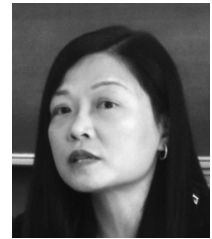


# MEASURES TO PREVENT CORRUPTION AND TO ENCOURAGE COOPERATION BETWEEN ALL SECTORS OF SOCIETY

*Rebecca B. L. Li\**



## I. INTRODUCTION

Since its inception, the Independent Commission Against Corruption (ICAC) in Hong Kong, China has recognized that apart from enforcement, it is equally important to work with the community in order to develop an intolerance of corruption. It therefore has adopted a three-pronged strategy in combating corruption — enforcement, prevention and education.

Our first Commissioner, Sir Jack Cater, reported in the ICAC Annual Report for the inaugural year 1974 that “Combatting corruption is not just a matter of investigation and prosecution. There is much history behind corruption in Hong Kong and deeply ingrained attitudes are involved. From its very inception therefore the decision was made that the Commission should launch a three-pronged attack: that it should have, in addition to an investigating arm (the Operations Department), two other departments to be known as the Corruption Prevention and the Community Relations departments. The aim of the former being the elimination, as far as practicable, of the opportunities for corruption; and the aims of the latter, the education of the public against the evils of corruption and the fostering of public support generally in fighting corruption.” The three-pronged anti-corruption strategy was, therefore, adopted by the ICAC in order to tackle corruption in Hong Kong on all fronts.

## II. CORRUPTION PREVENTION

In providing corruption prevention advice to government departments or public bodies (and upon request, to private sector entities), our Corruption Prevention Department (CPD) will, after all relevant information has been collected, identify potential weaknesses in the system which create opportunities for corruption and make corresponding recommendations for their reduction if not elimination. Once the recommendations have been accepted by the relevant government department or public body, their implementation will be closely monitored by CPD until conclusion of the corruption prevention assignment.

### A. Characteristics of Corruption Opportunities

In providing recommendations of prevention measures, it is necessary to identify features giving rise to opportunities for corruption in the relevant practices and procedures. Some of the recurrent features are detailed below.

#### 1. Outdated or Inadequate Policy

Fundamental to each corruption prevention study is the policy behind the practice or procedure under review by CPD. In a number of studies, it has been found that the basic fault is an obsolete policy or the total lack of policy so that procedures may exist, either wholly or partly, to give effect to a policy that is no longer relevant or necessary. In effect this could mean that no one in the department has any knowledge of what is required, leaving scope for staff at all levels to create their own aims and objectives, perhaps with corrupt ends.

#### 2. Un-enforced or Unenforceable Legislation

Legislation can provide opportunities for corruption, particularly if it is unenforced or unenforceable. The continued existence of outdated, inadequate legislation may be due to the failure of depart-

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\*Director of Investigation (Government Sector), Operations Department, Independent Commission Against Corruption, Hong Kong.

ments to review their own legislation or a lack of communication between the enforcement agency and the law-making authority. Corruption opportunities exist for law enforcement officers if they have laws at their disposal which cannot be enforced consistently, are unenforceable, or are known by the public that they can be varied in their application by relatively junior officers. Toleration of illegal practices, then, especially when condoned by senior members of the department, renders all staff who are in contact with the public particularly vulnerable to corruption.

3. Lack of Supervision and Accountability

Problems may arise from a lack of supervision of junior staff, particularly those who operate away from the office. Often supervisory staff are preoccupied with their own duties, frequently of an administrative nature, which may keep them at their desks most of the time. Attempts to supervise are often made merely by correspondence on file, which is but an incomplete form of supervision. Not only is there often inadequate supervision, in some instances government officers, especially those charged with monitoring and inspectorate duties, may perform their duties perfunctorily with limited sense of accountability.

4. Insufficient Publicity

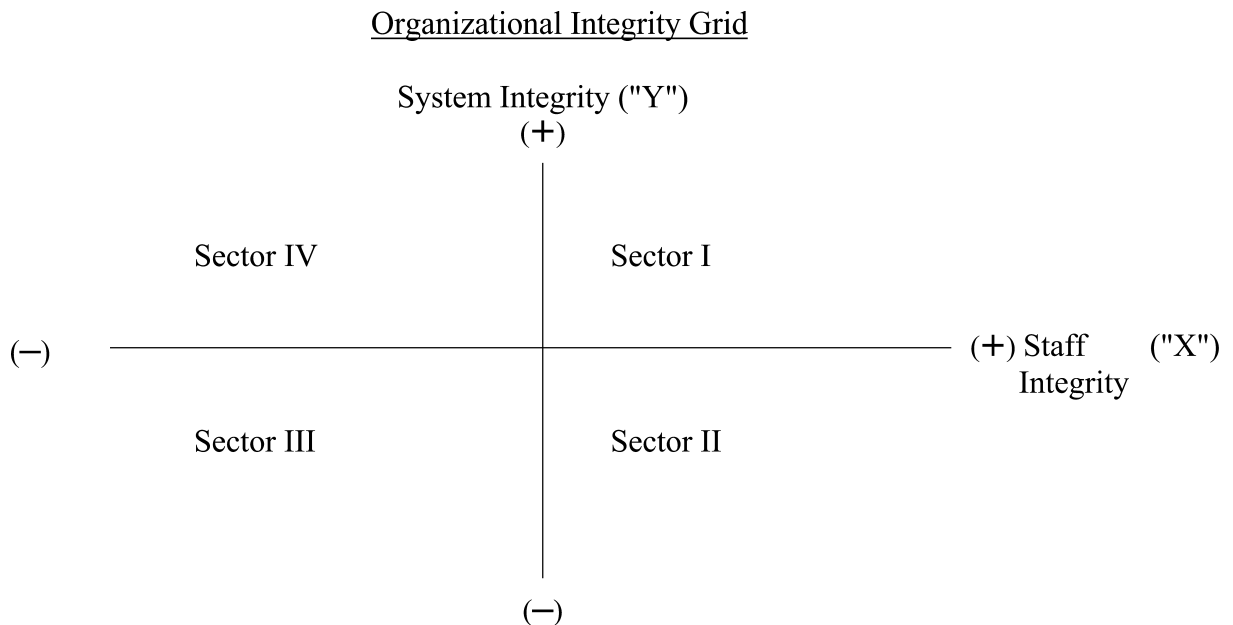
The lack of publicity on government practices and procedures may create opportunities for manipulation by dishonest officers. Not only should the public be made aware of government's aims and procedures, they should also be educated to realize, and therefore, to exercise, their rights as members of the community.

5. Delay

Delay, whatever the cause, provides obvious scope for corruption, as long as there are people who are prepared to pay and/or there are public servants who demand or accept bribes for expediting a case. Delay provides both the opportunity to extort a bribe and the incentive to offer one. It is also an inevitable consequence of the complex bureaucratic processes of a society.

**B. Organizational Integrity**

To better appreciate how organizations, in particular public organizations, fall prey to corruption and malpractices, it would be useful to make reference to an Organizational Integrity Grid, with the X axis denoting "Staff Integrity" and the Y axis "System Integrity". An organization's system integrity and staff integrity are rated and it is then placed in the grid for analysis.



1. System Integrity

Factors which affect the rating of an organization's system integrity include the organization's policy commitment on integrity; a corporate culture of ethical behaviour; zero tolerance on corruption

and other malpractices; promulgation of and adherence to a staff code governing probity issues; a declaration system for managing conflicts of interest; an accountable hierarchal structure with well defined duties and responsibilities; laid down procedures and clear instructions; publicized performance pledges; an effective checking and reviewing mechanism; a complaints handling system for external and internal complaints (whistle-blower policy); a stringent staff recruitment, development, performance management and monitoring policy; and compliance with laid down policies and procedures, etc.

An organization which possesses the above factors will score high along the Y axis and depending on its score against “Staff Integrity” will be placed either in Sectors I or IV of the Organizational Integrity Grid. On the other hand, an organization lacking in the above factors will score relatively low and may end up in either Sectors II or III, again depending on its rating under “Staff Integrity”.

## 2. Staff Integrity

While rating an organization’s system integrity can be based on various objective factors, the measurement of staff integrity of an organization is much harder as subjectivity is involved. The common values which affect staff integrity include morality, honesty, impartiality, fairness, righteousness, conscientiousness, anti-nepotism, attitude against bias and prejudice, and sense of remorse, etc. These are essentially personal attributes and are difficult to be measured objectively. Other than using psychometric tools to gauge the level of integrity of individual staff members thereby reaching an overall rating for an organization, the level of staff integrity of an organization could also be inferred from incidences of failure in staff integrity related issues, including actual and alleged corruption and fraudulent cases. An organization with a relatively high rating under “Staff Integrity” will be placed either in Sectors I or II, depending on its score on “System Integrity”. Conversely, an organization with a relatively low rating under “Staff Integrity” will end up in either Sectors III or IV.

## 3. Rigorous Enforcement

While an organization in Sector I of the Organizational Integrity Grid denotes both its system integrity and staff integrity are positive and hence less likely to be victimized by corruption or other malpractices, an organization in Sector III will be much more prone to problems as any unscrupulous staff member could easily take advantage of the various loopholes in the organization’s system for personal gains probably to the detriment of the organization. Not many organizations will thrive for long should their parasitic staff members behave corruptly.

To tackle cases in Sector III, the immediate and obvious solution would be rigorous enforcement by the relevant law enforcement authority; provided that the organization concerned is able to detect and willing to bring forth such cases to light, the latter is unlikely to be an issue for government departments or public bodies as they are publicly accountable but would be more prevalent in private organizations which might have commercial or other short term considerations for reporting such cases. Nonetheless, should an organization be able to detect irregularities and be willing to report them to the authorities, then effectively its rating on organization integrity should rise which would benefit it in the longer term, along with the adoption of other integrity enhancement measures discussed below.

## 4. Integrity Enhancement and Maintenance

Arguably for organizations placed in either Sectors II or IV, they should be comparatively safer than those organizations in Sector III because either their systems are sound (Sector IV) or they are run by staff who would not take advantage of any system loopholes (Sector II). Problems associated with integrity apparently will not fall on them; but is this true? It is appreciated that complacency breeds contempt but misplaced complacency breeds more than contempt as it often is the root cause of future problems, and more so for complacent organizations which unfortunately may find themselves caught off guard. The eventual price to be paid could be huge as the organization’s goodwill will be at stake.

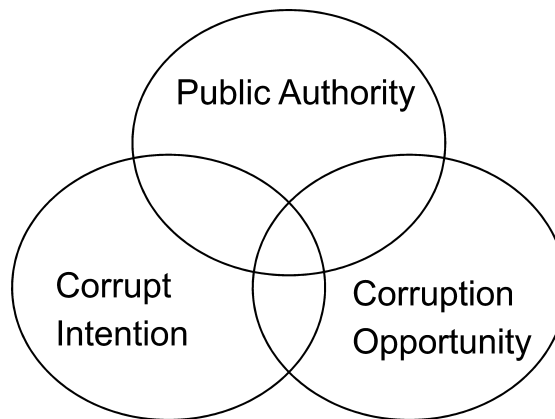
It must be pointed out that the ratings for both system integrity and staff integrity of an organization are both relative in nature and are not absolute. The integrity factors of an organization do not remain static and will change in response to the operating environment and the prevailing norms (market norms for private organizations). Hence it would be in the interest of an organization in either Sectors II or IV to be watchful about its low ratings and take positive measures to enhance those integrity factors it lacks with a view to eventually moving to Sector I. Depending on the nature of the

integrity factors, our CPD is able to offer corruption prevention measures to organizations to directly address the deficiencies identified for system integrity related issues; while our Community Relations Department (CRD) will assist with staff integrity related issues. As integrity issues are dynamic in nature, organizations must recognize that even though they are in Sector I, they have to continually and proactively monitor and maintain their hard-earned stature lest they be relegated to other sectors without realizing it until it is too late.

For an organization in Sector III, it should be obviously necessary for it to adopt decisive measures to enhance all integrity factors; tantamount to a complete revitalization or rebirth of the organization. It is therefore important for these organizations to be aware of the services of our CPD and CRD which can help these “victims of corruption” to benefit from integrity enhancement measures to enhance their system and staff integrity. The above discussion on organizational integrity reflects the three-pronged strategy to attacking corruption holistically.

### **C. The Fundamental Conditions for Corruption in the Public Sector**

The presence of corruption opportunities (COs) by itself does not indicate that such opportunities are being exploited. The following schematic diagram would help explain the fundamental conditions under which COs could be exploited. In order for COs to be exploited, there must exist two other enabling conditions: public authority and corrupt intention. Thus, to prevent corruption from occurring, preventive measures must be introduced to manage these fundamental conditions.



#### **1. Enhancing System and Staff Integrity**

Elimination of, or reduction in, COs can be achieved by way of improving system integrity. In respect of corrupt intention, the stepping up of staff integrity is the most effective way to curb such intention by way of promulgating positive values amongst the staff concerned. That said, corruption thrived in Hong Kong in the 60s and 70s because more often than not petty corruption was accepted by many as a means to supplement official emoluments which were then not high. Hence in addition to imparting positive values, it is also necessary to review pay packages and associated benefits to help make sure that the overall pay package will allow an honest public official to maintain reasonable living for himself/herself and his/her family without the need for him/her to resorting to corruption to supplement his/her income except for satisfying his/her greed.

#### **2. Public Authority and Accountability**

In order to be corrupt, a public official must have the public authority to enable him/her to either abuse the entrusted authority or to gain from its proper exercise. Hence measures have to be introduced to guard against abuse of such authority and to step up the accountability of the system when public authority is being exercised. Coupled with the introduction of the system integrity measures to reduce or eliminate COs and the enhancement of staff integrity measures, they should go a long way to curbing abuse of authority.

### **D. The Corruption Prevention Principles**

Based on a multitude of corruption prevention assignment reports completed by our CPD over the years, COs in public systems could be effectively reduced if the systems satisfy the broad principles in

that they should be **F**air, **A**ccountable, **S**imple and **T**ransparent, giving rise to the acronym FAST, which provides for a simple set of working tools for examining public systems so that potential problematic areas identified could be suitably addressed to safeguard the system against corruption and malpractices. Thus, if a public system could be made fair, accountable, simple and transparent, then the system should become more corruption resistant.

1. A Fair System

In public administration, particularly in resource allocation, the fundamental principle to be observed is fairness, which means that every eligible applicant who is entitled to the public service has a fair and equal chance of receiving it.

2. An Accountable System

All officers involved in a system have a role to play and each is expected to perform to the best of his/her abilities with the resources given, in accordance with laid down instructions and within any stipulated time frame. Cases should be subject to random supervisory checks and managerial supervisors aware of any prevailing issues affecting the performance of the system.

3. A Simple System

Any system which is highly complicated with elaborate procedures, involving a large number of authorities or departments, is bound to attract middlemen and the likelihood of anxious applicants resorting to corrupt means to expedite the process. Hence any system should be made simple as far as applicants are concerned.

4. A Transparent System

With rising public expectations on accountability in public administration, members of the public are entitled to know and question public policies, decisions and actions. From the corruption prevention angle, transparency is essential to allowing public monitoring on government systems and the associated decisions and actions.

**E. Procurement Management — A Case Example of Limiting the Opportunities for Corruption**

Corruption prevention, as mentioned above, seeks to identify weaknesses in an organization, its structure, processes and staff in order to discover where it might be vulnerable to corruption and where opportunities might exist for corruption to occur within that organization. Now I want to discuss a core part of an organization's processes, the procurement process, to illustrate how corruption prevention can help to minimize, if not eliminate, opportunities for the corrupt exploitation of this important administrative process.

Procurement is undoubtedly an activity of concern to both public and private organizations as it has the potential for serious loss to an organization, public or private, through corruption and malpractices. A prudent and accountable procurement system should ensure that goods and services are purchased in a competitive and equitable manner as well as through a process which provides value for money. The process should be transparent and accountable.

The basic control principles for procurement entail a fair, open and effective procurement system with appropriate checks and balances. The procurement authorization levels and their corresponding financial limits should be clearly set out with full knowledge by the staff concerned. Requisitions should be approved and quotations or tenders should be adopted in accordance with laid down financial limits.

Segregation of duties is of utmost importance to avoid a single staff member from being able to initiate an order, place and receive the order as well as effecting payment to the supplier concerned. Such functions should be segregated and subject to checks. Any potential conflicts of interest should be properly managed to protect the organization as well as the staff involved in the procurement process from possible perceptions of impropriety. The whole procurement process should be fully documented to provide an audit trail and allow for subsequent compliance checking.

Thus, from the emergence of the novel idea of corruption prevention to the consolidation of the

FAST working tools for improving public systems, corruption prevention has indeed proved to be one of the essential and complementary prongs of the ICAC's holistic anti-corruption strategy.

### **III. COOPERATING WITH THE PUBLIC AND PRIVATE SECTORS**

One of the statutory duties of the ICAC is to educate the public on the evils of corruption and to enlist their support in the fight against it. To this end, we aim at changing the mindset and attitude of people through education and integrity promotion. We put emphasis on people. We see people not only as targets for conveying anti-corruption messages; we see them also as our change agents and multipliers. No matter which sector they belong to, we hope to rally their support for the anti-corruption cause and to encourage them to join forces with us. One strategy adopted by our CRD to achieve this objective is to identify and work with influential partners. By so doing, we hope to reach out to more partners and more multipliers and gradually forming a tremendous force in building a clean culture in society.

#### **A. Partnership to Combat Corruption — The Ethical Leadership Programme**

In the government sector, our goal is to help create a culture of integrity in the civil service. We firmly believe that an ethical culture is the best defence against corruption. In reaching this goal, we have partnered with the Civil Service Bureau (CSB). The CSB is a policy bureau assuming the overall policy responsibility for the management of Hong Kong civil servants. It maintains close contacts with other government bureaux and departments to ensure that the Administration is staffed by an effective and clean civil service. With our common goal in mind, the ICAC and the CSB have, for the last decade, jointly embarked on a series of programmes to encourage government departments and bureaux to take steps to promote integrity culture in their organizations. The Ethical Leadership Programme (ELP) is the most significant effort made by our CRD in recent years.

The ELP was launched in December 2006. It has two significant features. The first one is the appointment of an ethics officer in all government organizations and the second one is the establishment of a standing mechanism for regular communication among ethics officers and with the ICAC and the CSB.

##### 1. Appointment of Ethics Officers

Under the ELP, each organization head is requested to appoint a senior directorate officer to be the ethics officer assisting him/her in developing and sustaining ethical culture in the organization on a long-term basis. Ethics officers assume the overall responsibilities of all tasks related to integrity management. Such tasks cover areas like cultivation of values; setting and maintaining a high standard of probity amongst staff; conducting reviews of procedures and systems; arranging education and training for staff; and providing guidance and ensuring enforcement of the requirements and the standards set. These tasks may not be new to government organizations but with the appointment of ethics officers, they can be performed, monitored and reviewed on a regular basis in the context of a well coordinated integrity programme plan.

##### 2. Mechanism for Communication

To facilitate the exchange of views, experiences and information among ethics officers and with the ICAC and the CSB, periodic workshops on different topics concerning integrity, conduct and discipline are organized for ethics officers and their assistants every year. Workshops have been organized and the topics covered included administration of staff discipline; investigative skills in handling staff discipline cases; and contract management and supervisory accountability.

In addition, an intranet for ethics officers has been developed to facilitate communication and provide up-to-date information and reference materials related to integrity issues to ethics officers and their assistants. Contents uploaded include service-wide regulations on conduct matters, provisions of the anti-bribery law; publications on subjects related to integrity of civil servants as well as information on integrity promotion events.

To help the ICAC and the CSB better understand the progress and needs of the organizations so that ICAC can perform its assisting role more effectively, ethics officers are requested to send annually to

CRD a summary of their integrity promotion efforts.

The ELP has generated positive outcomes with more organizations assuming ownership of their integrity programmes and more senior staff getting involved in setting the direction of their integrity management initiatives. After all, ownership and leadership are the key pillars of the ELP, without which integrity messages cannot be spread to the civil service effectively.

With the platform and network established, we will continue to strengthen our partnership and communication with government organizations, identify their needs and provide the necessary services. More importantly, we shall continue to encourage organizations to work on the four Cs which we believe are the core elements in entrenching and sustaining an ethical culture in any organization. The four Cs are:

- Commitment by senior management
- Clear set of values and standards of behaviour
- Communication of the values and standards to staff
- Continuous and consistent actions in promoting integrity

Culture building is a long-term process requiring constant reinforcement and revised strategies. But steady, persistent and continuous steps in the right direction will certainly bear fruit in the long run.

## **B. Working Together with the Private Sector**

Three Articles of the UNCAC, namely, Articles 12, 13 and 39, emphasize the importance of the relationship between government and the private sector and the relationship between the anti-corruption agency and the private sector in carrying out the anti-corruption responsibilities of enforcement, prevention and education. These obligations reflect the approach taken by the ICAC from the time of its inception. Since that time, the ICAC has been putting great effort into developing and fostering close relationships with all areas of the private sector.

In combating private sector corruption, success did not come easily as in the beginning, there was strong resistance from the business community. This resistance was partly due to a misconception that the ICAC was opposed to all business rebates and commissions — even ones accepted as normal and proper. However, through our corruption prevention and community education activities, we were able to dispel this misconception and today the business community is supportive of the ICAC and has become a key partner with it in the fight against corruption.

On the enforcement front, our investigating officers have established liaison contacts with all major banks, insurance companies, accountancy firms and other private entities for cooperation in the investigation of corruption offences in the private sector. The management of the private institutions or business firms may, through the liaison contacts, makes reports of corruption to the ICAC.

On the prevention front, the Advisory Services Group of our CPD offers, on request, tailor-made corruption prevention advice to any private organization on a confidential and free-of-charge basis. The service provided to such private organizations ranges from the compilation of a code of conduct for compliance by staff to a critical review of the organization's operational procedures to identify potential loopholes for corruption and malpractice and provide corresponding measures to plug the loopholes identified.

In enlisting public support in the fight against corruption, our CRD has been engaging the private sector as detailed below.

### 1. Hong Kong Ethics Development Centre

The change in attitude of the business sector, from one of suspicion of the ICAC and hesitation to working with it, to becoming an active partner in anti-corruption activities, is best seen in the setting

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up of the Hong Kong Ethics Development Centre (HKEDC). The HKEDC was set up in 1995 to promote business and professional ethics as the first line of defence against corruption. Six leading chambers of commerce in Hong Kong are represented in an advisory committee to steer the work of HKEDC. The HKEDC provides a wide range of consultancy services on corporate ethics programmes, for instance, formulating and revising company codes of conduct, advising on systems control measures to plug corruption loopholes and suggesting tailor-made training.

The HKEDC also partners with various professional bodies and chambers of commerce in Hong Kong to disseminate ethical governance messages to their members. The HKEDC has co-organized seminars/workshops with different trade associations including those of small and medium size enterprises as well as with relevant professional organizations relating to accounting, securities, construction works, real estate, testing and certification, etc. It has established or maintained different networks with different trades and professions in the private sector to leverage their support for promotion of anti-corruption messages and corruption prevention services to their staff/member companies through workshops, sharing sessions and feature articles.

In the World Bank 2003 publication entitled “Fighting Corruption in East Asia”, it regarded the HKEDC as a unique and practical model of public-private sector partnership, saying “having a government agency directly involved in the dissemination of business ethics is quite exceptional worldwide and reflects the very strong policy of prevention implemented in Hong Kong.”

## 2. Interacting with the Business Sector

### *(a) Business Sector Talks*

Since the 1990s, many commercial firms have actively put up requests for organizing corruption prevention staff training. In recent years, an average of 30,000 business executives are reached annually by CRD through talks, seminars, activities and special projects. CRD's presentations are not only focusing on legislation, but also on ethical practices and the managerial role in preventing corruption. Our colleagues would also tailor the content of the training programmes in accordance with the needs and concerns of different industries.

### *(b) Trade Specific Programmes*

CRD identifies priority trades to spread anti-corruption messages. Trade specific programmes have been introduced in industries like banking, construction, insurance, estate agents and many others. To successfully build a culture of integrity in the business sector, we must win the support of the business community and secure their partnership and initiative to take the lead in promoting business ethics.

### *(c) Listed Companies and Directors' Ethics*

An important initiative of CRD's partnership with the business community is its programme for listed companies. With Hong Kong being an international financial centre, listed companies form an important pillar of our economy.

From the financial turmoil in the late 1990s and the subsequent corporate scandals and failures, we all knew that senior management and boards of directors of listed companies play a vital role in preventing corruption and fraud, especially when ethical challenges confront them. CRD therefore organized with 12 key partners, including regulators and professional bodies, a Directors' Forum in 2007 and published a Toolkit on Directors' Ethics to provide practical tips for company directors to perform their ethical leadership role.

To sustain the momentum of the programme, CRD now regularly joins its partners, such as the Securities and Futures Commission of Hong Kong, Hong Kong Stock Exchange and the Hong Kong Institute of Directors, to arrange training for directors serving in Hong Kong listed companies and in Mainland China companies before listing in Hong Kong. CRD colleagues also actively approach newly listed companies within three months after their Initial Public Offers to offer their services.

### *(d) Continuous Professional Development Requirement*

Many professional bodies have proactively partnered with CRD to promote professional ethics to their members. For instance, CRD's training videos have been incorporated in Continuous Professional



Development courses of different trades and industries to make business and professional ethics an integral part of the registration and licensing requirement of professionals.

*(e) Guidebooks Publication*

With the contribution and advice of various professional bodies, CRD has jointly published a number of practical guidebooks to introduce corruption prevention measures and highlight the importance of ethics regarding specific professional practices.

*(f) E-learning Materials*

Using the digital platform, CRD has jointly developed e-learning packages with different professional associations, such as those for architects, engineers and surveyors. The e-learning materials provide scenarios, quizzes and guidance for these professionals to resolve ethical dilemmas that they may encounter in their workplace.

### **C. Engaging the Community in the Fight Against Corruption**

There is no better formula for combating corruption than to engage the community. In doing so, our CRD has deployed both mass media publicity and face-to-face meetings with members of the public. They are used in a complementary way to increase both the breadth and depth of our probity messages. By means of the mass media, our messages could reach wide and far to the collective masses. Meanwhile, face-to-face contacts enable our messages to sink deep into the community.

To stimulate optimal impact, CRD's mass media publicity programmes and face-to-face anti-corruption education work are target-oriented and designed to address the needs of society in changing times.

#### **1. Mass Media Publicity**

From the outset of its educational work in the 1970s, CRD made extensive use of the media to change the public's attitude and to create an awareness of corruption and an intolerance of it. Nowadays, anytime, anywhere, through different media channels in Hong Kong, the community receives our message.

An effective medium in mass media is the use of short and sharp advertisements on TV. The ICAC was one of the first government departments in Hong Kong to spearhead the use of TV advertisements to disseminate educational messages. Alongside with TV advertisements, a number of posters on the same themes would also be produced to reinforce our messages.

Apart from TV commercials and publicity posters, production of TV drama series is another effective tool to galvanize community support. The episodes are based on real cases. They dramatically project the ICAC as a robust graft fighting agency with commitment and capabilities. They also communicate effectively to the public the evils of corruption.

Our corporate website provides an easily accessible channel for the public to obtain information about the ICAC's work and its latest developments. Thematic websites that are specialized for individual segments of the public were launched to provide tailor-made materials on corruption prevention. Some examples of these special segments include teachers, business executives, building management personnel, election candidates and even children.

The advent and popularity of social media opens up new fronts for us to engage in interactive communication with the internet community. For instance, we now have a group on facebook named "iTeen Xtra" for the youth and run a YouTube channel with videos about our work for the general public.

#### **2. Face-to-Face Interactions**

To complement the use of mass media for extensive publicity, we also reach out to the community by engaging in face-to-face interactions with members of the public. On one hand, face-to-face contacts allow our colleagues to grasp first-hand public sentiments. Their concerns could shed light on ICAC's work planning and long-term development. On the other hand, direct contacts provide us with the

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opportunity to dispel any misconception by the community and hence help build up the long-term rapport and trust in the ICAC.

*(a) Regional Offices*

To reach out to the general public, we are now running seven regional offices in Hong Kong. Located in densely populated areas, these regional offices allow us to initiate proactive and intensive communication with the ordinary people in the street. Members of the public can also make corruption reports to any of these regional offices and their reports will be forwarded to the Report Centre to follow up.

*(b) Involving Young People*

To achieve sustainable control over corruption, the ICAC well understood in our early days that young people could not be ignored. To build up a community intolerant of corruption, we make sure that the younger generation ranging from kindergartens to universities receive our moral messages both in curricula and in activities.

CRD has been disseminating probity messages to the youth in the course of their school lives through teaching packages, educational projects or face-to-face talks/workshops. Over the years, CRD has produced a number of teaching packages to facilitate educators to instil moral values in students of various levels in class. It has launched a “personal ethics module” for incorporation into the university curriculum. Apart from the curriculum, CRD has also put in place a number of activities targeting the younger generation of various age groups starting from kindergartens. For kindergartens, CRD has created a set of cartoon characters for use in its moral education activity packages. The characters are featured in both TV animation series and story books to instil positive values such as honesty, fairness and self-discipline into kindergarteners. To appeal to the secondary school students who look for more challenging and interactive modes of communication, in recent years CRD has appointed professional drama troupes to develop interactive performances that draw young people’s attention to the temptations that they may face.

*(c) Launching Youth Engagement Integrity Programmes*

Since the 2007/08 school year, CRD has been organizing the Ambassador Programme to mobilize tertiary students to promulgate anti-corruption and integrity messages to their fellow students through creative on-campus and inter-institution activities. During the 2013/14 school year, the programme has been extended to all the 17 local tertiary education institutions. In addition, the i-League was established in 2010 to engage the support of past ICAC Ambassadors. Currently, it has more than 500 members.

Riding on the momentum of the ICAC Ambassador Programme, an “i-Relay” Youth Integrity Project (YIP) with a Youth Summit in April 2014 is being organized to promote exchanges on integrity-related issues amongst tertiary students from Hong Kong, Mainland China and overseas.

A territory-wide iTeen Leadership Programme for senior secondary school students has been launched during the 2013/14 school year. The iTeen Leaders assist teachers in organizing integrity activities, such as a visit to the ICAC, interactive drama, video/microfilm show, mobile truck exhibition, etc. They will also be invited to join other voluntary services to promote anti-corruption work.

*(d) Forging Partnerships with Educators and Parents*

CRD has collaborated with teaching professionals in the production of anti-corruption and moral education resources for young people. These teaching professionals have been invited to join the working groups, conduct pilot teaching and provide feedback, etc. CRD builds teachers’ network through the establishment of the Moral Education Website and the publication of the *ICAC Periodical*. CRD also produced parenting publications on positive values for parents. Short videos were also produced to support the organization of parent education programmes in schools.

*(e) ICAC Club*

After all these years, there exists in the society a group of staunch supporters of the ICAC. To provide a platform for these supporters to realize their involvement in the ICAC, the “ICAC Club” was

established in 1997. The Club gathers volunteers from all walks of life in a systematic and organized fashion to promote civic engagement in the anti-corruption work in Hong Kong. It now has a membership of some 1,500 who provide volunteer service to our daily work.

#### **IV. CONCLUSION**

Over the years, the one key message that has been brought home to us in our fight against corruption is that we cannot do it on our own and that any success we might have is largely due to the trust and support of the community we serve. We put considerable effort into developing that support through our community relations work. However, engaging with the community is also for the purpose of enlisting their assistance in preventing corruption from occurring. Our interaction with the community therefore has two key purposes: firstly to foster an intolerance of corruption; and secondly to, through their assistance, prevent corruption from occurring.

It is highly valuable to the ICAC that other than the private sector, public servants are also alert to the problems posed by corruption and how it might arise in their workplace. The ICAC corruption prevention work in the public sector is not just liaising with the senior management to develop less corruption prone administrative practices but is also about developing, amongst the staff, an awareness of and intolerance to all forms of corruption. Of course, ICAC's corruption prevention work is not confined solely to the public sector and it extends to the private sector as well.

ICAC's engaging all sectors of the community in the fight against corruption is instrumental to its success. The ICAC has been in existence since 1974 and since that time, we have learnt many lessons on how to deal with corruption and in this paper, I have tried to convey some of our experiences in the areas of corruption prevention and community education in the hope that they will be of assistance to our counterparts in other jurisdictions.