

Singapore

2015 Country Summary

Recommendations

Singapore's GI ranking in Band B places it in the low risk of corruption category, making it top of the league among ASEAN member states and one of the highest scoring countries in the Asia Pacific region. Singapore's highest corruption risk area, and lowest score is Operations (Band D) followed by Finance (Band C). The country's highest scores and lowest corruption risk areas are Procurement and Personnel (both Band A). Singapore's Procurement scores place it first in the entire Asia Pacific Region. There is clear commitment by the government to anti-corruption, evidenced by robust institutional systems and comprehensive procedures that are followed in practice. Singapore's Investigation Bureau (CPIB) is a regional best case example of an independent and active law enforcement agency. To further build integrity and strengthen this anti-corruption framework, TI suggests the following reforms of the security sector.

Integrate anti-corruption in military operations

Singapore has a history of participation in peace support operations and humanitarian assistance disaster relief (HADR) missions at both regional and international levels. Operations is Singapore's highest risk area, and there is an awareness and preparation amongst Singapore's Armed Forces of these risks, as evidenced in their defence anti-corruption policy. However, there is no evidence of systematic training in corruption issues for commanders other than occasional participation in seminars.

We recommend the adoption of a comprehensive and detailed military doctrine addressing corruption issues for peace and conflict that is publicly available. The MoD could provide comprehensive guidelines and staff training on addressing corruption risks (including contractors) whilst on deployed operations or peacekeeping missions) and deploy trained professionals capable of monitoring corruption in the field who regularly report while on mission. These reports should be made available to the public, at least in summary form.

Independent legislative oversight

While there are provisions for formal oversight and evidence of debate, Singapore's electoral system favours the first party's dominant position in parliament which can inhibit effective and independent oversight. There is no defence specific parliamentary committee charged with oversight of secret spending which is estimated to constitute 10% of the defence budget. Government expenses are scrutinised by the Auditor General and reviewed by the Public Accounts Committee (PAC) of the Parliament. However, there is no available information regarding PAC oversight of secret items (defined here as spending on intelligence agencies and national security).

We recommend that the Government ensure mandatory provisions are in place for oversight of all “secret” expenditure in closed Committee sessions and provides these PAC committee members with extensive information on all spending on secret items, which includes detailed, line item descriptions of all expenditures. The exact proportion of expenditure for dedicated secret items is not available to the public, while the allocation is significant, we recommend that the Government publicly disclose the percentage of defence and security expenditure in the budget year which is dedicated to spending on secret items

Further strengthening procurement measures

With the highest procurement scores in the whole region, Singapore provides a best practice model for defence procurement in many respects (most notably, perhaps, is its use of the Analytic Hierarchy Process for the identification of requirements in the needs assessment phase). A policy to disclose the procurement process on the government’s GeBiz portal ensures detailed information is made available to the public, including procurement announcements and justifications for tender awards. Further measures are taken to ensure transparency in the tender award phase, which include audits of tender board decisions and the private wealth of tender board personnel and their families.

Singapore's procurement cycle emphasises contractual compliance with relevant Anti-Corruption and Government Procurement legislation and regulations, which impose strict anti-corruption clauses for companies in all types of state procurement (civil and defence). However, there are concerns related to the lack of transparency of procurement which is single-sourced. It is not clear to what extent, in practice, single sourcing takes place. We recommend that the government provides an estimate in terms of the proportion of overall procurement in the annual budget.

Enable public discussions and oversight

The Singaporean Government completed a government review of the GI 2015 research, which shows a willingness to open dialogue with an international NGO on defence corruption issues. There is an atmosphere of open and free discussion on Singapore's defence policy in academia, think tanks, and the media. The MoD has improved its online presence through an active website and online forums, but it needs to be more active in fostering dialogue with civil society. We recommend that the government be more active in providing information and encouraging debate and dialogue on defence and security issues with civil society. This will help ensure that the strategy is more aligned and that the budget is spent on arms that meet Singapore’s strategic needs.

Scorecard

Political	Defence & Security Policy	Legislative Scrutiny	2
		Defence Committee	1
		Defence Policy Debated	2
		CSO Engagement	2
		International AC Instruments	4
		Public Debate	2
		AC Policy	4
		AC Institutions	4
		Public Trust	4
		Risk Assessments	3
		Defence budgets	Acquisition Planning
	Budget Transparency & Detail		2
	Budget Scrutiny		2
	Budget Publicly Available		2
	Defence Income		3
	Internal Audit		3
	External Audit		3
	Other Political Areas	Natural Resources	4
		Organised Crime Links	3
		Organised Crime Policing	4
		Intelligence Services Oversight	1
Intelligence Services Recruitment		3	
Export Controls		2	
Finance	Asset Disposals	Asset Disposal Controls	2
		Asset Disposal Scrutiny	3
	Secret Budgets	Percentage Secret Spending	0
		Legislative Access to Information	0
		Secret Program Auditing	0
		Off-budget Spending in Law	4
		Off-budget Spending in Practice	
	Links to Business	Information Classification	3
		Mil. Owned Businesses Exist	4
		Mil. Owned Business Scrutiny	
Personnel	Leadership	Unauthorised Private Enterprise	4
		Public Commitment	4
		Measures for Corrupt Personnel	4
		Whistleblowing	3
	Payroll and Recruitment	Special Attention to Sensitive Personnel	4
		Numbers of Personnel Known	2
		Pay Rates Openly Published	2
		Well-established Payment System	4
		Objective Appointments	3
	Conscription	Objective Promotions	3
		Bribery to Avoid Compulsory Conscription	4
	Salary Chain	Bribery for Preferred Postings	4
		Ghost Soldiers	4
		Chains of Command and Payment	4

	Values, Standards, Other	Code of Conduct Coverage	4
		Code of Conduct Breaches Addressed	4
		AC Training	3
		Prosecution Outcomes Transparent	4
		Facilitation Payments	4
Operations	Controls in the Field	Military Doctrine	1
		Operational Training	0
		AC Monitoring	1
		Controls on Contracting	1
		Private Military Contractors	4
Procurement	Government Policy	Legislation	4
		Transparent Procurement Cycle	3
		Oversight Mechanisms	4
		Purchases Disclosed	4
		Standards Expected of Companies	2
	Capability Gap	Strategy Drives Requirements	4
		Requirements Quantified	3
	Tendering	Open Competition v. Single-Sourcing	2
		Tender Board Controls	4
		Anti-Collusion Controls	4
	Contract Delivery / Support	Procurement Staff Training	4
		Complaint Mechanisms for Firms	4
		Sanctions for Corruption	4
	Offsets	Due Diligence	
		Transparency	
		Competition Regulation	
	Other	Controls of Agents	4
		Transparency of Financing Packages	3
		Subsidiaries / Sub-Contractors	3
		Political Influence	4