

## MESSAGE

The dawn of the new millennium has seen Hong Kong emerging from the economic downturn and entering a New Age predominated by explosive information technology development. Responding to the changing dynamics on the social and economic fronts, the Independent Commission Against Corruption (ICAC) has taken steps to keep pace with the new environment to ensure that we remain an effective anti-graft agency.



As part of our long-term endeavour to combat corruption, this year we plan to embark on a programme of new initiatives designed to prepare the Commission and the community for the changing environment. The programme calls for a more integrated approach in detection, prevention and education to further enhance our efficiency and effectiveness. Apart from upgrading our investigative capabilities, we aim to offer comprehensive solutions to help major industries step up their efforts in corruption prevention and education. We also seek to nurture a deeply-rooted anti-graft culture through a family-based and youth-oriented education programme.

Like the rest of the public sector, the ICAC also faces the challenge of the Enhanced Productivity Programme. However, we firmly believe that with our determination to eradicate graft and the community's unswerving support, the Commission is well-positioned to cope with the increasing workload and keep corruption under control. The efficiency drive will in no way compromise the integrity and professionalism of our operation.

Our initiatives to meet these goals are set out in this booklet. We welcome your views and suggestions on how to turn our shared mission into reality. With these new endeavours, we are confident that the high standard of integrity in both the public and private sectors will be here to stay.

A handwritten signature in black ink, consisting of stylized, cursive letters that appear to read 'Alan N Lai'.

(Alan N Lai)  
Commissioner,  
Independent Commission Against Corruption

# **Fighting Corruption**

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## **Policy Objective and Key Result Areas**

# FIGHTING CORRUPTION

Our Policy Objective is to pursue the corrupt through effective investigation and prosecution, eliminate opportunities for corruption by introducing corruption resistant practices, educate the public on the evils of corruption and foster their support in fighting corruption.

## Overall Targets

Our targets this year in pursuing this Policy Objective are –

- to investigate all pursuable corruption complaints
- to seek out unreported corruption
- to make corruption a high risk crime
- to reduce corruption opportunities in public sector practices and procedures
- to enhance private sector corruption prevention awareness
- to promote intolerance of corruption in the community
- to maintain community confidence in and support for the ICAC

## Progress

The 1999 targets were the same as those set out above. In the year to June 2000, we received a total of 3 806 corruption reports, among which 2 715 were pursuable. Some 224 of these cases were generated through our proactive approach. During the same period, we completed investigation on 2 675 cases. The caseload as at 1 July 2000 was 1 353.

We carried out studies of the practices and procedures of government departments and public bodies to reduce opportunities for corruption. In selecting areas for examination, we gave priority to those organisations which were subjects of corruption complaints. We provided timely corruption prevention advice to government departments to ensure that the necessary safeguards would be incorporated into new policies or procedures

before they took effect. We also produced Best Practice Packages on corruption-prone areas for distribution to private organisations.

On the education front, we stepped up the appeal for public support by organising seminars, conferences and publicity campaigns. Educational programmes for various sectors such as government departments, public bodies, private companies, professional groups, district organisations, youths and new arrivals were launched.

In March 2000, the ICAC organised an “Ethical Leadership Forum” jointly with the Civil Service Bureau to explore ways to uphold high ethical standards in the face of challenges in the new millennium. More than 1 000 senior business executives and public servants from local and overseas organisations, attended the conference.

Some indicators of our effectiveness can be found in the results of our 2000 annual survey. 84% of respondents indicated that they would not tolerate corruption and 60% said that the ICAC was effective. Nearly all surveyed (99%) considered the ICAC deserved their support.

We also achieved the following progress in our four Key Result Areas (KRAs).

## **1 Seek out and eradicate corruption through professional and effective investigation**

In the past 12 months, we have sought to enhance our case management capability through a comprehensive review of case preparation and procedures, and by formalising procedures for the disclosure of relevant “unused material” in prosecutions. In order to address the growing complexity and sophistication in corruption related fraud cases, which have been aided by rapid advances in information technology, we have fundamentally upgraded our IT facilities in support of investigation.

A mentoring programme has been introduced for newly recruited investigators who joined the ICAC from April 2000 onwards. The purpose of the programme is to ensure that the on-the-job training needs of the recruits are systematically addressed with a view to developing officers into competent and professional investigators. The scheme is designed to augment classroom induction training and to

identify areas for improvement and further training needs of our young officers.

To meet the expectations of the community, we have introduced a new ICAC “Information for Witnesses” leaflet and revised the “Victim of Crime Charter” booklet. We have also established improved internal guidelines on customer service to ensure that both victims of corruption and ICAC witnesses receive relevant information and support throughout the course of ICAC investigations. This, we believe, will help ease anxieties and doubts, which in turn will encourage members of the public to come forward to report corruption.

In the year to June 2000, we were able to contact 99.8% of complainants making pursurable corruption reports for interview within 48 hours, and all complainants making non-corruption reports within two working days. We had 89% of corruption investigations completed within 12 months.

## **2 Educate the public on the anti-corruption legislation and the consequences of corruption, as well as enlist public support**

In the past 12 months, we continued to publicise anti-corruption messages and deepen community support through intensive contact with different strata of the community. We also continued to keep corruption issues in the public eye through extensive use of the mass media.

Progress over the year was satisfactory. A total of 330 000 people were reached through 7 600 liaison activities. The majority of the participants (around 70%) found the activities relevant to them and useful in enhancing their understanding of anti-corruption legislation. Additionally, we sent our messages to about 1 900 000 people through 443 special projects. These projects included a territory-wide youth conference, a “Support Clean Elections” educational programme for the Legislative Council Elections held in September 2000 and a number of joint programmes with district organisations.

In addition to direct contact with the public, we produced a TV spot series for small and medium-sized enterprises to highlight common loopholes and preventive measures in various trades. The spot series was broadcast from February to May 2000 and reached an average

of 1 000 000 viewers per episode. We also launched a youth website “Teensland” to further cultivate positive values among young people in April 2000. A hit rate of around 1 300 000 was recorded since its launch. On the other hand, we placed the revamped ICAC Homepage on the Internet in September 1999 and have scored a hit rate of around 8 400 000 since its launch.

### **3 Promote the integrity of the civil service and of public sector practices and procedures**

In the past 12 months, we continued to commit much of our corruption preventive educational efforts to the public sector. Progress was satisfactory. Training seminars were delivered to some 29 000 civil servants from 56 government departments. At the same time, we provided similar training to 11 000 employees in 36 public bodies.

To further promote civil service integrity, we continued with the second phase of our Civil Service Integrity Programme together with the Civil Service Bureau. This included visiting another 46 departments and having in-depth discussion with department heads to map out a tailor-made programme for each department. Response was positive and we conducted follow-up activities with the full support of these departments. We also launched a half-yearly newsletter in January 2000 entitled “Integrity On Line” for distribution to all 190 000 civil servants.

In the year to June 2000, Corruption Prevention Department completed 105 assignment studies on government departments and public bodies. In addition, we gave advice to government departments and public bodies through consultation, on no less than 250 occasions.

Government departments and public bodies took active steps to implement our corruption prevention recommendations. We are pleased to note that 90% of our recommendations were implemented within 12 months.

### **4 Promote best practices, high ethical standards and fairness in the private sector**

In the past 12 months, we continued to promote ethics in the private sector and encourage organisations of various trades to take preventive measures against corruption. Progress was satisfactory. During the

year, about 450 business organisations lent their support to the ICAC in conducting training seminars for 30 000 employees.

Apart from training seminars, we launched 28 special programmes for the business sector. These included a seminar for the construction industry jointly organised with the Works Bureau, professional bodies and trade associations, a seminar on business ethics for Mandatory Provident Fund Schemes service providers and a seminar for the financial controllers of Mainland-funded companies in conjunction with the Hong Kong Chinese Enterprises Association. We stepped up our preventive education services for the construction industry, banking industry and service providers of the Mandatory Provident Fund Schemes. Targeting at these sectors, we also set up task forces which comprise representatives from our three departments, namely the Operations Department, Community Relations Department and Corruption Prevention Department to provide timely and quality services.

With regard to private sector companies seeking corruption prevention advice on their systems and operations, we responded on some 290 occasions in the year to June 2000, all within two working days as pledged. So far we have compiled 22 Best Practice Packages.

During the year, we organised more than 40 building management seminars and projects, reaching a total of 330 000 people, including office-bearers of Owners' Corporations and residents. We also offered corruption prevention advice to all private sector organisations which had been a victim of corruption.

Progress on each previously announced initiative under the above KRAs is set out in the "Detailed Progress" section of this report.

## Looking Forward

To achieve our overall targets this year, we will undertake the following initiatives and targets under each of the KRAs for the coming year.



# 1

## Seek out and eradicate corruption through professional and effective investigation

The Operations Department had another busy and successful year, with heavy involvement in a number of protracted corruption related fraud investigations. The consistently high number of corruption reports and caseload, coupled with the sophistication of many of these cases, have subjected the Department to enormous work pressure. As a means to improve the situation, we have proposed to formalise the establishment of our Quick Response Team (QRT), which is currently staffed by internal re-deployment of investigative resources within the Department, so that the Investigating Sections can be brought back to their original strength to tackle major and complex cases. The QRT, on the other hand, will be tasked to investigate complaints of a minor nature which appear capable of quick resolution.

In order to improve the professionalism of our investigative workforce, we are in the process of establishing an Assessment Centre for use in the selection of both applicants for recruitment and candidates for promotion. This will ensure that individuals are recruited on aptitude and potential, and that officers will be assessed for their suitability for promotion in practical situations in the context of established core competencies.

Corruption knows no boundaries. It is not enough for the ICAC to rely on reports of corruption from the community. The ICAC's ability to detect unreported corruption and identify potential areas for corruption is also important. To achieve this, regular liaison with local and overseas law enforcement agencies, government departments and regulatory bodies is essential. Effective liaison channels have long been established with encouraging results. There remains, however, scope for further enhancement, and this will be our aim in the coming year.

We will assess our performance in respect of this KRA against the following indicators –

- The percentage of complainants making pursuable corruption reports contacted for interview within 48 hours. Our target is 100% in 2001.

- The percentage of complainants making non-corruption reports contacted within two working days. Our target is 100% in 2001.
- The percentage of pursuable corruption investigations completed within 12 months. Our target is 90% in 2001.

We will pursue the following initiatives and targets to deliver results in this area –

Initiative *	Target
<p>To improve our recruitment and promotion selection processes so that candidates can be tested and selected on the basis of their potential and actual ability in core competency skills</p> <p><i>(Operations Department, Independent Commission Against Corruption (Op D, ICAC))</i></p>	<p>To establish a recruitment and promotion selection Assessment Centre in the Operations Department Training School to enhance the existing recruitment and promotion processes by 2001-2002</p>
<p>To promote operational efficiency by formalising the establishment of the Quick Response Team (QRT) to process cases capable of quick resolution in order to cope with the increasing corruption investigation caseload</p> <p><i>(Op D, ICAC)</i></p>	<p>To formalise the permanent establishment of the QRT in 2001-2002</p>

\* the bracketed information denotes the agency with lead responsibility for the initiative

Initiative	Target
<p>To enhance mutual liaison and co-operation with Mainland and overseas anti-corruption law enforcement agencies in order to facilitate effective cross-boundary corruption investigation</p> <p><i>(Op D, ICAC)</i></p>	<ul style="list-style-type: none"> <li>● To organise the first biennial International Anti-Corruption Symposium in November 2000</li> <li>● To enhance the content of a quarterly International Anti-Corruption Newsletter on the ICAC Website and to establish hyper-links between the ICAC Website and websites of other anti-corruption agencies by 2001-2002</li> </ul>
<p>To address growing concern over instances of misuse of public office for gain by government officers</p> <p><i>(Op D, ICAC)</i></p>	<p>To complete a research study on the desirability of making misuse of public office for gain a statutory offence by 2001-2002</p>
<p>To enhance the efficiency and effectiveness of the ICAC workforce</p> <p><i>(Op D, ICAC)</i></p>	<ul style="list-style-type: none"> <li>● To establish a programme of seminars, workshops, experience-sharing groups and residential training sessions to promote continuous professional development in 2001-2002</li> <li>● To set up a new ICAC residential training facility by October 2000</li> </ul>

## 2

### **Educate the public on the anti-corruption legislation and the consequences of corruption, as well as enlist public support**

The success of the ICAC hinges on public support. The public's readiness to help eradicate corruption through abiding by the law and reporting corruption-related crime makes a big difference to our work. Therefore, it is essential that the community is fully alert to the consequences of corruption. We have designed a comprehensive educational and publicity plan to enhance public knowledge of the evils of corruption. It comprises television shows, radio programmes and advertisements, as well as intensive, direct contacts with members of the public. Through this educational and publicity plan, we hope that the public will learn more about the anti-corruption laws and understand better the importance of our work.

Young people are our future. Therefore it is of paramount importance that the message about corruption should reach them. To achieve this, we continue to arouse young people's awareness of the corruption problem and motivate them to play an active role in the fight against corruption through school talks and activities. We encourage teachers, youth workers and parents to use teaching aids provided by the ICAC to reinforce our messages. At the district level, our regional offices co-organise youth projects with related bodies to further promote positive values among youngsters.

To maintain our prominence in the districts and provide a forum for enlisting community support, we conduct intensive liaison activities with district organisations and personalities. Besides co-organising anti-corruption programmes with them, we also launch different district projects aiming at enhancing the knowledge of selected targets on the anti-corruption work of the ICAC. Meet-the-public sessions and briefings for new arrivals are organised at our regional offices on a regular basis. These projects also enhance the transparency of the ICAC.

A clean and fair electoral system is important to Hong Kong. We organise briefing sessions for candidates and their agents as well as helpers before and during each election. In partnership with the Registration and Electoral Office, we also launch a series of activities to promote clean elections.

We will assess our performance in respect of this KRA against the following indicators –

- The number of people who attend liaison activities and projects carrying anti-corruption messages. Our target is 530 000 people in 2001.
- The percentage of people having a better understanding of anti-corruption legislation after training or direct contact. Our target is 80% in 2001.

We will pursue the following initiatives and targets to deliver results in this area –

Initiative	Target
<p>To instigate a programme to instil anti-corruption values in young people</p> <p><i>(Community Relations Department, Independent Commission Against Corruption (CRD, ICAC))</i></p>	<ul style="list-style-type: none"> <li>● To develop an interactive toy for primary school classroom talks and promote it in 2000-2001</li> <li>● To launch a programme, funded by the Quality Education Fund, to encourage young people to organise projects on positive values in 2000-2001</li> <li>● To revamp the talk content for secondary school students by incorporating more interactive components in 2000-2001</li> </ul>
<p>To reinforce “Report Corruption” messages by publicising ICAC’s reporting hotline through Announcements of Public Interest, posters and district publicity programmes</p> <p><i>(CRD, ICAC)</i></p>	<p>To launch the publicity programme in 2000-2001</p>

Initiative	Target
<p>To foster an anti-corruption culture in the community through family-based education <i>(CRD, ICAC)</i></p>	<ul style="list-style-type: none"> <li>● To produce and launch a family-based package for parents in 2001-2002</li> <li>● To hold 30 seminars for members of school parents' associations in 2001-2002</li> <li>● To promote the family-based package through a territory-wide publicity programme and a series of district projects in 2001-2002</li> </ul>

# 3

## Promote the integrity of the civil service and of public sector practices and procedures

A clean public sector is important to maintaining Hong Kong's stability. To prevent corruption in the public sector, we examine areas of work in government departments and public bodies which are likely to be corruption-prone. We conduct studies, make recommendations on preventive measures, and follow up with monitoring reviews. Through consultation, we also provide timely corruption prevention advice to government departments and public bodies in the formulation of new initiatives, policies and procedures. This process helps the institutions concerned to incorporate preventive measures before a new policy or system is launched.

A clean and honest civil service is important to Hong Kong's success. To heighten civil servants' sensitivity to the dangers of corruption and remind them of their role in fighting corruption, corruption prevention training is regularly provided to government staff, especially new recruits or those who work in areas which are susceptible to corruption. In planning our corruption prevention strategy for civil servants, we always take into account significant changes and new initiatives in government departments to ensure that timely corruption prevention training and advice are provided to government staff.

Another target of our educational effort is public bodies. Training sessions on corruption prevention regularly feature in the induction and refresher courses for staff of public bodies.

We will assess our performance in respect of this KRA against the following indicators –

- The number of assignment reports completed. Our target is to complete 105 assignment reports in 2001.
- The number of occasions on which advice is given to government departments and public bodies through consultation. Our target is 250 occasions in 2001.
- The percentage of agreed corruption prevention recommendations implemented in government departments and public bodies within 12 months. Our target is 80%.

- The number of government departments and public bodies arranging ICAC training seminars. Our target is 85 government departments and public bodies in 2001.
- The number of civil servants who have attended ICAC training seminars. Our target is 18 000 civil servants in 2001.
- The number of public body employees who have attended ICAC training seminars. Our target is 6 500 public body employees in 2001.

We will pursue the following initiatives and targets to deliver results in this area –

Initiative	Target
<p>To promote civil service integrity jointly with the Civil Service Bureau (CSB) by assisting government departments in implementing departmental integrity programmes</p> <p><i>(Community Relations Department, Independent Commission Against Corruption (CRD, ICAC))</i></p>	<ul style="list-style-type: none"> <li>● To assist the CSB to set up an electronic information and resources centre in 2001-2002 to facilitate departmental managers to access ethics development materials such as rules and regulations on integrity management</li> <li>● To organise in conjunction with the CSB workshops or experience-sharing sessions for departmental managers on common integrity issues in 2001-2002</li> </ul>
<p>To advise government departments on corruption prevention measures in the process of outsourcing government functions and services by –</p> <ul style="list-style-type: none"> <li>● Reviewing the procedures used by government departments in outsourcing their services to ensure that corruption resistant procedures are in place</li> </ul>	<ul style="list-style-type: none"> <li>● To complete three detailed studies in 2001</li> </ul>



Initiative	Target
<ul style="list-style-type: none"> <li>● Compiling a set of corruption prevention best practice guidelines on outsourcing for reference by government departments</li> </ul> <p><i>(Corruption Prevention Department, Independent Commission Against Corruption (CPD, ICAC))</i></p>	<ul style="list-style-type: none"> <li>● To promulgate guidelines in the first half of 2001</li> </ul>
<p>To minimise the opportunities for corruption, together with the Housing Department (HD), in the construction of public housing units by –</p> <ul style="list-style-type: none"> <li>● Advising the HD to formulate an effective corruption prevention strategy</li> <li>● Providing prompt corruption prevention input in the formulation of new construction systems and procedures under the quality housing reform programme of the Housing Authority (HA)</li> <li>● Organising specially designed training seminars to raise the corruption prevention awareness of HD site supervisors</li> </ul> <p><i>(CPD and CRD, ICAC)</i></p>	
	<ul style="list-style-type: none"> <li>● To assist the HD Anti-Corruption Strategy Committee in the formulation of an effective corruption prevention strategy in the first half of 2001</li> <li>● To provide assistance to the HA as the reform programme progresses</li> <li>● To conduct 50 training seminars in 2001-2002</li> </ul>

Initiative	Target
<p>To promulgate corruption resistant systems and procedures, together with the Works Bureau, in the employment of works-related consultants and their resident site staff by government <i>(CPD and CRD, ICAC)</i></p>	<ul style="list-style-type: none"> <li>● To complete a comprehensive review of the existing guidelines governing the management of consultants by the Works Departments in the first half of 2001</li> <li>● To promulgate a code of conduct for government consultants and their resident site staff in the first half of 2001</li> <li>● To provide ICAC's corruption prevention advisory and training services to all consultant firms on government's approved lists in the first quarter of 2001</li> </ul>
<p>To assist the Urban Renewal Authority (URA) in implementing corruption resistant procedures in carrying out its functions <i>(CPD, ICAC)</i></p>	<ul style="list-style-type: none"> <li>● To assist the URA to identify corruption-prone areas and formulate a corruption prevention strategy in the first six months of its operation</li> <li>● To conduct two studies within the first year of URA's operation to review in detail URA's work in relation to its statutory functions</li> </ul>

# 4

## Promote best practices, high ethical standards and fairness in the private sector

To maintain Hong Kong's competitiveness as an international business centre and to preserve a level playing field, a high standard of business ethics is important. We encourage and help private organisations to put in place internal controls and safeguards against corruption and malpractice. The Advisory Services Group of the Corruption Prevention Department provides tailor-made corruption prevention advice to private companies. The Group also compiles Best Practice Packages for easy reference by private companies.

Staff of our eight regional offices visit business enterprises regularly to market our services and encourage their management to take positive action in corruption prevention. We provide training for staff of different ranks to hammer home our anti-corruption messages and promote ethics. We provide preventive education services to property management companies and Owners' Corporations too. We also keep close contact with related professional bodies as well as trade associations and organise conferences for their members and business executives in related fields. In parallel, the Hong Kong Ethics Development Centre, set up with the support of leading chambers of commerce and professional bodies to promote business ethics on a long-term basis, will continue to provide corruption prevention services to businessmen through newsletters, training videos, courses and tailor-made packages.

We will assess our performance in respect of this KRA against the following indicators –

- The number of occasions on which private sector organisations are given corruption prevention advice. Our target is 280 occasions in 2001.
- The response time to private sector requests for advice. Our target is to respond within two working days.
- The percentage of organisations which have been a victim of corruption offered corruption prevention services. Our target is to offer corruption prevention services to 100% of affected organisations.

- The number of private sector organisations arranging ICAC training seminars. Our target is 400 private sector organisations in 2001.
- The number of private sector employers/employees who have attended training seminars. Our target is 33 000 private sector employers/employees in 2001.

We will pursue the following initiatives and targets to deliver results in this area –

Initiative	Target
<p>To launch a comprehensive corruption prevention programme on building management for Owners' Corporations (OCs) and property management companies</p> <p><i>(Community Relations Department and Corruption Prevention Department, Independent Commission Against Corruption (CRD and CPD, ICAC))</i></p>	<ul style="list-style-type: none"> <li>● To produce a corruption prevention package for OCs by March 2001</li> <li>● To organise three regional seminars for office bearers of OCs in 2001</li> <li>● To organise 18 roving exhibitions jointly with district organisations in 2001</li> <li>● To provide corruption prevention services to all major property management companies in 2001</li> </ul>
<p>To work closely with banking regulators and professional bodies to enhance ethical practices in the industry</p> <p><i>(CRD, ICAC)</i></p>	<ul style="list-style-type: none"> <li>● To produce a practical guide for bank managers together with the Hong Kong Monetary Authority, Hong Kong Association of Banks, Hong Kong Institute of Bankers and the DTC Association by March 2001</li> <li>● To conduct 50 training seminars for bank managers in 2001-2002</li> <li>● To produce an on-line training package for all banking staff in 2001-2002</li> </ul>

Initiative	Target
<p>To alert practitioners in the insurance industry to anti-corruption laws and promote ethical practice in the industry (<i>CRD and CPD, ICAC</i>)</p>	<ul style="list-style-type: none"> <li>● To organise an industry-wide conference in late 2001</li> <li>● To offer corruption prevention services to all insurance companies in 2001-2002</li> </ul>
<p>To step up corruption prevention education for the construction industry (<i>CPD and CRD, ICAC</i>)</p>	<ul style="list-style-type: none"> <li>● To raise the awareness of management and professionals by organising an industry-wide conference jointly with trade associations and professional bodies in the first half of 2001</li> <li>● To approach all major construction contractors and consultant firms to offer advisory and training services in 2001-2002</li> <li>● To encourage all tertiary institutions to incorporate ICAC sessions into programmes organised for students in the construction industry-related professions</li> <li>● To conduct 100 on-site training talks for site supervisors and workers in 2001-2002</li> </ul>
<p>To raise the profile of the Hong Kong Ethics Development Centre (<i>CRD, ICAC</i>)</p>	<p>To launch a web-site for the Centre in 2001</p>
<p>To promote fairness and high ethical standards in the IT field by organising a conference for related professional associations (<i>CRD, ICAC</i>)</p>	<p>To organise the conference in the second half of 2001</p>

<b>Initiative</b>	<b>Target</b>
To promote ICAC's corruption prevention services to small and medium-sized enterprises <i>(CPD, ICAC)</i>	To actively seek platforms from all chambers of commerce and major trade associations to encourage their members to use ICAC's advisory services in 2001

# **Fighting Corruption**

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## **Detailed Progress**

# 1

## Seek out and eradicate corruption through professional and effective investigation

To achieve results in this area, various initiatives have been undertaken in the past years. Details are set out below –

Initiative *	Target #	Present Position +
<p>To enhance our case management capability through a comprehensive review of case preparation and prosecution, with a view to identifying opportunities and strategies</p> <p><i>(Operations Department, Independent Commission Against Corruption (Op D, ICAC))</i></p>	<ul style="list-style-type: none"> <li>● To conduct a research project aimed at establishing in 2000-2001, a standardised system for the collation and preparation of evidence, with a capability for electronic processing of documentary exhibits</li>   <li>● To formalise procedures for the assessment and disclosure of relevant “unused material” and to set guidelines in 2000-2001</li> </ul>	<ul style="list-style-type: none"> <li>● A working group has been established to review existing case property management procedures and processing of documentary exhibits. A central exhibit store has been set up, and will become fully functional by late 2000. A more effective case management system has also been established by way of on-line reporting and updating.</li>   <li>● Guidelines on disclosure of “unused material” in criminal investigations have been established and promulgated to ICAC investigators.</li> </ul>
	<p><i>(1999)</i></p>	<p><i>(Action in Progress: On Schedule)</i></p> <p><i>(Action Completed)</i></p>

\* the bracketed information denotes the agency with lead responsibility for the initiative

# the bracketed information denotes the year in which the target was set

+ the bracketed information denotes the status of the target



Initiative	Target	Present Position
<p>To promote operational efficiency by upgrading IT facilities for investigation <i>(Op D, ICAC)</i></p>	<ul style="list-style-type: none"> <li>● To replace existing database operations with a new, user-friendly system by June 2000</li> <li>● To have all new IT applications including case tracking system, electronic reference library, and form-filling system in place by 2000-2001</li> <li>● To provide a computer workstation to each officer engaged in day-to-day investigation of corruption reports by 2000-2001</li> </ul> <p><i>(1999)</i></p>	<ul style="list-style-type: none"> <li>● A new Operations Department Information System has been installed and became operational in June 2000. <i>(Action Completed)</i></li> <li>● Various new IT applications have become fully functional by June 2000. <i>(Action Completed)</i></li> <li>● All investigating staff will be provided with a computer workstation by November 2000. <i>(Action in Progress: On Schedule)</i></li> </ul>
<p>To improve career development of new recruits through the setting up of a “mentor system” <i>(Op D, ICAC)</i></p>	<p>To implement a pilot scheme in 2000 in order to achieve full implementation by 2001 <i>(1999)</i></p>	<p>A mentor system has been introduced and made available to all new recruits from April 2000 onwards. <i>(Action Completed)</i></p>

Initiative	Target	Present Position
<p>To upgrade customer service for victims of corruption and ICAC witnesses by ensuring that customers receive relevant information and support throughout the course of investigation and thorough familiarisation with court procedures prior to their giving evidence</p> <p><i>(Op D, ICAC)</i></p>	<p>To commence review of procedures in late 1999 with a view to introducing improved service in 2000-2001</p> <p><i>(1999)</i></p>	<p>Guidelines on treatment of victims, complainants and witnesses were introduced with the publication of a new ICAC “Information for Witnesses” leaflet and a revised “Victim of Crime Charter” booklet, to provide individuals with relevant information and support as necessary.</p> <p><i>(Action Completed)</i></p>

# 2

## Educate the public on the anti-corruption legislation and the consequences of corruption, as well as enlist public support

To achieve results in this area, various initiatives have been undertaken in the past years. Details are set out below –

Initiative	Target	Present Position
<p>To enhance our efforts in educating the younger generation</p> <p><i>(Community Relations Department, Independent Commission Against Corruption (CRD, ICAC))</i></p>	<ul style="list-style-type: none"> <li>To launch a Youth Homepage by April 2000</li> <li>To organise a youth conference in 2000</li> </ul> <p><i>(1999)</i></p>	<ul style="list-style-type: none"> <li>The “Teensland” Homepage was launched in April 2000.</li> <li>Youth Conference 2000 was organised in August 2000 and attended by 800 young people from Hong Kong, Macao and the Mainland.</li> </ul> <p><i>(Action Completed)</i></p>
<p>To promote a clean election culture in partnership with the Registration and Electoral Office</p> <p><i>(CRD, ICAC)</i></p>	<ul style="list-style-type: none"> <li>To organise five regional briefing sessions on the new Elections (Corrupt and Illegal Conduct) Ordinance in 2000</li> <li>To launch a TV spot series in 2000</li> </ul> <p><i>(1999)</i></p>	<ul style="list-style-type: none"> <li>All five regional briefing sessions were conducted from July to August 2000.</li> <li>The spot series was broadcast from June to early September 2000.</li> </ul> <p><i>(Action Completed)</i></p>
<p>To intensify liaison with various sectors of the community through organising inter-district activities and seminars for community leaders</p> <p><i>(CRD, ICAC)</i></p>	<p>To hold four inter-district seminars and four inter-district activities in 1999-2000</p> <p><i>(1998)</i></p>	<ul style="list-style-type: none"> <li>All four inter-district seminars for Owners’ Corporations were held between June and July 1999.</li> <li>All four inter-district activities were organised for community leaders in February and March 2000.</li> </ul> <p><i>(Action Completed)</i></p>

Initiative	Target	Present Position
<p>Upon the implementation of the Building Safety Inspection Scheme, to encourage Owners' Corporations (OCs) of private buildings to make use of our corruption prevention services on building management <i>(CRD, ICAC)</i></p>	<ul style="list-style-type: none"> <li>● To provide anti-corruption advice to 200 OCs in 1999-2000</li> <li>● To hold 50 training seminars in 1999-2000 <i>(1998)</i></li> </ul>	<ul style="list-style-type: none"> <li>● Our Community Relations Department (CRD) offered corruption prevention services to all private buildings that had received repair orders from the Buildings Department. We have also produced a checklist for OCs to help them minimise corruption opportunities when carrying out repair and renovation work.</li> <li>● CRD organised jointly with the Home Affairs Department a total of 66 training seminars. <i>(Action Completed)</i></li> </ul>

# 3

## Promote the integrity of the civil service and of public sector practices and procedures

To achieve results in this area, various initiatives have been undertaken in the past years. Details are set out below –

Initiative	Target	Present Position
<p>To conduct jointly with Civil Service Bureau (CSB) the second phase of the Civil Service Integrity Programme</p> <p><i>(Community Relations Department, Independent Commission Against Corruption (CRD, ICAC))</i></p>	<ul style="list-style-type: none"> <li>● To approach the remaining 46 government departments in 2000-2001</li> <li>● To conduct 200 training seminars in 2000-2001</li> </ul> <p><i>(1999)</i></p>	<ul style="list-style-type: none"> <li>● 25 departments were contacted by September 2000.</li> <li>● 80 training seminars were conducted by September 2000.</li> </ul> <p><i>(Action in Progress: On Schedule)</i></p>
<p>To assist CSB to build in corruption prevention safeguards in the new staff management systems arising from the Civil Service Reform</p> <p><i>(Corruption Prevention Department, Independent Commission Against Corruption (CPD, ICAC))</i></p>	<p>To provide prompt corruption prevention input in the formulation of the new management systems</p> <p><i>(1999)</i></p>	<p>We have advised CSB on the new procedures arising from the Reform. We will closely monitor further developments in this area and ensure prompt advice is given in the implementation of any new management systems.</p> <p><i>(Action in Progress: On Schedule)</i></p>

Initiative	Target	Present Position
<p>To provide advice and training to Housing Department (HD) staff to tie in with the restructuring of estate management functions <i>(CPD and CRD, ICAC)</i></p>	<ul style="list-style-type: none"> <li>● To provide prompt advice to HD in the drawing up of guidelines for its staff to avoid conflict of interest and minimise opportunities for corruption in the appointment of private management agents</li> <li>● To conduct 50 training sessions for staff responsible for estate management duties <i>(1999)</i></li> </ul>	<ul style="list-style-type: none"> <li>● We have assisted HD in drawing up guidelines to avoid conflict of interest by staff and minimise opportunities for corruption in the appointment of private management agents.</li> <li>● 100 training sessions were conducted by September 2000. <i>(Action Completed)</i></li> </ul>
<p>To give priority to the examination of the procedures of the two new departments to be formed after the re-organisation of the administration of the municipal services <i>(CPD, ICAC)</i></p>	<p>To complete four studies on licensing and enforcement systems, and the procedures relating to the provision of cultural and leisure services within 12 months after re-organisation has taken place <i>(1999)</i></p>	<p>All four studies have been completed. <i>(Action Completed)</i></p>
<p>To assist statutory boards and councils receiving sizeable public funds to devise a set of guidelines for fund disbursement and alert their members to these provisions <i>(CPD and CRD, ICAC)</i></p>	<ul style="list-style-type: none"> <li>● To draw up best practice guidelines on fund disbursement by April 2000</li> </ul>	<ul style="list-style-type: none"> <li>● We promulgated a set of guidelines on disbursement of grants by public-funded organisations in January 2000.</li> </ul>

Initiative	Target	Present Position
	<ul style="list-style-type: none"> <li>● To conduct four seminars to promote these guidelines to the boards and councils concerned</li> </ul> <p><i>(1999)</i></p>	<ul style="list-style-type: none"> <li>● Guidelines were presented to members of the 18 District Councils from April to May 2000.</li> </ul> <p><i>(Action Completed)</i></p>
<p>Together with the CSB, to conduct corruption prevention education programmes for civil servants</p> <p><i>(CRD, ICAC)</i></p>	<ul style="list-style-type: none"> <li>● To approach 20 government departments in 1999-2000</li> <li>● To conduct 300 training seminars in 1999-2000</li> </ul> <p><i>(1998)</i></p>	<ul style="list-style-type: none"> <li>● Visits to 21 government departments were completed in July 1999. All departments visited had reviewed or developed their departmental guidelines.</li> <li>● 765 training seminars were conducted in 1999-2000.</li> </ul> <p><i>(Action Completed)</i></p>
<p>To produce and promote a corruption prevention guide for public bodies</p> <p><i>(CRD, ICAC)</i></p>	<p>To issue the guide to 5 000 public servants at managerial level by March 2000</p> <p><i>(1998)</i></p>	<p>The guide was distributed to 5 000 public servants at managerial level from December 1999 to March 2000.</p> <p><i>(Action Completed)</i></p>

# 4

## Promote best practices, high ethical standards and fairness in the private sector

To achieve results in this area, various initiatives have been undertaken in the past years. Details are set out below –

Initiative	Target	Present Position
<p>To promote anti-corruption efforts in small and medium-sized enterprises by producing a TV spot series</p> <p><i>(Community Relations Department, Independent Commission Against Corruption (CRD, ICAC))</i></p>	<p>To launch the TV spot series in 2000</p> <p><i>(1999)</i></p>	<p>The spot series was broadcast from February to May 2000.</p> <p><i>(Action Completed)</i></p>
<p>Together with the Education Department, to promote corruption prevention practices in all aided schools and school management committees in the light of the implementation of the School Based Management Initiatives (under which schools will assume more management responsibilities)</p> <p><i>(Corruption Prevention Department (CPD) and CRD, ICAC)</i></p>	<p>To approach 500 schools in 2000-2001</p> <p><i>(1999)</i></p>	<p>750 schools were approached by the end of September 2000. We have offered our advisory service to all aided schools and made available to them two Best Practice Packages on staff administration and procurement procedures.</p> <p><i>(Action Completed)</i></p>



Initiative	Target	Present Position
<p>To encourage service providers of the Mandatory Provident Fund Schemes to develop codes of conduct and strengthen their internal controls in the management and custody of funds</p> <p><i>(CPD and CRD, ICAC)</i></p>	<ul style="list-style-type: none"> <li>● To offer advisory service to all registered service providers</li> <li>● To conduct 50 training seminars for employees of service providers</li> </ul> <p><i>(1999)</i></p>	<ul style="list-style-type: none"> <li>● We have offered our advisory service to all registered service providers.</li> <li>● 70 training seminars have been conducted for employees of service providers by September 2000.</li> </ul> <p><i>(Action Completed)</i></p>
<p>To provide corruption prevention advice and training to Owners' Corporations (OCs) formed in former public housing estates arising from the implementation of the Tenant Purchase Scheme</p> <p><i>(CPD and CRD, ICAC)</i></p>	<p>To approach all such OCs</p> <p><i>(1999)</i></p>	<p>Corruption prevention advice and training were provided to all 12 OCs via visits and seminars by September 2000.</p> <p><i>(Action Completed)</i></p>
<p>To approach telecommunication companies to offer our advice on safeguards against abuse of customers' personal data and to alert them to the provisions of anti-corruption laws</p> <p><i>(CPD and CRD, ICAC)</i></p>	<p>To conduct 50 training seminars in 1999-2000</p> <p><i>(1998)</i></p>	<p>143 seminars were conducted for some 3 000 managers and staff by September 2000.</p> <p><i>(Action Completed)</i></p>
<p>To conduct a survey on the views of businessmen on the standard of business ethics in Hong Kong</p> <p><i>(CRD, ICAC)</i></p>	<p>To complete the survey in 1999</p> <p><i>(1998)</i></p>	<p>The survey was completed in March 2000.</p> <p><i>(Action Completed)</i></p>

Initiative	Target	Present Position
<p>To organise a conference on business ethics to promote fairness and high ethical standards in the Asia-Pacific Region</p> <p><i>(CRD, ICAC)</i></p>	<p>To organise the conference in 2000</p> <p><i>(1998)</i></p>	<p>The conference was held in March 2000, attended by more than 1 000 senior business executives and public servants from local and overseas organisations.</p> <p><i>(Action Completed)</i></p>