



Youth as the first barrier against corruption

"When you are inspired by some great purpose, some extraordinary project, all your thoughts break their bounds. Your mind transcends limitations, your consciousness expands in every direction, and you find yourself in a new, great and wonderful world. Dormant forces, faculties and talents come alive, and you discover yourself to be a greater person by far than you ever dreamt yourself to be."

That is the quotation former Indian President Abdul Kalam chose to end his address to the Mauritian National Assembly during his visit in March 2006. A rallying call, concluding a speech on how central inculcating values to the youth is to the sound development of a nation. Over the years, a comprehensive education and sensitisation campaign has been devised and implemented for the youth. Today, with the help of the Commission, more than 100 integrity clubs in secondary schools and half a dozen anti-corruption clubs in tertiary institutions have been set up. Through sharing of knowledge and resources from the Corruption Prevention and Education Division, these student associations are encouraged to organise...

Page 2



Training of Public Officers as 'Integrity Officers'

To facilitate the implementation of the Public Sector Anti-Corruption Framework (PSACF), 128 senior public officials have been designated by their respective organisations to act as Integrity Officers (IOs). The aim is to trigger early detection and expedite implementation of the Framework in a sustained manner for proactive and early actions for detecting and mitigating corruption risks. To date, 61 public bodies have embarked on the implementation of the PSACF. As a first phase of the training programme, the ICAC, in collaboration with the Ministry of Civil Service and Administrative Reforms (MCSAR) conducted a 12-hour basic training course for the IOs in the months of September and October 2014 and June 2015. To further equip and empower those who have successfully completed the initial training, an Advanced Training Programme facilitated by Mrs. Claudia Sayago, Crime Prevention and Criminal Justice Officer at the Corruption and Economic Branch of the United Nations Office on Drugs and Crime (UNODC) was conducted from 10 to 14 August 2015...

Page 7



Interview: "Prevention is more effective than vigorous enforcement"

In the context of the Corruption Prevention Risk Management (CPRM) Training Programme for ICAC officers, two experts from Hong Kong were in Mauritius to empower ICAC staff. We had a discussion with Mr. Thomas Chan and Mrs. Jean Au Yeung, both former directors of the Prevention department of ICAC Hong Kong, and now respectively member of the Public Service Commission of Hong Kong, and Adjunct Lecturer at the Hong Kong Institute for Public Administration. They were in Mauritius to empower some 40 personnel of the ICAC on CPRM. The participants would in turn be required to empower officials of the public sector. CPRM is the proactive approach to corruption prevention. It helps to identify the risks of corruption in an organisation, analyse those risks and develop strategies to manage them effectively. Effective corruption risk management requires high level technical and practical knowledge and skills. Hence, the need for continuous training and empowerment of staff in this area.

Page 8

Message

From the Director General, Luchmyparsad Aujayeb

Fighting corruption requires the sustained engagement of all the citizens of any country. That is why it is regularly said that while every citizen has an effective role in the fight against corruption, the youth, in their own self-interest, are called upon to go the extra mile in the fight against corruption. There is a choice to be made: either we succumb to the temptation and indulge in an act of corruption and assume responsibility for it or we resist it, but we certainly cannot sit on the fence. This has been the underlying message of our current media campaign entitled "*Koripsion: swa oui swa non. Apre asim to desizion*".

Emphasis is often laid on the fact that youth plays a key role in fighting corruption. Hence, youth integrity should be strengthened as young people have a prime responsibility in building the democratic and transparent systems they want to live in. Today, these statements are unchallenged and have become, worldwide, the leitmotifs of many anti-corruption discourses and the central themes of many anti-corruption events.

Now is the time for the youth to take up their responsibility and participate fully in combatting corruption. It is important to differentiate between civic duty and civic responsibility. While civic duty is required by law, civic responsibility is not always. But the latter is stressed upon as a socially good behaviour to adopt. We look forward to you, the youth of today to take up an engagement in the fight against corruption to ensure a better future for you and for the future generations.

The first step in this journey of taking responsibility to root out corruption resides in recognising and realising that the youth have a crucial role to play in fighting corruption. As a group, youth make up a sizeable cohort of the population to trigger social change and provide an unprecedented force for a paradigm shift in the fight against corruption. This is why we look up to the youth to get actively involved in anti-corruption efforts by being catalysts for changes in society, the economy and the country to dismantle barriers and change behaviours, practices and mind-sets.

The second step is to understand that corruption is fundamentally wrong; it is an illegal and an immoral act and should not be tolerated at any cost. Corruption can be fought and eliminated. Today, we have the tools, experience, mechanisms and necessary support to do so. Although we cannot expect results overnight, we cannot afford to despair or remain complacent while our future is at stake. The active participation of each and every citizen will eventually put a stop to corruption at national level. The "*I can*" attitude is very important and it assumes all its importance.

The third step is to participate fully in the inclusive and integrated approach for youth engagement to be sustained in the long term through the 'Youth Against Corruption (YAC)' platform. ICAC's aim is to consolidate the network of young people into a structured network, YAC that will bring together all integrity clubs in secondary schools, anti-corruption clubs in tertiary education institutions, as well as young professionals, amongst others, with a view to synergising efforts in the fight against corruption.

However, youth, by itself will not be able to succeed in this noble cause without the support of all stakeholders. The engagement of institutions, public bodies and other organisations dealing with the youth is crucial in sustaining youth initiatives for an enhanced anti-corruption culture. In this endeavour, we are strengthening partnerships with institutions in order to give anti-corruption projects a wider scope and sustainability.

Anti-corruption actions in isolation will only yield limited results and this is why we strongly believe that the role of institutions should go beyond that. We need to advocate and engage in collective actions. The media, universities, the private sector, the public sector and other stakeholders have to work together to support the youth in bringing about the desired change and paradigm shift in society.

▶▶ Youth as the first

Following up on ICAC's call for a change of mindset and the need for the population to reclaim the fight against corruption, the focus of this issue of the ICAC newsletter is on the youth. Since August 2015, ICAC has endeavoured to rally the latter and regroup scattered activities organised by various emanations of Integrity Clubs and Anti-Corruption associations in Mauritius under one entity: the YAC.

"When you are inspired by some great purpose, some extraordinary project, all your thoughts break their bounds. Your mind transcends limitations, your consciousness expands in every direction, and you find yourself in a new, great and wonderful world. Dormant forces, faculties and talents come alive, and you discover yourself to be a greater person by far than you ever dreamt yourself to be." That is the quotation former Indian President Abdul Kalam chose to end his address to the Mauritian National Assembly during his visit in March 2006. A rallying call, concluding a speech on how central inculcating values to the youth is to the sound development of a nation.

Over the years, a comprehensive education and sensitisation campaign has been devised and implemented for the youth. Today, with the help of the Commission, more than 100 integrity clubs in secondary schools and half a dozen anti-corruption clubs in tertiary institutions have been set up. Through sharing of knowledge and resources from the Corruption Prevention and Education Division, these student associations are encouraged to organise activities to raise awareness about corruption in their respective institutions. However, such initiatives are only the tangible part of merging "*education with a value system*", one of the core doctrines advocated by Abdul Kalam.

Indeed, ICAC has successfully championed the inclusion of the theme of corruption into the Higher School Certificate General Paper syllabus. While a question on the subject featuring in the examination paper is a matter of probability, corruption features as one of the issues HSC students will need to discuss in school with their General Paper teacher. At the other end of the age group spectrum, ICAC officers regularly hold talks in primary schools, with specifically designed programmes to sow the idea of values. ICAC realises that it takes the whole community to educate a child, and that one-off sessions will only bear their fruits if the school and the family take over. As such, these schoolchildren are encouraged to put questions to their parents and teachers about corruption.

As abstract as they may seem at first, these ICAC programmes are in line with Abdul Kalam's doctrine, about which he said: "*All the youth [I have met] during my interactions, unanimously shared their dream with me to live in a happy, prosperous and safe nation. To give our youth, a peaceful nation, a happy nation, a prosperous nation and a safe nation is indeed an important mission for any nation and its leaders*". Without such sensitisation, the youth today would not be able to realise the seriousness of corruption as a problem and the urgent need to combat it.

From the National Survey on Corruption published in February this year, the 18-20 years age group (68.6%) and the 21-25 and 26-30 years age groups (both at 66%) believe that corruption will spread if left unchecked. Of these, 20.8% of upper-level professionals believe that corruption will decrease if society fights back. 47.1% of the 18-20 years age category

barrier against corruption



think that the younger generation is committed to the fight against corruption. The young (18 - 20 years) want more direct involvement: 15.7% would engage in pressure groups and the same proportion would participate in activities organised by ICAC. ICAC has heard the call of the youth: on the 25th of August, ICAC rallied more than 180 young people for the launching of the Youth Against Corruption (YAC) platform.

However, ICAC realises that the road ahead is not without hurdles. The National Survey on Corruption also uncovered a form of cynicism from adults on the youth's determination and motivation to fight corruption. Initial face-to-face interaction with the 180 sample indicated otherwise. While most psychological literature on the generational divide tends to label the young generation the "Me, me, me generation", the Commission will be looking, on the other hand, to optimise the traits of the Generation Y and Millennials to harness the drive necessary to federate youth action against corruption.

Firstly, we must realise that "Millennials are team-oriented, banding together to socialise in groups", as emphasised by popular workplace manual entitled "Characteristics of Millennials in the Workplace". "They communicate in snippets through instant messaging, texting, Facebook and e-mail. Quick and efficient communication is the way Millennials choose to interact, not

necessarily face-to-face. They are typically unaware of their non-verbal cues." Of all of the talents that Millennials bring to any organisation, being technologically savvy is their greatest skill contribution. "Social media is at the heart of their world. This allows them to connect with co-workers and friends around the world at great speed. Their electronic capabilities are extraordinary."

The YAC will be called upon to federate and focus youth action against corruption from secondary level, through tertiary level, to young professionals, to a national scale. It will be a platform, tangible as well as virtual, which will provide a conduit for the young secondary student imbued with the notion of values, acquired in primary schools, to develop into an agent of change against corruption. This ambitious journey ICAC is proposing to embark upon with the youth is best explained by the notion of education with a value system which Abdul Kalam succinctly defines as: "The echo of a great teacher's saying, 'Give me a child for seven years. Afterwards, let God or devil take the child. They cannot change my child.'"

If you want to be part of this experience, please visit the ICAC Facebook page (<http://facebook.com/icacmauritius>) or join the discussion on the YAC's Facebook group (<http://facebook.com/groups/icacyouth>).

Youth Against Corruption (YAC) goes live!



It is an undeniable fact that civil society has a key role in fighting corruption. This is clearly recognised in international and national anti-corruption instruments such as the UNCAC and the Prevention of Corruption Act (2002). Civil society is considered as the third most important sector, after the public and private sector in the fight against corruption. This societal problem can only be controlled when citizens recognise, resist, reject and report it. Hence the ever-increasing role of civil society as an anti-corruption watchdog, helping to expose corruption risk areas and corrupt practices. Indeed, along with other societal actors, it can develop and foster a strong coalition against corruption and assist in reinforcing integrity at all levels.

On the 25th of August, some 180 young persons responded to ICAC's invitation for a Youth Networking Forum. The main outcome sought by this exercise was the setting up of a 'Youth Against Corruption' (YAC) platform to respond to the need for sustained, concerted and impactful actions against corruption by the youth leading towards the enhancement of an anti-corruption culture in the Mauritian society. Launching the debates of the Youth Networking Forum was Her Excellency Mrs. Ameenah Gurib-Fakim, G.C.S.K., C.S.K., PhD, President of the Republic of Mauritius.

Youth, as a major agent of change, is a key stakeholder in the fight against corruption. As future leaders, public officials and full-fledged citizens, they have a key role to play in making Mauritius a

corruption free country. The main objectives of the forum were to discuss effective youth participation in the fight against corruption, advocate for visible and enhanced youth engagement against corruption to overcome the cynical attitude regarding the fight against corruption, and come up with a permanent structure to sustain youth engagement towards a culture of integrity. Following the Youth Networking Forum, the YAC was subsequently set up on the 10th September. Around 50 youngsters were present and brainstormed with ICAC officers on the way forward. The first step was to form an Executive Committee, which would at a later stage be called to elect a Chairperson of the YAC. Together, this Executive Committee and the Chairperson will be called upon to, amongst others, further mobilise youth participation, sustain their engagement and ensure visibility of youth commitment to the fight against corruption in the long term.

At this first meeting, 16 young people volunteered to spearhead the Executive Committee. The next meeting was scheduled for the end of September, where the members would get to know more about each other before deciding who the Chairperson would be. ICAC will act as the secretariat of the YAC, providing logistical support, as well as knowledge-based resources to empower the YAC and accompany them during the course of this incubation period.

Youth engagement for a better society needs to be visible at all times, especially at personal and professional level to be able to inspire and motivate the younger generation. Youth, should serve as role models and take ownership of the fight against corruption. This implies, amongst others: (i) joining or creating anti-corruption pressure groups and participating anti-corruption initiatives; (ii) in making workplaces corruption free and securing organisational participation in promoting anti-corruption culture; (iii) identifying corruption risks, analysing them and acting accordingly; (iv) taking the lead to initiate anti-corruption activities and enlisting the support of colleagues and other staff, and (v) striving for collective actions against corruption and demanding for enhanced accountability, and transparency from service providers and higher level of integrity.

However, despite ICAC's support, the YAC may not be able to survive on its own. The engagement of institutions is crucial in supporting youth to take ownership of the fight against corruption. This can be done through the inclusion of anti-corruption education and integrity building components in training programmes; encouragement /support to anti-corruption initiatives by young employees; provision by large companies of

Verbatim

**Dr Harsha Pathak, Ophthalmologist
at Moka Eye Hospital:**

"The YAC platform for me represents a means to get engaged and bring one's contribution to the cause. By joining the platform I can possibly meet like-minded young people, from different walks of life, who want to discuss about corruption related issues and be more

aware of it. A concerted effort will certainly be more impactful than an individual effort. The platform can be an ideal forum for young people to voice out their opinion in a structured manner, and hopeful with some possible action envisaged as outcome. I expect that through this platform, we can not only ourselves take cognisance of the issue, sensitise all those around us - family, friends and colleagues - but also through our own small contribution, bring about a positive change in our society."



funding through corporate social responsibility budget to groups/ NGOs for anti-corruption actions, among others.

Civil society organisations can support youth in their demand for enhanced accountability, transparency and integrity of public officers; in encouraging other members of the society towards engagement in the fight against corruption; and promotion of anti-corruption attitudes and behaviour in the society. The media as a key stakeholder has the responsibility to help in communicating youth anti-corruption initiatives to the public to motivate and support youth anti-corruption actions.

Fighting corruption is a necessity, irrespective of the prevailing situation and youth involvement is a must in bringing about the much needed change. If left unchecked, corruption will spread to the detriment of all, including the youth.



Yashraj Bhudoye, 3rd year LLB student at Middlesex University (Mauritius):

Verbatim

"Today, I have joined the YAC Platform because I feel that I have something to give in return to my country: that is to join the fight

against corruption. It is vital for us to believe in a cause and not just sit back and watch! The YAC is acting as a facilitator to regroup all the youngsters and young professionals to help the ICAC in its fight against corruption. The YAC will have to invent itself as a user-friendly platform (easily available, easily recognized and easy to contact).

It should reach out to the population on a strategic basis and work out different awareness programmes for different age-groups. The YAC should also have its own ambassadors who will encourage the youth to join in; empower; allow them to contribute positively through their opinions and critiques; inculcate in them the ability to take ownership in the fight against corruption amongst others. The YAC needs to keep in touch with the whole population by mobilizing the different institutions, parastatal bodies, the private and the public sector as well as the educational institutions.

It is now or never for the youth to join the YAC and engage actively in this fight against corruption. We can no longer accept the attitude of "pas concern mwa sa". Either we do nothing or as we say in French: "on prend le taureau par les cornes". This paradigm shift is imperative for a cleaner Mauritius. It is our fight!"



Mansa Daby, Lecturer, Open University of Mauritius:

Verbatim

"I am the Facilitator for the newly set up Anti-Corruption Club at the Open University of Mauritius. I have decided to join the YAC platform to arch over the Club and YAC, with a hope for

wider collective action. Of late I have been apprised of some unconventional acts of corruption which have opened my eyes to the extent of damage that this pandemic can cause. I can no longer bear being a passive witness to instances of corruption. But let's face it: there isn't much anyone of us can do single-handedly. I have a gut feeling that YAC is going to have a nationwide impact, and I want to be part of this."



Extracts of the opening speech at the Youth Networking Forum by Her Excellency Mrs. Ameenah Gurib-Fakim, G.C.S.K., C.S.K., PhD, President of the Republic of Mauritius

- August 25 2015

Let me first of all thank ICAC for their excellent initiative to sensitise our young people on a subject that has many implications for societies across the world, and more so, for a small country such as ours. That's why I feel deeply privileged and honoured for having been associated with this Youth Networking Forum, the main objective of which is to raise the awareness of our youth on the effects of corruption. I have no doubt, that you, the youth, are fully committed to take the fight against the scourge of corruption to a higher level and thus assume fully your role and responsibility as enlightened citizens of Mauritius. As you know, corruption is a serious societal issue that can shatter the political, economic, social and environmental foundations of a country. It can lead to loss of trust in public institutions by the citizens.

Let me make bold to say that it is our duty and yours too, to fight corruption in all its forms and manifestations. Indeed, your duty as our young generations is to challenge corruption and corrupt practices wherever they come from and strive to build a more egalitarian society where the principles of equity, justice and fairness and the rule of law prevail at all times. As Joe Biden, the US Vice-President has said: *"Fighting corruption is not just good governance. It's self-defence. It's patriotism."* So, you should never compromise when it comes to corruption. Because that would be tantamount to an act of anti-patriotism. You have therefore to fight it because it is a true enemy to national development, economic prosperity and poverty eradication.

The future of this country depends to a large extent on you. I have faith in you, in your intelligence, independence of mind and in your will power to make the difference. You have the potential to participate in the public sphere, channel your energies and initiate concrete actions to reinforce transparency, accountability and integrity in our institutions. Let me re-assure you that as we mark this day on the theme of youth engagement, I stand by your side in your effort to do good deeds. I am convinced that you understand the importance of creating a corruption-free society both for yourself and for our future generations. You are aware of the struggle and sacrifices behind bagging a decent job. You can imagine the sufferings of a victim of corruption, who, while being poor, has to give a bribe in order to procure a free public service. You must have surely realised by now that corruption steals from the youth all future prospects, making them miserable.

It is said that *"youth is a spark which can either burn or lighten the country"*. When it comes to fighting corruption, everyone looks towards the youth. While every citizen has to play an effective role in the fight against corruption, the youth, by virtue of their very nature and in their own self-interest, should go the extra mile. Remember, fighting corruption is not only the concern of only those who work. As time goes by, more and more young people are realising that corruption affects each and every one from a tender age. This Forum is therefore no coincidence. It is a wake-up call to you to bring the change that you want to see in this world. Our aim is to forge a revitalized youth network by mobilizing everyone for our common future. That's why you have to live up to your principles and values and be imbued with the right attitudes and mindset. Because there is no right way to do a wrong thing.

I do agree that sometimes it is not obvious what the right thing to do is. I am not certain of the answer. But it takes a lifetime to build a reputation and you can lose it in one minute. It devolves on you now to look up for the role models and derive inspiration and keep your heads high. You should have high ideals in life which go beyond the self-centred boundary and the precincts of the narrow mind. This is the first and foremost step you have to take at your personal level. Building and maintaining integrity is challenging but you have not only ample time, but a lifetime gain in it. You need to speak out or send out clear signals that you stand by certain ethical principles and demonstrate such values in your work and exhibit your honesty.

► Integrity Clubs: what are they & what do they do?

Anti-corruption education in schools is necessary to develop the required intolerance against corruption and bring about a change in mindset. Accordingly, several initiatives have been taken such as anti-corruption campaigns, competitions, talks and debates amongst others, for secondary school students. Along with these activities, students have been encouraged to set up 'Integrity Clubs' where they can engage in promoting anti-corruption values and develop intolerance towards corruption. Integrity Clubs provide a platform where the students can reflect on the problem of corruption, voice out their views and interact with peers.

The main objective of 'Integrity Clubs' is to promote integrity as an antidote to corruption and other anti-societal attitudes and at the same time encourage youth engagement in the fight against corruption. Members have been empowered to engage, amongst others, in: promoting ethical behaviour; providing appropriate role models to younger ones and our elders; supporting initiatives towards responsible citizenship; enhancing student's integrity; organising value-based anti-corruption activities and other edutainment activities; and encouraging students to act as pressure groups.

To date, more than 100 Integrity Clubs have been set up at secondary school level. These are supported by the ICAC through empowerment workshops, guidance and financial support to the tune of a maximum of Rs 5000 in the organisation of anti-corruption activities.

The project is growing in popularity and is gathering momentum amongst students. Through their involvement in clubs' activities, students acting as 'young leaders' are being empowered to ultimately take ownership of the fight against corruption. Moreover, they are gaining confidence to engage themselves further and in convincing others to develop intolerance to this social ill and to reinforce integrity at all levels. It is foreseen that members of Integrity Clubs, imbued with an anti-corruption culture, will be more likely to pursue similar anti-corruption paths in their adult and professional lives.

The Integrity Club project has been successful in creating awareness on the need for the youth to take an active part in the fight against corruption. Mrs Y. Khodabocus, Educator and club facilitator of Phoenix SSS Integrity Club stated *'the Club held discussions on various types of corruption, organised a sensitisation campaign against corruption among students through posters and slam, produced a video clip to demonstrate how corruption can take place in various instances, and organised an elocution competition on corruption.'*

Engagement of youth at an early stage, prior to them joining the workforce, is essential to deter and develop intolerance to corruption and malpractices. Mrs Y. Khodabocus further stated that *'If students are not exposed to corruption education and why corruption is bad at an early stage, it will be difficult to prevent them from indulging in corrupt practices at a later stage. Students must be aware that they will get what they merit only through their accomplishments and that they need to work harder to get what they deserve through proper means and not through corrupt practices.'*

The vision to create a corruption-free Mauritius through an anti-corruption culture in the society has been adopted by club members. According to Mrs A. Mungra-Padavathan, Educator and Club facilitator at Hindu Girls' College, the club has triggered the school Management to integrate integrity concepts in normal

school life; as example, is the 'Academic Integrity Pledge' to prevent cheating and dishonest acts during the examinations' Today, Integrity clubs are going beyond school walls to transmit anti-corruption and value based messages to the community. Mrs Ramyad, Educator/Facilitator of France Boyer de la Giroday SSS mentioned that *"a sketch on 'honesty' was presented by members on Prize Giving Day and the same sketch will be repeated in the neighbouring primary schools. A leaflet was also distributed to parents on 'ethics and truth'. The impact has been such that "former members of the Integrity Club are still active and are applying whatever they learnt in the club in their lives today."*

Integrity clubs have proved to be effective and impactful at secondary school level. According to Kimi Nursoo-Student/ President of Integrity Club of France Boyer de la Giroday SSS *"clubs members vision is a corruption free Mauritius that upholds integrity and rule of law"* and that *"students be the change that they want to see in the world"* as per the saying of Mahatma Gandhi. As for Mrs A. Mungra-Padavathan, Educator and Club facilitator at Hindu Girls' College *"the club has the vision to create an anti-corruption culture in the school community"*.

RCPL Integrity Club

The 'RCPL Integrity Club' was created on the 11th of May 2012 as a joint initiative of the ICAC via its Corruption Prevention and Education Division (CPED) and the Royal College of Port Louis under the aegis of its Founder and Facilitator, Mr Deepak Maunthrooa, English Educator at RCPL.



Describing the club, Mr Deepak Maunthrooa explained that *"The aim of the RCPL Integrity Club is to promote ethical behaviour and set the right example. The Club members want to show that a corruption-less country can exist. An old man once said that, "with will, nothing is impossible" and that is true. With the students, with the managing committee, with the teachers, with the rector and deputy rector, all can walk chin up, fearlessly towards a corruption-free Mauritius, showing the world the real power of being a Mauritian. The future of the RCPL Integrity Club is bright! But it is only with Royalists that this can be achieved. That's why the RCPL Integrity Club appeals to Royalists to join their ranks so that together, and only TOGETHER, they will walk head high, as true Royalists, towards a corruption-free Mauritius, for you, for me, for the RCPL community!"*

Want to share your Integrity Club experience? Join the discussion on the YAC Facebook group:
<http://facebook.com/groups/icacyouth>

▶ Training of Public Officers to act as Integrity Officers



To facilitate the implementation of the Public Sector Anti-Corruption Framework (PSACF), 128 senior public officials have been designated by their respective organisations to act as Integrity Officers (IOs). The aim is to trigger early detection and to expedite implementation of the Framework in a sustained manner for proactive and early actions. To date, 61 public bodies have embarked on the implementation of the PSACF. As a first phase of the training programme, the ICAC, in collaboration with the Ministry of Civil Service and Administrative Reforms (MCSAR), conducted a 12-hour basic training course for the IOs in the months of September / October 2014 and June 2015. To further equip and empower those who have successfully completed the initial training, an Advanced Training Programme facilitated by Mrs. Claudia Sayago, Crime Prevention and Criminal Justice Officer at the Corruption and Economic Branch of the United Nations Office on Drugs and Crime (UNODC) was conducted from 10 to 14 August 2015.

The core objective of the training was to equip participants with appropriate knowledge and skills to perform effectively and efficiently while contributing towards their professional development to sustain public sector integrity. In his opening remarks for the Advanced Training Programme, the Director General of ICAC laid emphasis on the importance of sound compliance structures in place both at national and organizational level to maintain trust and support within a level playing field for businesses, particularly in the public sector. Integrity Officers are expected to assist in fostering a culture of integrity in the public sector. This can only be achieved if public officers are empowered through continuous learning and improvement, specialised training, adoption of a risk-based approach to integrity management, appropriate knowledge, skills, and tools to perform effectively and efficiently. This will no doubt contribute towards professional development and sustain public sector integrity.

The overall feedback from participants indicates that the objectives of the training programme were attained. Most of the respondents (98%) acknowledged that they had a better understanding of their functions and responsibilities as IOs and that they were better equipped to minimize the risks of malpractices and corruption occurring within their respective organisations. Based on feedback analysis, this training programme has contributed in enhancing the capacity of the IOs to plan and implement integrity programmes; adopt a risk-based approach to integrity management and assess integrity risks; support establishment of an enduring culture within the public sector; and expedite the implementation of the PSACF in a sustained manner.

The outcome of the in-depth discussions during the Advanced Training is being compiled for the development of a Public Sector Integrity Management Toolkit to enable the effective performance

of the duties of the IOs and create a common understanding of their roles and responsibilities. It is expected that fostering and enhancing integrity within the public sector will minimise the risks of malpractices and corruption occurring within the organisation; improve customer service delivery; promote public service excellence; ensure value for money for the services provided; and promote trust and confidence in public service delivery.

Claudia Sayago is a Crime Prevention and Criminal Justice Officer at the Corruption and Economic Branch of UNODC where she provides technical assistance in the implementation of the UNCAC and focuses on anticorruption policies, legislative reform, and money-laundering.

How do you rate the Public Sector Anti-Corruption Framework and how important is such a tool to public bodies nowadays?

Without a doubt, the framework seeks to boost integrity in the public sector by putting in place mechanisms for prevention. Today it is essential in any administration to address issues of integrity, to train people as Integrity Officers and at the same time to empower them for the performance of their own functions. Such trainings are an excellent opportunity for Integrity Officers to discuss challenges and opportunities that can contribute to strengthening integrity in the public sector.

How does boosting integrity help the institution in practical terms?

When we talk about corruption, we think in terms of investigations and prosecutions. However, in such cases you need evidence. If you don't have evidence, you don't have a case. When you look at integrity, at prevention, you look into identifying areas where there are malpractices that need to be addressed. In many cases, around the world, as an anti-corruption body, you hear of a situation of malpractice, but you do not necessarily come to know who is involved and when it happened. However, you do know what has happened. This is the situation that needs to be changed and this will happen through prevention. I strongly believe that this batch of Integrity Officers understand their role and what is expected from them in terms of boosting integrity and promoting high standards in the public sector. They had the opportunity to discuss the challenges that lie ahead and are well equipped to fulfill their responsibilities.

► Capacity building in the fight against corruption

An effective fight against corruption requires a comprehensive legal framework, adequate material resources as well as human resources endowed with the right knowledge, skills and attitudes. Mauritius possesses a comprehensive anti-corruption legal framework that recognises a three-pronged strategy based on enforcement, prevention and education for making Mauritius a corrupt-free island in partnership with its various stakeholders.

To respond to those challenges, ICAC officers must be groomed continuously to develop new skills, knowledge and approaches in order to perform well in their roles and contribute to the delivery of quality services. This can only be achieved through continuous professional development. This explains the emphasis on a number of tailor-made staff development programmes. This usually takes place on-the-job training, overseas training as well as in-house/ local training. The aim is to help employees grow professionally, through creativity and innovation and be better equipped for an effective fight against corruption.

In April last, the ICAC conducted two training programmes—one on leadership skills meant for senior managers and the second one for investigators and prosecutors focussing on practical investigation and prosecution techniques. The training programmes were conducted by experts designated by the Commonwealth Secretariat with local inputs from the judiciary and the Financial Intelligence Unit.

In the same vein, from 3- 6 August 2015, with the support of the European Union, two experts from ICAC Hong Kong, were in Mauritius to empower some 40 personnel of the ICAC on Corruption Prevention Risk Management (CPRM). The participants would in turn be required to empower officials of the public sector. CPRM is the proactive approach to corruption prevention. It helps to identify the risks of corruption in an organisation, analyse those risks and develop strategies to manage them effectively. Effective corruption risk management requires high level technical and practical knowledge and skills. Hence, the need for continuous training and empowerment of staff in this area.

The fight against corruption requires the engagement of public officials at various levels who also need to be empowered to reinforce public sector integrity. Accordingly, under the auspices of the United Nations Office on Drugs and Crime (UNODC), an advanced training programme for some 128 Integrity Officers was held from 10-14 August 2015. This training built on the initial training programme for Integrity Officers conducted earlier. Integrity Officers have a pivotal role in preventing corruption and managing integrity risks in the public sector. The lead trainer for the training workshop was Ms Claudia Sayago, a Crime Prevention and Criminal Justice Officer at the Corruption and Economic Branch of the United Nations Office on Drugs and Crime.

The ICAC is fully determined to boost up capacity in the fight against corruption. However, we must not lose sight of the fact that capacity building in the fight against corruption depends largely on the availability of required expertise and funding. These are never sufficient. In this context, the collaboration and support of international institutions such as the Commonwealth Secretariat, the United Nations Office on Drugs and Crime, the European Union and ICAC Hong Kong are always welcome and recognised.

In the context of the CPRM Training Programme for ICAC officers, two experts from Hong Kong were in Mauritius to empower ICAC staff. We had a discussion with Mr. Thomas Chan and Mrs. Jean Au Yeung, both former directors of the Prevention department of ICAC Hong Kong, and now respectively member of the Public Service Commission of Hong Kong, and adjunct lecturer of the Hong Kong Institute for Public Administration.

First of all, can you tell us what is Corruption Prevention Risk Management (CPRM) and the relevance of this training?

Mr Chan: CPRM really means identifying the corruption prone areas, give some thought about it and then come up with some recommendations to plug the loopholes so as to remove the corruption opportunities in the process. In a nutshell, this is what we mean by a systemic approach to corruption prevention. There are of course other approaches. Vigorous enforcement is another one, by making it a high-risk crime. But when we talk about systemic approach, changing government practices to remove the corruption opportunities, we talk about CPRM.

Mrs Au Yeung: Coming back to the training, it is important to highlight that we do not hire fresh graduates in anti-corruption agencies. We must have experienced assignment officers who already know the public sector systems or professionals in their respective industry. We advocate on-the-job training for officers to do assignment work. But it is extremely important that they already have background knowledge of that particular area or field. Because sometimes when our officers go alone for field observation assignments, for example in the construction industry, they have to talk to supervisors who have been in the field for 30 years. And if you do not know the processes and jargon well, you will not obtain any information from them.

Over and above sensitisation and education, CPRM appears to be the cornerstone in the fight against corruption, because it brings real changes to government processes. What are the conditions for effective CPRM?

Mr Chan: Firstly, CPRM is fairly labor-intensive. It is a matter of resources and how many staff you will be able to put into the job: when you do a review, you need first to do on-site observation, you need to examine files and documents, you need to interview people... it is a lengthy process which may take 5 to 6 months. Staff expertise is another consideration. Generally I believe ICAC staff is quite good, they have displayed good knowledge in the Corruption Prevention Reviews (CPR's) they have done so far. It is important that assignment officers be groomed to be able to go out on their own and meet a very senior manager. Even in Hong Kong it is extremely difficult to recruit officers with a degree of maturity for this assignment. This is why on-the-job training is important.

Mrs Au Yeung: I believe as far as corruption prevention angles are concerned, Mauritius and Hong Kong share similar concerns. From what I saw, your CPRM department has identified licensing departments, construction sector, and law enforcement to a certain extent. Our systems may not be the same, but I think that the risk-prone areas are similar. As regards to what preventive measures we should recommend, from our experience, corruption prevention capacity needs to be



Mr. Thomas Chan (left) and Mrs. Jean Au Yeung (right) are both former directors of the Prevention department of ICAC Hong Kong

“CPRM is more sustainable than vigorous enforcement”

built over time. In Hong Kong we have over 40 years of corruption prevention in systems. ICAC has been active for a bit more than 10 years. I believe gradually you will build on the wealth of knowledge. But it is important that you keep on training your officers on the job and also you are lucky to have a strong directorate.

Critics usually dismiss the preventive side of fighting corruption as a waste of time and resources because it does not show any tangible result in the short-term. What do you answer to this?

Mr Chan: I think the Hong Kong model has it right: we spend about 25% of our resources on prevention and community relations. That seems to be a reasonable balance. Of course, throughout the years, we heard comments like you've mentioned. It's part of human nature. We have always responded that such comments amount to a narrow vision. Nowadays everybody is talking about good governance. It is more sustainable a situation if you improve the procedures than if you keep arresting people. In the latter case, such people are succeeded by other corrupt persons. And the game never ends. You need to change the practices and procedures, to make them strong, to reinforce them, so as if a corrupt person tries to take advantage of the system, he will be exposed by the inbuilt safeguards.

[If you keep arresting people] they are succeeded by other corrupt persons. You need to change the procedures (...) so as if a corrupt person tries to take advantage of the system, he will be exposed by the inbuilt safeguards

Mrs Au Yeung: I believe prevention is value for money. As my colleague said, we have also heard such adverse comments back in Hong Kong! But I think corruption prevention could not only help the government to improve its governance, but just think of the harm that a senior government official being caught for corruption causes to the perception of the public sector. We've talked about the Perception Index in our presentations. Hong Kong has seen its fair share of high profile arrests in the public sector recently, and as a result we've seen our position downgraded in the perception index. It is a matter of management or political decision, whether to spend 7% to 25% of the agency's funding on such a cost-effective strategy, which can save the reputation of a whole department.

Mr Chan: I would wish to add to this very pertinent point of the value of corruption preventive work that it's all a question of prioritising, of targeting in an intelligent way. We keep telling our staff back in Hong Kong that corruption prevention needs to be relevant and not an academic subject. The relevancy aspect is determined by how much the research subject affects the livelihood of people. For example, public housing. Are they getting

a fair deal? If you do a corruption prevention study on that, you are assuring people that they are getting a fair treatment. Such studies will definitely give more credibility to the prevention side of our work.

Due to the very nature of the fight against corruption, no matter how well you do, there is always a degree of mistrust from observers. What according to you would be the best way to enlist every stakeholder in the fight against corruption?

Mr Chan: It is not a matter of question of enlisting them, or else you'll get accused of trying to meddle in their affairs! But it is a matter of coming clean. In Hong Kong, as we have said before, we have lost some places in the Perception Index because we had a couple of corruption cases involving very senior officials. The TI Index is no more than a perception index, which means they would interview businessmen and ask them “do you think that Hong Kong is more corrupt these days?” and because this businessman will read the press and would see every day these top officials being paraded in court on the front page, of course the perception is not going to look good. We have tried to explain this to the press that it is just a matter of perception. Of course, the press is not there for us to give directions! We have a very free press in Hong Kong and they are free to print whatever they want. And from what I heard it is the same thing here, which is a good thing.

We always highlight the fact that 40 years of experience is what separates ICAC Hong Kong and ICAC Mauritius. What are the challenges ahead of us, according to you?

Mr Chan: I strongly believe you are on the right track. I had a glimpse of the range of your activities through your newsletter, your website and some of your advertising materials. The message must be: “Trust the ICAC, together we will fight corruption. Look at these cases involving high officials, ICAC will do the job without fear of favor. But we need to fight the battle together with you”. Since day 1 in Hong Kong, we have been saying that the ICAC cannot do it alone. That is our motto. Partnering with the community is the best way up. And I believe you are doing that.

Mrs Au Yeung: I believe the biggest challenge will be partnering with the government departments. In particular, the law enforcement department. In Hong Kong, in the last 20 years, the corruption prevention department had a hard time in breaking the ice with law enforcement, in particular the police. However much you decide to spend on identifying areas and doing capacity building workshops, it all boils down to what level of support you will get from them. Your task will be not only to enlist the lip-service, but also to convince the senior management that there is value in corruption prevention work and that is the most difficult challenge.

Call for action: Setting up of the “*Observatoire de la Corruption*”

ICAC is launching the idea to set up an “*Observatoire de la Corruption*”. This entity would be set up midway between ICAC’s legal framework and civil society. The idea for this “*Observatoire de la Corruption*” is a platform where all stakeholders can share experience and information on the progress of preventive measures in place, for the benefit of civil society as a whole. KPI’s on ICAC’s activities will be communicated regularly in a systematic manner and feedback from the members will be sought and observations or comments taken on board to better address the level of expectation from the public in the fight against corruption. Bottom-line: the “*Observatoire de la Corruption*” will be called upon to be a platform bridging the ICAC to the civil society, promoting a two-way communication channel, so as the Mauritian population may reclaim the fight against corruption as its own, while helping ICAC spearhead the fight.

The Commission is therefore inviting proposals and ideas from all stakeholders in the fight against corruption who would ideally wish to be represented in this project. Ideally, the “*Observatoire de la Corruption*” would comprise representatives of the private sector (through the Public Private Sector Platform Against Corruption & Private sector

Anti-Corruption Taskforce, trade unions (through the Trade Union Platform Against Corruption), NGO’s (through the Anti-Corruption NGO Focal Group), the youth (through the newly constituted YAC), the press (through the Media Trust), Transparency Mauritius, University researchers and others. It is proposed at the outset that the secretariat of the “*Observatoire de la Corruption*” would be housed at ICAC headquarters.

As a first step, a consultative exercise would need to be held with all the stakeholders above, so as to define a sound and sustainable model in the long term. During this discussion forum, subject to feedback, ICAC will introduce the idea of a Corruption Prevention Index, among others. However, this project will only materialise if an overall positive feedback on the issue is gathered from the interested parties. Given the nature of this entity and the scope of opportunities it represents, the Commission is inviting any party willing to be part of the “*Observatoire de la Corruption*” to contact us by email on the following address: **icacoffice@intnet.mu** (subject: *Observatoire de la Corruption*). ICAC firmly believes that there is room for such a platform in Mauritius and that the fight against corruption will benefit immensely from the contribution of each and every one.

Workshop with ACCA members

On 15 and 16 September 2015, 160 ACCA members attended two half-day workshops jointly organised by the Independent Commission Against Corruption and the ACCA Mauritius. Since 2011, the ACCA Mauritius has been collaborating with the ICAC to provide empowerment opportunities for their members to avoid corruption pitfalls in their workplaces. The objectives of the workshop were to enable the ACCA professionals to recognise, resist and reject corruption in the workplace and promote best practices towards reinforcing integrity.

The workshops were based on the main theme ‘Anti-corruption empowerment and integrity building programme’ for ACCA members. Those include professionals from both the public and private sectors. As most of the participants were from the private sector, they enquired about strategies to fight corruption in the private sector. The very fact that Accounting Professionals may detect malpractices such as fraud and corruption in the course of their work requires them to be empowered to recognise, reject and report corruption.

“Our emphasis today is to embed the concept of integrity into the systems, practices and culture of the organisation.”

“The move is to internalise integrity in an organisation, in both words and deeds”, stated Mr I. Jheengut, Director of Corruption Prevention and Education Division, ICAC, in his welcoming address. He also emphasised the relevance of behavioural integrity in the fight against corruption, its importance to sustain the performance and reputation of an organisation. Organisational integrity needs to be treasured and nurtured at all levels to safeguard it against reckless or unprofessional behaviour. It is not sufficient to achieve the mission of the organisation. It must achieve its mission with integrity.

The Head of ACCA Mauritius, Mrs M. Ramdin-Clark, pointed out that Integrity is among the core values of Accounting Professionals. She reassured everybody present of her collaboration with the ICAC. She further added that a country may have the best anti-corruption laws but the behavior, conduct and a culture of integrity remain the key elements to deter corruption. To meet the above objectives, pertinent issues related to “*Understanding Corruption and Corruption Offences*”, “*Enhancing Systems Integrity through Corruption Risk Management*” and “*Promote Ethics in the workplace*” were addressed by two Senior ICAC Officers.

Federating NGO’s and Trade Unions

This year four Anti-Corruption NGO Focal Groups have been set up in different parts of the country. Likewise, a Trade Union Platform Against Corruption has been set up to foster collective actions of trade unions federations in the fight against corruption. The aim is to integrate all the components of civil society in a common platform. This structured approach will enable the population to act as agent of change and demonstrate a “zero tolerance” towards corruption. To sustain these anti-corruption initiatives, ICAC will stand by the side of civil society. Eventually the Trade Union Platform Against Corruption will be integrated in the existing Public-Private Platform Against Corruption (PPPAC). It is expected that this endeavour will synergise the efforts of the different stakeholders in the national fight against corruption.



Acts of corruption illustrated

Disclaimer: Below are illustrated extracts based on corruption offences under the Prevention of Corruption Act 2002. They do not purport to interpret the law and are for general guidance only. They certainly do not include/cover all possible situations/scenarios of each corruption offence and cannot substitute the law. You are advised to seek legal advice in case of doubt.

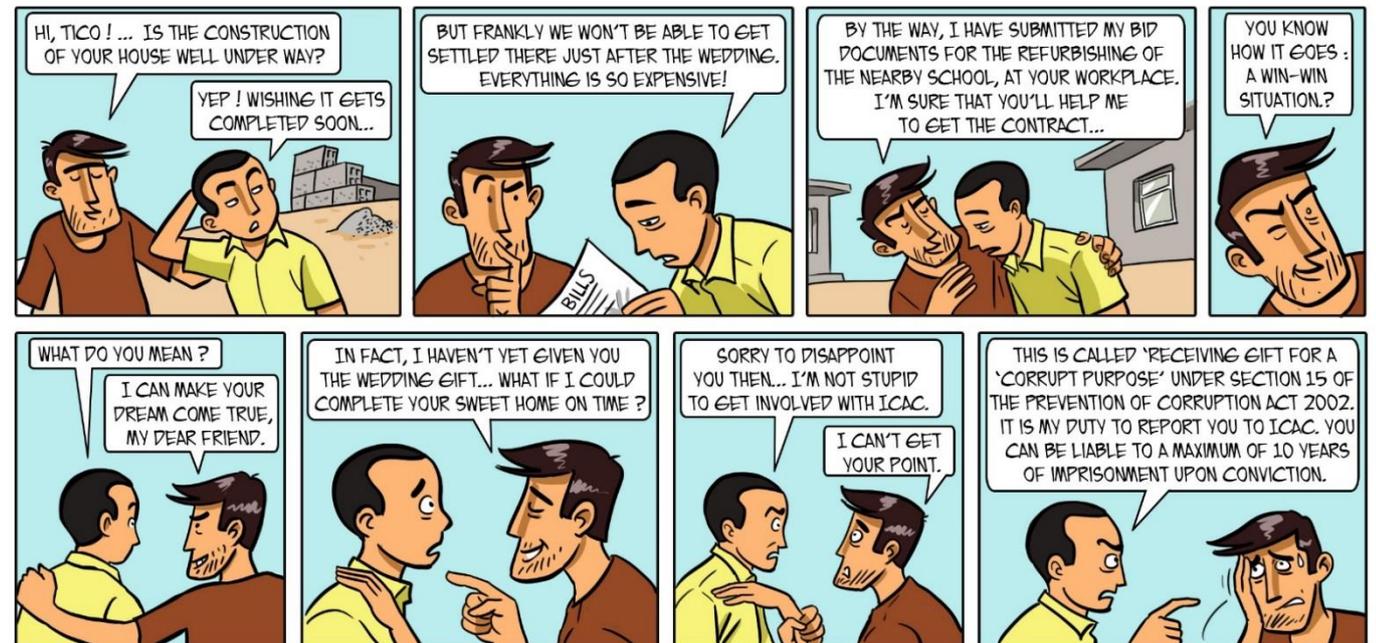
Section 9: Influencing Public Official



Section 16: Corruption of Agent



Section 15: Receiving gift for a corrupt purpose



Sec 11: Public Official taking gratification



Section 5: Bribery of Public Official



Section 13: Conflict of Interests

