



# SINGAPORE PUBLIC SECTOR OUTCOMES REVIEW

IN BRIEF

2018

# Overview

The global environment is evolving at a remarkable pace. Singapore is faced with fresh opportunities and new challenges as technologies reshape our economy and society. We need to prepare for Asia's growth, trade tensions, and demographic changes at home.

We continue to push ahead with economic transformation. We have launched all 23 Industry Transformation Maps to promote growth and competitiveness across the economy. We will work with our companies to further sharpen their competitive edge through strong partnerships, new technology adoption, and overseas ventures.

Incomes have risen across different income groups. We are helping Singaporeans stay competitive and remain employable. SkillsFuture is making it easier for Singaporeans to upskill and reskill. Support is also available for those moving into new occupations or sectors.

Even as many Singaporeans have successfully made adjustments in the face of economic restructuring, there is anxiety among workers about jobs and reskilling. The tripartite partners will need to continue working as a team as global economic uncertainties increase.

Singaporeans are now living longer and healthier lives. We are building new healthcare capacity and helping seniors age within the community. We will keep healthcare affordable through new initiatives like CareShield Life, and existing ones like MediSave and MediShield Life. Pioneers and seniors get additional support through the Pioneer Generation Package and forthcoming Merdeka Generation Package.

Singapore is making good progress in building a caring and inclusive home for all. More Singaporeans are helping one another through volunteerism and philanthropy. Lower-income and vulnerable Singaporeans benefit from more integrated support from social services located in the community. Persons with disabilities participate more fully in society, across the different stages of their lives. Public debates about inequality and social mobility reflect Singaporeans' concerns that Singapore should remain a nation of opportunities. Policies will continue to evolve to meet this collective aspiration.

We invest in making Singapore a liveable city. Beyond providing affordable homes for Singaporeans, we are improving our living environment through estate rejuvenation and by ensuring the safety and reliability of lifts. We have improved access to recycling,

green spaces, and cycling networks while maintaining a clean, sustainable water supply and environment for all.

We are making progress in the expansion and renewal of our public transport system. For instance, we have opened the Tuas West Extension and Downtown Line Stage 3. Three out of six major asset renewal projects for the North-South and East-West Lines have also been completed. We are improving rail reliability so that Singaporeans can enjoy convenient public transport. We are also enhancing Singapore's connections to the rest of the world through the opening of Changi Airport Terminal 4 and connectivity projects with Malaysia.

Our nation's sovereignty and security remains a top priority. We continue to strengthen relationships with our strategic partners through bilateral cooperations and regional platforms. Singapore took on the Chairmanship of ASEAN in 2018 with the tagline "Resilient and Innovative", which sets out our vision for ASEAN to be united in the face of global uncertainties and be adaptable and forward-looking. We continue to bolster our defensive capabilities while stretching every dollar, leveraging technology as a force multiplier. We are preparing ourselves for emerging threats

through enhanced capabilities in counter-terrorism and cybersecurity.

We continue to maintain a high quality of governance and uphold the rule of law. The Public Service also continues to seek ways to deliver better public services and improve Singaporeans' quality of life. We have stepped up our Public Sector Transformation efforts, including leveraging technology through Smart Nation and the Digital Government Blueprint.

Looking ahead, the world is entering a period of greater uncertainty and contestation. We need to be alert to global and regional shifts, so as to advance Singapore's interests decisively. We will marshal our resources and work together as Team Singapore to develop our economy and strengthen our society. By doing so, we will build a better future for this and succeeding generations.

# 1

# A VIBRANT ECONOMY WITH OPPORTUNITIES FOR ALL

Singapore's economy is ranked among the world's most competitive. Productivity levels continued to rise, with some variation across sectors. We are supporting our industries' efforts towards greater productivity, innovation, and internationalisation. Lifelong learning, such as through the national SkillsFuture movement, will equip our people with the skills to thrive in the changing global and domestic environment.

## Transforming Our Economy



Launched 23 Industry Transformation Maps covering 80% of the economy



Supported the overseas ventures of 45,000 companies in 2017



Helped companies strengthen their competitive edge through research and development and technology adoption

## Providing Opportunities amidst an Evolving Landscape



Sustained growth in real income at 20<sup>th</sup> percentile and median levels; unemployment remained low



Emphasising adaptability and experiential learning for all students



Supported over 285,000 Singaporeans in upskilling and reskilling through SkillsFuture



Helped more than 25,000 jobseekers secure jobs in 2017 through the Adapt and Grow initiative

# SUPPORTING BUSINESSES TO TRANSFORM, INNOVATE, AND INTERNATIONALISE



## Promote R&D and Technological Adoption

- **SMEs Go Digital** to simplify digitisation with pre-approved solutions, Industry Digital Plans, pilot projects, and SME Digital Tech Hub - over 1,000 SMEs have adopted digital solutions
- **Tech Depot** for plug-and-play productivity solutions - 45 solutions adopted by 370 companies
- **Tech Access** to provide advanced equipment and expertise - 61 firms helped as at June 2018
- **Productivity Solutions Grant** to support the adoption of IT solutions



## Build Enterprise Capabilities

- **Enterprise Development Grant** to support projects related to upgrading, innovation, and venturing overseas



## Develop a Start-up Community

- **LaunchPad@one-north** for knowledge sharing and collaboration within the start-up ecosystem
- **Action Community for Entrepreneurship** to provide community support for start-ups and youth entrepreneurs in areas such as networking, mentorship, grants, and funding



## Support Trade and Internationalisation

- **Trade Infrastructure Development Fund** to support new and innovative trade solutions
- **Market Readiness Assistance Grant** to facilitate overseas expansions
- **In-market Assistance and Networks** to support expansion into new markets



## Support Collaborations and Global Linkages

- **Startup SG** to showcase Singapore's start-up ecosystem and connect entrepreneurs
- **Global Innovation Alliance** to build connections with overseas innovation hubs and technology companies
- **Local Enterprise and Association Development (LEAD)** to support projects led by trade associations and chambers
- **Partnerships for Capability Transformation (PACT)** to support collaborations in business and capability development



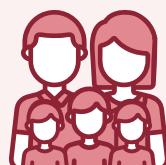
## Enhance Equity Co-financing Parameters

- **Startup SG Equity** to catalyse deep tech start-ups in key growth sectors through co-investment

## 2 | A COHESIVE, CARING, AND INCLUSIVE SOCIETY

Singaporeans and their families remain at the centre of our policies. Those aspiring to start a family are further supported through the enhanced marriage and parenthood measures. The expansion of healthcare infrastructure and financial schemes has helped to keep quality healthcare accessible and affordable. Our elderly are being cared for through better services within the community, and can better plan for their retirement. Lower-income and vulnerable Singaporeans are also receiving integrated services through stronger social service delivery channels.

### Supporting Families and Healthier Lifestyles



Supporting Singaporeans in raising a family through enhanced marriage and parenthood measures



Encouraging healthy living; eight in ten persons aged 18 to 69 years are physically active



Preventing diabetes and managing its impact on 400,000 Singaporeans with diabetes

### Maintaining Accessible, Affordable, and Quality Healthcare



Added more than 8,000 beds at acute hospitals, community hospitals, and nursing homes since 2011



Maintained the average MediSave and MediShield Life coverage of Class B2/C bills at 92%



Enabling ageing within the community through initiatives to meet seniors' social and health needs

### Forging A Caring, Gracious, and Inclusive Society



Achieved over 140,000 volunteer sign-ups through Giving.sg



Launched the Social Service Tribe initiative to better support sector-wide talent attraction and retention



Raised the employability of more than 8,000 persons with disabilities through the Special Employment Credit

# ENHANCING COMMUNITY SUPPORT FOR SENIORS

## Enabling Seniors to Age Independently in Their Community

**Community Networks for Seniors** brings together the Government and community partners to engage and support seniors

**Agency for Integrated Care** coordinates health and social care services for seniors and their caregivers

**Silver Generation Office** connects Singaporeans aged 65 years and older with active ageing, befriending, and care and support services  
**55,000** seniors engaged

**23,000** seniors attended basic functional screening for eyesight, hearing, and oral health through **Project Silver Screen**

**Active Ageing Programmes** conducted regularly in more than **360** neighbourhoods



By 2020, increased places for:

- Home care **8,000** to **10,000**
- Day care **5,000** to **6,200**
- Nursing homes **14,900** to **17,000**

## Keeping Care Affordable

**\$100 million** top-up to **Seniors' Mobility and Enabling Fund** (2018-2022) to assist seniors with the costs of assistive devices and home healthcare items

**\$150 million** for **subsidised transport services** to Ministry of Health-funded eldercare and dialysis centres

## Supporting Seniors with Dementia and Their Caregivers



By 2021

**6** dementia-friendly communities  
**15** communities  
**8** polyclinics with mental health and dementia services  
**1 in 2** polyclinics

## Ensuring Companionship for Lonely Seniors

### Community Befriending Programme

**89** neighbourhoods with home visitations  
**1,200** befrienders serving **3,200** vulnerable seniors

**Care Line** provides 24/7 tele-befriending and tele-care services to support seniors living in the community



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## A WELL-CONNECTED AND GREEN CITY, OUR ENDEARING HOME

Singapore's airport and sea port are highly ranked internationally. We continue to invest in public infrastructure to improve local and global connectivity, provide affordable homes, and create a liveable environment. We are improving the reliability of our MRT (Mass Rapid Transit) system and lifts in our housing estates. At the same time, we are promoting greater environmental consciousness for a more sustainable future.

### Rejuvenating Our Homes and Surroundings



Supported 11,000 households to live near their parents or children through the Proximity Housing Grant



Allocated \$450 million to co-fund the retrofitting of old lifts through the Lift Enhancement Programme



Announced the Home Improvement Programme for 242,000 flats

### Working towards a Sustainable Environment



Piloting smart shower devices in 10,000 new homes



Improving accessibility of recycling through dual chutes for refuse and recyclables in new HDB blocks



Increasing green spaces with the 36 km Coast-to-Coast Trail and 24 km Rail Corridor

### Improving Connectivity, Locally and Globally



Added cycling networks for nine towns



Completed Tuas West Extension, Downtown Line Stage 3, and re-signalling for North-South and East-West Lines



Maintained strong global connectivity and high international rankings for our airport and port

# Building Better Homes for All

## Fresh Start Housing Scheme

Launched in December 2016

- Benefitted **61** families



## Proximity Housing Grant

Launched in August 2015

- Disbursed **\$211 million** to **11,000** households

Enhanced for married/single child and parents in February 2018



### Resale Flat Buyers

### To Live with Parents/Child

### To Live near Parents/Child (within 4 km)

Families	\$30,000	\$20,000
Singles Aged 35 Years and Older	\$15,000	\$10,000

## 2-room Flexi Scheme

Launched in August 2015

- 5,070** seniors have secured short-lease 2-room Flexi flats



## Parenthood Provisional Housing Scheme

Launched in January 2013

- Benefitted about **2,400** families with more than **460** babies born to these families



Increased rental subsidies in April 2017

- 840** households benefitted from lower rental rates

## Enhancement for Active Seniors Programme (EASE)

Launched in July 2012

- Spent **\$50 million** subsidising improvements for more than **163,000** homes to be elder-friendly



## Lease Buyback Scheme

Launched in March 2009

- Benefitted about **2,500** families



# 4 | A SAFE, SECURE, AND CREDIBLE NATION

Singapore continues to maintain our relevance in the changing global environment. We are strengthening relationships with our strategic partners via bilateral cooperations and multilateral platforms. Our nation's security remains a top priority as we continue investing in key areas like National Service, counter-terrorism, and cybersecurity. We remain vigilant against crime and are tackling areas like online scams and drug abuse.

## Maintaining Our Relevance and Sovereignty



Vision as ASEAN Chairman in 2018 is to forge a Resilient and Innovative ASEAN



Strengthening relationships with our strategic partners



Ratified the Comprehensive and Progressive Agreement for Trans-Pacific Partnership

## Defending Our Homeland and Enhancing National Service



Reaffirmed our commitment to National Service through NS50



Strengthening our defence capabilities while stretching every dollar



Enhancing the NS experience through digital initiatives and recognition of vocational skills

## Ensuring a Safe and Secure Home



Adopting a multi-pronged approach for counter-terrorism



Leveraging technology for homeland security operations



Introduced the Cybersecurity Act to better regulate cybersecurity matters

## ASEAN 2018

Singapore took on the ASEAN Chairmanship in 2018 with the tagline “Resilient and Innovative”. The tagline encapsulates our vision for ASEAN to be united in the face of growing uncertainties in the global strategic landscape.



We hosted key events such as the 32<sup>nd</sup> and 33<sup>rd</sup> ASEAN Summit, the 51<sup>st</sup> ASEAN Foreign Ministers' Meeting and related meetings, the 50<sup>th</sup> ASEAN

Economic Ministers' Meeting, the 12<sup>th</sup> ASEAN Defence Ministers' Meeting (ADMM), and the fifth 18-nation ADMM-Plus.

Several initiatives adopted during the year include:

- The ASEAN Smart Cities Network initiative named 26 cities in the 10 ASEAN member states as pilot cities. The initiative will provide a platform for cities across ASEAN to tackle urban challenges together, finding innovative digital and technological solutions to improve our peoples' lives.
- The Model ASEAN Extradition Treaty was finalised and endorsed by the ASEAN Law Ministers. Work will commence on the ASEAN Extradition Treaty as a next step. It aims to strengthen ASEAN's resilience and capacity to combat transnational crime, as well as enhance cooperation within ASEAN to ensure respect for the rule of law.
- The ASEAN Agreement on e-Commerce was concluded. It aims to facilitate cross-border e-commerce transactions and deepen cooperation to further develop and intensify the use of e-commerce in the region.

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# 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”



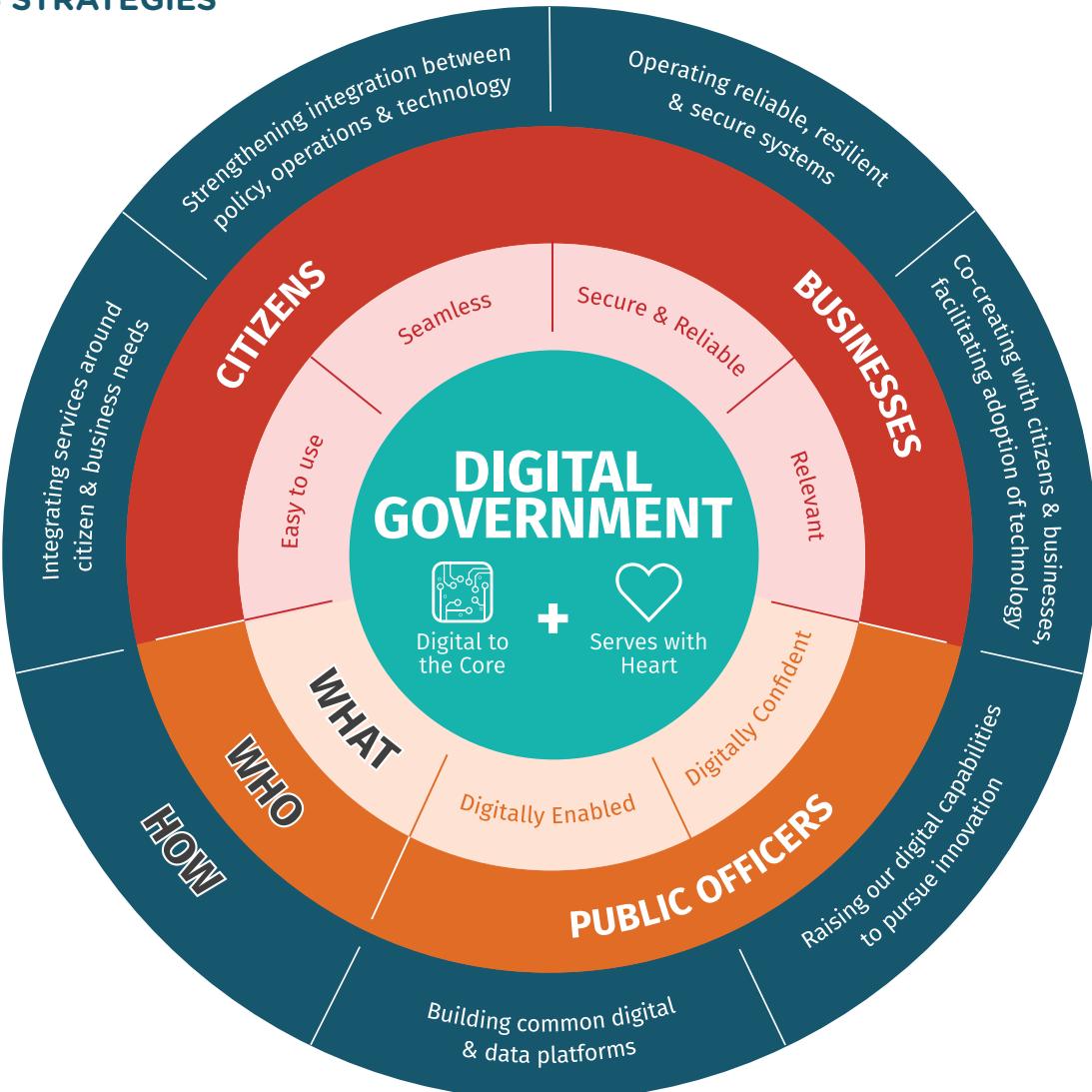
Engaging citizens on policies of public interest and development of community-based solutions via various platforms

## 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?

		<b>By 2023</b>			<b>By 2023</b>
<b>Stakeholder Satisfaction</b>		Citizen satisfaction with digital services (via survey)	75-80% to rate very satisfied	<b>Digital Capabilities</b>	
		Business satisfaction with digital services (via survey)	75-80% to rate very satisfied		
<b>End-to-end Digital Options</b>		Services that offer e-payment options (inbound and outbound)	100%	<b>Transformative Digital Projects</b>	
		Services that are pre-filled with government-verified data	100%		
		Services that offer digital options for wet ink signatures	100%*	<b>Artificial Intelligence (AI), Data and Data Analytics</b>	
<b>End-to-end Digital Transactions</b>		Percentage of transactions completed digitally from end-to-end	90-95%*		
		Percentage of payments (inbound and outbound) completed via e-payments	100%*		
					

\* 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

# ABOUT THE SINGAPORE PUBLIC SECTOR OUTCOMES REVIEW (SPOR)

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The biennial SPOR takes stock of how Singapore has fared in key areas of national interest. It focuses on whole-of-government outcomes and indicators that reflect current and emerging policy concerns and issues. Coordinated by the Ministry of Finance with inputs from all ministries, SPOR provides a report on the strategies, programmes, and resources that are employed by our public agencies to achieve these outcomes.

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