



## FOREWORD

### 1. REFORM

As a common saying goes, "It is not difficult to work but lead." In a department with over 100 staff members, if there is no sound personnel and operational system, it is hard to do anything. In this sense, building of system is the most important, while reform is also the crux. The Chinese idiom "An artisan has to first sharpen his tools if he is to do his work well" is very true and wise.

### 2. CORRESPONDENCE BETWEEN NAME AND RESPONSIBILITY

Only knowledge enables reform and understanding enables innovation. In order to reform, to suit the remedy to the case is necessary. Up to late June, the CCAC has handled 295 complaints, of which a majority is related to citizens' daily life, such as construction, social housing, public service management, imported labour and illegal workers, alleged maladministration and administrative decisions that infringe upon citizens' basic rights. A major proportion of the complaints were followed up immediately and many of them were resolved successfully. However, the biggest burden is that the competent administrative authorities are not alert to potential problems, therefore the methods for resolution are rather inconsistent and the level of law-enforcement is not high enough. In some cases, they even procrastinate. Currently, the Commission is conducting research to figure out new measures in order to plug the loopholes of the administrative system.

### 3. PENALIZING CORRUPTION

Integrity building is not the responsibility of a single department but the entire society. The foundation built in the previous 10 years facilitates the enhancement of integrity building. Heavy combat for corruption is the unchanged policy. Therefore, participation and support of the society are indispensable.

In addition to suppression, the CCAC also strives for promotion and education. Seminars on corruption prevention are conducted for public servants as well as management and front-line staff in the private sector. During the first seven months in 2010 over 210 seminars have been held. Moreover, the CCAC spreads the message of integrity through the mass media in order to strengthen citizens' awareness of integrity. To establish the faith in clean administration, to advocate the spirit of integrity and to create a corruption-free environment are some of the objectives as well as all-time efforts.

### 4. CLEAR TARGET POSITION

Clear target position and direction in administration are necessary for effective governance. "Supervision on integrity", "supervision on law-enforcement" and "supervision on effectiveness" are the CCAC's objectives and targets.

"Supervision on law-enforcement" and "supervision on effectiveness" are mainly related to ombudsman and administrative supervision. How to boost the effectiveness and transparency of the entire administrative system is the key to breakthrough and the foundation of effective prevention of corruption. Therefore, both of them are closely related to each other and indispensable.

### 5. PERSISTENCE

"To exercise power for the people, feel as the people feel and for the good of the people" will surely facilitate corruption-free governance and consolidate integrity building.

The Commissioner Against Corruption  
Fong Man Chong



## Synopsis of Annual Report of the Commission Against Corruption of Macao 2009



The Commissioner, Fong Man Chong, submitting the Annual Report of the Commission Against Corruption of Macao 2009 to the Chief Executive, Dr. Chui Sai On

Under Article 15 of the Organizational Law of the CCAC, the Commissioner, Fong Man Chong, submitted the *Annual Report of the Commission Against Corruption of Macao 2009* to the Chief Executive, Dr. Chui Sai On, on 30<sup>th</sup> March 2010.

The Annual Report of the Commission Against Corruption of Macao 2009 details the CCAC's efforts in the fight-against-corruption, ombudsmanship and promotion and education of the year. In the Appendix, five cases which are closely related to citizens' daily life and have aroused public attention were chosen to be analysed in order to remind the public departments of the necessary attitude they should have when dealing with these cases and the proper law-enforcement standard as well as exposing to the public the defect occurred in these cases. The aim is to arouse citizens' awareness of protecting their own rights and interests. The synopsis is as below:

### CASE PROCESSING

In 2009, the CCAC received a total of 923 cases, including 768 criminal reports and 155 administrative complaints, registering a slight increase over the previous 3 years. It was probably because of the elections held in 2009 and citizens' were concerned about the legality and probity of electoral campaigns. Moreover, the number of administrative complaints decreased significantly compared with 2008, probably due to enhanced transparency of administrative procedure and improvement of public departments' complaining system.

The CCAC commenced a total of 48 cases for investigation, of which 44 were criminal cases and 4 were administrative complaints. In addition to 71 cases (including 65 criminal cases and 6 administrative complaints) carried over from the previous year, a total of 119 cases were handled in the entire year of 2009. 28 of them have been concluded and referred to the Public Prosecutions Office.

### ANTI-CORRUPTION

In 2009, the criminal cases concluded totaled 86, registering an 87% increase of concluded criminal cases compared to the previous year, while the number of cases transferred to the Public Prosecutions Office was twice. Also, the number of cases concluded had increased by 70.6%, reflecting higher efficiency compared with recent years.

### OMBUDSMAN

In 2009, the CCAC received 155 administrative complaints. In addition to some cases carried over from 2008, the CCAC handled a total of 202 administrative complaints, of which 184 have been completed and archived. There were 108 cases in which no administrative illegality/irregularity was discovered in preliminary investigations. Moreover, the CCAC received a total of 566 requests for help and consultation.

The CCAC continued to cooperate with a number of public departments including the Identification Bureau, the Land, Public Works and Transport Bureau and the Health Bureau to oversee the operation of related entities and suggested some measures to enhance efficiency.

### DECLARATION OF INCOMES AND PROPERTIES

In 2009, the CCAC collected declaration forms from a total of 12,173 public servants.

The CCAC will commence the review and revision of the law "Legal System of Declaration of Incomes and Properties this year". The revision agenda will be submitted to the Legislative Assembly in short.

## COMMUNITY RELATIONS

The CCAC continued to carry out promotion and education in order to promote the culture of probity and to enlist citizens' support and cooperation. In 2009, seminars on various topics were held respectively for public servants, citizens and employees of commercial entities in order to spread the message of integrity through interaction. The seminars, symposiums and workshops held in 2009 totaled 368 with 30,036 participants.

## CONCLUSION

To summarize the CCAC's works in 2009, it is not difficult to realize that there were rooms for improvement of operation systems, personnel management and administrative procedures of some administrative departments. These shortcomings often become the roots of citizens' complaints and grievance. The quality of management and law-enforcement matter obviously. Only through improvement of the insufficiencies and prompt correction can elevate the level of management and implement the "people-oriented" policy.

The report also indicates that a transparent, law-abiding administrative system with transparent decision making facilitates the elimination of corruption and irregularities. Therefore, building of system is crucial and the cornerstone of the enhancement of overall social development. Meanwhile, integrity building is another important factor in social development. Both of them are necessary. Therefore, the CCAC will make the following efforts:

1. To enhance modernization of administrative system;
2. To strengthen integrity awareness and build up effective supervisory system;
3. To continue promotion and education of integrity awareness.

**"Supervision on integrity", "supervision on law-enforcement" and "supervision on effectiveness"** are the CCAC's objectives and targets.

## CCAC Continues to Conduct the Integrity Management Plan (The 2<sup>nd</sup> Phase)

In order to enhance the integrity building of the Macao government, the CCAC launched the Integrity Management Plan – Protocol of Collaboration (the 1<sup>st</sup> phase) in August 2007. All public departments or organizations recognized the objectives of the plan and voluntarily joined the plan by signing a 2-year Protocol of Collaboration.

In late 2009, the 1<sup>st</sup> phase of the Integrity Management Plan was completed and achieved satisfactory effect. Overall, many departments have reinforced the transparency of procedures of operation and works and the mechanism of information handling and access, while public servants' awareness of prevention of conflict of interests and alert to acceptance of advantage have also been enhanced remarkably.

In compliance with the principle of governance of the Chief Executive, Dr. Chui Sai On, and the policies to enhance integrity building and create a "sunshine" government, the CCAC endorsed the 2<sup>nd</sup> phase of the Integrity Management Scheme with all public departments/institutions in May with the purpose of enhancing personnel management and the integrity, impartiality, transparency and effectiveness of operation as well as strengthening the cooperation between the departments and the CCAC. It is aimed to gradually implement the principle of transparency of governance, ensure fairness of the procedure and criteria of assessment and approval. As a result, the departments' integrity management and the overall standard of governance will be further improved. Currently, the administrative departments and the CCAC are working together in order to effectively implement the 2<sup>nd</sup> phase of the Integrity Management Plan.



## Policy Address of the CCAC of the year 2010

In compliance with the Macao SAR Government's policy to enhance integrity building and create a transparent government, in 2010, the CCAC continues to place the mission of fight against corruption and the promotion of integrity as its first priority.

- To conduct objective analysis and research on citizens' reports and complaints; to strictly supervise public servants' conduct on integrity; to enhance the cooperation with Mainland China and neighbouring regions and countries; strengthen intelligence exchange in order to build up an efficient law-enforcement team;



- To adjust the organizational structure and human resource and carry out comprehensive promotion and education in compliance with the enforcement of law "Prevention and Suppression of Bribery in the Private Sector";

- To review the Legal System of Declaration of Properties and Incomes and to research on the introduction of disclosure of public officials' assets.

- To enhance the transparency of internal operation; to institutionalize the Monitoring Committee for the Discipline of the CCAC Personnel;

- To strengthen the Ombudsman function; to deal with the problems concerning administrative illegality and irregularity through independent investigative mechanism and actively render recommendations of improvement to competent authorities;

- To conduct research and examination on operation of the administrative departments related to citizens' daily life; to review the public administrative systems, including the legal systems governing subsidies granted to private individuals or organizations;



- To launch the second phase of the Integrity Management Plan – Protocol of Collaboration, especially to urge the public departments to observe the principles of objectivity, fairness and rationality when exercising discretion;

- To continue to promote integrity awareness in both public and private sectors and actively instill the concept of law observance and honesty in teenagers' mind;

- To further exert the functions of the Branch Offices by cooperation with local associations and services centres in carrying out integrity promotion and provide convenient channels for consultation;

- To actively carry out external exchange in order to draw on the experience of advanced countries and regions and enhance the cooperation with international anti-corruption organizations.

**"Law promotion and enforcement; advance through interaction; legal administration and integrity construction"** are the Commission's objectives for the future. The CCAC will extensively obtain public opinion, adjust its strategy according to social development and join hands with the citizens to enhance the integrity building without prejudice, selfishness and fear.

## Chief Executive, Dr. Chui Sai On, Officiated the Launching Ceremony of Collected Essays of Anti-Corruption Conference



The Chief Executive, Dr. Chui Sai On, delivering a speech

The CCAC held the Launching Ceremony of Collected Essays of Conference “Prevention and Suppression of Corruption in the Private Sector: Reality and Foresight” on 23<sup>rd</sup> February at Macau Tower Convention & Entertainment Centre. The Chief Executive, Dr. Chui Sai On, officiated the ceremony and delivered a speech, expressing the Macao SAR Government’s concern for corruption prevention. At the same time, the CCAC also held the Seminar on Corruption Prevention in the Private Sector for exchange of experiences in promoting integrity management and business ethics in the private sector.



The Commissioner, Fong Man Chong delivering a speech

Since last year, the CCAC has initiated a series of promotion of the new law, including the Conference “Prevention and Suppression of Corruption in the Private Sector: Reality and Foresight” co-organized with the Ministry of Supervision of China and the ICAC of Hong Kong in late November. In order to share the achievements of the conference with the general public and strengthen their awareness of integrity and law-abidingness, the CCAC published the speeches and essays.

In his speech, the Chief Executive Dr. Chui Sai On said that the Legislative Assembly’s approval of the law “Prevention and Suppression of Bribery in the Private Sector” in 2009 signified that prevention and combat of corruption in the private sector was a social consensus. He recognized the CCAC’s efforts on conducting holistic promotions, assisting different sectors in formulation of integrity management rules and its strategies to

join hands with the guilds, the media, the citizens and the society to construct its corruption-prevention network. He also said that the government would co-operate with the CCAC to promote integrity management among local enterprises and establish a clean and fair business environment.

The Commissioner, Fong Man Chong, thanked the speakers of the conference for their contribution to integrity building in the private sector. He stated that the entry into force of the law “Prevention and Suppression of Bribery in the Private Sector” has 3 significant meanings, including: 1) The fulfillment of the Macao SAR’s international obligation brought by the application of the United Nations Convention Against Corruption by expanding the anti-corruption jurisdiction to the private sector, so that Macao’s legal system will be connected with to the international legal order; 2) To encourage the competitors in the free market (entrepreneurs) to have a fair competition under the prerequisite of observance to “the principles of justice and honesty” with an aim to establish a clean business environment; 3) To enhance the development of employment culture in a more transparent and healthy direction so that employers and employees will treat each other honestly under the principle of good faith and eradicate the old bad practice of disloyalty for personal interest.



Representatives from Mainland China, Macao and Hong Kong sharing experiences in promoting integrity management and business ethics in the private sector during the Seminar on Corruption Prevention in the Private Sector

Regarding the promotion of the new law, as a short-term goal, Fong Man Chong pointed out that the CCAC will continue to strengthen the promotion to the general public as well as directly communicate with the representatives of relevant sectors in order to gather information for formulating codes of conduct applicable to different sectors with an aim to create a society of order.

Guests officiating the ceremony

Guests officiating the ceremony





## The Commissioner Fong Man Chong Invited by the Ministry of Supervision to Visit Beijing



Minister and Vice Minister of Supervision, Ma Wen and Qu Wanxiang (centre and right), and the Commissioner, Fong Man Chong

Minister of Supervision and Director of the National Bureau of Corruption Prevention, Ma Wen, welcomed the delegation and introduced to them the economic and social development and anti-corruption campaigns in the mainland. She hoped that there would be more opportunities of exchange between the two places in order to mutually enhance integrity building.

Procurator-General of the Supreme People's Procuratorate, Cao Jianming, congratulated the Commissioner on his assumption of office and introduced to the delegation the prosecution authorities' efforts in handling occupational crimes over recent years. He stated that the judiciary and law-enforcement agencies of the two places should further cooperate with each other in aspects of intelligence exchange and case assistance in order to ensure harmony and security in both China and Macao. Meanwhile, he hoped to strengthen the training, mutual communication and cooperation of the personnel.



Procurator-General of the Supreme People's Procuratorate, Cao Jianming, meeting with the Commissioner, Fong Man Chong



Deputy Director of Hong Kong and Macao Affairs Office of the State Council, Zhang Xiaoming, meeting with the Commissioner, Fong Man Chong

The Commissioner introduced the anti-corruption works conducted since the handover of Macao and the CCAC's future plan and objectives. He stressed that one of the Macao SAR Government's key policies is to create a transparent government and strive to fight corruption as it used to be. Therefore, the CCAC will do the best to elevate the integrity building to a higher level and hoped to enhance the communication and cooperation with Mainland China in the future.



Through this visit, the delegation has a deeper understanding of the anti-corruption works and administrative supervision in Mainland China and has exchanged views and experiences of these two aspects. The Commission and the authorities reached consensus on mutual case assistance, communication and personnel exchange, with an aim to further the integrity building in Macao.

President of Chinese People's Public Security University, Cheng Lin, meeting with the Commissioner, Fong Man Chong, to exchange views on personnel training

## The Commissioner led a delegation to visit the ICAC of Hong Kong



The Commissioner, Fong Man Chong, presented a souvenir to the ICAC Commissioner, Timothy Tong Hin-ming

The Commissioner, Fong Man Chong, led a delegation to the ICAC of Hong Kong to meet with the ICAC Commissioner, Timothy Tong Hin-ming on 30<sup>th</sup> July. Both shared their views on further enhancement of integrity building in the two cities and future cooperation.

This is the Commissioner's first visit to the ICAC since he assumed office. He thanked the ICAC for its long-term support for the CCAC, especially in the aspects of information exchange and personnel training. The Commissioner pointed out that the ICAC's rich experiences in graft-fighting and integrity promotion, which had been accumulated for decades, especially in the aspect of promotion of corruption prevention in the private sector, were very valuable references.

He added that there was still room for improvement and strengthening for the Commission's personnel management, operational system, facilities and personnel training, therefore, he hoped that the connection and communication between the two graft-fighters would be elevated to a higher level based on their close partnership in order to mutually enhance the integrity building in Hong Kong and Macao.

The ICAC Commissioner stated that the new leadership of the CCAC, who came from powerful legal background, was technically stronger. Therefore, he believed that their capability would benefit the anti-corruption works and hoped that the two graft-fighters would continue their close partnership.



The Commissioner visited the facilities of the ICAC headquarters

## The Commissioner delivered a speech during International Seminar "Corruption and the Rule of Law"



The Commissioner, Fong Man Chong, delivering a speech during the seminar "Corruption and the Rule of Law"

The Commissioner, Fong Man Chong, delivered a speech during an international seminar entitled "Corruption and the Rule of Law" co-organized by the Macau Lawyers Association and the International Association of Lawyers. Attended by over 400 lawyers and experts from all over the world, the seminar aimed to explore the relation between the rule of law and the fight against corruption. The opening ceremony was officiated by the Chief Executive, Dr. Chui Sai On.

The Commissioner stated that although the State Parties of the United Nations Convention Against Corruption adopted different measures according to their own standards of rule of law, technological development and ability, the methods of evidence search should be based on law. He stressed that some basic legal principles should never be violated. For instance, the legal systems of many places including Macao void the evidence obtained by illegal means.

As for special types of crimes, he pointed out that although special rules would be adopted, the law was still the foundation of this "specialty" which is confined within legal boundary. He suggested that the current legal systems of the European Union and other advanced countries and regions could serve as a reference: to formulate special rules against organized crime and corruption, but still conform to the basic principles of penal law and penal procedure and respect of people's self-esteem and values. The Commissioner stressed that it was not an "exceptional system", while the scope of application had to be specified and strict supervisory system be established. These special rules should still be bound by the basic principles provided by penal law and penal procedure law.



## Anti-Corruption TV Commercial Competition for Youth from Guangdong, Hong Kong and Macao

The awards presentation ceremony of the “Anti-Corruption TV Commercial Competition for Youth from Guangdong, Hong Kong and Macao” co-organized by the Guangdong Provincial People’s Procuratorate (GDPP), the ICAC of Hong Kong and the CCAC was held in Hong Kong on 29<sup>th</sup> July. The Commissioner, Fong Man Chong, officiated the ceremony.

The Regional Grand Award for Macao went to the Mateus Ricci Colegio, while the Macao Polytechnic Institute won one of the Excellence Awards.



The Commissioner, Fong Man Chong, delivering a speech



Guests officiating the launching ceremony

In his speech, the Commissioner said that the success of this competition was a good example of the close cooperation of the three places. He noted that social development and promotion of integrity needed innovation by the new generation, therefore, the youngsters’ participation demonstrated the fulfilment of their historical mission. He hoped that the youngsters would continue to promote the culture of probity. Moreover, the Commissioner stressed that the end of the competition symbols the beginning of another integrity promotion plan, since promotion of integrity was an all-time objective and the general public’s participation is the key to success.

The ICAC Commissioner, Timothy Tong Hin-ming, said that the competition, the first joint campaign ever carried out by the anti-corruption agencies of the three place to promote corruption prevention, signified the launch of a new common platform allowing the three places to share resources.

GDPP Chief Procurator, Zheng Hong, said that integrity was the foundation of harmony and security of a country. Apart from the government’s efforts and cooperation with other organizations, social participation also plays a vital part in the fight against corruption.

As the first activity ever co-organized by the anti-corruption agencies of the three places to promote integrity, the competition aims to strengthen young people’s vigilance of corruption and to enlist their support of anti-corruption works. 7,000 tertiary and senior secondary students from the three places enrolled in over 1,700 teams, which included over 100 teams from Macao.



Students of Macao Polytechnic Institute who have won the award



The Commissioner, teachers and students of Mateus Ricci Colegio

## Promotion of the Law “Prevention and Suppression of Bribery” in the Private Sector

Due to the entry into force of the law “Prevention and Suppression of Bribery in the Private Sector” on 1<sup>st</sup> March 2010, the CCAC has been working hard on the promotion of the new law through the mass media. Seminars are co-organized with civil organizations and private companies to introduce the law to citizens in order to deepen their understanding of the law and awareness of law-observance.



Booklets

Apart from private companies, the co-organizers also included civil associations and public departments (such as the Social Welfare Bureau, the Macao Sport Development Board, the Education and Youth Affairs Bureau, the Macao Government Tourist Office, etc.). Up to July 2010, over 70 seminars with around 6,000 participants have been held. More seminars are going to be organized and many professional associations, private enterprises and public departments have requested the CCAC for co-organizing the seminars, reflecting the society’s support of the law.



TV advertisement

Since the law “Prevention and Suppression of Bribery in the Private Sector” entered into force, the CCAC have received citizens’ enquiries, complaints and reports mainly about tendering for construction projects, food supply, middle-level management staffs who have received kick-backs in violation of the code of conduct, etc. The Commission is conducting investigation of some of the complaints.



Outdoor advertisement

Since “an ounce of prevention is worth a pound of cure”, the CCAC hopes to be the partner of corruption prevention of every sector in the society in order to jointly enhance people’s awareness of law observance and formulate the code of conduct as well as create a corruption-free culture.



Wynn Macau



The Venetian Macao Limited



HSBC Macau



Macau Branch, Bank of China



## Students from Guangdong, Hong Kong and Macao visited the CCAC

The finalists of the “Anti-Corruption TV Commercial Competition for Youth from Guangdong, Hong Kong and Macao” have recently visited the CCAC and were warmly received by the Chief of Cabinet of the Commissioner, Sam Vai Keong.

Prior to the visit to the Commission, the group also visited the Guangdong Provincial People’s Procuratorate and the Guangzhou Higher Education Mega Center. Mr. Sam highly-commended the creativity and quality of the entries. He noted that as the first-of-a-kind activity co-organized by the authorities of the three places to promote integrity, it is innovative and successful. Through the competition, the students’ understanding of the value of graft-fighting and integrity promotion will be deepened. At the same time,



The Chief of Cabinet of the Commissioner, Sam Vai Keong, meeting with students from Guangdong, Hong Kong and Macao

he hoped that they would know more about the anti-corruption works in Macao.



The students visiting the Branch Office at Areia Preta, where they were introduced the integrity education for teenagers in Macao

Apart from the CCAC’s headquarters, the group also visited the Branch Office at Areia Preta, where they were introduced the integrity education conducted by the CCAC among teenagers. After that, they attended the awards presentation ceremony of the “Anti-Corruption TV Commercial Competition for Youth from Guangdong, Hong Kong and Macao” in Hong Kong.

## Delegation of Schools Visited the Hong Kong ICAC for Exchange



The delegates and staff members of the ICAC

In view of the ICAC’s experience in moral education for teenagers for many years, the CCAC invited the representatives of the schools that assisted in developing the teaching materials of integrity education for secondary students to visit the ICAC of Hong Kong for exchange so as to have an in-depth understanding of the promotion of teenagers’ integrity education in Hong Kong.

The delegation was warmly received by the Assistant Director of Community Relations, Li Kwok-kay. Staff members of the ICAC explained the strategy adopted and works carried out by its Youth and Moral Education Office, the experience in developing moral education materials for secondary students and its efforts in guiding youngsters to embrace proper values and positive attitude to life. Later, the delegates visited the exhibition hall of the ICAC.

The delegates stated that the visit and the meeting enabled them to understand the ICAC’s efforts in moral education and these valuable experiences were very useful and inspiring.

Principal of Pooi To Middle School, Lei Pou Tin, and the Head of Community Relations Department of the CCAC, Cristina Tang, presented a souvenir to the Assistant Director of Community Relations, Li Kwok-kay (left)





Director General of International Cooperation Department of the Supreme Procuratorate of China, Guo Xingwang, meeting with the Commissioner, Fong Man Chong



Former Judge of Portugal, Dr. Alberto Mendes, delivered a training session for the CCAC's personnel



The delegation of the Supervision Department of Guangdong Province, visited the CCAC



Property Management Business Association of Macao visited the CCAC to gain more knowledge about the law "Prevention and Suppression of Bribery in the Private Sector"



The CCAC's representatives visited the civil associations to collect citizens' opinions and suggestions about anti-corruption work



Seminar entitled "Integrity and Observance" for public servants



Primary students celebrated Children's Day with William, the Integrity Bear at the Branch Office at Areia Preta



Students from the University of Saint Joseph visiting the Branch Office at Areia Preta



## Discussion of Integrity Education with Representatives of the Education Sector

The leadership of the CCAC has recently met with the leaders of the Chinese Educators Association of Macau and the Union of Catholic Schools of Macau to discuss the issues about integrity education and gather opinions so as to further enhance the effectiveness of integrity education for teenagers. The representatives raised their opinions and suggestions enthusiastically.



## Education Programme on Honesty for Secondary and Primary Students



Promotion and education targeting teenagers is the Commission's priority. In the academic year 2010-2011, the CCAC will continue to carry out the Education Programme on Honesty for Teenagers by dispatching representatives to host seminars on topics related to integrity in order to guide them to entrench positive moral values. The programme will be modified in order to enhance the effectiveness.

Moreover, the "New Generation of Integrity – an Education Programme on Honesty for Primary Students" will continue in the new academic year at the Branch Office at Areia Preta. The concepts of honesty, fair competition

and value of money will be demonstrated to students through puppet plays, animation and video clips.

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