



**INDEPENDENT
ANTI-CORRUPTION
BUREAU**



**Investigation
Achievements**

To Detect with
determination
and efficiency ...

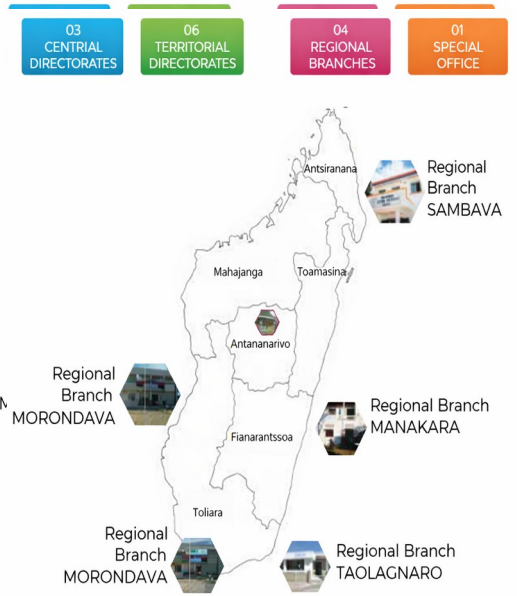


« By 2030, Madagascar will be an island of integrity where corruption networks and impunity will no longer hinder sustainable development »



The BIANCO in Short..

- Our VISION:**
By 2029, BIANCO will be an effective, efficient and credible instrument in carrying out its mission to implement the fight against corruption, and a lever for change in favor of the significant reduction of this scourge'
- Our Mission:** To lead the implementation of the National Anti-Corruption Strategy SNLCC
- Our Values: CCREDII**
Compliance with the law
Confidentiality
Responsibility
Efficiency
Dignity
Impartiality
Integrity



« INVESTIGATION SECTION »

- 01 Receiving and processing complaints**
Personally – by email – by phone – via i-Toroka platform
- 02 Conducting investigation into corruption cases**
judicial, financial, digital asset investigations – Freezing accounts – Seizure of assets
- 03 Operational Intelligence**
Intelligence – Integrity and criminal analysis
- 04 Dynamic Management of Asset declaration**
Register of obligated persons – Collection and analysis of asset declaration

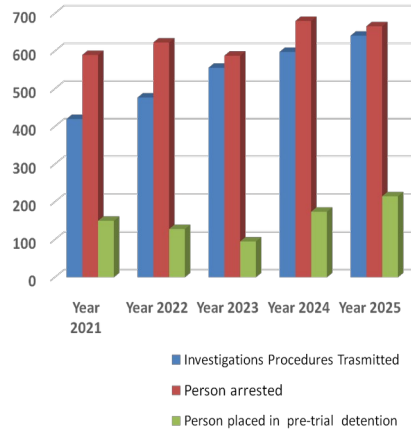


Progress achieved ...

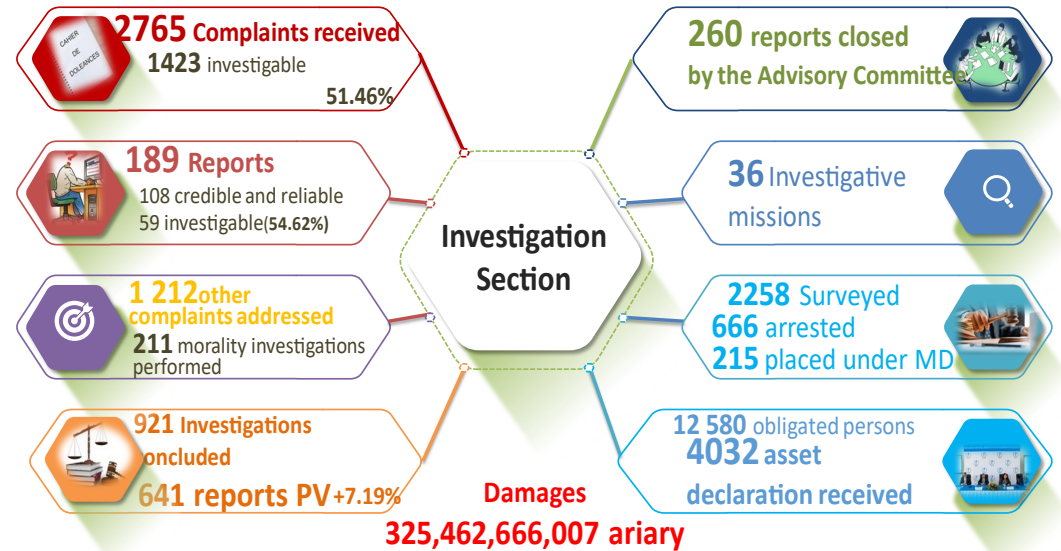
- **641 cases of corruption detected** With reports (PV) submitted to the competent Courts, representing an increase of **7,19%** compared to the previous year.
- **215 Detention Order (MD) issued**, marking a significant increase of **23,56%**.



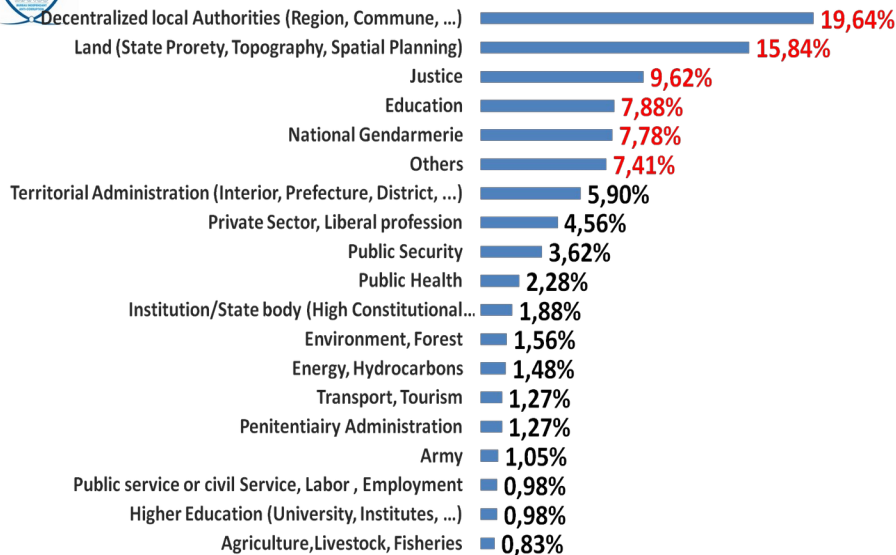
Review of investigation procedures



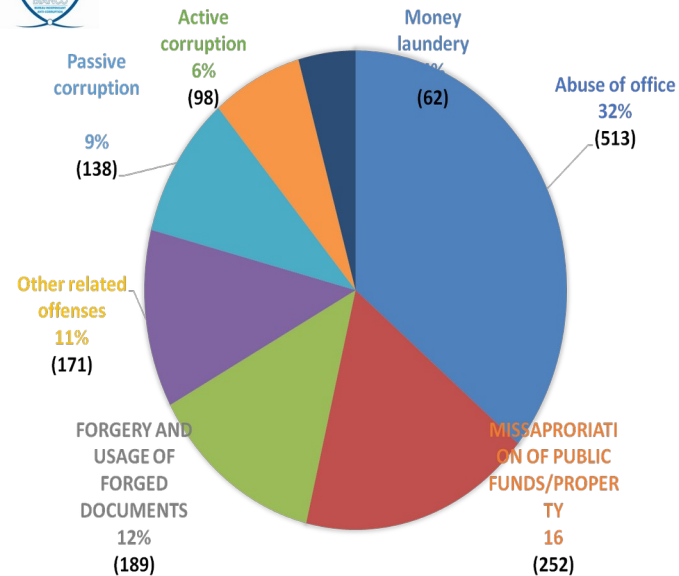
An investigation in figures...



Ranking of the most criticized sectors



The recurring offenses



Offenses Qualifications	Cases
Concussion	50
Favoritism	40
Conflict of Interest	29
Influence Peddling	20
Illicit Enrichment	15
Misappropriation of Seized goods	8
Title usurpation	6
Receiving Stolen Goods	6
Illegal Exemptions and franchises	3
Abusive denunciation	3
Unjustified gain of advantage	2
Employment Prohibited	1
Trade incompatible	1
Illicit Gifts	1
Failure to Declare Assets	1



Categories of individuals involved

Category of people	Surveyed	Arrested	Placed under arrest warrant
Members of the Government	1	0	0
Members of the Institutions	2	0	0
Members of the judicial institutions	18	0	0
Senior officials appointed by decree	53	20	7
Company and Business Leaders	86	23	8
Customs Administration Officials	0	0	0
Tax Administration Officials	2	0	0
Treasury Administration Officials	11	5	4
State Property Administration Officials	116	32	6
Prison Administration Officials	21	9	3
Territorial Administration Officials	75	29	15
Health Administration Officials	55	30	4



Categories of individuals involved

Category of people	Surveyed	Arrested	Placed under arrest warrant
Education Administration Officials	183	65	29
Elected officials of local authorities	249	60	20
Civil Servants/Managers A, B, C, D	15	4	4
Gendarmerie Judicial Police Officer	9	1	0
National Police Judicial Police Officer	15	4	4
Judicial police officers in specialized administration	9	1	0
Member of the bodies of Administrators, Inspectors, Commissioners in the Public Administration	3	0	0
Authorizing officers and public accountants	105	30	16
Corporate officers within public institutions and companies with public participation	38	2	0
Others	1114	320	82

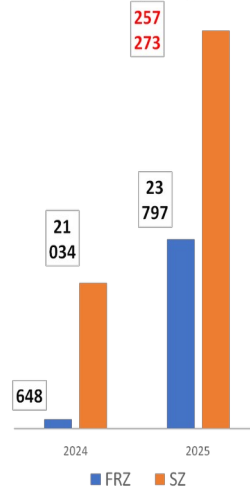


Efforts in the recovery of illicit assets

83 Seizure (sz) and account freeze (FRZ) procedures (2025)		
Asset type	Quantity	Values (Ariary)
Bank account freeze	59 accounts	21 034 175 035
Vehicle	16	2,690,500,000
Motorcycle	4	43,000,000
Boat	1	300,000,000
Undeveloped land and building (over 578 hectares and 26 buildings)	53 land properties	113,897,187,658
Mineral products	28,000 tons	140,341,860,000
TOTAL		278 306 722 693

- ✓ 46 procedures in public finance
- ✓ 09 cases handled in major public contracts
- ✓ 16 irregularities observed in public procurement

Progress 2024-2025 (millions of ariary)



Operationalization of the BIANCO Special Office at Ivato International Airport

- Permanent and visible presence of BIANCO within the airport platform
- Institutional reference for issues related to the fight against corruption
- Increased vigilance through observation and reporting of suspicious behavior

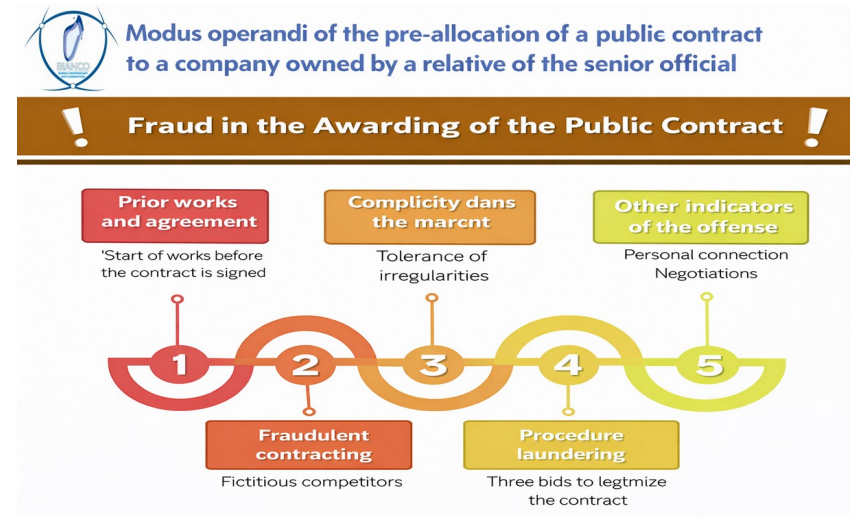
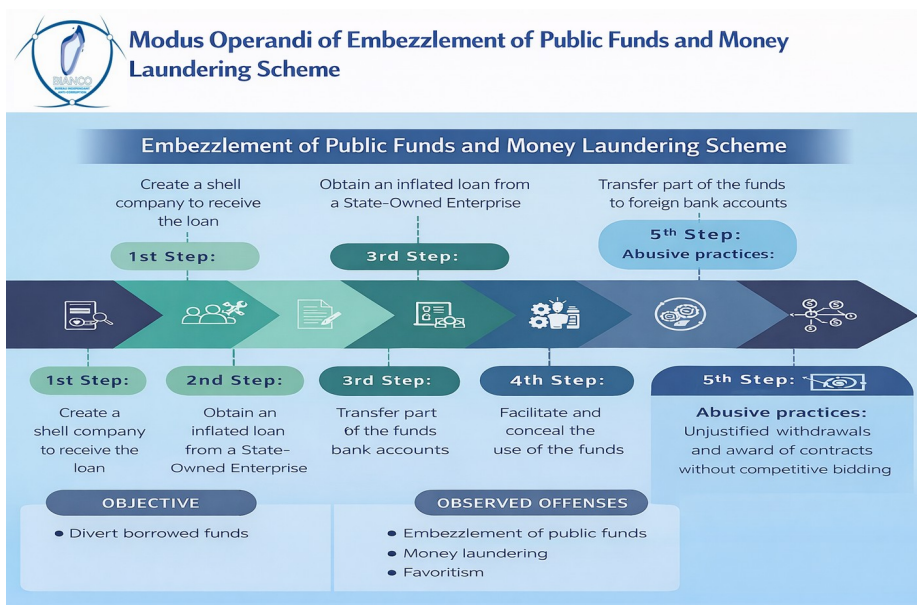
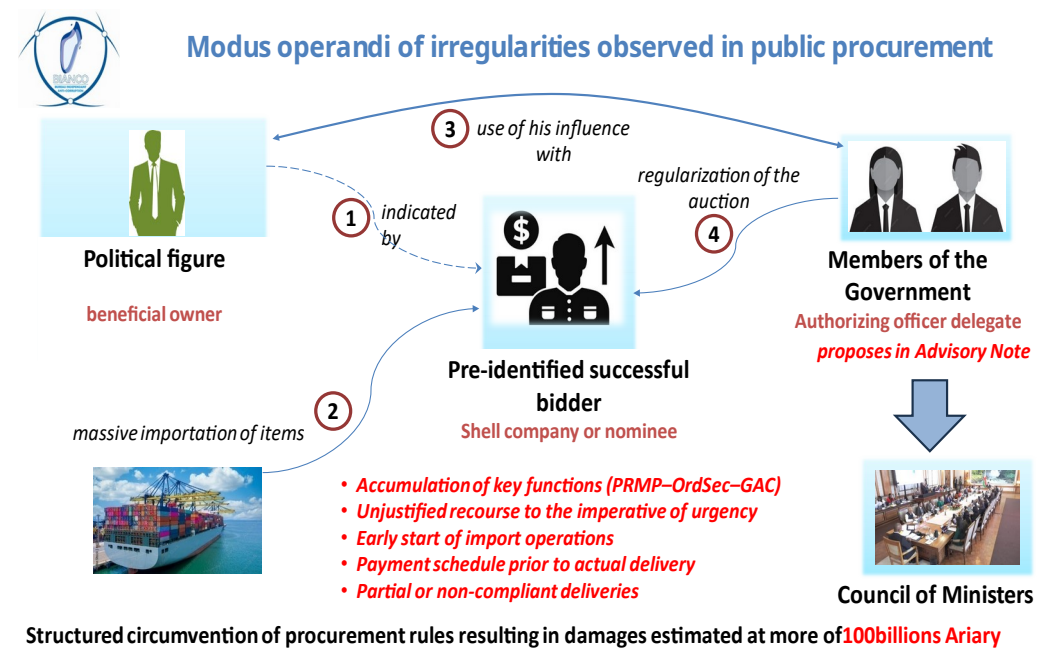
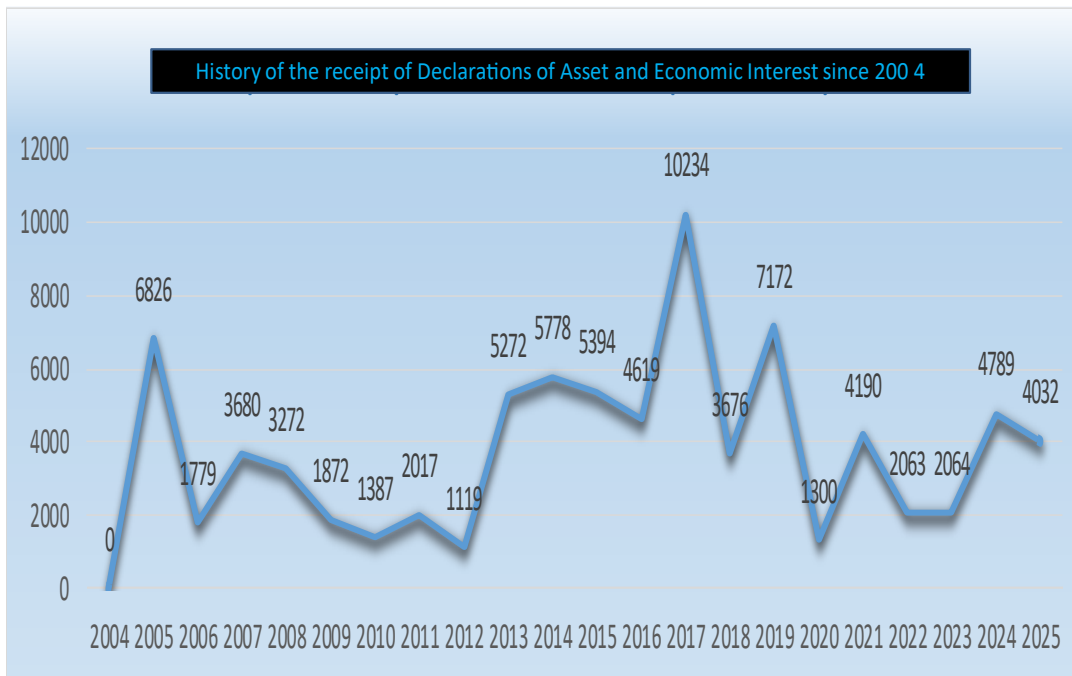
Operational results:

- ✓ 09 cases of intercepted gold trafficking
- ✓ 04 cases of wildlife trafficking
- ✓ 03 case of illegal export of precious stones
- ✓ 04 cases of non-declaration of intercepted currency

User relations:

- ✓ Information and guidance for travellers on their rights and obligations
- ✓ Raising awareness of whistleblowing mechanisms
- ✓ 04 complaints received







Prevention Achievements

Better understanding the risks of corruption in order to eliminate them



« Identify the factors contributing to corruption in order to recommend reforms aimed at eliminating them. »

PREVENTION OF CORRUPTION

Corruption risk mapping 01



Identification of risks et proposal of recommendations.

Support for the digitalization of administrative procedures 02



Promotion of the digital transformation of public administration

Technical support to enhance the credibility of civil service examinations 03



Establishment of mechanism to secure competitive examinations

Support for the adoption of Internal Anti-Corruption Policies (PILCC) 04



Assistance in the development and implementation of Internal Anti-Corruption Policies (PILCC)

Technical assistance for anti-corruption efforts in the private sector 05



Support for the implementation of best practices in Anti-Corruption Management Systems (SMAC)



03 Corruption Risk Mappings in Decentralized Local Authorities

1

Urban Commune of Antsohihy

Perception of kickbacks on local products

2

Urban Commune of Fianarantsoa

Management of civil status records

3

Rural commune of Tsiroanomandidy

Management of civil status records

Special efforts were focused on the Decentralized Local Authorities (CTD), as this sector is the most criticized in terms of complaints.



Common risk factors to Local authorities

- ✗ Predominance of human interaction throughout the processes facilitating the solicitation or offering of undue advantage
- ✗ Poor working conditions (insufficient and outdated equipment) leading to delays in the production of documents
- ✗ Weak internal controls



- ✗ Lack of traceability of operations: recording and transmission logs are virtually non-existent.
- ✗ Insufficient or non-existent written and harmonized procedures
- ✗ Concentration of power in the hands of a few agents
- ✗ Lack of awareness among stakeholders regarding integrity standards



Main Recommendations from Participants:

- Strengthen control and supervision mechanism
- Design, disseminate, and promote adherence to a Manual for the standardization of procedures
- Improve the traceability of operations
- Digitalize procedures

Collaboration with EMIT IT specialists (as in the case of the Urban Commune of Fianarantsoa) to develop appropriate software for processing files in the civil status service

- Enhance transparency and access to information for users (service standards, public postings, etc.)
- Implement training and awareness actions on ethics and anti-corruption for the relevant staff



SUMMARY OF THE CORRUPTION RISK MAPPING CONDUCTED FOR THE URBAIN COMMUNE OF FIANARANTSOA – NOVEMBER 2025

« Process : Civil status document issuance »
Process objectives : User satisfaction and improvement of municipal revenue

PROCESS STEPS	RISKS (Offenses)	RISK DESCRIPTION	RISK SEVERITY	INFLUENCE A REDUIRE LES RISQUES	ANTI-CORRUPTION measures Adopted (TPRI) ³ after the workshop	RESULTS AFTER 45 DAYS OF IMPLEMENTATION (MID-NOVEMBER TO END OF DECEMBER 2025)
Reception of user applications	Passive Corruption, Active Corruption	The officer solicits or accepts a benefit to perform an act within their duties. The user offers a benefit to the officer in exchange for accepting incomplete files / non-compliance with processing deadlines.	P=3*I=3, S=9	++	Strengthening traceability	Processing time reduced from 24 hours to 1 hour; Daily revenue increased by 100%, from 1 to 2 million Ariary.
Payment of fees	Extortion, unlawful exemption	The officer demands an undue payment; no payment should be required from the user.	P=2*I=3, S=6.	++	(registration logbook) and supervision (hierarchical managers),	
Processing of applications – issuance of documents	Abuse of office, favoritism	Officers prioritize certain applications; some files are abandoned/lost to the detriment of users.	P=3*I=3, S=9	++	development of a procedures manual, integrity awareness, display of procedures and fees, training, computerization – digitalization.	
Signing of documents by Deputy Mayors	Abuse of office, favoritism	Deputy Mayors sign without verifying, payment receipts; priority is given to favored individuals; officers insert incomplete files; deputies demand benefits in exchange for signatures.	P=3*I=3, S=9.	++		

« Principle: Select the most severe steps (S = 6 to 9) over which you have direct influence (++) in order to identify and implement appropriate anti-corruption measures. »



07 digitized procedures

DRAP Registry Office Boeny

- Traceability of files
- Reduced risk of loss or falsification of documents
- Accelerating case processing

Revenue management for the Toliara Urban Community

- Strengthening transparency
- Securing financial flows and improving revenue

Registration and monitoring of files for the Fianarantsoa Civil Service

- Fair and standardized treatment
- Traceability and ability to track files

Census of newborns at the Maternity Ward of the CHU Mitsinjo Betanimena

- Reliability of civil status data
- Easy access to social services
- Reduction of fraudulent practices related to manual recording

Processing of administrative files and opening of school establishments Fianara

- Fast, fair and standardized processing
- Reduction of discretionary interventions

DRAE Equipment Management Fianarantsoa

- Transparency in management
- Strengthening of control

Obtaining the certificate of competence for city taxis and buses in Fianarantsoa

- Fair and transparent treatment
- Efficiency and accountability



Technical support for enhancing the credibility of administrative competitions

01 Ministry of Justice Clerks

02 Ministry of Justice Magistrates

03 Ministry Delegate in charge of the Gendarmerie

Weaknesses observed

- The late request for the BIANCO's involvement in the process: preventive measures are not included in the text governing the organization of the competition
- The failure of some actors involved in organizing competitions and recruitment to adopt the principles of integrity.
- The weakness of internal mechanisms for supervision, verification, control and management of corruption risks (failure of surveillance cameras: ENMG case)
- The lack of effective involvement of STAC (anti-corruption unit) in the process (MINJUS Integrity Promotion Directorate case)





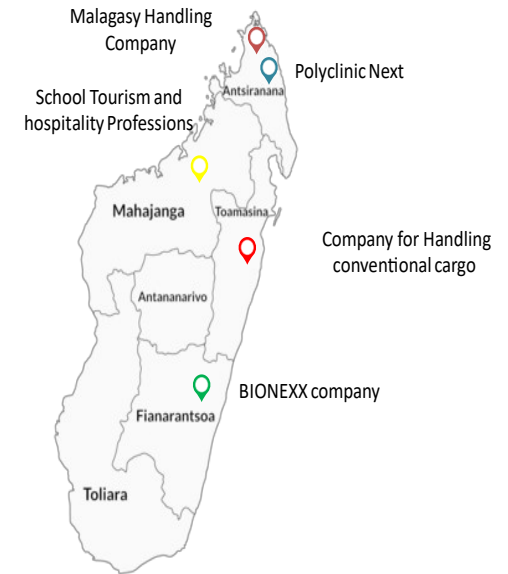
The main recommendations for improving security for competitions

- ☞ Involve the BIANCO from the first preparatory meetings and in the drafting of the decree opening the competitions
- ☞ Strengthen stakeholders' understanding and application of the principles and rules of transparency, integrity, and corruption prevention applicable to competitive examinations and recruitment processes.
- ☞ Take into account the guide to preventing corruption when organizing administrative competitions.
- ☞ Establish and operationalize internal control mechanisms
- ☞ Involve members of the Ministerial Anti-Corruption unit, agents committed to and trained in the LCC



05 Companies supported in the fight against corruption

- 03 New Compliance Functions to Implement Anti-Corruption Actions : CMM – EMTH- Polyclinique NEXT
- 01 RISK MAPPING : SMMC
- 04 ANTI-CORRUPTION POLICIES: CMM – EMTH- Polyclinique NEXT - SMMC



Education Achievements

To mobilize public support...



“Educating the population about the dangers of corruption and the need for fighting against it »



"EDUCATION - COMMUNICATION" COMPONENT

Youth Networking



Empowering young people in the fight against corruption

Training of public officials



Promoting a culture of integrity

Support in mobilizing public officials



Accountability of public officials

Support for relay structures



Mobilization of Civil Society Organizations, Religious organizations, Journalists, etc.

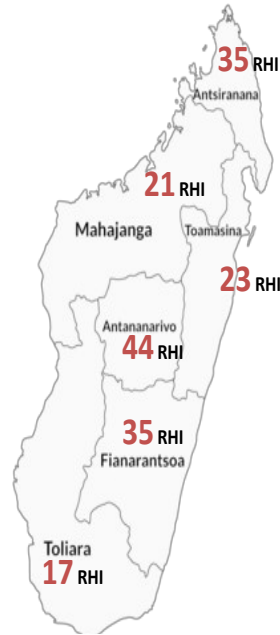


Youth Networking

175 Operational RHI (Integrity and honesty network)
9,175 committed young people



"Towards a generation without corruption..."



Teacher training for the anti-corruption module in school curricula



12 sessions, 11 DRENs and more than 300 teachers trained

Findings and resolutions:

- To improve and to update the module with the Ministry of National Education
- To provide appropriate teaching materials the teachers



Training of public officials

01 anti-corruption module developed and integrated into the initial and continuing training program of the National Superior School of Customs (ENSD)

09 Training schools equipped with a module:

- ENAP currently
- EGNA being
- ACMIL updated)
- INFA
- ENSP
- ENMG (magistrate)
- CNFTF
- ENAM
- IMATEP



An increase in **42%** the number of public officials mobilized

204 STACs accompanied
4,689 public employees mobilized



Mobilization of 602 mayors, deputy mayors, presidents or vice-presidents of municipal councils and treasurers/accountants in 8 regions :
Sofia, Betsiboka, Matsiatra Ambony, Diana, Boeny, Atsimo Andrefana, Anosy and Androy



Strengthening collaboration with the relay structures



Participation in events organized by BIANCO

Organizing citizen mobilization events



Monitoring, questioning and denunciation

107 relay structures accompanied by which **12 coalitions**
56 complaints received from the relay structures



Implementation of international commitments

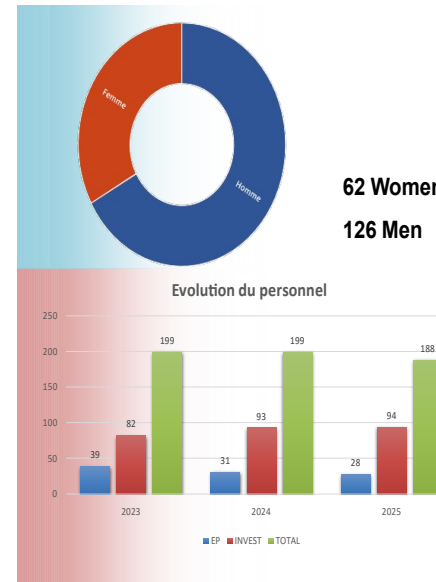


- ✓ Participation in international and regional meetings (*Globenetwork, AACAA, IAACA, UNCAC States Parties, etc.*)
- ✓ Celebration of the JILCC and the JALCC

- ✓ Payment of 2024 membership fees (AAACA)
- ✓ Cooperation with other agencies, technical and financial partners, and international organizations (*Basel Institute, OLAF, FCC etc.*)



Our human resources



A reduction in staff from 199 (2024) to 188 (2025)

No budget item since 2020

Redeployment of staff to strengthen the team of investigators



Administration and Finance

Combining efficiency and streamlining



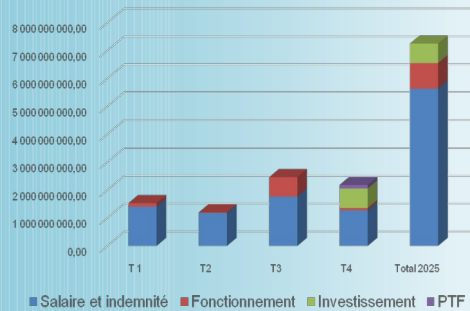
"Optimize the management of human, material and financial resources"



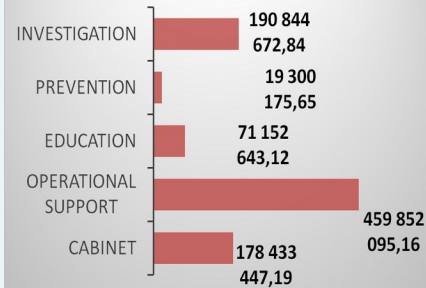
Our financial resources

A 16% decrease in the operating budget

budget 2025 break down



Summary expenditures 2025



Considering fixed costs, only 20.75% is allocated to investigations compared to 9.84% for Education and Prevention activities



Contribution of technical and financial partners



Dynamic Management of DPIE
Ar 1 266 807 905,07



Implementation of NSAC
Ar 123 292 000,00



Inserting anti-corruption module in training programme of l'ENSD
Ar 503 000 200

Training the managing officials in management of emergency Funds
Ar 3 626 400



Main challenges encountered

Insufficient resources, particularly human and material :

- 70 Investigators are not enough to both clear the previous years' cases (over 3000 files) and handle the 1,400 credible complaints received in 2025.
- For the Education and Prevention component, only three operational elements per Territorial Directorate.
- Insufficiency and obsolescence of and IT equipment.

Unavailability of funds in sufficient quantity and at the right time.

Insufficient means available to implement the internal anti-corruption policy and the recommendations arising from risk mapping exercises

Obstacles related to the immunities and privileges of certain categories of people involved in corruption cases.



Perspectives 2026

End impunity

- Strengthening the recovery of assets derived from corruption through freezes and seizures.
- Harmonization procedures and building the capacity of investigative officers in freezing and seizure practices.
- Clearing pending cases by increasing investigative team to 100 investigators.
- Enhancing inter-institutional collaboration and international cooperation.
- Establishing a special unit at the airport of Nosy Be and regional offices, notably in Antsohihy– Sofia Region.
- Promoting the i-Toroka platform to receive high-quality complaints.

Promoting a multi-stakeholder approach, partnerships and synergy

- Mobilizing sectors to adopt and implement their Internal Anti-Corruption Policies.
- Strengthening coordination and support for Anti-Corruption Structures.



*Together, we will
defeat corruption*



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