



**Auditor-General's Office
Singapore**

Reaching Out

**- Working Across Government to
Prevent Corruption**

Speaker: Deputy Auditor-General Teo Chee Khiang

Singapore National Framework

- ◆ Tone At The Top
 - ◆ Parliament
 - ◆ Administrative Policies & Procedures
 - ◆ Judiciary
 - ◆ Media
 - Watchdog agencies, CPIB & AGO
-



**Auditor-General's Office
Singapore**

Principle of Accountability



Parliament

Reports ↑



Auditor-General's Office



Resources

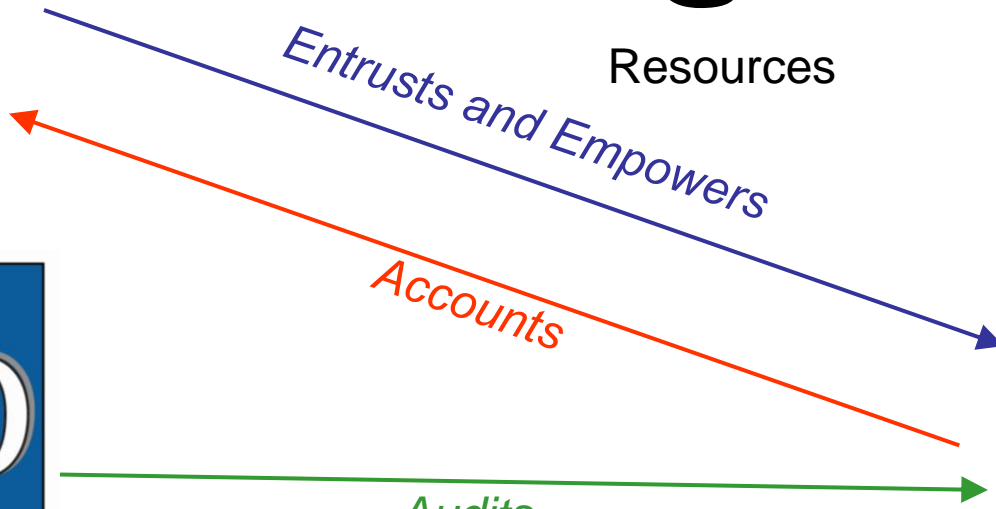
Entrusts and Empowers

Accounts

Audits



Government



AGO's Mission

To *audit* and *report* to the President and Parliament on the *proper accounting* of public moneys and the *economic, efficient* and *effective use of public resources* to *enhance* public *accountability*.

AGO's Independence

To audit without fear or favour:

- Constitutional Protection
 - Power of Access to Information
 - Power to Report
-

Types of Audit

- Financial & compliance audit
 - Performance audit
 - ◆ Economy
 - ◆ Efficiency
 - ◆ Effectiveness
-

Contributions to fight against Corruption

- Enhancing overall transparency and accountability
 - Fostering good governance through enhancing sound internal controls and reviews of the 3 “Es”
 - “What can go wrong? How can the system be abused?”
 - “Deterrence” Effect
 - Limitation to Audit Effectiveness
-

Case: Lack of Assurance of Fair and Reasonable Pricing in Renovation Project

- Scope of design contract enlarged to include construction (without competition) – from \$7.75m to \$33.75m
 - Second time in less than 5 years
 - Reasons did not stand up to scrutiny
-

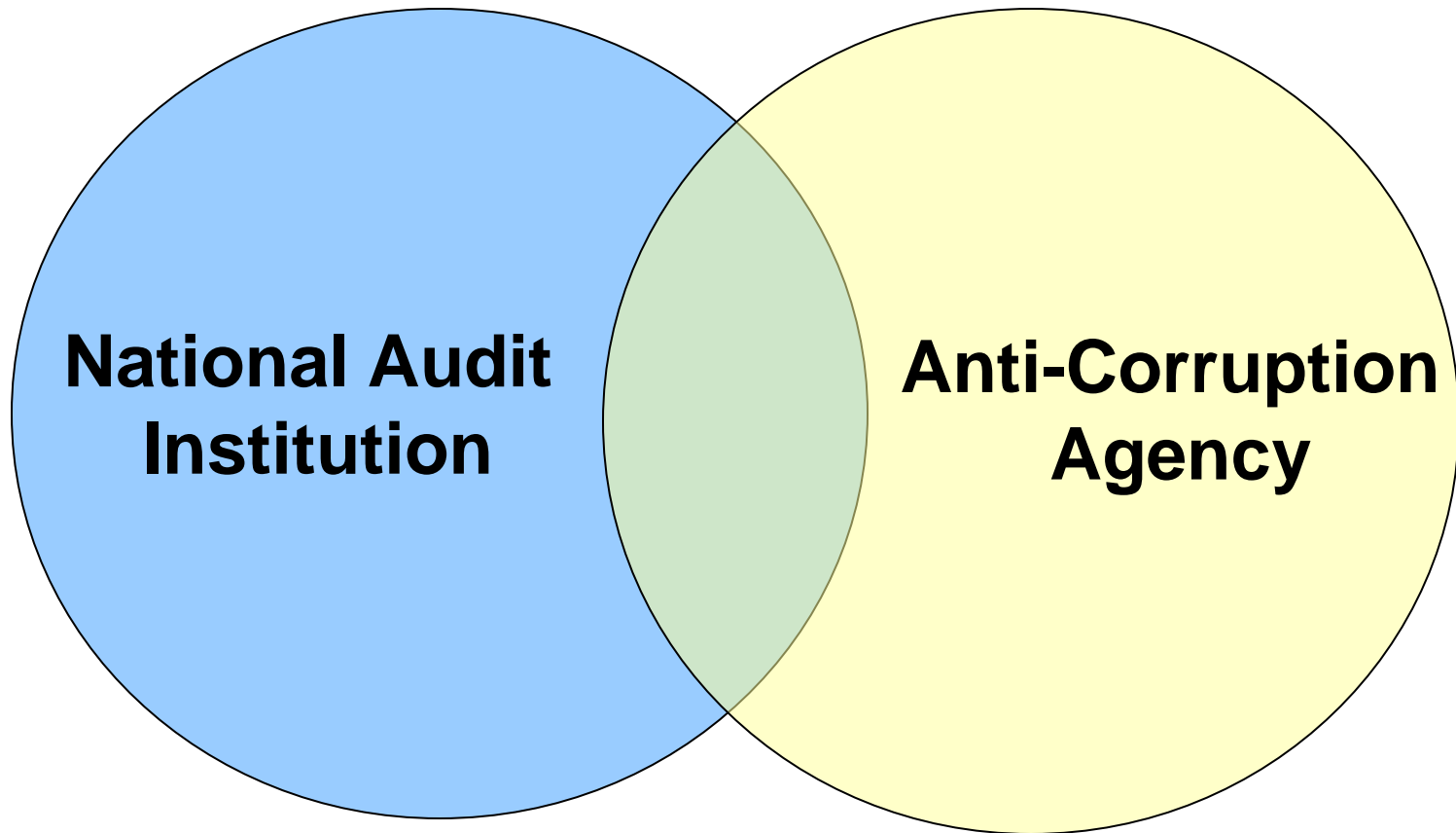
Case: Serious Irregularities in Procurement and Payments

- Complaint received - favouritism to a contractor
 - Total value of jobs - \$15 million
 - Check revealed 92.4% of value of contracts awarded to one contractor
 - Works repeated in some contracts
 - Huge advance payments
-

Serious Irregularities in Procurement and Payments (cont'd)

- Payments made without certificates of acceptance
 - Splitting of payments to avoid higher level approving authority
 - Multiple variations allowed (up to 260%), some for non-existence work.
-

Inter-Agency Collaboration



Inter-agency Co-operation

- Corruption involves collusion.
 - Fighting it involves collaboration.
 - The “bark” and the “bite”.
 - Working relationship .
 - Cross referral of cases.
 - Sharing of experience.
-

CPIB and AGO Collaboration: Examples

- Since the mid-sixties
 - Short piling in construction project
 - Small CPIB, small AGO
 - National Interests take priority
 - Informal – started with telephone calls or face to face meetings
-

CPIB and AGO Collaboration (cont'd)

- Investigation into powerful grassroots politician and union leader suspected of abusing funds
 - 7- member team from AGO
 - 10 months
 - Combed through 3 rooms of documentations
 - Suspect absconded
-

CPIB and AGO Collaboration (cont'd)

- Investigation into a top crime buster
 - alleged to have huge sums of money in private accounts
 - Had refused AGO's access to official accounts
 - AGO sent team to help CPIB investigate
-

CPIB and AGO Collaboration (cont'd)

- Investigation into complaint
 - Certain Committee members showing favoritism to suppliers
 - AGO team was on site to help CPIB identify books to be seized
 - 4-month audits followed
-

CPIB and AGO Collaboration (cont'd)

- Compensation of resettlement cases
 - Follow-up audits on cheating case by CEO
 - cleaning up after the mess
 - Attempted bribe of “undercover” AGO officers at public auctions of repossessed items
-

Cases with other Watchdog Agencies

- Jackpot machines fraud
 - Consultant who submitted bids for projects he supervised
 - Company which submitted multiple bids through sister companies
 - Collection fraud by tampering of audit rolls of automatic cash receipting machines.
 - Unaccounted cigarettes at institutional homes.
 - Missing Cash
-

Summary

- Common goal – National Interest
 - AGO's Priority
 - Collaboration
 - Sharing of experiences
 - Sharing of information
 - Consequential cleaning up
 - Relationship at the Top
-

Thank you

Website: *www.ago.gov.sg*
