



RAG Strategists Advisory Note 14

“Shaping and sharing best practice in infrastructure anti-corruption”

PRECCA (2004) Section 34A / “Adequate Procedures” Defence / P5 Communication

The organisation must ensure its anti-corruption policies are effectively embedded and understood through clear internal and external communication and proportionate training. These measures strengthen awareness, demonstrate commitment to ethical conduct, and deter corruption by associated persons. Open communication supports the monitoring and evaluation of prevention procedures, while targeted training equips personnel with the knowledge and skills to apply these procedures effectively and address corruption-related risks or incidents as they arise.

Communication on anti-corruption matters should be tailored to its audience, with internal and external messages differing in content, tone, and focus. Internal communication should reflect strong leadership commitment (“tone from the top”) and explain how policies and procedures apply to employees in daily operations. This includes guidance on decision-making, financial control, gifts and hospitality, facilitation payments, donations, training and disciplinary consequences for misconduct. Equally important is the establishment of secure and confidential whistleblowing channels that allow staff and external parties to report corruption concerns, seek advice or suggest improvements without fear of retaliation. These mechanisms foster transparency, accountability, and continuous improvement, particularly in organisations with complex, international operations. Effective communication and protection for whistleblowers strengthen trust and reinforce the organisation’s ethical culture and commitment to corruption prevention.

External communication of anti-corruption policies through statements, codes of conduct or public commitments, demonstrates the organisation’s integrity and deters potential corrupt behaviour. Sharing information on prevention procedures, controls, sanctions, the governance of recruitment, procurement and tendering reassures partners and stakeholders. Publicly communicating these measures to a broader audience, including industry peers and the public promotes transparency, enhances reputation and reinforces the organisation’s commitment to ethical business conduct and sector-wide corruption prevention.

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