

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



Past	Developing Country		Developed Country	Future
	Extraordinary Growth	Growth	Sustained Growth	
	Trade-driven economy	Revenue	Diversified economic base	
	Socio-economic diversity in cold War Era	Security	National security despite global volatility	
	Aggressive land reclamation and development	Resources	Harness the benefits of competitiveness	
	Infectious diseases defeated	Public Health	Manage cancer and diabetes	
	Students emigrate aBer studies	Human Capital	Retain and a@ract talent	





Balanced Scorecard Perspectives

Vision, Mission, Purpose

Resident & Citizen Perceptions

Financial Management

Public Service Internal Operations

Public Service Culture & Capacity







Vision, Mission, Purpose

Resident & Citizen Perceptions

Financial Management

Public Service Internal Operations

Public Service Culture & Capacity Sustainable Economic Growth World-Class
Environment &
Infrastructure

Strong,
Cohesive Society







Mission

The Singapore Public Service is a change leader – a catalyst for change, a pace se@er in change, and a standard bearer on change. It is all about being in time for the future.

Residents & Citizens

Good Jobs and Lifelong **Employability**

Affordable, **Quality Housing** and Healthcare

Distinctive and Vibrant **Global City**

Fiscal Sustainability

Effective and Efficient use of Resources

Operations **Public Service** Sustainable Economic Growth

Robust Engines of Growth

Conducive to Business and Entrepreneurship

Quality Education for Young and Mature

Culture & Capacity

Dynamic, Forward Looking Public Service Leadership

World-Class Environment & Infrastructure

Robust Infrastructure. **Good Connectivity**

> Macroeconomic **Sustainability**

Congenial International Relations

Customer-Centric and Consultative Government

Strong, **Cohesive Society**

Clean Environment, **Sustainable Development**

Racial and Religious Harmony

Sovereign and Secure Singapore

Incorruptible, Commi@ed **Public Officers**



Selected Measures



Tick eSingapore Public Service is a change leader – a catalyst for change, a pace se@er in change, ant Yrs Infe Expectancy change. It is all about being in time for the future % Home Ownership **\$ Positive Budget Balance** % Debt Servicing Ratio **Credit Ratings** Residents & Citizens **Good Jobs and** Affordable, **Effective and** Distinctive **Fiscal** Lifelong **Quality Housing** and Vibrant Efficient use of Sustainability **Employability Global City** and Healthcare Resources Sustainable Econom[%]ic Routes Congested a tP e a k H o urs norment & Public Transport Affordability In a d_{st}e x_{ucture} Airr&rorWeater Quality Cot%=ReveryScolining*Rates Operations Clean Environment. **Robust Engines of** Robust Infrastructure. **Sustainable Development** Growth **Good Connectivity** Rankings of Education System **Racial and Religious** Macroeconomic # Mean Years of Schooling % Post-Secondary Admission Rates Sustainability Harmony Pub **Congenial International Sovereign and Secure Quality Education for** Relations **Young and Mature** Singapore **Transparency International's Corruption Perception Index** Culture & Capacity **Dynamic, Forward** Incorruptible, Commi@ed **Customer-Centric and Looking Public Service Public Officers Consultative Government** Leadership



Selected Initiatives



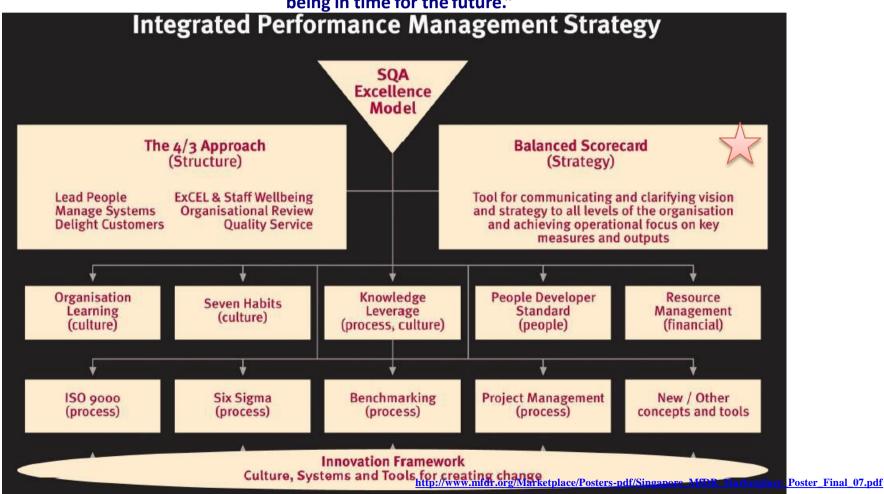
Themes	Objectives		Initiatives
Sustainable Economic Growth	Robust Engines of Growth		
	Macroeconomic Security	•	Tightening exchange rate policy
	Conducive to Business and Entrepreneurship		
	Good Job Opportunities and Lifelong Employability		
	Globally Competitive Workforce	•	Government invests 1% of GDP in R&D, in addition to private sector investments
Robust Social Security	Financial Security		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	•	To better target low income residents, payment means-testing introduced Medisave (individual), MediShield (catastrophic), Medifund (low income)
	Affordable, Quality Public Housing	•	Building more public housing high-rises to offset housing price spikes
World-Class Environment and Infrastructure	Distinctive and Vibrant Global City	•	More parks, Grand Prix race Arts and Culture Strategic Review
	Robust Infrastructure, Good Connectivity	•	Large car tax to discourage driving Road improvements More mass transit trains Next-Gen Broadband Network
	Clean Environment, Sustainable Development	•	Drainage and alert system improvements to reduce impact of flooding
Singapore	Dynamic, Forward-Looking Public Service Leadership; Rule of Law		
	Incorruptible and Committed Public Officers		
	Customer-Centric and Consultative Government	•	REACH initiative to solicit feedback, respond, and engage





Integrated Performance Strategy

"Within one generation, Singapore has transformed from a <u>developing country</u> to a <u>developed country</u>. 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@er in 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