际上默许了不诚信行为的发生。

### Option 3: Double level 双重标准

“We strongly support President Xi’s anticorruption efforts” (silently: “but we have to continue to pay and receive bribes”). 公开态度：支持国家重拳反腐。（实际心态：该收收，该拿拿。）

## 4.4 How much honesty / transparency? 诚信/透明的程度

### Option 4: Radical 严格的态度

“No corruption accepted in our company. Strong sanctions if somebody violates this rule.” 宣称：公司内绝不允许腐败行为发生，如果有人违反规定将会受到严厉处罚。

### Option 5: Honesty 诚实的态度

“We will never ask for or accept bribes. We try by all means to avoid paying bribes and to find creative solutions. But we honestly confess that we have not yet reached fully this goal.” “我们绝不索贿，也不会接受贿赂。我们尽一切可能避免行贿，通过其他解决方法代替行贿。然而我们也承认到目前为止这个目标尚未完全实现。”

## 5.1 Corruption in Churches: Elections 教会中的腐败：贿选

Corruption in churches: bying votes to be elected, improper property management etc. 教会中的腐败问题：贿选，资产的不当管理。

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Petitioning Madras Diocesan Council

### RESIGNATION OF RT. REV. GEORGE STEPHEN FROM THE OFFICE OF BISHOP IN MADRAS

Anonymous CSI India

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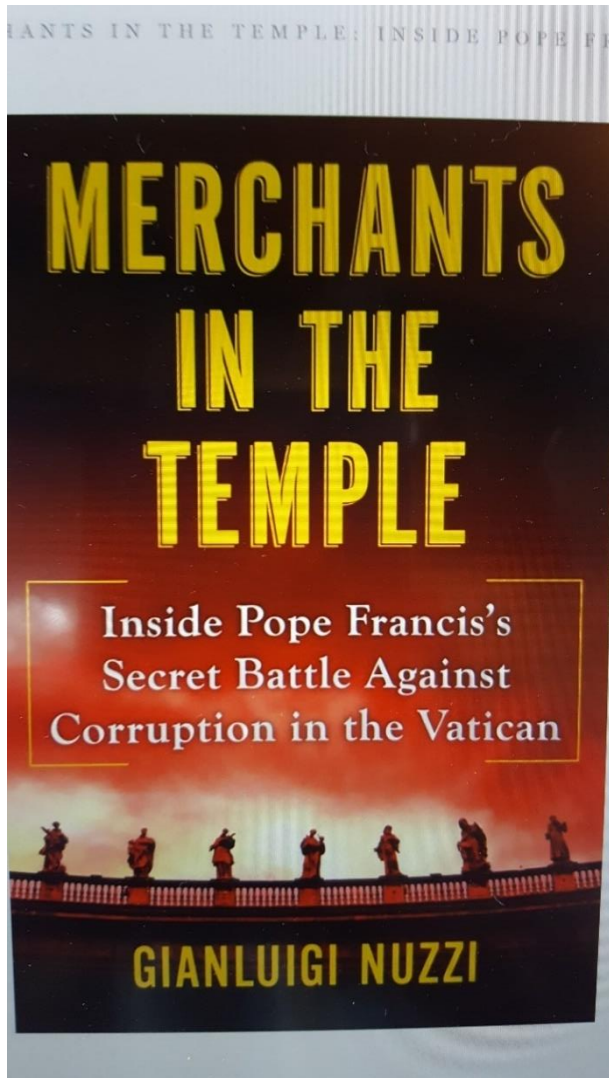
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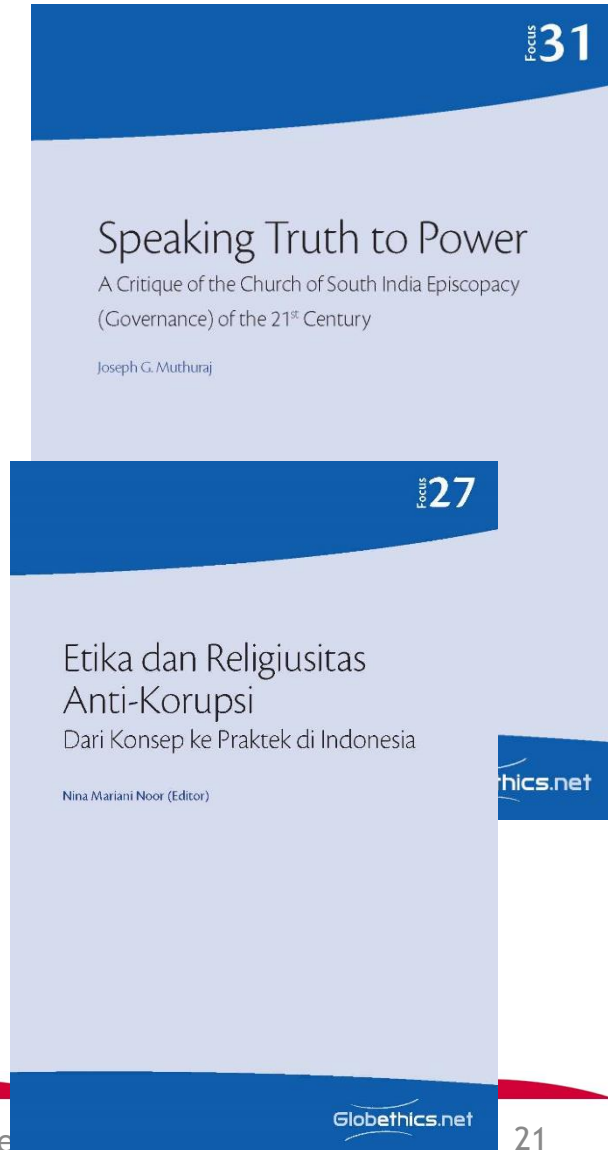
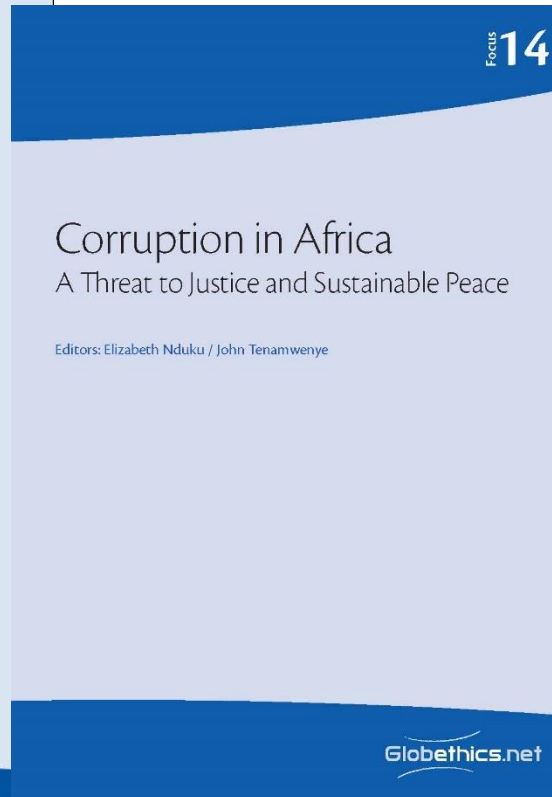
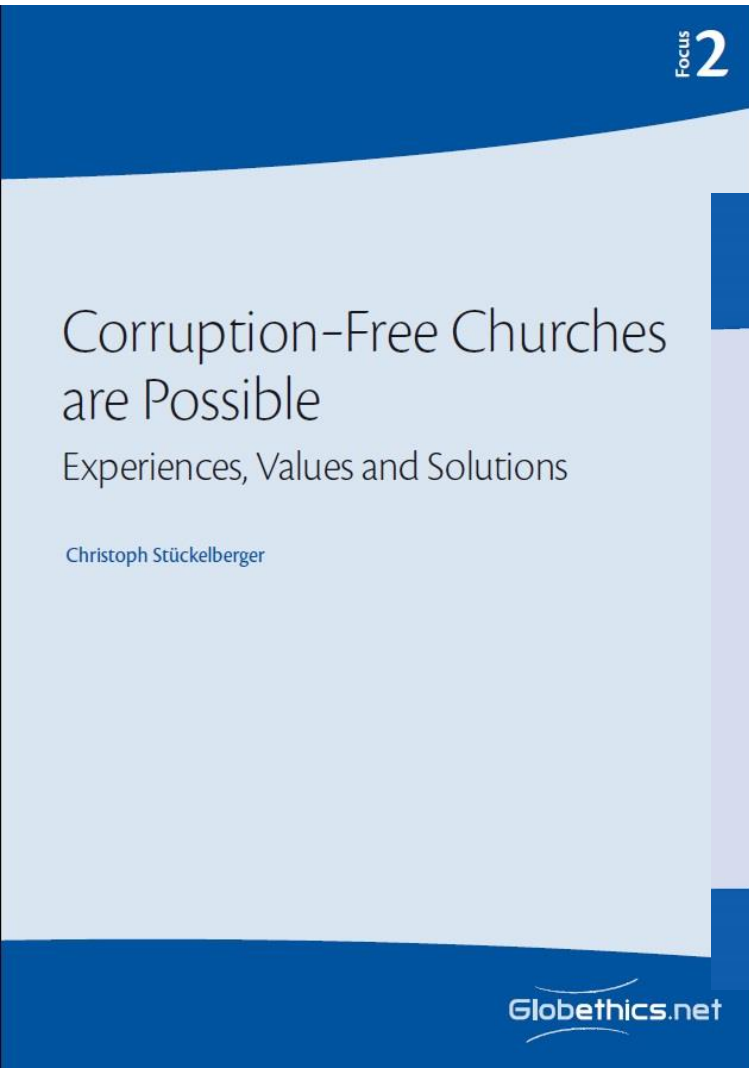
## 5.2 Corruption in Churches: Vatican 教会中的腐败：梵蒂冈



## 5.3 Solutions against religious Corruption 宗教腐败的解决之道

[www.globethics.net/publications](http://www.globethics.net/publications)

Focus Series, free download 可以免费下载的资料





## 6.1 Corruption in SME Business: Case 1

### 中小企业中的腐败问题：案例1

#### Facilitation Bribes for Permission 行贿以便取得行政许可

The owner of a restaurant, a Christian couple, wants to enlarge the restaurant and needs a construction permission. 一对基督徒夫妇，想要对其餐厅进行扩建，需要获得施工许可。

The government authorities (construction department) delay the permission which means a loss for the restaurant owner each month for waiting. All papers are correct and it is clear that the authorities expect a “facilitation payment”, personally to the responsible officer. 政府负责施工管理部门延迟发放施工许可，可能导致餐厅扩建工程延迟，进而影响餐厅的潜在收益。扩建项目的全部相关文件已准备妥当，但政府部门的负责人想要一笔“好处费”。

What to do as a couple with integrity? 作为具有诚信品质的人，这对夫妇该如何做？



## 6.2 Corruption in SME Business: Case 2

### 中小企业中的腐败问题：案例2

#### Intermediaries 中介公司行贿

A company imports goods from abroad. For custom clearance, the company has a contract with a service company for custom clearance which acts as intermediary. The company gets the ordinary invoice for the service. But out of experience it is clear, that the intermediary pays some bribes to the custom officers on various levels. The company is not directly involved in bribing. But the intermediary is.

A公司做进口贸易，并就其进口商品的清关服务与中介公司签署了中介服务合同。中介公司在工作过程中贿赂海关部门若干官员，A公司虽然未直接行贿，但根据其经验足以知晓中介公司会采取行贿的方法。

What to do as company in relation to this service company? A公司面对中介公司该如何做？

## 6.3 Corruption in SME Business: Case 3

### 中小企业中的腐败问题：案例3

#### Double Accounting 两套账

Many companies have double accounting/ bookkeeping for their accounts: one for the tax authorities (with the goal to show figures to pay less tax than in reality correct), one confidential for internal use (which shows higher benefit), in some cases a third one for international customers.

许多公司在做账时采用“两套账”方法：一套“明”帐给税务部门，根据这套帐可以少交税；另一套是仅供内部知晓的“实”帐，这套帐下可以看到实际收益是高于“明”帐里的记录；有时甚至有第三套帐。

Is it ethical or unethical? How to deal with it? 以上的情况是否符合伦理？应当如何处理？

## 6.4 Corruption in SME Business: Case 4

### 中小企业中的腐败问题：案例4

#### Nepotism 裙带关系

The pastor of a parish initiated to build a new church. The parish council approved and mandated the pastor to initiate and supervise the construction. He gave the planning work to an architect who is an elder of the parish. He gave the management of the construction work to his brother-in-law, both without public procurement.

教区的牧师计划建造一座新教堂。教区执事会批准并授权牧师启动工程和监督施工。未采取正式采购招标程序下，牧师把教堂规划的工作承包给一位建筑师（同时是教区长老），又将工程建设项目承包给了他的姐夫。

**From an integrity perspective, was it correct or not? Why yes or no?**  
**If not correct, what is the alternative?** 从诚信的角度判断，以上行为是对是错？理由是什么？如果你认为是错的，有什么替代性措施？

## 7. Summary: Practical Steps 总结：实用方法

- **Be honest**: do never ask for or accept bribes. Whenever possible pay no bribes. Recognize at the same time that you may not be without sin. 讲诚信：不行贿，不索贿，不接受贿赂。与此同时，要认识到人的罪性。
- **Ask for a receipt** for each payment. 每笔支出都索要发票。
- **Develop** solutions/alternatives in small groups of friends. 以群体决策代替个人决策。
- **Report** corruption as far as possible to authorities (anonymous, Whistleblowing) 一旦发现腐败事件，及时向政府部门（匿名）举报。
- If you are asked to pay bribes, refer to public laws, governmental policies, company-code of conduct which do not allow you to pay. 如果被索贿，向对方说明根据国家法律和政策以及公司行为准则不能实施贿赂行为。
- IT solutions for increased transparency in payments. 通过IT技术提高付款的透明度。
- Etc. 其他方法。

شكراً جداً (Shokran Gidan) merci  
**thank you** teşekkürler ngiyabonga  
baie dankie kealeboga  
diolch yn fawr धन्यवाद (Danyavad)  
**謝謝 (xiexie)** asante sana  
gracias Спасибо (spacibo) danke  
grazie adube dalu oshe  
nagode dankjewel obrigado/a