

# 5 | A BETTER FUTURE THROUGH PARTNERSHIPS AND GOOD GOVERNANCE

Singapore is recognised internationally for a clean and incorrupt system, and for a high quality of governance. We continue to seek ways to deliver better public services and improve the quality of life. These include leveraging technology to build a Smart Nation and engaging individuals, businesses, and the wider community to better address issues close to our hearts.

## Building a Smart Nation



Driving strategic national projects such as National Digital Identity and Moments of Life



1.76 million individuals on board PayNow - used for CPF@55 lump-sum withdrawals, SG Bonus payments, etc.

## Transforming the Public Service for the Future



Maintained high international rankings in areas of governance and anti-corruption



Launched the Digital Government Blueprint to detail our vision for a government that is “Digital to the Core, and Serves with Heart”



Engaging citizens on policies of public interest and development of community-based solutions via various platforms

# GOOD GOVERNANCE

Singapore remains well-regarded for the effectiveness of its government and its regulatory quality. To further strengthen the governance of statutory boards, the Public Sector (Governance) Act was passed in January 2018 to standardise key governance requirements across statutory boards. It explicitly requires them to comply with key corporate policies in human resources, finance, office administration, and information technology. It also helps to improve the data sharing regime.

Singapore continues to be known for its clean and incorrupt system. Transparency International’s Corruption Perceptions Index has consistently ranked

Singapore as one of the top 10 least corrupt countries in the world. Singapore has also maintained its top placing in the Political & Economic Risk Consultancy Limited’s annual survey on corruption in 2018.

The number of corruption-related reports received by the Corrupt Practices Investigation Bureau (CPIB) continues to fall, from 447 in 2016 to 368 in 2017. The number of corruption cases registered for investigation by CPIB fell from 118 in 2016 to 103 in 2017. The number of public sector corruption cases remained low, accounting for 8% of all cases registered for investigation in 2017.

Recognised worldwide for quality of governance					
World Bank’s Worldwide Governance Indicators (percentile rank)	2013	2014	2015	2016	2017
Government Effectiveness	99.5	100.0	100.0	100.0	100.0
Regulatory Quality	100.0	100.0	100.0	100.0	99.5

Source: World Bank

# SMART NATION

We have embarked on a nationwide movement to transform Singapore through technology. Our vision is a Smart Nation that is a leading economy powered by digital innovation, as well as a world-class city with a government that gives citizens the best home possible and responds to their different and changing needs. We are laying the necessary infrastructure such as National Digital Identity, and driving pervasive adoption of digital and smart technologies – including e-payments and Smart Urban Mobility – throughout the economy and society.

The Smart Nation and Digital Government Group, comprising the newly formed Smart Nation and Digital Government Office and GovTech, was established to accelerate our Smart Nation efforts. We have embarked on six strategic national projects.

## PROGRESS OF STRATEGIC NATIONAL PROJECTS

### National Digital Identity

This will allow Singaporeans and businesses to conduct digital transactions in a convenient and secure manner. In October 2018, we launched the SingPass Mobile application to make it easier to log into government digital services. The MyInfo platform also allows Singaporeans to release their personal details for use in 110 government services and 90 private sector services. MyInfo users enjoy greater convenience – for instance, the processing time for new bank account and credit card applications has been reduced by up to 80%.

### e-Payments

e-Payments support simple, swift, seamless, and safe payments for everyone. As at September 2018, approximately 1.76 million users have registered for PayNow. We are tapping on PayNow to make quicker payments – CPF@55 lump-sum withdrawals are now instantaneous instead of having a five-day wait time. Other government disbursements include the Ministry of Education Edusave awards, SG Bonus payments, and Individual Physical Proficiency Test incentives.

Businesses can also link their Unique Entity Number to their bank accounts and receive payments through PayNow Corporate, launched in August 2018.

A unified Singapore Quick Response Code compatible with 27 e-payment solutions was launched in September 2018 to simplify e-payments.



### Smart Nation Sensor Platform

Sensors and other Internet of Things (IoT) devices can help make our city more liveable and secure. The Lamppost-as-a-Platform trial explores how

lampposts can serve as sensor platforms to enhance municipal, mobility, and security services. The Smart Elderly Monitoring Alert System in Yuhua uses sensors to monitor the movements of the elderly and alert caregivers to any irregularities.

### Moments of Life

This initiative bundles government services across different agencies according to citizens' needs at different moments of their lives. The Moments of Life (Families) application was released in June 2018. It provides integrated information and services for families with children aged six years and younger. Parents can register a child's birth online and apply for Baby Bonus simultaneously, search and indicate interest for preschools, and view medical appointments and immunisation records. The application has been downloaded over 10,000 times as at September 2018.

### Smart Urban Mobility

Data and digital technologies, including artificial intelligence (AI) and autonomous vehicles (AVs), can enhance the transportation landscape. There are various trials for AV development:

- The Ministry of Transport (MOT) and PSA Corporation are working on an autonomous truck platooning system.
- The Land Transport Authority is working with Nanyang Technological University and ST Engineering Land Systems to develop autonomous buses.
- The CETRAN AV Test Centre @ Jurong Innovation District was opened in November 2017 to test AVs under realistic road conditions before they are trialled on public roads.
- MOT and the National Environment Agency are working to develop autonomous environmental service vehicles for road and pavement cleaning.

### CODEX

CODEX (Core Operations, Development Environment, and eXchange) is a digital backbone of shared and reusable components for all government services and applications. CODEX is how the Government will re-engineer the way we exploit digital technologies to deliver better services to Singaporeans in a faster and more cost-efficient manner. It was announced in October 2018.

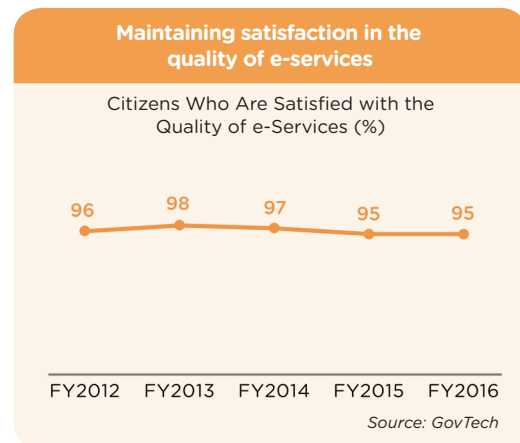
We are deepening investment in research so as to test proofs-of-concept before real-world deployment. For instance, we have developed a trial framework with spectrum fees waived for interested mobile network operators to conduct 5G trials in a real-world environment. Singapore's first 5G pilot network was launched in the fourth quarter of 2018. This is an important step towards 5G commercialisation and deployment in Singapore. In addition, we are reviewing the Personal Data Protection Act to ensure that our data protection regime keeps pace with the evolving needs of organisations and individuals in a digital economy.

Besides pushing strategic national projects, we are improving our skills and strengthening our capabilities. For example, we target to train 20,000 public officers in digital capabilities such as data analytics and data science for policy formulation, service delivery, and corporate services. As at end 2017, more than 4,000 officers have been trained. We also launched a Smart Nation Scholarship in 2018 to attract and groom deep technological talent and leaders. This year, nine scholarships were awarded, out of 233 applicants.

## TRUSTED AND FORWARD-LOOKING PUBLIC SERVICE

The Public Service is continuing our transformation journey to be more innovative, work smarter through technology, and deliver better services. We have stepped up our Public Sector Transformation efforts in various ways, including digitalisation and citizen engagement.

Digitalisation is a key pillar of our Public Sector Transformation efforts. We have consistently maintained high satisfaction levels for our e-services. We are also working to make government services more personalised, citizen-centric, and cost-effective. An example is the Parking.sg application which drivers can use to pay for and extend short-term parking electronically. Besides bringing convenience to drivers, the Government saved \$170,000 in coupon printing costs within the first six months of its implementation. The application is also expected to bring about long-term savings for administration and enforcement costs.

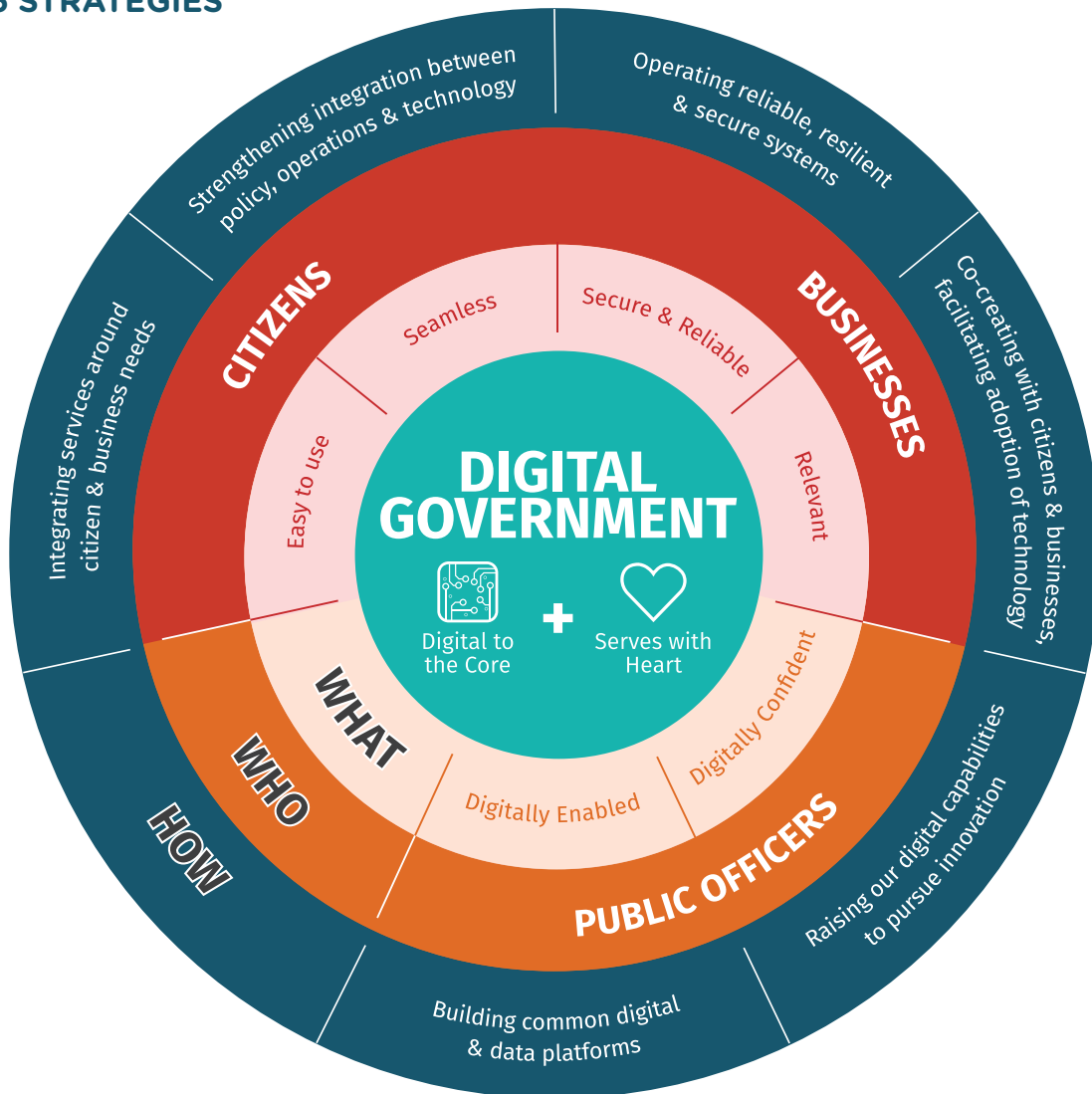


# DIGITAL GOVERNMENT BLUEPRINT

Launched in June 2018, the Digital Government Blueprint is a statement of the Government's ambition to leverage data and harness new















technologies to deliver better services for citizens, businesses, and public officers.

- 2 PRINCIPLES
- 3 STAKEHOLDERS
- 6 OUTCOMES
- 6 STRATEGIES



## Key Performance Indicators

How will we measure success?

		By 2023		By 2023		
<b>Stakeholder Satisfaction</b>	 Citizen satisfaction with digital services (via survey)	75-80% to rate very satisfied	<b>Digital Capabilities</b>	 Number of public officers trained in data analytics and data science	20,000	
	 Business satisfaction with digital services (via survey)	75-80% to rate very satisfied		 Number of public officers with basic digital literacy	All Public Officers	
<b>End-to-end Digital Options</b>	 Services that offer e-payment options (inbound and outbound)	100%	<b>Transformative Digital Projects</b>	 Number of transformative digital projects	30-50	
	 Services that are pre-filled with government-verified data	100%		<b>Artificial Intelligence (AI), Data and Data Analytics</b>	 Percentage of ministry families that use AI for service delivery or policy making	All ministry families to have at least one AI project
	 Services that offer digital options for wet ink signatures	100%*			 Number of high-impact data analytics projects	10 cross-agency projects per year and 2 projects per ministry family per year
<b>End-to-end Digital Transactions</b>	 Percentage of transactions completed digitally from end-to-end	90-95%*	 Core data fields in machine-readable format, and transmittable by APIs	90-100%		
	 Percentage of payments (inbound and outbound) completed via e-payments	100%*	 Time required to fuse data for cross-agency projects	Less than 10 days to share data for cross-agency projects		

\* Excludes services or individuals where the key performance indicator cannot be met for valid reasons. These reasons can include legislative reasons, or that certain segments of our population (e.g. the elderly or persons with disabilities) are unable to have access to or use digital tools.

Source: Smart Nation and Digital Government Office

We are also doing more to engage Singaporeans. The Citizen Engagement Seed Fund, set up in 2016, supports agencies in trying out innovative citizen engagement approaches. To date, the fund has supported 17 projects, under which 4,500 citizens participated in civil discourse and volunteered for community causes. Other engagement efforts include:

- In 2017 and 2018, REACH (Reaching Everyone for Active Citizenry @ Home) conducted more than 70 public consultations on bills and policies of significant public interest, ranging from the Employment Act review to proposed amendments to the Penal Code.
- From January 2017 to May 2018, we conducted over 180 Listening Points and dialogues, 25 People's Association Kopi Talk sessions and 208 community dialogues to engage Singaporeans on a range of issues including transport, cost of living, jobs and the economy, terrorism, cybersecurity, fake news, the elected presidency, and the President's Address.

- In 2017 and 2018, 76 Singaporeans participated in the Ministry of Health (MOH)'s Citizens' Jury. Over two months, they developed community-based solutions for diabetes prevention and management before submitting their recommendations to MOH.



# MAINTAINING THE RULE OF LAW

## Building a Trusted Legal System and a Trusted Singapore

On the international front, Singapore has maintained its reputation for upholding the rule of law. Our legal framework's efficiency in settling disputes was ranked 1<sup>st</sup> in the World Economic Forum's Global Competitiveness Report 2018.

Singapore is now the 3<sup>rd</sup> most preferred seat of arbitration worldwide, and the Singapore International Arbitration Centre is the 3<sup>rd</sup> most preferred arbitral institution globally. This is according to the 2018 International Arbitration Survey conducted by the School of International Arbitration at the Queen Mary University of London. A new UN treaty, the Singapore

Convention on Mediation, will be signed in Singapore in 2019. This will make it easier for businesses engaged in cross-border trade to enforce mediated settlement agreements and will facilitate cross-border commerce.

On the domestic front, we continue to build a progressive, balanced, and modern justice system. We have updated the Criminal Procedure Code and the Evidence Act on the powers of investigation, court procedures, and sentencing powers. We have also taken steps to make the family justice system more child- and family-friendly, through a joint review committee between the Ministry of Social and Family Development and the Family Justice Courts.

## KEY AMENDMENTS TO THE CRIMINAL PROCEDURE CODE AND EVIDENCE ACT

### VIDEO-RECORDING OF INTERVIEWS (VRI)

- Assists the court to try cases more effectively:
  - Court can take into account interviewee's demeanour
  - Provides objective account of interview
- Phased implementation** due to significant investment of resources.
- Later phases: Video-recorded statements of vulnerable victims, e.g. victims of serious sexual offences
  - Used in place of oral evidence-in-chief
  - Minimises trauma** of repeatedly recounting ordeal



### ENHANCING PROTECTION FOR VICTIMS OF SEXUAL OFFENCES OR CHILD ABUSE

- Suite of measures to **enhance protection for persons who report sexual or child abuse**. For example:
  - No one is allowed to publish or broadcast complainant's identity
  - Certain witnesses allowed to testify behind a physical screen
  - Complainants will give testimony behind closed doors
  - Defence cannot ask certain questions about the complainant's sexual behaviour or appearance, without court permission

**Reduces the stress** that complainants face when participating in the criminal process.



### FRAMEWORK FOR DEFERRED PROSECUTION AGREEMENTS (DPAs)

- All DPAs will require High Court approval. Court must be satisfied that:
  - The DPA is in the **interests of justice**
  - Terms are **fair, reasonable and proportionate**

DPA must also be published, after the Court approves it.
- Mechanism allows for **corporate reform**. **In appropriate cases, using a DPA can:**
  - Facilitate **more effective prosecution of individuals** who are truly culpable
  - Leave society better off** than convicting faceless corporate entity



### EXPAND ELIGIBILITY FOR COMMUNITY SENTENCES

- Expand eligibility criteria in a controlled manner
  - More offenders can benefit from rehabilitative opportunities**
- Offenders who have served short sentences of imprisonment or previous terms of Reformatory Training will be eligible.
- List of more serious offences eligible for Mandatory Treatment Order (MTOs) will be prescribed
- Flexibility of MTOs will be enhanced to allow IMH to deliver more effective treatment programmes.
- Courts given power to impose suspended imprisonment sentence together with Community Sentence
  - Encourages compliance** with Community Sentences



Source: Ministry of Law

### Enhancing Access to Justice

Legal aid is now more accessible. The Legal Aid Bureau (LAB) has digitalised its case management system, to reduce application time and allow IT-savvy individuals to correspond and apply for aid and advice online. LAB has also established a protocol for referring applicants to social agencies and the Centre for Promoting Alternatives to Violence – a family violence specialist agency – for non-legal assistance.

From 2015 to 2017, the Government provided close to \$6 million for the Criminal Legal Aid Scheme (CLAS) to the Law Society of Singapore’s Pro Bono Services Office. The number of applicants who received legal representation and unbundled services<sup>14</sup> in 2017 was a three-fold increase as compared to pre-2015 figures.

More cases after enhancement of CLAS					
Number of Applicants Aided Through CLAS	2014	Enhanced CLAS Launched	2015	2016	2017
Total Number of Applicants*	1,780		2,433	2,308	2,542
Number of Applicants Who Received Full Representation or Unbundled Services	431		1,324	1,373	1,669

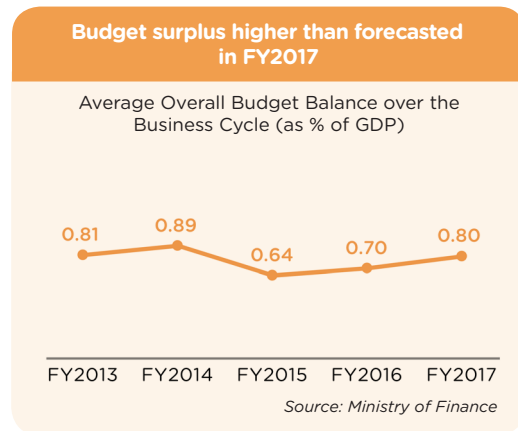
\* All applicants received basic legal advice after the launch of Enhanced CLAS in 2015

Source: Ministry of Law

## A FISCALLY SUSTAINABLE AND SECURE FUTURE

Singapore is one of the few countries, and the only country in Asia, that has consistently ranked top across key credit rating agencies. For example, we are one of the 12 countries rated AAA by Moody’s, out of 136 countries rated. This affirms our strong fiscal health, which in turn promotes confidence in our economy and attracts investments.

We expect an overall budget surplus of \$9.6 billion for FY2017, higher than the forecasted \$1.9 billion. This was mainly due to an exceptional contribution from the Monetary Authority of Singapore, which is not expected to be sustained, and higher-than-anticipated stamp duty collections from property transactions. To prepare for the future, we have set aside \$2 billion to subsidise ElderShield premiums and other forms of healthcare support, and \$5 billion towards the Rail Infrastructure Fund to build future MRT lines. We have also shared \$700 million with Singaporeans aged 21 years and older as a one-off SG Bonus.



<sup>14</sup> Unbundled services are legal services not involving lawyer’s Court attendance. Unbundled services were introduced with the launch of enhanced CLAS in 2015.



## A Better Future through Partnerships and Good Governance

While we continue to maintain a sound and sustainable fiscal system, we expect our fiscal position to continue tightening due to rising expenditures. The share of development expenditure in the FY2018 budget is around 28%, slightly higher than recent years, and could rise further as we invest in infrastructure projects to build capabilities for the future. Operating expenditures will also increase in areas such as healthcare, security, and other social spending.

We continue to take steps to ensure value-for-money in government spending. For example, we reduced ministries' budget caps by 2% in 2017, and announced a reduction to the annual growth of ministries' budgets in 2018. Agencies also continue to streamline processes, update policies, and harness technology to deliver better services to the public.

# List of Abbreviations

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<b>APIs</b>	Application Programming Interfaces
<b>ASEAN</b>	Association of Southeast Asian Nations
<b>BTO</b>	Build-To-Order
<b>CPF</b>	Central Provident Fund
<b>FY</b>	Financial Year
<b>GDP</b>	Gross Domestic Product
<b>IMH</b>	Institute of Mental Health
<b>IoT</b>	Internet of Things
<b>MRT</b>	Mass Rapid Transit
<b>OECD</b>	Organisation for Economic Co-operation and Development
<b>PR</b>	Permanent Resident
<b>RTS Link</b>	Rapid Transit System Link
<b>R&amp;D</b>	Research & Development
<b>SMEs</b>	Small and Medium Enterprises
<b>UN</b>	United Nations

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