

## Message

The changing social and economic environment presented us with new challenges in the past year. However, with the community's support, we have successfully kept corruption under control through detection, prevention and education.

The number of corruption reports which we have received so far in 1998 demonstrates greater vigilance in the community against corruption and malpractice and the public confidence which the Independent Commission Against Corruption (ICAC) continues to enjoy. At the same time, it is possible that the slowdown in the economy is giving rise to more corrupt activities. My colleagues and I have the capability and every determination to tackle our increased workload without compromising on quality.

As the ICAC steps into its 25th year of operation in 1999, we need to enhance our professional ability to unearth and investigate increasingly complex and sophisticated corruption-related crime. We also have to counter the growing tolerance of corruption evident in the younger generation by sharpening the focus and strengthening the effectiveness of our education effort. In addition, we must direct our preventive service to areas where it is most needed.

The following pages set out the ICAC's initiatives to meet these goals. I welcome your views and suggestions on how we can attain our common objective of eradicating corruption in the Hong Kong Special Administrative Region.



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(Mrs Lily Yam)  
Commissioner  
Independent Commission  
Against Corruption

# Fighting Corruption

Our Policy Objective is to pursue the corrupt through effective detection, 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.

Our targets 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 of the ICAC

## Key Result Areas (KRAs)

To ensure that this Policy Objective can be achieved, we must deliver results in a number of key areas, that is, we must –

<b>I</b>	<b>Enhance our professional capability to detect and investigate corrupt activities</b>	<b>Page 3</b>
<b>II</b>	<b>Educate the public on the anti-corruption legislation and the consequences of corruption, as well as enlist public support</b>	<b>Page 5</b>
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The following sections of this booklet explain the importance of these KRAs, describe the broad thrust of our efforts, and outline the indicators which we are using to assess progress. Each section lists the new key initiatives being taken to achieve our objectives and pinpoints the agency accountable for each initiative and the specific targets which we intend to meet.

# I

## Enhance our professional capability to detect and investigate corrupt activities

Corruption and fraud are frequently inextricably intertwined. The ever growing complexity and sophistication in commerce has rendered investigation of financial aspects of corruption and related crime increasingly difficult. It is important that the ICAC is properly equipped to cope with this changing environment. We need to enhance the training of our officers so that they have the professional knowledge and expertise to conduct investigation in the face of these challenges.

Another area of concern is the increasing use of rapidly developing information technology (IT) in corruption and related crime. Advances in IT not only facilitate corrupt and related criminal activity, they also pose a serious obstacle to investigators who are not familiar with the technology. By enhancing the training of our officers in IT and establishing a computer forensics capability, the ICAC will be better equipped to crack down on crime in which computer technology is exploited to facilitate illegal operations.

It is not enough for the ICAC to rely solely 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 is, however, scope for enhancement of liaison, and this will be our aim in the coming year.

## Indicators

The indicators we will use to measure progress in this area are –

- the extent to which all newly recruited investigators are given the necessary professional training
- the number of professional courses conducted for operational staff
- our ability to equip officers with competencies in their respective fields of operation through advanced training
- the extent to which we are able to intensify liaison with local and overseas law enforcement agencies for better co-operation by way of liaison meetings, and attending and organising seminars

## Initiatives

## Targets

To develop professional capability to investigate complex financial aspects of corruption and related crime by setting up a Financial Investigation Section

*(Operations Department, Independent Commission Against Corruption (Op D, ICAC))\**

To establish the Section in the first quarter of 1999-2000

To develop professional capability to investigate corruption involving advanced IT by establishing a Computer Forensic and IT Research Section

*(Op D, ICAC)*

To establish the Section in the first quarter of 1999-2000

\* the brackets denote the agency with lead responsibility for the initiative

## II

### **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. A comprehensive educational and publicity plan put together by the ICAC is designed 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 will introduce a range of new initiatives using new technology and the mass media to spread the anti-corruption message.

Another target of our educational effort is new arrivals from the Mainland. Preventive education briefings have traditionally been provided for them. However, once settled in the territory, they are more difficult to reach except through the mass media. To improve and expand our service, we will launch a radio phone-in programme to reach out to new immigrants.

With building management remaining a key complaint area, we will also step up our effort to improve the awareness of office bearers of owners corporations (OCs), who are mainly volunteers, of anti-corruption measures. We will focus on explaining the provisions of anti-corruption laws. This activity will become even more relevant on the implementation of the Building Safety Inspection Scheme.

## Indicators

The indicators we will use to measure progress in this area are –

- the number of people who attend liaison activities and projects on anti-corruption measures
- the percentage of people obtaining a better understanding of anti-corruption legislation after training or direct contact
- the number of people who have watched or listened to our programmes on television and radio
- the percentage of people who will report corruption (according to an annual survey)
- the percentage of people supporting the work of the ICAC (according to an annual survey)
- the percentage of people who have confidence in the ICAC (according to an annual survey)

## Initiatives

To provide input into the formulation of a policy aimed at fortifying young people's positive values

*(Community Relations Department, Independent Commission Against Corruption (CRD, ICAC))*

## Targets

To participate in joint meetings of the Board of Education, the Commission on Youth, the Committee on the Promotion of Civic Education and the Social Welfare Advisory Committee with a view to working out a coordinated and integrated youth policy

Initiatives	Targets
<p>To launch a multi-media programme for young people through interactive computer games on anti-corruption and a TV cartoon series on positive values <i>(CRD, ICAC)</i></p>	<p>To launch the programme in 1999</p>
<p>To launch a radio phone-in programme to explain to new arrivals the anti-corruption legislation in relation to their daily lives and to produce a moral education package for young new immigrants at school <i>(CRD, ICAC)</i></p>	<p>To launch the programme and the education package in 1999</p>
<p>To intensify liaison with various sectors of the community through organising inter-district activities and seminars for community leaders <i>(CRD, ICAC)</i></p>	<p>To hold four inter-district seminars and four inter-district activities in 1999-2000</p>
<p>Upon the implementation of the Building Safety Inspection Scheme, to encourage 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</li> </ul>





## 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 promote civil service integrity, corruption prevention training is provided to government staff, especially those who work in areas which are susceptible to corruption. Our targets for the coming year will include departments which have daily contacts with the public and/or which are involved in works projects.

With corruption complaints against public bodies on the rise, we will produce a corruption prevention guide for managers of these institutions. The guide is aimed at helping managers identify corruption-prone areas so that action can be taken to reduce the opportunities for corruption. Training sessions are regularly arranged for the management of public bodies to promote staff integrity. In the coming year, priority will be accorded to hospitals and universities, since corruption complaints in these areas remain high.

## Indicators

The indicators we will use to measure progress in this area are –

- the number of assignment reports completed
- the number of occasions on which advice is given to government departments and public bodies through consultation
- the number of government departments and public bodies arranging ICAC training seminars
- the number of civil servants who have attended such training seminars
- the number of public body employees who have attended our training seminars

## Initiatives

## Targets

To help the Civil Service Bureau to review existing regulations and guidelines governing civil service integrity

*(Corruption Prevention Department, Independent Commission Against Corruption (CPD, ICAC))*

To complete a review of the guidelines by the end of 1999

Together with the Civil Service Bureau, to conduct preventive education programmes for civil servants

*(Community Relations Department, ICAC (CRD, ICAC))*

- To approach 20 government departments in 1999-2000
- To conduct 300 training seminars in 1999-2000

Initiatives	Targets
<p>To assist government departments and public bodies in the effective implementation of corruption prevention recommendations (CPD, ICAC)</p>	<p>To implement successfully 80% of the recommendations within 12 months</p>
<p>To give priority to the examination of procedures in the public sector relating to building construction (CPD, ICAC)</p>	<p>To conduct eight studies in 1999</p>
<p>To give priority to the examination of procedures relating to the management of the new Airport and the related passenger and cargo clearing procedures (CPD, ICAC)</p>	<p>To conduct five studies in 1999</p>
<p>To produce and promote a corruption prevention guide for public bodies (CRD, ICAC)</p>	<p>To issue the guide to 5 000 public servants at managerial level by March 2000</p>

# IV

## 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 Service Group of the Corruption Prevention Department provides tailor-made corruption prevention advice to private companies.

We also identify specific targets for promoting best practice in the coming year. They include the fast growing telecommunications industry which is in need of updated rules and guidelines to minimise the potential problems of malpractice and corruption. Special emphasis will be placed on briefing the management in the field so that they are fully aware of the anti-corruption laws and corruption prevention measures. Another target is the construction sector. The implementation of major infrastructure projects has given rise to more opportunities for corruption. Contractors will be given advice and training individually or through their trade associations to enhance their understanding of the anti-corruption laws. The core message is "report corruption and don't offer bribes".

The Ethics Development Centre, set up under the auspices of the ICAC, aims to promote business ethics on a long term basis. To provide better services to the business community and to focus their attention on adopting lawful and ethical practices, a survey on businessmen's perception of ethics will be conducted and a conference aiming at promoting high ethical standards will also be held.

## Indicators

The indicators we will use to measure progress in this area are –

- the number of organisations given advice
- the response time to private sector requests for advice
- the number of private sector organisations arranging ICAC training seminars
- the number of private sector employers/employees who have attended such training seminars

## Initiatives

## Targets

To offer corruption prevention services to companies and organisations which have been a victim of corruption

*(Corruption Prevention Department, Independent Commission Against Corruption (CPD, ICAC))*

To offer such services to all companies and organisations which have suffered corruption

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

*(Community Relations Department (CRD) and CPD, ICAC)*

- To offer advice and training to all companies providing fixed-line and mobile telephone services in 1999
- To conduct 50 training seminars in 1999-2000

Initiatives	Targets
<p>To offer building professionals and construction contractors advisory services and training to enhance their understanding of the anti-corruption laws <i>(CRD and CPD, ICAC)</i></p>	<ul style="list-style-type: none"> <li>● To approach 1 000 companies to offer advisory and training services in 1999-2000</li> <li>● To conduct 200 training seminars in 1999-2000</li> </ul>
<p>To conduct a survey on the views of businessmen on the standard of business ethics in Hong Kong <i>(CRD, ICAC)</i></p>	<p>To complete the survey in 1999</p>
<p>To organise a conference on business ethics to promote fairness and high ethical standards in the Asia Pacific Region <i>(CRD, ICAC)</i></p>	<p>To organise the conference in 2000</p>