



RAG Strategists Advisory Note 15

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

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

Training is a central element in embedding an effective anti-corruption culture within an organisation. While the extent of training should be proportionate to the level of corruption risk, certain types of education and awareness initiatives are universally beneficial. General training helps employees and agents understand the nature and impact of corruption, the risks specific to their sector or region, and the organisation’s preventive measures.

Mandatory induction training for new employees or agents, especially in higher-risk roles or geographies sets a strong foundation. However, training should be adapted to address the specific risks associated with particular roles or functions, such as procurement, contracting, marketing and distribution. Special attention should also be given to individuals involved in whistleblowing processes, ensuring they are equipped to identify and report misconduct safely and effectively.

Anti-corruption training should not be a one-off exercise. To remain effective, it must be continuous, regularly reviewed, and evaluated to reflect evolving risks and lessons learned from internal or external developments. Where appropriate, organisations should extend training requirements to associated persons such as contractors, intermediaries and suppliers, particularly when they operate in high-risk environments or represent the organisation externally. Even where training is not mandatory, organisations are encouraged to promote awareness among these parties to strengthen the broader anti-corruption culture.

Modern training delivery methods have expanded to include e-learning, interactive workshops and online tools, providing greater flexibility and accessibility. Regardless of format, the primary objective remains to ensure participants clearly understand how anti-corruption policies and procedures apply in practice to their roles and decisions. In essence, effective anti-corruption training is risk-based, role-specific, ongoing, and outcome-focused, designed to build competence, confidence, and commitment to ethical business conduct across the organisation and its network.

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