

PRESS RELEASE

REPORT OF THE PUBLIC ACCOUNTS COMMITTEE

1 The Public Accounts Committee presented its report to Parliament on 10 February 2026. The Committee considered the Report of the Auditor-General for the Financial Year 2024/25 and examined broader issues which could impact spending, financial governance and controls across the public sector, namely: (a) procurement, contract management and grant administration; (b) revenue collection and accounting; (c) internal audit capabilities; (d) IT controls and cybersecurity governance; and (e) cross-agency data sharing and use of data analytics and artificial intelligence (AI).

2 In the course of its enquiry, the Committee held three meetings and considered memoranda from the following Ministries and public agencies:

- (a) Ministry of Culture, Community & Youth
- (b) Ministry of Digital Development and Information (MDDI)
- (c) Ministry of Education
- (d) Ministry of Finance (MOF)
- (e) Ministry of Foreign Affairs
- (f) Ministry of Home Affairs
- (g) Ministry of Law
- (h) Ministry of Manpower
- (i) Ministry of Sustainability and the Environment
- (j) Ministry of Trade and Industry
- (k) Ministry of Transport
- (l) National Research Foundation, Prime Minister's Office
- (m) Smart Nation Group (SNG), Prime Minister's Office

3 The Committee also convened hearings on 21 January 2026 and heard oral representations by the Permanent Secretaries from the Ministry of Finance, and for Digital Development and Information, Smart Nation, and Cybersecurity, to provide clarifications and elaboration of their written responses. At the hearings, the Committee heard about MOF's central initiatives to improve financial governance, build capabilities and incorporate risk management into financial processes, balancing risk mitigation with compliance costs. The hearings also examined MDDI's and SNG's roles in addressing cybersecurity risks and encouraging cross-agency data sharing, analytics and AI adoption in the public sector. The Committee was informed that MDDI's and SNG's focus was on strengthening competencies of officers and resilience of Government systems and digital services while ensuring accountability.

4 The Report of the Public Accounts Committee [*Parl. 3 of 2026*] is attached.

5 The Committee noted that lapses in procurement, contract management, and grant administration continue to be recurrently identified by the Auditor-General. The Committee acknowledged that addressing recurring issues rooted in people, system and process factors requires strong partnership between central agencies and individual agencies.

6 The Committee recognised the comprehensive efforts undertaken by MOF, MDDI and SNG in strengthening accountability and whole-of-Government capabilities through initiatives such as establishing governance frameworks, providing central expertise where gaps exist, facilitating digitalisation, and adopting a systematic approach towards capability building.

7 From the replies given by and discussions with the agencies, the Committee was assured that the Government has adopted a systematic, multi-pronged approach to address the complex challenges and remains committed to strengthening public sector governance. The Committee recognised that agencies are taking swift action to address the lapses. Nevertheless, sustained improvements in governance systems and institutional capabilities are long-term endeavours. Such transformation requires continued investments and commitment from all levels in the public sector. It also requires the support of the industry ecosystem - in terms of capable consultants, contractors and vendors in delivery.

Remarks from Chairman

8 Ms Jessica Tan, Chairman of the Public Accounts Committee, said, “The Committee noted and was concerned about the lapses and weaknesses observed in the Report of the Auditor-General. We heard from MOF, MDDI and SNG relating to the broader issues and received information from each individual agency on the immediate measures taken to address the lapses. We are heartened that the Government has multifaceted frameworks to tackle these complex issues and continues to demonstrate its commitment to improving public sector governance. The Committee recommends to the agencies the need to attract and retain talent especially in areas of emerging challenges and technological developments, strengthening oversight of external partners and building capability in due diligence and contract monitoring.”.

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