Controlling officer: the Commissioner, Independent Commission Against Corruption will account for expenditure under this Head.

Estimate 2006–07	\$668.5m
Establishment ceiling 2006–07 (notional annual mid-point salary value) representing an estimated 1 316 non-directorate posts as at 31 March 2006 rising by 16 posts to 1 332 posts as at 31 March 2007.	\$516.3m
In addition, there will be an estimated 14 directorate posts as at 31 March 2006 and as at 31 March 2007.	

Controlling Officer's Report

Programmes

Programme (1) Corruption Prevention	These programmes contribute to Policy Area 13: Anti-
Programme (2) Operations	corruption (Commissioner, Independent Commission Against
Programme (3) Preventive Education	Corruption).
Programme (4) Enlisting Support	
Detail	

Programme (1): Corruption Prevention

	2004–05 (Actual)	2005–06 (Original)	2005–06 (Revised)	2006–07 (Estimate)
Financial provision (\$m)	46.7	45.2	42.5 (-6.0%)	45.0 (+5.9%)
				(or -0.4% on

⁽or -0.4% on 2005–06 Original)

Aim

2 The aim is to identify and eliminate opportunities for corruption in government departments and public bodies, and advise the private sector on corruption prevention.

Brief Description

3 The Corruption Prevention Department (CPD) examines public sector procedures and makes recommendations to minimise opportunities for corruption through "assignment studies", monitors completed assignments to ensure effective implementation of the agreed recommendations, and gives corruption prevention advice through consultation. On request, CPD also provides advice to private sector organisations to prevent corruption and fraud.

4 CPD completed 96 assignment reports in 2005. They covered a wide range of public sector activities including law enforcement, public procurement, licensing and inspection systems, and public works.

5 During the year, priority was given to conducting reviews of procedures for public procurement and outsourcing government services. In this connection, we reviewed the role and responsibilities of the Supplies Grade staff of the Government Logistics Department posted to departments and recommended measures to enhance their monitoring function.

6 On the public works front, CPD completed a number of studies on the administration of works contracts and advised the Environment, Transport and Works Bureau (ETWB) on the compilation of integrity management guidelines for the works departments.

7 CPD also reviewed the property acquisition and clearance procedures of the Urban Renewal Authority and the Hong Kong Housing Society in the implementation of urban renewal projects and made recommendations to prevent abuse and false claims for compensation.

8 With the introduction of Incorporated Management Committees (IMCs) in aided schools under the School Management Initiative Scheme, CPD assisted the Education and Manpower Bureau in drawing up various ethical and procedural guidelines for the IMCs, including compilation of the School Managers' Handbook, Sample Code of Ethics for IMC Managers, and Ethical Guidelines on Election of Managers.

9 At the request of the Legislative Council, we completed a study on the rules and practices for the reimbursement of operating expenses for Legislative Council Members. This was followed by a study on the reimbursement of operating expenses for District Council (DC) Members.

10 For the subvented sector, CPD provided tailor-made advice to a number of Non-Government Organisations (NGOs) receiving substantial government subventions to improve internal control in their procurement and operational procedures.

11 During the year, CPD also promulgated a Best Practice Module to assist hotel operators in strengthening their internal control systems in areas such as procurement, stores management and staff administration.

12 CPD continued to provide user-friendly corruption prevention advisory services to private sector organisations covering a wide range of businesses. We pro-actively approached organisations which had been a victim of corruption or fraud to offer them advice on measures to address the problems revealed. In 2005, we were able to respond to all 367 requests from private sector organisations for advice within two working days as pledged.

13 The key performance measures are:

Targets

	Target	2004 (Actual)	2005 (Actual)	2006 (Plan)
assignment reports produced response to private sector request for corruption prevention advice within	95	96	96	95
two working days (%)	100	100	100	100
Indicators				
		2004 (Actual)	2005 (Actual)	2006 (Estimate)
areas awaiting study		241	246	250
areas awaiting study previous assignments requiring monitoring no. of occasions private sector organisations give	n	655	656	650
corruption prevention advice no. of occasions public sector organisations advis		369	367	N.A.§
consultation		289	305	N.A.§

§ Not possible to estimate as it depends on the number of organisations requiring our services.

Matters Requiring Special Attention in 2006–07

- 14 During 2006–07, CPD will:
- assist the Home Affairs Department in strengthening the practices and procedures for funding DC activities and organising a series of seminars for DC members and their assistants to raise their corruption prevention awareness;
- provide corruption prevention advice to government bureaux and departments undertaking Public Private Partnership projects, particularly in the areas of selection of private partners and management of conflict of interest;
- assist the Construction Workers Registration Authority in devising an objective, transparent and secure system for the registration of construction workers; and
- promulgate a Best Practice Module for travel agents to assist them in strengthening controls in their operational systems, including the organisation of tours, hotel and passage bookings and staff administration.

Programme (2): Operations

	2004–05 (Actual)	2005–06 (Original)	2005–06 (Revised)	2006–07 (Estimate)
Financial provision (\$m)	517.1	506.6	491.0 (-3.1%)	513.9 (+4.7%)
				(or +1.4% on 2005–06 Original)

Aim

15 The aim is to enforce the law vigilantly and professionally in order to seek out and eradicate corruption wherever it exists.

Brief Description

16 The Operations Department (OPS) investigates every pursuable report of corruption. It pursues a pro-active strategy to identify unreported corruption and strengthen intelligence collection and analysis capability, striving to deliver the highest standards of service.

17 In 2005, a total of 2 946 pursuable corruption reports were received by the Commission, representing an increase of about 3% compared with 2 856 cases received in 2004. Despite the slight increase, the intensity of efforts required because of the sophistication of many corruption cases has subjected OPS to considerable work pressure. Moreover, the 76 election-related reports received in 2005 and the 473 outstanding election investigations carried forward from 2004 also had a significant impact on our investigative workload.

18 To cope with the complexity and sophistication in corruption and related crime investigations, OPS accomplished the following in 2005–06:

- enhanced the professional effectiveness of investigators by intensifying professional training for various ranks. The training included in-house workshops, refresher courses and overseas programmes;
- drew up a plan to enhance the tactical training of front-line investigators following a review by a firearms specialist;
- strengthened the operational support for investigation groups through re-structuring to cope with the increased demand for specialist input;
- maintained close liaison and co-operation with the Mainland, Macao and overseas anti-corruption law enforcement agencies to strengthen co-operation in the fight against corruption; and
- started implementing a comprehensive information technology strategy to enhance operational efficiency and effectiveness through systems integration, improved information-sharing capacity, and enhanced computer forensics capability.
- **19** The key performance measures are:

Targets

	Target %	2004 (Actual) %	2005 (Actual) %	2006 (Plan) %
complainants making pursuable corruption reports contacted for interview within 48 hours complainants making non-corruption reports contacted within two working due to obtain the concent to refer their	100	99.4	99.8	100
days to obtain the consent to refer their reports to the relevant authorities	100	100	100	100
pursuable corruption investigations completed within 12 months	90.0	89.9	91.4	90.0

Indicators

OPS strives to achieve a high degree of professionalism and operational effectiveness in order to foster public confidence in ICAC and to encourage the community to report corruption with a view to deterring the corrupt. On 31 December 2005, the investigation caseload of the Department stood at 1 361 cases (including five election cases). The following indicators do not include election cases in order to provide a more accurate indication of general corruption trends:

	2004 (Actual)	2005 (Actual)
pursuable corruption reports	2 856	2 946
non-pursuable corruption reports investigations completed	890 2 818	739 2 731
persons prosecuted# persons convicted#	417 297@	348 263
persons formally cautioned#	99	203 51
government officers recommended for disciplinary or administrative action	161	170

Including cases carried forward from previous years and completed.

(a) Figure for 2004 updated to take account of five successful appeals.

Matters Requiring Special Attention in 2006–07

- 20 During 2006–07, OPS will:
- intensify training to enhance investigating officers' operational effectiveness particularly in surveillance, arrest, search, use of firearms, and witness protection;
- enhance its financial investigation capability by strengthening the manpower of the Financial Investigation Unit to deal with the increasingly complex, globalised and sophisticated corruption-related financial crime, and by providing financial investigation training for all investigating officers with a view to reinforcing their professional knowledge on financial investigation; and
- enhance liaison, co-operation and professional exchange with Mainland, Macao and overseas anti-corruption agencies through the organisation in 2006 an ICAC Anti-Corruption International Symposium. A workshop will also be conducted with the Guangdong Provincial People's Procuratorate and Macao Commission Against Corruption with a view to strengthening co-operation under the Mutual Case Assistance Scheme.

Programme (3): Preventive Education

	2004–05 (Actual)	2005–06 (Original)	2005–06 (Revised)	2006–07 (Estimate)
Financial provision (\$m)	56.0	54.7	52.6 (-3.8%)	53.9 (+2.5%)
				(or -1.5% on 2005–06 Original)

Aim

21 The aim is to promote better public understanding of the corruption problem and encourage target groups to take positive action.

Brief Description

22 The Community Relations Department (CRD) achieves the aim through the conduct of a preventive education programme, comprising the following six sub-programme areas:

- promoting business ethics and corruption prevention in the business sector to help ensure a level playing field and enhance the competitiveness of Hong Kong as an international business centre;
- providing corruption prevention training for civil servants and staff of public bodies;
- instilling positive values amongst young people;
- educating recent arrivals in Hong Kong on the anti-corruption legislation and the work of ICAC;
- providing corruption prevention advice to office bearers and management of non-profit-making organisations; and
- educating candidates and voters to ensure clean elections.

23 In 2005, CRD contacted 1 337 business organisations to promote corruption prevention service and business ethics, conducting a total of 1 063 corruption prevention training seminars for 7 257 managers and 28 528 frontline staff of various trades. These included banking, finance, insurance, travel and tourism, trading, construction and building management.

24 Under the two-year Business Ethics Promotion Programme launched for listed companies in November 2003, CRD had visited the senior management of 740 listed companies. Of these, 200 arranged ICAC training for their staff; 489 formulated codes of conduct or reviewed their existing codes; and 23 further requested advisory service from CPD. In addition, nine listed companies organised in-house integrity projects for around 8 400 staff. These initiatives had reached around 8 000 senior executives/managers and 28 000 frontline workers. These activities had served to foster the support and commitment of the senior management of listed companies to ethical management and good corporate governance.

25 CRD had actively sought co-operation from trade associations and professional bodies to promote the "Corruption Prevention Kit for Cross-Boundary Business Organisations". Launched in September 2004, the kit provided managers of cross-boundary businesses with handy reference on practical ways to build up an ethical culture in their organisations, and enhance systems and procedures to manage corruption risks. CRD had also co-operated with business chambers and trade associations to promote the kit to cross-boundary businessmen, including conducting two seminars for more than 100 proprietors and training managers from 50 Hong Kong companies operating in Shenzhen.

26 As a follow-up to the ethics promotion programme for the travel and tourism industry, CRD conducted 211 talks for 62 hotels, airline companies, travel agents and retailers, reaching 4 762 managers and frontline workers in 2005.

Since the launch of the Tourism Skills Upgrading Scheme in July 2002, which was concluded in August 2005, CRD had conducted a total of 345 seminars, reaching over 8 600 inbound tourist guides.

27 During 2005, CRD provided corruption prevention training for 18 021 civil servants at various ranks from 62 departments to remind them of the importance of upholding a high standard of integrity. Under the Civil Service Integrity Entrenchment Programme launched jointly with the Civil Service Bureau (CSB) in January 2004, a joint team of ICAC and CSB had met with the directorate officers of 33 government departments to discuss with them practical staff integrity issues and identify initiatives, which suited their specific circumstances, to promote an ethical culture. The "Leadership Forum 2005 – Successes through Ethical Governance", jointly organised with CSB, six leading chambers of commerce and the Hong Kong Institute of Directors, was held on 16 June 2005. The Forum attracted attendance of around 1 000 senior government officials, business leaders and academics.

28 In response to the Government's plan to introduce liberal studies into the secondary school curriculum, CRD initiated in 2005 a liberal studies project to enhance the promotion of positive values among young people through the school curriculum. CRD continued to exploit the Internet in promoting probity messages to young people in view of its growing popularity. A web-based project, "Witnessing the Corruption Days" – An Interview Report Project was launched in May 2005 involving university and secondary school students. In October 2005, the "Integrity Enhancement Publication and 'e-Reading' Students Participation Programme" was launched to foster positive values among young people through an online reading project, a writing competition and publication of articles by over 100 renowned writers and celebrities.

29 In May 2005, the Corruption Prevention Network for Property Management Companies (PMCs) was established to strengthen co-operation with the trade and encourage PMCs to take positive actions against corruption. A workshop was organised to update members on the latest corruption problems concerning building management. By end December 2005, the Network had a membership of 106 management staff from 52 PMCs. Members will regularly receive relevant ICAC services such as the arrangement of talks, formulation and review of company code of conduct, and reference materials. CRD also worked closely with the Hong Kong Housing Society in offering preventive education services to applicants and working partners of the Building Management and Maintenance Scheme (BMMS). These included a seminar in July 2005 for social workers, who provided assistance to the elderly in applying for loans under the BMMS, and another seminar in October 2005 for owners' corporations joining the scheme. During the year, CRD provided corruption prevention and education service to 307 owners' corporations/committees, including 143 talks for 3 954 people. In addition, 56 district projects, including seminars and exhibitions, were held to promote clean and effective building management, reaching 27 000 people.

30 CRD launched a number of initiatives to promote clean elections for the Election Committee (EC) Subsector By-elections and the Chief Executive Election. These included production of an information booklet on the Elections (Corrupt and Illegal Conduct) Ordinance (ECICO) for candidates and their election agents, and the provision of a 24-hour enquiry hotline during the election period. The "Support Clean Elections" message was further promoted through posters, leaflets and the ICAC Corporate Website. An ICAC officer also attended a briefing for candidates of the EC Subsector By-elections organised by the Electoral Affairs Commission to explain the ECICO.

31 The key performance measures are:

Targets

	Target	2004 (Actual)	2005 (Actual)	2006 (Plan)
business organisations contacted government departments/public bodies	at least 1 000	1 310	1 337	1 300
reached	at least 60	72	113	80
visits made to secondary schools tertiary institutes reached	at least 400 11	401 11	401 11	400 11
election candidates/agents contacted	N.A.§	333	149	N.A.§

§ Difficult to forecast as it depends on the number of by-elections, if any, in 2006.

Indicators

	2004 (Actual)	2005 (Actual)	2006 (Estimate)
business organisations which have used ICAC's corruption prevention service	504	468	400
managers in the business sector who have received training in corruption prevention and business ethics frontline workers in the business sector who have received	6 522	7 257	6 000
training in corruption prevention and business ethics	32 480	28 528	28 000
civil servants/staff of public bodies who have received training in corruption prevention	23 775	23 142	25 000

Head 72 — INDEPENDENT COMMISSION AGAINST CORRUPTION

	2004 (Actual)	2005 (Actual)	2006 (Estimate)
secondary/tertiary students who have received training in corruption prevention and ethics candidates/agents who have attended Elections (Corrupt and	80 186	81 779	80 000
Illegal Conduct) Ordinance briefings	249	58	N.A.§

§ Difficult to forecast as it depends on the number of candidates standing for by-elections, if any, in 2006.

Matters Requiring Special Attention in 2006–07

- 32 During 2006–07, CRD will:
- conduct a two-year professional ethics programme to promote professional ethics and enhance knowledge on anticorruption legislation among real estate agents;
- launch a new ethics training package for the financial services sector;
- establish, in collaboration with CSB, a network of Ethics Officers in government departments to entrench the culture of integrity in the civil service on an ongoing basis;
- implement, in collaboration with CSB and ETWB, an enhanced integrity management programme for works departments;
- launch a large-scale ethical leadership training programme for tertiary students, including a youth summit, to equip them with the knowledge and skills to be future ethical leaders; and
- step up preventive education for owners' corporations and related parties in relation to building renovation work.

Programme (4): Enlisting Support

	2004–05	2005–06	2005–06	2006–07
	(Actual)	(Original)	(Revised)	(Estimate)
Financial provision (\$m)	57.8	56.5	54.3 (-3.9%)	55.7 (+2.6%)

(or -1.4% on 2005–06 Original)

Aim

33 The aim is to achieve extensive public awareness of the evils of corruption, foster public confidence in and support for the work of ICAC and encourage the reporting of corruption offences.

Brief Description

- **34** The objective of the programme is achieved by:
- organising activities and seminars for districts to keep the community abreast of the work of ICAC;
- publicising the activities of ICAC in the mass media to enhance public understanding of the Commission's anticorruption work; and
- encouraging the reporting of corruption.

35 CRD continued to mobilise community resources to organise projects to foster a probity culture in the community. 320 multi-faceted activities were organised jointly with 429 district organisations, including all 18 DCs. These activities reached more than 400 000 people from 2 300 district organisations. As in previous years, subsidies were provided for NGOs to organise preventive education projects for new arrivals. In addition, CRD continued to hold "Meet-the-Public" sessions regularly to gauge public views on anti-corruption work.

36 CRD made extensive use of the mass media to increase the transparency and enhance public awareness of ICAC's work. A series of radio programmes was launched in 2005 involving ICAC investigators to talk about their experience.

37 The ICAC Channel, a web-based multi-media platform launched in June 2004, attracted over 3.1 million hits in 2005. During the year, 15 ICAC spots series and 28 episodes of ICAC drama series were uploaded onto the Channel to enhance public understanding of ICAC's work and to complement ICAC's publicity and public education efforts. CRD continued to use the youth website, "Teensland", as a platform to promote probity messages to young people. University and secondary school students were involved as partners in the development of multi-media programmes for the "Teensland" to promote positive value among young people.

38 The key performance measures are:

Targets

	Target	2004 (Actual)	2005 (Actual)	2006 (Plan)
response to requests for anti-corruption service/information within two working days (%) advertising campaign ICAC drama series	100 1 1 series every 2 years	100 1 1	100 1 0	100 1 1

Indicators

It is difficult to measure accurately the extent of public awareness of the evils of corruption, the level of public confidence in ICAC and their views on its work. However, the ICAC Annual Survey provides a useful reference. The relevant findings of the surveys conducted in 2003 to 2005 are:

	2003 (Actual) %	2004 (Actual) %	2005 (Actual) %
respondents who perceived ICAC as deserving their support respondents who considered corruption very common/quite	99.3	99.1	98.9
respondents who perceived that corruption would increase	35.7	27.9	29.1
in the following year respondents who said their confidence in ICAC would not	30.7	20.5	16.8
drop in the following year	94.0	93.9	96.0
respondents who were willing to report corruption respondents who would reveal identity when reporting	68.5	68.1	65.3
corruption to ICAC	75.9	71.8	70.7

Public support to the cause of ICAC can also be reflected by the following:

	2004	2005	2006
	(Actual)	(Actual)	(Estimate)
organisations which have jointly organised projects with ICAC corruption reports received (excluding election reports) corruption reports which are non-anonymous (%)	442 3 746 71	429 3 685 73	450 N.A.§ 72

§ Not possible to estimate as it depends on the number and nature of corruption reports received.

Matters Requiring Special Attention in 2006–07

39 The 2005 Annual Survey shows that public support and confidence in ICAC remain stable. CRD will continue to carry out the Annual Survey in 2006 to assess the community's attitude towards corruption and its perception of ICAC's performance. The findings will help align ICAC's education and publicity strategies to meet public needs.

- **40** During 2006–07, CRD will:
- continue to launch community activities and mass media publicity to assure the public of ICAC's determination and effectiveness in keeping corruption under control in strict accordance with the law;
- sustain our partnership with local leaders in organising community activities to raise public awareness about the importance of anti-corruption work;
- launch a publicity programme, comprising television spots series and complementary publicity, to explain ICAC's anti-corruption work;
- produce a TV drama series on completed ICAC cases to educate the public on the evils of corruption and to enlist
 public support; and
- launch a new Children Website/Corner to publicise the anti-corruption message and instil positive values among children.

Programme	2004–05	2005–06	2005–06	2006–07
	(Actual)	(Original)	(Revised)	(Estimate)
	(\$m)	(\$m)	(\$m)	(\$m)
 Corruption Prevention	46.7	45.2	42.5	45.0
	517.1	506.6	491.0	513.9
	56.0	54.7	52.6	53.9
	57.8	56.5	54.3	55.7
	677.6	663.0	640.4 (-3.4%)	668.5 (+4.4%)

ANALYSIS OF FINANCIAL PROVISION

(or +0.8% on 2005–06 Original)

Analysis of Financial and Staffing Provision

Programme (1)

Provision for 2006–07 is \$2.5 million (5.9%) higher than the revised estimate for 2005–06. This is mainly due to the creation of three posts to provide corruption prevention advice to government departments in the planning and implementation of Public Private Partnership projects, filling of vacancies and salary increments for staff.

Programme (2)

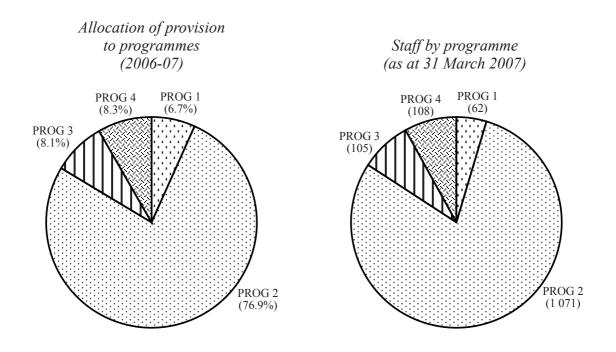
Provision for 2006–07 is \$22.9 million (4.7%) higher than the revised estimate for 2005–06. This is mainly due to the filling of vacancies, salary increments for staff and the creation of 13 posts to enhance financial investigative capability and firearms, physical fitness and self-defence training.

Programme (3)

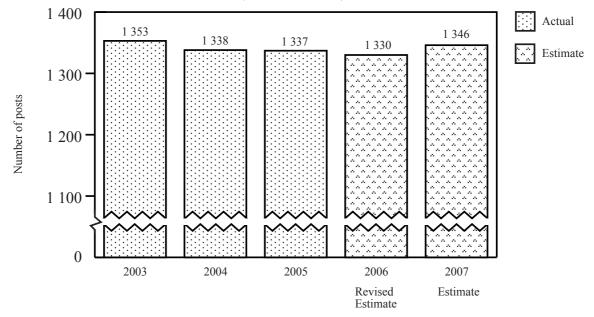
Provision for 2006–07 is \$1.3 million (2.5%) higher than the revised estimate for 2005–06. This is mainly due to the filling of vacancies and salary increments for staff.

Programme (4)

Provision for 2006–07 is \$1.4 million (2.6%) higher than the revised estimate for 2005–06. This is mainly due to the filling of vacancies and salary increments for staff.



Changes in the size of the establishment (as at 31 March)



Year

Head 72 — INDEPENDENT COMMISSION AGAINST CORRUPTION

Sub- head (Code)	Actual expenditure 2004–05	Approved estimate 2005–06	Revised estimate 2005–06	Estimate 2006–07
		\$'000	\$'000	\$'000	\$'000
	Operating Account				
	Recurrent				
000 103 203	Operational expenses Rewards and special services Expenses of witnesses, suspects and detainees	660,548 14,766 656	646,262 15,268 624	623,616 15,268 624	652,570 15,268 624
	Total, Recurrent	675,970	662,154	639,508	668,462
	Non-Recurrent				
	General non-recurrent	139	_	_	_
	Total, Non-Recurrent	139			
	Total, Operating Account	676,109	662,154	639,508	668,462
	Capital Account				
	Plant, Equipment and Works				
	Minor plant, vehicles and equipment (block vote)	1,539	870	870	_
	Total, Plant, Equipment and Works	1,539	870	870	
	Total, Capital Account	1,539	870	870	
	Total Expenditure	677,648	663,024	640,378	668,462

Details of Expenditure by Subhead

The estimate of the amount required in 2006–07 for the salaries and expenses of the ICAC is \$668,462,000. This represents an increase of \$28,084,000 over the revised estimate for 2005–06 and a decrease of \$9,186,000 against actual expenditure in 2004–05.

Operating Account

Recurrent

2 Provision of \$652,570,000 under *Subhead 000 Operational expenses* is for the salaries, allowances and other operating expenses of the ICAC.

3 The establishment as at 31 March 2006 will be 1 330 permanent posts. It is expected that 16 permanent posts will be created in 2006–07. Subject to certain conditions, the controlling officer may under delegated power create or delete non-directorate posts during 2006–07, but the notional annual mid-point salary value of all such posts must not exceed \$516,293,000.

4 There are 13 supernumerary posts in the pensionable rank of Independent Commission Against Corruption Officer (Pensionable) held against the same number of posts in various other ranks in order to enable selected pensionable government officers to remain in the service of the Commission on pensionable terms.

5 An analysis of the financial provision under Subhead 000 Operational expenses is as follows:

	2004–05 (Actual) (\$'000)	2005–06 (Original) (\$'000)	2005–06 (Revised) (\$'000)	2006–07 (Estimate) (\$'000)
Personal Emoluments				
- Salaries	535,813	543,280	516,337	543,243
- Allowances	22,708	18,242	19,830	19,342
- Job-related allowances	8,941	9,216	8,788	8,816
Personnel Related Expenses				
- Mandatory Provident Fund				
contribution	13,763	14,544	13,653	14,544
Departmental Expenses				
- Remuneration for special				
appointments	2,185	2,209	2,209	2,209
- General departmental expenses	64,571	45,956	49,168	51,600
Other Charges				
- Investigation expenses	4,418	4,562	4,562	4,562
- Publicity	8,093	8,193	9,013	8,193
- Grant to the ICAC Welfare Fund	56	60	56	61
	660,548	646,262	623,616	652,570
	<u> </u>			

6 Provision of \$15,268,000 under Subhead 103 Rewards and special services is for expenditure on rewards and services of a confidential nature.

7 Provision of \$624,000 under *Subhead 203 Expenses of witnesses, suspects and detainees* is for meals and incidental expenses for persons assisting in investigations and for expenses of witnesses from abroad.