

NATIONAL ANTI-CORRUPTION STRATEGY: THE SINGAPORE EXPERIENCE

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I. INTRODUCTION

The Corrupt Practices Investigation Bureau (CPIB) is the sole agency responsible for combating corruption in Singapore. CPIB was set up in 1952, before Singapore gained independence from the British. It is one of the oldest agencies in the world dedicated to combating corruption, and we have developed over the past 59 years to our current state today.

In this paper, I will touch on the development of the approach in fighting corruption in Singapore. As a whole, the overall strategic approach to fighting corruption applies across the board, with no distinction made on whether it is petty corruption or high level corruption. No exception is made for anyone and there are no “black areas” the law cannot deal with. In our experience, the same commitment to action is necessary in order to be successful in curbing corruption at all levels.

II. CORRUPTION SITUATION

Before June 1959, Singapore was part of the British Empire. Corruption thrived during the colonial period. Local junior officers, such as police, customs, immigration and Inland Revenue officers, were routinely on the take. During World War II, the Japanese military occupation bred corruption further into the Singapore society, as practices of bribery could be justified because it was all about survival. After World War II, corruption spread among civil servants because the risks of detection were low, the punishments mild and the rewards great. Corruption had become a way of life for many Singaporeans, to enable them to cope with their low salaries and rising inflation.

The breakthrough came only after we attained self-government from the British on 3 June, 1959. The government realized then that corruption was caused by both the incentives and opportunities to be corrupt. Therefore, measures to eradicate corruption were designed to minimize or remove these two causes. As a result, they initiated a comprehensive anti-corruption strategy - the law was strengthened, rigorous enforcement took place and government administration was improved.

After almost 60 years of relentless fighting against corruption, our Singapore government has managed to minimize the level of corruption. Right now, corruption is a fact of life rather than a way of life, as corruption still exists, but at the individual rather than systemic level. Today, we have one of the cleanest public sectors in the world.

We are also one of the least corrupt nations in the world, together with Denmark and New Zealand, based on Transparency International’s Corruption Perception Survey in 2010, and have been the least corrupt country as ranked by the Political Economic & Risk Consultancy (PERC) for the past ten years.

Some of you may be wondering: ‘How did Singapore manage to transform itself from a corruption infested city into one of the least corrupt nations in the world?’ According to our former Minister Mentor, Mr. Lee Kuan Yew, Singapore is what it is today because of its system of transparency and integrity.

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III. POLITICAL WILL

In addition, political will is a key ingredient in the transformation effort from Singapore’s corruption infested past. Without the unwavering determination to overcome corrupt systems, no anti-corruption strategy will work. We are fortunate that our government gives their fullest support to CPIB to investigate and prosecute anyone, including ministers, who are involved in corruption.

In 1975, CPIB convicted Wee Toon Boon, then a serving Minister of State in the Government of the ruling party. Such action demonstrated to the public the determination of the government to keep Singapore clean. And this has won the public’s support in the ongoing fight against corruption. With the efforts put in and with public support over the years, corruption was thus brought under control.

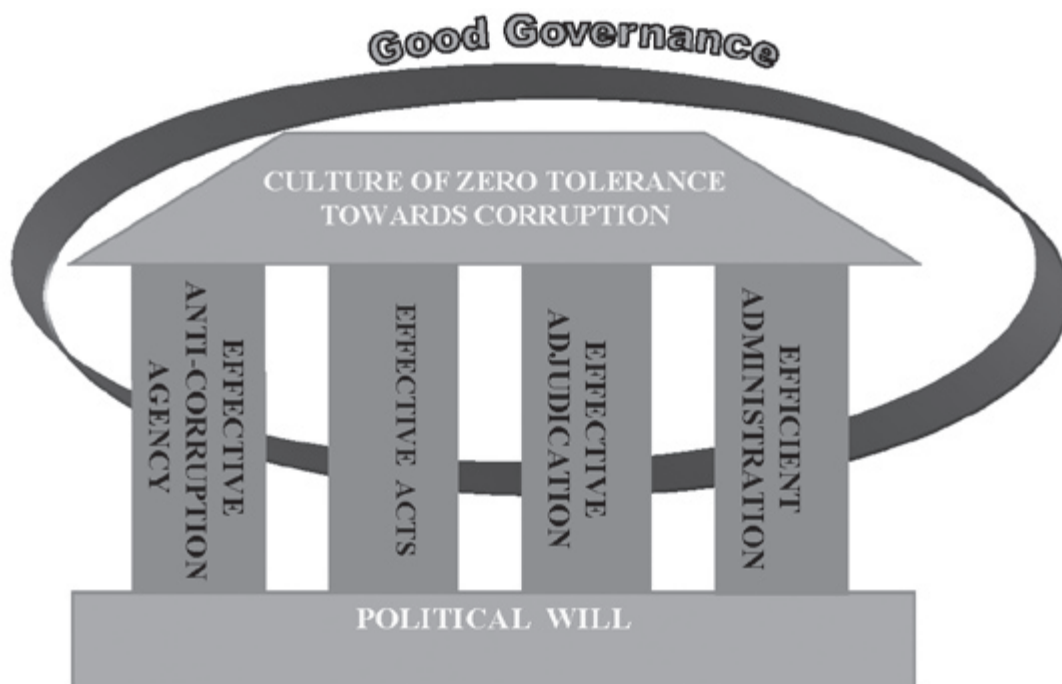
IV. FRAMEWORK OF CORRUPTION CONTROL

Besides strong political will as the foundation, we are supported by the following factors, which form the Anti-corruption Strategy:

- Effective Anti-Corruption Acts (Anti-Corruption Laws)
- Effective Anti-Corruption Agency (Independent CPIB)
- Effective Adjudication (Independent Judiciary) and
- Efficient Government Administration (Responsive Public Service).

A. Effective Acts (Laws)

Effective laws provide the basis for the fight against corruption. The law must define corruption offences and their punishments and the powers of enforcement against it. As society and the environment changes all the time, it is necessary to review the law periodically to ensure that it is up to date. The powers of enforcement must be well provisioned so that the law will have bite.



In Singapore, we rely on two key acts to combat corruption. The first one is the Prevention of Corruption Act (PCA). This governs the primary offences of corruption and the powers of the enforcement agency, which is CPIB. The second act is the Corruption, Drugs Trafficking and Other Serious Crimes (Confiscation of Benefits) Act (CDSA) which provides for the seizure and forfeiture of proceeds which a person convicted of corruption cannot satisfactorily account for. The PCA was enacted in 1960 to replace the previous Prevention of Corruption Ordinance. Since then, the Act had undergone numerous amendments to increase the powers of investigation of the Corrupt Practices Investigation Officers, enhance punishments for corruption and to plug loopholes to prevent exploitation by criminals.

The law must support law enforcement with a cutting edge. This is vital as corruption offences are particularly difficult offences to deal with. Unlike general crime where there is a victim who tells us everything that happened, in corruption offences, both the giver and the receiver are guilty parties who have the motivation to hide and not tell the truth. This makes investigation and evidence gathering more challenging. To be successful, the law must provide sufficient teeth for law enforcement.

The principal law we use is the Prevention of Corruption Act. The following are the distinctive features which may differ from anti-corruption laws in other countries:

- a) *The Act allows CPIB to investigate corruption in both the public and private sectors & we can deal with both the giver and the receiver.* We have dealt with cases in the private sector since the early beginnings. In some countries, anti corruption agencies do not deal with private sector. It is of strategic importance for Singapore to keep Singapore companies clean because if not, other countries will not want to trade with Singapore and they will not want to invest money in Singapore. We also deal with givers of bribes. If we don't, they may continue to give bribes and escape punishment and this will worsen the corruption situation due to the demand-supply dynamics.
- b) *There is a Presumption clause – Presumption of corruption when a public officer is found to have received bribes.* What this means is that a public officer charged in court has the duty to explain to the court that what he received was not received corruptly. If he fails to explain to the satisfaction of the court, he would be presumed to have received the money corruptly. Of course, we do not just depend on this to secure conviction but we will bring all the evidence we have to court and this presumption clause is an additional help for prosecution.
- c) *Next, an acceptor of a bribe would be considered guilty even if he, in fact, had no power, right or opportunity to return a favour to the bribe giver.* This came about because some corrupt offenders took bribes and then were unable to deliver the expected favour. Even so, they should not escape punishment.
- d) *The Act forbids the use of customary practices, for example, giving/accepting of red packets in Chinese New Year as an excuse for giving/accepting bribes.* No one can go to court and be excused by saying that the bribe disguised as red packet is goodwill money and nothing illegal. In the past, CPIB was very busy during Chinese New Year and had to lookout for bribes disguised as goodwill money. Nowadays, with the enforcement actions taken, the public knows and offenders will not try to use the festive occasion as a camouflage for bribe taking.
- e) *The Act also empowers the Court to order bribery receivers to pay a penalty equal to the amount of bribe received apart from punishment in the form of fines and/or imprisonment terms.* This means if accused took \$1 million dollars, he has to surrender back that amount. This emphasized the principle that the accused ought not to enjoy any benefit from any corrupt activity.
- f) *When a person is found to have committed corruption offence, the Principal could recover the amount of bribe as a civil debt.* An example is the manager of a MNC convicted of corruption offence for receiving kickbacks for contracts he granted to others. He was sentenced to 10 months' imprisonment and ordered to pay a penalty of about \$300,000, being the total of bribes received by him. After the sentencing, the MNC commenced civil action under the Prevention of Corruption Act to recover the bribes from the Manager. The manager appealed to the Court of Appeal against the claim on the ground that he had already paid penalty to the State for the bribes he had received and he could not be liable to pay the claim to the MNC, otherwise it would be tantamount to making him pay twice for the same bribes. However, his appeal was dismissed by the Court of Appeal. The court ruled that this was not double jeopardy and the law allowed for it. The manager is thus still liable to pay the MNC.
- g) *The Act renders Singapore citizens to be liable for punishment for corrupt offences committed outside Singapore and to be dealt with as if the offences had been committed in Singapore.* We have dealt with cases where Singaporeans commit corruption abroad and prosecute them in Singapore.

Besides the PCA, we have the Corruption, Drug Trafficking and Other Serious Crimes (Confiscation of Benefits) Act (CDSA in short) which was enacted in 1999. The principle for the Act was to ensure that corruption does not pay. It also covers the confiscation of benefits not only from corruption but also drug offences and other serious crimes. The CDSA provides the Court with powers to confiscate the pecuniary resources and properties when a person is convicted of corruption offence and cannot satisfactory account for those resources to be confiscated. The objective is to ensure that the perpetrators will not benefit from corruption.

B. Effective Enforcement

Another important aspect in fighting corruption is to take effective enforcement actions. If there are tough laws but lax enforcement, corruption will still flourish because the corrupted escape detection and investigation. It is therefore crucial to devote priority and attention to setting up an effective enforcement agency.

A key success factor in Singapore's anti-corruption effort is the setting up of an independent and strong anti-corruption agency. If you have got very strong enforcement, there will be very high probability of being caught if you commit a corrupt act and hide a stash of money.

In Singapore, CPIB is the only agency empowered to investigate corruption offences. Any other law enforcement agency which comes across or receives reports and information on corruption will have to hand over the case to CPIB.

CPIB has independence of action. We can investigate any person or corporation in government or private sector, no matter who he is and which position he is holding. CPIB reports directly to the Prime Minister – this is important as it will block any undue interference from any person and to ensure that CPIB operates without fear or favour, regardless of race or social status. CPIB's independence of action is also guaranteed by the Constitution, which allows the Elected President of Singapore to authorize Director CPIB to investigate the Prime Minister of the day if he prevents the carrying out of a corruption investigation against any of his Senior Officials, Minister or himself.

Our Bureau slogan, "Swift and Sure", is the message to the public and corrupt offenders that there will be swift action, certainty of results and justice will take its course. CPIB is always committed fully to our mission of fighting corruption through swift and sure action. Swift action means we will take prompt action on a corruption complaint while sure action means when we look into the complaint, we will investigate the matter thoroughly and get to the bottom of it to seek the truth.

Singapore has adopted an anti-corruption strategy to ensure that anyone involved in corruption will be detected, investigated, prosecuted and punished. We have successfully prosecuted corrupt offenders and sent them to serve time in the jail. This stance has served as a deterrence to like-minded persons not to indulge in corrupt activities.

Having a strong capability is easier said than done. Our current success does not guarantee future success. In a way, it is a race against the corrupt and the criminal-minded as they resort to use of technology and more sophisticated modus operandi to commit corruption. There are more and more ways to hide corrupt proceeds. It is incumbent on the enforcement agency to build enough capability to deal with them. For example, in terms of computer forensic capability – we need to have the ability to extract evidence from computers, financial investigation capability to follow the money trail and uncover hidden corrupt proceeds.

C. Effective Adjudication

Sure detection and strict enforcement of laws, no matter how effective, must however, be supported by effective adjudication. Aided by the tough laws, our judiciary recognizes the seriousness of corruption and it has always adopted a deterrence stance towards corrupt offenders. Any public officers convicted of corruption will usually be sentenced to jail. In recent years, even offenders from the private sector convicted of corruption offences were sentenced to serve time in the prison.

All our court proceedings are open and in public hearings. There is transparency in our Judiciary and the processes in hearing cases are made known to the public. Decisions are documented and subject to public scrutiny. Both the prosecution and the defence can appeal against any decision made by the Courts.

Judgments from the court will provide some benchmarks as to the severity of offences and their corresponding sentences. For instance, in a recent Appeal case involving a private banker convicted of corruption involving bribes of \$150,000 (Wong Teck Long vs PP), when the accused appealed against his conviction and sentence, the High Court not only dismissed the accused's appeal but enhanced his original sentence from 4 months' to 15 months' imprisonment. In passing this judgment, the CJ said:

"To safeguard the overall public confidence in the integrity of our banking and financial industry as well as Singapore's reputation as a regional and financial hub, *punishment for deplorable and corrupt acts*, such as that of the appellant, *must be swift and harsh* so that a strong message will be sent out to the offender at hand and would-be offenders that *Singapore does not, and will not, without exception, condone corruption.*"

In addition to the fine or jail sentence imposed, the court will also impose a financial penalty on the offender equal to the amount of bribes the offender had taken. So this again sends a clear message that the offender is not allowed to enjoy any of the benefits or gains obtained.

On top of this, cases involving government procurement or contracts, administrative actions will be taken to cancel the contract and/or to debar suppliers who were convicted of corruption offences from future government contracts for up to five years.

Apart from criminal sanctions, the Prevention of Corruption Act also provides for recourse to civil suit for recovery of bribe monies in addition to criminal prosecution. This has been tested in the court. The CPIB had prosecuted a facilities manager in a large private company for corruption. He took bribes of almost \$300,000 in return for awarding contracts. He was convicted and sentenced to ten months' jail and ordered to pay to the State a penalty of about \$300,000, equal to the amount of bribes he had pocketed. After the prosecution was over, his company brought a civil suit against him to recover the amount of bribes he had accepted whilst employed by them. The accused appealed to the court against this, stating that since he had been ordered to pay back the penalty, he cannot be asked to pay twice, and on this second occasion through the civil suit. The Court of Appeal dismissed his appeal stating that the law expressly provided for two distinct provisions - a criminal proceeding to disgorge benefits and civil proceedings to recover the bribe monies and therefore it is possible that there can be a double disgorgement and it can act as a further deterrence against corruption. This sends the message very clearly to corrupt offenders that they will be made to pay heavily for their corrupt activities.

D. Effective Administration & Good Governance

1. Preventive & Administrative Measures in the Public Sector

Besides using legal means to deal with corrupt offenders, the Singapore Government has also introduced administrative measures to curb corruption. Strict rules and regulations have been formulated to govern the conduct of public officers. A high standard of discipline is expected and a public officer:

- a) cannot borrow money from any person who has official dealings with him;
- b) his unsecured debts and liabilities cannot at anytime be more than three times his monthly salary;
- c) cannot use any official information to further his private interest;
- d) is required to declare his assets at his first appointment and also annually;
- e) cannot engage in trade or business or undertake any part-time employment without approval; and
- f) cannot receive entertainment or present in any form from members of the public.

2. Efficient Administration

The last pillar is the efficient administration, which is also a key to reducing corruption. An efficient administration is one which values integrity and incorruptibility. As such, we have put in place measures to ensure that the right persons with the right values are in the service. Another important aspect of an efficient administration is that it can foresee and anticipate the needs of the public (inclusive of businesses) and is able to react appropriately, coming up with measures to meet its customer's needs. If we have tough enforcement, but the government of the day is inefficient in meeting public needs, then opportunities are

open for corruption to seep in to “make things happen”.

The civil service in Singapore had initiated major reforms in 1995 under the “Public Service in the 21st Century” (PS21) to attain sound administrative governance, organizational excellence and service orientedness. Such improvements in efficiency and effectiveness in public service delivery have played a part in curbing corruption and reduce its opportunities. This is because when we are able to deliver a service promptly, it will leave no opportunity for corruption compared to a service which takes a long while and tedious processing stages.

Under PS21, there were several major initiatives to reduce bureaucracy and cut red tape, such as:

- a) The *Pro-Enterprise Panel Movement*. The Pro-Enterprise Panel receives and vets suggestions from the public to help ensure that government rules and regulations are supportive of a pro-business environment in Singapore. The public and companies can provide suggestions through the internet and these suggestions have resulted in changes in the rules and regulations.
- b) The *Zero-In-Process*. It aims to reduce inefficiencies in services whereby the public has to visit several agencies for related reasons. In the past, issues which cut across agencies were tossed around from one agency to another without being resolved. The ZIP makes sure that such cases are being looked into promptly by a lead agency and ZIP teams will be formed to tackle and propose solutions on issues which cut across agencies.
- c) The *POWER (Public Officers Working to Eliminate Red-tape)*. It aims to cut red tape by streamlining public sector rules and procedures. And it allows public officers to exercise greater flexibility when dealing with operational issues, bearing in mind the spirit and intent of the regulations. A POWER website has been set up to receive suggestions and views on improvements from public officers and to channel them to the respective regulators for follow up action.
- d) The *Cut-Red Tape Movement*. Under this, public officers are encouraged to reduce red-tape within the government. Through the internet, the private sector and public can write to the government with suggestions on cutting of red tape. Such feedback can promote transparency and reduce business costs. There is a Cut Waste website where the public can submit their observations/suggestions on areas where government can cut expenditure. The government department concerned will have to respond to the public’s query. This has helped to keep government to be on alert on issues affecting the public and it has also helped to minimize wastage of government spending, if any.

The Singapore Government’s main aim of undertaking the PS21 initiative is to improve efficiency and effectiveness in the provision of its public services. Nevertheless, the initiative has produced a side benefit of corruption prevention. Firstly, by empowering and engaging officers for continuous improvement, the officers become more engaged and they will take pride in their work and, as such, it is less likely the officers will be tempted or involved in corruption-related activities. Secondly, by cutting red tape and making services easier and more accessible, it creates less opportunity for public officers to ask for bribes to smoothen a transaction. Thirdly, soliciting views and feedback from the public and being transparent in the government departments’ policies and service standards has also helped to limit the opportunity for public officers to solicit for bribes.

The Singapore Government has also taken actions to better serve the nation in the digital age by embarking upon the e-Government Action Plans (eGAP). Since 2000, the Singapore Government has introduced several master plans. The latest e-government master plan, eGov2015, was launched in June 2011 by Deputy Prime Minister and Minister for Home Affairs Teo Chee Hean at the eGov Global Exchange 2011. eGov2015 aims to realize the vision of a Collaborative Government by facilitating more co-creation and interaction among the Government, businesses and people for greater value creation. It also aims at delivering excellent public services as well as connecting the citizens to the government. Several electronic services were implemented to provide higher levels of convenience, efficiency and effectiveness for the public.

One of the e-services initiatives is the introduction of e-Citizen portal, where citizens can access government services from their homes, e.g. lodging a corruption report or renewing their passports through the internet, etc. Another e-government initiative is the business.gov.sg portal. This portal provides the public with information and assistance in planning their businesses and starting companies. One of the services provided by this portal is the online business licensing service (OBLS). With OBLS, anyone who wants to start a business can apply and get the relevant permits and licenses from one point of contact from his or her home or office without having to physically go to the various government departments. Before OBLS, when a business wished to apply for various licenses, it needed to go to different departments and some licenses required them to go to a few departments. For example, to get a hawker license, a person has to go to the Ministry of Environment and the Urban Redevelopment Authority as well. After the implementation of this system, the applicant only has to log onto this system and submit the applications on-line and the system will route it to the relevant departments, saving time for the applicant. Today members of the public can apply, renew or terminate different types of license through this online portal. The turnaround time to obtain all the licences was reduced from 21 days to just eight days.

Another electronic service is the Gebiz – the government procurement portal. Today, most Government procurement is done through the internet and it is open to all, including international businesses, who wish to take part. In Gebiz, the posting of the tender requirements is online, the submission of the bids is online, the deadline is controlled by the computer and the results at the end of tender are automatically published for all to see. This leaves little room for corruption or abuse compared to the manual system.

Although the motive behind our e-government action plan was not about corruption control, it does have such an important side benefit. It reduces the visit to government service counters, service turnaround time and cost of delivery. And this has minimized the chance for someone to step in between to ask for a bribe in return for helping in a transaction.

V. REGIONAL & INTERNATIONAL EFFORTS

A. Study Visits

As the sole anti-corruption agency in Singapore, CPIB has been the destination for various study visits and attachments for public officials and counterpart agencies, including countries in the Asia Pacific Region. The visitors are attracted to Singapore mainly because of its international reputation for being effective in controlling corruption. In the spirit of regional cooperation and networking, CPIB hosted official visits and attachments by Government officials from various countries. In recent years, officials have visited CPIB from countries such as China, Bangladesh, Brunei, Indonesia, India, Nepal, Bhutan, Cambodia, Thailand, Vietnam, Macau, Hong Kong, Australia, Kenya, Ghana, Zimbabwe, Kuwait, Jordan, Solomon Islands, Qatar, Russian Federation, Pakistan etc.

B. International Fora

To be aware of the latest international development in anti-corruption matters which could impact on Singapore, CPIB has increased its participation in various corruption-related overseas conferences/seminars.

It has also actively engaged in international fora and meetings that discuss corruption matters. It is a pioneer member of the ADB-OECD Anti Corruption Initiative, which meets twice a year. In 2008, Singapore hosted the 12th meeting as well as the 6th Regional Anti Corruption Conference where more than 120 participants took part. CPIB has joined the International Association of Anti Corruption Authorities (IAACA). It is a member of APEC Anti Corruption Task Force (ACT) and last year, we chaired the discussions of the ACT. Within the ASEAN region, there is a MOU on Preventing and Combating Corruption amongst anti corruption agencies of the ASEAN region which CPIB is involved in. CPIB is one of the first four agencies which signed the MOU in Dec 2004 in Jakarta, along with the agencies of Malaysia, Indonesia and Brunei. The objective of the MOU was to enhance mutual sharing, capacity building and strengthen collaborative efforts in anti-corruption matters.

C. International Co-operation

The global context of the fight against corruption is evolving. Transnational trade and investment have multiplied in the past years. This has significantly increased the likelihood of transnational crimes and corruption to occur. In addition, financial transactions across borders are done with greater ease. A domestic corruption, where the bribe or proceeds of the corrupt transaction obtained, could have been transferred to another foreign jurisdiction. These developments create new opportunities for transnational corruption and hiding of proceeds and, as such, it requires international co-operation to address this phenomenon and bring the offenders to justice.

CPIB has established good working relationship with its counterparts in the region and beyond. Assistance is also provided to foreign counterparts in the area of law enforcement, where appropriate, with the understanding of reciprocal assistance from them in the future.

I like to share on some cases to illustrate the positive outcome derived from collaborating with our foreign counterparts and the importance of working together in our fight against corruption.

1. Case 1

CPIB investigated a case involving a Customs Officer, a Malaysian and a Singapore Permanent Resident, who had received bribes of about \$21,650/- on 13 occasions from two foreigners in return for not verifying their goods during their declarations to the Customs Department for purpose of claiming the Goods and Services Tax refunds. The Customs Officer was released on bail while investigations are being carried. However, he absconded and left Singapore. Upon completion of our investigations, we obtained consent from the Public Prosecutor to prosecute him in Court for 13 charges of corruption. Based on our intelligence, he had fled to a village of a remote area in Malaysia. We have obtained a warrant from the Courts to arrest him and we enlisted the assistance from our counterpart, the Malaysian Anti-Corruption Commission (MACC), to locate and apprehend him. With the help of the MACC, we arrested and brought him back to Singapore. He was charged in Court on 13 counts of corruption and was subsequently convicted and sentenced to 16 months' imprisonment and ordered to pay a penalty of \$21,650/-.

2. Case 2

In Jan 2010, the Bureau investigated a Director of a Singapore company, dealing in the Import-Export of used cars, for bribing an employee of a company based in New Zealand in return for ordering used cars from the local company. For every used car purchased by the New Zealand's company, the Director will pay an amount of \$1,000/- as bribe to the New Zealander employee. As the alleged corruption transactions involved a foreign company, we liaised with our counterpart in New Zealand, the Serious Fraud Office (SFO), to request for assistance. Our officers flew to New Zealand and with the SFO's assistance, we managed to obtain information and evidence relating to the alleged corrupt transactions and interview various parties involved and staff, including the Chief Executive Officer, of the New Zealand's company. Based on the documents and invoices recovered, there is another Singapore company which may have also bribed the New Zealander employee in return for business opportunities. Our investigations are still ongoing. The New Zealand's SFO had investigated the matter and prosecuted the New Zealander employee. He was convicted and sentenced to six and a half years' imprisonment.

3. Case 3

Another case, Macao's Commission Against Corruption (CCAC) investigated a senior public official working in the Transport and Public Works for corruption offences. CCAC had sent a MLA request to CPIB through our Central Authority (AGC) seeking for assistance to retrieve remittance records on bank accounts belonging to few companies which have been used by the said senior public official to receive bribes. Upon CCAC's request, CPIB obtained a production order from the High Court and retrieved the relevant information from the Bank concerned. The information was passed on to CCAC to assist in their investigation. The senior public official was subsequently prosecuted in Court and he was convicted of corruption charges and sentenced to several years of jail imprisonment.

4. Case 4

The last case which I like to share involved a joint operation by the Singapore CPIB and the Malaysian Anti-Corruption Commission. The MACC had informed CPIB that a senior officer in the Royal Malaysian

Police was found to be in possession of few million Malaysian Ringgits, which he claimed to be commissions received from a Singapore businessman for recommending business opportunities to him. Pursuant to the information received, CPIB mounted an operation and commenced investigation which revealed the Singapore businessman had assisted the senior officer by making a false statutory declaration that he had given him commissions, to help account for the unexplained wealth. In return for his assistance, the Singapore businessman was promised a bribe amount of few hundred thousand Malaysian Ringgits. Upon conclusion of the investigation, the Singapore businessman was prosecuted in Singapore Court for a corruption offence and he was convicted and fined \$30,000/-. He is currently assisting the MACC in the case against the senior officer.

VI. CONCLUSION

Corruption is a problem that needs to be dealt with in both the public and private sectors. Singapore has adopted a comprehensive approach in tackling corruption in both sectors for a long time.

Today, CPIB has to a large extent, helped to curb corruption in Singapore. It has played an important role in keeping the country clean, and we have capitalized on the four pillars of anti corruption, namely strict laws, enforcement without fear or favour, tough punishment from the Courts and effective government administration to prevent and control corruption. The anti corruption measures must be applied consistently across the board, no matter whether it is petty corruption or involved high level corruption. Our past successes however is no guarantee for the future and we cannot be complacent but to be vigilant and we will continue to fight against corruption.

I hope my sharing has been useful to you. The experience of Singapore may not be replicated wholesale as each country has its unique character and circumstances. However, we recognize corruption is problem for all, be it a problem in Singapore or some other country. Therefore, we need to share and pick up learning points from each other. And we also need to join hands to fight corruption and make the society a better place to live in.