

THE GOVERNMENT MINUTE

in response to the

**REPORT OF
THE PUBLIC ACCOUNTS COMMITTEE
No. 60A**

of November 2013

19 February 2014

**THE GOVERNMENT MINUTE IN RESPONSE TO THE
PUBLIC ACCOUNTS COMMITTEE REPORT NO. 60A
DATED NOVEMBER 2013**

**REPORT ON THE RESULT OF VALUE FOR
MONEY AUDIT (Report No. 60)**

Preventive education and enlisting public support against corruption

Since its inception, the Independent Commission Against Corruption (ICAC) has adopted a three-pronged approach of law enforcement, community education and prevention to fight corruption. The statutory duties of the Community Relations Department (CRD), as set out in the ICAC Ordinance (Cap. 204), are to educate the public against the evils of corruption and enlist public support in combating corruption. The CRD achieves its work objectives through cultivating a probity culture through face-to-face contacts with various sectors in the society and the use of the mass media and new media. While the CRD recognises that the face-to-face approach is one of the most effective ways to get the anti-corruption message across, it also makes broad use of the mass media and web platforms to enhance the transparency of the ICAC and disseminate anti-corruption messages to different segments of the community. The overall effectiveness of the work of the CRD has indeed been enhanced by integrating face-to-face activities with the greater use of the mass media and new media on a number of fronts.

2. The CRD has achieved all the targets and indicators concerning face-to-face contacts set out in the Controlling Officer's Report (COR) of the ICAC. Over the past five years, the CRD has reached some 600 000 people through all sorts of educational activities including talks, seminars, etc. and publicised anti-corruption messages to over four million people through the ICAC Website and various thematic websites every year on average. CRD officers are fully dedicated to carrying out their statutory duties and collaborating closely with all sectors of the community in the fight against corruption. To cope with the changing times and technological advancement, the CRD will continue to fine-tune and strengthen its community education strategy to meet the evolving needs and media preference of the education targets so as to enhance cost-effectiveness.

3. The ICAC agrees with the recommendations of the Audit Commission (Audit) and the Public Accounts Committee (PAC) of the Legislative Council on the work of the CRD in providing preventive education and enlisting public support against corruption. The CRD has been following up the recommendations as appropriate and the progress is reported below.

Preventive education

Preventive education for the private sector

4. The ICAC has stepped up efforts on building management with the launch of a new Building Maintenance Toolkit in December 2013 to assist property owners, owners' corporations (OCs) and property management companies to prevent corruption and malpractices in their building maintenance projects. To promote the new Toolkit, the CRD sent letters and publicity materials to all OCs (some 9 000) in November 2013 and offered to provide tailor-made services to them. So far about 400 requests for ICAC corruption prevention and education services have been received. The CRD also organised jointly with the Corruption Prevention Department (CPD) a press briefing and a regional seminar for OCs in mid December 2013. More seminars will also be organised in 2014. The ICAC will continue its vigorous efforts in promoting clean building management, in particular building renovations through partnership with relevant government departments and organisations.

5. The Audit expressed concern over 4% of talks with ten participants or less organised for business organisations and some for which the CRD had held several talks in the same year, e.g. organisations with regular arrangements of ICAC talks. To better plan the talks for these business organisations, the CRD will review their training needs and arrange training for their staff as appropriate.

6. The CRD has reviewed the strategy and priority for providing preventive education for non-profit-making organisations. A performance target for "non-profit-making organisations reached" and an indicator of "employees and members of non-profit-making organisations who have received training in corruption prevention" will be introduced in the 2014-15 COR. The CRD will continue to review the strategy for this area of work regularly.

Preventive education for the public sector

7. It has been an on-going practice for the CRD to give due consideration to the overall corruption situation when mapping out its work plans, including those concerning the public sector. The CRD will continue to monitor the situation and adjust the preventive education work for the public sector as necessary.

8. The CRD has reviewed its work strategy for provision of preventive education services to bureaux/departments (B/Ds) and public bodies. For the ten departments which had the largest number of complaints/reports among all B/Ds between 2007 and 2011, they have all been approached to review their training need either through the ICAC's regular attendance at their high-level steering committees or through visits. By the end of 2013, all of the 14 B/Ds not reached by the CRD between 2008 and 2012 were approached and provided with

suitable preventive education. In 2014-15, the CRD will approach the 10 public bodies which had the largest number of complaints/reports among all public bodies between 2007 and 2011 to review their training need. For the 62 public bodies not provided with CRD talks between 2008 and 2012, individual reviews have been completed for 16 of them while reviews for the rest will continue. In collaboration with the CPD, the CRD will continue to review the provision of suitable corruption prevention and education services to B/Ds and public bodies, having regard to the number of corruption complaints/reports they were involved.

9. The ICAC stands ready to provide corruption prevention services to politically appointed officials as and when necessary. In 2012 and 2013, the ICAC conducted three briefings for the politically appointed officials and non-official Executive Council Members. It will be a standing practice of the CRD to offer talks to politically appointed officials of a new term.

10. The CRD has explored the feasibility of web-learning with the Civil Service Bureau and will develop a web-learning programme for civil servants on corruption prevention and related integrity issues in 2014-15.

Preventive education for the youth

11. To further extend its reach to the youth, the CRD has invited all the 17 degree awarding tertiary institutions to adopt its preventive education programmes before the start of the 2013/14 school year. The CRD has also invited all Government Schools, Aided Schools and Direct Subsidy Scheme Schools to arrange preventive education programmes for their students every year. The practice of providing preventive education for private and secondary schools at international stream upon request is being reviewed. Promotional visits to international schools will be made in the 2014/15 school year to know their needs.

12. The personal ethics module developed by the CRD has been promoted to all tertiary institutions in the 2013/14 school year. Out of the 17 tertiary institutions, 16 have incorporated the module into relevant programmes for their students. The CRD has also extended the ICAC Ambassador Programme to all the 17 tertiary institutions in the 2013/14 school year.

13. For the benefit of non-Chinese speaking students, the CRD has translated suitable teaching materials in Chinese in the Moral Education Website into English. The feasibility of maintaining the Moral Education Website and youth website iTeen Camp in both Chinese and English is being explored.

Preventive education for candidates and electors

14. The CRD has completed a review on the publicity and education campaigns on clean elections. The CRD will make use of the new ICAC Smartphone App launched in December 2013 to further disseminate clean election

messages in future public elections. Further cooperation with the Registration and Electoral Office (REO) and the Home Affairs Department (HAD) to enhance public awareness on the voting offence under the Elections (Corrupt and Illegal Conduct) Ordinance (Cap. 554) has been explored. Anti-vote-rigging pamphlets will be produced and sent out through the REO (e.g. voter registration counters at immigration offices) and the HAD (i.e. roving exhibitions during voter registration campaigns).

15. Relevant improvement measures concerning mobile exhibitions on clean elections have been put in place. CRD staff responsible for procuring mobile exhibition services will be constantly reminded to make precise assessments of the need for the services and arrange flexible contract terms, i.e. requesting the bidders in the quotation exercises to submit the cost of each additional exhibition on top of that of a basic number of exhibitions required. To achieve overall cost-effectiveness in staging mobile exhibitions, the CRD would continue to consult relevant district leaders and government departments about the locations as well as take into account the number of people reached in past exhibitions. Apart from this, the CRD will also make reference to community developments as well as population changes in districts concerned.

Enlisting public support

Community activities

16. The success of the anti-corruption work hinges on public support. Over the years, the CRD has been committed to enlisting community support through the media and district-based activities. In coming years, the CRD will continue to place a great emphasis on district entrenchment. The CRD will launch a community involvement programme in 2014 to mark the 40th Anniversary of the ICAC, with a series of activities including joint projects with 18 District Councils, a mobile exhibition programme, parenting and youth activities. The CRD will also sustain its partnership with local leaders and district organisations in organising community activities to enlist community support of the anti-corruption work, e.g. reporting of corruption. In the 2014-15 COR, the estimated number of “organisations which have jointly organised projects with the ICAC” has been increased from 500 to 550. The CRD will constantly review its work strategies in response to changes in the external environment; and set appropriate targets for the numbers of organisations and people reached, taking into consideration the theme adopted and the format of activities. The achievements of the targets will be closely monitored.

17. The CRD has been adopting a partnership approach in its work. Partners may provide their names, expert knowledge, network and/or financial sponsorship to support the anti-corruption cause. CRD staff have been reminded to seek the involvement and support of partners and/or sponsors in organising community activities within the criteria set out in relating ICAC policies.

Encouraging the reporting of corruption

18. The ICAC attaches great importance to encouraging the public to report corruption. In the ICAC Annual Survey 2013, new questions were added to find out more about the actual corruption reporting behaviour of the public. Respondents were asked whether they and their relatives/friends who had encountered corruption over the past 12 months had reported or not, and also the reasons for not reporting. The CRD will study the findings and gauge the concerns and issues raised by the respondents who expressed unwillingness to report corruption or had reservations about doing so. Such concerns will be duly addressed in the CRD's face-to-face contact with the public such as talks/seminars, Meet-the-Public Sessions and mobile exhibitions and also in mass media and new media productions including Announcements of Public Interest and the new ICAC Smartphone App.

19. Regional Offices operated by the CRD serve not only as convenient points for the public to report corruption and make enquiries in person, but also as focal points for the ICAC to reach out to the community to promote anti-corruption messages. In view of the Audit's concern over the comparatively small number of corruption reports and enquiries received through the Hong Kong West/Islands Office located at Sheung Wan, the CRD is reviewing the need of operating a shop front on the ground floor and will further explore the relocation of the Office to Harbour Building where the back office is located. A consultation exercise to gather views from the districts concerned will be launched later this year. In addition, the CRD will review the functions, location and cost-effectiveness of other Regional Offices.

Assisting other States Parties to the United Nations Convention Against Corruption (UNCAC)

20. The UNCAC introduces a comprehensive set of standards, measures and rules that the States Parties can apply to fight corruption. It also introduces the fundamental principle and framework for stronger cooperation between States Parties to prevent corruption. In February 2006, UNCAC came into force for China and, in accordance with the Basic Law Article 153, became applicable to the Hong Kong Special Administrative Region (HKSAR) at the same time. The ICAC was designated by the Central People's Government as the authority for the HKSAR to assist other States Parties in developing and implementing specific measures for the prevention of corruption, which is in line with ICAC's work strategies to strengthen cooperation and mutual assistance with international anti-corruption agencies.

21. In addressing Hong Kong's compliance with the UNCAC, a review was conducted in 2007 by the relevant B/Ds (including ICAC), through the coordination of the Administration, on its application to their respective areas of work. In this regard, relevant Ordinances were reviewed. Save for

Articles 31, 44, 46 and 57 of UNCAC which required legislative amendments for fulfilling the obligations regarding confiscation of proceeds of crime, extradition and mutual legal assistance in criminal matters, all other requirements under UNCAC can be fulfilled through existing legislation and administrative measures. Details of the review were set out in LC Paper No. CB(2)2465/06-07(01) dated 10 July 2007. We note the Committee's reservation on whether the ICAC Ordinance (Cap. 204), as it is, provides any statutory basis for ICAC to undertake activities pertaining to UNCAC. Government remains of the view that ICAC in the discharge of its obligations under UNCAC acts in accordance with its statutory powers and duties under the Ordinance.

Expenditure control and internal administrative controls

22. The Commissioner and officers of the ICAC are required under the ICAC Ordinance (Cap. 204) to comply with Government regulations and administrative rules that apply generally to public officers. Under Section 11 of the Ordinance, the Commissioner makes the Commission Standing Orders (CSO), providing for, among other things, the control, direction and administration of the Commission for compliance by staff. The CSO (Part I) includes the Commission's policies and regulatory system on the handling of entertainments, duty visits and gifts.

Entertainment

23. The ICAC has implemented all the Audit's recommendations and duly reflected the improved measures in the CSO (Part I). On entertainment, serving of hard liquor has been banned from all official entertainment. The purchase of wine/liquor for official purpose is temporarily suspended until all the wine stock, now centrally stored in the Administration Branch, is consumed. It has also been set out clearly in the CSO (Part I) that exceptional approval should be sought from the Commissioner if the official entertainment expenses exceed the ceiling, regardless of whether the expenses are charged to the publicity or entertainment votes. Officers have been reminded that only guests directly related to the context of the official business should be considered for invitation for entertainment. Unless prior approval is given, the number of ICAC officers should not exceed the number of guests. All expenditure items served before or after the same event including cocktail and dessert etc. must be included as part of the entertainment expenses and splitting of bills or charging them to different votes is strictly prohibited.

24. It has been made a requirement that adequate record should be kept to support that the guests invited to entertainment are for official purposes. A common form is in place to ensure that entertainment charged to both the publicity votes and entertainment votes are captured for better monitoring purposes. To further ensure compliance, the form is now being digitalised for processing through a computerised workflow. The enhanced system is currently on trial run. The

relevant CSO has been updated to make clear that all entertainment functions included in publicity projects are subject to similar rules of official entertainment.

Duty visit

25. On duty visit, the relevant CSO has been updated requiring staff to avoid non-official programmes. A common form has been introduced to ensure prior approval given before upgrading of air passages is allowed. A new CSO requirement has been introduced since November 2013 to further prohibit any modification of duty visit for private reasons unless with the Commissioner's prior approval, which is normally only made on compassionate ground.

26. Administrative procedures have been aligned so that proof of approval for the Commissioner's duty visits will be provided to the Supplies Office to facilitate compliance checking and follow-up, in line with the requirements for other officers.

Presentation of gifts

27. On the exchange of gifts, it has been the Commission's established policy to limit to the minimum the exchange of gifts on official occasions. Where an exchange of gifts is unavoidable, the exchange should be made from organisation to organisation. The CSO (Part I) has been updated to reinforce the above policy and specify that officers should only present one standard souvenir inscribed with the ICAC logo (e.g. ICAC Building model, ICAC Annual Report or ICAC plaque) to the organisation concerned. No gifts/souvenirs should be given on a personal basis.

Checks and balances

28. On the point of introducing more checks and balances in the regulatory systems, the powers of the Commissioner and the need to seek the approval of the Chief Executive (CE) to approve his duty visits are now clearly set out in the CSO (Part I). The Commissioner will file regular returns to the Advisory Committee on Corruption on entertainment functions conducted by him, which exceeded the expenditure ceilings. An Internal Audit Unit was set up in early November 2013, so that effective internal regulatory systems for the whole Commission are ensured.

29. The ICAC will continue to conduct regular reviews of its regulatory procedures and the CSO with a view to updating and perfecting the existing systems. The entire CSO (Part I) on administration matters will be overhauled by dedicated personnel to ensure they tally with government regulations. Moreover, staff training has been stepped up to ensure that they are made aware of the

improved administrative measures and the requirements for strict compliance of the CSO. Since May 2013, six briefings/workshops have been conducted for staff responsible for finance and supplies matters.

Strategic planning and performance measurement

Strategic planning

30. The CRD used to conduct a strategic planning workshop at a five-year interval to review its work and plan the way forward. The one originally scheduled for 2014 was advanced to September 2013. Among other things, the practice of preparing only annual work plans was reviewed in the workshop. The CRD has decided to map out five-year business plans to set out the longer-term objectives and strategies for preventive education and enlisting public support against corruption, in addition to the annual work plans.

Performance measurement

31. Following the review of the strategy and priority for providing preventive education for non-profit-making organisations, the CRD has set a performance target for “non-profit-making organisations reached” and an indicator of “employees and members of non-profit-making organisations who have received training in corruption prevention” in the 2014-15 COR. The CRD has also reviewed all the performance measures on preventive education in the COR. The performance targets for business organisations reached, government departments/public bodies reached and tertiary education institutions reached have been revised upward in the 2014-15 COR to reflect the latest position. The CRD will continue to review the performance targets regularly.

Appointment of the Commissioner of ICAC

32. The Administration notes the recommendation of the PAC that the existing mechanism and criteria for the selection of the Commissioner of ICAC should be revisited.

33. Pursuant to Article 57 of the Basic Law, a Commission Against Corruption shall be established in the HKSAR. It shall function independently and be accountable to the CE.

34. Pursuant to Article 48 of the Basic Law, the CE nominates and reports to the Central People’s Government for appointment of all principal officials, including the Commissioner of ICAC. Article 61 of the Basic Law stipulates that the principal officials of the HKSAR shall be Chinese citizens who are permanent residents of the HKSAR with no right of abode in any foreign country and have ordinarily resided in Hong Kong for a continuous period of not

less than 15 years. The Administration considers that it is not necessary to have other requirements in addition to those set out under the Basic Law.

35. Consistent with the appointment of other principal officials, the CE handles the appointment of the Commissioner of ICAC by strictly adhering to the requirements under the Basic Law; and taking into account credentials, experiences, abilities and personal integrity so that the ICAC can exercise its statutory functions effectively and uphold Hong Kong's core value of probity and fairness.

Progress made in implementing the Audit's recommendations

Encl. 36. A summary of the progress of implementing the Audit's recommendations is at the Enclosure.

Preventive education and enlisting public support against corruption

Para. No.	Audit's Recommendations	Progress to date
Part 2: Preventive education		
2.22	<i>Preventive education for the private sector</i>	
	Audit has recommended that the Commissioner, ICAC should:	
	(a) step up preventive education efforts on building management with focus on management of renovation projects;	The ICAC launched a new Building Maintenance Toolkit in December 2013 to assist property owners, owners' corporations (OCs) and property management companies to prevent corruption and malpractices in their building maintenance projects. The Community Relations Department (CRD) organised jointly with the Corruption Prevention Department a press briefing and a regional seminar for OCs in December 2013 to promote the new Toolkit. More seminars will also be organised in 2014. As the recommendation will be implemented on an on-going basis, we recommend deleting this part from the next progress report.
	(b) review whether the CRD should make additional efforts with a view to reaching more OCs for providing preventive education;	The CRD proactively offered its services to OCs by sending out marketing letters and publicity materials to all OCs in November 2013. The ICAC will continue its vigorous efforts in promoting clean building management through partnership with relevant government departments and organisations. As the recommendation will be implemented on an on-going basis, we recommend deleting this part from the next progress report.
	(c) improve the planning of talks for the same business organisation in	The CRD will contact business organisations requesting talks in a year

Para. No.	Audit's Recommendations	Progress to date
	<p>a year with due regard to its past attendance records, so as to enhance cost-effectiveness; and</p> <p>(d) regularly review the CRD's strategy and priority for providing preventive education for non-profit-making organisations to determine whether more proactive efforts are needed.</p>	<p>to assess their training needs and arrange training for their staff as appropriate. As the recommendation will be implemented on an on-going basis, we recommend deleting this part from the next progress report.</p> <p>The CRD proposed to add a performance target for "non-profit-making organisations reached" and an indicator of "employees and members of non-profit-making organisations who have received training in corruption prevention" in the 2014-15 Controlling Officer's Report (COR) of the ICAC. As the recommendation will be implemented on an on-going basis, we recommend deleting this part from the next progress report.</p>
2.35	<p><i>Preventive education for the public sector</i></p> <p>Audit has recommended that the Commissioner, ICAC should:</p> <p>(a) closely monitor the overall corruption situation in the public sector and, where necessary, strengthen the CRD's preventive education work;</p> <p>(b) review the need to provide more preventive education to the departments and public bodies which had fewer staff who attended CRD talks between 2008 and 2012, having regard to the</p>	<p>It has been an on-going practice for the CRD to give due consideration to the overall corruption situation when mapping out its work plans, including those concerning the public sector. The CRD will monitor the situation and adjust the preventive education work for the public sector as necessary. As the recommendation will be implemented on an on-going basis, we recommend deleting this part from the next progress report.</p> <p>The CRD will continue to review the provision of suitable preventive education to departments and public bodies, having regard to the number of corruption complaints/reports they were involved. For example, the CRD</p>

Para. No.	Audit's Recommendations	Progress to date
	<p>number of corruption complaints/reports they were involved;</p> <p>(c) provide preventive education talks to politically appointed officials after they have joined the Administration;</p> <p>(d) review the need to provide preventive education to the 14 B/Ds and 62 public bodies not reached or having no talk arrangement between 2008 and 2012, with priority given to those 11 B/Ds and 23 public bodies having corruption complaints/reports; and</p> <p>(e) explore the feasibility of web learning, by uploading the training materials to a learning website and requiring all government staff above certain ranks to view the presentation within a defined period of time.</p>	<p>has already approached the ten departments with the largest number of complaints/reports among all bureaux/departments (B/Ds) between 2007 and 2011 to review their training need. The CRD will approach the ten public bodies which had the largest number of complaints/reports among all public bodies between 2007 and 2011 to review their training need in 2014-15. As the recommendation will be implemented on an on-going basis, we recommend deleting this part from the next progress report.</p> <p>The ICAC conducted three briefings for the politically appointed officials and non-official Executive Council Members respectively in 2012 and 2013. It will be a standing practice of the CRD to offer talks to politically appointed officials of a new term. As the recommendation will be implemented on an on-going basis, we recommend deleting this part from the next progress report.</p> <p>By the end of 2013, the CRD approached all the 14 B/Ds (including 11 B/Ds having corruption complaints/reports) and provided them with suitable preventive education. The CRD has completed individual reviews on 16 of the 62 public bodies (including 23 having corruption complaints/reports) and will complete the rest as soon as possible.</p> <p>The CRD has explored the recommendation with the Civil Service Bureau and will develop a web-learning programme for civil servants on corruption prevention and related integrity issues in 2014-15.</p>

Para. No.	Audit's Recommendations	Progress to date
2.45	<p data-bbox="323 239 820 275"><i>Preventive education for the youth</i></p> <p data-bbox="323 320 778 392">Audit has recommended that the Commissioner, ICAC should:</p> <ul style="list-style-type: none"> <li data-bbox="323 436 877 633">(a) make efforts to extend the CRD's preventive education programme to cover all secondary schools and tertiary institutions as appropriate; <li data-bbox="323 1115 855 1346">(b) continue the efforts to seek the support of tertiary institutions to incorporate the personal ethics module developed by the CRD into relevant programmes for their students; <li data-bbox="323 1435 828 1547">(c) consider extending the ICAC Ambassador Programme to all tertiary institutions; and <li data-bbox="323 1671 845 1901">(d) explore whether the Moral Education Website and youth website iTeen Camp could be maintained in both Chinese and English to further enhance their usefulness. 	<p data-bbox="904 436 1445 1070">The CRD has invited all the 17 degree awarding tertiary institutions to adopt its preventive education programmes before the start of the 2013/14 school year. The CRD has also invited all Government Schools, Aided Schools and Direct Subsidy Scheme Schools to arrange preventive education programmes for their students every year. The CRD will review the arrangement of only providing preventive education for private and secondary schools at international stream upon request and visit international schools in the 2014/15 school year to know their needs.</p> <p data-bbox="904 1115 1453 1391">The CRD has promoted the module to all tertiary institutions in the 2013/14 school year. 16 of the 17 tertiary institutions have incorporated the module into relevant programmes for their students. We recommend deleting this part from the next progress report.</p> <p data-bbox="904 1435 1441 1630">The CRD has extended the ICAC Ambassador Programme to all the 17 tertiary institutions in the 2013/14 school year. We recommend deleting this part from the next progress report.</p> <p data-bbox="904 1671 1445 1946">The CRD has translated suitable teaching materials in Chinese in the Moral Education Website into English. The feasibility of maintaining the Moral Education Website and youth website iTeen Camp in both Chinese and English is being explored.</p>

Para. No.	Audit's Recommendations	Progress to date
2.55	<p data-bbox="323 241 876 315"><i>Preventive education for candidates and electors</i></p> <p data-bbox="323 360 778 434">Audit has recommended that the Commissioner, ICAC should:</p> <ul style="list-style-type: none"> <li data-bbox="323 479 876 712">(a) review the CRD's publicity and education campaigns to see what further work could be performed to help electors better understand and comply with the legal provisions on public elections; <li data-bbox="323 1077 876 1227">(b) remind CRD staff to specify the service requirements in line with the actual need in procuring exhibition services; and <li data-bbox="323 1514 876 1704">(c) ensure that CRD staff select appropriate locations for holding mobile exhibitions, paying due regard to the number of people that could be reached. 	<p data-bbox="904 479 1458 1032">The CRD will make use of the new ICAC Smartphone App launched in December 2013 to further disseminate clean election messages in future public elections. Anti-vote-rigging pamphlets will be produced and sent out through the Registration and Electoral Office (e.g. placed at the voter registration counters at immigration offices) and the Home Affairs Department's roving exhibitions during voter registration campaigns. In view of the follow-up action taken, we recommend deleting this part from the next progress report.</p> <p data-bbox="904 1077 1458 1469">The CRD has adopted improvement measures in procuring exhibition services. CRD staff will be constantly reminded to make precise assessments of the need for the services and request the bidders to submit the cost of each additional exhibition on top of that of a basic number of exhibitions required. We recommend deleting this part from the next progress report.</p> <p data-bbox="904 1514 1458 2029">To achieve overall cost-effectiveness in staging mobile exhibitions, the CRD would continue to consult relevant district leaders and government departments about the locations as well as take into account the number of people reached in past exhibitions. Apart from this, the CRD will also make reference to community developments as well as population changes in districts concerned. We recommend deleting this part from the next progress report.</p>

Para. No.	Audit's Recommendations	Progress to date
Part 3: Enlisting public support		
3.8	<p><i>Community activities</i></p> <p>Audit has recommended that the Commissioner, ICAC should:</p> <p>(a) review the CRD's strategies and resources deployment for enlisting public support;</p> <p>(b) based on the review results in (a) above, set appropriate targets for the numbers of organisations and people reached by the CRD's community activities; and establish controls to monitor the achievement of the targets; and</p>	<p>The CRD has reviewed the strategies and resources deployment for enlisting public support and will continue to enlist public support through the media and district activities. In 2014, the CRD will launch a community involvement programme to mark the 40th Anniversary of the ICAC, with a series of activities including joint projects with 18 District Councils, a mobile exhibition programme, parenting and youth activities. The CRD will sustain its partnership with local leaders and district organisations in organising community activities to enlist public support of the anti-corruption work. As the recommendation will be implemented on an on-going basis, we recommend deleting this part from the next progress report.</p> <p>Apart from community activities such as joint projects with District Councils and mobile exhibition programmes, the CRD will make broader use of online platforms to disseminate anti-corruption messages to different segments of the community. A new indicator on number of visits to the ICAC's online platforms has been added to the 2014-15 COR. The indicator will be closely monitored. As the recommendation will be implemented on an on-going basis, we recommend deleting this part from the next progress report.</p>

Para. No.	Audit's Recommendations	Progress to date
	(c) remind CRD staff to strive to seek the involvement and support of sponsors where appropriate in organising community activities.	The CRD has reminded CRD staff to seek the involvement and support of partners and/or sponsors in organising community activities within the criteria set out in relating ICAC policies. In the 2014-15 COR, the estimated number of "organisations which have jointly organised projects with the ICAC" has been increased from 500 to 550. As the recommendation has been implemented, we recommend deleting this part from the next progress report.
3.19	<p><i>Encouraging the reporting of corruption</i></p> <p>Audit has recommended that the Commissioner, ICAC should:</p> <p>(a) explore ways to more effectively address the concerns and issues raised by the survey respondents who expressed unwillingness to report corruption or had some reservations about doing so, with a view to further encouraging the reporting of corruption; and</p> <p>(b) in view of the small and decreasing numbers of corruption reports and enquiries received through the Regional Offices, review the cost-effectiveness of locating these Offices wholly or partly on the ground floor of a commercial building at a higher rental cost.</p>	<p>The CRD has added new questions in the ICAC Annual Survey 2013 to find out more about the actual corruption reporting behaviour of the public. The CRD will study the findings and gauge the concerns and issues raised by the respondents who expressed unwillingness to report corruption or had reservations about doing so. Such concerns will be duly addressed in the CRD's face-to-face contact with the public and also in mass media and new media productions. As the recommendation will be implemented on an on-going basis, we recommend deleting this part from the next progress report.</p> <p>The CRD is reviewing the need of operating a shop front of the Hong Kong West/Islands Office on the ground floor and will further explore the relocation of the Office to Harbour Building where the back office is located. A consultation exercise to gather views from the districts concerned will be conducted in 2014.</p>

Para. No.	Audit's Recommendations	Progress to date
		The CRD will also review the functions, location and cost-effectiveness of other Regional Offices.
3.25	<p><i>Expenditure control</i></p> <p>Audit has recommended that the Commissioner, ICAC should tighten the control over the expenditure on official entertainment by:</p> <ul style="list-style-type: none"> (a) applying the requirements of the Commission Standing Orders (CSO) to all expenditure on official entertainment, including lunches and dinners which form part of any publicity and education programme; and (b) specifying that the costs of all food and beverages should be included as part of the lunch/dinner expenditure for control purposes. 	<p>The ICAC has implemented all the Audit recommendations and duly reflected the improved measures in the CSO. As the recommendation has been implemented, we recommend deleting this part from the next progress report.</p> <p>All expenditure items served before or after the same event including cocktail and dessert etc. must be included as part of the entertainment expenses and splitting of bills or charging them to different votes is strictly prohibited. A common form is in place to ensure that entertainment charged to both the publicity votes and entertainment votes are captured for better monitoring purposes. As the recommendation has been implemented, we recommend deleting this part from the next progress report.</p>
Part 4: Strategic planning and performance measurement		
4.4	<p><i>Strategic planning</i></p> <p>Audit has recommended that the Commissioner, ICAC should:</p> <ul style="list-style-type: none"> (a) review the CRD's existing practice of preparing only annual work plans; and 	In September 2013, the CRD conducted the strategic planning workshop originally scheduled for 2014. Among other things, the practice of preparing only annual work plans was reviewed.

Para. No.	Audit's Recommendations	Progress to date
	(b) consider the need to prepare a strategic plan setting out the longer term objectives and direction for preventive education and enlisting public support against corruption.	<p>As the recommendation has been implemented, we recommend deleting this part from the next progress report.</p> <p>The CRD will map out five-year business plans to set out the longer-term objectives and strategies for preventive education and enlisting public support against corruption, in addition to the annual work plans. As the recommendation will be implemented on an on-going basis, we recommend deleting this part from the next progress report.</p>
4.11	<p><i>Performance measurement</i></p> <p>Audit has recommended that the Commissioner, ICAC should:</p> <p>(a) consider setting performance measures for providing corruption prevention training to office bearers and management of non-profit-making organisations; and</p> <p>(b) regularly review the performance targets, paying particular attention to those which have been easily over-achieved, so as to determine whether more meaningful targets should be set to reflect the latest situation.</p>	<p>The CRD proposed to add a performance target for “non-profit-making organisations reached” and an indicator of “employees and members of non-profit-making organisations who have received training in corruption prevention” in the 2014-15 COR. As the recommendation has been implemented, we recommend deleting this part from the next progress report.</p> <p>The CRD has revised upward the performance targets for business organisations reached, government departments/public bodies reached and tertiary education institutions reached in the 2014-15 COR to reflect the latest position. The performance targets will be regularly reviewed. As the recommendation will be implemented on an on-going basis, we recommend deleting this part from the next progress report.</p>
