

SPOR

The Singapore
Public Sector
Outcomes Review



December 2012

Preamble

The Singapore Public Sector Outcomes Review (SPOR) takes stock of how Singapore has fared in key areas of national interest.

In a more globalised and complex world, Singapore's challenges more often straddle ministry boundaries. To address them effectively, public agencies have to work more closely with one another, and with the wider society. These agencies therefore focus on a set of whole-of-government outcomes, plus indicators to track our progress in achieving them. These outcomes and indicators reflect current and emerging policy concerns and issues, and thus the strategies, programmes and resources that respond to them.

Coordinated by the Ministry of Finance with inputs from all Ministries, this second issue of SPOR highlights the key trends and challenges facing Singapore and how public agencies are working together to address them. We plan to continue issuing SPOR every two years.

Whole-of-Government Outcomes

1 Sustaining Economic Growth

Desired Outcomes

- Robust Engines of Growth
- Good Job Opportunities and Lifelong Employability
- Conducive for Business and Entrepreneurship
- Macroeconomic Stability
- Globally Competitive Workforce



Page

4

2 Growing Incomes and Strengthening Social Security

Desired Outcomes

- Financial Security
- Good and Affordable Healthcare
- Affordable, Quality Public Housing
- Quality Education



Page

12

3 Fostering Strong Families and a Cohesive Society

Desired Outcomes

- Strong Families, More Families
- Strong Singaporean Core
- Racial and Religious Harmony
- Caring and Inclusive Society



Page

22

4 Providing World-Class Infrastructure and an Endearing Home

Desired Outcomes

- Distinctive and Vibrant Global City
- Robust Infrastructure, Good Connectivity
- Clean Environment, Sustainable Development



Page

28

5 Building a Secure and Influential Singapore

Desired Outcomes

- Sovereign and Secure Singapore
- Safe and Secure Home
- Strong National Identity and Resilience
- Preparedness for Crisis
- Congenial International Environment



Page

37

6 Ensuring an Effective Government

Desired Outcomes

- Customer-Centric and Consultative Government
- Rule of Law
- Incorruptible and Committed Public Officers
- Dynamic, Forward-Looking Public Service Leadership
- Fiscal Sustainability
- Effective and Efficient Use of Resources



Page

42

Overview

Singapore's economic growth has slowed significantly this year, as subdued external demand has affected most sectors of our economy. Nonetheless, the labour market is near full employment.

Inflation remains higher than we would like, and this has eroded real income gains in the last two years. However, both median- and lower-income households enjoy significantly higher real incomes today, i.e. after accounting for inflation, compared to five years ago.

As we run up against the constraints of land and manpower, we must restructure Singapore's economy to grow by improving productivity. This is also necessary to raise incomes of Singaporeans.

We have a suite of measures to achieve inclusive growth and help low-income Singaporeans uplift themselves. These include the Workfare Income Supplement, the Progressive Wage Model (a tripartite progressive wage initiative for the lowest-paid jobs), enhanced housing grants and the new Goods and Services Tax Voucher scheme.

Education remains the centrepiece of our efforts to help every Singaporean fulfil his or her potential, and to support social mobility. The education system continues to evolve to equip young Singaporeans to make the most of the opportunities ahead, while the national Continuing Education and Training infrastructure will give working adults many more opportunities to improve their skills and learn new ones.

Singaporeans are living longer and healthier lives. However, as our birth rate has remained well below the replacement level for many years, our society is rapidly ageing. We are adjusting our healthcare, housing and Central Provident Fund policies to anticipate and meet the needs of an older society.

International rankings place Singapore among the more liveable cities in the world. Our parks, waterways and new suburban districts, and an increasingly vibrant arts and sports scene, have further improved the quality of life. However, immediate challenges remain and are being addressed, especially to relieve pressures in public housing and transport infrastructure.

Beyond these pressing concerns, we must keep sight of long-term issues vital to Singapore's survival, security and success. We continue to enjoy peace and stability, while crime remains low. We have strengthened ties with our neighbours and other major countries. We have deepened trade relations with key partners. Most importantly, we are making sustained investment in our people and capabilities in order to raise productivity and incomes, and strengthen our sense of cohesion.

In pursuing our goals, we are neither pursuing maximum economic growth at all costs, nor building a world-class city for its own sake. All our policies ultimately aim to improve the lives of Singaporeans and foster an endearing home.

As our society evolves, public policy will have to take into account a greater diversity of needs and interests. The government has been engaging the public more on national as well as local issues. The current *Our Singapore Conversation* is an effort to involve many Singaporeans in gathering aspirations and hopes for Singapore's future, and ideas on how we can achieve them together.

We hope that this Singapore Public Sector Outcomes Review will provide a perspective of current and emerging policy issues and the measures being taken to address them, and will contribute to the ongoing discourse on Singapore's future.

1 Sustaining Economic Growth

Desired Outcomes

- Robust Engines of Growth
- Good Job Opportunities and Lifelong Employability
- Conducive for Business and Entrepreneurship
- Macroeconomic Stability
- Globally Competitive Workforce

Restructuring for Sustainable Growth amid Global Economic Turbulence



The Singapore economy is expected to grow by about 1.5% in 2012. The slowdown is due largely to weaker external demand. Global economic growth is expected to remain sluggish in the near term, as governments and households in developed economies continue to rein in spending. Consumer price inflation has remained elevated in 2012, driven by higher car prices and imputed rental costs on owner-occupied homes.

Still, Singapore's economic fundamentals remain strong. The labour market is near full employment, and job creation remains healthy. Singapore continues to attract investments due to our stable business environment, a highly educated and skilled workforce, and our good connections to the region and the world.

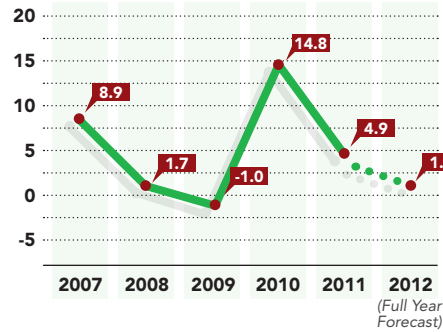
Given Singapore's land and population constraints, our future economic growth will depend on whether we succeed in restructuring the economy to rely more on skills, innovation and productivity. Productivity growth is key to growing Singaporeans' real incomes, and to avoid becoming more and more dependent on foreign workers. The strategy, however, will take time to work – it demands sustained effort and collective commitment by workers, businesses and the government to build capabilities and upgrade skills across all sectors of the economy.

Some businesses have been affected by higher rental costs and labour shortages, but they are responding by improving operating processes and adopting innovative business models. The government is committed to helping our businesses restructure through support for productivity investments, innovation and training.

Lower Economic Growth amid a Tight Labour Market

Economic Growth Slowing

Real Gross Domestic Product (GDP) Growth Rate (at 2005 prices) (%)



Source: Singapore Department Of Statistics

Amid a challenging external environment, the Singapore economy is expected to grow by about 1.5% for the whole of 2012, down from 4.9% in 2011 and 14.8% in 2010. Economic growth has been weighed down by weak external demand, with key export markets experiencing sluggish growth.

Unemployment Rate Remains Low

Overall Unemployment Rate (annual average) (%)



*refers to seasonally adjusted data for Sep 2012

Source: Labour Force Survey, Ministry of Manpower

Despite slower growth, unemployment has remained very low. The unemployment rate has been declining since 2010 and

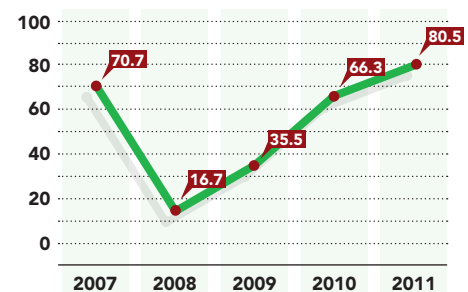
has dipped to a seasonally adjusted 1.9% in September 2012. The resident unemployment rate has also come down, reaching a seasonally adjusted 2.8% in September 2012. The average resident long-term unemployment rate was 0.6% in 2011, down from 0.7% in 2010 and 0.9% in 2009.

Singapore among the World's Most Competitive Economies

Singapore remains one of the world's most competitive economies, going by international rankings. For the past five years, Singapore has been ranked among the top five economies in both the World Economic Forum Global Competitiveness Report and the Institute for Management Development World Competitiveness Yearbook. In 2012, Singapore was ranked 2nd in the Global Competitiveness Report and 4th in the World Competitiveness Yearbook.

Healthy Foreign Direct Investment into Singapore

Foreign Direct Investment (\$bil)

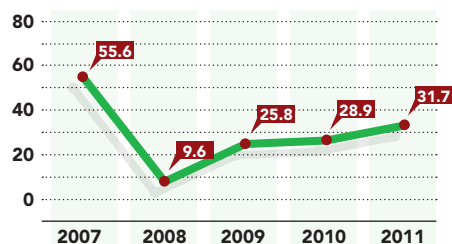


Source: Singapore Department Of Statistics

Singapore continues to attract strong foreign direct investment, reflecting confidence in Asia's prospects and our position as an Asian business hub. Foreign direct investment inflow into Singapore rose to \$80.5 billion in 2011, having rebounded strongly since the economic crisis three years ago.

Overseas Direct Investment by Our Companies Growing

Direct Investment Outflows (\$bil)



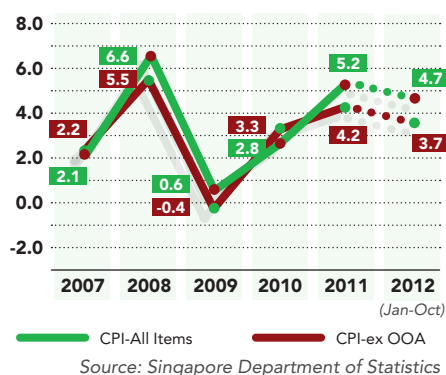
Source: Singapore Department Of Statistics

Our companies also continue to find new business opportunities in emerging economies, particularly in Asia. Direct investments by Singapore firms abroad rose to \$31.7 billion in 2011. The government is helping Singapore companies internationalise and explore new growth areas by improving their access to trade financing and political risk insurance for overseas projects.

Inflation Remains Elevated

Overall Consumer Price Index (CPI) Inflation Remains Elevated

Changes in CPI (%)



On a year-on-year basis, Singapore's Consumer Price Index (CPI) grew by 4.7% in the first 10 months of 2012. This includes imputed rentals on owner-occupied accommodation (OOA), which is a statistical concept that has no cash impact on home-owning households. Excluding imputed rentals (CPI-ex OOA), inflation in 2012 was 3.7%, and has averaged 3.1% since 2007.

Taking into account cost pressures from the tight domestic labour market and global food prices, as of October 2012 the Monetary Authority of Singapore is maintaining a policy stance of a modest and gradual appreciation of the Singapore dollar. This is to help ensure medium-term price stability and keep the economy on a path of sustainable growth.

However, the exchange rate is not the government's only instrument for managing inflation. We have adopted a multi-pronged strategy, which includes

Leveraging Research & Development (R&D)

To help small and medium-sized enterprises (SMEs) raise capabilities and productivity through technology transfer and R&D, \$1 billion has been set aside under the Research, Innovation and Enterprise 2015 plan to help our research centres proactively identify opportunities for collaboration with SMEs. This funding will help commercialise more research ideas.

For example, R&D programmes such as the Growing Enterprises through Technology Upgrade Scheme (GET-Up) give SMEs access to technical assistance and manpower from the Agency for Science, Technology and Research as well as the polytechnics, in order to upgrade and move up the value chain.

Gross Expenditure on Research & Development in Singapore rose to \$7.4 billion in 2011 – an increase of 14.8% from \$6.5 billion in 2010, as a result of rising R&D expenditure in both the public and private sectors.

specific measures to ease domestic supply-side constraints and to help households cope with their costs of living (see feature box on “Tackling Inflation”).

Tackling Inflation

The government keeps a close watch on inflation, rolling out targeted measures to help Singaporeans deal with rising costs. Some of our housing and transport policies will also help to moderate prices.

Exchange Rate Policy

- A strong and gradually-appreciating Singapore dollar to dampen imported inflation

Food prices

- Hawker centres keeping food prices affordable
- Retail Price Watch Group that monitors the prices of daily necessities

Housing

- Greater supply of Build-to-Order flats
- More land made available for private residential properties
- Property market cooling measures

Transport

- Moderated pace of vehicle growth tightening
- Investments to improve the public transport system

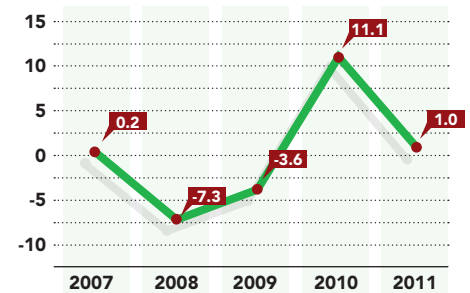
Government Transfers

- New permanent Goods and Services Tax Voucher scheme
- Transfers and enhanced subsidies in healthcare, child-care and education to help lower-income families

Raising Productivity for Sustainable Growth

Labour Productivity Growth Down

Labour Productivity Growth (based on GDP at 2005 prices) (%)



Source: Singapore Department of Statistics

In 2011, Singapore's labour productivity growth rate fell to 1%, following a spike in 2010 as the economy rebounded from crisis.

In the short-run, productivity growth rates are strongly affected by economic cycles. It is therefore more meaningful to track average productivity growth rates over longer periods. This also allows for clearer cross-country comparisons.

In the decade ending 2009, productivity growth was weak, at about 0.8% per annum.



Our productivity levels in most sectors remain well below those of developed economies such as the US and Sweden. There is hence considerable scope to improve productivity as a driver of future economic growth. The government has set a stretch target of growing productivity by an average of 2% to 3% per annum over the ten years from 2010.

The government is investing heavily in restructuring of the economy towards skills, innovation and productivity-driven growth. The National Productivity and Continuing Education Council, which administers the \$2 billion National Productivity Fund, coordinates strategies to raise productivity in 16 sectors. These sectors were identified based on their contribution to GDP, employment size, and potential for productivity gains. Government agencies are working with industry partners to develop sector-specific productivity roadmaps.

The take-up of the various productivity schemes has been encouraging so far, but we can do better. Based on tax returns for Year of Assessment 2011, about one in two small SMEs¹ has claimed Productivity and Innovation Credit benefits. The take-up rate for micro SMEs with a turnover of less than \$1 million is, however, much lower, at just 17% or less than one in five. We will do more to support companies, especially smaller SMEs, to be more productive and innovative.

Business Costs Rising

The government recognises that businesses are facing cost pressures from higher utilities fees, rising property rentals and growing labour costs. Unit business cost for the manufacturing sector increased by 2.6% in 2011, reversing the 5.0% decline in 2010.

More industrial land has been released through the Industrial Government Land Sales programme to moderate industrial rents. The government has also started to release smaller land parcels with shorter tenure to offer more affordable options to SMEs. In

For more information on the National Productivity and Continuing Education Council and ways to boost productivity, please visit <http://www.waytogo.sg/>

Reducing Reliance on Foreign Manpower

Since 2010, a series of calibrated measures has been introduced to check the growth of the foreign workforce, particularly at the lower and middle-skill levels.

Recognising that businesses need time to adjust, measures have been phased in – the increase in foreign worker levies is graduated over three years, and the 5% reduction in dependency ratio ceilings has been implemented in a way that allows companies up to June 2014 to adjust.

The government's strategy is to slow down the pace of foreign workforce growth and to keep the foreign share of the total workforce to around one-third in this decade. To this end, the government adopts a practical approach where companies are allowed to decide on how many workers they need based on their ability to grow, instead of prescribing in advance the number of foreign workers to bring in each year.

This approach – being clear on this long term strategy, avoiding any U-turn, but allowing the policy to be refined depending on actual foreign worker growth outcomes along the way – will provide a degree of certainty for businesses whilst avoiding major changes that could lead to significant disruption in the economy.

¹ Small SMEs are defined as those with a turnover of \$1–10 million.

To find out more about schemes for businesses, SMEs and entrepreneurs, visit <http://www.spring.gov.sg/Pages/homepage.aspx>

addition, it is taking stricter action against those who misuse industrial space for non-industrial uses.

To help businesses restructure, the government has increased the level of support in capability development schemes for SMEs from 50% to 70%.

Developing a Globally Competitive Workforce

The quality of our workforce has improved over the years as educational levels have risen.

Proportion of Residents with at least Post-secondary Qualifications Increasing

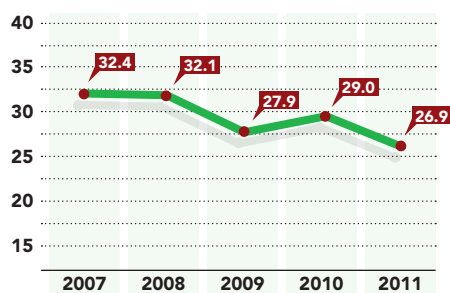
Resident Labour Force with at least Post-secondary Qualifications (June) (%)



Source: Comprehensive Labour Force Survey, Ministry of Manpower

Training Participation Rate Has Fallen

Overall Training Participation Rate (percentage of Resident Labour Force aged 15–64 years)



Source: Adult Training Survey, Ministry of Manpower

The proportion of our resident labour force that has at least post-secondary qualifications continues to increase. However, the adult training participation rate has fallen to 26.9% in 2011 from over 30% in 2007-08, partly due to companies scaling back on training to cope with manpower shortages.

The Continuing Education and Training framework supports the national productivity drive by promoting a culture of life-long learning, and equipping workers with industry-relevant skills so that they stay employable. For example, the Skills Training for Excellence Programme, which was introduced in 2011, allows professionals, managers and executives (PMEs) to choose from a wide range of training courses and scholarships in target sectors.

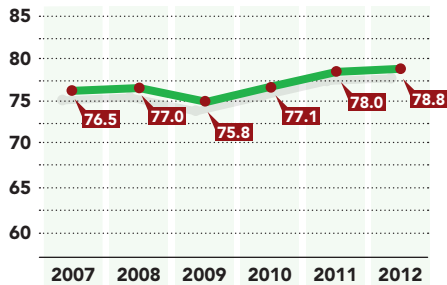
From 2012, the government is extending enhanced training subsidies and absentee payroll support for SMEs to encourage them to send their workers for training.



More Joining the Workforce

Resident Employment Rate Increased

Resident Employment Rate (residents aged 25-64) (June) (%)



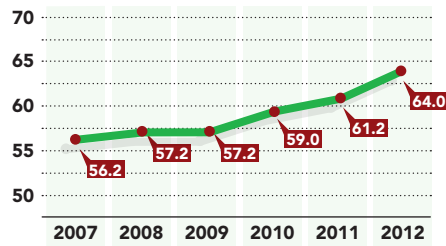
Source: Comprehensive Labour Force Survey, Ministry of Manpower

The employment rate for Singapore's resident population aged between 25 to 64 years has gradually increased over the years, with more joining the workforce. It dipped in 2009 during the economic downturn, but has since recovered to a new high of 78.8% as at June 2012.

The government has several initiatives to make PMEs more employable. CaliberLink, a one-stop service centre that combines training assistance with career advisory services, was launched this year. The Workforce Development Agency and the Association of Small and Medium Enterprises jointly run Max Talent, a pilot Place-and-Train programme that helps SMEs hire talented Singaporeans.

More Older Workers Employed

Resident Employment Rate (residents aged 55-64) (June) (%)



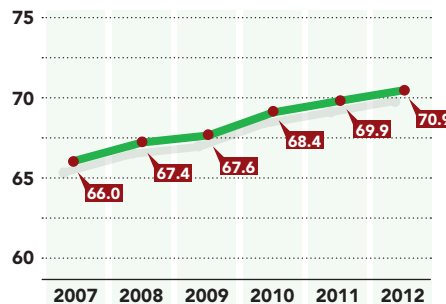
Source: Comprehensive Labour Force Survey, Ministry of Manpower

With an ageing population, the government has been working on the employability of older workers. The employment rate of older Singapore residents (aged 55 to 64) has increased over the years to reach 64.0% in 2012.

The Retirement and Re-employment Act and the enhanced Special Employment Credit will help older workers to stay employed, and continue contributing their expertise and experience.

Steady Increase in Female Labour Force Participation

Resident Female Labour Force Participation Rate (women aged 25-64) (%)



Source: Comprehensive Labour Force Survey, Ministry of Manpower

The labour force participation rate of resident females aged 25 to 64 years

has also risen steadily.

Since 2004, the government has been encouraging companies to provide flexible working arrangements for employees. Schemes such as the Work-life Works! Fund and Flexi-Works! Scheme help to pay the start-up costs of flexible working arrangements. In particular, the Flexi-Works! Scheme provides additional incentives for companies to recruit economically inactive individuals.

2 Growing Incomes and Strengthening Social Security

Desired Outcomes

- Financial Security
- Good and Affordable Healthcare
- Affordable, Quality Public Housing
- Quality Education

Uplifting Wages, Sustaining Social Mobility



Real incomes have risen in the past five years, driven by good economic growth and a tight labour market. Government taxes and transfers have helped to reduce income inequality. Uplifting the wages of lower- to middle-income workers and households remains a key priority.

The government is also strengthening social security to meet the healthcare and retirement needs of our people. As Singaporeans live

longer, they will need more funds for retirement. The Central Provident Fund (CPF) and healthcare schemes have been enhanced to boost savings, broaden medical subsidies and provide greater support for lower-income Singaporeans.

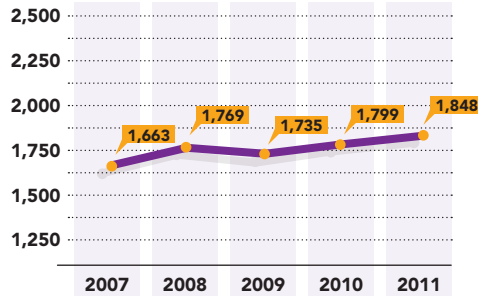
Singapore's public housing programme and education system are key enablers of social mobility. Home ownership rates remain high, which means that the vast majority of Singaporeans own a property which should appreciate in value. To keep public housing affordable, more Housing & Development Board (HDB) flats have been built, while the Special CPF Housing Grant has been introduced and subsequently enhanced to give more help to lower-income families. More Singaporeans now qualify for subsidised public housing as income ceilings have been raised.

With rising educational attainment, more of our youths are achieving their potential. The government will continue to invest heavily to broaden educational pathways and raise the quality of education at every level.

Incomes on the Rise

Real Income Grew

Real Median Monthly Household Income per Household Member (including Employer CPF Contributions) among Resident Employed Households (in 2009 dollars)



Source: Singapore Department Of Statistics

Household incomes have risen because individual wages have gone up, and also because on average more people are employed in each household. Among resident employed households², the real monthly household income per household member for the lower-income (20th percentile) and median households grew by 2.8% and 3.1% per annum³ respectively between 2006 and 2011.



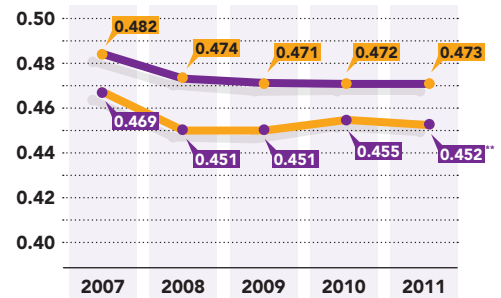
The median monthly income from work⁴ of residents in full-time employment grew by 2.3% per annum in real terms

from 2006 to 2011, pushed up by a tightening labour market.

Uplifting the Lower-income

Income Inequality Remained Flat

Gini Coefficient*, based on Income from Work (including Employer CPF Contributions) per Household Member



Source: Singapore Department Of Statistics

*The Gini coefficient is a measure of income inequality ranging from 0 to 1. The more unequal the income distribution, the larger the Gini coefficient.

**Preliminary figure

While median income has risen, income inequality has not changed much. Transfers and taxes have reduced the 2011 Gini coefficient from 0.473 to 0.452, similar to its level in 2003 after government transfers and taxes.

Initiatives to uplift low-wage workers include the Workfare Income Supplement, which tops up the wages of lower-wage workers, and the Workfare Training Support scheme, which encourages workers to upgrade their skills in order to earn more. The Inclusive Growth

² Resident employed households refer to households headed by citizens or permanent residents, and with at least one working person.

³ The Consumer Price Index (CPI) is used as a deflator to compute real income changes at 2009 prices.

⁴ Including employer CPF contributions and deflated by overall CPI at 2009 prices.

Programme also helps companies to embark on productivity-improvement projects that share gains with workers.

Targeted measures have been introduced to improve terms of low-wage workers in specific sectors. For example, the government has committed itself to best sourcing and will procure cleaning and security services only from accredited cleaning companies and well-graded security agencies. The government has also enhanced the voluntary accreditation scheme for cleaning companies, including a new requirement for them to pay cleaners progressive wages commensurate with the higher productivity, standards and skills expected of accredited companies.

The government introduced a permanent Goods and Services Tax Voucher scheme in 2012, which provides cash transfers, utilities rebates, and Medisave top-ups to lower-income and elderly Singaporeans.

Enhancing Retirement Adequacy

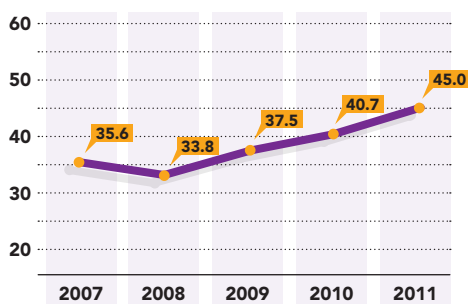
The CPF system will continue to be refined to help Singaporeans save enough for retirement.

Under the current CPF policy, the majority of young Singaporeans entering the workforce today should receive adequate payouts from their CPF savings during their retirement. An

MOM-commissioned study confirmed that for those who work consistently, the CPF system will provide adequately for retirement, provided they choose their housing prudently and use their CPF savings wisely. Among entrants to the workforce today, the median male earner should be able to replace 70% of his wages when he retires. For the median female earner, the percentage is slightly lower at 64%.

More Attained the CPF Minimum Sum

Percentage of active CPF Members, excluding Self-employed, who are able to meet the Minimum Sum (cash plus property) at age 55 after Lump Sum Withdrawal



Source: Central Provident Fund Board

However, a significant proportion of today's older population still do not meet the Minimum Sum. In 2011, 45% of active CPF members met their minimum sum at age 55 years, compared with about 36% of active members in 2007. This largely reflects the much lower wages these cohorts earned a few decades ago, and the more liberal rules on the withdrawal of CPF for housing then.

To boost retirement savings, the government is gradually increasing the

To find out more about the Ministry of Manpower's occasional paper on adequacy of CPF payouts, please visit <http://www.mom.gov.sg/Documents/retirement-income-adequacy/Occasional-Paper-CPF-IRR.pdf>

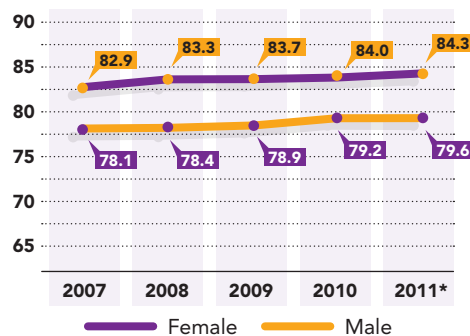
CPF contribution rates for older workers aged between 50 and 65 years. The government has also introduced the Silver Housing Bonus and Enhanced Lease Buyback Scheme to provide options for older Singaporeans who wish to monetise their homes to supplement their retirement savings.



Improving Healthcare Outcomes

Life Expectancy Rising

Life Expectancy of Residents at Birth (years)



*provisional figures

Source: Singapore Department of Statistics

Life expectancy has steadily increased, reaching 84.3 years for females and 79.6 years for males in 2011. Infant mortality rates have fallen from 2.2 per 1,000 resident live-births in 2001 to 2.0 in 2011. These outcomes would place Singapore in the top quartile of OECD countries, on par with developed countries like France and Sweden.

The Ministry of Health has developed the "Healthcare 2020" masterplan which seeks to improve the quality of healthcare, and make it more accessible and affordable. This will be complemented by active health promotion efforts. To support the "Healthcare 2020" masterplan, the government plans to double annual healthcare expenditure over the next five years, from \$4 billion to \$8 billion.

Healthcare 2020 aims to improve healthcare services to meet the needs of the population through three strategic thrusts:



The Ministry of Health is planning for:

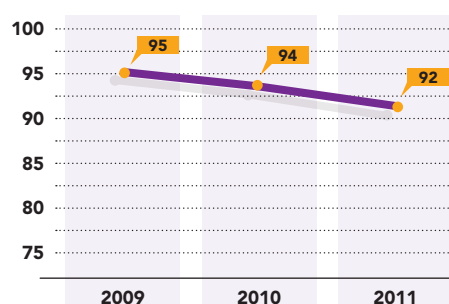
- 3,700 more hospital beds by 2020 with new hospitals, including the Ng Teng Fong General Hospital, Jurong Community Hospital, and Yishun Community Hospital, which are opening in 2014-2015
- Expanded long-term care capacity including nursing homes, home care, and day care services, as well as more primary care options through Community Health Centres and Family Medicine Centres
- Increased annual intake for healthcare professions such as medicine, dentistry, pharmacy and nursing

More details on Healthcare 2020 can be found at: http://www.moh.gov.sg/content/moh_web/home/in_this_issue/healthcare_2020_improvingaccessibilityqualityaffordability.html

Keeping Healthcare Affordable

Medisave and MediShield Coverage of Hospital Bills Remains High

Average Coverage of Class B2/C bills by Medisave and MediShield (%)



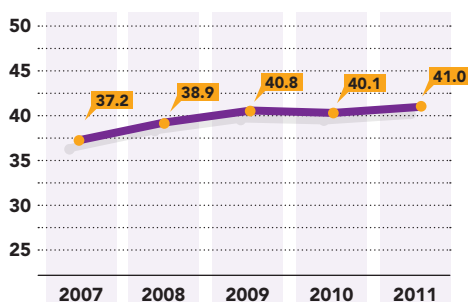
Source: Central Provident Fund Board

Currently, over 9 in 10 Singaporeans are covered by MediShield or Integrated Shield hospitalisation insurance plans. These insurance plans, together with Medisave, help Singaporeans pay their medical bills. On average, Medisave and MediShield cover more than 90% of a subsidised hospital bill.



Better Prepared for Medical Needs

Percentage of CPF Members, including Self-employed, who are able to meet Medisave Minimum Sum at age 55 after Lump Sum Withdrawal



Source: Central Provident Fund Board

The proportion of Singaporeans who were able to meet the Medisave Minimum Sum at 55 years of age has increased from 37.2% in 2007 to 41.0% in 2011. From 1 July 2012, the Medisave Minimum Sum was raised from \$36,000 to \$38,500 to take into account healthcare inflation.

To keep healthcare affordable, we need to constantly innovate in healthcare delivery. Existing schemes and subsidies have been enhanced to meet evolving healthcare needs. These include:

- **Enhancement of subsidies** for intermediate and long-term care
- Expansion of subsidies through the **Community Health Assist Scheme** for chronic treatment at General Practitioner clinics, for low-income and middle-income Singaporeans aged 40 and above
- One-off **Medisave top-up** to help with MediShield premiums

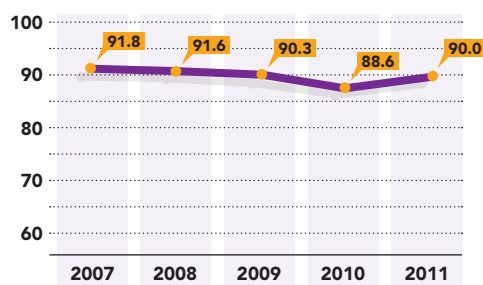
- **\$600 million top-up to Medifund** to increase the total annual quantum of grants available from \$80 million to \$100 million. The income ceiling to receive help from Medifund has also been raised.

In addition, from 1 March 2013, there will be several enhancements to MediShield. These include extending coverage to older persons and increasing withdrawal limits.

Ensuring Public Housing Affordability

Home Ownership Rate Remains High

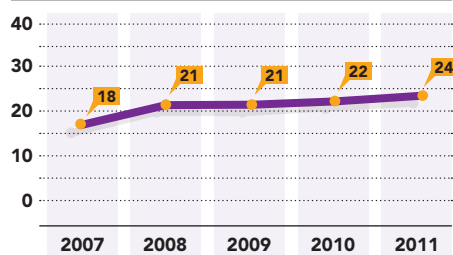
Home Ownership Rate Among Resident Households in Housing and Development Board (HDB) Dwellings (%)



Source: Singapore Department of Statistics

Affordability of New Flats Remain within International Benchmarks

Debt Servicing Ratio* for First-timer Applicants Buying New Flats in Non-mature Estates (%)



Source: Housing & Development Board

* The Debt Servicing Ratio refers to the proportion of the monthly household income set aside for housing instalments and is calculated based on a 30-year HDB concessionary loan, factoring in the various housing grants. Data is for non-mature estates which form the majority of HDB's new flat supply.

Singapore's public housing programme is a key pillar of our social security system. About 90% of resident households living in HDB flats own their homes.

The government provides various grants to help Singaporeans purchase their first flat. For example, the Special CPF Housing Grant and Additional CPF Housing Grant will save up to \$60,000 for a low-income household. Given the price of a two-room or three-room Build-to-Order flat, this will mean that most if not all of their mortgage payments can be met from their CPF savings.

In 2011, the Debt Servicing Ratio for first-timers buying new flats was 24%. The ratios for smaller flat types are generally lower, because lower-income buyers get more grants. For example, in 2011, the Debt Servicing Ratios for 2-room and 3-room new flats were 17% and 23% respectively. These are well within the international benchmark of 30% to 35% for affordable expenditure on housing.

Besides expanding the supply of Build-to-Order flats, HDB has recently introduced more measures to help Singaporeans acquire a flat within their means. These include raising the income ceiling for subsidised public housing and introducing the new Special CPF Housing Grant (see feature box on "Meeting the Housing Needs and Aspirations of Singaporeans").

As Singaporeans' housing needs and aspirations evolve, our public housing programme will need to cater to demands in a sustainable manner.



Quality of Public Housing Improving

HDB will continue with upgrading programmes to enhance the quality of existing flats. With the Lift Upgrading Programme expected to be completed in 2014, the pace of the Home Improvement Programme and the Neighbourhood Renewal Programme will be stepped up. HDB has also introduced the Enhancement for Active Seniors (EASE) programme, to retrofit the flats of elderly residents with fittings like non-slip tiles and grab bars.



Even as HDB has ramped up the supply of flats, quality has not been compromised. The Construction Quality Assessment System⁵ score (which is the industry yardstick for building quality) for HDB flats has improved from 79.9 in 2007 to 86.1 in 2011.

Meeting the Housing Needs and Aspirations of Singaporeans

HDB is ramping up the supply of Build-to-Order flats to meet housing demand. The total Build-to-Order flat supply in 2012 is 27,000 units, with at least another 20,000 units to be launched in 2013.

The increased supply will further boost the chances of getting a flat for first-timers, who enjoy priority flat allocation with at least 95% of the Build-to-Order flat supply (excluding Studio Apartments) set aside for them in mature towns and at least 85% in non-mature towns. Other measures to help Singaporeans own their homes include:

Low- and middle-income families

- The Special CPF Housing Grant and Additional CPF Housing Grant will amount to as much as \$60,000 for a low-income household
- The monthly household income ceiling for subsidised public housing has been raised
- The stock of public rental flats has been increased to 49,000 units in 2012

Second-timers, new families, and the elderly

Second-timer allocation of Build-to-Order flats in non-mature estates has tripled from 5% to 15% in 2012

- The Multi-Generation Priority Scheme has been introduced to help families live near each other
- The Married Child Priority Scheme has been enhanced
- The new Ageing-in-Place Priority Scheme helps the elderly to buy a Studio Apartment near their current home
- The Enhanced Lease Buyback Scheme and the Silver Housing Bonus have been introduced to provide more options for the elderly to monetise their flats

⁵ The Construction Quality Assessment System score (out of a maximum of 100) measures the quality of constructed works against workmanship standards and specification. The assessment is conducted by the Building and Construction Authority.

Better Support for Students with Special Education Needs

A review was started in 2011 to look into the quality, affordability and accessibility of Special Education. The government is rolling out further initiatives to cater to students with special education needs both within mainstream schools, as well as our 20 Special Education schools. These include a pilot for school-based dyslexia remediation in 20 primary schools island-wide in 2012-13, as well as a \$4.5 million fund to help all 20 Special Education schools better leverage info-communications technology in the classroom.

Delivering Quality Education

Education is a key enabler of social mobility and a means for our people to achieve their aspirations.

Beyond academic excellence, our schools emphasise the development of values and character in students. In support of this, the Ministry of Education has introduced new Edusave Awards to recognise non-academic excellence, including an Edusave Character award for students who have displayed exemplary values and civic responsibility. The Community Involvement Programme, which has been reframed as "Values in Action", gets students to learn through experience, and live out core values by volunteering in their communities.



To fulfil its vision of making every school a good school, the Ministry of Education is giving all schools more resources to improve their capabilities. These include building their own niche areas, encouraging inter-school collaboration, enabling teachers to be caring educators, and fostering

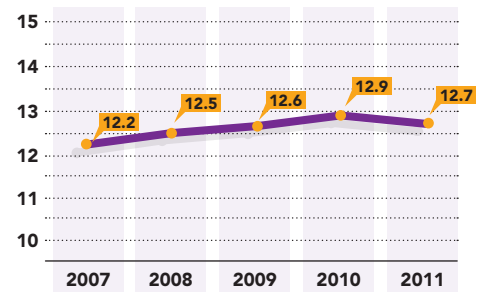
partnerships among teachers, parents and the community.

The government will be improving the accessibility, affordability and quality of pre-school education, and has formed an Implementation Committee for Enhancing Pre-School Education.

More Progressing to Post-Secondary Education

Number of Years Spent in School Remains High

Mean Years of Schooling among Residents (excluding Full-time Students) aged 15-29 years



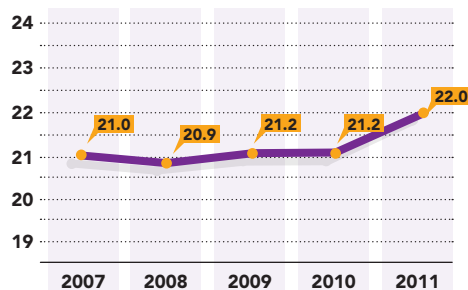
Source: Singapore Department of Statistics

The number of years our youths spend in school has edged upwards since 2007. More of our youths are progressing to tertiary education.

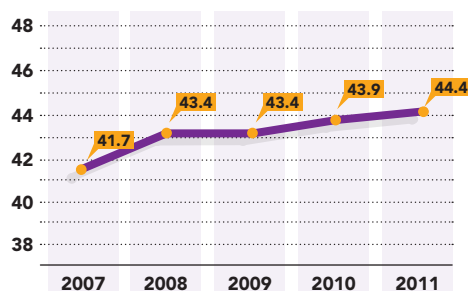
The number of publicly-funded university places for Singaporeans will be increased from 13,000 in 2012 to 16,000 by 2020 to enable more Singaporeans to pursue university degrees in Singapore. The establishment of the Singapore University of Technology and Design, the Singapore Institute of Technology and the Yale-NUS College has enriched the university landscape.

More Admitted into Post-secondary Educational Institutions

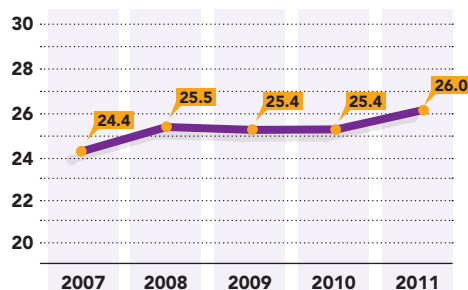
Percentage of Primary 1 Cohorts* Admitted into Institute of Technical Education



Percentage of Primary 1 Cohorts* Admitted into Polytechnics



Percentage of Primary 1 Cohorts* Admitted into Local Universities



Source: Ministry of Education

*As students progress to post-secondary educational institutions at different ages, the figures are preliminary and subject to adjustments. Students who enrol in one type of institution may later progress to another.

Every student is unique and has different talents and potential. Besides giving students more opportunities to switch between education pathways, the

Ministry of Education will continue to design new education pathways to cater to students' diverse interests and learning needs.

Specialised Independent Schools, such as the National University of Singapore High School of Mathematics and Science, Singapore Sports School, School of the Arts and School of Science and Technology, offer customised curricula for students with specific talents and abilities. Schools such as NorthLight School, Assumption Pathway School and the two new Specialised Schools for Normal (Technical) students, which will open over the next two years, will provide a customised learning environment and enhanced vocational programmes for students inclined towards hands-on, practical learning.



The Ministry of Education has enhanced bursaries for tertiary students to ensure that all students can afford quality education. The income ceiling for the Ministry of Education Financial Assistance Scheme in schools was also raised in 2012 so that more students, especially those from larger families, will qualify for assistance.

To find out more about the Ministry of Education Financial Assistance schemes, please visit <http://www.moe.gov.sg/initiatives/financial-assistance/>

The government will continue to invest in the education system and ensure that every child has the opportunity to progress based on ability, regardless of his or her family background.

3 Fostering Strong Families and a Cohesive Society

Desired Outcomes

- Strong Families, More Families
- Strong Singaporean Core
- Caring and Inclusive Society
- Racial and Religious Harmony

Building Social Capital, Strengthening Social Services



Singapore's fertility rate has declined steeply over the past decade. Currently at 1.2, it remains well below the replacement rate of 2.1. Despite strenuous efforts to encourage family formation, the trend of marrying later and having fewer children is unlikely to reverse soon. With immigration, Singapore's population continues to expand, although more slowly now with the tightening of the immigration framework since 2009. Initiatives have been launched in partnership with

community organisations to facilitate the integration of foreigners and new citizens into our society.

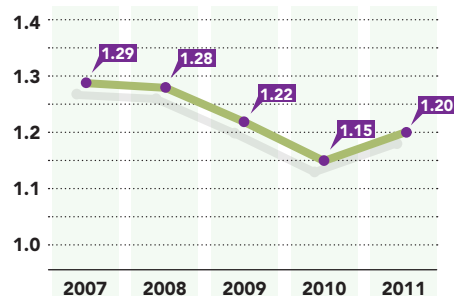
In recent years, donations to Institutions of Public Character have increased in absolute amounts, and held steady as a percentage of GDP. This is encouraged by the government through tax deductions and matching grants. The volunteerism rate has also risen. Grassroots and community organisations play an active role in promoting neighbourliness and active citizenry.

The government is building up the social services sector by giving more scholarships for social work and expanding opportunities for social workers' professional development and career progression. The Ministry of Social and Family Development, in collaboration with other government agencies, is embarking on several initiatives, such as the "Enabling Masterplan" for persons with disabilities, to realise the vision of an inclusive Singapore.

Fertility Rate Remains Low

Fertility Rate on Declining Trend

Total Fertility Rate



Source: Singapore Department Of Statistics

Singapore's total fertility rate has been declining, falling from 1.29 in 2007 to 1.15 in 2010. Although it increased slightly to 1.20 in 2011, it remains well below the replacement rate of 2.1.



Married couples are having their first child later and having fewer children in total. The median age of citizen mothers when they have their first child has increased from 28.7 years in 2001 to 29.8 years in 2011. More Singaporeans are also staying single or marrying later. Between 2007 and 2011, the general marriage rate declined slightly from 42.6 to 41.4 per 1,000 unmarried resident females aged 15 to 44. At the same time, the general divorce rates fell from 7.4 to 7.2 per 1,000 married female residents aged 20 years and above over the same period.

The government is mindful that the decision to marry and have children is very much a personal one. Nonetheless, the government can help to create a pro-family environment.

The Social Development Network, in partnership with the private sector and community agencies, helps singles to find life partners through various programmes and activities.

To lay the foundations for strong marriages, young couples⁶ are required to undergo marriage preparation programmes prior to tying the knot. In addition, to mitigate the impact of divorce on children, the Women's Charter was amended in 2011 to require divorcing couples with young

⁶ Where:

(i) at least one party is below 18 years old; or (ii) both parties are between 18 years to below 21 years old; and
(iii) at least one party is a Singapore Citizen / Permanent Resident.

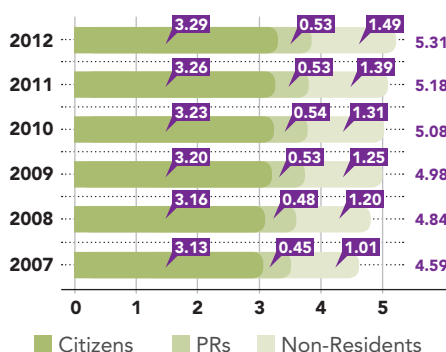
children to undergo mediation and/or counselling.

The government has been fundamentally reviewing its policies to encourage marriage and parenthood. While some measures have been announced, such as providing easily available low-cost childcare options, others will be forthcoming.

Population Growing at a Slower Pace

Population Growth Moderating

Composition of Total Population (as at June) (mil)



Source: Singapore Department Of Statistics

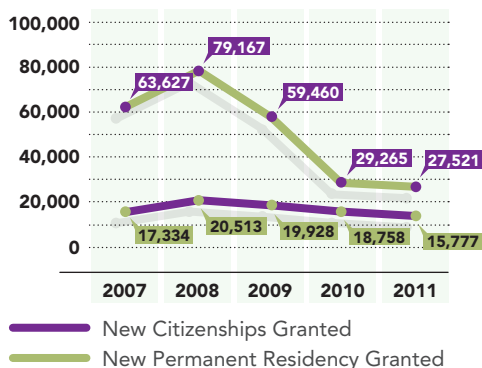
In the last five years, Singapore's total population grew by 16%, from 4.59 million in 2007 to 5.31 million in 2012. However, the pace has moderated from 4.3% per annum in 2007 to 2.5% per annum in 2012.

While immigration remains necessary to sustain our resident population, the number of new permanent residencies granted has declined since the immigration framework was tightened in late 2009. The size of the permanent resident

population has remained stable at about 0.5 million.

Number of Permanent Residencies Granted has Fallen with Tightened Immigration Framework

Number of New Citizenships & Permanent Residencies Granted



Source: Immigration & Checkpoints Authority of Singapore

The number of new citizens and permanent residents each year depends on various factors, including the number of applications and the profile and calibre of applicants. Applicants are assessed on whether they can contribute to and integrate well into our society, as well as their commitment to sinking roots in Singapore.

The National Integration Council drives efforts to integrate new immigrants, in partnership with the community. All new citizens undergo the Singapore Citizenship Journey, a programme to enrich their understanding of Singaporean norms and values, and introduce them to opportunities to participate actively in their local communities.

The Community Integration Fund supports innovative and ground-up ways for new citizens, foreigners and

Restructuring to Enhance Focus on Social and Community Issues

The Ministry of Culture, Community and Youth and the Ministry of Social and Family Development were formed in November 2012 from a reorganisation of the former Ministry of Community Development, Youth and Sports and departments of the Ministry of Information, Communications and the Arts.

The reorganisation will enable greater focus on social priorities. The Ministry of Culture, Community and Youth will focus on building a cohesive and vibrant society, and deepening the sense of identity and belonging to the nation, while the Ministry of Social and Family Development will focus on enhancing social safety nets for lower-income families, improving delivery of social services and further strengthening families.

locals to interact and develop mutual understanding. Since its inception in 2009, the Fund has supported around 250 projects involving more than 180 organisations, with a total of \$9.02 million. These include Project One Heart organised by Republic Polytechnic in May 2012, which brought together 230 local and international students from the five polytechnics for a joint social service project.

Building Social Capital

Under the Community 2015 Masterplan, the People's Association and its grassroots organisations are focusing on building social capital in the community through three strategic thrusts:

- Making Friends, Promoting Neighbourliness
- Connecting Youth and the Community
- Building An Active Community, embracing an **All C.A.R.E.** approach, which is about using all **C**hannels to reach out to residents of all **A**ges, all **R**aces and across all **E**states, to bridge diverse communities



OnePeople.sg, the community champion for inter-racial and inter-religious understanding in Singapore, organises dialogues, workshops and camps promoting racial and religious harmony for youths and community leaders.

The Orange Ribbon Celebrations, an annual event organised by OnePeople.sg each year to celebrate racial harmony, attracted 6,000 participants in 2012.

Rise in Charitable Giving & Volunteerism

Charitable Giving Increased

Charitable Giving to Institutions of Public Character



Source: Singapore Department of Statistics for GDP data; Ministry of Culture, Community and Youth's Charities Unit for data on donations to Institutions of Public Character

Charitable giving to Institutions of a Public Character increased to \$896 million in 2011, surpassing the pre-financial crisis level of \$820 million in 2007.

The Community Silver Trust was set up in 2011 to further encourage donations to voluntary welfare organisations in the intermediate and long-term care

sector. It provides dollar-for-dollar matching funding, which enables voluntary welfare organisations to enhance their capabilities and improve their quality of care.



More are Volunteering

National Volunteerism Rate (%)



Source: Individual Giving Survey,
National Volunteer & Philanthropy Centre

The national volunteerism rate has seen steady growth from 9.3% in 2000 to 23.3% in 2010.

Singaporeans have volunteered for a broad spectrum of good causes, including running ward entertainment programmes at hospitals, carrying out nature conservation works, and helping persons with disabilities to develop their skills.

The National Volunteer & Philanthropy

Centre assists organisations in managing volunteers, taking into account that potential volunteers will have many other commitments and responsibilities. SG Cares, an online portal managed by the Centre, facilitates the search for volunteering opportunities.

More Support for Social Needs

The Enabling Masterplan 2012-2016 was announced in March 2012 to address the needs of persons with disabilities at each stage of their lives. Several government agencies, including the Ministry of Social and Family Development, the National Council of Social Service, the Ministry of Health and the Ministry of Education, are working together to provide early intervention and affordable education for children, as well as to create working opportunities for disabled persons.

The government is spending \$1 billion over five years on programmes and services to help persons with disabilities. For instance, the subsidy under the Assistive Technology Fund, which provides financial assistance to buy assistive technology devices, was doubled to \$20,000 for every eligible person.

For more information on the Enabling Masterplan 2012-2016, please visit <http://app.msf.gov.sg/Policies/DisabilitiesPeoplewithDisabilities/EnablingMasterplan20122016.aspx>

For more information on the Social Service Sector Infocomm Technology Masterplan, please visit <http://www.ida.gov.sg/Individuals-and-Community/Community-Development/Social-Service-Sector-ICT-Master-Plan-SS2016.aspx>

Enhancing the Social Service Profession

There is a strong demand for skilled manpower in the social services sector. Currently, there are over 1,000 Registered Social Workers in Singapore. Another 200 are needed to meet the needs of the social services sector.

The government has taken a number of steps to build up the pool of trained social workers and strengthen their professional capabilities. These include:

- Attracting more to join the social service profession through scholarships and competitive salaries
- Providing social workers with opportunities for continuous development, through schemes such as the Professional and Leadership Development Scheme and Sabbatical Leave Scheme
- Enhancing career advancement opportunities, including the introduction of the Master Social Worker Scheme, to improve retention
- Raising productivity through the use of technology as part of the Social Service Sector Infocomm Technology Masterplan

4 Providing World-Class Infrastructure and an Endearing Home

Desired Outcomes

- Distinct and Vibrant Global City
- Robust Infrastructure, Good Connectivity
- Clean Environment, Sustainable Development

A City for the Future, A Home for Our People



Singapore is recognised internationally for the quality of our living environment, as shown by high rankings in liveability surveys. The government has invested heavily in infrastructure to create an enjoyable and vibrant living environment. As a result, Singaporeans enjoy excellent global connectivity, ready access to nature, greenery, sports and recreation facilities as well as a varied arts and cultural scene.

We must continue to make these investments.

We will continually upgrade homes, parks and amenities, rejuvenate the city centre and develop other regional commercial centres.

However, it is not easy to provide for a growing population. Public transport trips have grown, and the public transport network has come under strain. There were several train breakdowns in late-2011 and 2012, and public satisfaction with public transport has declined. To increase capacity and improve the quality of service, more trains and buses are being added and more bus routes are being introduced. The government is also investing heavily to expand our rail networks.

It is also imperative that Singapore develops in an environmentally sustainable way. We have new laws to govern energy usage and management. Companies and building owners receive grants and other incentives to improve energy efficiency. Our water usage and recycling efforts have gradually improved, as public engagement exercises in communities and schools have made people more aware of resource conservation and climate change. But more can still be done to ensure that Singapore remains a clean and green home for future generations.

Developing Downtown and Regional Centres

Singapore's land and infrastructure development must keep up with its population. We must also improve planning and coordination to better support our future needs.

The Marina Bay is shaping up well as an extension to the existing Downtown. This will rejuvenate the city centre, supporting Singapore's development as a business and financial hub for Asia. The recently-opened Gardens by the Bay has added a major attraction and a green lung to the city centre, bringing us closer to our vision of City in a Garden for all to enjoy.

Jurong Lake District, Paya Lebar Central and Kallang Riverside are also being developed into regional commercial and lifestyle hubs (see feature box on "New Regional Hubs"). When completed, they will offer an integrated live-work-play environment.

The Labrador Nature & Coastal Walk and the Punggol Promenade will add rustic charm to Singapore and bring people closer to nature.



New Regional Hubs

The Jurong Lake District is poised to be a sustainable and well-connected mixed-use precinct for office, retail, and residential developments. The opening of JCube – a mall housing Singapore's first Olympic-sized ice skating rink – leads the development of the area. The Ng Teng Fong Hospital is under construction, while another 200,000 square metres of retail and office space will be completed by 2013/2014.

The upcoming Paya Lebar Central will provide an additional 500,000 square metres of office, retail, and hotel space. Even as the precinct is redeveloped into a lively commercial hub, the distinctive cultural identity of the area will be retained. A workgroup has been formed to ensure that the naming, urban design of the streetscape, and architecture of new buildings will reflect the area's identity and cultural heritage.

The Kallang Riverside, next to the future Sports Hub, has the potential to grow into a waterfront lifestyle destination at the edge of the city. Among the many ideas under development is to adapt the use of the historic Kallang Airport site for retail, entertainment, and sports-related uses.

How We Compare

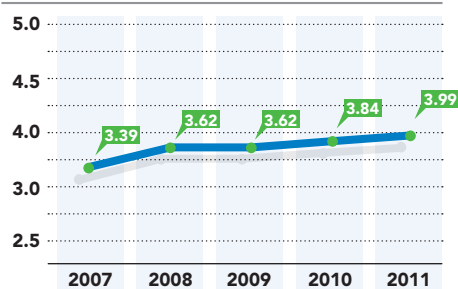
Singapore is ranked favourably in global liveability surveys such as the A.T. Kearney Global Cities Index (11th), and the new Global Liveable Cities Index (3rd) by the Asia Competitiveness Institute. We are also ranked 6th globally in the Economist Intelligence Unit's latest ranking of the best countries to be born in, based on factors such as security, economic and social environment.

We are also an attractive city for expatriates. Singapore is the highest-ranked Asian city in terms of quality of living in the 2012 Mercer Quality of Living survey. We are also ranked 5th among Asian cities in Monocle's Most Liveable Cities Index.

Land Transport: Adding Capacity and Improving Service

Daily Public Transport Journeys Increasing

Average Daily Passenger-Journey (mil)



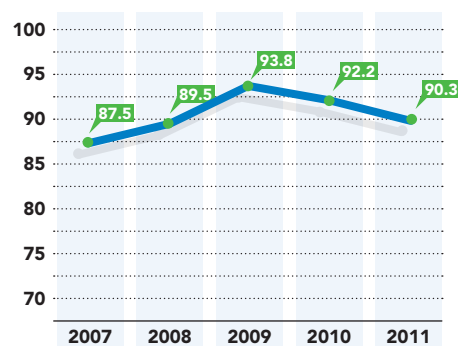
Source: Land Transport Authority

Daily public transport journeys grew from 3.39 million in 2007 to 3.99 million in 2011. This has strained our public transport infrastructure.

Overall satisfaction with public transport services declined in 2011, with fewer commuters satisfied with key service attributes such as travel time, waiting time and reliability.

Public Transport Satisfaction Declined

Customer Satisfaction Survey for Public Transportation System (%)



Source: Public Transport Customer Satisfaction Survey, Ministry of Transport

The government has been working closely with transport operators to

improve service frequency, reliability and management of breakdowns. For example, a joint team between the Land Transport Authority and SMRT Corporation Ltd was formed in June 2012 to look into service improvements for the North-South and East-West Lines. Measures put in place by the joint team have halved the number of train faults per month.

The government is also expanding the capacity of the public transport system, but this will take time to be fully realised (see feature box on “Enhancing the Capacity of the Public Transport System”).

In parallel, the government is working with employers and public transport operators to ease strains on the public transport network during peak hours. These include developing incentive schemes and engaging employers to adopt flexible working arrangements to facilitate off-peak travel.

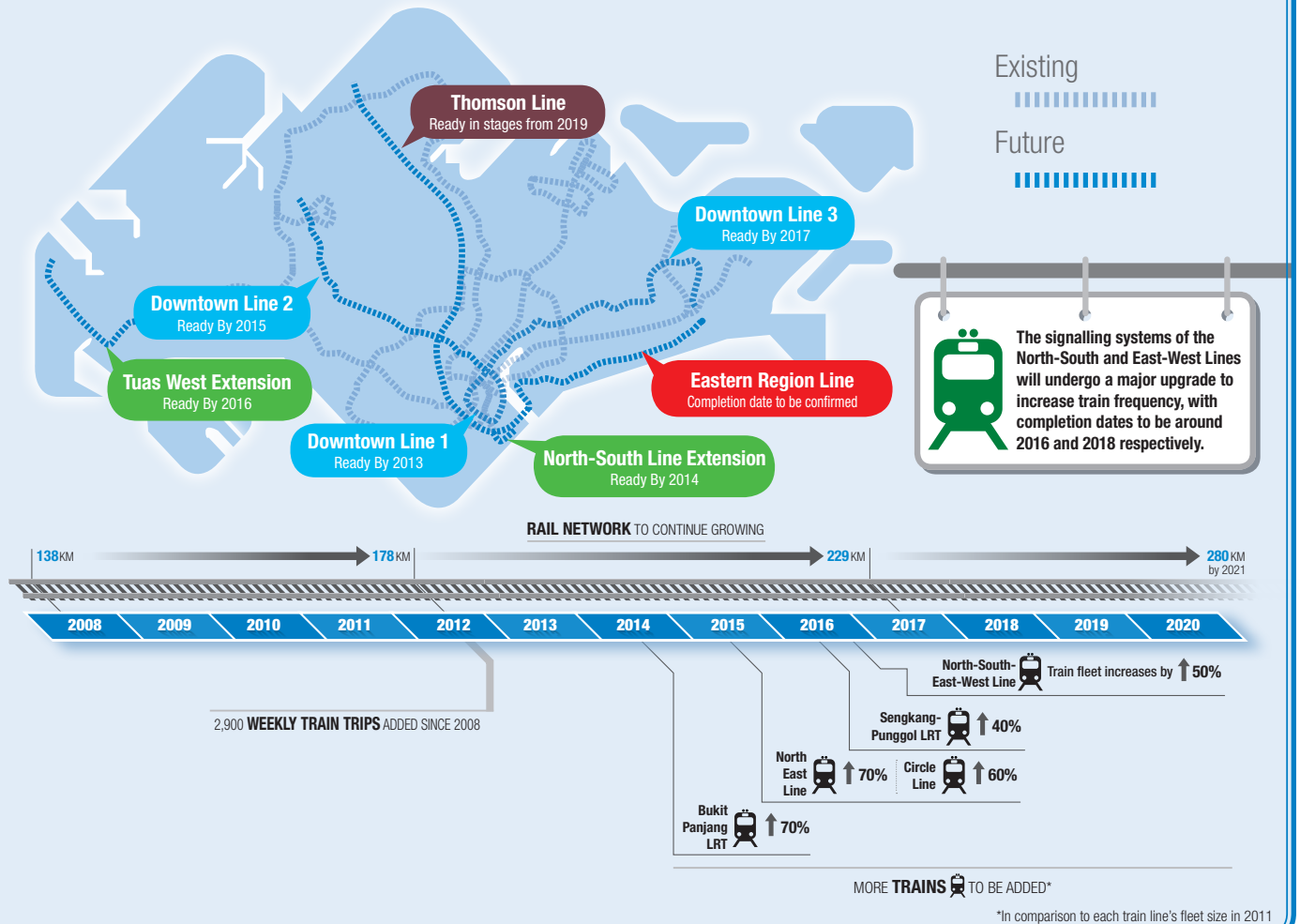


Average speeds on our expressways and arterial roads during peak hours (8am-9am, 6pm-7pm on weekdays) were 62.5 km/h and 28.5 km/h respectively in 2011, up from 62.3 km/h and 28.0 km/h respectively in 2010.

Enhancing the Capacity of the Public Transport System

Bus capacity is being ramped up under the Bus Service Enhancement Programme, which was rolled out in September 2012. Over the next five years, a total of 800 buses will be added to the existing fleet, increasing its size by about 20%. Commuters can also look forward to 40 new bus routes that will be added during this period.

Along with the completion of the Circle Line, recent enhancements of the rail system include the completion of the Jurong East Modification Project, and the addition of 22 new trains for the North-South-East-West Line.



For more information on what these Intelligent Transport Systems are, please visit:
http://app.mot.gov.sg/Land_Transport/Managing_Road_Use/Intelligent_Transport_Systems.aspx

The government continues to invest in road infrastructure to meet travel demand. Projects like the Woodsville road interchange upgrading have eased congestion, while future projects such as the Marina Coastal Expressway and the North-South Expressway will further enhance connectivity for road users.

However, future road growth will be limited by our land constraints.

Besides expanding the road network, the government also uses technology to improve road efficiency. Electronic Road Pricing and Intelligent Transport Systems help to regulate road use and

optimise traffic flow. We review the Electronic Road Pricing rates quarterly to keep traffic speeds for road users within the optimal range.

Air and Sea Transport Volumes Up

Air and Sea Transport Infrastructure Well-Regarded

WEF Global Competitiveness Report: Ranking of Air and Sea Transport Infrastructure

	Quality of Air Transport Ranking	Quality of Sea Transport Ranking
2007	1st	1st
2008	1st	1st
2009	1st	1st
2010	2nd	2nd
2011	1st	1st
2012	1st	2nd

Source: World Economic Forum Global Competitiveness Report

Singapore has been recognised consistently in international surveys for its quality of air and maritime infrastructure, which facilitates the movement of people and goods to and from Singapore.

Despite a weak global economy, Changi Airport saw a 10.7% growth in passenger volume, reaching a new high of 46.5 million in 2011. At the Port of Singapore, vessel arrival tonnage hit a new record of 2.12 billion gross tonnes, a 10.5% increase from 2010.

Our aviation and maritime sectors are poised to grow. The redevelopment

of the Changi Airport Budget Terminal and the future Tuas seaport will further enhance Singapore's status as an air and sea hub.

Information and Communications Technology Contributing to Growth and Innovation

Singapore fares well in international comparisons of information and communications technology readiness. For example, we have been ranked 2nd for three consecutive years in the World Economic Forum ranking for networked readiness⁷.

The information and communications, media and design sectors (collectively known as the ICMD sectors), play a key role in driving innovation and growth in Singapore. Investments in the ICMD sectors have created many jobs. For example, employment in the ICMD sectors grew at 4.5% to 6.6% per annum between 2006 and 2010.



Singaporeans are benefiting from improved information and communications

⁷ Networked Readiness Index in the Global Information Technology Report by World Economic Forum

Celebrating Arts and Culture as part of Everyday Life

Singapore's arts and cultural scene is burgeoning. There were over 30,000 arts activities in 2011, an increase of 50% from 2006. This reflects Singaporeans' growing appreciation for a variety of culture and arts genres, ranging from local music and performing arts to exhibitions by world-renowned artists. New establishments such as the Goodman Arts Centre and the School of the Arts have been set up to facilitate the development of local arts.

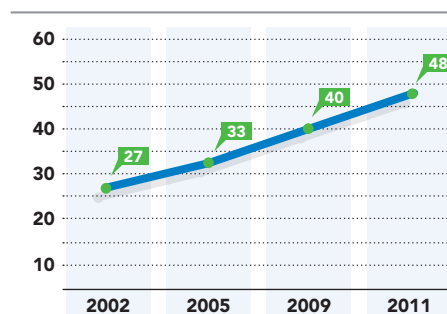
The Arts and Culture 101 series, held at libraries around Singapore, has provided more opportunities for Singaporeans to immerse themselves in local arts activities. Information on arts and cultural events in Singapore will be readily accessible via a one-stop portal, ArtsCultureSG, when it is launched in 2013.

technology. Homes and offices across Singapore now have access to the ultra-high speed broadband network. New, more secure authentication services have made online transactions safer, while the new Near Field Communication infrastructure has provided greater opportunity for e-commerce.

Strengthening the Arts and Culture

Growing Appreciation of the Arts

Percentage of Singapore Residents who Attended Arts Events at least Once a Year



Source: Population Survey of the Arts, National Arts Council

Building an endearing home takes more than just good infrastructure. The arts and culture play an important role in developing a distinctive national identity. In recent years, Singaporeans have shown a greater interest in arts and cultural events. Total arts attendance rose from 3.99 million in 2010 to 4.71 million last year, while the percentage of Singaporeans who have attended at least one arts event increased from 40% in 2009 to 48% in 2011.

The recent Arts and Culture Strategic Review will guide the development of the local arts scene. The review emphasised

the importance of ground-up initiatives led by citizens and artists.

The government is investing more than \$270 million over five years in the arts and culture, in response to recommendations from the Review. The Community Engagement Masterplan aims to raise interest in the arts through outreach programmes and support for community arts groups. Students' experience with the arts in and out of the classroom will be improved under the Arts and Culture Education Masterplan, while aspiring artists will benefit from better training and development under the Capability Development Roadmap.



Celebrating our Heritage

The government will continue to celebrate the shared memories of Singapore's journey in nation building, by commemorating our heritage, preserving monuments, and making our National Collection of artworks and artefacts accessible to Singaporeans.

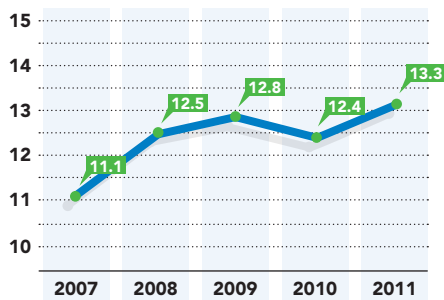
Heritage trails and travelling exhibitions to community centres, schools and shopping centres are among the many initiatives to bring heritage and history to more Singaporeans. At the same time, we are continuing to pursue

museum excellence, finding different interesting ways to tell the Singapore story. In total, there were 2.9 million visits to our national museums in 2011.

Sports as a National Language

Increased Usage of Sports Facilities

Annual Attendance at Singapore Sports Council and Dual-use Facilities (mil)



Source: Singapore Sports Council

Singaporeans participate regularly in sports. The Singapore Sports Council is making sports facilities more accessible to the community. With the help of the Ministry of Education, close to 200 school fields and indoor sports halls are now open to the public.

There is also a vibrant calendar of sporting events, and Team Singapore athletes continue to make Singapore proud through their achievements in international competitions.



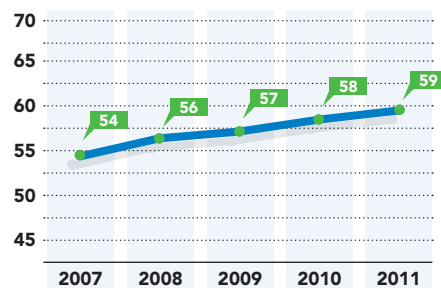
The Sports Vision 2030 exercise was launched in 2011 to examine how sports can better contribute to the well being of Singaporeans, strengthen community bonds and inspire national pride.

Towards A Greener Future

Sustainable development is a key priority for Singapore. Efforts in promoting environmental sustainability have gained Singapore international recognition, including a first place ranking in the 2011 Asian Green City Index commissioned by Siemens and the Economist Intelligence Unit.

Recycling Rate Increasing

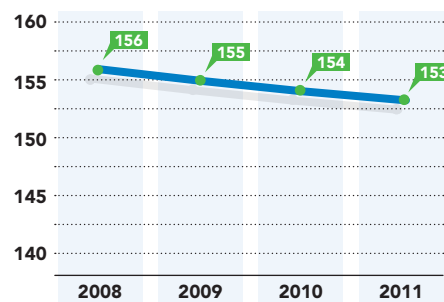
Total Waste Recycled as a Percentage of Total Waste Generated (%)



Source: National Environment Agency

Water Use Efficiency Improving

Daily Domestic Water Consumption per Capita (litres/day)



Source: PUB, Singapore's National Water Agency

The Singapore National Games

The Singapore National Games is a biennial multi-sports competition that aims to strengthen a sporting culture and connect our people through sports.

The inaugural Singapore National Games took place in September 2012. More than 100,000 residents of different ages and races, from estates all over Singapore, took part.

Recycling at Home and Work

Several initiatives have been launched to spur us towards attaining a recycling rate of 70% by 2030, which is the target set out in the Sustainable Singapore Blueprint.

For example, large hotels and shopping malls will have to report waste management plans for their premises by 2014.

All HDB blocks will soon be equipped with a recycling bin whereas previously, there was only one bin for every five blocks.

For more information on energy grants for companies: please visit <http://app.e2singapore.gov.sg/Industry.aspx>

The recycling rate has climbed up slowly but steadily since 2007, reaching 59% in 2011. Water consumption has come down over the years.

The government is encouraging households and businesses to reduce and recycle waste. It is making recycling more convenient and getting businesses to consider environmental factors in their business plans and processes.

There are also initiatives to improve water efficiency. The Water Efficient Homes programme has helped homeowners save up to 5% of their monthly water consumption through water saving devices and practical tips.

By 2030, Singapore aims to improve energy efficiency by 35% from 2005 levels. The Energy Conservation Act, which comes into effect in 2013, will mandate large energy users in the industry sector to implement energy management practices. The government also gives out grants and incentives for companies to be more energy-efficient.

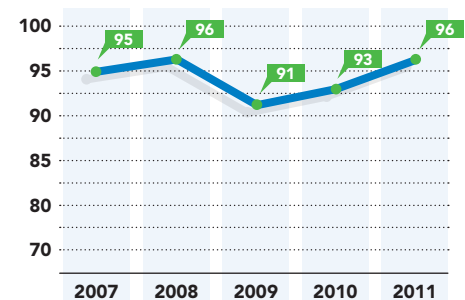
The Building Control Act has also been amended to make buildings more environmentally friendly, such as requiring existing buildings to achieve the minimum Green Mark standard when cooling systems are installed or retrofitted. This will benefit not just the

environment, but also building owners through energy cost savings. To help the owners, the government will fund up to 50% of their retrofitting costs via the Green Mark Incentive Scheme for Existing Buildings.



Air Quality Remains Good

Percentage of Days in a Year where the Pollutant Standards Index is in the 'Good' Range



Source: National Environment Agency

Singapore aims to meet the World Health Organisation Air Quality Guidelines for most key air pollutants⁸, and interim targets for sulphur dioxide and PM_{2.5}⁹ by 2020. The government has started releasing Pollutant Standards Index

⁸ Includes PM10 (particulate matters with a diameter of 10 micrometres or less), ozone, nitrogen dioxide and carbon monoxide

⁹ PM_{2.5} refers to fine particles with a diameter of 2.5 micrometres or less.

Doing Our Part

Singapore is committed to addressing climate change. The National Climate Change Strategy 2012 (released in June 2012) outlines a whole-of-nation approach in addressing the challenges of climate change. It plans to:

- Reduce emissions across sectors to meet our target of 7% to 11% below Business-As-Usual levels by 2020
- Build capabilities to adapt to the impact of climate change
- Harness green growth opportunities
- Forge partnerships on climate change action

and PM_{2.5} data¹⁰ to the public on a regular basis.

Singapore is widely regarded as a clean and green city. The National Environment Agency has recently reviewed and enhanced its cleaning accreditation scheme to further raise standards in the cleaning industry. The Department of Public Cleanliness was set up in April 2012 to improve the cleanliness of public areas by centralising management of cleaning contracts, and to respond faster to public feedback. Along with these initiatives, the public and community must work harder to maintain cleanliness in public areas such as food centres.

¹⁰ The PSI takes into account the ambient concentrations of air pollutants of PM₁₀, sulphur dioxide, nitrogen dioxide, ozone, and carbon monoxide, and translates them into an overall index ranging from 0 to 500.

5 Building a Secure and Influential Singapore

Desired Outcomes

- Sovereign and Secure Singapore
- Safe and Secure Home
- Strong National Identity and Resilience
- Preparedness for Crisis
- Congenial International Environment

Staying Relevant and Resilient



Singapore's national security is founded on diplomacy and deterrence.

The government continues to invest in Singapore's defence capabilities, in particular, by transforming the Singapore Armed Forces into a capable, 3rd Generation fighting force. The Singapore Civil Defence Force, Singapore Police Force and other law enforcement agencies also play vital roles keeping our homeland safe and secure.

While the overall crime rate has fallen to

a 20-year low, the ex-offenders' recidivism rate and the number of drug abusers have been creeping up. In response, law enforcement agencies have stepped up community partnerships to engage youths and tackle emerging social problems. Besides developing robust systems to protect against crime, terrorism and other disasters, we are doing more to strengthen our resilience and national identity.

As a small nation, Singapore strives to remain relevant to the international community by contributing constructively to global causes and issues. We participate in United Nations peace-keeping missions, extend assistance to disaster-hit countries, and strengthen relations with our trading partners. Singapore is active in international forums, both regional and global. We have also deepened ties with our neighbours and contributed towards the ASEAN community.

Protecting our Home and Preserving Stability

Continuing its 3rd Generation transformation journey, the Singapore Armed Forces has deepened its capabilities to operate as an advanced networked force. The Singapore Armed Forces' integrated strike capabilities were showcased in Exercise Forging Sabre 2011, a live-firing exercise which linked air and ground troops in real-time under an integrated command post.

To hone its capabilities, and enhance mutual trust and cooperation with international partners, the Singapore Armed Forces participates actively in many bilateral and multi-lateral exercises. Examples of such exercises include the Joint Counter-Terrorism Exercise with the Indonesian National Defence Forces, and the Five Power Defence Arrangements Exercise Bersama Lima.



The Singapore Armed Forces, the Home Team and other national agencies also work closely to bring their resources and capabilities to bear swiftly and effectively on a wide spectrum of threats that include terrorism and piracy. For instance, the National Maritime Security System enables us to detect maritime threats early, and respond promptly through close coordination among the Republic of Singapore Navy, the Maritime and Port Authority, the Police, Coast Guard, the Immigration & Checkpoints Authority of Singapore and the Singapore Customs.

Preparing for Emergencies

Everyone has a role to play in national security and preparedness for crises and emergencies. Our security agencies continue to maintain a high level of emergency preparedness through large-scale exercises such as Exercise Northstar VIII in November 2011 and the Exercise Heartbeat series in October/November 2012. The simulated scenarios – played out at public locations such as MRT stations and tourist hotspots – test and validate the capabilities and integrated response among security agencies in dealing with complex terrorist threats.

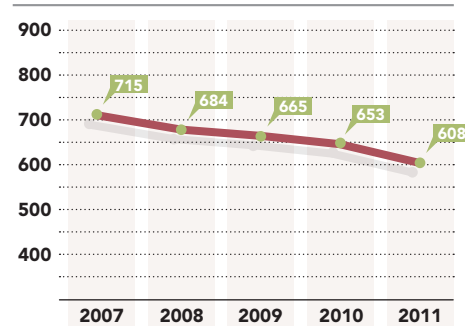
To raise the public's overall level of emergency preparedness, the Singapore Civil Defence Force works with the People's Association, the Ministry of Education and the Ministry of Manpower under the Civil Defence Ready Programme to prepare homes, schools and companies in handling emergency situations. The public will also be able to learn more about emergency procedures when the Singapore Civil Defence Force's Emergency Preparedness Centre opens in late 2013.

Since April 2012, fire bikers from the Singapore Civil Defence Force have been deployed at 40 locations island-wide, up from the previous 14 response bases. This has improved the Singapore Civil Defence Force's ability to respond promptly to both fire and medical emergencies. These fire bikes are equipped with automated external defibrillators to render the necessary medical intervention, prior to the arrival of ambulances.

Maintaining Law and Order

Crime Rate on Downward Trend

Overall Crime Rate (per 100,000 population)



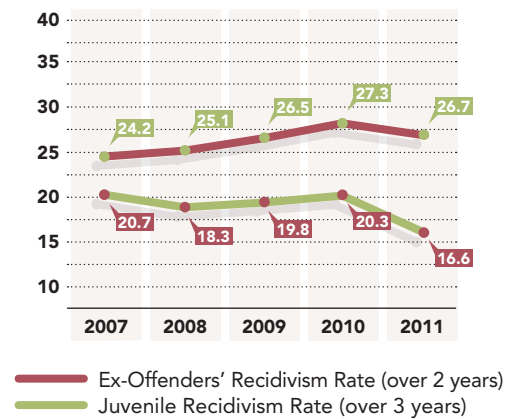
Source: Singapore Police Force

The overall crime rate per 100,000 population fell from 653 cases in 2010 to 608 cases in 2011, the lowest level in 20 years. However, new technology has opened up novel opportunities for crime that we must guard against.

To strengthen the partnership between the police and the community, the Singapore Police Force has launched its Community Policing System to deploy additional officers on the ground, engage the community more actively, and exploit technology to increase its effectiveness. Police cameras will be installed at all 10,000 HDB blocks and multi-storey car parks in Singapore by 2017, starting with 300 HDB blocks in April this year under the pilot phase. In addition, the Singapore Police Force has strengthened efforts to partner community and grassroots organisations to keep their neighbourhoods safe, such as forming more Neighbourhood Watch Groups.

Recidivism Rates Improved in 2011

Recidivism Rate (%)



Source: Singapore Prison Service and Ministry for Social and Family Development

In 2011, recidivism rates for ex-offenders and juveniles improved to 26.7% and 16.6% respectively after creeping upwards in the last few years. With repeat offenders forming the majority of the prison population, more effort will be required to break the cycle of crime. Several initiatives have been put in place, including the Community Befriending Project, a government-grassroots initiative, and the Community Outreach Project where community groups render support and assistance to ex-inmates and their families.



The number of drug abusers arrested has increased by about 50% in five years, from 2,211 in 2007 to 3,326 in 2011. In particular, new youth abusers below the age of 20 increased from 155 in 2010 to 228 in 2011. To arrest this trend, upstream education efforts such as the Preventive Drug Education programmes for at-risk youth and those in schools and post-secondary institutions are underway. In addition, penalties against repeat traffickers and traffickers who target the young and vulnerable will also be strengthened.

Building National Resilience and Forging a Strong Identity

The Community Engagement Programme launched in 2006 is aimed at building understanding and networks of trust among different communities, as well as readying our people to deal with crises. Good progress has been made on this front, but continued effort from the public, private and people sectors is needed to build a more robust and resilient Singapore.



Resilience also requires a strong national identity and a sense of belonging and rootedness to the nation.

The Singapore Memory Project was launched in 2011 to document the Singapore spirit by collecting five million personal memories by 2015 – Singapore's 50th birthday. Led by the National Library Board, in partnership with other government agencies and community organisations, the project looks back at Singapore's history and development from the viewpoint of every Singaporean, with the aim of building a collective memory of the nation.

Working with Regional and International Partners

As a small nation, it is critical that Singapore maintains strong relations with regional and international partners. We support an inclusive regional architecture centred around ASEAN that helps preserve stability and encourage growth in the region.

Some highlights of our diplomatic work include:

- **Deepening bilateral ties with our neighbours** such as Malaysia and Indonesia, through cooperation across a wide range of issues. A historic milestone in bilateral relations with Malaysia was the full implementation of the Points of Agreement.

Reaching Our Youths

To better target outreach efforts to youths and help them stay crime-free, the Ministry of Home Affairs, Ministry of Education and Ministry of Social and Family Development are working together to develop a Youth Information System that will enable better information-sharing among the Ministries.



- **Maintaining strong and friendly relations with the US, China, India, Japan and the Republic of Korea** through strategic dialogues and economic partnerships.
- **Contributing to a more cohesive and integrated ASEAN community.** In 2011, Singapore committed another \$50 million to the Initiative for ASEAN Integration over the next four years to narrow the development gap among ASEAN member states.

Singapore also contributes actively at international platforms. For example, at the United Nations, Singapore was instrumental in the formation of the Forum of Small States and the Global Governance Group. Singapore continues to be active in both groupings, ensuring that small- and medium-sized states have a say on the international stage. Singapore has also been invited to important multilateral meetings such as the G20 summit.

To promote friendship and cooperation, Singapore provides technical expertise through the Singapore Cooperation Programme to support other developing countries, in particular those in ASEAN and Asia. To date, the Singapore Cooperation Programme has trained over 80,000 government officials from 170 countries.

In addition, Singapore continues to participate in peace support operations as well as humanitarian assistance and disaster relief missions. These include reconstruction efforts in Afghanistan, counter-piracy efforts in the Gulf of Aden, as well as disaster recovery in Japan following the earthquake and tsunami in March 2011. The Singapore Armed Forces also contributes to regional maritime security efforts through initiatives such as the Malacca Strait Patrols, as well as the Navy's Information Fusion Centre, which serves as a regional maritime information-sharing hub.

Global Presence and Network

Singapore is currently a party to 18 bilateral and multilateral Free Trade Agreements that cover 24 trading partners.



To promote strategic and business linkages internationally, IE Singapore has extended its reach to 39 cities globally while EDB has 23 offices spread across 13 countries.

Contact Singapore, with offices across Asia, Europe and North America, also uses its network to draw global talent to work, invest and live in Singapore.

Singapore is home to more than 130 International Non-Profit Organisations.



6 Ensuring an Effective Government

Desired Outcomes

- Customer-centric and Consultative Government
- Rule of Law
- Incorruptible and Committed Public Officers
- Dynamic, Forward-looking Public Service Leadership
- Fiscal Sustainability
- Effective and Efficient Use of Resources

Improving Service Delivery, Strengthening Public Engagement



Singapore's public sector is well-regarded internationally. However, the public image of the civil service has been dented recently by some high profile cases of corruption, even though public sector cases form only a small part of corruption-related cases brought before the courts (6 out of 135 offenders charged in court in 2011 were public sector employees). The government's swift and resolute response to these incidents demonstrates its resolve to uphold the

highest standards of integrity in the public sector.

Improving service delivery and strengthening public engagement are key priorities for the public sector. These depend on a strong partnership between the government and the people, built on trust and mutual respect. More Singaporeans are coming forward to offer their views on public policy issues. The government welcomes this. While it is not possible to accept every suggestion, public feedback plays a significant role not just in shaping policy but also in determining the way it is implemented.

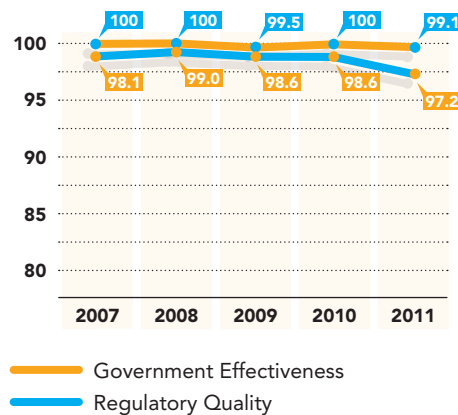
By spending within its means, the government has been able to maintain a balanced budget in recent years. The Net Investment Returns Contribution, derived from investing our reserves, has helped us to meet current spending needs. The government will continue to manage public resources prudently in order to meet growing fiscal demands in a sustainable way, particularly in the areas of healthcare and social spending.

Sustaining Good Governance

Singapore is recognised internationally for good governance. For instance, Singapore ranks highly for governance effectiveness and regulatory quality in the World Bank's Worldwide Governance Indicators.

Singapore Continues to Be Regarded Favourably for Quality of Governance

Percentile Rank*



Source: Worldwide Governance Indicators, World Bank

*The Percentile Rank (0-100) indicates the rank of the country among all countries in the world. 0 corresponds to the lowest rank, and 100 correspond to the highest rank.

In 2011, the Corrupt Practices Investigation Bureau investigated 138 graft cases, a seven-year low, following a steady decline from 428 cases in 2005. Singapore attained a score of 87 out of 100 in the 2012 Corruption Perceptions Index released by Transparency International, and was ranked among the five least corrupt nations in the report.

Upholding Public Service Integrity

The government is committed to upholding high standards of integrity in the public service. Corruption in any form is not tolerated. No matter how senior the officer, or how embarrassing it may be for its agencies, the government will not hesitate to investigate and act against wrongdoing whenever it is discovered. This is how the system must continue to operate, so that the integrity of the public sector is never in doubt.

The Civil Service has a Code of Conduct based on the principles of integrity, incorruptibility and impartiality. The Service communicates this Code to ensure that officers are aware of the ethical standards and conduct expected of them. There is also an Internal Disclosure Policy to ensure that our officers have channels to report any wrongdoings they encounter in the course of their work.

Our legal framework is rated highly by the Institute for Management Development World Competitiveness Yearbook and the World Economic Forum Global Competitiveness Report, particularly in the areas of facilitating enterprise and settling disputes. The government regularly reviews laws and initiates reforms to ensure that our legal system remains relevant and that access to justice is fair and efficient.



In 2010, the Subordinate Courts set up the Helping to Empower Litigants-in-Person (HELP) Centre to empower litigants-in-person with knowledge to make informed decisions and provide them additional avenues to seek pro bono legal support. To date, the HELP Centre has attended to more than 9,200 enquiries. This initiative placed second in the 2012 United Nations Public Service Award, under the category of “Improving the Delivery of Public Services”.

Singapore is partnering the United Nations Development Programme to set up a Global Centre for Public Service Excellence in Singapore by the end of 2012. The Centre will conduct research on public services and bring together ideas from diverse stakeholders, to encourage sustainable socio-economic development and promote best practices in governance in the region and beyond.

Pursuing Service Excellence

In 2012, the Public Service Division reviewed its “No Wrong Door” policy¹¹ to improve inter-agency coordination and response time in service delivery. Following this, the Public Service Division is piloting a First Responder Protocol to better manage responses to public feedback, especially where more than one public agency is involved. Under this new protocol, the agency that receives the feedback will coordinate the response to the public. The First Responder Protocol will be piloted with the Agri-Food and Veterinary Authority on animal-related feedback.

The Public Service Division also updated its Service Principles of “Courtesy, Accessibility, Responsiveness, Effectiveness” (CARE) in 2012 to include people-centricity, mutual courtesy and respect, and shared responsibility for public good. These principles are intended to guide public agencies in the delivery of services to the people.



¹¹ The “No Wrong Door” protocol was introduced in 2004 to ensure that public feedback is handled seamlessly across public agencies, so that members of the public are not turned from pillar to post when seeking help from the government.

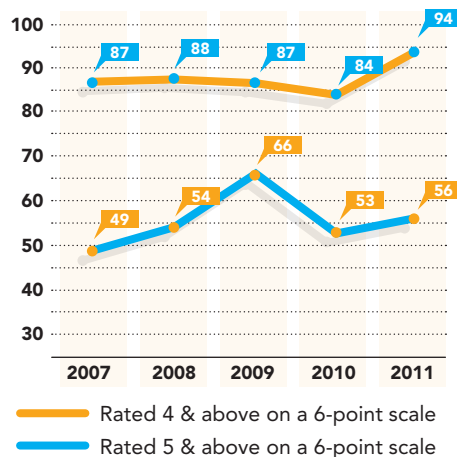
For more information on the eGov 2015 Masterplan, visit <http://www.egov.gov.sg/egov-masterplans/egov-2015/vision-strategic-thrusts>

Delivering Customer-Centric Services

The government continues to leverage info-communications technology to deliver more convenient and seamless services to the public.

Public Satisfied with Government e-Services

Percentage of Citizens who are Satisfied with the Quality of e-Services



Source: e-Government Customer Perception Survey, Ministry of Finance and Infocomm Development Authority of Singapore

The percentage of citizens who are satisfied with the quality of government electronic services rose to 94% in 2011, up from 84% in 2010. This means more than 9 out of 10 users were satisfied with the quality of government electronic services.



Internationally, Singapore is also recognised for its e-government efforts. For instance, we have been consistently ranked among the top three countries in the World Economic Forum Global Information Technology Report from 2009 to 2011.

The new e-Government Master Plan (eGov 2015) was launched in 2011. Under eGov 2015, individuals and businesses can now easily access more than 7,500 datasets from 65 government agencies for research purposes and creation of applications with the new data.gov.sg portal. The government also aims to catalyse the development of more feature-rich and innovative mobile services through the new mGov@SG to meet the growing needs of our increasingly mobile population.

Strengthening Partnerships with the Public

The government has been stepping up efforts to encourage members of the public to come forward with ideas and feedback on public policy.

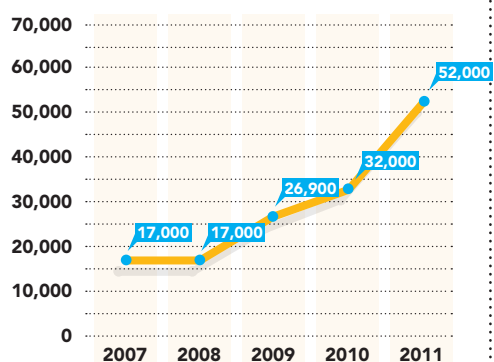
As our society develops and our challenges become more complex, the value that members of the public, as well as academics and think-tanks, can bring to the policy-making process will grow. Many engagement channels are available for the public to share views and contribute ideas. These include

REACH, ministry websites and Facebook pages, public forums, dialogue sessions, focus group discussions and surveys.

Government agencies use public engagement strategies best suited to their stakeholders and to the topics being considered. Some considerations include the nature of the issue, timeline, resources available, and the target audience.

More Public Feedback Received

Number of Feedback Submissions to REACH



Source: REACH

The volume of public feedback received by the government has grown significantly over the years. For instance, REACH has seen a three-fold increase in the feedback it has received over the past five years. In the first 11 months of 2012, this figure has already reached 64,000.

This reflects the public's desire for greater engagement with government on matters of public policy. In a 2011 survey conducted by the former Ministry of Information, Communications and the Arts, 75% of respondents felt that the government should always consult

the public and consider their views when crafting policies.

Public input has helped to shape a number of government policies and development plans, such as the Arts and Culture Strategic Review and the "My Hawker Centre" project.



The government will continue to promote face-to-face engagement channels such as dialogue sessions and town hall meetings. Social media channels provide additional avenues for receiving feedback. The Government Social Media Directory was launched in 2011 to provide a convenient platform for the public to discover and access social media initiatives managed by public sector agencies.

Our Singapore Conversation was launched in September 2012 to engage Singaporeans on the future that they want for Singapore, and to establish a broad consensus on the key issues to be



For more information on the Government Social Media Directory, visit <http://www.socialmedia.gov.sg/Web/Home/Default.aspx>

Working with the Public To Conserve Nature

In 2010, the National Parks Board embarked on a Comprehensive Marine Biodiversity Survey in response to the 2009 Singapore Blue Plan submitted by representatives from the civil society.

Co-funded by the government, the private sector and the National University of Singapore, this initiative brings together over 600 volunteers, including scientists from Singapore and academic institutions worldwide, non-government organisations, and the public. Since its commencement, several new marine species have been documented. The National Parks Board also monitors the sea-grasses with Team Seagrass and hard corals periodically with the Blue Water Volunteers.

The National Parks Board is engaging the public, tertiary educational institutions, the private sector and the public sector in making Singapore a "City in a Garden", where biodiversity is infused into our urban landscape.

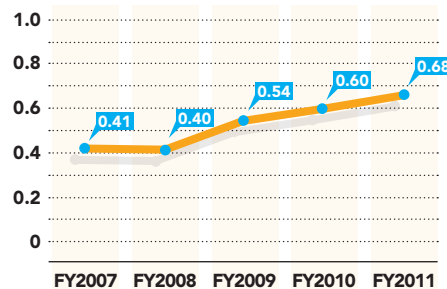
addressed, and the choices that need to be made, in order to move forward as a nation. We hope that this exercise will catalyse deep and meaningful conversations among Singaporeans, as well as strengthen the government's public engagement capabilities going forward.

Fiscal Position Remains Healthy

Singapore recorded a budget surplus in financial year 2011 on the back of strong GDP growth in 2010, and a buoyant property market which boosted government revenues.

Positive Budget Balance Maintained

Average Overall Budget Balance* over the Business Cycle as a Percentage of GDP



Source: Ministry of Finance

*The average budget balance refers to the average of the current and preceding five years' budget balances. A negative number reflects a deficit position while a positive number reflects a surplus position on average over the period.

Re-affirming Singapore's strong fiscal health, Standard & Poor's, Moody's and Fitch have maintained a stable outlook for Singapore with their highest 'AAA' or 'Aaa' ratings.

Singaporeans also benefited from investment of the nation's reserves. The Net Investment Returns Contribution of \$7.9 billion in FY2011 has enabled the government to fund new programmes while balancing the Budget.

The Ministry of Finance has internal frameworks, rules and procedures to govern financial transactions and public tenders, and to maintain discipline in the use of financial and manpower resources.

In the light of recent procurement lapses, the Ministry of Finance has taken steps to tighten the approval process for procurement by government agencies. Among other changes, the minimum opening period for submitting quotations for procurements valued between \$3,000 and \$70,000 has been extended from four to seven working days.

The Auditor-General's Office plays a vital role in ensuring that the public sector exercises sound stewardship of public resources. Its audits of the government's finances and financial processes serve as an independent check to ensure that lapses are promptly identified and addressed.



The Centre for Public Project Management (CP2M) was set up in January 2011 to build up project management expertise in the public sector and ensure that large public sector building and infrastructure projects are effectively managed with regard to cost, timeliness and quality.

PHOTOS COURTESY OF

Housing & Development Board
Infocomm Development Authority of Singapore
Land Transport Authority
Ministry of Communications and Information
Ministry of Education
Ministry of Defence
Ministry of Manpower
Ministry of Social and Family Development
Ministry of Transport
National Environment Agency (Our Environment – Safeguard, Nurture, Cherish)
National Population And Talent Division
Public Service Division
REACH
Singapore National Paralympic Council
Singapore Police Force
Singapore Tourism Board
Singapore Workforce Development Agency
Subordinate Courts