

About the Singapore Public Sector Outcomes Review (SPOR)

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

MINISTRY OF FINANCE

Republic of Singapore December 2016

Overview • • • •

The past two years have been eventful for Singapore, with 2015 marking Singapore's 50th year of independence or better known as "SG50". It was also the year that the founding Prime Minister of Singapore, the late Mr Lee Kuan Yew, passed on. SG50 forged a deeper appreciation of our history and rallied our people together so that we can face the challenges of the future with confidence.

The global economy remains subdued while technological disruption brings both new opportunities and challenges. Productivity growth remained modest although there were some bright spots, for example, in finance and insurance, and manufacturing.

Against this backdrop, we must push ahead with plans to renew our economy and transform our industries. We need to take active steps to enhance our companies' capabilities and our people's skills, so that we can continue to create good jobs that provide opportunities for Singaporeans. We are developing Industry Transformation Maps to lay out the growth and transformation strategies for 23 industries over the next five years.

While Singaporeans' incomes are up and unemployment remains low, the job market is facing challenges. We are paying close attention to workers affected by the economic slowdown and have put in measures to support them.

The Government is investing in every Singaporean. SkillsFuture will enable workers to develop new skills and keep upgrading themselves throughout their careers. We are taking steps to ensure that we focus on nurturing well-rounded individuals, and avoid overemphasising grades in schools.

Singaporeans are living longer and our population is ageing rapidly. Many worry about healthcare costs. We have made significant efforts to ensure healthcare remains affordable. Compared to a decade ago, our healthcare spending has increased almost six-fold to \$11 billion. We will continue our expansion of healthcare capacity and manpower as we increase emphasis on healthy living and prevention of illnesses. Our social safety nets have also been progressively strengthened. Over the past three years, we have introduced the Pioneer Generation Package, MediShield Life and Silver Support Scheme. To give Singaporeans greater security in retirement, we have also enhanced our Central Provident Fund (CPF) system with a range of measures.

We have made progress on some of the most pressing issues in the public transportation system. In addition to the 820 additional buses now on the road, the switch to the bus contracting model will also see service standards rise. We have opened 40 new rail stations since 2011 and will double our rail network by 2030. Rail reliability, however, remains a work in progress and there is more that needs to be done.

Our housing market is stable and public homes have become more affordable. Resale prices are 10% below their peak in 2013, the result of a series of property cooling measures. We have also ramped up the supply of new flats, which has helped clear the backlog of first-time families looking for a new home.

Terrorism is a constant threat that Singapore has to guard against. To counter this threat, we have boosted anti-terrorism measures and strengthened our border protection measures. More crucially, we are building a resilient society, united against forces that divide us. We launched SGSecure to build trust in our multiracial and multi-religious society, and strengthen our community's response to terrorism and emergencies.

Good governance is crucial to creating a thriving, open and growing nation. The Public Service is committed to upholding the fundamental values of integrity, incorruptibility and impartiality. Law and order also remain paramount in our system. As a reputable global financial centre, we take a serious view against illicit fund flows and have strengthened our system against them.

We have laid down foundations for Singapore to progress for the next 50 years. We will transform our economy, take greater care of the less fortunate and bolster our defences against external threats. At the heart of these plans are our citizens. We are stepping up efforts to improve engagement with all Singaporeans, so that everyone plays a role in solving our problems, shaping our landscape and charting the future of our country together.

Whole-of-Government Strategic Outcomes

An Endearing Home, A Resilient Society, A Strong Nation

Opportunities for All [Chapter 1]

- Macroeconomic Stability
- Thriving, Vibrant Enterprise Ecosystem
- Globally Competitive Workforce
- Sustainable Income Growth
- Good and Diverse Job Opportunities
- Lifelong Learning and Employability
- Opportunities for Every Child to Excel
- Holistic Education Centred on Values

Enabling a More Caring Society [Chapter 2]

- Assurance of Good and Affordable Healthcare
- Active and Confident Ageing
- Harmonious and Gracious Society
- Accessible, Citizen-centric Social Services
- Support for the Vulnerable
- Active and Caring Citizenry

Endearing Home, Connected City [Chapter 3]

- Quality Living Environment
- Social Spaces
 Singaporeans can
 Enjoy
- Affordable Homes
- Reliable and Convenient Transport System
- Good Connectivity, Quality Infrastructure
- Clean and Healthy Environment
- Sustainable
 Urban Living

A Safe, Secure and Credible Singapore [Chapter 4]

- Safe and Secure Homeland
- Resilience Against Crises
- A Secure Sovereign State
- A Respected Nation

Partnering Singaporeans in Nation-Building, and Good Governance [Chapter 5]

- Professional, Resilient and Respected Public Institutions
- Strong Singaporean Core
- Resilient Families and Communities
- Strong National Identity and Rich Heritage
- A Vibrant Arts and Sporting Culture
- Integrated, Dynamic and Forward-looking Public Service

- Citizen-centric Policy Design and Service Delivery
- Active Communications, Engagement and Partners
- Effective Regulation and Rule of Law
- Stewardship of Public Resources

Contents

vi	LIST OF DATA	
08	CHAPTER 1: OPPORTUNITIES FOR ALL Renewing Our Economy • Initiatives to Support Professionals, Managers, Executives and Technicians (PMETs) Providing Opportunities for All • Lifelong Learning and Mastery	09 15 17 17
21	CHAPTER 2: ENABLING A MORE CARING SOCIETY Maintaining Accessible, Affordable and Quality Healthcare Enabling Our Seniors to Enjoy Active and Successful Ageing Helping Singaporeans Achieve Peace of Mind in Retirement • Silver Support Scheme Forging a Caring and Gracious Society • Strengthening Volunteerism and Nurturing Community Partnership • Strengthening the Social Service Sector	22 24 24 25 27 29
30	CHAPTER 3: ENDEARING HOME, CONNECTED CITY Building a Better Home for All Quality Infrastructure, Good Connectivity A Clean and Sustainable Environment	31 34 38
43	CHAPTER 4: A SAFE, SECURE AND CREDIBLE SINGAPORE Protecting our Homeland and Strengthening National Service A Safe and Secure Home • Community Partnership on Reintegration Enhancing Counter-Terrorism Measures and Building Resilience A Relevant and Sovereign Singapore	44 45 48 48
52	CHAPTER 5: PARTNERING SINGAPOREANS IN NATION-BUILDING,	53 54 57 60 62 63 65

List of Data

* All data are reported on a calendar year basis, unless denoted as on a financial year (FY) basis. The FY runs from 1 April of one calendar year to 31 March of the following calendar year. For example, FY2015 refers to the FY 1 April 2015 to 31 March 2016.

CHAPTER 1: OPPORTUNITIES FOR ALL	
Real Gross Domestic Product Growth Rate (at 2010 prices) (%)	9
Gross Expenditure on R&D (\$ billion)	
Global Competitiveness Report Ranking [World Economic Forum]	
Ranking for Competitive Economies [IMD's World Competitiveness Yearbook]	13
Ranking for Ease of Doing Business [World Bank]	13
Foreign Direct Investment (\$ billion)	13
Direct Investment Abroad (\$ billion)	13
Changes in Singapore's Consumer Price Index (CPI) (%)	13
Median and 20 th Percentile Monthly Income for Full-Time Employed Citizens (\$)	14
Real Median and 20 th Percentile Monthly Household Income from Work per Household Member	
among Citizen Employed Households	14
Overall, Residents and Citizens Unemployment Rate (annual average) (%)	14
Residents Long-term Unemployment Rate (non-seasonally adjusted) (%)	14
Foreign Share of Total Employment (%)	14
Productivity Growth for Outward and Domestically-oriented Sectors (% per annum)	16
Overall Training Participation Rate (%)	17
Resident Labour Force with Post-Secondary Qualifications (%)	19
P1 Cohort Who Progressed to Post-Secondary Education Institutions (PSEIs) (%)	19
International Rankings of Singapore's Education System	19
Gini Coefficient Before and After Taxes and Transfers	20
Share of Government Taxes Paid and Transfers Received by Citizen Households (%)	20
CHAPTER 2: ENABLING A MORE CARING SOCIETY	
Life Expectancy of Residents at Birth (years)	22
Patients Who Waited 100 Minutes or Less for Consultation at Polyclinics (%)	23
Average Coverage of Class B2/C Bills by Medisave and MediShield (%)	23
Pioneer Generation Members Who Enjoyed Pioneer Generation Subsidies for Their Outpatient Visits	
to Subsidised SOCs, Polyclinics or CHAS Clinics (%)	23
Active CPF Members Who are Able to Meet Required Retirement Sum at Age 55 (%)	25
Number of Unique Households Assisted Under ComCare	27
Charitable Giving to Institutions of Public Character as % of GDP and Amount (\$ million)	29
National Volunteerism Rate (%)	29
CHAPTER 3: ENDEARING HOME, CONNECTED CITY	
Global Liveability Survey [Mercer's Quality of Life Index]	31
Global Liveability Survey [Economic Intelligence Unit's Liveability Index]	31
Overall Average Breakdown Rate of Public Housing Lifts (per 1000 lifts)	
Home Ownership Rate Among Resident Households in HDB Dwellings (%)	33

Debt Servicing Ratio (DSR) for First-Timer Applicants Buying 4-room New Flats in Non-Mature Estates (%)	
Customer Satisfaction Survey for Public Transportation System (%)	
Mean Distance Travelled between Delays of More than 5 Minutes for Overall MRT Network (train-km)	
Number of Service Delays of More Than 30 Minutes for Overall MRT Network	
Ranking of Air and Sea Transport [World Economic Forum]	
Growth Rate of Construction Site Productivity (%)	
Resident Households with Access to Broadband (%)	
Days in a Year where PSI is in the 'Good' and 'Moderate' Range (%)	
Number of Local Dengue Cases	
Number of Rat Burrows	
Domestic and Non-domestic Waste Recycling Rate (%)	
Overall Recycling Rate (%)	40
Food Wastage (tonnes)	
Domestic Water Consumption per Capita (litres per day)	
Water Level at Johor's Linggiu Reservoir (%)	41
CHAPTER 4: A SAFE, SECURE AND CREDIBLE SINGAPORE	
Feeling of Safety in the Neighbourhood (%)	45
Overall Crime Rate (per 100,000 population)	45
Overall Drug Abusers Arrested (per 100,000 population)	46
Ex-Offenders' Recidivism Rate (%)	48
CHAPTER 5: PARTNERING SINGAPOREANS IN NATION-BUILDING, AND GOOD GOVERNANCE	
World Governance Indicators for Government Effectiveness and Regulatory Quality (percentile rank) [World Bank]	53
Composition of Total Population (millions)	54
Number of Citizen Marriages	54
Number of Divorces and Annulments	54
Number of Citizen Births ('000)	54
Resident Total Fertility Rate (per female)	55
Strong Sense of Identity as Singaporeans (%)	57
Race and Religion Cohesion Index (RRCI) (100-point scale)	58
Number of Visits to Public Sports Facilities	59
Residents Who Attended an Arts and Culture Event at Least Once a Year (%)	60
Ranking for Networked Readiness Index [World Economic Forum]	61
Citizens Who Are Satisfied with the Quality of e-Services (%)	61
Singaporeans' Perception of the Legal System (%)	63
Trust and Confidence in Singapore's Legal System (%)	
Responses to "Singapore is Governed by the Rule of Law" (%)	
Ranking of Legal Framework [World Economic Forum]	
Ranking of Legal Framework [IMD's World Competitiveness Yearbook]	
Singapore's Credit Ratings [Moody's]	
Average Overall Budget Balance over the Business Cycle (% of GDP)	

OPPORTUNITIES FOR ALL

Renewing Our Economy, Transforming Industries



Maintaining economic competitiveness and pursuing quality growth amidst uncertain global outlook



Supporting economic restructuring with \$4.5 billion Industry Transformation Programme



Partnering companies, industry associations, business chambers and unions to transform industries



Ensuring businesses stay relevant through innovation and improved productivity

Enhancing Lifelong Employability and Incomes



Helping Singaporeans progress through employment, education and training



Enhancing lifelong employability of Singaporeans through up-skilling and re-skilling



Moving away from over-emphasis of grades and nurturing well-rounded individuals to meet the needs of a competitive economy



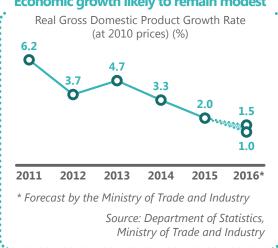
Supporting workers who are switching careers, displaced or unemployed through Adapt and Grow initiatives

Renewing Our Economy

The global economic outlook is generally expected to remain weak. Investment demand in key advanced economies remains sluggish while China's growth continues to moderate as it restructures its economy. The United Kingdom's vote to leave the European Union has added uncertainties to the global economic landscape. More broadly, political risks and uncertainties have risen and could lead to greater economic uncertainties, thereby weighing on global growth.

Against this backdrop, Singapore's GDP growth is likely to come in at 1% to 1.5% in 2016, down from the 5.8% per annum over the past six years. Our outward-oriented sectors such as wholesale trade, and finance and insurance could continue to face external headwinds. At the same time, businesses face the challenges of manpower constraints and limited land resources.

Economic growth likely to remain modest



Our priority remains to achieve sustainable growth for Singapore's economy, supported by the twin pillars of productivity and innovation. To do this, Singapore has to become more manpower lean. This will enable us to sustain rising incomes for all Singaporeans and avoid becoming over-reliant on foreign manpower.

In order to strengthen Singapore's resilience amidst the global economic slowdown and prepare to ride on future growth opportunities, the Committee on the Future Economy - a joint effort between the Government, business and people-sector leaders was set up in 2016 to develop strategies to position Singapore well for the future. The Committee will be releasing a set of recommendations in early 2017 on strategies to renew and transform our economy.

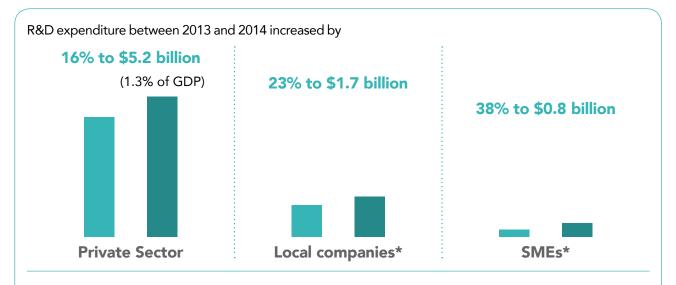
Positioning Singapore for Future Growth

The Committee on the Future Economy was set up in January 2016 to chart the future of Singapore's economy, identify areas of growth, enhance our position as a global city of opportunity and prepare the workforce for the future economy.

Transforming Industries



We are committed to helping companies seize opportunities through research and development (R&D), leverage disruptive technologies and strengthen capabilities to translate R&D into innovations and products. These efforts ensure Singapore stays competitive and internationally relevant. We have committed \$19 billion for the Research, Innovation and Enterprise 2020 Plan from Financial Year 2016 to 2020. Part of the budget will be allocated for public-private research collaborations, companies to use new technologies and new enterprises to develop themselves. We are continuing to invest in deepening capabilities in our universities and research institutes in new technical areas.



In 2015, SPRING supported **22,000** projects, **2 times** the number in 2014. Collectively, these are expected to contribute **~\$6.9 billion** in cumulative value-add and create **~19,000** new jobs (75% projected to be skilled jobs when fully implemented over the next 3 years).

We are developing Industry Transformation Maps (ITMs) for 23 industries as part of the \$4.5 billion Industry Transformation Programme. The ITMs integrate industry-specific programmes to support companies in productivity improvements, innovation, jobs and skills upgrading, and internationalisation. These efforts will help ensure growth and

competitiveness of our sectors and creation of good jobs for Singaporeans. Each ITM is being developed and implemented under the lead of one government agency, in close collaboration with other relevant government agencies, companies, industry associations, business chambers and unions.

^{*} Local companies are registered in Singapore with at least 30% of their shares held by a Singaporean while SMEs refer to small-medium enterprises with up to S\$100 million annual sales turnover or 200 employees at group level.

INITIATIVES TO TRANSFORM INDUSTRIES AND IMPROVE COMPETITIVENESS OF BUSINESSES, ESPECIALLY SMES



TRANSFORM INDUSTRIES VIA INNOVATION IN THE MEDIUM TO LONG TERM

- \$400 million Automation Support Package over the next three years
- Enhanced the Increase SME Productivity with Infocomm Adoption and Transformation (iSPRINT) scheme to support business adoption of information and communications technology solutions



2

CONTINUE EFFORTS TO GROOM HIGH POTENTIAL START-UPS

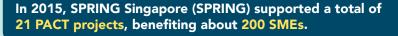


- A \$75 million top up to the Business Angel Scheme (BAS)
- Government co-investment cap for the Start-up Enterprise Development Scheme (SEEDS) and BAS increased to \$2 million per company

3

IMPROVE SMEs' ACCESS TO BUSINESS OPPORTUNITIES AND PARTNERSHIPS

 Closer collaborations with large local enterprises and multi-national companies through Partnerships for Capability Transformation (PACT) and Collaborative Industry Projects (CIP)



 Improve the capabilities of Business Advisors at SME Centres by reviewing the Advisors' training framework and rolling out new training requirements

In 2015, the 12 SME Centres reached out to more than 22,000 SMEs through their advisory services.



INCREASE FINANCING OPTIONS FOR SMEs



- New SME Working Capital Loan scheme
- Continuing with the Local Enterprise Finance scheme and Micro Loan Programme to provide loans to SMEs



ENHANCE SUPPORT FOR START-UPS AND SMES TO SCALE UP

- Expansion of SME Mezzanine Growth Fund to \$150 million, to provide more capital to support SMEs to scale up and internationalise
- Boost venture funding and support for accelerators and incubators through SG-Innovate





ENCOURAGE MORE SMES TO EMBARK ON CAPABILITY UPGRADING



Enhanced Capability Development Grant (CDG)

In 2015, SPRING supported about 1,300 CDG projects and also appointed three new partners – Workplace Safety and Health Council, JTC Corporation (JTC) and Infocomm Media Development Authority – to promote CDG to their SME clients.

 Rolled out pre-scoped Integrated Solutions under the Innovation and Capability Voucher (ICV) programme

In 2015, SPRING supported 19,500 enterprises with ICV.



STRENGTHEN PARTNERSHIPS WITH TRIPARTITE STAKEHOLDERS

SUCH AS TRADE ASSOCIATIONS AND CHAMBERS (TACs) AND UNIONS TO DRIVE INDUSTRY TRANSFORMATION

- Local Enterprise and Association Development-Plus (LEAD-Plus) to strengthen TACs' in-house capabilities
- Set up Sectoral Tripartite Committees comprising the government agency in charge of the sector, employers and unions – to drive sectoral manpower efforts





FOSTER A VIBRANT AND INNOVATION-ENABLING ENVIRONMENT

- Develop the National Trade Platform to enable electronic data sharing among businesses and government, and cross-border tie-ups to facilitate trade
- Innovative facilities to help businesses enhance competitiveness e.g. JTC Food Hub @ Senoko, JTC Furniture Hub @ Sungei Kadut, Metals, Machinery and Timber (MMT) Hub @ Kranji
- Partnered Centres of Innovation (COIs) to help SMEs to access new technologies and embark on innovation efforts



In 2015, the seven COIs supported more than 300 SMEs for various types of technology adoption and development projects.

Maintaining Economic Competitiveness

Singapore remained highly-ranked among the world's most competitive economies:

- Second out of 138 economies in the World Economic Forum's Global Competitiveness Report 2016/2017
- Fourth out of 61 economies in the International Institute for Management Development (IMD)'s World Competitiveness Yearbook 2016
- Second out of 190 economies in the World Bank's Ease of Doing Business 2017

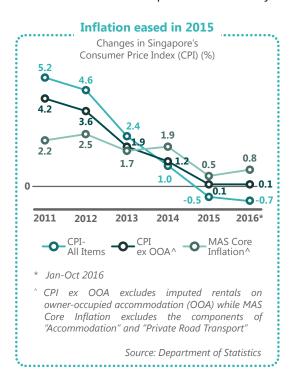
Foreign investors have maintained their confidence in Singapore. In 2015, we attracted \$11.5 billion of fixed asset investments and \$5.6 billion of total business expenditure. These investment commitments are estimated to generate \$12.3 billion of value-added per annum to the economy and create 16,800 jobs when the projects are fully implemented. 2016's investment commitments are likely to be comparable.



Direct investment abroad has also remained relatively stable with an annual average of \$49 billion over the past three years.

Ensuring Medium-term Price Stability

Core inflation eased in 2015, largely due to a sharp decline in global oil prices. It picked up over the course of 2016 and is expected to rise gradually next year. While the disinflationary effects of some budgetary and other one-off measures will dissipate, the pace of consumer price increases will be restrained by weak external inflation and a more muted pass-through of business costs to consumer prices domestically.



The Monetary Authority of Singapore (MAS) has progressively eased monetary policy in response to the weak underlying inflationary pressures in the economy. The cumulative effects of these monetary policy changes will continue to ensure price stability over the medium-term.

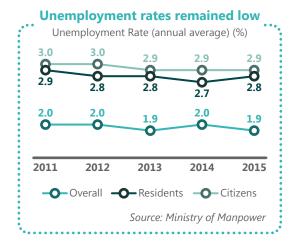
Raising Incomes for Singaporeans

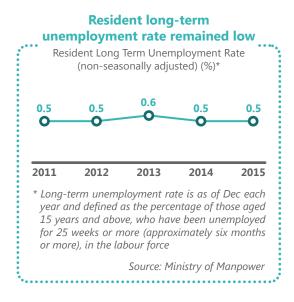
Singaporeans are earning higher incomes. In 2015, full-time employed Singaporeans at the 20th percentile and median income levels earned \$1,965 and \$3,798 per month respectively¹. After accounting for inflation, both groups saw a growth rate of about 3% per annum since 2010.

Households also saw their monthly incomes rise in 2015. Singaporean households² at the 20th percentile saw income rise to \$1,170 per household member. Household income at the median income level also rose to \$2,353 per household member. This represents a cumulative increase of about 18% in real terms since 2011 for both groups³.



Among residents, the unemployment rate has remained broadly stable at around 3% or lower over the last five years (2011 to 2015), which is among the lowest in the world. The long-term unemployment rate has also remained stable. However, the unemployment rate of residents in professional, manager, executive and technician occupations⁴ has risen over the past five years - up from 2.4% in 2011 to 3.1% as of June 2016.





The Government has also adopted measures to moderate the inflow of foreign manpower⁵, which has remained at roughly one-third of our total employment. This ensures that they complement our local workforce.

Refers to gross monthly income from work, including employer CPF.

Refers to households headed by Singapore citizens and with at least one working person. Based on CPI for All-Items index for the lowest 20% and middle 60% of households respectively.

Unemployment rate of residents in professional, manager, executive and technician occupations is non-seasonally adjusted and as of June each year. Foreign manpower excludes foreign domestic workers.

INITIATIVES TO SUPPORT PROFESSIONALS, MANAGERS, EXECUTIVES AND TECHNICIANS (PMETs)

Of the 9,090 Singaporeans and permanent residents laid off in 2015, seven in ten were PMETs, two-thirds were aged 40 years and above, and most were from the services sector. Two-thirds of those who were laid off in the first nine months of 2015 re-entered the workforce by December. There has been increased challenge for some PMETs who have been laid off, in finding jobs that match their skills and expectations.

The Government launched the Adapt and Grow initiative to support Singaporeans, especially mature PMETS, affected by the economic slowdown and restructuring as well as those who wish to proactively pursue a new job or enter a new industry to grow their careers. The support programme consists of the following.

For PMETs.

• Career Support Programme

Launched in October 2015, this pilot programme encourages employers to offer suitable job opportunities for eligible Singaporeans⁶ to tap on their wealth of experience. It is scheduled to run till September 2017.

• Professional Conversion Programmes

Launched in 2007, these career conversion programmes aim to help PMETs acquire new skills and move into new jobs with good prospects and opportunities for progression. By the end of 2016, there will be more than 50 such programmes across many sectors, compared to 22 at the beginning of the year.

• P-Max Programme

Launched in March 2015, P-Max aims to enable SMEs to adopt progressive human resource practices through training and basic human resource toolkits so they can better recruit, manage and retain their newly-hired PMETs. More programme managers will be appointed to expand the reach of P-Max.

For Rank-and-File (RnF) Workers,

• Place-and-Train programmes

Workforce Singapore will increase the number of Place-and-Train programmes for RnF workers in sectors that are actively hiring in significant numbers. These sectors include hospitality, infocomm and education sectors. Participating employers will benefit from salary support and course fee subsidy.

• Reskilling for Jobs - Work Trial

The Reskilling for Jobs – Work Trial aims to strengthen the employability of locals, particularly the RnF workers, through structured short-term on-the-job training programmes with hiring companies. The programme is aimed at helping workers acquire skills and improve their confidence to potentially take on new jobs. Under this programme, Singaporeans and permanent residents can receive a Training Allowance and a Retention Incentive to encourage them to reskill, take on new jobs and stay on the job.

⁶ For PMETs aged below 40 years, they must have been (i) made redundant and (ii) unemployed for six months or more. For PMETs aged 40 years and above, they qualify if they fulfil either criteria.

Modest Productivity Growth Rate

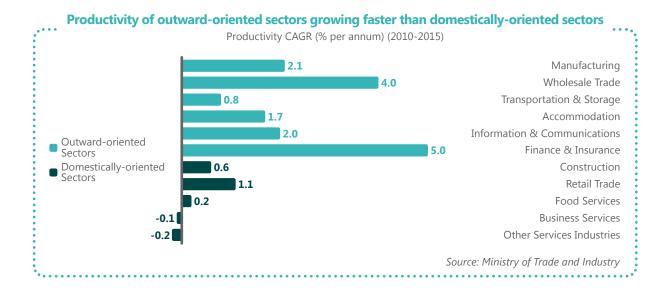
Raising our productivity is key to realising sustainable growth. Between 2009 and 2015, labour productivity, measured by value-added per actual hour worked, has grown at a compound annual growth rate (CAGR) of 2.7%. But a big part of this growth was due to the economic rebound in 2010. If that year is excluded, productivity grew by 1.3% per annum between 2010 and 2015.

The slowdown in productivity growth can be attributed to the uncertain and sluggish global economic environment, low productivity growth in domestically-oriented sectors and relatively faster employment growth in less productive domestically-oriented sectors such as construction and food services.

Not withstanding the slowdown in productivity growth, there are some bright spots in our

productivity drive. Productivity in the outward-oriented sectors⁷, which account for close to 60% of the economy in value-added terms, grew by 3.2% per annum from 2010 to 2015 despite the challenging external environment. For example, the finance and insurance, and manufacturing sectors achieved productivity growth of 5.0% and 2.1% per annum respectively over the same five-year period.

More companies are responding to the call to raise productivity. Based on the Singapore Chinese Chamber of Commerce and Industry's annual SME survey, the proportion of SMEs taking steps to raise productivity grew from 83% in 2013 to about 90% in 2014 and 2015. The Productivity and Innovation Credit scheme, which provides support for companies to invest in innovation and productivity improvements, has benefitted 102,000 companies as at January 2016.



Outward-oriented sectors refer to manufacturing, wholesale trade, transportation and storage, accommodation, information and communications, and finance and insurance sectors.

Providing Opportunities for All

Enhancing Lifelong Employability for All

We aim to help all Singaporeans progress through employment and education by creating quality jobs, enabling our people to acquire relevant skills for lifelong employability and continuing to help local workers adapt to the changing job market.

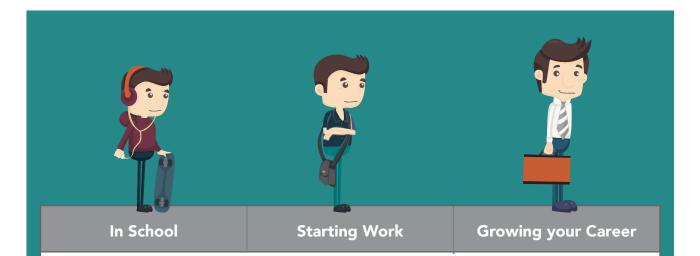


LIFELONG LEARNING AND MASTERY

The dip in overall training participation rate can be attributed to fewer employed residents going for training amid softer economic conditions in 2015. SkillsFuture will continue to provide opportunities to help Singaporeans develop new skills and deepen their existing ones to build a future-ready workforce.

With the merger of SkillsFuture Council and the National Productivity Council to form the Council for Skills, Innovation and Productivity, we will partner tripartite stakeholders to identify industry relevant skills and implement sector-focused efforts to develop quality careers through skills.





Education and Career Guidance

Learning experiences and access to ECG counsellors for students to make better-informed education and career choices Career centre coaching services and self-help resources on the latest industry needs as well as career and training advisory to help Singaporeans make better informed choices

SkillsFuture Modular Courses

A wider range of short skills-based modular courses to help working adults acquire relevant skills and stay responsive to industry needs

Individual Learning Portfolio

A one-stop, education, training and career guidance online portal for Singaporeans to discover their interests, abilities, and aspirations, and to explore various education pathways

SkillsFuture Earn and Learn Programme

Career head start for fresh polytechnic and ITE graduates via a work-study programme with structured on-the-job training and facilitated classroom learning

SkillsFuture Mid-Career Enhanced Subsidy

Higher subsidies of up to 90% of course fees for SkillsFuture Singapore (SSG)-supported courses and at least 90% of programme cost for Ministry of Education (MOE)-subsidised courses

Enhanced Internships

Structured programmes and enhanced internships to support better workplace learning for polytechnic and ITE students by deepening their technical and soft skills through assignments in authentic work environments

P-Max

Programme to help place jobseeking PMETs into suitable SMEs roles

SkillsFuture Study Awards

Cash award of \$5,000 to help Singaporeans develop and deepen their skills in growth sectors

Young Talent Programme

Overseas internships and work-andstudy attachments for polytechnic and ITE students to prepare them for international assignments in their careers

SkillsFuture Credit

Learning credits for Singaporeans aged 25 and above to pay for skills-related courses supported by public agencies

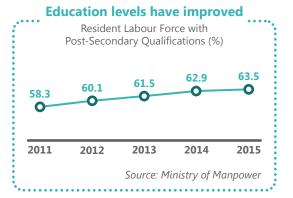
SkillsFuture Fellowships

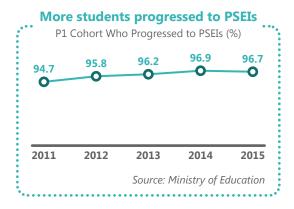
Cash sponsorship of \$10,000 for those with deep skills expertise to continue their pursuit of skills proficiency

Source: SkillsFuture Singapore

The education level of the workforce has improved further as more students progressed to post-secondary education institutions (PSEIs). Our education system remains highly regarded in the world and ranks among the top internationally for its ability to equip our citizens with the knowledge and skills to meet the needs of a competitive economy.







	World Economic Forum's Global Competitiveness Report	International Institute for Management Development's World Competitiveness Yearbook		
	Quality of Education System	Education System Meets Needs of a Competitive Economy	University Education	
2011	2 nd	3 rd	2 nd	
2012	3 rd	3 rd	2 nd	
2013	3 rd	4 th	2 nd	
2014	4 th	3 rd	4 th	
2015	3 rd	3 rd	3 rd	
2016	2 nd	3 rd	Joint 2 nd	

We are committed to readying our people for the future by providing opportunities for all. This will be achieved by moving away from an over-emphasis on grades and towards nurturing well-rounded individuals, and embracing SkillsFuture and lifelong mastery. Examples of the initiatives include:

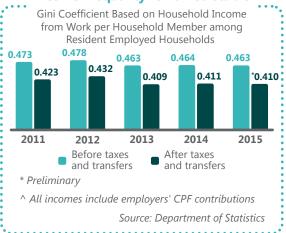
- Providing access to quality and affordable preschool
- A new PSLE scoring system in 2021
- Providing quality outdoor education for all students
- aptitude-based admissions Expanding institutes of higher learning
- support for students with More special educational needs



Supporting Lower-Income Groups

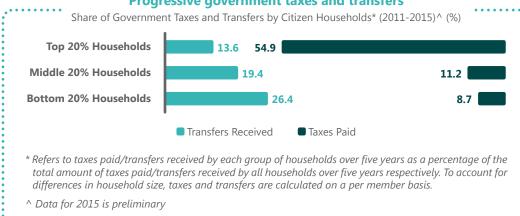
Even as we enhance Singaporeans' employability and ability to earn higher incomes, we also ensure that our overall taxes and transfers system remains progressive. Households in the top 20% of the income distribution pay the largest share of taxes, while households in the bottom 20% receive the largest share of transfers from the Government. We provide support for lower-income Singaporeans through the Goods and Services Tax (GST) Voucher, subsidies and grants. Older low-wage workers receive the Workfare Income Supplement to supplement their CPF savings and take-home pay. The redistributive effects of these policies are evident: Singapore's Gini coefficient is lower after government transfers and taxes are included.

Income inequality remained stable



Source: Ministry of Finance

Progressive government taxes and transfers



ENABLING A MORE CARING SOCIETY

Better Health, Better Care and a Better Life



Increasing emphasis on healthy living and prevention of illnesses



Average coverage of Class B2/C bills by Medisave and MediShield remains high at 90%



Continuing our sustainable expansion of healthcare capacity and manpower

Helping Singaporeans Achieve Peace of Mind in Retirement



Additional 1% extra interest on the first \$30,000 of CPF balances from age 55 onwards



More flexibility to manage CPF savings



Silver Support Scheme to supplement the retirement income of the bottom 20% of Singaporeans aged 65 years and above

Forging a Caring and Gracious Society



Social Service Offices (SSO) within 2km of where 9 in 10 beneficiaries live or work



Empowering persons with disabilities to realise their full potential

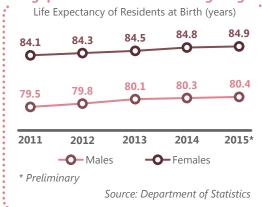


Strengthening volunteerism and nurturing community partnership

Maintaining Accessible, Affordable and Quality Healthcare

Our healthcare system has served Singaporeans well. Singapore's life expectancy remains high and compares well internationally. The proportion of Singaporeans and permanent residents aged 35 to 74 years who die from chronic diseases such as cancer, coronary heart disease and stroke has declined over the years. We will continue building on this strong foundation for a sustainable healthcare system to ensure Better Health, Better Care and a Better Life for all Singaporeans.





To nurture a healthy nation, we will work on upstream prevention. We will be developing the NurtureSG Plan to foster healthy living habits and tackle preventable risk factors in our children and youths. A new National Diabetes Prevention and Care Taskforce has also been set up to spearhead a whole-of-nation initiative to tackle diabetes.



Accessibility

We are continuing to expand our healthcare capacity to better serve Singaporeans. In 2015, three new acute and community hospitals started operations: Ng Teng Fong General and Jurong Community Hospital in the west, and Yishun Community Hospital in the north. They will add a total of 1,530 beds when fully opened. We are on track to open Sengkang General and Community Hospitals in 2018.

Between 2011 and 2015, we added about 28% more nursing home beds and 60% more home care, day care and home palliative care places. We have expanded Marine Parade polyclinic and are also redeveloping existing polyclinics in Bedok, Yishun and Ang Mo Kio.

In 2015, 98.6% of patients at our polyclinics waited less than 100 minutes for consultation. Two new polyclinics will open in Jurong West and Punggol, and two more family medicine clinics will open in Tampines and Keat Hong in 2017.

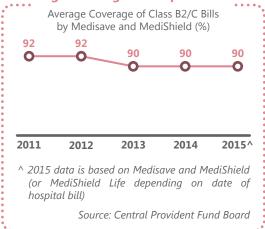


Under the Community Health Assist Scheme (CHAS), subsidies for common illnesses, selected chronic conditions and dental procedures, and recommended health screening are available at about 950 General Practitioner clinics and 650 dental clinics islandwide to about 1.34 million Singapore citizens, including Pioneers.

Affordability

We have made significant efforts to ensure healthcare remains affordable. Government spending on healthcare has increased almost six-fold to \$11 billion, compared to a decade ago. This is partly due to our ageing population and the Government's policy shift to take on a greater proportion of healthcare costs. We launched the Pioneer Generation Package (PGP) in 2014 and introduced MediShield Life in November 2015. Medisave and MediShield coverage of hospital bills have remained high, covering an average of 90% of Class B2/C hospital bills. MediShield Life is expected to improve coverage even further. We have also introduced more flexibility in the use of Medisave to help Singaporeans with outpatient care.

Medisave and MediShield continue to provide high coverage of hospital bills



With PGP, the number of Pioneers who felt assured that healthcare costs will remain affordable has increased from 77% in 2014 to 87% in 2015, according to a survey conducted by the Ministry of Communications and Information. Over 90% of Pioneers enjoyed PGP subsidies for their visits to subsidised specialist outpatient clinics, polyclinics or CHAS clinics, between September 2014 and December 2015.

Quality

Our healthcare professionals serve as the bedrock of our healthcare system. To meet increasing and varied demands, we have grown our professional healthcare workforce of doctors, nurses, pharmacists, and allied health professionals by 24% over five years – from 46,000 to 57,000 – between 2011 and 2015. The Ministry of Health (MOH) is also stepping up efforts to make careers in the healthcare industry more attractive, through enhanced remuneration, career and professional development. The Enhanced Nursing Home Standards, as well as Guidelines for Home and Centre-based Care introduced by MOH in 2015, will also raise the standard of aged care services.

Enabling Our Seniors to Enjoy Active and Successful Ageing

The Action Plan for Successful Ageing was launched in 2015 to empower Singaporeans to age confidently and lead active lives, with strong bonds to their families and the community. It includes more than 70 initiatives across 12 areas. Some key initiatives are as follows:

- Health and Wellness The National Seniors'
 Health Programme will promote health education
 and preventive health services for seniors in the
 community and mature workers in workplaces.
- Senior Learning National Silver Academy and the Intergenerational Learning Programme will enable seniors to pursue learning in diverse areas according to their interests.
- Silver Volunteerism The Silver Volunteer Fund will enable more seniors to be engaged and contributing as volunteers.

Through the Home and Community Care Master Plan, we will pilot new initiatives to better support seniors to age at home and in the community. We will also introduce a new Integrated Operator Scheme that will help bring together different aged care services, so that seniors can receive continuous, seamless and personalised care.



Helping Singaporeans Achieve Peace of Mind in Retirement

We strive to provide Singaporeans, especially those in the lower income group, greater security in retirement. The proportion of active CPF members who are able to meet the required retirement sum⁸ at age 55 years has increased from 52% in 2013 to 54% in 2015. We have made enhancements to our CPF system to boost Singaporeans' retirement savings and ensure that there are sufficient flexibilities to meet their varied needs. These include:

- Additional 1% extra interest on the first \$30,000 of CPF balances for CPF members aged 55 years and up
- Increase in CPF salary ceiling from \$5,000 to \$6,000 a month
- Increase in CPF contribution rates for older workers

⁸ Meeting the required retirement sum refers to meeting the (i) Basic Retirement Sum for members who own a property or (ii) Full Retirement Sum for those who do not own a property.

- More flexibility to manage CPF savings such as:
 - » Greater range of retirement sums and payouts to choose from
 - » Flexibility to defer CPF LIFE payouts for higher payouts
 - » Flexibility to withdraw up to 20% of Retirement Account balances from Payout Eligibility Age for cohorts who turned 55 years old from 2013 onwards
 - » Flexibility to transfer CPF savings above the Basic Retirement Sum to their spouse

More are better prepared for retirement needs





SILVER SUPPORT SCHEME

The Silver Support Scheme is the latest addition to our social safety net and is part of a wider suite of schemes that the Government has put in place in recent years to support elderly Singaporeans in their various needs. This scheme is targeted at the bottom 20% of Singaporeans aged 65 years and older. These are seniors who not only have little or no family support in their retirement years, but also did not manage to save enough because they earned low wages in their prime working years. Eligible seniors will automatically receive a cash supplement of \$300 to \$750 every quarter. The scheme will benefit more than 140,000 seniors in 2016, with the first payout made in July 2016.



CARING FOR SENIORS

We have many schemes to support our seniors in their retirement



WHEN I NEED TO SEE THE DOCTOR

Government Subsidies

At all public hospitals, specialist outpatient clinics (SOC) and polyclinics



Community Health Assist Scheme (CHAS)

Subsidies for medical and dental care for lower- and middle-income households



MediShield Life Premium Subsidies

Up to 50% for lower- and middleincome households

Medisave Top-Ups

Yearly top-up of \$100-\$200 till 2018, for seniors born on or before 31 Dec 1959 who do not enjoy Pioneer Generation benefits



Intermediate and Long-**Term Care Subsidies**

Up to 80% for home and centre-based care services and 75% for residential services such as nursing homes

SPECIALLY FOR OUR PIONEERS

Singaporeans born on or before 31 Dec 1949, and obtained citizenship on or before 31 Dec 1986, also receive:



- Special subsidies at CHAS GP and dental clinics
- Additional 50% off subsidised services and medications at polyclinics and SOC in public hospitals
- Special subsidies for MediShield Life premiums
- Annual Medisave top-ups
- Cash of \$1,200 a year for those under the Disability Assistance scheme



WHEN I NEED HELP WITH LIVING EXPENSES

GST Voucher

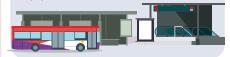
Help for lower-income Singaporeans:

- Cash For immediate needs, such as grocery bills
- **CPF Medisave** Top-up for medical needs
- **U-Save** Rebate to offset utilities bills every quarter



Senior Citizen Concession Card

Enjoy lower fares on buses and trains



WHEN I NEED **EXTRA CARE**

Enhancement for **Active Seniors (EASE)**

Subsidies of up to 95% to make HDB flats senior-friendly, e.q. by installing features like grab bars and providing slip-resistant treatment to bathroom floors



Foreign Domestic Worker Levy Concession

Only \$60 a month for households with seniors aged 65 years and above



INCREASING ADDITIONAL INCOME DURING RETIREMENT

Enhanced CPF Savings

Additional 1% interest on the first \$30,000 of CPF savings for those aged 55 and above



More Workfare Benefits

From 1 Jan 2017, eligible low-wage workers will receive higher Workfare Income Supplement (WIS) payouts to be paid monthly

Silver Housing Bonus

Additional income when moving to a smaller flat



Lease Buyback Scheme

4-room or smaller flat owners can sell part of their flat lease to HDB

2-Room Flexi Scheme

Owners spend less cash or CPF by choosing a shorter-lease flat



ADDITIONAL HELP FOR **SENIORS WITH LITTLE SUPPORT**

ComCare Long Term Assistance/ **Public Assistance**

for permanently unable to work due to old age, illnesses or unfavourable family circumstances



Medifund

Help for medical bills

Additional MediShield Life Premium Support

Help for those unable to afford premiums even after subsidies



SILVER SUPPORT SCHEME



From end-Jul 2016, payouts of \$300-\$750 every 3 months targeted at bottom 20% of seniors who had low incomes through life and little or no family support.





Forging a Caring and Gracious Society

Enhancing Social Support Delivery

We have completed the rollout of our network of 24 Social Service Offices (SSOs), significantly increasing the number of ComCare touch points from the original five Community Development Councils. Nine in ten SSO beneficiaries living in Housing & Development Board (HDB) towns can now reach an SSO within 2km of where they live or work.



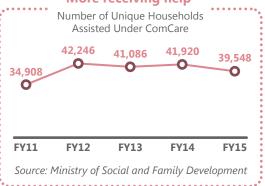
We will continue to work closely with our partners to coordinate service delivery for families with more complex financial and social needs. We are also exploring the integration of services to provide more convenient and holistic assistance to our clients, especially those with multiple needs. For instance, at Taman Jurong and Kreta Ayer SSOs, we are piloting a model that brings together social assistance, family services and employment services under one roof.

Caring for the Vulnerable

There are some groups in our community who need more help and support.

Since the launch of the SSO network as well as changes to the income eligibility criteria for ComCare Short-to-Medium Term Assistance, we are reaching out to a much larger group of households who need help. This has stabilised with the completion of a wider SSO network. Those who are permanently unable to work, and have little or no means of income and family support, also started to receive higher ComCare Long-Term Assistance payouts from July 2016. Larger households will receive more cash assistance. The cash assistance is part of a package of support measures including additional assistance for other essential expenses, free medical treatment at public healthcare institutions, and social services.

More receiving help



A new pilot programme aimed at low-income and vulnerable children, called KidSTART, has been launched to give stronger support for this group of children. Drawing together government and community resources, KidSTART will proactively identify this group of children and ensure they receive appropriate learning, developmental and health support. KidSTART will also monitor their progress in their early years.

There will be stronger protection for vulnerable adults from abuse, neglect and self-neglect with a proposed new Vulnerable Adults Bill.

Building an Inclusive Society for Persons with Disabilities

The Enabling Village, which was opened in December 2015, is an inclusive community space with a strong focus on training and employment for persons with disabilities such as providing career guidance, training and on-site job matching services. Workfare Training Support scheme was extended to eligible persons with disabilities aged 13 years old and above to support them in upgrading their skills through training.

We also enhanced the Assistive Technology Fund in August 2015 to provide subsidies of up to \$40,000 for persons with disabilities to buy assistive technology devices. The average number of beneficiaries per month increased by more than seven times. In addition, a five-year Disability Sports Master Plan was launched to encourage those with disabilities to actively participate in sports.

The Enabling Master Plan is a five-year roadmap to help Singapore build a more inclusive society, in which persons with disabilities can be integral and contributing members, empowered to reach their potential. The third Enabling Master Plan (2017 to 2021) is being developed by a Steering Committee comprising individuals from the people, public and private sectors.

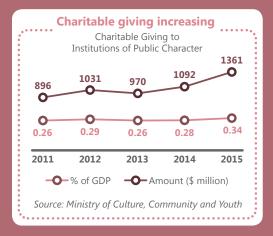
STRENGTHENING VOLUNTEERISM AND NURTURING COMMUNITY PARTNERSHIP

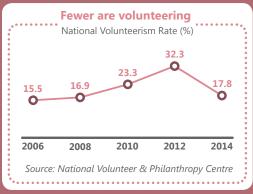


Community engagement through charitable giving in Singapore has continued to be strong. Tax deductible donations received by Institutions of a Public Character (IPCs) rose by more than 24% to \$1.4 billion in 2015. This was largely spurred by the one-off increase in tax deduction from 250% to 300%, in conjunction with SG50. Our volunteerism rate has declined from a high of 32.3% in 2012 to 17.8% in 2014, which is consistent with volunteerism rates prior to 2012. To grow stronger community partnerships, the Government is providing support to individuals, groups and organisations, to encourage more giving and raise the number of community-building activities and catalyse corporate social responsibility efforts. These measures include:

- Company of Good Programme to encourage employers to better support volunteerism and giving amongst their workforce
- Business and Institutions of Public Character Partnership Scheme with 250% tax deduction on qualifying cost incurred providing voluntary services to IPC, subject to a yearly cap of \$250,000 per business and \$50,000 per IPC
- Community Chest SHARE as One programme to increase regular giving through ComChest SHARE

National Council of Social Service is also building up Voluntary Welfare Organisations' (VWOs) volunteer management capabilities to increase the number of meaningful volunteering opportunities and the experience for volunteers. Through these efforts, we hope to deepen the culture of giving among Singaporeans.





STRENGTHENING THE SOCIAL SERVICE SECTOR

VWOs are key organisations in the community serving disadvantaged groups. To strengthen the capabilities of our VWOs and the social service professionals they employ, a Sectoral Tripartite Committee was formed to develop the SkillsFuture Industry Manpower Plan for the social service sector. The plan will map out career progression and developmental opportunities for workers in the sector, and guide the utilisation of manpower in an efficient way.

ENDEARING HOME, CONNECTED CITY

Building a Better Home for All



Improved housing affordability with higher income ceilings and new housing grants



Completed 300km of park connectors



Set up Municipal Services Office to improve service delivery to residents and expedited closure of complex municipal-related cases

Enhancing our Transport Experience



Improving rail and bus reliability and capacity



Completed phase 1 transformation of Ang Mo Kio into a walking and cycling town



Introduced new regulations to protect commuters' interests and support our taxi drivers, while not inhibiting growth of private hire car services



Developed the vision and roadmap for the deployment of selfdriving vehicles

Towards a Cleaner and More Sustainable Environment



Fewer days with clean air in 2015



Generated slightly less waste per person in 2015



Increasing water supply with 5th NEWater plant and more desalination plants

Building a Better Home for All

Singapore continues to be among the top-ranked Asian cities in international liveability surveys. In 2016, we remained the city with the highest quality of living in Asia according to the Mercer's Quality of Life Index, and ranked among the top five Asian cities in the Economic Intelligence Unit's Liveability Index.

Over the past few years, we have developed new towns and rejuvenated existing neighbourhoods. For instance, Jurong Gateway has been transformed into a bustling commercial hub with the opening of new shopping malls, office spaces and two hospitals, Ng Teng Fong General Hospital and Jurong Community Hospital.

After 25 years, we completed the building of 300km of park connectors in 2015. These serve as green veins running throughout our urban city. We have involved the community in our green spaces by partnering volunteers to manage our parks. The community has also actively contributed ideas for developing the Rail Corridor as an inclusive green space.



The reliability of lifts in public housing is important, given our urbanised, high-rise living environment. Although the overall average breakdown rate of public housing lifts has dropped from an average of 30 per 1,000 lifts each month in 2014 to around 20 per 1,000 lifts each month in 2015 and the first half of 2016, there have been several prominent cases of lift breakdowns in the past year. The Government is rolling out several measures to ensure lift safety and reliability, including tightening the Building Construction Authority's maintenance standards for lifts.

WORKING TOGETHER TO DELIVER BETTER SERVICES

The Municipal Services Office (MSO) was set up on 1 Oct 2014 to improve the Government's overall coordination and delivery of municipal services.

Enhancing Feedback Experience and Access to Information through Technology

Launched the OneService App in January 2015

Residents can use the App to give feedback without having to know which agency is in charge.

- More than 68,000 users have registered for the app
- More than 51,000 cases have been submitted on 9 categories and 30 sub-categories (As at end August 2016)



Launched the OneService Portal in September 2016

Provide residents with a one-stop platform to access aggregated information on municipal matters in their neighbourhood.





Developing Systemic Solutions for Better Service Delivery

Centralised Public Greenery Maintenance under NParks from June 2015 onwards

- · More efficient maintenance works.
- Maintenance standards and protocols would be better aligned.



LTA Assumed the Role of First Responder for Maintenance of Connectivity-Related Infrastructure in June 2016

- More prompt action for urgent cases.
- More coordinated response for complex issues involving maintenance of connectivityrelated infrastructure.



Strengthening Network of Partner Agencies and Collaboration with Town Councils

11 Government Agencies and All 16 Town Councils on Board



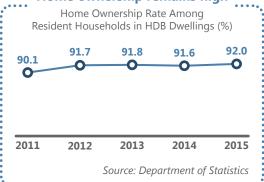
More seamless feedback experience for residents through the alignment of feedback management protocols between Government agencies and Town Councils.

Co-created manual to clarify responsibilities for common municipal issues to facilitate prompt feedback referrals and responses.

Overall, greater accountability and better municipal service delivery to residents through improved inter-agency collaboration, particularly for complex issues.

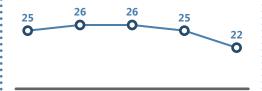
Home ownership has remained high at about 92% over the past four years. The Debt Servicing Ratio (DSR) of new 4-room HDB flats in non-mature estates, which form the bulk of new flat supply, dropped from 25% in 2014 to 22% in 2015. This is an indication that Singapore's public housing has become more affordable with recent policy changes such as an increase in housing grants.

Home ownership remains high



HDB flats stay affordable

Debt Servicing Ratio (DSR) for First-timer Applicants Buying 4-room New Flats in Non-mature Estates (%)



2013

2014

2015

2011

2012

* The DSR refers to the proportion of the monthly household income set aside for housing instalments. It is derived based on the median monthly household income of first-timer applicants and the selling price of 4-room new flats in non-mature estates offered in the respective years. It is calculated based on a 30-year HDB concessionary loan before 2013 and a 25-year HDB concessionary loan from 2013 (the maximum loan tenure was revised in Aug 2013), factoring in the various housing grants. Data is for 4-room flats in non-mature estates, which form the majority of HDB's new flat supply.

Source: Housing & Development Board

IMPROVING HOUSING AFFORDABILITY FOR ALL

In 2015, the DSR for first-timers buying 4-room new flats was 22%. The DSRs for smaller flat types are even lower because lower-income buyers receive more grants. For example, in 2015, the DSRs for 2-room and 3-room new flats were 8% and 19% respectively. In other words, home owners of 2-room flats used 8% of their income for mortgage payments. It also means that most first-timers buying 4-room and smaller flats in non-mature estates in 2015 could pay for their monthly mortgage instalment fully from their CPF, and did not have to pay cash.

Improved housing affordability for supported families in 2015:



Enhanced the Special CPF Housing Grant and raised income ceilings to help more lower- and middle-income families afford a new HDB flat



Introduced the Proximity Housing Grant to help more families afford an HDB resale flat to live closer together for mutual care and support

Provided more help for low-income:



Ramped up the rental flat supply from 42,000 in 2007 to 53,500 in 2016. As a result, waiting time for a rental flat has fallen from 21 months in 2008 to 4 months in 2016. The number of rental flats will increase further to 60,000 in 2017



Extended Tenants' Priority Scheme in 2016 to all second-timer families in public rental housing



Implementing the Fresh Start Housing Scheme in end 2016 to help second-timer rental families with young children to own a home again

Enhanced monetisation options for the elderly in 2015:



Extended the Lease Buyback Scheme to elderly households in 4-room flats and raised the income ceiling to \$12,000; widened the range of lease options; reduced the CPF top-up requirements for households with multiple owners



Introduced 2-Room Flexi flats to replace Studio Apartments, offering a choice of lease length and fittings

Quality Infrastructure, Good Connectivity

Improving Transport Reliability and Capacity

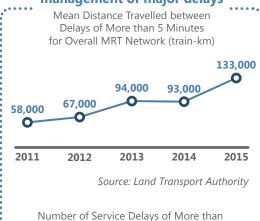
Commuter satisfaction with the public transport system has continued to improve, according to the Public Transport Customer Satisfaction Survey.

Trains on our Mass Rapid Transit (MRT) network are now travelling longer distances before encountering delays. In 2015, trains clocked 133,000 train-km before encountering a delay of more than five minutes, a distance that is 40% more than the 93,000 train-km recorded in 2014. But we can do better. We are targeting to achieve 200,000 train-km for 2016. There is also room for improvement in minimising the number of train delays lasting more than 30 minutes, which doubled in 2015 compared to 2013.



Customer Satisfaction Survey for Public Transportation System (%) 90.3 88.8 88.5 91.3 91.8 2011 2012 2013 2014 2015 Source: Land Transport Authority

Better rail reliability but room for improvement in management of major delays



2011	2012	2013	2014	2015	
9	8	7	10	14	

30 Minutes for Overall MRT Network

Source: Ministry of Transport



OUR STRATEGY TO IMPROVE RAIL RELIABILITY AND CAPACITY





In the near-term, LTA is stepping up oversight and audits on operators' maintenance processes upstream, and tightening regulations.





The North-South and East-West Lines, Circle Line and Bukit Panjang Light Rail Transit (LRT) have transited to the New Rail Financing Framework in 2016. The framework was first implemented for the Downtown Line in 2011. It puts LTA in the driving seat to make timely investments in capacity expansion and the replacement and upgrading of operating assets.

The operator, relieved of heavy capital expenditure, can focus on providing reliable and well-maintained rail services to commuters.





In the medium term, LTA will push on with continued renewal of the existing network.



For example, by 2018, the sleepers, third rail and signalling system of our oldest North-South and East-West Lines will all have been replaced.



In the longer term, we will expand the rail network from about 200km today to around 360km by 2030.

When completed, 8 in 10 households will be within a 10-minute walk to a rail station.

Commuters will enjoy better connectivity and have more alternative routes to their destinations.





We have made significant improvements to public bus services in recent years. As of September 2016, 820 of the 1,000 Bus Service Enhancement Programme (BSEP) buses have been introduced, with the rest to be put on the roads by end-2017. The number of bus

services affected by persistent peak-period crowding has since dropped from 96 in 2012 when BSEP started, to 14 as of September 2016. The Bus Service Reliability Framework trial, which incentivises bus operators to improve the regularity or punctuality of bus arrivals, has also yielded positive results. For example, 27 out of 34 services on trial between June and November 2015 saw improvements in commuter waiting times.

Commuters can expect even higher bus service standards with the move to bus contracting. During peak hours, all bus services will run at shorter intervals. The Bus Service Reliability Framework will also be expanded network-wide, further improving the reliability of public bus services.

CREATING A BETTER COMMUTING EXPERIENCE OVERALL





Nearly \$1 billion has been invested over the past few years to enhance accessibility from homes to bus stops and train stations. Further enhancements will be made for a more inclusive transport system, such as the retrofitting of lifts at overhead bridges. Also, all MRT and LRT stations will be connected by sheltered walkways to nearby schools, healthcare facilities and public amenities by 2018.





Public Transport

The rail network will be complemented by a reliable and efficient bus network. About 800 buses have been added since 2012 under the Bus Service Enhancement Programme, with another 200 more by end-2017.



Taxis and Private Hire Cars

Taxis and private hire car services play a critical role in providing point-to-point mobility options and reducing the need for car ownership. The new Private Hire Car Driver Vocational Licensing framework, focusing on commuter safety, will be implemented in mid-2017. Taxi drivers will benefit from an updated training programme.



- Phase 1 of the pilot project to transform Ang Mo Kio into a walking and cycling town has been completed. Residents can now walk and cycle seamlessly and safely between Ang Mo Kio Swimming Complex and Ang Mo Kio MRT station.
- Rules and the Code of Conduct for cycling and the use of personal mobility devices have been reviewed and made clearer to support safe sharing of paths and to encourage active mobility. E-bikes will need to be registered. Developers are also now required to incorporate the accessibility needs of pedestrians and cyclists in their building development plans.

Strengthening Our Transportation Gateways to the World

Singapore continues to rank highly for its air and sea transport infrastructure. It topped the World Economic Forum rankings for air transport infrastructure and took second place for its sea transport infrastructure for the fourth consecutive year. We will continue to work hard to strengthen our position as a top international aviation and maritime hub.

Changi Airport, which was awarded the Skytrax Best Airport award for the fourth consecutive year in 2016, handled 55.4 million passengers in 2015. To bolster Changi Airport's position as one of the top air hubs, Terminal 4 is set to open in the second half of 2017 while the retail and lifestyle complex, Jewel Changi Airport, is expected to begin operations in 2019. We are also implementing a three-runway system and building a new Terminal 5 as well as developing Singapore as a centre of excellence for Air Traffic Management. These developments will create more high quality jobs for Singaporeans.

The maritime industry is going through a challenging period. We are, however, pressing ahead with infrastructural developments to ensure that Singapore is well prepared to capture the opportunities when the industry turns. To this end, we expect the container port facilities at Pasir Panjang Terminal Phases 3 and 4 to be fully operational by early 2018, and the first berth at the new Tuas Terminal to be ready by the early-2020s.

Enhancing Capacities and Capabilities

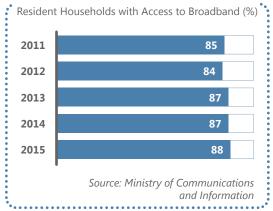
Our construction sector plays a key role in developing our built environment. To help the construction industry become less labour-intensive, we have been adopting more productive construction methods such as Design for Manufacturing and Assembly (DfMA) to increase site productivity, which has improved at an average of 1.5% a year since 2010.

However, workplace fatality rate remains a concern, with 12 more deaths in the first six months of 2016 compared with the same period last year. To arrest this trend, we have stiffened the penalties for companies who flout workplace safety rules.



As of 2015, 88% of our residents have access to the Internet via a broadband connection at home, with the numbers growing at a steady rate since 2012. In particular, with nationwide fibre coverage having been achieved since 2013 through the Nationwide Broadband Network, more than 830,000 residential fibre subscribers can benefit from ultra-high broadband speeds of between 100Mbps to more than 1Gbps. This translates to a fibre broadband penetration of about 70%.

More residents with broadband access



We have enhanced our infocomm infrastructure to ensure our citizens are well-connected digitally. We will be doubling the number of public Wi-Fi services hotspots, or Wireless@SG, to 20,000 across Singapore by 2018, and also increase its speed from the current 2Mbps to 5Mbps.

Besides broadband connections, our citizens also enjoy some of the fastest mobile data access in the world, at competitive prices. In order to further improve subscribers' quality of experience, we launched the MyConnection SG mobile application to obtain crowdsourced data of consumer's actual mobile network experience. Based on the data collected from January to June 2016, 3G mobile speeds averaged 4.5 Mbps, and 4G mobile data speeds averaged about 29.3 Mbps.

We will also continue to improve our telecommunication and broadcast infrastructure's resilience, by working with operators to identify and address weaknesses in their networks.

A Clean and Sustainable Environment

Realising a High Quality Living Environment Together

Singapore has a high quality living environment and we are committed to ensuring it stays that way. We have systematically introduced policies to reduce air pollution from industries and vehicles. Smoking has also been prohibited in reservoirs and over 400 parks including those within residential estates and industrial areas under JTC.

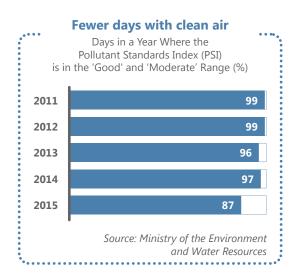
Singapore also remains committed to sustainable growth. As part of the Paris Agreement under the United Nations Framework Convention on Climate Change adopted in December 2015, Singapore pledged to reduce our emissions intensity⁹ by 36% from 2005 levels by 2030, and stabilise emissions with the aim of peaking around 2030. We have laid out a plan to achieve this goal in Singapore's Climate Action Plan, released in July 2016. This plan outlines Singapore's measures to reduce greenhouse gas emissions and adapt to the impact of climate change.

Reducing Pollution from Vehicles

- Euro VI emission standards for new petrol and diesel vehicles will be implemented in 2017 and 2018 respectively so as to reduce emissions from new vehicles. The Euro VI emission standards are the latest engine emission standards set by the European Union. To further reduce pollutants in vehicular tailpipe emissions, new regulations on the composition of petrol and diesel will be introduced from 2017.
- Emission standards for all new motorcycles will be tightened from Euro III to Euro IV standards. The standards will be introduced for larger motorcycles with an engine capacity of 200cc on 1 January 2018 and for smaller motorcycles with an engine capacity of 200cc and below from 1 January 2020.

⁹ Emissions intensity refers to greenhouse gas emissions per dollar of GDP, measured in CO₂-equivalent per dollar.

Transboundary haze from forest, plantation and peatland fires remains a problem. The haze was the primary reason why we had fewer days of clean air in 2015 compared with 2014. Singapore also experienced one of the worst haze episodes on record in 2015, with all primary and secondary schools in Singapore closed for a day in September that year.



Continued regional co-operation as well as regulatory and economic measures against errant companies are needed to address this issue. Singapore facilitated the development of the ASEAN Guidelines on Peatland Fire Management in 2015 and the Roadmap to a Haze-free ASEAN by 2020 in 2016. Singapore was also active in seeking the full and effective implementation of the ASEAN Agreement on Transboundary Haze Pollution. After enacting the Transboundary Haze Pollution Act (THPA) in 2014, THPA Notices were sent to six companies in connection to the 2015 transboundary haze pollution episodes, asking them to take measures to mitigate fires on their lands.

To support environmental sustainability, the Government is also taking the lead in green procurement by buying paper products certified under the Singapore Green Label and electrical products certified with high energy efficiency.

Empowering the Public to Do More for the **Environment**

The Community Volunteer (CV) programme was launched in 2013 to empower members of environment-related non-government organisations (NGOs) to take on larger roles in strengthening public ownership of the environment. The programme was expanded in May 2016 to allow individuals not affiliated with any recognised environmental group, but who meet the stringent selection criteria and fulfil the requisite training, to join the programme.

CVs are empowered to engage people if they see them littering, smoking in public places or spitting, among others. They are expected to lead by example by promoting good social norms such as participating in monthly activities to maintain the cleanliness of the area they adopt. CVs with relevant skills can also volunteer in other specialised areas of work within the National Environment Agency.

Dengue cases dropped from a high of 18,335 in 2014 to 11,286 in 2015. However, as at October 2016, the number of dengue cases has already crossed last year's figure, with the warmer-than-usual year-end weather in 2015 aiding the breeding of the Aedes mosquitoes and the spread of the dengue virus. Aside from public campaigns to encourage citizens to check and remove possible mosquito breeding sites, the Government is also conducting further studies on how male Aedes mosquitoes that carry the Wolbachia bacteria can prevent mosquito eggs from hatching to suppress the Aedes mosquito population.

Our efforts to control the Aedes mosquito population will also aid the push to contain the Zika virus as both are spread through the same vector.

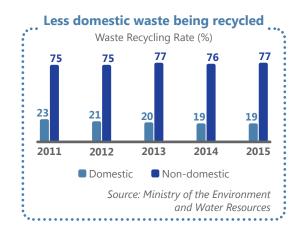


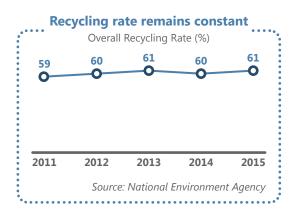
In 2015, about 43,000 rat burrows were found. Some 85% of these were found in housing estates managed by town councils. The Government is working towards the extermination of rats in housing estates by providing advice to town councils on rat control measures and funds to support town councils in a revamped rat extermination programme.

Towards a Zero Waste Nation

Recycling is a key part of keeping our environment clean and green. Our recycling rates have stayed relatively stable at about 60% over the past five years. But the progress among the different sectors has been varied. While the non-domestic waste recycling

rate has remained at a high of around 75% to 77%, the domestic recycling rate has fallen to 19% in 2015 from 23% in 2011.





We have been working to enhance the infrastructure for households to recycle conveniently. Apart from providing a recycling bin at every HDB block, all new build-to-order flats will come with a centralised recycling chute on every floor. We also work with community organisations and schools to promote the 3Rs - Reduce, Reuse and Recycle - through community events and programmes such as recycling corners in schools.

Food waste is a key area that requires attention. In 2015, Singapore generated almost 800,000 tonnes of food waste, or 10% of all waste. Apart from the effort and energy needed to collect and dispose of food waste, it also contaminates recyclables, which compromises our recycling efforts, and causes odour and pest issues if not managed properly.

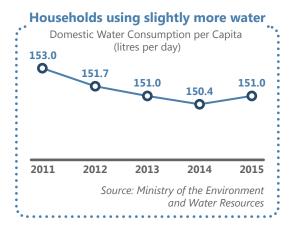
We launched a food wastage reduction outreach programme in November 2015 to encourage the public to prevent and reduce food waste. We have worked with various food retail businesses to help raise awareness of the problem and encourage consumers not to waste food. We have also developed good practice guides on food safety, covering areas such as proper handling and re-distribution of unsold and excess food to meet food safety requirements.

Part of our waste management strategy is to increase the potential for the reuse of incineration ash, which will extend the lifespan of Semakau Landfill. To do this, we must ensure our waste stream contains as little hazardous substances as possible. This is especially crucial as Singapore generates more than 60,000 tonnes of e-waste every year. This will grow as electrical and electronic items have become more common.

We will restrict hazardous substances in six types of electrical and electronic equipment¹⁰ from 2017. We plan to phase out mercury-added batteries, including button cell batteries, which contain mercury exceeding 5ppm by weight. The manufacture, import and export of all non-compliant mercury-added batteries will be prohibited by 2018.

Ensuring Adequate, Sustainable and Resilient Water Supply

Water is vital to our existence. In 2014, we used 150 litres of water per person per day, down from 165 litres in 2003. However, this increased slightly to 151 litres last year. Meanwhile, the water level in Johor's Linggiu Reservoir, a major source of water for Singapore, dropped to historic lows, from about 80% at the start of 2015 to 25% in September 2016.



We need to enhance our water resilience by increasing supply capacity and managing demand through water conservation and efficiency. With climate change, there is also a need to develop water resources which are not easily affected by weather conditions.

To increase supply capacity, the fifth NEWater plant at Changi will be completed by end 2016, while the third and fourth desalination plants at Tuas and Marina East are targeted for completion by 2017 and 2020 respectively. A fifth desalination plant will also be built on Jurong Island by around 2020.

Concurrently, PUB, Singapore's National Water Agency, will step up efforts to accelerate the introduction and use of more efficient water appliances and fittings in households. It will also continue with public education efforts to encourage everyone to use water wisely.



¹⁰ Mobile phones, mobile computers, refrigerators, air conditioners, panel televisions and washing machines.

Adequate, Sustainable and Resilient Water Supply

FLOOD MANAGEMENT



Islandwide Drainage Improvement Programme

Ongoing projects at 76 locations will be completed over the next 3 years and works at 26 new locations will commence in 4Q 2016

- Stamford Detention Tank (early 2017)
- Stamford Diversion Canal (early 2018)
- Bukit Timah 1st
 Diversion Canal (2018)

WATER EFFICIENCY

ENHANCING



Labelling and Standards

- New 4-tick rating for washing machines under Water Efficiency Labelling Scheme in early 2017
- Phasing out of less efficient fittings and appliances by 2018
 - 0-tick taps and mixers will be phased out in early 2017

Large Water Users

 Develop water efficiency benchmarks and good practice guidelines for different sectors



ENSURING LONG-TERM

WATER SUPPLY

ADEQUACY AND

NEWater

5th plant (Changi) to be completed by end 2016

Desalination

- 3rd plant (Tuas) to be completed by 2017
- 4th plant (Marina East) to be completed by 2020
- 5th plant (Jurong Island) to be completed around 2020



Source: Ministry of the Environment and Water Resources

Protecting our Homeland, Strengthening National Service



Continued strong support among Singaporeans for efforts in defence and national security



Keeping the Singapore Armed Forces (SAF) strong through steady and prudent growth in defence spending



Strengthening care for soldiers

A Safe and Secure Home



Stepping up counter-terrorism measures and strengthening emergency preparedness and resilience



Partnering community to enhance our effectiveness in saving lives



Intensifying efforts to fight cybercrime

A Relevant and Sovereign Singapore



Established ASEAN Community at the end of 2015



Continue building a strong network of international relations



Promoting regional stability through our defence ties, and contributing to international security and humanitarian efforts

Protecting our Homeland and Strengthening National Service

Keeping the country safe and secure remains a top priority for the Government. Our approach to ensuring national security is to rely on effective diplomacy and a strong armed forces.

Singaporeans continue to have high regard for our efforts in defence and national security. 97% of Singaporean respondents in a 2015 survey conducted by Blackbox Research said the Government has done well in this area.

In the face of an increasingly complex and volatile security environment, Singapore needs to continue to stand ready against security threats and defend our nation and our way of life.

Commitment towards Enhancing our Defence Capabilities

Singapore maintains a steady and prudent approach to defence spending. This allows us to plan for the long-term and maintain a strong SAF for strategic deterrence.

- We adopt the most cost-effective solutions to meet the challenges of the evolving security landscape.
 This includes upgrading existing platforms like the F16s with advanced radars as well as replacing aging capabilities with the new Littoral Mission Vessels that can respond to a wider range of operations.
- Where necessary, we will invest in advanced technologies and explore new fighting concepts.
 For example, we invested in Unmanned Aerial Vehicles and Peacekeeper Protected Response Vehicles to enhance our counterterrorism responses.



Strengthening National Service



We are committed to ensuring a strong and capable defence force to protect our home and our sovereignty:

 SAF continues to partner national servicemen in their fitness journey. Changes were made to the Individual Physical Proficiency Test (IPPT) format in 2015 to motivate national servicemen to do well in their fitness tests and keep fit. Other changes include a new IPPT Preparatory Training (IPT)-inthe-Park, bringing IPPT closer to home. While SAF continues to train hard to remain operationally ready, care for soldiers remains a key priority:

- The SAF Cardiac Fitness Centre was opened in January 2015 to improve training safety. Heat stress monitors and changes to the work-rest cycle for soliders were also introduced in June 2014.
- In July 2016, the Ministry of Defence (MINDEF) and the Ministry of Home Affairs (MHA) introduced enhanced basic life and personal accident insurance to provide better care and support for our servicemen.

The SAF Volunteer Corps (SAFVC) was introduced in 2015 to provide more Singaporeans and permanent residents the opportunity to contribute to national defence. 400 new citizens, Singapore permanent residents and women have since joined the SAFVC.

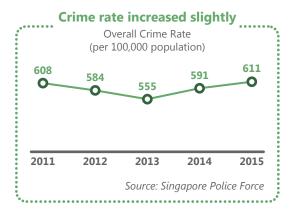
A Safe and Secure Home

Crime Remains under Control

Singapore remains one of the safest cities in the world. A 2014 Safety and Security survey conducted by MHA showed that 90% of Singaporeans felt safe in their neighbourhoods.

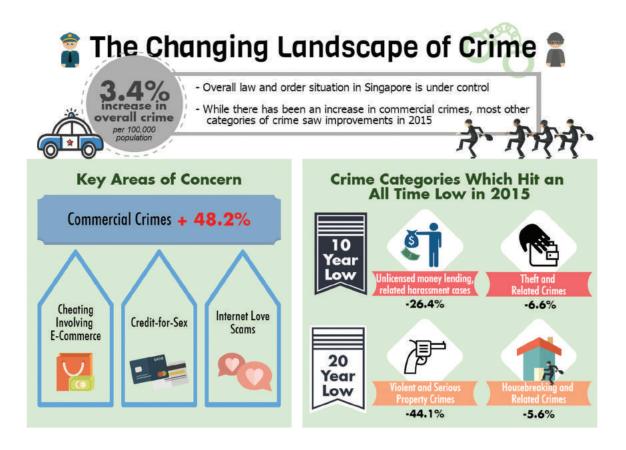


There was a slight increase of about 3% in the overall crime rate per 100,000 population in 2015 as compared to 2014, largely due to the rising number of online commercial crimes.



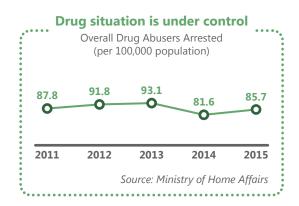
Cybercrime is growing and we have been intensifying our efforts against this threat:

- The Singapore Police Force (SPF) established the Cybercrime Command in December 2015 as part of its continued capability building efforts in technology, intelligence, forensics and investigations.
- We have enhanced our strategic cooperation and partnerships with key groups, such as financial institutions and foreign Law Enforcement Agencies. For instance, Interpol Global Complex for Innovation, which houses a Digital Crime Centre, was opened in April 2015.
- We have also stepped up public education of online crime through various mainstream media and social media avenues. SPF launched the Anti-Scam Public Education Campaign in November 2014. In 2015, SPF also rolled out scam prevention videos and TV commercials.



Drug situation is under control

The number of drug abusers arrested per 100,000 population in 2015 rose by about 5% from 2014. While the number of repeat abusers arrested in 2014 and 2015 was relatively stable, there was a rise in the number of young drug abusers. In 2015, new drug abusers increased by 20% compared to 2014, and nearly 70% of these new abusers were aged below 30 years.



Preventive drug education remains our first line of defence, against the backdrop of a challenging global drug trafficking situation and increasingly liberal attitudes of our youth. On this front, the Central Narcotics Bureau (CNB) works with multiple stakeholders such as the National Council Against Drug Abuse, Ministry of Education, MINDEF, and also parents and educators to reach out to youths and the community to support the anti-drug cause and to stay drug-free.

CNB carried out sustained and intensive enforcement efforts to suppress the supply and demand of drugs. The agency conducted major operations, both inland and at the checkpoints, targeted at drug traffickers and abusers. Many of these operations were joint operations with SPF and the Immigration & Checkpoints Authority (ICA).

To enhance rehabilitative options for youth abusers, CNB worked with the National Addictions Management Service to launch the Anti-Drug

Counselling and Engagement (ACE) Programme. Aimed at youths who confessed to drug consumption but tested negative for controlled drugs, the programme is a structured rehabilitative counselling programme to equip youths with skills to cope with addiction.

Harnessing Technology to Build a Safer Home

The use of cameras for policing has helped reduce crime and create a safer environment for Singaporeans. Under PolCam 1.0, more than 62,000 cameras have been installed in 10,000 HDB blocks and multi-storey car parks. As of May 2016, the cameras have provided 2,300 video clips that have, in turn, generated useful leads for the police. These leads have led to the police solving more than 1,000 cases. Under PolCam 2.0, police cameras will be extended to other public areas such as neighbourhood centres and hawker centres.

Since April 2016, the ICA has progressively rolled out the BioScreen, which captures the thumbprints of visitors arriving and departing at Singapore's checkpoints and strengthens the verification of the identities of travellers. There will also be more self-service immigration facilities introduced at land checkpoints. All motorcycle clearance facilities will be automated by end 2016. The new Changi Airport Terminal 4 will also be a test bed for new clearance concepts and technologies, which can subsequently be adapted at the other checkpoints.

Partnering the Community to Save Lives

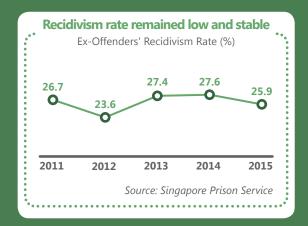
We are partnering the community to further improve Singapore Civil Defence Force's (SCDF) effectiveness in saving lives.

The number of ambulance calls climbed for the fifth consecutive year, with an increase of 6.5% in 2015 compared with 2014. Despite the increase in ambulance calls, SCDF was able to respond to 86.1% of calls within 11 minutes.

The MyResponder mobile app was launched in 2015 as part of the Save-A-Life initiative to improve the Out-of-Hospital Cardiac Arrest survival rate. It relies on Community First Responders to attend to suspected cardiac arrest cases within their vicinity.

COMMUNITY PARTNERSHIP ON REINTEGRATION

The recidivism rate¹¹, measured over a two-year period, remained low and stable at 25.9% for the 2013 release cohort, down from 27.6% for the 2012 cohort. Rehabilitation efforts led by the Singapore Prison Service (SPS) and strong partnerships with the community have helped to better re-integrate ex-offenders back into society and workforce.



The annual Yellow Ribbon Prison Run, the signature activity of the Yellow Ribbon Project, seeks to promote a more accepting society towards exoffenders and their families. More than 9,000 participate in the run each year.

The Singapore Corporation of Rehabilitative Enterprises plays a key role in reintegrating exoffenders back to the workforce. In 2015, it trained more than 5,000 inmates and helped over 2,000 inmates to secure jobs prior to their release.

The Industrial & Services Co-operative Society Ltd (ISCOS), a social co-operative under the purview of MHA, and the former Singapore Workforce Development Agency, collaborated to launch the SOAR (Strengthening Opportunities, Advocating Resilience) programme in 2014. The programme has helped more than 106 ISCOS members complete various training courses and placed 70 members in jobs.

Enhancing Counter-Terrorism Measures and Building Resilience

The threat of a terrorist attack is at its highest level in recent times. All around us, terror attacks have taken place, including in neighbouring countries. Singapore is a prime target and must be prepared for an attack.

Between January and March 2016, 27 Bangladeshis and four Indonesians were deported from Singapore for their involvement with terrorism. We also dealt with radicalised Singaporeans, four each in March and August 2016, under the Internal Security Act.

Various government agencies are working together to counter terrorism:

 SPF's specially-trained Emergency Response Teams will respond quickly to any terrorist incident and be subsequently supported by tactical forces from the SPF Special Operations Command and SAF's Special Operations Task Force. SAF's Island Defence Task Force also carries out peacetime security operations such as the protection of key installations.

- Security agencies share intelligence, develop joint operational command systems and will conduct more joint exercises together.
- The Defence Science and Technology Agency will set up a dedicated National Security Centre to plan, design and coordinate our counter-terrorism capability development efforts. The Centre will leverage data analytics and enhance the command and control systems for our security agencies.

¹¹ Recidivism rate refers to the percentage of local inmates released during a specific time period that are detained or convicted and imprisoned again for a new offence following their release. SPS uses two years from release as the standard follow-up period. Hence, the result for Year N registers the recidivism rate of the release cohort for Year N-2.

ENHANCING OUR COUNTER-TERRORISM STRATEGY

The Home Team will enhance its counter-terrorism strategy in three areas:



SECURITY PROTECTION & VIGILANCE



MHA has enhanced protective security measures for buildings and premises including critical infrastructures and soft targets:



Improved security vigilance through the expansion of CCTV coverage and development of data analytics capabilities.

Commissioned Protective Security Command (ProCom) in July 2016. ProCom will strengthen SPF's protective security capability, enhance the operational readiness of NS personnel and project greater police presence at security-sensitive locations.



2

SECURITY RESPONSE

SPF is reorganising its response forces, enhancing its firepower and operational capability, so that it can respond faster to a terrorist incident:





- Formed Rapid Deployment Troops within SPF's Special Operations Command which are equipped with Tactical Response Motorcycles to allow them to reach incident sites quickly.
- Conducted joint exercises with the Homefront agencies, e.g. Exercise Highcrest, to validate whole-of-government responses to security threats.
- Developed joint SPF-SAF counter-terrorism plans for high-visibility deterrence patrols during heightened threat conditions and for swifter response to terrorist attacks.

3

COMMUNITY RESPONSE



MHA launched SGSecure, a national movement to engage, sensitise, train, organise and mobilise Singaporeans to play a part in preventing and dealing with a terrorist attack. More importantly, Singaporeans should stay united after an attack. Various initiatives have been introduced:

Revamped Emergency
Preparedness Days were held
in a number of constituencies,
such as Chong Pang, Jurong
Spring and Pasir Ris West, and
will be progressively rolled
out to all other constituencies.

SGSecure Mobile Exhibition series to secondary schools and "Keep SG Secure" programmes with uniformed groups.

Introduced the "Run, Hide, Tell" advisory in case of a firearms or weapons attack, and improvised First Aid Skills.







SGSecure mobile app

for users to receive urgent broadcast messages during major emergencies and send information to the authorities.



Launched i-Witness and SMS 71999

The i-Witness function on the Police@SG App allows the public to alert the police of incidents by sending text, pictures and videos. Texting to 71999 provides an additional avenue for the public to reach the police for emergencies in the event that it is unsafe to call '999'.

Safeguarding our Cyberspace through CSA

The Government established the Cyber Security Agency of Singapore (CSA) in April 2015 to take a holistic approach to build up Singapore's national cybersecurity functions. CSA will strengthen the resilience of our national information infrastructure which provides essential services to the nation, and coordinate efforts to build up a safer cyberspace and develop a vibrant cyber ecosystem that provides good jobs and economic opportunities for Singaporeans.

Leading the Fight against Cyberspace Threats with CSA

CSA conducted its first multi-sector cyber security exercise in March 2016, where over 100 participants from four sectors (banking and finance, government, energy and infocomm) responded to different simulated cyber-attacks from web defacement to large-scale distributed denial of service and malware attacks. CSA will continue to conduct exercises with more sophisticated exercise scenarios to validate the plans of other sectors.

CSA is also strengthening the policy and legislative framework for cyber security, in order to enhance and improve existing rules in the areas of CII protection, information sharing and incident response. The agency has also launched awareness campaigns, and initiated outreach and engagement programmes to raise awareness of cyber threats, and educate the public on protecting themselves from cyber criminals and their tactics.

Singapore's Cybersecurity Strategy was unveiled by the Prime Minister at the inaugural Singapore International Cybersecurity Week in October 2016. The Strategy outlines Singapore's vision, goals and priorities to protect essential services from cyber threats, to build a more resilient and trusted cyber environment for all.

A Relevant and Sovereign Singapore

For Singapore to remain relevant, preserve our sovereignty and promote peace and stability in our region, it is important we maintain strong relations and work closely with our key partners and neighbours.

Using Existing and Upcoming Platforms to Create Opportunities for Singaporeans

We continue to enhance our economic ties with other countries in order to grow the economy and create opportunities for Singaporeans. Some key highlights are:

- The ASEAN Economic Community (AEC) was established in 2015. Businesses and investors can take advantage of the opportunities created by the AEC and ASEAN's single market and harness potential benefits.
- Engagedvariousregionalandmultilateralgroupings such as Asia-Pacific Economic Cooperation (APEC), G20 and World Trade Organization (WTO) where our economic interests are at stake.
- We are also expanding our engagements with and exploring new markets e.g. Trans-Pacific Partnership, Regional Comprehensive Economic Partnership, European Union (EU)-Singapore Free Trade Agreement (FTA), Eurasian Economic Union-Singapore FTA, One Belt One Road, EU-ASEAN Comprehensive Air Transport Agreement.

Promoting Regional Stability and Expanding International Space

We continued to foster strong strategic partnerships with our neighbours and other regional countries.

To promote practical cooperation among regional militaries, we co-organised and co-hosted the ASEAN Defence Ministers' Meeting-Plus Maritime Security and Counter-Terrorism Exercise in May 2016. We also continued to build a strong network of defence relations with major partners, for example:

- In May 2016, a package of agreements under the Comprehensive Strategic Partnership with Australia was announced, which among other things, provides the SAF with greater access to training areas in Australia and enhances defence cooperation between Singapore and Australia.
- We enhanced our bilateral defence relationships with the US and India by signing the enhanced Defence Cooperation Agreement (DCA) and a revised DCA respectively.
- We continued implementation of the 2014 Four-Point Consensus with China, and conducted the first edition of the new bilateral naval Exercise Maritime Cooperation with China in 2015.

As a responsible member of the international community, we continued to contribute to international security efforts (e.g. the international coalition to counter ISIS and maritime security patrols in the Malacca Strait and Gulf of Aden) and humanitarian assistance and disaster relief efforts (e.g. search for MH370 and QZ8501, Nepal earthquake, firefighting efforts in Chiang Mai and Sumatra).



PARTNERING SINGAPOREANS IN NATION-BUILDING, AND GOOD GOVERNANCE

Supporting Families and a Cohesive Society



Supporting Singaporeans in achieving their marriage and parenthood aspirations



Maintaining harmonious communal relations with more than 400 inter-faith and interethnic dialogues held each year



Bringing the nation together to celebrate our 1st Olympic Gold

Building a Public Service that Supports Nation Building



Partnering Singaporeans to shape the future through SGfuture



Providing better public service delivery and simpler communication of government policies



Developing Public Service capabilities in emerging technology and data analytics

Maintaining the Rule of Law



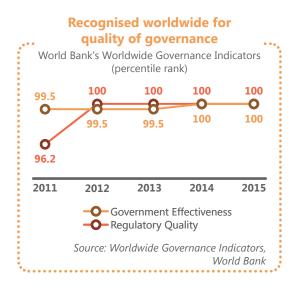
Ranked 1st internationally for efficiency of legal framework in settling disputes



Robust anti-money laundering and counter-financing of terrorism measures

Upholding Good Governance

Singapore remains well regarded for its government effectiveness and regulatory quality. We will continue to build on our strong fundamentals and ensure that the Public Service remains capable and committed in the face of new challenges and complexities.



The Public Service also continues to uphold the fundamental values of integrity, incorruptibility and impartiality. The number of corruption cases registered for investigation 12 by the Corrupt Practices Investigation Bureau (CPIB) fell from 136 in 2014 to 132 in 2015. This is despite an increase in complaints received by CPIB, from 736 in 2014 to 877 in 2015. Public sector corruption cases only accounted for 11% of all registered cases for investigation in 2015, down from 15% in 2014.

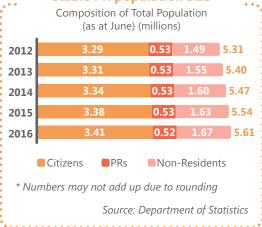
The CPIB is setting up a Corruption Reporting and Heritage Centre at Whitley Road to make it easier for the public to report corruption.

 $^{^{12}}$ Cases registered for investigation refers to the pursuable cases opened from complaints lodged.

Singaporeans at the Heart of Population Policies

Singaporeans and their families continue to be at the heart of our population policies. In 2016, the citizen population grew at a similar pace as 2015 through citizen births and a calibrated approach to immigration. The permanent resident (PR) population remained stable. Overall, total population growth rates remained relatively stable and low between 2014 and 2016¹³.

Stable growth in citizen population; stable PR population size



More Support for Families to Have and Raise Children

In 2015, we had 23,805 citizen marriages. This was the second highest in more than a decade and only slightly lower than the high of 24,037 in 2014. However, the number of divorces and annulments rose by 2.9% to 7,522 in 2015, up from 7,307 dissolutions in 2014. The Ministry of Social and Family Development is launching a mandatory parenting programme by end-2016 for divorcing parents with children¹⁴ who are not able to agree on all matters of the divorce. The programme aims to help these couples make an informed decision and hopefully reconsider divorce itself.

We welcomed 33,725 Singaporean babies in 2015, the highest in more than a decade. Overall, our resident total fertility rate remained relatively stable in 2014 and 2015.

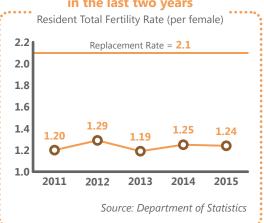
Citizen births in 2015 was the highest in more than a decade



¹³ Data measured as at June of each year.

¹⁴ For a start, those with at least one child aged below 14 years will be required to attend the programme.

Fertility rate remained stable in the last two years



We will continue to promote a more family-friendly environment where Singaporeans can fulfil their aspirations to start a family. We enhanced the Marriage and Parenthood Package in 2015 and 2016 through a variety of ways. This included raising the quantum of the Baby Bonus Cash Gift and extending the Baby Bonus Cash Gift to fifth birth order children and above, increasing the Medisave Grant for Newborns, and introducing the Child Development Account First Step. We have also amended our legislation to mandate a second week of paternity leave for fathers of Singapore citizen children born from 1 January 2017. Shared parental leave and adoption leave will also be increased from 1 July 2017.



But a wider whole-of-society support for marriage and parenthood is essential. For instance, employers and co-workers are critical in helping working parents better manage their work and family commitments. We will continue to partner people-sector organisations and the wider community to make Singapore a great place for families.

Engaging our Growing Diaspora

Singaporeans have benefitted areatly globalisation and the free movement of people across borders. More than ever, Singaporeans are travelling the world and are welcomed by employers and educational institutions all over the world. Over the past decade, the number of overseas Singaporeans¹⁵ has grown by 27%. Today, there are more than 213,000 Singaporeans living, working or studying overseas for extended periods of time. Overseas Singaporeans are part of the Singaporean family and through the Overseas Singaporean Unit, we will continue to engage them through our programmes and online platforms. We will also encourage active citizenry and foster close-knit overseas Singaporean communities by supporting ground-up initiatives, and facilitate their transition back to Singapore.

¹⁵ Singapore citizens with a registered foreign address or who are away for a cumulative period of at least six months in the past 12 months prior to the reference date (i.e. June each year). This would include frequent travellers who have their usual residence (venue of residence for a period of at least 12 months) in Singapore but travel overseas for the greater part of the reference period.



SUPPORTING PARENTS

We are providing greater support to new parents and young children





MORE TIME WITH NEWBORNS

PATERNITY LEAVE

Fathers of children born from 1 January 2017 will be eligible for 2 weeks of mandated Government-paid paternity leave



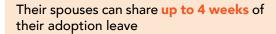
SHARED PARENTAL LEAVE

Mothers with children born from 1 July 2017 can share up to 4 weeks of their (16 weeks of) maternity leave with fathers



ADOPTION LEAVE

Mothers adopting infants below 1 year old from 1 July 2017 are eligible for adoption leave of 12 weeks





2 MORE SUPPORT WITH RAISING CHILDREN

BABY BONUS CASH GIFT





\$2,000 (Baby Bonus Plus)

Cash Gift of: \$6,000



3RD BABY AND BEYOND



Cash Gift of: \$8,000

Total: \$10,000

\$2,000 (Baby Bonus Plus)

MEDISAVE MATERNITY PACKAGE

From 24 March 2016, mothers can use **up to \$900** from Medisave to pay for pre-delivery expenses





ENHANCED CHILD DEVELOPMENT ACCOUNT (CDA)

 The Baby Bonus CDA is a special savings account that helps parents with their child's educational and healthcare expenses. Savings deposited into the CDA are matched dollar-for-dollar by the Government, up to a cap for matching contributions.



 Children born from 24 March 2016 will receive the CDA First Step – an initial grant of \$3,000 given, without parents having to save into the CDA first. This \$3,000 forms part of the existing total Government contribution to the CDA.

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	CDA FIRST STEP (Parents' savings not required)	PARENTS' SAVINGS	GOVERNMENT CO-SAVINGS	TOTAL GOVERNMENT CONTRIBUTION:
1 st and 2 nd child	\$3,000	\$3,000	\$3,000	\$6,000
3 rd and 4 th child		\$9,000	\$9,000	\$12,000
5 th child and beyond		\$15,000	\$15,000	\$18,000

Enhanced Accessibility, Affordability and Quality of Early Childhood Care and Education

We have invested significantly in improving the early childhood sector. Nearly 40,000 new places have been added since 2013, and this is almost double our target. The Early Childhood Development Agency is also embarking on various initiatives to raise the quality of child care centres and kindergartens, and to better develop early childhood professionals at every stage of their careers.



To keep fees affordable for more parents, we are providing funding support to more child care operators through the Partner Operator Scheme. This scheme, which helps child care operators keep fees affordable, was introduced in January 2016 to complement the Anchor Operator Scheme. The Anchor Operator Scheme provides funding support to selected preschool operators to increase access to good quality and affordable early childhood care and education, especially for children from lower income or disadvantaged backgrounds.

Over 40% of Singaporean children are enrolled in child care centres under these schemes in 2016, a significant increase from 20% in 2012. We have also enhanced means-tested child care and kindergarten subsidies over the years. 44,000 children benefitted from these subsidies in 2015, more than double the 17,000 children in 2012. In addition, over 84,000 children benefitted from the basic infant/child care subsidy in 2015.

Strengthening Our Sense of Togetherness

In 2013, a survey showed that some 90% of citizens felt a strong sense of identity as Singaporeans¹⁶.



¹⁶ Source: Ministry of Culture, Community and Youth (MCCY)

As we transit to the next 50 years, there will be new challenges to overcome and fresh opportunities to seize. By building a strong sense of national identity where people feel confident and proud to be Singaporeans, we will be able to stand fast and resolute in the face of adversity.

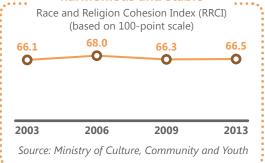
SG50 Celebrations

Singapore celebrated 50 years of independence in 2015. Throughout the year, Singaporeans reflected on our heritage and history, celebrated our values, and paid tribute to the pioneers who built Singapore.

We set up the SG50 Celebration Fund to encourage ground-up projects and enable Singaporeans to translate their ideas into action and share them with fellow Singaporeans. The Fund supported more than 450 projects across areas such as the arts, food, sports, volunteerism and community building.

While survey indicators on racial and religious cohesion show that Singapore's communal relations and harmony have remained healthy and stable over the past decade, we continue to work closely with the community to strengthen social cohesion in Singapore. For example, the Inter-Racial and Religious Confidence Circles (IRCCs) organise and support more than 400 activities each year. The IRCCs aim to build trust between religious and community leaders in each constituency, as well as strengthen community resilience to crises with racial and religious overtones. IRCCs also continue to expand interfaith dialogues within communities to build mutual understanding and respect. MCCY's Harmony Fund provides funding support to encourage ground-up initiatives to promote racial and religious harmony. The Harmony Fund has supported about 30 groundup projects per year since its launch in April 2013.

Communal relations remain harmonious and stable



A Cohesive Society

Set up in 2009 with members from the people, private and public sectors, the National Integration Council partners with schools, workplaces and the community to develop ground-up efforts to foster greater integration of foreigners and new immigrants. Among its initiatives, the Community Integration Fund supports organisations in implementing ground-up integration initiatives. Since 2009, the Community Integration Fund has disbursed \$13 million and supported over 720 ground-up projects by more than 290 organisations.

In August 2015, the National Integration Council launched a travelling exhibition on 50 years of citizenship titled "We, the Citizens of Singapore". It shares stories of Singaporeans, hailing from all walks of life, who have contributed to making Singapore a better home for all. Inspired by our National Pledge and National Flag, the exhibition - organised into five clusters representing Democracy, Peace, Progress, Justice and Equality encourages all Singaporeans to celebrate the significance of being a citizen of Singapore. The exhibition has travelled to citizenship ceremonies, community clubs, schools and libraries across the island in 2016, and will continue to move to various locations in 2017. The stories can be viewed at this webpage: https://www.citizensofsingapore.sg/index

A Cohesive Community through the Arts and Sports

Sports and the arts have played an integral part in Singapore's development by forging a common understanding and promoting bonding through shared experiences. More people are participating in sports and the arts over the past two years, and we will continue to grow our sports and arts domains.

More than 23,000 persons volunteered for the 28th SEA Games and 8th ASEAN Para Games in 2015. There were also more than 15 million visits at our public sports facilities in 2015, higher than the 14 million visitors in 2014. Launched in 2014, ActiveSG, our national movement to promote active citizenry through sports, has so far attracted over 1 million members and offers a wide range of programmes catering to different ages and interests. In 2016, SportSG launched the Football, Athletics, Basketball and Tennis Academies/Clubs which offer structured programmes for youths to develop both sporting and life skills, as well as the option to go on to pursue the sport competitively.



Going for Gold

Our Team Singapore athletes flew our flag high and did us proud at the Rio 2016 Olympic and Paralympic Games. We sent our largest ever contingent to the Paralympic Games (13 para athletes across six sports) and achieved our best performances to date at both Games.

Swimmer Joseph Schooling won Singapore's first ever Olympic Gold Medal in the Men's 100m Butterfly event with a new Olympic Record. Fellow swimmer Quah Zheng Wen clocked personal best times en-route to the semi-finals in two events, whilst Saiyidah Aisyah became the first Singaporean rower to qualify for the Olympics.

At the Paralympics, swimmer Yip Pin Xiu won two Gold Medals and set a new World Record in the 100m Backstroke S2 event. The resilience of fellow swimmer Theresa Goh also paid off, as she won her first Paralympic Medal (Bronze) at her fourth Games.

Other notable performances include that of Nurulasyiqah Taha and Toh Sze Ning, who narrowly missed out on a Bronze Medal in the Boccia BC3 Mixed Pairs event, as well as that of Nur Syahidah Bte Alim, who qualified for the Quarter Finals of the Archery Women's Individual Compound Open event. Debutants Suhairi Bin Suhaini and Norsilawati Bte Sa'at also achieved personal bests in Athletics in the Long Jump T20 and 400m T52 events respectively.

We are committed to supporting the aspirations of Singaporeans in pursuing sporting success internationally. Following the review of the Singapore Sports School in November 2015, the new National Youth Sports Institute (NYSI) was launched in January 2016 to raise standards in Singapore's youth sports excellence eco-system. The NYSI will be a resource and support centre for high performing youth athletes nationwide and will also develop the national talent

identification programme to strengthen the national elite youth athlete pipeline.

Singapore's efforts to promote the arts and culture have also paid off. Through our various programmes and initiatives, we have made the arts and culture more accessible to all Singaporeans. The percentage of residents who attended arts and culture events at least once a year rose to 78% in 2015, almost double the 40% in 2013.

Some of our recent developments in the arts and culture scene include:

- Launch of the Jubilee Walk in November 2015: An 8km heritage trail of cultural and heritage landmarks such as the National Museum, Singapore River, The Padang and Gardens by the Bay, that tells the story of Singapore's past, present and future.
- Ramping up place-making efforts in the Civil District: \$3 million has been set aside over the next three years to enliven and deepen the distinctive character of the area.

- Return of the Singapore Pavilion to the Venice Biennale, which featured Singapore art and artists from May to November 2015.
- The Singapore Symphony Orchestra embarked on overseas tours (BBC Proms and Europe) in recent years.
- Inscription of Singapore Botanic Gardens as a UNESCO World Heritage Site in July 2015.
- Opening of the National Gallery in November 2015. It welcomed its one millionth visitor on 18 July 2016.
- Opening of the Indian Heritage Centre in May 2015.
- Launch of Roots.sg: New heritage portal that provides access to Singapore's entire national collection online and presents heritage resources in an engaging manner.

A Public Service that Supports Nation Building

The Public Service will continue to identify key priorities early, and invest in strengthening the capabilities of our officers in new and important areas such as emerging technology, data analytics and public engagement as it confronts an increasingly complex future.

The Strategy Group was formed under the Prime Minister's Office in 2015, to augment the building of a future-ready Public Service. The Strategy Group works closely with the relevant public agencies to better identify future trends in the external and domestic environment, the policies and capabilities required to address these challenges and to facilitate whole-of-government coordination and planning of strategic policies.

To support the Smart Nation initiative and Digital Government, we will:

- Create solutions with citizens, industries and research institutions.
- Continue to develop mobile applications for government digital services. In recent years we have launched mobile apps such as OneService, myResponder, Singstat and Beeline.
- Facilitate more data sharing with the public e.g. revamp of the one-stop data portal (data.gov.sg).
- Engage the public for feedback and ideas via digital platforms and events such as hackathons.

The Public Service will also strengthen its core of engineering expertise and engineers. Besides raising the profile and attractiveness of a public sector engineering career, we will build deep technical expertise and establish Centres of Excellence in specific capabilities to aggregate and support other agencies' needs in areas such as information and communications technology; command, control and communication systems; and building and infrastructure services.

Striving for a Better Public Service Delivery through Innovation

In line with SkillsFuture, we will continue to raise the skills of all public officers through learning and career development opportunities. We have developed a service competency framework detailing the skills required by frontline service officers. For a start, five public agencies – CPF Board, HDB, Immigration & Checkpoints Authority, National Environment Agency and National Library Board – have adopted the framework.

To serve Singaporeans better as we move towards a Smart Nation, the Public Service will continue to leverage on technology to better understand citizens' needs, improve public services and raise productivity and efficiency. Singapore has been ranked first in the World Economic Forum Global Information Technology Report 2016 for Networked Readiness Index. Nine out of ten users continue to be satisfied with the overall quality of Government e-services.



Some recent initiatives include:

- The use of data analytics e.g. Collaboration between Agri-Food & Veterinary Authority, Ministry of National Development and Municipal Services Office to study the spatial relationship between food sources and stray dogs. This will help address the problem of stray dogs and identify opportunities for systemic improvements. As a result, public education on stray dog management was more targeted and better food waste disposal practices were developed.
- Making digital services simpler and more userfriendly e.g. through the MyInfo platform so that citizens only need to provide personal data to the Government once, starting with online services such as application of HDB flats and the Baby Bonus Scheme.
- Launch of the National Trade Platform by end 2017. This will serve as a one-stop trade information management system that will enable electronic data sharing among businesses and the Government.

We will also strive to communicate government policies in a simple and clear manner. For example, Pioneer Generation Ambassadors went door to door specially to help Pioneers and their families better understand how they can benefit from the Pioneer Generation Package and MediShield Life by using different languages and dialects. Since February 2016, the CPF Board has added an illustrated summary in the annual CPF statements. Information on CPF contributions, account balances and transactions will be presented in a simple manner to the CPF member. CPF Board also provides personalised financial tips on retirement planning targeted at different segments.

PARTNERSHIPS AND COLLABORATIONS WITH SINGAPOREANS IN SHAPING OUR FUTURE



The Government has continued to partner widely, reaching out to more Singaporeans on a variety of issues through various channels, to shape our collective future:

SGfuture

Launched in conjunction with the Future of Us exhibition, the SGfuture engagement series from November 2015 to July 2016 gave Singaporeans a platform to share their views and ideas for Singapore's future and encouraged them to turn their ideas into actions.

• Our Singapore Fund

To encourage active citizenry, Our Singapore Fund was launched in August 2016. This supports meaningful projects by passionate citizens that celebrate our national identity and/or meet social and community needs.

Committee on the Future Economy

The Committee on the Future Economy, formed in January 2016, consists of 30 public and private sector experts. They will discuss options for developing economic strategies to position Singapore for the future.

• Jurong Lake Gardens

We received more than 17,700 suggestions and feedback at the close of a public engagement exercise in May 2015, for the design of Jurong Lake Gardens through roving exhibitions, townhall sessions, focus groups and online survey.

• Founders' Memorial

The first phase of public engagement was held from October 2015 to February 2016 to gather views and ideas on a memorial. 80% of Singaporeans surveyed expressed support for a memorial that commemorates the values and ideals upon which the founding generation of leaders built Singapore.

• SG Bus

A public voting exercise was conducted from January to February 2016 to decide on the colour for the new public buses under the bus contracting model.

• Pasir Ris Public Library

The revamped library opened its doors in November 2015. It features a Teens' mezzanine space, an Early Literacy Collection set in a conducive parent-child reading environment at the children's section, as well as quiet reading spaces for individuals, ideas which came directly from residents.

Maintaining the Rule of Law



Source: Ministry of Law

Singapore has a strong reputation for upholding the rule of law.

Building a Trusted Legal System

A 2015 domestic survey found that 92% of respondents had "trust and confidence in Singapore's legal system" and 96% agreed that "Singapore is governed by the rule of law". Internationally, Singapore was ranked first for the efficiency of its legal framework in settling disputes by the World

Economic Forum in its Global Competitiveness Report 2016/2017 and second for our legal framework by the International Institute for Management Development (IMD) in its World Competitiveness Yearbook for 2016.

With the establishment of the Singapore International Commercial Court in 2015, we now have a complete suite of dispute resolution services which few countries in the world offer. We will continue to review the civil and criminal justice system to ensure a fair and robust justice system.

Enhancing Access to Justice

We will continue to ensure our laws evolve in response to the changing environment, reduce unnecessary costs, enhance access to legal aid through strong partnerships, and develop legal mechanisms to promote community justice. The Enhanced Criminal Legal Aid Scheme and the Community Dispute Resolution Tribunal commenced in 2015. We launched the UniSIM School of Law in 2016, to train prospective family and criminal lawyers.

Combating Illicit Finance

Like all major international financial and business centres, Singapore faces an inherent risk of being used as a conduit for illicit financial flows. The Government has taken this risk seriously, and has significantly enhanced our regime for tackling money laundering, terrorism financing and other illicit financing activities. Singapore's regime for antimoney laundering and countering the financing of terrorism (AML/CFT) comprises four key elements: strict regulation, rigorous supervision, effective enforcement, and good cross-border cooperation.

Over the past few years, the Monetary Authority of Singapore (MAS) has enhanced its AML/CFT rules and AML/CFT supervision in the financial sector. Between 2013 and 2016, MAS conducted about 600 inspections of financial institutions (FIs), which was a six-fold increase from the previous three-year period. During the same period, MAS also imposed financial penalties on 27 FIs and revoked a few FIs' licences for AML/CFT offences. In some cases, senior management were replaced for ineffective management oversight.

Besides Fls, company service providers, lawyers, accountants and real estate agents also have an important role in the fight against money laundering and terrorism financing. The respective sector supervisors have likewise enhanced their AML/CFT requirements and stepped up industry engagements, inspections and enforcement actions in recent years.

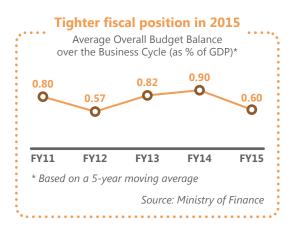
Cross-border cooperation is another important pillar in Singapore's AML/CFT regime. Singapore has established effective channels with many jurisdictions to facilitate international cooperation and exchange of information to combat illicit financing.

Preserving Fiscal Credibility and Sustainability

Our fiscal policy seeks to ensure fiscal sustainability in the medium to long term. We also aim to achieve a fair and equitable system of taxes and transfers while supporting a vibrant economy. We have maintained our position among the world's few triple-A credit rated countries. This makes us one of the top 12 countries out of the 143 rated by Moody's and affirms our strong fiscal health.

We expect future expenditure to rise with an aging population. The projected rise in expenditure is mainly driven by healthcare, improvements to our public transport and the development of Changi Airport Terminal 5. To prepare for the future, we have taken steps to strengthen future revenues. We have made our property tax regime more progressive, included Temasek in the Net Investment Returns (NIR) framework to allow the Government to spend up to half of the expected long-term real rate of returns on Temasek's net assets, and raised the personal income tax rates for higher income bands. As the fiscal situation tightens in the future, we must continue to spend judiciously, achieve value-formoney and provide subsidies to Singaporeans in a fair and targeted manner.

Singapore is projected¹⁷ to record a budget deficit of \$4.9 billion for Financial Year 2015. However, this deficit is mainly due to the \$6 billion we have set aside for future investments, comprising \$3 billion which was put into the Changi Airport Development Fund, and significant top-ups for the Special Employment Credit Fund, National Productivity Fund and National Research Fund.



¹⁷ The actual figure will be announced on the day of Budget 2017.

Photos Courtesy of:

Central Provident Fund Board Home Team News, Ministry of Home Affairs JurongHealth Land Transport Authority Ministry of Defence Ministry of Education, Singapore Ministry of Health Ministry of Manpower Ministry of Social and Family Development National Environment Agency National Healthcare Group National Youth Council People's Association PUB, Singapore's National Water Agency Singapore Economic Development Board SkillsFuture Singapore SMRT Corporation Ltd Suki Singh/ Sport Singapore **Urban Redevelopment Authority**