



From *Theory* to *Practice* – Effective Control of Corruption through Systemic Prevention

ADB/OECD Anti-Corruption Initiative
Public Integrity Network –
Capacity Development Program
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Outline

A faded background image of a classroom with students sitting at desks, looking towards the front where a teacher is standing. The image is partially obscured by a large grey diagonal shape on the left side of the slide.

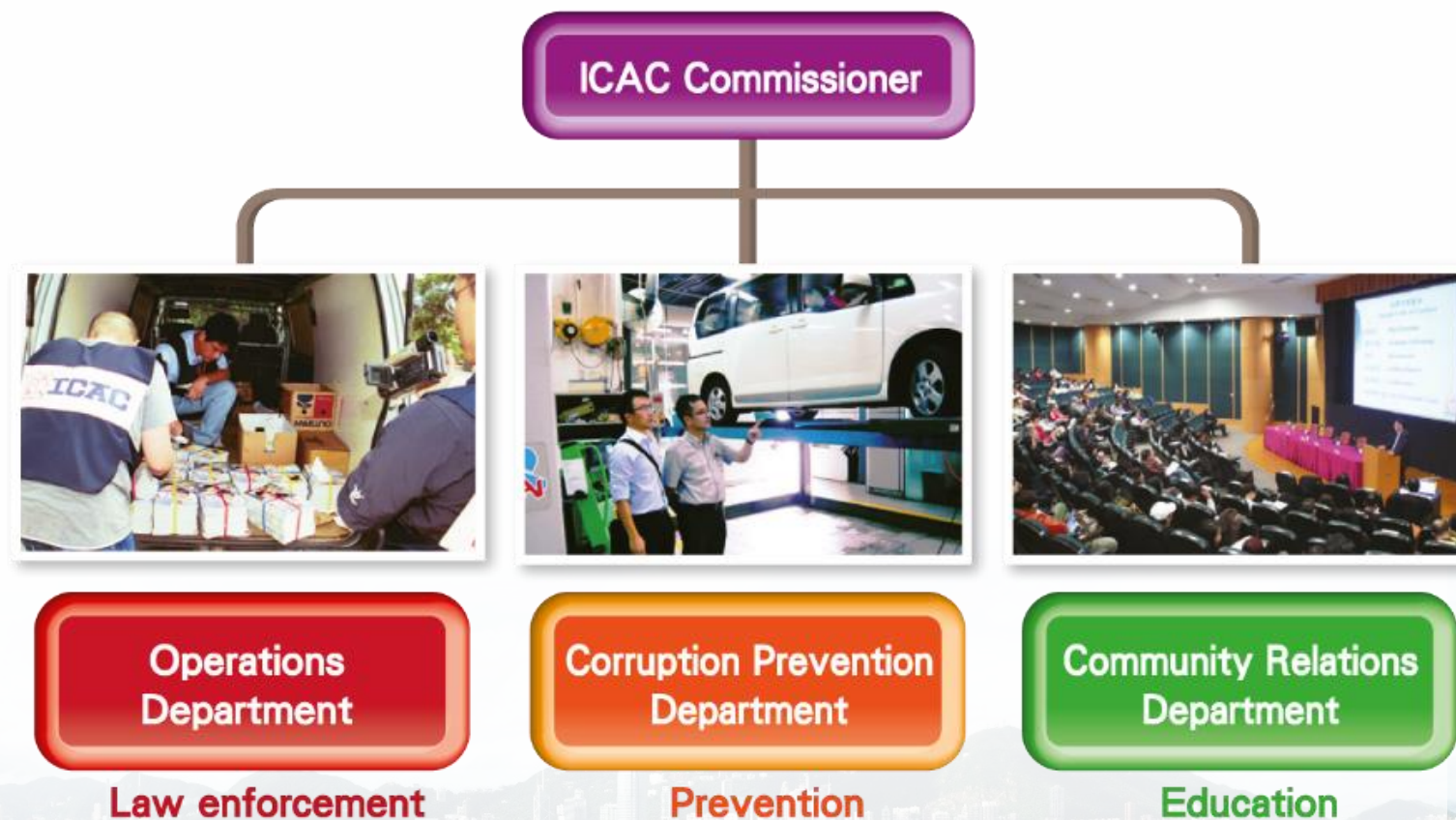
Background ①

Principles & Strategy in
Corruption Prevention ②

Work Approach ③

Challenges ④

Independent Commission Against Corruption



“Prevention”

Preventing corruption through
good governance system,
and preventive and detective
controls

Statutory Duties of Corruption Prevention Department

ICAC Ordinance Section 12

- (d) **examine government and public body procedures** and secure revision of corruption-prone practices
- (e) instruct, **advise** and **assist any person, on request**, on ways to eliminate corrupt practices
- (f) **advise government departments and public bodies** of changes in practices and procedures, compatible with the effective discharge of their duties, to reduce the likelihood of corrupt practices



Corruption Prevention Department (CPD)



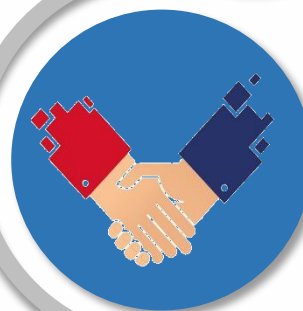
Corruption Prevention Principles



Strategies in Corruption Prevention

- Engage Public Sector Stakeholders

Partnership and
Collaboration
organisations regarded
as “clients”



1st Police CPG Meeting (1981)

Corruption Prevention
Groups / Liaison Groups
jointly identify
work areas



Advisory, Consultancy
& Assistance
rather than audit

Strategies in Corruption Prevention

- Engage Private Sector Stakeholders

- Partnering with Professional /Regulatory /Trade Bodies
- Through networks of government departments and public bodies



發展局
Development Bureau



CHARTERED
SECRETARIES
特許秘書



物業管理業監管局
PROPERTY MANAGEMENT
SERVICES AUTHORITY



香港社會服務聯會
The Hong Kong Council of Social Service



Hong Kong Institute of
Certified Public Accountants
香港會計師公會

Work Approach



Assignment Studies

detailed examination of systems and procedures



Consultations

quick advice to Government departments and public bodies



Corruption Prevention Advisory Service

services for private organisations on request



Projects

Corruption prevention guides, best practices, training materials, CPAS web portal



Capacity Building

Corruption prevention training

Strategies in Corruption Prevention

- accord work priorities

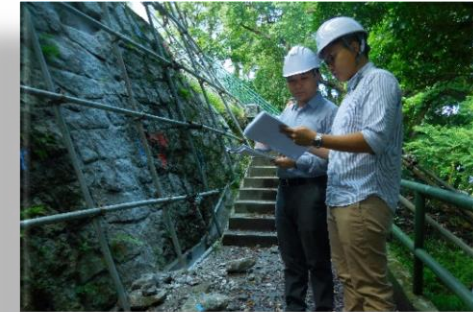
Assignment Studies

- Substantial public fund
- People's livelihood / safety
- Public interest / concern

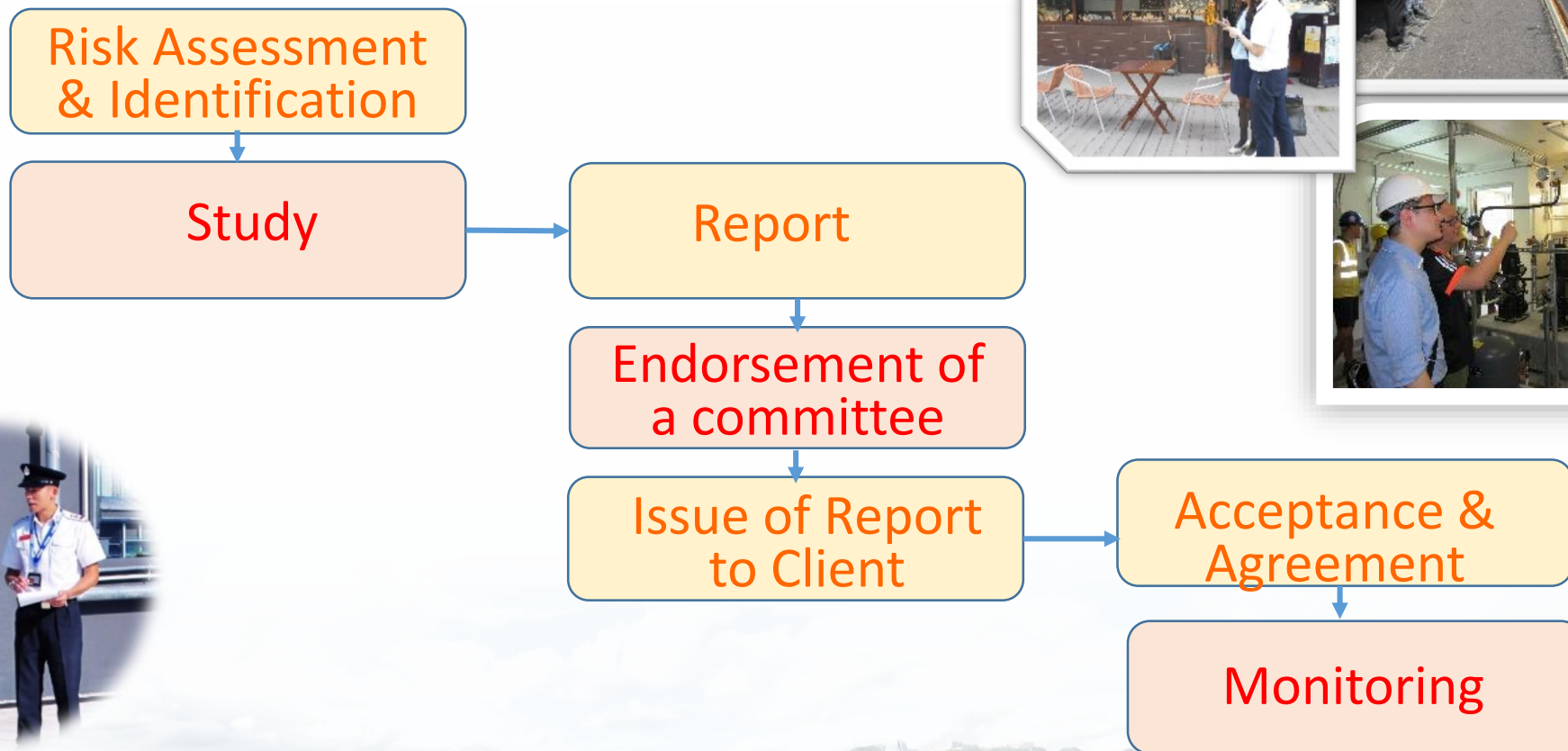
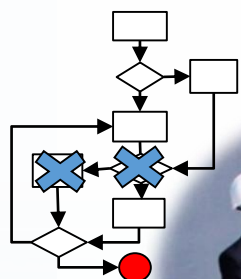
Areas

- Procurement & contract management
- Law enforcement
- Construction
- Regulatory functions, licensing
- Subvention/funding

2020: 65 studies
since 1974: >4,000 studies



Assignment Studies



Strategies in Corruption Prevention

- concurrent approach

Consultations

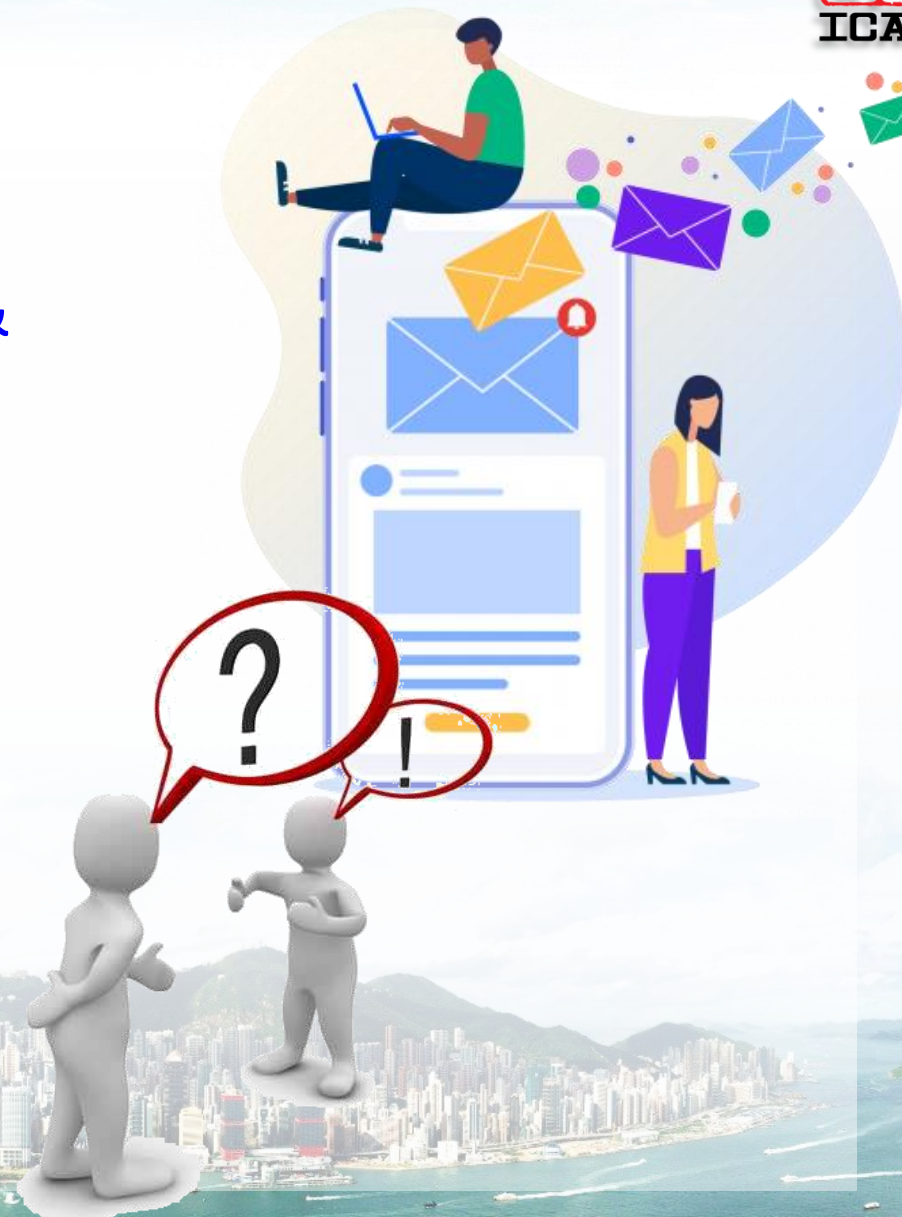
- Ad hoc, quick advice
- Areas include
 - New services, initiatives, procedures
 - Revised policies, procedures
 - New legislations, regulatory regimes
 - Major projects

2020: 464 consultations



Examples of Consultations

- Lift Modernisation Subsidy Scheme
- Property Management Services Ordinance & Authority
- Voluntary Health Insurance Scheme
- Airport Three Runway System



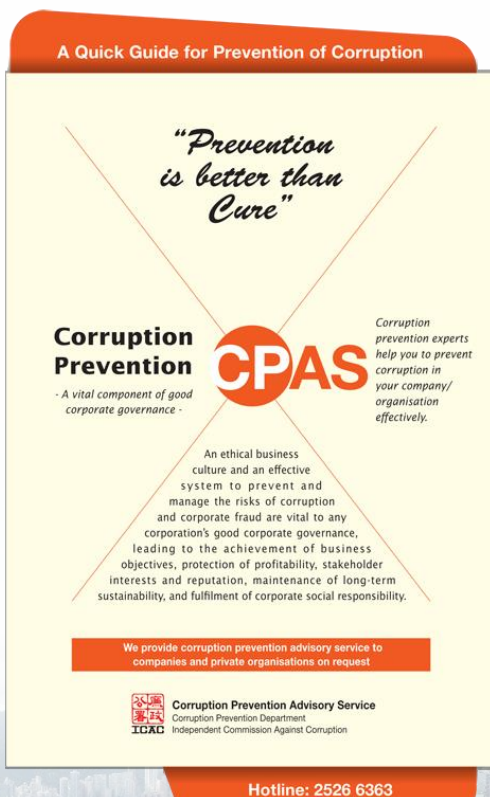
Capacity Building Training

Government departments, public bodies and private sector

- Corruption risks
- Integrity requirements
- Preventive measures



Corruption Prevention Advisory Service



- Free and tailor-made advice
- Confidential
-  25 266 363
-  cpas@cpd.icac.org.hk
- 2020: >500 services
>740 enquiries

Corruption Prevention Tools

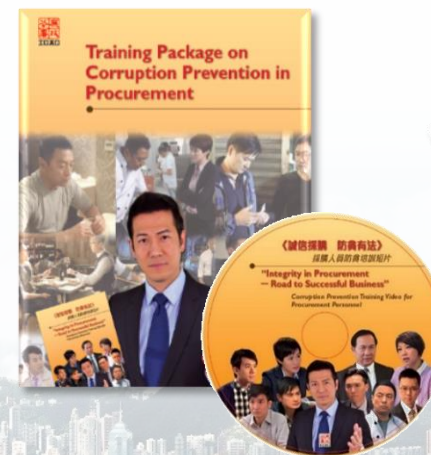
Deliverables

- Corruption Prevention Guides/Toolkits, Training Videos, Best Practice Packages, Feature Articles
- Trades and business functions
- Contents
 - law
 - risks, case studies
 - preventive measures
 - sample documents



Corruption Prevention Guide/Toolkit

Training Video Package



Feature Article for Professional Association

Corruption Prevention Tool



Resource platform



ABOUT ETICO

TOPICS

RESOURCES

ETICO CONNECT



SHARE

TOP

Corruption prevention toolkit on kindergartens' operations

Organisation(s): Independent Commission Against Corruption

Imprint: Independent Commission Against Corruption, 2020

Full text

Kindergarten plays a key role in early childhood education and hence the public has a high expectation on both its quality of education and governance. Following the launch of the Kindergarten Education Scheme in the 2017-18 school year, the Government has been providing kindergartens with recurrent financial subsidies to support their daily operations. With the injection of substantial amount of public money, there is an increasing need for teachers and management staff as well as the management and operations of kindergartens to meet public expectation for integrity. Therefore, it is vital for kindergartens to establish a sound integrity management system, adequate operational procedures and effective internal controls to avert abuse and corrupt practices.

This Corruption Prevention Toolkit on Kindergartens' Operations ("Toolkit") aims at providing kindergartens with a user-friendly guide, supplemented with scenario analysis and a library of sample documents, to help kindergartens enhance good governance, develop or enhance their integrity management and internal control

Corruption Prevention Web Portal



<http://cpas.icac.hk>

Key features

- Corruption prevention publications
- Training videos
- Case studies
- Red flags
- Quick tips

> 465,000 visits
> 155,000 downloads



Changes in Strategies Over the Years

Traditional Approach

- Heavy reliance on *assignment studies*
- **Consultations** on operating procedures and guidelines

Changes

- More emphasis on **early/interactive input**
- Enhanced work for **private sector**
- **Capacity building**
- **Diversity** in services and deliverables



Challenges

- Many new initiatives
- Balance between more controls/guidelines and more flexibility & judgment
- Conventional manual processes and IT readiness



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