

Head 72 — INDEPENDENT COMMISSION AGAINST CORRUPTION

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

Estimate 2024–25 **\$1,389.3m**

Establishment ceiling 2024–25 (notional annual mid-point salary value) representing an estimated 1 533 non-directorate posts as at 31 March 2024 rising by 23 posts to 1 556 posts as at 31 March 2025..... **\$1,164.7m**

In addition, there will be an estimated 19 directorate posts as at 31 March 2024 and as at 31 March 2025.

Commitment balance **\$5.0m**

Controlling Officer’s Report

Programmes

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

Programme (1): Corruption Prevention

	2022–23 (Actual)	2023–24 (Original)	2023–24 (Revised)	2024–25 (Estimate)
Financial provision (\$m)	91.5	100.8	101.3 (+0.5%)	97.2 (–4.0%)
				(or –3.6% on 2023–24 Original)

Aim

2 The aim is to identify and eliminate opportunities for corruption in government bureaux/departments (B/Ds) and public bodies (PBs), and advise the private sector on corruption prevention.

Brief Description

3 The Corruption Prevention Department (CPD) of the Independent Commission Against Corruption (ICAC) examines public sector procedures, makes recommendations to minimise corruption risks through “assignment” studies and monitors completed studies to ensure effective implementation of the agreed recommendations. In addition, CPD gives timely corruption prevention advice through consultation, and is proactive in providing early input to the Government’s new initiatives and projects to enhance their robustness in terms of system integrity. In 2023, CPD completed 71 assignment reports which covered various B/Ds and PBs performing a wide range of functions.

4 CPD also provides free, confidential and tailor-made advisory services to the private sector proactively and on request, including business operators in various industries and private organisations engaged or entrusted by the Government in delivering public services. In 2023, the Corruption Prevention Advisory Service (CPAS) handled 1 110 public enquiries through its hotline. In addition, CPD had made wider use of its CPAS web portal to disseminate corruption prevention tips, advice and various resources to the private sector. There were over 207 000 visits to the web portal, including over 108 000 downloads (of corruption prevention publications) and views (of training videos and other corruption prevention resources).

5 In 2023, CPD accomplished the following major work -

- supported and assisted B/Ds, PBs and related organisations in enhancing governance capability and governance efficacy, including developing the “Corruption Prevention Guide on Procurement for Public Bodies” to assist PBs to establish and strengthen their corruption prevention measures in procurement processes; and assisting relevant B/Ds and PBs to strengthen corruption prevention safeguards in the implementation of various labour importation schemes;

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- supported and assisted the development/enhancement of Hong Kong as an international centre for business, including promoting the “Corruption Prevention Guide for Banks” to the banking industry; providing tailored advisory services on over 640 occasions to strengthen individual banks’/practitioners’ corruption prevention capabilities/knowledge; and launching the “Business Sector Integrity Charter” in collaboration with the Chinese Manufacturers’ Association of Hong Kong as the first partner in the business sector;
 - supported and assisted B/Ds, PBs and related organisations in implementing initiatives, projects and services important to people’s livelihood, including developing the “Corruption Prevention Guide for Property Management Companies” to assist property management companies to strengthen their corruption prevention capabilities; assisting the MTR Corporation Limited to strengthen corruption prevention measures in the implementation of new railway projects; assisting the Buildings Department to strengthen the corruption prevention safeguards in its control regime of new building works; organising 15 webinars for around 10 400 construction industry practitioners for the Construction Industry Integrity Charter 2.0 which was subscribed by over 420 construction companies; and issuing sample integrity risk management plans on recruitment of workers for main contractors and subcontractors; and
 - promoted digitalisation of public services and the use of technology to enhance corruption prevention, including developing and issuing a new corruption prevention guide “Corruption Prevention through Digitalisation” to all B/Ds; partnering with the Office of the Government Chief Information Officer to promote the guide and adoption of digitalised corruption prevention functions; making over 100 recommendations in assignment studies and consultations to B/Ds and PBs on the adoption of digital corruption prevention functions; and organising 11 webinars and briefings for about 800 public servants and private IT practitioners to promote corruption prevention through digitalisation.
- 6 The key performance measures are:

Targets

	Target	2022 (Actual)	2023 (Actual)	2024 (Plan)
assignment reports produced	at least 67 Ω	68	71	70
response to private sector requests for corruption prevention advice within two working days (%)	100	100	100	100

Ω The target is revised from “at least 65” to “at least 67” as from 2023 taking into account CPD’s plan to produce more assignment reports.

Indicators

	2022 (Actual)	2023 (Actual)	2024 (Estimate)
areas awaiting study	210	206	210
previous assignments requiring monitoring	570	570	570
no. of occasions private sector entities given corruption prevention advice	1 022	1 447	N.A.§
no. of occasions public sector organisations advised through consultation	588	636	N.A.§

§ An estimate cannot be provided as it depends on the number of organisations requesting CPD’s services.

Matters Requiring Special Attention in 2024–25

- 7 During 2024–25, CPD will continue to:
- support and assist B/Ds, PBs and related organisations in enhancing governance capability and governance efficacy by, among other things, providing input on integrity management and corruption prevention;
 - support and assist the development/enhancement of Hong Kong as an international centre for business by, among other things, working with industry regulators and bodies in integrity management and corruption prevention capacity building in the respective industries;
 - support and assist B/Ds, PBs and related organisations in implementing initiatives, projects and services important to people’s livelihood, including housing and infrastructure development, building rehabilitation, law enforcement and regulatory regimes, healthcare and social welfare services, education, and environmental protection by, among other things, providing input on integrity management and corruption prevention; and
 - advise B/Ds and PBs on the adoption of more efficient, streamlined and/or digitalised processes, and promote digitalisation of public services and the use of technology to enhance corruption prevention.

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Programme (2): Operations

	2022–23 (Actual)	2023–24 (Original)	2023–24 (Revised)	2024–25 (Estimate)
Financial provision (\$m)	1,013.7	1,031.8	1,067.2 (+3.4%)	1,080.9 (+1.3%)
				(or +4.8% on 2023–24 Original)

Aim

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

Brief Description

9 The Operations Department (OPS) of the ICAC investigates every pursuable report of corruption. In view of the insidious nature of corruption, it also adopts a proactive strategy to seek out unreported corruption and strengthen intelligence collection and analysis capability. OPS strives to achieve a high degree of professionalism and operational effectiveness in order to foster public confidence in the ICAC and to encourage the community to report corruption with a view to deterring the corrupt.

10 In 2023, a total of 1 566 pursuable corruption complaints (excluding election complaints) were received by the ICAC, representing an increase of about nine per cent compared with 1 439 complaints received in 2022. Separately, a total of 79 pursuable election complaints (alleging breaches of the Elections (Corrupt and Illegal Conduct) Ordinance (Cap. 554) (ECICO)) were received. The complexity and magnitude of many corruption cases called for highly intensive investigation efforts. As at 31 December 2023, the investigation caseload of the ICAC stood at 967 cases (including 58 election cases).

11 In coping with the increasing complexity and sophistication of corruption investigations, OPS accomplished the following in 2023–24:

- stepped up enforcement actions, including mounting large-scale operations, against suspected corrupt practices particularly in sectors more vulnerable to corruption, such as building management, construction as well as finance and insurance industries;
- made all-out efforts, including taking resolute enforcement actions against suspected corrupt and illegal conduct, to ensure that all public elections, including the 2023 District Council Ordinary Election (DCOE) held in December 2023, were conducted in a fair, just, clean, safe and orderly manner;
- prioritised and deployed investigative resources in a strategic and flexible manner, and strengthened the investigation capabilities of officers through various training and development programmes, particularly in the areas of digital forensics and financial investigation, in order to enhance its overall effectiveness in combatting corruption;
- strengthened operational liaison, co-operation and professional exchange with other stakeholders locally and outside Hong Kong in order to fight corruption more effectively (e.g. mounting joint operations with regulatory bodies, including the Accounting and Financial Reporting Council and the Securities and Futures Commission); and
- continued to leverage technology in various aspects of investigative work, including launching of the Third Generation Video Recorded Interview System, in order to enhance the professional and operational capabilities of investigating officers.

12 The key performance measures are:

Targets

	Target	2022 (Actual)	2023 (Actual)	2024 (Plan)
complainants making pursuable corruption complaints contacted for interview within 48 hours (%).....	100	100	100	100
complainants making non-corruption complaints contacted within two working days to obtain consent to refer their complaints to relevant authorities (%).....	100	100	100	100
pursuable corruption investigations completed within 12 months (%).....	90.0	86.5	89.1	90.0

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Indicators^Ψ

	2022 (Actual)	2023 (Actual)
pursuable corruption complaints	1 439 ^α	1 566
non-pursuable corruption complaints	396 ^α	435
investigations completed#	1 582	1 503
persons prosecuted#	204	204
persons convicted#	89	139
persons formally cautioned#	16	23
government officers recommended for disciplinary or administrative action.....	116	62

Ψ The indicators do not include election cases in order to provide a more accurate indication of general corruption trends.

α The figures for 2022 were updated to take account of one complaint that was subsequently re-classified from non-pursuable to pursuable.

The figures included cases that were carried forward from previous years and completed.

Matters Requiring Special Attention in 2024–25

13 During 2024–25, OPS will:

- continue to implement a holistic investigative strategy combining effective law enforcement, appropriate early intervention and proactive approach, in order to detect and investigate possible corruption threats and to frustrate potential corruption activities, with a view to safeguarding Hong Kong as a world-acclaimed clean city;
- continue to step up enforcement actions against suspected corrupt practices particularly in sectors more vulnerable to corruption, such as building management, construction as well as finance and insurance industries;
- continue to prioritise and deploy investigative resources in a strategic and flexible manner, and enhance the professional competence of officers in combatting corruption, particularly through structured and accredited training programmes organised by the Hong Kong International Academy Against Corruption (HKIAAC), in order to effectively deal with the increasingly complex corruption cases; and
- further strengthen operational liaison, co-operation and collaboration with other stakeholders locally and outside Hong Kong in order to fight corruption more effectively.

Programme (3): Preventive Education

	2022–23 (Actual)	2023–24 (Original)	2023–24 (Revised)	2024–25 (Estimate)
Financial provision (\$m)	93.8	99.6	99.9 (+0.3%)	105.6 (+5.7%)
				(or +6.0% on 2023–24 Original)

Aim

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

Brief Description

15 The ICAC achieves the aim through an “Ethics for All” preventive education and publicity strategy adopted by its Community Relations Department (CRD), covering mainly five target-based areas:

- promoting ethics and corruption prevention in the business sector;
- promoting integrity management in the Government and PBs;
- instilling positive values amongst young people;
- providing corruption prevention and education services to non-profit-making organisations; and
- educating candidates and voters to ensure clean public elections.

16 To empower the business sector in guarding against corruption risks, the Hong Kong Business Ethics Development Centre (HKBEDC), established under the auspices of CRD, has maintained long-standing partnership with chambers of commerce and professional bodies to promote business ethics as the first line of defence against corruption. HKBEDC's preventive education initiatives cover frontline workers to senior executives and company directors of various business entities, including small and medium enterprises, and large private and listed companies. With reference to the characteristics and concerns of various trades and professions, HKBEDC tailor-made integrity trainings and maintained an array of online resources on its website (<https://hkbedc.icac.hk>) for use by financial and insurance intermediaries, accountants, lawyers, chartered secretaries and construction-related personnel, etc. A one-stop portal with a repertoire of ethics resources for medical professionals and practitioners in the pharmaceutical and medical device industries was launched in the year. HKBEDC also offered thematic webinars on its online training platform "BEDC Channel" and arranged visits to the ICAC to help the business leaders and governance professionals understand the anti-corruption laws and uphold a high standard of integrity.

17 The ICAC teamed up with the Development Bureau and the Construction Industry Council to launch an anti-corruption summit in May 2023 to call on the construction industry to actively participate in the Integrity Charter 2.0, adopt the "Integrity Management System" and cultivate an ethical culture in the sector. Apart from a professional anti-corruption training programme organised for senior management of the Hong Kong Airport Authority, a series of integrity training was also arranged in 2023 for its staff at all levels, its contractors and consultants involving in mega public works.

18 To tie in with the Government's sector-specific labour importation schemes, the ICAC worked with the relevant B/Ds to provide all imported workers with timely preventive education and publicity services to help them better understand the anti-corruption laws in Hong Kong. For talents who had migrated/would migrate to Hong Kong under various talent admission schemes, the ICAC staged a publicity booth at an international talents summit organised in October 2023 and promoted Hong Kong's probity culture through the publicity channels of the Hong Kong Talent Engage.

19 For the government sector, the ICAC continued to enhance integrity training for government officers at different levels. During the year, briefings were arranged for politically appointed officials including principal officials of the Government to provide them with information on anti-corruption laws and integrity management. Under the Ethical Leadership Programme, the ICAC joined hands with the Civil Service Bureau to organise a thematic workshop for Ethics Officers on acceptance of advantages and entertainment, and seminars on the common law offence of misconduct in public office tailored for civil servants at different ranks. In collaboration with the Civil Service College (CSC), ICAC sessions were arranged for senior officers joining CSC's flagship leadership development programmes as well as intakes attending the Induction Programme for Civil Service New Recruits. With about 60 per cent of B/Ds adopting the integrity training cycle, regular integrity training was provided to over 32 000 government officers in 78 B/Ds in 2023.

20 To groom aspiring young people to become future leaders with integrity, as well as to instil into them a strong sense of the rule of law, national identity and global vision, the ICAC launched the ICAC ELITE Youth Leadership Programme in 2023. Senior secondary and tertiary students with leadership potential were selected or nominated to join the programme comprising multifarious leadership training and activities characterised by ICAC elements. A study tour to the Guangdong-Hong Kong-Macao Greater Bay Area (GBA) was arranged for the youth participants to deepen their understanding of the latest economic development in the area, and the anti-corruption and youth engagement work in the Mainland. To broaden youth participants' international perspective, exchange sessions with delegates of overseas anti-graft agencies were arranged during their visits to the ICAC. Youth participants' learning experience was also enriched by their participation in international anti-corruption events, visits to law enforcement agencies, exchange with leaders from various sectors of the community and job shadowing activities arranged in the year. Furthermore, the ICAC continued to arrange talks on personal ethics in tertiary education institutions and interactive drama performances in secondary schools to generate discussions on ethical dilemmas and corruption-related scenarios.

21 Besides the core value of integrity, the ICAC has also incorporated values of the rule of law, law-abidingness, honesty, fairness and responsibilities into its integrity promotion programmes tailored for young people at different developmental stages. In the 2023/24 school year, the "i Junior Programme for Primary Schools" received favourable feedback and reached around 220 primary schools through its student participation scheme and new animation-based teaching package on the theme of "fairness". With a view to instilling positive values into young children, the ICAC organised the "ICAC's Kids Classroom" with storytelling activities under the "Reading for Integrity" Project which, together with the school participation scheme, were supported by over 180 kindergartens. An online portal of moral education resources (<https://me.icac.hk>) and a periodical were constantly updated with new materials for education practitioners and parents.

22 During the year, the ICAC continued to promote ethical governance and anti-corruption knowledge to a wide range of non-profit-making organisations and district organisations, including District Services and Community Care Teams newly formed in 2023. Seminars were also arranged for national sports associations to promote integrity management and enhance governance level in the sports sector.

23 To tie in with the launch of the application for the third round of Operation Building Bright 2.0 Scheme and a new round of the Fire Safety Improvement Works Subsidy Scheme in 2023, the ICAC stepped up its educational and promotional efforts in enhancing the awareness and engagement of flat owners, members of owners' corporations and other stakeholders on clean building maintenance. In addition to the provision of enquiry hotline services, the dedicated website (<https://bm.icac.hk>) had been revamped to provide a one-stop service platform for building management stakeholders. Collaboration with the Property Management Services Authority, property management companies, professional bodies, trade associations and tertiary education institutions continued throughout the year to synergise the concerted efforts in promoting professional ethics in the industry.

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24 The ICAC rolled out a multi-faceted education and publicity campaign to promote clean 2023 DCOE and call on members of the public to actively participate in the election. In light of the important role of members of the District Fight Crime Committees, the District Fire Safety Committees and the Area Committees (the three committees) in the new electoral arrangement, the ICAC attended over 100 meetings of the three committees in all districts to brief them on the major provisions of the ECICO. Briefings were also conducted for candidates, election helpers, political parties, district organisations, building management bodies, tertiary education institutions, members of the public and polling station staff to strengthen their awareness of the corruption risks in relation to election-related offences. Education materials such as information booklet, “dos and don’ts” checklist and reminder leaflet were produced for candidates and electors’ reference. The ICAC also reached out to different election stakeholders through extensive online and offline channels, and operated a thematic website and an enquiry hotline to provide up-to-date information on clean election programme and explain ECICO requirements.

25 The key performance measures are:

Targets

	Target	2022 (Actual)	2023 (Actual)	2024 (Plan)
business organisations reached.....	at least 1 500	4 461	4 640	3 300
government departments/PBs reached.....	at least 120	159	147	130
secondary schools reached Δ	at least 360	454	—	—
tertiary education institutions reached Δ	at least 19	20	—	—
schools reached γ	at least 600	—	885	650
non-profit-making organisations reached.....	at least 1 000	1 776 ρ	2 656	2 200

Δ Targets were replaced by the new target “schools reached” as from 2023.

γ New target as from 2023 to replace the targets “secondary schools reached” and “tertiary education institutions reached” with a view to reflecting the overall reach of CRD’s youth and moral education work covering various levels of schools.

ρ The decrease was mainly due to the reduced demand for corruption prevention education service from non-profit-making organisations amid the fifth wave of the COVID-19 epidemic.

Indicators

	2022 (Actual)	2023 (Actual)	2024 (Estimate)
business organisations which have used ICAC’s corruption prevention service.....	571	628	570
employees in the business sector who have received training in corruption prevention and business ethics.....	78 060	94 345	70 000
employees and members of non-profit-making organisations who have received training in corruption prevention.....	9 950	13 195	9 000
civil servants/staff of PBs who have received training in corruption prevention.....	40 564	48 006	38 000
secondary/tertiary students who have received integrity and ethics training β	58 192 μ	—	—
student participants of integrity and ethics promotion activities/programmes τ	—	270 086	220 000
election candidates/agents contacted.....	3 490	1 333	N.A.\natural
candidates/agents who have attended the ECICO briefings...	57	310	N.A.\natural

β Indicator was replaced by new indicator “student participants of integrity and ethics promotion activities/programmes” as from 2023.

μ Some talks and activities arranged for secondary schools and tertiary institutions were cancelled due to the intermittent suspension of classes and campus activities in the 2021/22 academic year having regard to the COVID-19 epidemic. Notwithstanding this, the ICAC was able to reach 43 800 secondary and tertiary students in 2022 through various integrity promotion activities organised by ICAC Ambassadors and iTeen Leaders.

τ New indicator as from 2023. It has been CRD’s long standing strategy to engage the younger generation as ICAC’s partner and disseminate positive values and integrity messages via their networks, so as to achieve multiplying effect of reaching out to the younger generation. The new indicator is adopted to replace the indicator “secondary/tertiary students who have received integrity and ethics training” to more accurately reflect ICAC’s extensive outreach to students.

\natural An estimate cannot be provided as it depends on the number of candidates standing for elections and by-elections, if any, held in the year.

Matters Requiring Special Attention in 2024–25

26 During 2024–25, the ICAC will:

- provide anti-corruption education for and promote integrity messages to imported workers under various labour importation schemes launched by the Government; and
- organise training and engagement activities under the ICAC ELITE Youth Leadership Programme to nurture young people to become future leaders who possess an international perspective, embrace integrity and uphold the rule of law.

Programme (4): Enlisting Support

	2022–23 (Actual)	2023–24 (Original)	2023–24 (Revised)	2024–25 (Estimate)
Financial provision (\$m)	93.8	99.6	99.9 (+0.3%)	105.6 (+5.7%)
				(or +6.0% on 2023–24 Original)

Aim

27 The aim is to promote public awareness of the evils of corruption, foster public confidence in and support for the work of the ICAC, encourage reporting of corruption, publicise to the international community Hong Kong’s effective anti-corruption regime as an important competitive advantage of Hong Kong, and consolidate the leading role of Hong Kong and the ICAC in the global fight against corruption.

Brief Description

28 The aim of the programme is achieved by:

- organising activities in the community to keep the public vigilant against corruption and abreast of the work of the ICAC;
- publicising various initiatives of the ICAC in the mass and new media to enhance public understanding of the work of the ICAC, encourage reporting of corruption and enlist their support;
- facilitating exchange and co-operation with Mainland and overseas counterparts, including those in Belt and Road countries, on ICAC’s anti-corruption strategies and work, and promoting Hong Kong’s effective anti-corruption regime to the international community;
- establishing the HKIAAC in February 2024, which organises professional anti-corruption training for graft fighters worldwide and local public and private sectors, as well as promoting exchange of anti-corruption experience among anti-corruption experts and scholars; and
- leveraging the leading role in the International Association of Anti-Corruption Authorities (IAACA) to advance the effective implementation of the United Nations Convention against Corruption (UNCAC) through global and regional collaboration.

29 The ICAC continued to put across anti-corruption messages amongst different sectors of the community through an array of activities to garner the public’s support and to encourage the reporting of corruption. Members of the ICAC Club continued to provide strong support for ICAC’s community education and publicity activities through their voluntary service. To mark the 50th anniversary of the ICAC in February 2024, the ICAC engaged members of the public and diverse sectors of society to participate in commemorative events to witness Hong Kong’s anti-corruption achievements over the past 50 years. Among all, a series of public engagement activities under the theme “Fighting Corruption: The Mission Continues” such as running events, virtual walks, photo/video collection campaign, youth video competition and district involvement projects had been implemented by phases since September 2023. Multimedia publicity was also stepped up on a territory-wide level to showcase to the local and international communities the ICAC’s strong determination in eradicating corruption and the hard-earned success of Hong Kong in fighting corruption.

30 The ICAC has been enhancing its media publicity efforts to connect with the general public. Press briefings on major corruption cases were live-broadcast on the “Hong Kong ICAC” Facebook page to enhance public awareness of enforcement efforts and showcase the professionalism of ICAC officers. In addition to its existing social media accounts with Facebook, Instagram, Weibo, YouTube and LinkedIn, the ICAC launched its official WeChat account “Hong Kong ICAC” in 2023 to extend its reach and share topical issues and the latest work of the ICAC with the public. Furthermore, more viral videos were also produced, and work partners’ social media networks were leveraged to amplify the publicity impact of integrity messages across the territory.

31 The ICAC had finished exploring the formulation of a new tool to measure the probity situation in Hong Kong, and decided to continue to conduct the 2023 Annual Survey to assess the community’s attitude towards and knowledge about corruption in the post-pandemic era. The 2023 survey was being conducted with findings to be released in 2024.

32 The ICAC established the HKIAAC in February 2024 to serve as an international anti-corruption training hub to assist graft fighters and related stakeholders worldwide, as well as the public and private sectors in Hong Kong, in strengthening their anti-corruption capabilities. The ICAC commenced preparatory work for the establishment of the HKIAAC in 2023 and organised a number of pilot training courses, including 12 anti-corruption training programmes for overseas anti-corruption agencies (particularly those in Belt and Road countries) and five programmes for local public and private sectors (e.g. banking and insurance industries), reaching around 700 anti-corruption practitioners. The HKIAAC has also signed Memoranda of Understanding with reputable Mainland and local universities to kick-start collaboration in anti-corruption academic research and exchange. Through these initiatives, the HKIAAC will contribute to the global anti-corruption development, further consolidating Hong Kong’s status as one of the places renowned for its probity culture.

33 The ICAC actively contributed to integrity building of the nation’s Belt and Road Initiative. The ICAC Commissioner attended the Third Belt and Road Forum for International Cooperation held in Beijing in October 2023 and shared Hong Kong’s efforts in contributing to sustaining the “Clean Silk Road” in a thematic forum. The Professional Anti-corruption Training in Major Infrastructure Projects was organised in October 2023 for anti-graft practitioners of 13 Belt and Road countries in Asia and Africa to enhance their capabilities of fighting and preventing corruption in major infrastructure projects and demonstrate our nation’s integrity building efforts and development through a study tour to Guangdong Province. Bilateral meetings were also held with anti-corruption authorities (ACAs) in Belt and Road countries in Asia, Africa and Europe during the year to explore and sustain anti-corruption collaboration.

34 Serving as the Presidency and Secretariat of the IAACA, the ICAC has organised or co-ordinated four IAACA training events in 2023 with member authorities and international partners, including the European Partners against Corruption/European contact-point network against corruption and the Commonwealth Africa Anti-Corruption Centre, so as to enhance the abilities of anti-corruption practitioners around the world to prevent and combat corruption. The joint ICAC/IAACA delegations actively participated in the Annual Conference of the African Association of Anti-Corruption Authorities held in Johannesburg, South Africa in July 2023 and the Tenth Session of the Conference of the State Parties to the UNCAC held in Atlanta, the United States of America in December 2023 to strengthen connections with the international anti-corruption community. The ICAC Commissioner, who also served as the President of the IAACA, visited Austria in September 2023 and held bilateral meetings with international organisations such as the United Nations Office on Drugs and Crime (UNODC) and the International Anti-Corruption Academy to strengthen co-operation. A working group was subsequently set up with UNODC to explore future collaboration. In 2023, the IAACA Secretariat arranged a general meeting, three executive committee meetings and 24 bilateral meetings with ACAs and organisations around the world. It also revamped the IAACA website, created a new IAACA Facebook page and issued e-newsletters to enhance online communications with IAACA members and partners. Under the leadership of the ICAC, the organisational membership size of the IAACA expanded from 123 in 2022 to 168 in 2023.

35 The ICAC has been stepping up its efforts to tell the international community the good stories of Hong Kong’s anti-corruption efforts and robust rule of law by participating actively in international/regional seminars and conferences, including hosting the side event during the meetings of the Global Operational Network of Anti-Corruption Law Enforcement Authorities of UNODC held in Vienna, Austria in July 2023 and hosting/speaking at four special events at the Conference of the States Parties to UNCAC mentioned above.

36 The ICAC has also strengthened exchanges and co-operation with the ACAs in the Mainland and Macao through anti-corruption initiatives in support of the national anti-corruption policy and strategic development of the GBA. Consensus was reached with these ACAs to organise joint practical workshops on law enforcement, develop a guide for doing business with integrity and arrange professional anti-corruption training for enterprises in the GBA to promote the guide.

37 The key performance measures are:

Targets

	Target	2022 (Actual)	2023 (Actual)	2024 (Plan)
response to requests for anti-corruption service/information within two working days (%)	100	100	100	100
advertising campaign	1 in every 2 to 3 years	1	0	0
ICAC drama series.....	1 series in every 2 to 3 years	1	0	1

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Indicators

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

	2022 (Actual)	2023 (Actual)	2024 (Estimate)
organisations which have jointly organised publicity projects with the ICAC or provided assistance in ICAC publicity projects.....	717 ^η	832	750

^η Smaller number of organisations was recorded because of the cancellation/postponement of a number of publicity projects due to the implementation of social distancing measures during the COVID-19 epidemic.

The ICAC has maintained a number of online platforms to promote anti-corruption and probity messages and has also actively engaged partners to promote probity messages through their online platforms. The number of visits is:

	2022 (Actual)	2023 (Actual)	2024 (Estimate)
no. of visits to ICAC's online platforms and no. of reach to online platforms of ICAC's partners.....	5 107 000	7 292 000	5 000 000

ICAC's performance in furtherance of international co-operation and exchange can be reflected by the following:

	2022 (Actual)	2023 (Actual)	2024 (Estimate)
ACAs/international organisations reached ^θ	—	484	—
anti-corruption practitioners reached through trainings, meetings or seminars ^θ	—	4 060	—
training activities, study visits or meetings organised and consultancy services provided, and number of international/regional conferences participated ^θ	—	133	—
professional anti-corruption training programmes for anti-corruption and related organisations worldwide organised by the HKIAAC [^]	—	—	20
professional anti-corruption training programmes for local public and private sectors organised by the HKIAAC [^]	—	—	10
participants benefitting from the training programmes organised by the HKIAAC [^]	—	—	2 000
anti-corruption and related organisations reached [^]	—	—	500
members of anti-corruption and related organisations worldwide reached [@]	—	—	2 200
international co-operation and exchange activities organised/ participated ^ω	—	—	120

^θ New indicators as from 2023. In view of the establishment of the HKIAAC in 2024 and taking into account ICAC's latest development in international co-operation and exchange work, the three indicators introduced in 2023 are subsumed into the newly added indicators as from 2024.

[^] New indicators as from 2024.

[@] New indicator as from 2024. Members of anti-corruption and related organisations worldwide reached by training programmes organised by the HKIAAC have been excluded.

^ω New indicator as from 2024. Training programmes organised by the HKIAAC have been excluded.

Matters Requiring Special Attention in 2024–25

38 During 2024–25, the ICAC will:

- launch anniversary events with the theme of “Fighting Corruption: The Mission Continues”, including the 8th ICAC Symposium, Open Day, TV drama series, a commemorative publication and public engagement activities, to demonstrate to the local and international community Hong Kong's anti-corruption stories;
- continue to carry out the ICAC Annual Survey to assess the community's attitude towards corruption and align the ICAC's education and publicity strategies to better meet public needs;
- capitalise on the newly established HKIAAC to provide specialised training programmes for overseas ACAs, regulators and related organisations (in particular those from Belt and Road countries) to enhance their capabilities in combatting and preventing corruption; offer customised anti-corruption training programmes for local professionals and senior executives in both public and private sectors to enhance their ability to recognise and manage corruption risks in their organisations; organise structured and accredited training programmes for ICAC officers to strengthen their professional competence in combatting corruption; and collaborate with international, Mainland and local experts and academics in conducting anti-corruption research and promoting exchange;

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- enhance its support to integrity building of the Belt and Road Initiative by sharing Hong Kong's anti-corruption experience with Belt and Road countries and organising training programmes for anti-corruption practitioners of these countries;
- continue to lead the IAACA to promote the effective implementation of UNCAC through enhancing professional experience sharing in collaboration with HKIAAC and international/regional partners, forging closer international partnerships and strengthening connection of graft-fighters worldwide;
- take forward the proposed anti-corruption initiatives in collaboration with the ACAs in the Mainland and Macao, including organising a joint practical workshop on law enforcement, developing a guide for doing business with integrity and arranging professional anti-corruption training for enterprises in the GBA to promote the guide, in order to foster a probity culture; and
- organise the 8th ICAC Symposium, co-hosted with the IAACA, in Hong Kong in May 2024 in order to connect graft fighters worldwide with a view to creating synergy in the global fight against corruption.

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ANALYSIS OF FINANCIAL PROVISION

Programme	2022–23 (Actual) (\$m)	2023–24 (Original) (\$m)	2023–24 (Revised) (\$m)	2024–25 (Estimate) (\$m)
(1) Corruption Prevention.....	91.5	100.8	101.3	97.2
(2) Operations	1,013.7	1,031.8	1,067.2	1,080.9
(3) Preventive Education	93.8	99.6	99.9	105.6
(4) Enlisting Support.....	93.8	99.6	99.9	105.6
	1,292.8	1,331.8	1,368.3 (+2.7%)	1,389.3 (+1.5%)

**(or +4.3% on
2023–24 Original)**

Analysis of Financial and Staffing Provision

Programme (1)

Provision for 2024–25 is \$4.1 million (4.0%) lower than the revised estimate for 2023–24. This is mainly due to the decrease in departmental expenses and provision for salaries.

Programme (2)

Provision for 2024–25 is \$13.7 million (1.3%) higher than the revised estimate for 2023–24. This is mainly due to the filling of vacancies and increase of 23 posts, partly offset by the decrease in departmental expenses.

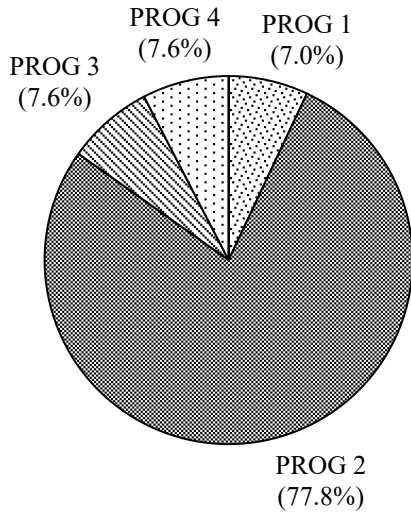
Programme (3)

Provision for 2024–25 is \$5.7 million (5.7%) higher than the revised estimate for 2023–24. This is mainly due to the filling of vacancies.

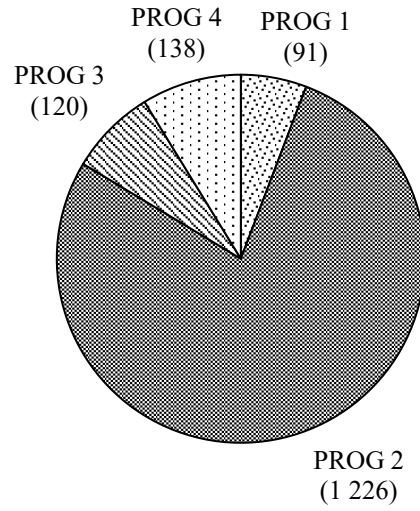
Programme (4)

Provision for 2024–25 is \$5.7 million (5.7%) higher than the revised estimate for 2023–24. This is mainly due to the filling of vacancies.

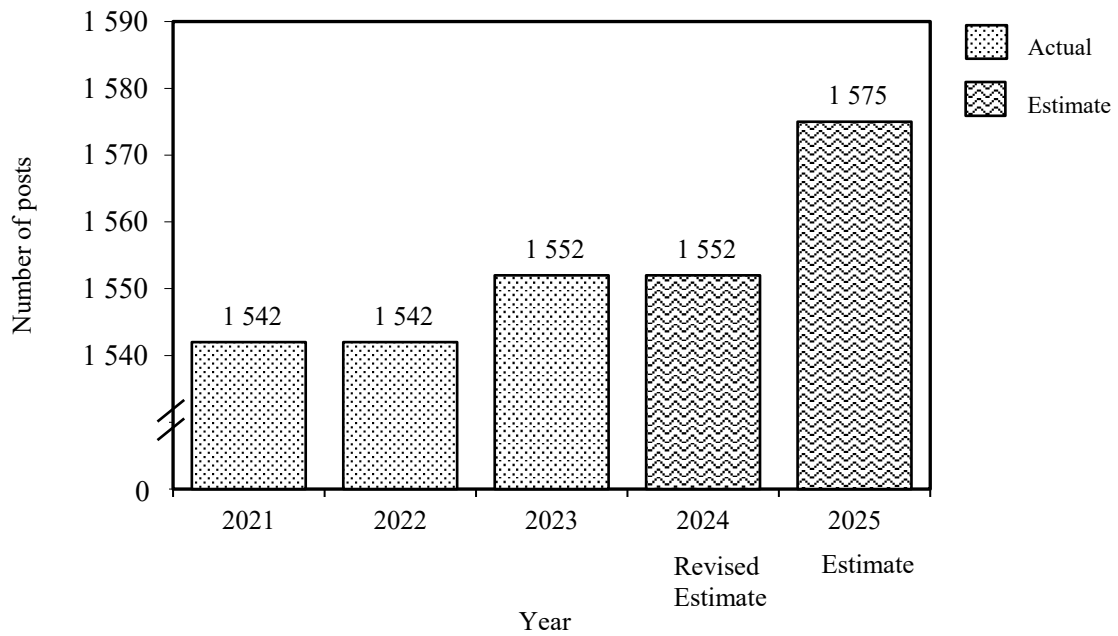
Allocation of provision to programmes (2024-25)



Staff by programme (as at 31 March 2025)



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



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Sub-head (Code)	Actual expenditure 2022–23	Approved estimate 2023–24	Revised estimate 2023–24	Estimate 2024–25	
	\$'000	\$'000	\$'000	\$'000	
Operating Account					
Recurrent					
000	Operational expenses	1,269,745	1,301,164	1,336,239	1,358,803
103	Rewards and special services.....	16,054	15,900	17,300	15,900
203	Expenses of witnesses, suspects and detainees...	181	650	650	650
	Total, Recurrent.....	<u>1,285,980</u>	<u>1,317,714</u>	<u>1,354,189</u>	<u>1,375,353</u>
Non-Recurrent					
700	General non-recurrent	—	—	—	1,000
	Total, Non-Recurrent.....	<u>—</u>	<u>—</u>	<u>—</u>	<u>1,000</u>
	Total, Operating Account	<u>1,285,980</u>	<u>1,317,714</u>	<u>1,354,189</u>	<u>1,376,353</u>
Capital Account					
Plant, Equipment and Works					
661	Minor plant, vehicles and equipment (block vote).....	6,868	14,123	14,123	12,941
	Total, Plant, Equipment and Works.....	<u>6,868</u>	<u>14,123</u>	<u>14,123</u>	<u>12,941</u>
	Total, Capital Account.....	<u>6,868</u>	<u>14,123</u>	<u>14,123</u>	<u>12,941</u>
	Total Expenditure	<u>1,292,848</u>	<u>1,331,837</u>	<u>1,368,312</u>	<u>1,389,294</u>

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Details of Expenditure by Subhead

The estimate of the amount required in 2024–25 for the salaries and expenses of the Independent Commission Against Corruption is \$1,389,294,000. This represents an increase of \$20,982,000 over the revised estimate for 2023–24 and \$96,446,000 over the actual expenditure in 2022–23.

Operating Account

Recurrent

2 Provision of \$1,358,803,000 under *Subhead 000 Operational expenses* is for the salaries, allowances and other operating expenses of the Independent Commission Against Corruption.

3 The establishment as at 31 March 2024 will be 1 552 posts including two supernumerary posts. It is expected that there will be an increase of 23 posts in 2024–25. Subject to certain conditions, the controlling officer may under delegated power create or delete non-directorate posts during 2024–25, but the notional annual mid-point salary value of all such posts must not exceed \$1,164,740,000.

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

	2022–23 (Actual) (\$'000)	2023–24 (Original) (\$'000)	2023–24 (Revised) (\$'000)	2024–25 (Estimate) (\$'000)
Personal Emoluments				
- Salaries.....	1,049,795	1,097,663	1,081,639	1,126,329
- Allowances.....	29,785	23,900	32,003	30,585
- Job-related allowances.....	5,157	4,900	5,203	5,081
Personnel Related Expenses				
- Death, incapacity, injury payments and expenses.....	862	—	2,430	—
- Mandatory Provident Fund contribution.....	23,806	26,741	23,982	26,347
Departmental Expenses				
- Remuneration for special appointments	8,691	3,843	3,948	4,031
- General departmental expenses	126,673	121,461	156,035	137,793
Other Charges				
- Investigation expenses	8,640	7,000	11,000	9,000
- Publicity	16,271	15,586	19,936	19,567
- Grant to the ICAC Welfare Fund.....	65	70	63	70
	1,269,745	1,301,164	1,336,239	1,358,803

5 Provision of \$15,900,000 under *Subhead 103 Rewards and special services* is for expenditure on rewards and services of a confidential nature.

6 Provision of \$650,000 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.

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Commitments

Sub- head (Code)	Item (Code)	Ambit	Approved commitment	Accumulated expenditure to 31.3.2023	Revised estimated expenditure for 2023–24	Balance
			\$'000	\$'000	\$'000	\$'000
<i>Operating Account</i>						
700		<i>General non-recurrent</i>				
	809	Revamping of outdoor challenge course in Independent Commission Against Corruption Training Camp	5,000	—	—	5,000
		Total	5,000	—	—	5,000