

Singapore As A Case Study

While there are many successful examples of governments executing mission and vision well, we present one case study which is similar to our government

Case Study: Singapore

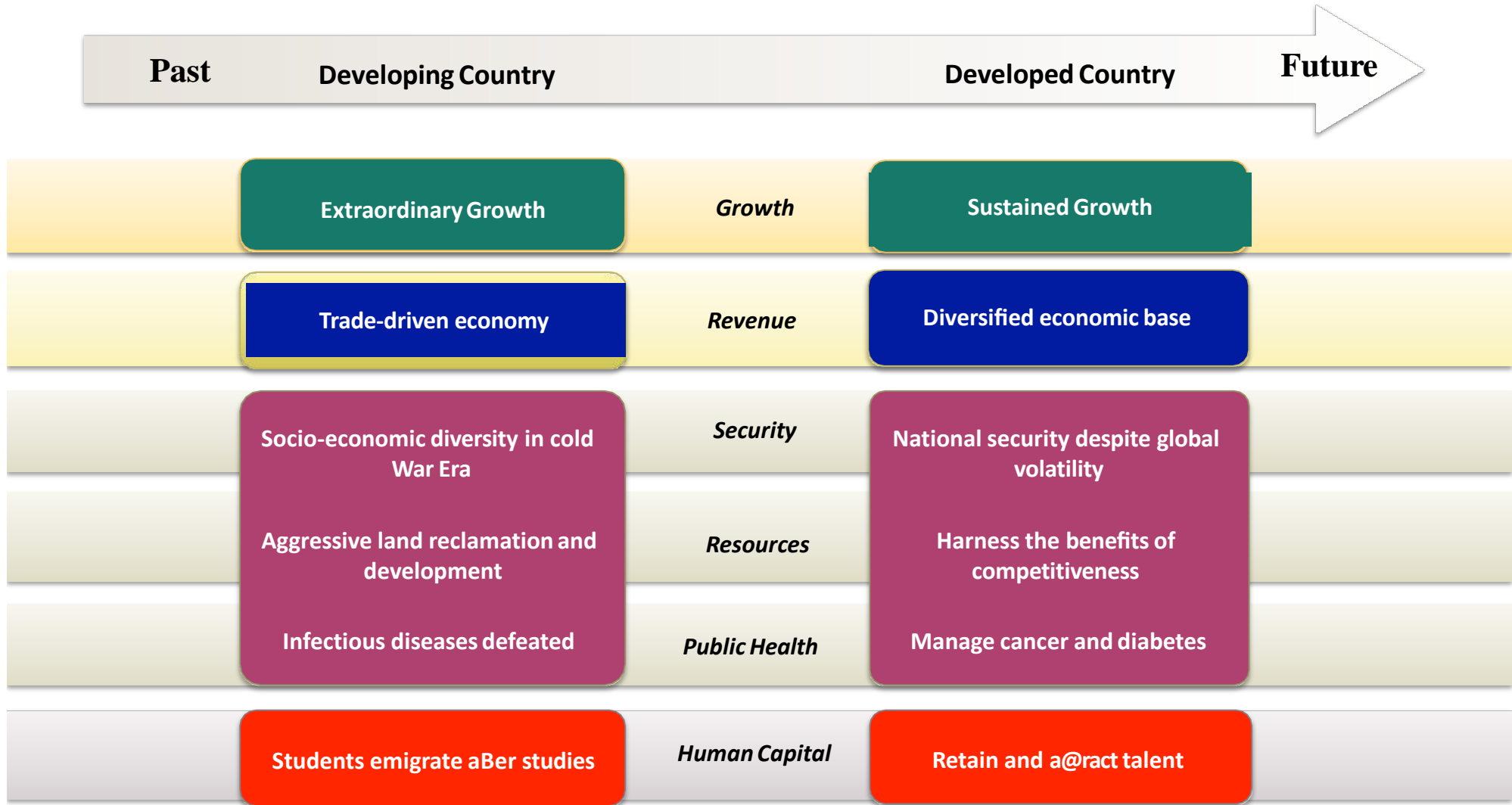


- **Population:** 5.1 million total, 3.2 million citizens
- **GDP:** \$291.9 billion / \$62k per capita
- **Landmass:** 694 km²
- **Languages:** (49.9% Chinese, 32.3% English, 12.2% Malay, 3.3% Tamil)
- **Religions:** (33% Buddhism, 18% Christian, 17% Atheist, 15% Islam, 11% Taoism)

Top Challenges Facing Singapore

- Sustaining Economic growth
 - Grew from \$2b to \$250b in the past 50 years
- Respect and harmony
 - Maintaining a cohesive society from a population of different races, languages, religions and cultures
- Land shortages
 - Reclaimed 20% of land from the sea, expensive
- Emigration
 - Students studying abroad are also settling abroad
- Marriages and children
 - Increasing fertility rates to offset aging pop.
- Schools & job training programs
 - Both for the young, as well as grandparents
- Diseases of affluence
 - Cancer, heart disease, diabetes, kidney failure
- Aging population health care costs
 - Life expectancy is 80yrs and rising

Change Agenda



-Created for Educational Purposes-

Balanced Scorecard Perspectives

Vision, Mission, Purpose

Resident & Citizen Perceptions

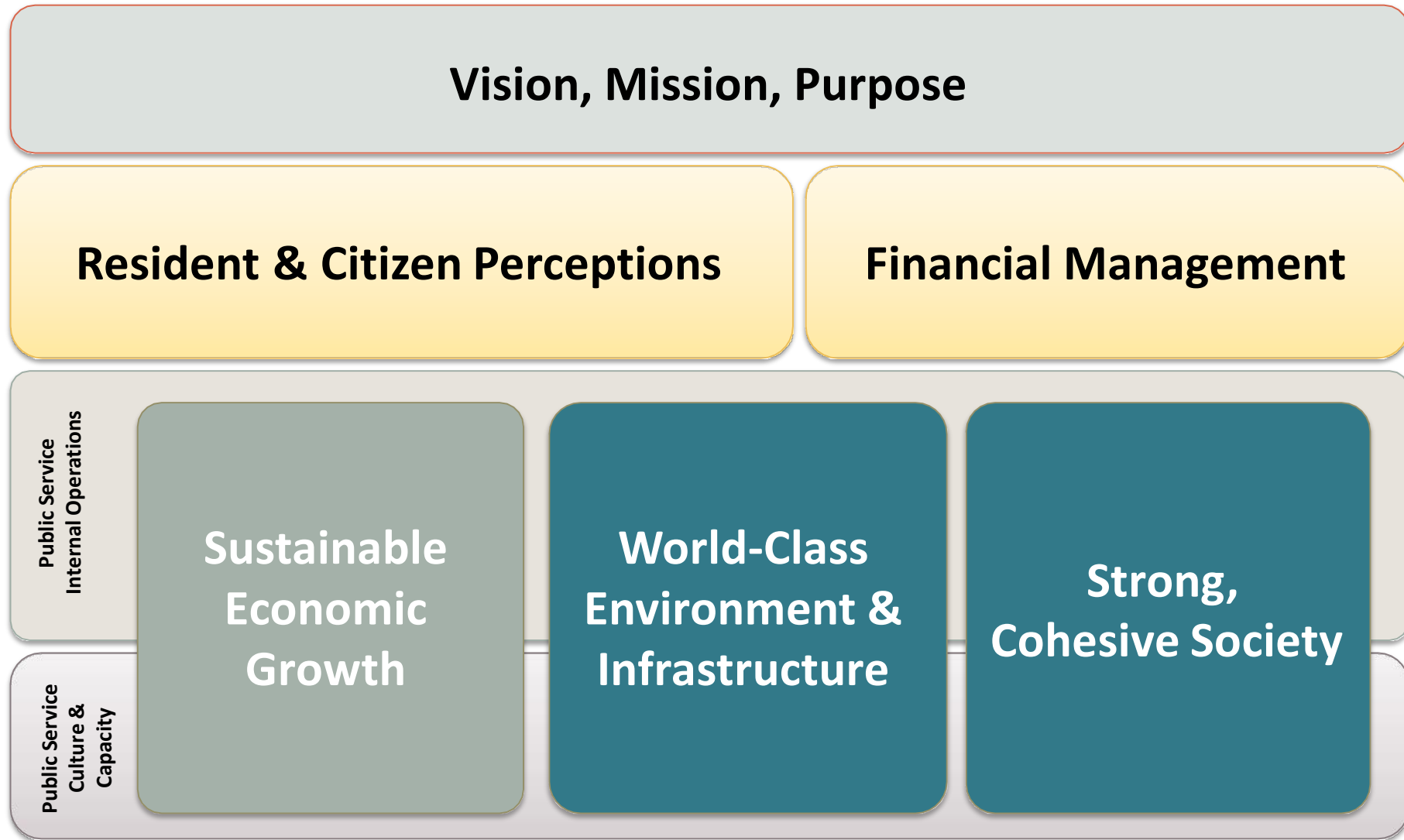
Financial Management

Public Service Internal Operations

Public Service Culture & Capacity

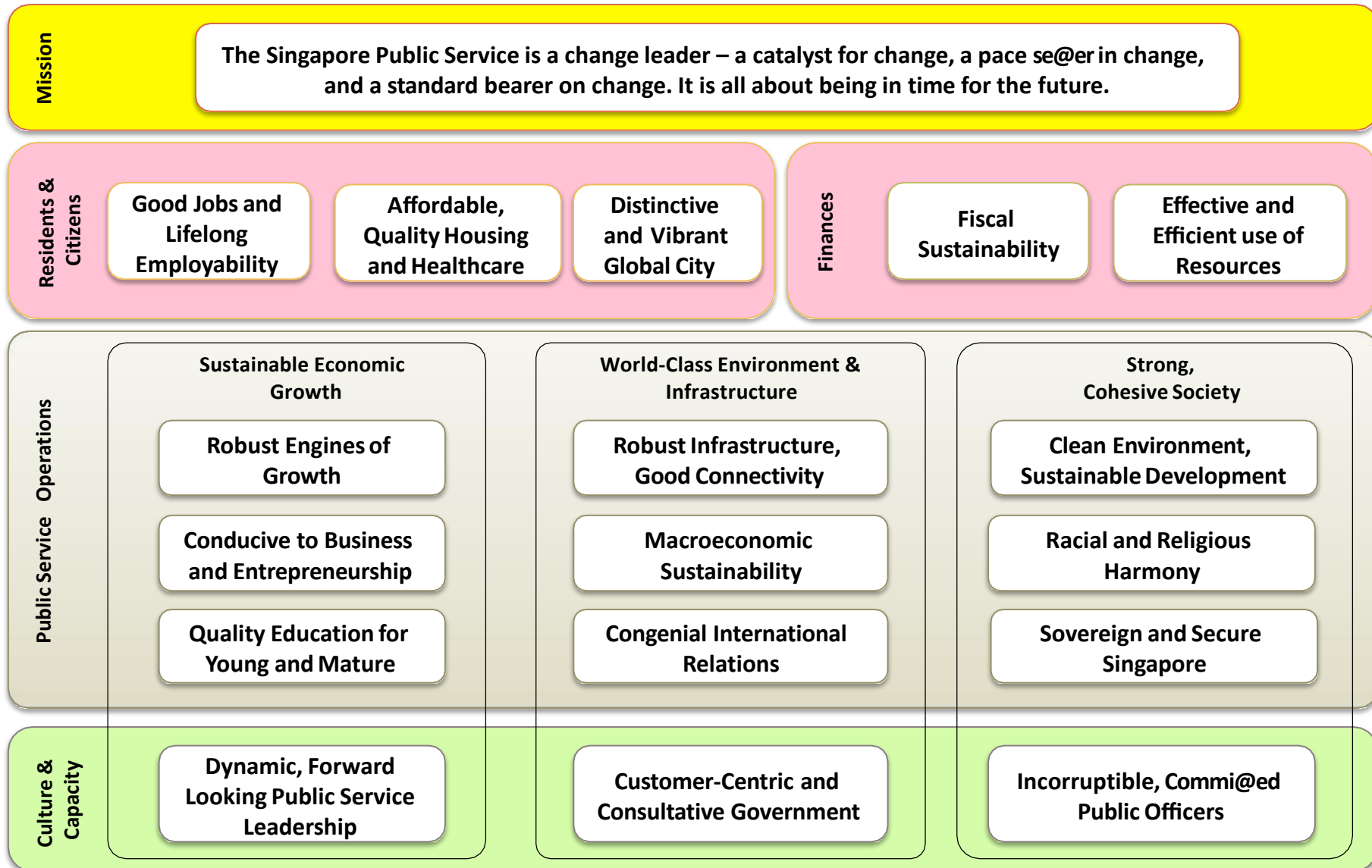
-Modified for Educational Purposes-

Balanced Scorecard Themes

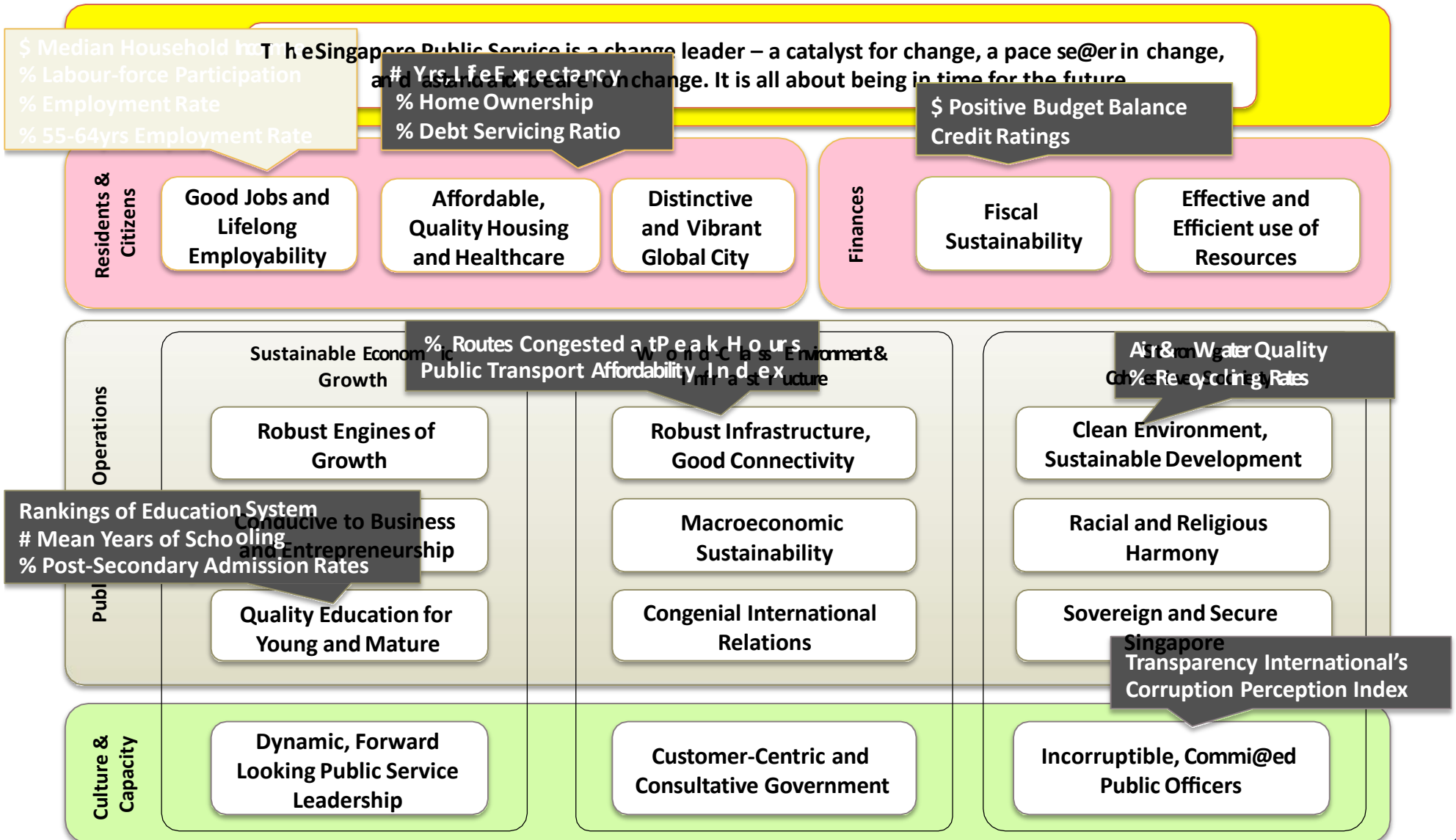


-Modified for Educational Purposes-

Strategy Map



Selected Measures

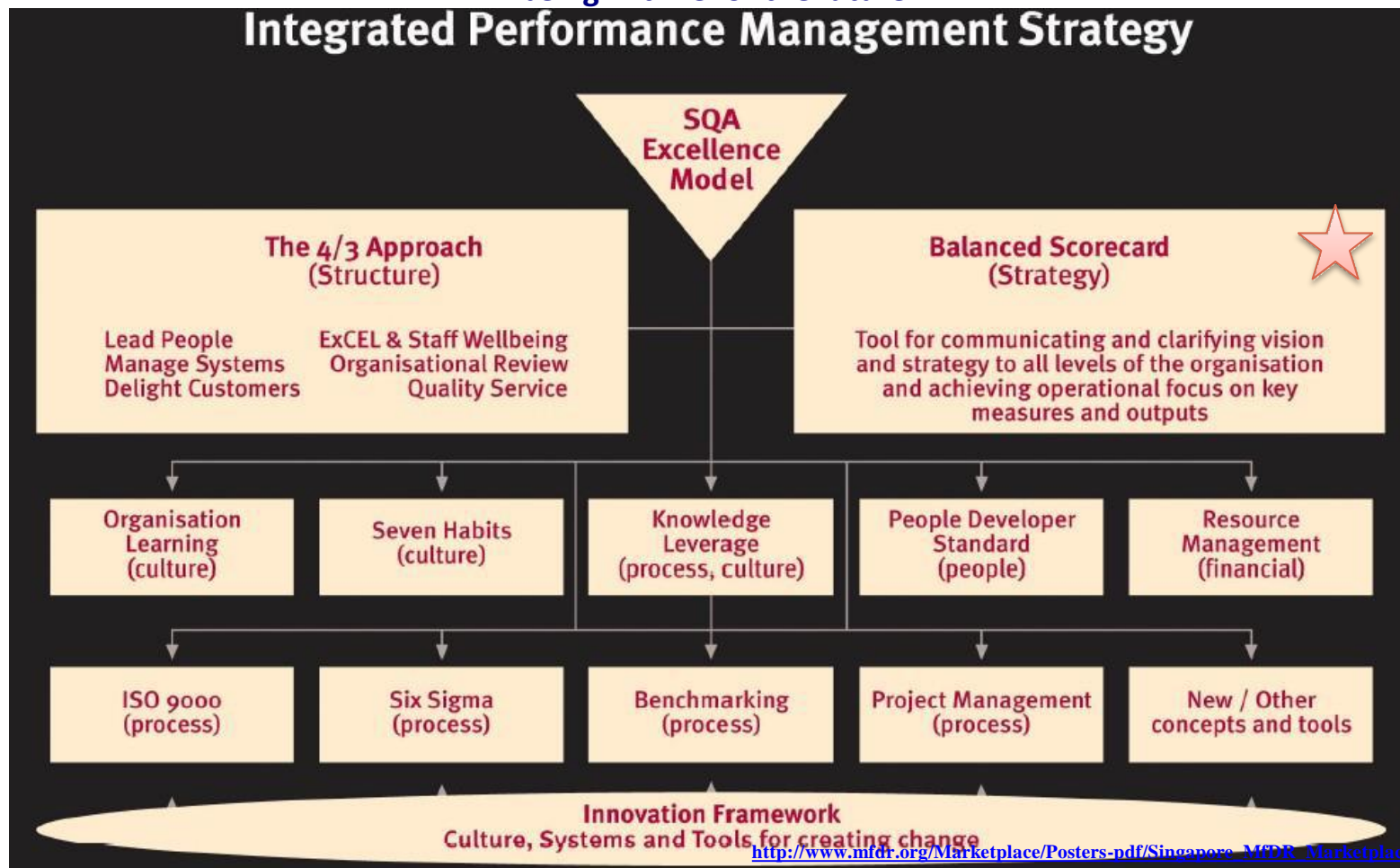


Selected Initiatives

Themes	Objectives	Initiatives
Sustainable Economic Growth	Robust Engines of Growth	
	Macroeconomic Security	<ul style="list-style-type: none"> • Tightening exchange rate policy
	Conducive to Business and Entrepreneurship	
	Good Job Opportunities and Lifelong Employability	
	Globally Competitive Workforce	<ul style="list-style-type: none"> • Government invests 1% of GDP in R&D, in addition to private sector investments
Robust Social Security	Financial Security	<ul style="list-style-type: none"> • Workfare Income Supplement (WIS) Scheme, supplements wages of older low-wage workers to encourage them to stay in work • The Workfare Training Support Scheme encourages employers to send older low-wage workers for training
	Good and Affordable Healthcare	<ul style="list-style-type: none"> • To better target low income residents, payment means-testing introduced • Medisave (individual), MediShield (catastrophic), Medifund (low income)
	Affordable, Quality Public Housing	<ul style="list-style-type: none"> • Building more public housing high-rises to offset housing price spikes
World-Class Environment and Infrastructure	Distinctive and Vibrant Global City	<ul style="list-style-type: none"> • More parks, Grand Prix race • Arts and Culture Strategic Review
	Robust Infrastructure, Good Connectivity	<ul style="list-style-type: none"> • Large car tax to discourage driving • Road improvements • More mass transit trains • Next-Gen Broadband Network
	Clean Environment, Sustainable Development	<ul style="list-style-type: none"> • Drainage and alert system improvements to reduce impact of flooding
Secure and Influential Singapore	Dynamic, Forward-Looking Public Service Leadership; Rule of Law	
	Incorruptible and Committed Public Officers	
	Customer-Centric and Consultative Government	<ul style="list-style-type: none"> • REACH initiative to solicit feedback, respond, and engage

Integrated Performance Strategy

“Within one generation, Singapore has transformed from a developing country to a developed country. Our “Public Service for the 21st Century” or PS21” framework has transformed the Singapore Public Service into a change leader – a catalyst for change, a pace se@erin change, and a standard bearer on change. PS21 is all about being in time for the future.”



Singapore's Results



- "The adoption of the strategy map and scorecard provides a clearer line of sight on how departments and individuals contribute to our strategic outcomes, helping us create a strategy-focused and performance-driven organization. This will help us better serve the people of Singapore.

Permanent Secretary, Ministry of Manpower (MOM)

2009 Balanced Scorecard Hall of Fame Inductee

- **Singapore is a world leader in several areas:**
 - The world's fourth largest financial center
 - The world's third largest oil refining centers
 - The world's fifth busiest port
 - More US dollar millionaires per capita than any other country
 - The easiest place in the world to do business, per the World Bank
 - Triple-A Sovereign Credit Rating from all three agencies