



SINGAPORE PUBLIC SECTOR OUTCOMES REVIEW

2018

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 current and emerging policy concerns and issues. Coordinated by the Ministry of Finance with inputs from all ministries, SPOR provides a report on the strategies, programmes, and resources that are employed by our public agencies to achieve these outcomes.

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Overview

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

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

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

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

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

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

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

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

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

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

through enhanced capabilities in counter-terrorism and cybersecurity.

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

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

1 | A VIBRANT ECONOMY WITH OPPORTUNITIES FOR ALL

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

Transforming Our Economy



Launched 23 Industry Transformation Maps covering 80% of the economy



Supported the overseas ventures of 45,000 companies in 2017



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

Providing Opportunities amidst an Evolving Landscape



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



Emphasising adaptability and experiential learning for all students



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

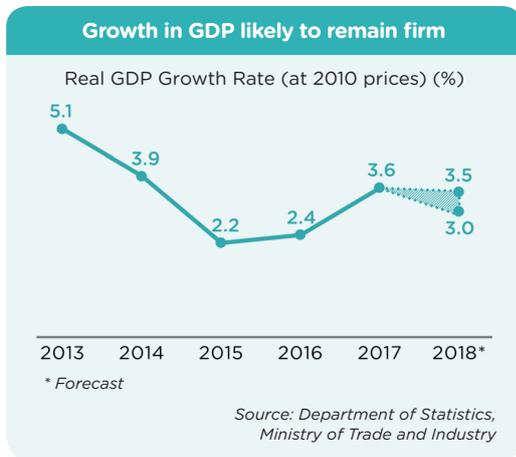


Helped more than 25,000 jobseekers secure jobs in 2017 through the Adapt and Grow initiative

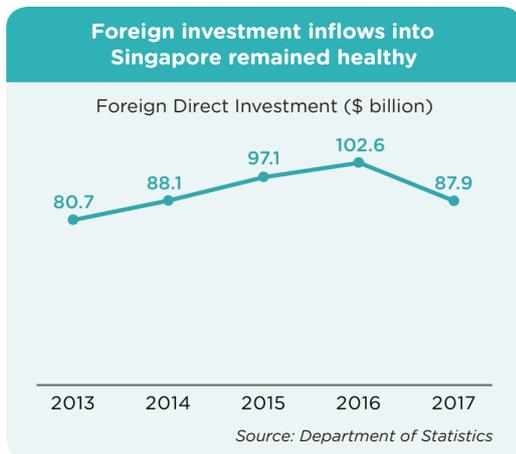
DEVELOPING A VIBRANT ECONOMY

The global economic outlook is expected to be clouded by uncertainties. In particular, the risks of a further escalation in ongoing trade tensions between major economies, as well as disorderly capital outflows from some emerging market economies, could weigh on global growth if they materialise.

Against this backdrop, Singapore's Gross Domestic Product (GDP) is expected to grow by between 3.0% and 3.5% in 2018. Growth is supported primarily by outward-oriented sectors such as manufacturing.



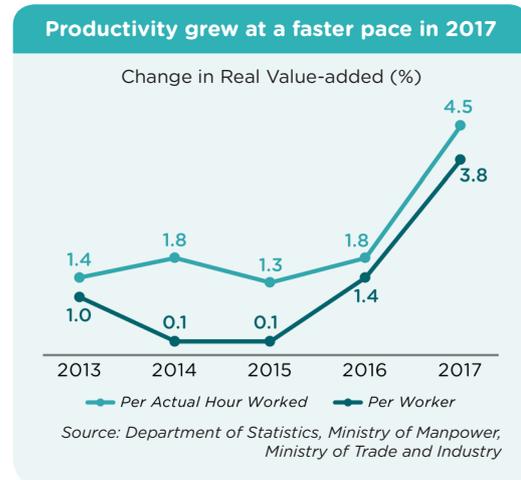
Foreign investment levels in Singapore remained healthy in 2017. The Economic Development Board brought in \$9.4 billion of fixed asset investment commitments in 2017. Total business expenditure commitments amounted to \$6.5 billion. These projects are expected to create 22,500 jobs and contribute \$17 billion of value-added (VA) per annum to our economy.



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

- 2nd out of 140 economies in the World Economic Forum's Global Competitiveness Report 2018;
- 3rd out of 63 economies in the International Institute for Management Development's World Competitiveness Yearbook 2018; and
- 2nd out of 190 economies in the World Bank's Ease of Doing Business Ranking for 2018.

Singapore's push for productivity has seen results, but gains have been uneven across sectors. Growth in real VA per actual hour worked increased from 1.4% in 2013 to 4.5% in 2017, while growth in real VA per worker picked up from 1.0% to 3.8% over the same period. In terms of real VA per actual hour worked, the productivity growth of outward-oriented sectors (6.8%) continued to outperform domestically-oriented sectors (-0.1%) in 2017.



Growth in the Consumer Price Index (CPI)-All Items turned positive in 2017, after two consecutive years of negative inflation. The headline inflation rate in 2017 was mainly driven by price increases in transport and food, but was partially offset by declines in the costs of housing and utilities.

The Monetary Authority of Singapore (MAS)'s Core Inflation measure, which excludes the costs of accommodation and private road transport, rose from 0.9% in 2016 to 1.5% in 2017 and 1.6% over January to September 2018. With the projected modest increase in core inflation amid continued economic expansion, MAS undertook a slight tightening of monetary policy in April and October 2018, after keeping to a zero percent slope of the Singapore dollar nominal effective exchange rate policy band for two years. These measured adjustments to the policy stance took into account the uncertainty surrounding the global trade outlook while ensuring medium-term price stability.

Industry Transformation and Renewal

We have launched 23 Industry Transformation Maps (ITMs) across six clusters - Manufacturing, Built Environment, Trade & Connectivity, Essential Domestic Services, Modern Services, and Lifestyle - covering about 80% of the economy. The ITMs set out how sectors are expected to grow and transform, seize opportunities, and address challenges by working with industry stakeholders to drive transformation at the firm-level.

Beyond individual sectors, we are also looking between and across industry boundaries for synergies and opportunities, by building stronger partnerships between businesses and trade associations. For instance, we supported the Singapore Chinese Chamber of Commerce & Industry in setting up a Trade Association Hub at Jurong Town Hall. More than 30 trade associations and chambers share facilities and resources at the Hub, enabling them to collaborate with and support each other.

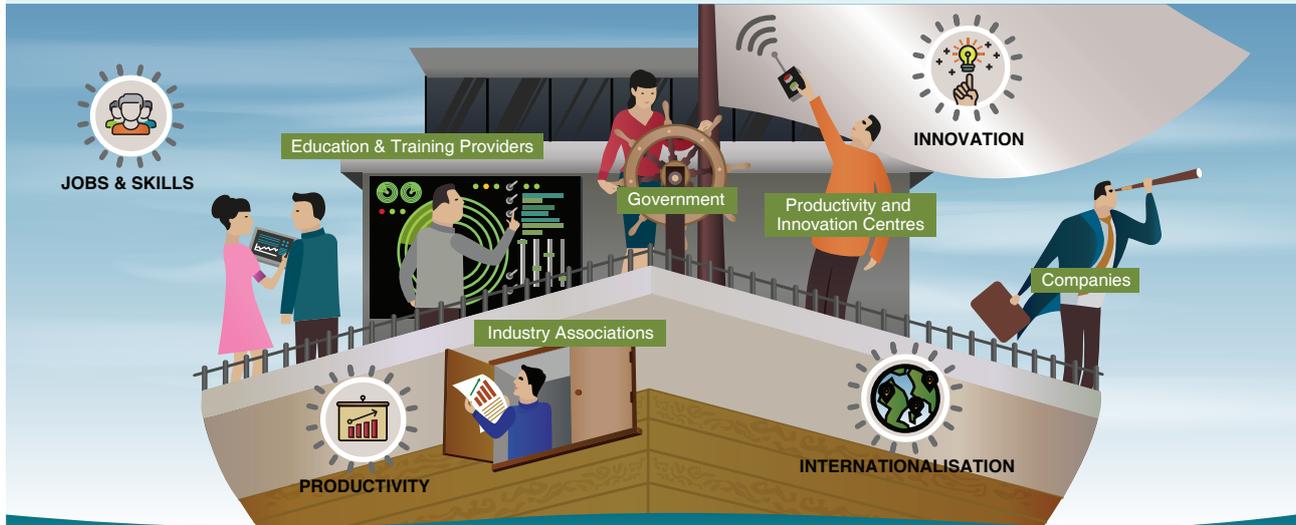


For Singapore to maintain its competitiveness and be prepared for future challenges, we need to transform our industries by building deep capabilities, forge strong partnerships locally and abroad, and foster innovation in the economy.

SIX INDUSTRY TRANSFORMATION MAP (ITM) CLUSTERS

All 23 ITMs have been launched, with the plans for each industry guided by four key pillars – Productivity, Jobs & Skills, Innovation, and Trade & Internationalisation.

The ITMs have also been grouped into six clusters. The next phase of transformation will look at synergies within clusters of industries.



DESIRED OUTCOMES



Employers

- Strategies that provide integrated assistance across domains
- Stronger support for innovation and internationalisation
- Single government agency to integrate transformation efforts



Employees

- New and re-designed jobs with better wages
- More opportunities overseas
- Stronger support for upgrading and skills deepening



MANUFACTURING

- Precision Engineering
- Energy & Chemicals
- Marine & Offshore
- Aerospace
- Electronics



BUILT ENVIRONMENT

- Construction
- Real Estate
- Security
- Environmental Services



TRADE & CONNECTIVITY

- Wholesale Trade
- Land Transport
- Sea Transport
- Air Transport
- Logistics



ESSENTIAL DOMESTIC SERVICES

- Healthcare
- Education



MODERN SERVICES

- Professional Services
- Financial Services
- ICT and Media



LIFESTYLE

- Food Manufacturing
- Food Services
- Hotels
- Retail

Each ITM is tailored to the needs of the industry to systematically raise productivity, develop skills, drive innovation, and promote internationalisation.

PRODUCTIVITY

Support companies to become more efficient in their operations and move to higher value-added activities.



FOOD SERVICES ITM

Enterprise Singapore's Pilot Tender System for Productive Coffee Shops

The pilot tender system supports coffee shop operators to innovate and transform from traditional formats into more efficient ones by streamlining key processes, such as food preparation, ordering and payment, and dishwashing.

Enable R&D efforts to develop new products and services.

INNOVATION



ELECTRONICS ITM

Nanyang Polytechnic's IOT Open Innovation Community

The network enables SMEs to connect with technology and commercialisation partners, research institutions, and other industry players to jointly develop new IoT solutions.



INTERNATIONALISATION

Facilitate companies to expand and enter into overseas markets.



FOOD MANUFACTURING ITM

Tasty Singapore Initiative

Enterprise Singapore worked closely with the Singapore Food Manufacturers' Association to launch "Tasty Singapore", an online Singapore Shop, on China's top e-commerce platforms to help Singapore food manufacturers to better reach the vast consumer market in China.

Invest in people to upskill and reskill them, equipping them with the skills necessary to thrive in the future economy.

JOBS & SKILLS



WHOLESALE TRADE ITM

International Trading Professional Conversion Programme (ITPCP)

Developed by Singapore Management University in partnership with Enterprise Singapore, Workforce Singapore and the International Chamber of Commerce Academy, the ITPCP aims to equip mid-career professionals with the skillsets and experience in international Trading.



SUPPORTING BUSINESSES TO TRANSFORM, INNOVATE, AND INTERNATIONALISE

Promote R&D and Technological Adoption

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

Build Enterprise Capabilities

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



Develop a Start-up Community

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

Support Trade and Internationalisation

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

Support Collaborations and Global Linkages

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

Enhance Equity Co-financing Parameters

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

IMPROVING EASE OF DOING BUSINESS WITH THE GOVERNMENT

- The Business Grants Portal was launched in 2018. Companies can use the portal to directly apply for six grants from five agencies. The application forms have also been shortened and simplified based on feedback from businesses, streamlining the process by at least 15%.
- The LicenceOne portal was developed to simplify the application process for 114 licences from 20 agencies. Businesses only need to fill in the application form once to apply for multiple licences, saving time and effort.
- Other solutions include the Simplified Filing of Annual Returns and the New Company Start-up Kit by the Accounting and Corporate Regulatory Authority and the Inland Revenue Authority of Singapore to help businesses in regulatory reporting and compliance. 150,000 companies are expected to benefit from the simplified filing.

Internationalisation: Strengthening Singapore's Links to the World

We supported 45,000 companies and 450 projects in their overseas ventures in 2017. Some of these were for entry into new markets. The stock of direct investment abroad has increased at an average of \$80 billion annually over the past three years, to \$784 billion in 2016.

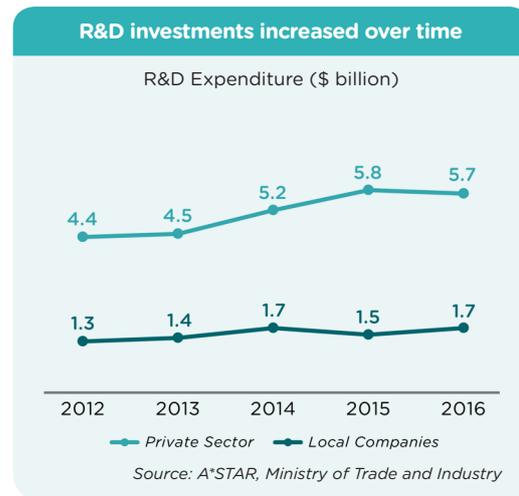
We set up Infrastructure Asia to support the growing demand for infrastructure in the region. Infrastructure Asia will bring together local and international partners across the value chain, facilitate financing and investment, promote information exchange on opportunities in Asia, and enable players to tap on these opportunities.

Innovation: A Key Driver for Our Economy

We have sustained our commitment to Research, Innovation and Enterprise (RIE), investing about 1% of GDP in RIE – comparable to the public spending of other small research-intensive economies. Businesses have responded positively to our efforts, spending

\$1.50 for every dollar that the Government spent on research and development (R&D) in 2016.

Business R&D expenditure by local enterprises increased by 13% from 2015 to 2016. R&D investments have created high-value jobs, with R&D manpower in Singapore growing from 25,200 in 2001 to more than 50,000 in 2016. Jobs for research scientists and engineers have doubled since 2001 to more than 35,000 in 2016.



Our R&D spending has helped businesses across different industries in their technology adoption:

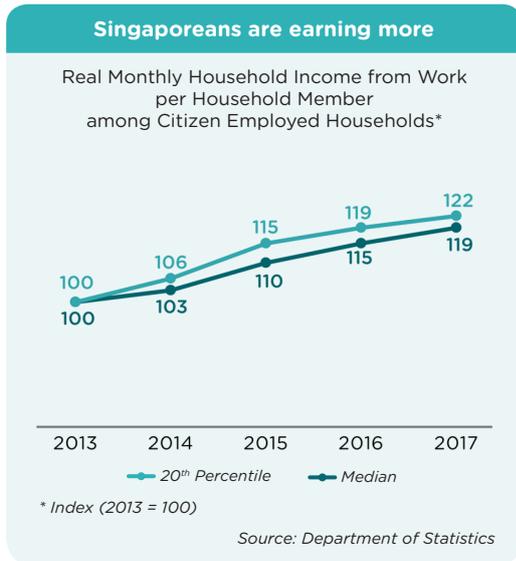
- Corporate laboratories and technology consortia help to translate and transfer our universities' research into practical applications for companies. For example, the Surbana Jurong-Nanyang Technological University Corporate Laboratory supports the development of sustainable urban and industrial solutions.
- AI Singapore and the Singapore Data Science Consortium help companies adopt cutting-edge artificial intelligence and data analytics.
- The FinTech regulatory sandbox allows financial institutions and start-ups to test their innovations within a well-defined space and duration, and with appropriate safety guidelines in place.
- The Open Innovation Platform connects problem owners and solvers via a virtual crowd-sourcing platform to co-create solutions to real business challenges.

We have worked towards creating a more conducive environment for start-ups in support of entrepreneurship. Venture funding activity and amounts in Singapore grew from 80 deals worth US\$0.14 billion in 2012 to 174 deals worth US\$1.37 billion in 2017.

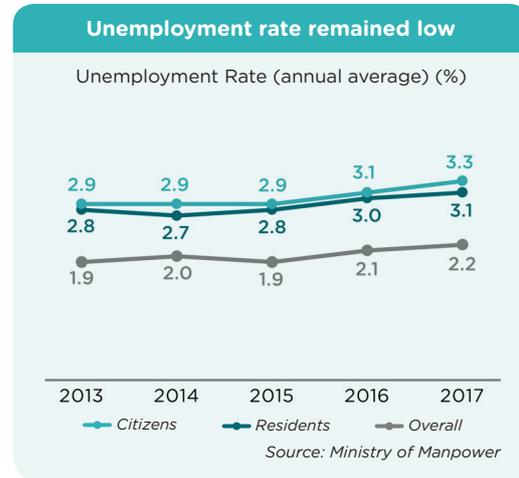
GROWING OPPORTUNITIES FOR OUR PEOPLE

Sustaining productivity growth is necessary to keep wages growing in the medium to long term. Singaporeans are earning higher incomes – full-time employed Singaporeans at the 20th percentile and median income levels earned \$2,095 and \$4,050 respectively in 2017¹. After accounting for inflation, both groups have seen income grow by about 4% per annum since 2013.

Households also saw their monthly incomes rise. Singaporean households² at the 20th percentile and median income levels earned \$1,225 and \$2,535 per household member respectively in 2017. This represents a cumulative increase of about 20% in real terms since 2013³.



While unemployment rates were higher in 2016 and 2017 as compared to previous years, they remained low compared with those of Organisation for Economic Co-operation and Development (OECD) member countries. Of the 9,120 Singaporeans and permanent residents (PRs) laid off in 2017, about three in four were Professionals, Managers, Executives and Technicians (PMETs). The annual average rate of re-entry into employment of retrenched residents was 65% in 2017, similar to the previous year⁴.



We have helped workers secure jobs and stay employable in various ways:

- The Adapt and Grow initiative has helped more than 25,000 jobseekers successfully secure jobs in 2017, about 20% more than in 2016.
- With over 100 Professional Conversion Programmes (PCPs) in more than 30 sectors, up from 50 PCPs a year ago, close to 3,800 PMETs received training and wage support to move into new occupations or sectors.
- MyCareersFuture portal – a national job bank – enables faster and smarter job searches, taking into account jobseekers’ skillsets and highlighting jobs supported by the Adapt and Grow initiative.



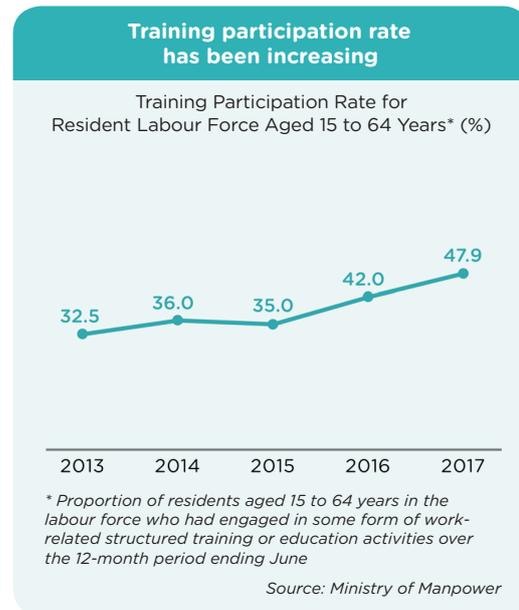
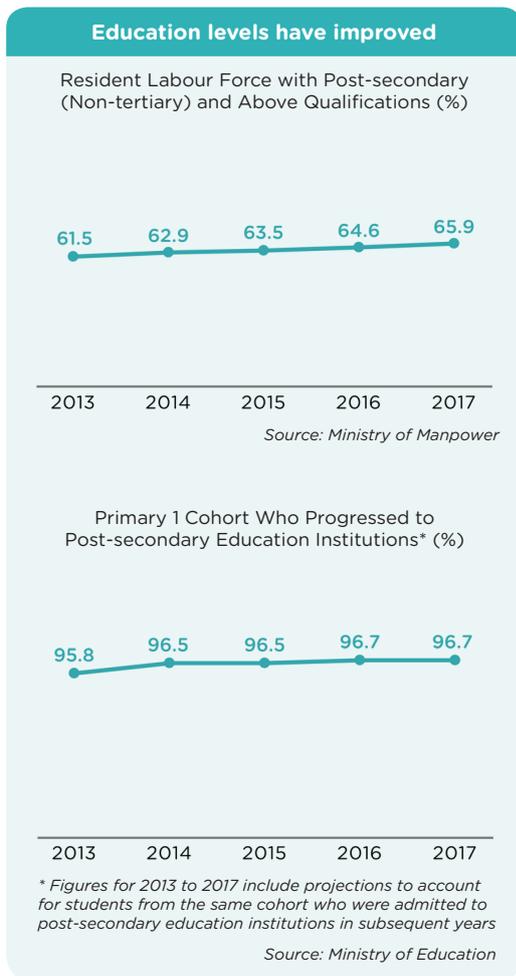
¹ Gross monthly income from work including employer Central Provident Fund contributions.
² Refers to households headed by a Singapore citizen and with at least one working person.
³ Based on CPI-All Items for households in the lowest 20% and middle 60% income groups respectively.
⁴ Average over four quarters, based on Central Provident Fund records.

Lifelong Learning and Employability

Our education system remains highly regarded globally. It ranks among the top internationally for its ability to equip Singaporeans with the knowledge and skills to meet the needs of a competitive economy.

With our investments in education and training, a higher proportion of the resident labour force now has post-secondary education.

We will continue to support Singaporeans in upskilling and reskilling. Overall training participation rate was 47.9% in 2017. Over 285,000 eligible Singaporeans have used their SkillsFuture Credit as at end 2017. The number of Earn and Learn Programmes has increased to 97 as at July 2018, covering more than 33 sectors and benefitting about 2,400 polytechnic and Institute of Technical Education (ITE) graduates. Of these, about 110 are enrolled in the ITE Work-Learn Technical Diploma, a dedicated apprenticeship-based pathway.



Our education system is highly regarded globally

		2013	2014	2015	2016	2017	2018
World Economic Forum's Global Competitiveness Report	Quality of Education System	3 rd	4 th	3 rd	2 nd	2 nd	N.A.*
International Institute for Management Development's World Competitiveness Yearbook	Education System Meets Needs of a Competitive Economy	4 th	3 rd	3 rd	3 rd	6 th	7 th
	University Education	2 nd	4 th	3 rd	Joint 2 nd	6 th	5 th

* The World Economic Forum has removed "Quality of Education System" from its Global Competitiveness Report 2018. It now measures the quantity and quality of education as part of a basket of indicators under the pillar "Skills". Singapore ranked 20th out of 140 countries for this pillar.

Source: World Economic Forum, International Institute for Management Development

The SkillsFuture Series was launched in October 2017. Institutes of Higher Learning (IHLs) took the lead in offering modular courses for emerging and critical areas such as data analytics and cybersecurity. About 1,000 courses have been launched since October 2017 and more than 16,000 individuals have signed up. The IHLs will progressively expand their offering of micro-credentials and recognise individuals' learning achievements in focused and industry-relevant niches.

We are also empowering all Singaporeans to use technology actively, meaningfully, and safely in their daily lives. The Digital Readiness Blueprint was rolled out in June 2018 to strengthen Singapore's ability to become an inclusive Smart Nation. One initiative is the Digital Clinics, which have provided 2,500 seniors with one-on-one assistance in using their mobile devices from November 2017 to September 2018.

RECENT KEY INITIATIVES SUPPORTING EDUCATION AND LEARNING

Nurturing the Joy of Learning

- Increased the cap for non-Integrated Programme intake through Direct School Admission to 20% for all secondary schools. This allows more students to nurture their strengths and interests through distinctive programmes.
- Offered Subject-based Banding in all secondary schools by 2018, to better cater to the strengths of students in different subjects.
- Launched the Singapore Student Learning Space, an online learning portal providing quality curriculum-aligned resources for self-directed learning.
- Support all primary schools to set up an Applied Learning Programme by 2023, for students to learn through authentic settings and see the relevance of what they learn in a real-world context.
- Introduce "Learn for Life" measures in phases from 2019, including removal of weighted assessments and mid-year examinations for some primary and secondary school levels.

Empowering Individuals

- Enhanced financial support for students in need:
 - Raised the income cap for the Ministry of Education (MOE) Financial Assistance Scheme by about 10%.
 - Increased meal provision under the School Meals Programme from seven meals to 10 meals per school week for secondary school students on the MOE Financial Assistance Scheme.
 - Raised the annual bursary quantum for pre-university students from \$750 to \$900.



Supporting Aspirations

- Introduced Early Admissions Exercises at polytechnics and ITEs, with an intake allowance of 15%.
- Increased annual intake for Nanyang Technological University, National University of Singapore, and Singapore Management University's Discretionary Admissions Scheme from 10% to 15% in 2017.
- Offered experiential learning opportunities at all IHLs, including industry attachments, overseas exposure, and entrepreneurship options.
- Launched four inaugural ITE Work-Learn Technical Diplomas offering about 110 placements across 32 companies and 16 SkillsFuture Work-Study Degree Programmes in collaboration with about 30 partner companies.
- Established the Singapore University of Social Sciences in 2017. There are now six autonomous universities to offer Singaporeans more diverse higher education pathways.

Developing Lifelong Learners

- Launched the SkillsFuture Series, MySkillsFuture portal, SkillsFuture Advice, and SkillsFuture for Digital Workplace, for a more comprehensive approach to lifelong learning.

2 | A COHESIVE, CARING, AND INCLUSIVE SOCIETY

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

Supporting Families and Healthier Lifestyles



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



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



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

Maintaining Accessible, Affordable, and Quality Healthcare



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



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



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

Forging A Caring, Gracious, and Inclusive Society



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



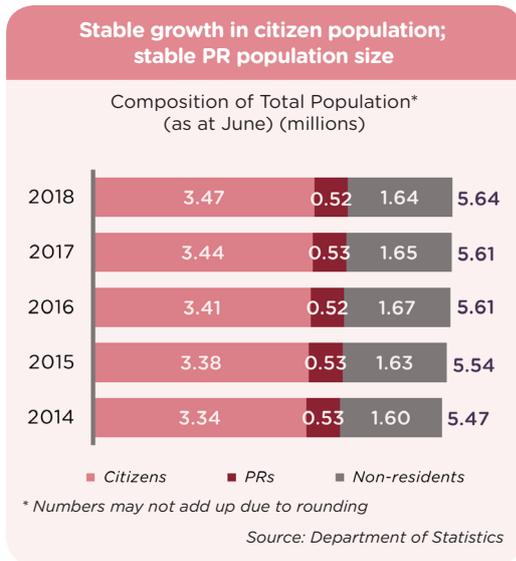
Launched the Social Service Tribe initiative to better support sector-wide talent attraction and retention



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

SINGAPOREANS AT THE HEART OF OUR POPULATION POLICIES

Total population growth has remained stable and low at 0.5% as at June 2018. The citizen population grew at a steady pace through citizen births and a calibrated approach to immigration. The PR population has remained stable.

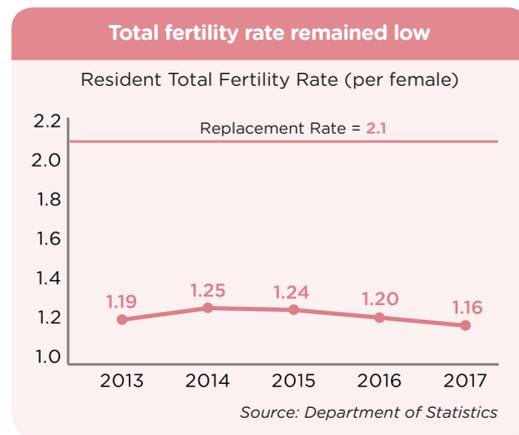
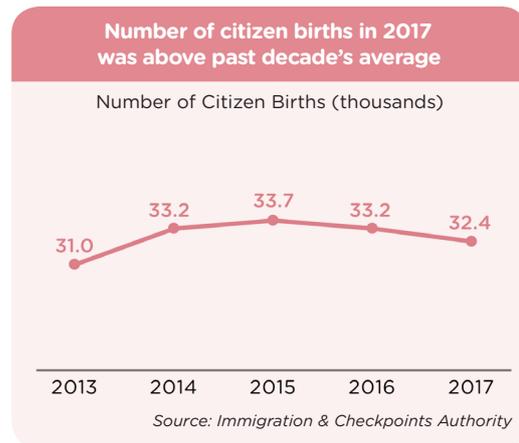


Marriage and parenthood (M&P) aspirations remain strong among Singaporeans. The 2016 M&P Survey commissioned by the Prime Minister’s Office found that over four in five singles (aged 21 to 35 years) wanted to marry, and over nine in ten of those married wanted to have at least two children. Nevertheless, many Singaporeans also had other life goals such as establishing financial security, owning a flat or house, and travelling. 54% of singles wanted to focus on their career or studies before marriage.



The pace of family formation has remained strong. There were 24,417 citizen marriages in 2017, above the average for the past decade. The number of divorces and annulments in 2017 fell by 0.5% to 7,578.

There were 32,356 citizen births in 2017, above the average for the past decade. However, resident total fertility rate remained low. While it had been stable at around 1.2 in recent years, it fell to 1.16 in 2017. This was partly due to a larger cohort of young Singaporeans entering peak childbearing age, but who might not have started having children. The median age of citizen mothers at first birth increased from 28.6 in 1998 to 30.3 years in 2017.



Singaporeans and their families are at the heart of our population policies. We are committed to supporting Singaporeans' aspirations to marry and have children. We have progressively provided more support for Singaporeans at every stage of their M&P journey. These include facilitating faster access to housing, enhancing the capacity, affordability, and quality of preschools, strengthening work-life support, encouraging greater shared parental

responsibility, and helping to defray the costs of having and raising children.

The community also plays an important role in providing support for young families. The People's Association (PA)'s Embracing PARENTHOOD Movement reached out to 35,000 parents and caregivers across 250 events held in 2017, from which several parent support networks were formed.

MAKING SINGAPORE A GREAT PLACE FOR FAMILIES

Owning Our First Home

Since 2015, the Government has launched more than 62,000 new Housing & Development Board (HDB) Build-To-Order (BTO) flats with priority allocation for first timers. Couples who wish to live with or near their parents can receive assistance through the enhanced Proximity Housing Grant. We have shortened the waiting time for selected BTO flats and also allowed young couples to defer their assessment of income for grants and loans to just before key collection.

Enhanced Preschool Support

Full-day preschool capacity has been increased by over 60% from 2012. There are more than 160,000 child care places available as at September 2018. 8,000 of these places are for infant care. By 2023, about 40,000 new preschool places will be added. Two out of every three preschoolers will also have a place in an affordable and quality Government or Government-supported preschool.



Families can receive a Basic Subsidy of up to \$600 for infant care and up to \$300 for child care. Families with working mothers and monthly household incomes of \$7,500 and below are eligible for an Additional Subsidy of up to \$540 for infant care and \$440 for child care, with lower-income families receiving more.

Strengthened Work-Life Support

A working couple has 20 weeks of paid leave and two weeks of unpaid leave in their child's first year. We introduced the second week of paternity leave on a voluntary basis in 2015 and mandated it in 2017. Since paternity leave was introduced in 2013, take-up rates have increased from 25% to 46%. Since 2017, working mothers can share up to four weeks of their paid maternity leave with their husbands, up from one week.

The Tripartite Standard on Flexible Work Arrangements, introduced in October 2017, enables working parents to better meet their work-life needs. As at September 2018, more than 960 employers with over 360,000 employees have adopted the Standard. More than 870 of these employers are from the private sector.

A new Tripartite Standard on Unpaid Leave for Unexpected Care Needs was introduced in March 2018. The Standard encourages employers to provide up to four weeks of unpaid leave for unexpected and pressing care needs. As at September 2018, about 320 employers with over 207,000 employees have adopted the Standard. More than 230 of these employers are from the private sector.

Improved Healthcare Assurance

Eligible couples can seek 75% co-funding for the costs of Assisted Reproduction Technology treatments in public hospitals. The maximum support available was raised from \$6,300 to \$7,700 for fresh cycles, and from \$1,200 to \$2,200 for frozen cycles from April 2018 onwards.

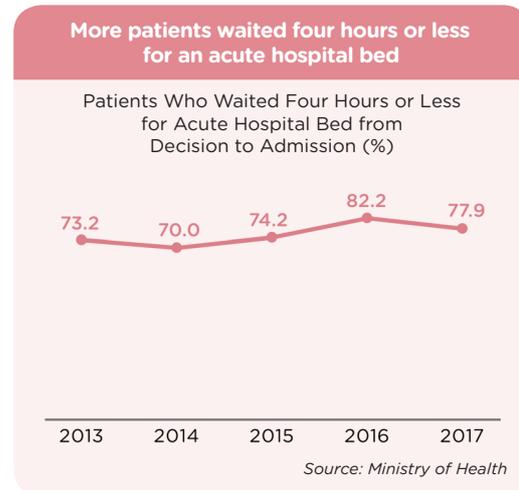
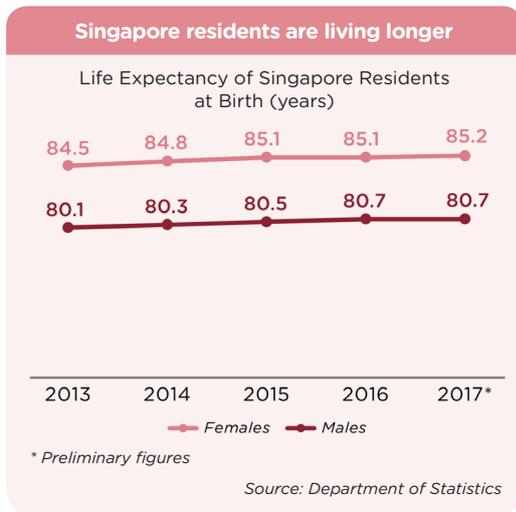
We provide a MediSave grant of \$4,000 for each newborn citizen, which will cover MediShield Life premiums up to the age of 21 years.

MAINTAINING ACCESSIBLE, AFFORDABLE, AND QUALITY HEALTHCARE

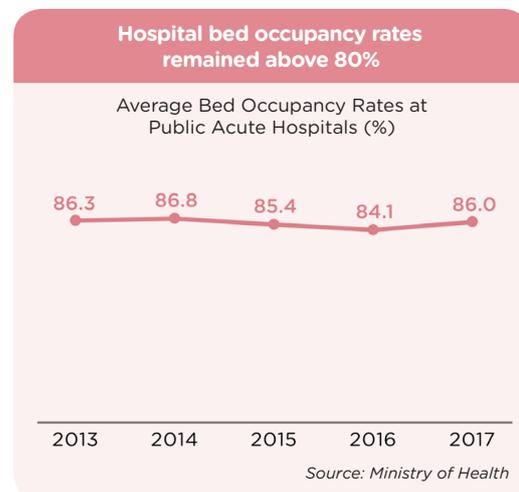
Singaporeans are now living longer and healthier lives with life expectancy reaching 80.7 and 85.2 years for males and females respectively in 2017. Our Health Adjusted Life Expectancy at birth, which is the number of years a person is expected to live in good health, remains one of the highest in the world at 72 years for males and 75 years for females. The proportion of Singaporeans and PRs aged 35 to 74 years who die from chronic diseases, such as cancer, coronary heart disease, and stroke, has declined over the years.

Accessibility

Since 2011, we have added 1,700 acute hospital beds, 1,200 community hospital beds, and 5,300 nursing home beds. Sengkang General Hospital and Sengkang Community Hospital opened in August 2018 and will eventually add another 1,400 acute and community hospital beds. While waiting times for an acute hospital bed increased in 2017, we expect the situation to improve with the increased bed capacity in 2018. Bed occupancy rates remained above 80%.



Healthcare demand is expected to increase with an ageing population. About three in four Singapore residents aged 65 years and older are affected by diabetes, high cholesterol, hypertension, or a combination of these conditions. We will continue to build a healthcare system that is accessible, affordable, and provides quality care. Government healthcare expenditure has more than doubled from \$3.9 billion in Financial Year (FY) 2011 to an estimated \$10.2 billion in FY2018. A good part of this increase went towards enhancing healthcare subsidies to keep healthcare affordable for Singaporeans.



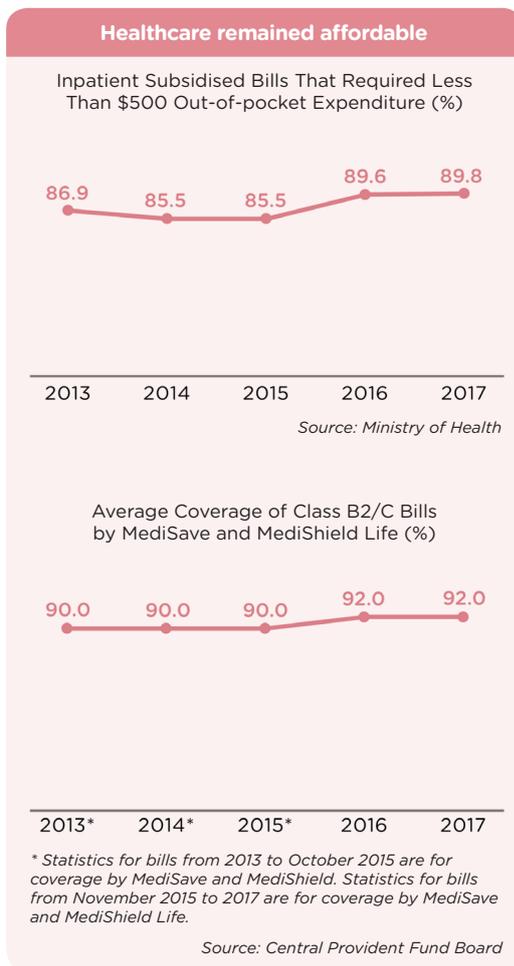
A Cohesive, Caring, and Inclusive Society

In 2017, the median waiting time for polyclinic consultation was 18 minutes. The ongoing expansion of our polyclinic network will further improve the accessibility and quality of primary care. Two new polyclinics at Pioneer and Punggol were opened in 2017. We will open more new polyclinics at Bukit Panjang, Eunos, Kallang, Sembawang, Nee Soon Central, and Tampines North by 2023. We have redeveloped older polyclinics - Bedok Polyclinic in 2017, Ang Mo Kio Polyclinic and Yishun Polyclinic in 2018.

We have also launched the Primary Care Networks (PCNs) in 2018. The programme encourages private General Practitioner (GP) clinics to form virtual networks that offer holistic and team-based chronic care in the community. There are currently 10 PCNs, comprising more than 300 GP clinics.

Affordability

For inpatient treatments, 89.8% of bills required less than \$500 out-of-pocket expenditure after subsidies, MediSave, and MediShield Life in 2017. For outpatient treatments, about 750,000 and 650,000 individuals benefitted from MediSave and the Community Health Assist Scheme (CHAS) respectively.



We will further strengthen long-term care financing through a comprehensive package of measures to be implemented from 2020. This includes CareShield Life, a compulsory national insurance that will provide financial help to those with severe disabilities. We will also allow cash withdrawals from MediSave to support long-term care needs and expenses. The new ElderFund will provide additional support for severely disabled lower-income Singaporeans with long-term needs.

Quality

To deliver quality care services to our people, we need to develop our healthcare manpower. The healthcare workforce has grown by more than one-third since 2011. We are investing in capability development through a more comprehensive Continuing Education and Training (CET) system for nursing. The National University of Singapore and Institute of Technical Education have also launched new CET degree and technical diploma programmes in 2018 respectively for nurses and therapy support staff. We are also empowering healthcare professionals - senior pharmacists and advanced practice nurses - to legally prescribe medicines under the supervision of doctors through the National Collaborative Prescribing Programme launched in 2018.

ENHANCING COMMUNITY SUPPORT FOR SENIORS

Enabling Seniors to Age Independently in Their Community

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

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

Silver Generation Office connects Singaporeans aged 65 years and older with active ageing, befriending, and care and support services

55,000 seniors engaged

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

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



By 2020, increased places for:

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

Keeping Care Affordable

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

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



Supporting Seniors with Dementia and Their Caregivers

By 2021

6 dementia-friendly communities

15 communities

8 polyclinics with mental health and dementia services

1 in 2 polyclinics

Ensuring Companionship for Lonely Seniors

Community Befriending Programme

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

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



SUPPORTING HEALTHIER LIFESTYLES AND RETIREMENT ADEQUACY

Encouraging Healthy Living

To help Singaporeans live long and live well, we are building an enabling environment that encourages Singaporeans to adopt an active lifestyle and take ownership of their own health.

The National Steps Challenge™ is the world's first population-level physical activity initiative. We achieved close to one million unique sign-ups across the first three seasons of the National Steps Challenge™, and the fourth was launched in October 2018. Singaporeans of all ages and abilities can also access a wide variety of sports programmes at our ActiveSG sports centres island-wide, which had a total visitorship of 16.9 million in FY2017⁵. The National

Population Health Survey in 2017 found that eight in ten persons aged 18 to 69 years were physically active⁶.

We are intensifying our tobacco control efforts for a nicotine-free and tobacco-free future. We have introduced further restrictions on tobacco advertising and promotion such as the point-of-sale display ban introduced in 2017. We also increased excise duties for all tobacco products by 10% in 2018. By 2020, the minimum legal age for the sale, possession, use, and purchase of tobacco products will be raised from 18 to 21 years. We will also propose amendments to the Tobacco (Control of Advertisements and Sale) Act (Cap. 309) in early 2019 to introduce standardised packaging in Singapore.

WAGING WAR ON DIABETES

Diabetes is a serious health concern. One in three Singaporeans is at risk of developing diabetes in his or her lifetime.

In 2018, there were more than 400,000 Singaporeans living with diabetes. One in three individuals with diabetes was not aware that he or she had the disease. Of those who were aware, one in three had poor control over their condition. These individuals faced increased risks of serious complications such as heart disease, stroke, kidney failure, blindness, and lower limb amputations.

If nothing is done, the number of Singaporeans with diabetes is expected to reach one million by 2050. Diabetes already costs Singapore about \$1 billion⁷ a year, and the figure is expected to double in real terms by 2050.

In 2016, we launched the War on Diabetes to rally the nation to reduce the burden posed by diabetes.

Healthier Food Choices

- We aim for at least 40% of Food & Beverage (F&B) businesses to have at least one healthier food and drink option on their menus. As at September 2018, there were more than 1,140 F&B operators with 8,700 outlets offering healthier food and drink options.
- Food ingredient manufacturers and suppliers are given funding support to develop better quality and wider varieties of healthier staples. F&B businesses and consumers are encouraged to adopt these healthier choice products. As at May 2018, 16 partners have come on board, offering 46 healthier choice products.
- We are working to reduce Singaporeans' consumption of added sugars by one-quarter by 2020.

⁵ This refers to the total number of visits made to ActiveSG sports centres and Dual-use facilities.

⁶ A person is considered to be physically active if he or she has at least 150 minutes of moderate intensity activity per week.

⁷ The cost includes direct medical costs for the treatment and management of diabetes, and indirect costs such as the cost of absenteeism from work.

Prevention and Screening

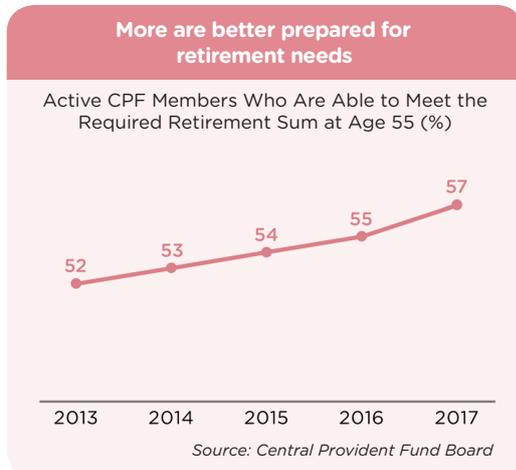
- Early detection and appropriate interventions can help prevent or delay the onset of diabetes and its associated complications. We also motivate Singaporeans to take ownership of their health.
- Since September 2017, we have offered enhanced subsidies to encourage more Singaporeans to go for regular screenings. As at July 2018, more than 43,000 Singaporeans aged 40 years and older have benefitted from the enhanced subsidies.
- We also launched the Diabetes Risk Assessment (DRA) tool in September 2017 to encourage younger adults aged 18 to 39 years to assess their current risk for undiagnosed diabetes. As at 15 July 2018, the DRA had been used more than 160,000 times.

Management

- Progression from pre-diabetes to Type 2 diabetes is preventable through early diagnosis, appropriate management, and follow-ups.
- From June 2018, the Chronic Disease Management Programme (CDMP) covers pre-diabetes, as well as lancets and test strips for diabetic patients on insulin injection who need to monitor their blood glucose regularly. MediSave use has also been increased from \$400 to \$500 per year. Singaporeans aged 60 years and older can tap on an additional \$200 under Flexi-MediSave for their outpatient treatments.
- We will also help empower Singaporeans with diabetes to initiate and sustain lifestyle changes, and to adhere to treatment plans.

Strengthening Retirement Policies

Our Central Provident Fund (CPF) system continues to support Singaporeans' retirement needs. 57% of active CPF members turning 55 years old in 2017 have met the Required Retirement Sum⁸ in their accounts.



Over 35,000 members received about \$1 billion in CPF top-ups and transfers in 2017. Of these, 40% of them had less than the Basic Retirement Sum. To encourage family support for retirement adequacy, we amended the CPF Act in 2017 so that more members can make CPF transfers to their parents and grandparents. As a result, 340,000 more members were eligible to make these transfers.

The Silver Support Scheme, launched in 2016, supplements the retirement incomes of the bottom 20% to 30% of Singaporeans aged 65 years and older in a modest but meaningful way. In 2017, \$333 million was disbursed to 152,000 seniors.

⁸ Refers to active CPF members who are able to meet the Basic Retirement Sum in cash at 55 years old and are listed as an owner of at least one local residential property, or who are able to meet the Full Retirement Sum in cash at 55 years old.

FORGING A CARING AND GRACIOUS SOCIETY

Strengthening the Social Service Sector

Voluntary Welfare Organisations (VWOs) play a critical role in serving and rallying community support for those in need. We continue to support their capability building through the VWOs-Charities Capability Fund (VCF), including governance and management capabilities. In April 2017, we extended the VCF for another five years with an additional \$100 million committed. About 250 organisations benefitted from the extended VCF in 2017.

To better support talent attraction and retention in the social service sector, the National Council of Social Service (NCSS) launched the Social Service Tribe initiative in March 2018. This initiative seeks to create a common identity for the sector and position it as an employer of choice.



We have continued enhancing professional developmental pathways for the sector. In addition to about 600 courses offered by the Social Service Institute, we have introduced new training programmes and alternative entry pathways such as the Work-Learn Programme for Social Work Associates. We will also launch the Skills Framework for Social Service in 2019.

Growing Volunteerism and Philanthropy

The SG Cares movement, launched in 2017, is dedicated to building a more caring and inclusive home for all. Championed by the community, public

agencies, and corporate partners, the movement invites everyone to be involved in active volunteerism, ground-up efforts, and everyday acts of care.

The National Youth Survey 2016 found that nine in ten youths viewed contributing to society and helping the less fortunate as important life goals. In 2017, Youth Corps Singapore recruited 9,200 new members, bringing total membership to about 14,000. Their activities reached out to almost 6,000 beneficiaries.



We continue to facilitate community efforts to support charities. Giving.sg, set up by the National Volunteer & Philanthropy Centre (NVPC), currently connects more than 150,000 registered volunteers and donors with more than 500 charities. Over \$120 million in donations and 140,000 volunteer sign-ups have been amassed.

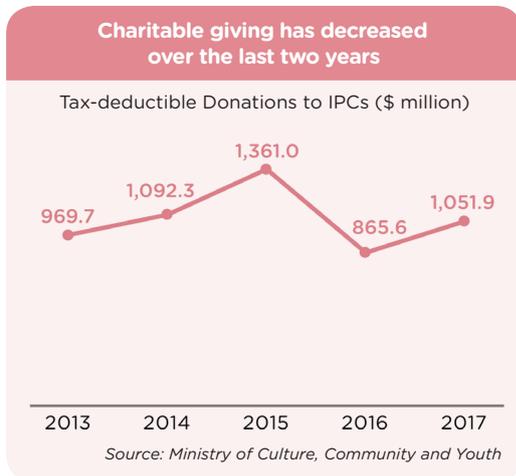
More are volunteering over the years

National Volunteerism Rate (%)



Source: National Volunteer & Philanthropy Centre

The total amount of tax-deductible donations received by Institutions of a Public Character (IPCs) dipped in 2016 before increasing in 2017. This could be partly due to the tax deduction rate reverting to 250% from 300% in 2015, as well as economic uncertainty. However, we are confident that the public will continue to support local charitable causes.



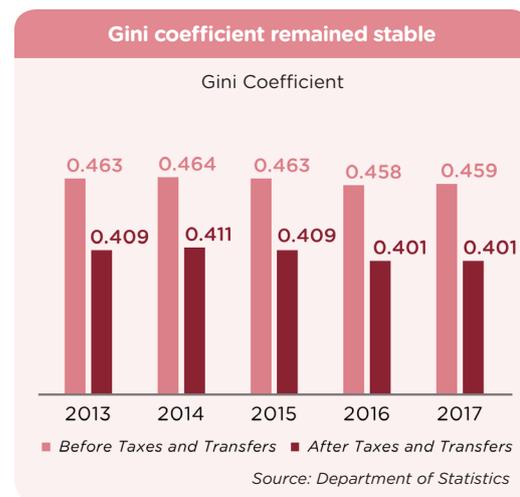
Between 2016 and March 2018, almost 1,600 companies joined the SHARE programme or increased their donation amounts. NVPC also launched the Company of Good programme in June 2016 to help businesses engage in more impactful giving. Over 1,200 companies have benefitted from the programme, enabling them to make a greater impact on the community. In 2018, 60 organisations were recognised as Champions of Good for being outstanding leaders and ambassadors of corporate giving.

To encourage giving to the arts and heritage sector, the Cultural Matching Fund matches private cash donations to registered charities on a dollar-to-dollar basis. Since 2014, donations to arts and heritage causes have more than doubled, and over \$170 million of matching grants have been committed.

PROGRESSING TOGETHER IN AN INCLUSIVE SOCIETY

Progressing Together

We continue to 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 have introduced various initiatives over the years to supplement the incomes of lower-income individuals and households. The redistributive effect of such efforts is evident. Singapore's Gini coefficient⁹ is lower after considering government taxes and transfers, and has remained stable over the last five years.



⁹ Based on household income from work (including employer CPF contributions) per household member among resident employed households.

HELPING SINGAPOREANS PROGRESS TOGETHER

Low-income Singaporeans

- Low-income Singaporeans receive multiple layers of assistance. The Community Care Endowment Fund (ComCare) is a key social safety net to help low-income families get back on their feet. In FY2017, about 79,000 beneficiaries received \$131 million in social assistance payouts under ComCare. We are also working with community partners to further strengthen social service delivery through a more family-centric approach and by addressing root causes.

ComCare continues extending assistance to households

Number of Unique Households Assisted under ComCare



FY2013 FY2014 FY2015 FY2016 FY2017

Source: Ministry of Social and Family Development

- In line with an ageing population, the number of long-term assistance recipients aged 65 years and older increased from FY2013 to FY2017.

More seniors on long-term assistance

Number of Main Applicants Aged 65 Years and Older on Long-term Assistance



FY2013 FY2014 FY2015 FY2016 FY2017

Source: Ministry of Social and Family Development

- Since 2007, we have paid \$5.5 billion to about 830,000 lower-wage Singaporeans in cash and to their CPF accounts under the Workfare Income Supplement Scheme, so as to encourage them to work regularly.
- We spent more than \$280 million from 2010 to 2017 under the Workfare Training Support Scheme to support more than 270,000 Singaporeans in their upskilling and reskilling efforts.
- Unions, employers, and the Government worked together to develop the Progressive Wage Model (PWM). The PWM sets out a wage scale where wages progress with training and productivity improvements. PWMs have been implemented in sectors which faced low and stagnant wages from cheap sourcing, such as cleaning, security, and landscape. Real median gross wages grew between 3% and 6.4% per annum from 2011 to 2016 for full-time resident workers in these three sectors.

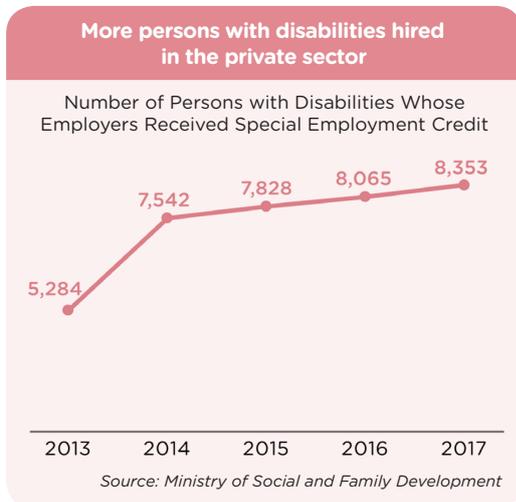
Older Singaporeans

- The unemployment rate for older residents has remained low, at less than 3% between 2013 and 2017. The employment rate of residents aged 55 to 64 years increased from 64.0% in 2012 to 67.1% in 2017. This is higher than in countries like Australia, the United Kingdom, and the United States. Compared to the 37 OECD member countries, this is within the top one-third of the range.
- We enhanced WorkPro in 2016 to encourage job redesign for older workers. More than 650 companies have received funding to support more than 10,000 workers aged 50 years and older.

Building a More Inclusive Society

We launched the third five-year Enabling Masterplan (EMP3) in 2017. EMP3 aims to strengthen the support available for persons with disabilities and their families, and improve their quality of life. For children with moderate to severe development needs, we have increased the number of places available at Early Intervention Programme for Infants and Children centres, from 2,700 places in 2016 to 3,200 places in 2018. For children with mild development needs, we have increased the number of preschools offering the Development Support and Learning Support programmes from 350 preschools in 2016 to 550 in 2018.

To maximise the potential of persons with disabilities and empower them to participate fully in society, we are working closely with employers to help them build inclusive working environments and redesign jobs for persons with disabilities. For example, the School-to-Work Transition Programme aims to support Special Education (SPED) students who are assessed to be work-capable by preparing them for employment. It has helped 118 SPED students thus far and will be fully rolled out to SPED schools by 2019. It was estimated that more than 8,600 persons with disabilities were employed in the private and public sectors in 2017.



To encourage more persons with disabilities to pick up sports, we have set up four Centres of Expertise in Bedok, Jurong West, Sengkang, and Toa Payoh since 2016. The centres have features that give persons with disabilities greater access to sports programmes. For example, Toa Payoh Sports Centre has implemented a wheelchair rugby programme. More than 2,500 persons with disabilities have also been using the five inclusive gyms alongside other users.

SG Enable is working with partners to develop a support network for caregivers of persons with disabilities. For a start, the Caregivers Pod was set up in the Enabling Village in December 2018. The Pod aims to provide peer and community support, as well as training and other resources for caregivers. NCSS has also embarked on a nationwide study in 2018 to better understand caregivers' quality of life and key areas of need.



3 | A WELL-CONNECTED AND GREEN CITY, OUR ENDEARING HOME

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

Rejuvenating Our Homes and Surroundings



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



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



Announced the Home Improvement Programme for 242,000 flats

Working towards a Sustainable Environment



Piloting smart shower devices in 10,000 new homes



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



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

Improving Connectivity, Locally and Globally



Added cycling networks for nine towns



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



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

ENDEARING HOMES

In order for Singapore to remain a liveable city, we have continued to build affordable homes and renew our housing estates while ensuring a safe built environment.



Helping Seniors Age Gracefully

The Enhancement for Active Seniors (EASE) programme helps seniors age-in-place in a safe environment by subsidising elder-friendly home modifications. Those who wish to unlock the value of their Housing & Development Board (HDB) flats to supplement their retirement income can choose from several monetisation options. These include renting out spare bedrooms or taking up the Lease Buyback Scheme if they wish to age-in-place, or right-sizing to a smaller flat and taking up the Silver Housing Bonus.

Affordable, Adequate, and Quality Homes

In February 2017, the Government increased the CPF Housing Grant for first-timer families buying resale flats, from \$30,000 to \$40,000 for 5-room or larger flats, and to \$50,000 for 4-room or smaller flats. The CPF Housing Grant for first-timer singles buying resale flats was also increased from \$15,000 to \$20,000 for 5-room flats, and to \$25,000 for 4-room or smaller flats. As at December 2017, 8,100 applicants have benefitted from the increased grant. Together with the Additional CPF Housing Grant and enhanced Proximity Housing Grant, first-timer applicants buying resale flats to live with or near their parents can receive up to \$120,000 in housing grants – a 50% increase from 2015.

To enable more Singaporeans to own a HDB flat and have a tangible stake in Singapore's progress, we have set aside at least 95% and 85% of 4-room or larger flats in mature and non-mature estates respectively for first-timer families. We are also supporting families in transition on their housing options. From March 2018, divorcees no longer have to wait three years after the end of their marriage to buy subsidised flats if they meet the prevailing eligibility criteria. Second-timer families with young children who have stayed in public rental flats for at least a year can apply for 2-room Flexi flats on shorter leases under the Fresh Start Housing Scheme.

Building Better Homes for All

Fresh Start Housing Scheme

Launched in December 2016

- Benefitted **61** families



Proximity Housing Grant

Launched in August 2015

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



Enhanced for married/single child and parents in February 2018

Resale Flat Buyers	To Live with Parents/Child	To Live near Parents/Child (within 4 km)
Families	\$30,000	\$20,000
Singles Aged 35 Years and Older	\$15,000	\$10,000

2-room Flexi Scheme

Launched in August 2015

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



Parenthood Provisional Housing Scheme

Launched in January 2013

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



Increased rental subsidies in April 2017

- **840** households benefitted from lower rental rates

Enhancement for Active Seniors Programme (EASE)

Launched in July 2012

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



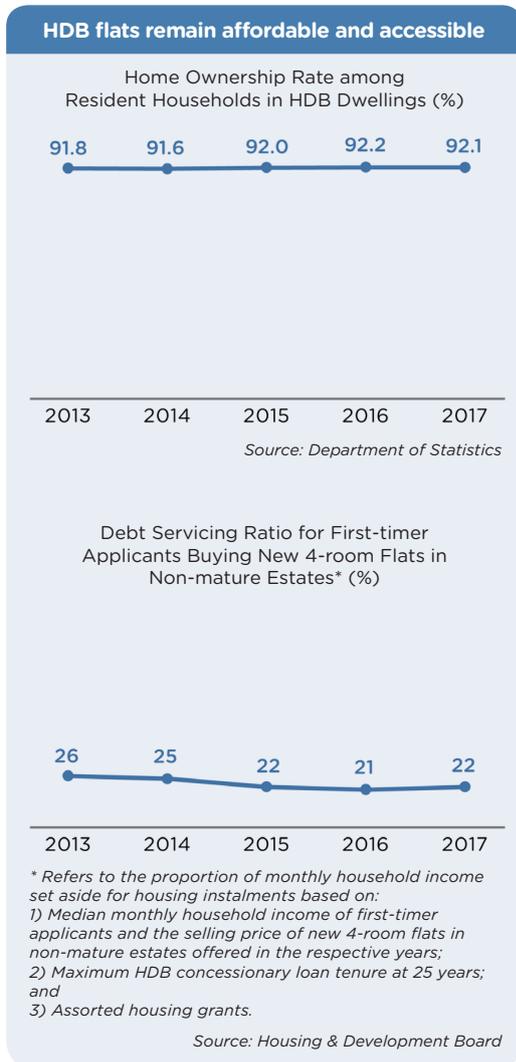
Lease Buyback Scheme

Launched in March 2009

- Benefitted about **2,500** families



Around 17,000 new flats were launched in 2017, and another 16,000 in 2018. Owners of the 1,100 Sembawang, Sengkang, and Yishun flats launched in November 2018 can expect a shorter waiting time for their flats – around two to three years, instead of the usual four. The waiting time for rental flats has also decreased from four months in 2016 to three months in 2018.



Flat buyers can now access balance flats more quickly with the new Re-Offer of Balance Flats sales mode. Unselected balance flats from previous Sale of Balance Flats exercises are pooled together so applicants have a wider selection of units to choose from. In January 2018, we revamped the HDB portal and simplified the resale transaction process, with all eligibility checks conducted on a single platform instead of across multiple e-services. It now takes about eight weeks instead of 16 weeks to complete a resale transaction, and the number of appointments with HDB has been reduced from two to one.

A Safe Built Environment

We launched the Home Improvement Programme (HIP) in 2007 to address common maintenance issues related to ageing flats such as spalling concrete. As at December 2017, HIP has been announced for about 242,000 of almost 320,000 eligible flats, and has been completed for about 103,000 flats. We will extend HIP to another 230,000 flats built up to 1997.

After a few incidents of falling aluminium panels and concrete features from HDB flats, we will introduce legislation that requires façades of buildings older than 20 years and taller than 13 metres¹⁰ to be inspected every seven years. This is to ensure that building exteriors remain in good and serviceable condition.

The safety and reliability of lifts in our urbanised, high-rise environment are important. We have allocated \$450 million from 2016 to 2025 to co-fund the retrofitting of old lifts by town councils through the Lift Enhancement Programme. This sum includes \$13 million per year to help them cope with higher lift-related servicing and maintenance costs, and more than \$50 million in 2018 to match half of their quarterly contributions to the Lift Replacement Fund. These have doubled our grant support to town councils. On average, the overall lift breakdown rate has remained stable. Since 2015, there have been around 20 breakdowns per 1,000 public housing lifts annually.

Residents can also conveniently report issues with HDB estate facilities on the OneService mobile application and web portal. As at December 2017, 114,000 residents have registered on the application, reporting 153,000 cases in their estates to help improve operations. For example, supermarkets and bicycle-sharing operators are immediately alerted to retrieve abandoned trolleys and indiscriminately-parked bicycles.

¹⁰ Excludes private landed houses and temporary buildings.

A Liveable and Smart City

Singapore remains the Asian city with the highest quality of living according to Mercer's annual Quality of Living survey in 2018. The Economist Intelligence Unit's Global Liveability Index 2018 ranked Singapore 11th in Asia.

We continue to develop new HDB towns. The first batch of HDB flats in Tengah was launched in November 2018 with energy and water conservation features within and outside homes. The pilot deployment of autonomous vehicles for public transport is also set to begin in Tengah from the early 2020s.

We are ensuring that older HDB towns keep up with younger ones. Works have been completed for six estates since the Remaking Our Heartland initiative was launched in 2007, and are in progress for another

three – Toa Payoh, Pasir Ris, and Woodlands. We have also announced 131 Neighbourhood Renewal Programme projects as at December 2017.

New hawker centres are also being built. Of the 20 centres to be ready by 2027, seven have started operations. The latest were Kampung Admiralty, Yishun Park, and Jurong West in 2017, and Pasir Ris Central in 2018.

Through the Active, Beautiful, Clean Waters (ABC Waters) Programme, we continue to transform drains, canals, and reservoirs into clean and beautiful streams, rivers, and lakes that can be used for recreation and communal bonding. Through the enjoyment of these spaces, the public can better appreciate and cherish our precious water resources. As at November 2018, we have opened 40 ABC Waters projects to the public and expect to complete 10 more by 2020.

SUSTAINING THE HAWKER TRADE



To continue providing affordable food in a clean and hygienic environment, the Hawker Centre 3.0 Committee studied how to better manage hawker centres and encourage new hawkers to join the trade. The Government accepted a set of recommendations by the Committee:

1. Supporting new entrants

Aspiring hawkers can attend courses on hawker business management and hawker fare culinary skills, try out being a hawker at pre-fitted incubation stalls for a period of time, and obtain hawker-related information at the One-Stop Information and Service Centre.

2. Improving productivity

The Government has set aside \$90 million to improve hawker centre productivity by funding the adoption of initiatives such as centralised dishwashing services, automated tray-return systems, and e-payment options. Cooked food stallholders may also tap on the Hawkers' Productivity Grant to purchase kitchen automation equipment.

3. Enhancing hawker centres as social spaces

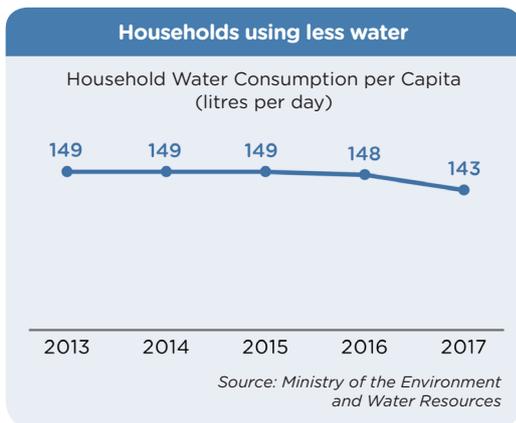
The Vibrant Hawker Centres Programme was launched in June 2017 to encourage the public to organise activities at hawker centres to enhance vibrancy and increase the community's ownership of our hawker centres.

SUSTAINABLE ENVIRONMENT

We continue to balance environmental considerations with economic development and social inclusion for a sustainable city. This was profiled at the United Nations (UN) High-Level Political Forum in Singapore's first Voluntary National Review of the Sustainable Development Goals in July 2018.

Ensuring Water Security

Singapore currently uses about 430 million gallons of water daily, enough to fill 782 Olympic-sized swimming pools. While households are using less water, our overall water consumption will increase as our population and economy grow. We need to plan for and ensure a sustainable and high-quality water supply for all Singaporeans.



As our 17 reservoirs are susceptible to the vagaries of weather, the Government has developed weather-resilient water sources:

- With the opening of the Tuas Desalination Plant in June 2018, we now have three desalination plants. Two more, in Marina East and Jurong Island, will be completed by 2020.
- There are currently five NEWater plants across Singapore – the newest at Changi was completed in 2017.

In 2018, we started works for Tuas Nexus, which will integrate used water and solid waste treatment to maximise synergies from water, energy, and waste.



Singapore has been experiencing more frequent and higher intensity rainfall. The ongoing drainage improvement programme is part of our efforts to cope with changes in weather patterns and growing urbanisation. In 2018, we completed the Stamford Diversion Canal and Stamford Detention Tank.

To optimise water usage, water fittings in all new and existing premises undergoing renovation must have at least two ticks under the Mandatory Water Efficiency Labelling Scheme from April 2019. We are also helping eligible families living in HDB flats replace less efficient water closets, taps, and mixers. More efficient water closets can help families save up to five litres of water per flush and lower their water bills by up to 10%. We are also deploying smart shower devices in about 10,000 new HDB homes from 2018 to 2019, after a successful pilot¹¹ in 2015. These can potentially lower monthly household water bills by about 3%.



¹¹ During the pilot, the 500 participating households saved about five litres of water per person daily upon receiving real-time information about their water consumption.

Doing Our Part against Climate Change

The proportion of Singapore's electricity generated using more efficient and cleaner natural gas turbines rose from 74.4% in 2005 to 95.1% in 2017. In tandem, for every kilowatt hour (kWh) of energy generated in 2017, 0.4192 kilogrammes of carbon dioxide (kg CO₂) were produced – less than the 0.5255 kg CO₂/kWh in 2005. Electricity generated from solar power has also increased from 33 megawatt peak (MWp) in 2014 to 162 MWp in 2018. We aim to increase this output to 350 MWp by 2020 and to 1 gigawatt peak beyond that.

We will implement a carbon tax from 2019 to provide a uniform and economy-wide price signal on greenhouse gas emissions. The carbon tax rate will be set at \$5 per tonne of carbon dioxide equivalent (tCO₂e) of greenhouse gas emissions for a five-year transition period, and will be reviewed periodically with a view to increase it to between \$10 and \$15 per tCO₂e by 2030.

Singapore designated 2018 as the Year of Climate Action to raise public awareness on the need to take individual and collective action against climate change for a sustainable future. As at November 2018, we have received more than 300,000 climate action pledges.

Ensuring Clean Air and a Healthy Environment for All

To work towards Singapore's air quality targets for 2020, we have tightened emission standards for vehicles and industrial plants. We have also introduced various initiatives and incentives to encourage cleaner vehicles:

- Owners of cars and taxis will receive rebates or pay surcharges under the new Vehicular Emissions Scheme based on the worst-performing pollutant emission, such as carbon monoxide, hydrocarbons, or particulate matter.
- Owners of older and more pollutive motorcycles are given an incentive of up to \$3,500 if they deregister their motorcycles. These motorcycles will be phased out after June 2028.
- Owners of Euro II and III diesel commercial vehicles who switch to cleaner models can enjoy discounted Certificates of Entitlement under the extended Early Turnover Scheme. As at June 2018, more than 37,700 eligible vehicles have benefitted under this scheme.

The smoking prohibition has also been extended to universities, private-hire cars, trishaws, and excursion buses to reduce the public's exposure to tobacco smoke.

Concerted efforts by all stakeholders to curb dengue and control the 2016 Zika outbreak are paying off. The dengue incidence rate reached a three-year low in 2017. 50,000 gravitraps have been deployed island-wide for better mosquito surveillance and the first phase of Project Wolbachia to reduce the *Aedes aegypti* mosquito population has achieved a 50% population-suppression rate at study sites. Rat control efforts have similarly been effective as the number of rat burrows detected in public areas fell by 33% between 2016 and 2017.

Towards a Zero-waste Nation

Singapore's recycling rate has remained stable at about 60% over the past five years. While the non-domestic recycling rate remained at around 76%, the domestic recycling rate has increased from 19% in 2014 to 21% in 2017.

To make it convenient for households to recycle, we have been providing one recycling bin per block for HDB estates since 2014. From August 2018, existing condominiums are required to do the same. We have also provided dual chutes for refuse and recyclables with throw points on every floor in BTO projects launched since 2014. From April 2018, we have extended this requirement to new non-landed residential developments taller than four storeys.



16% of the food waste generated in 2017 was recycled, an increase from 12% in 2012. A pilot food waste digester in a market and food centre has treated around one tonne of food waste per day since 2016. Food waste digesters will be installed in more hawker centres from 2018.

Singapore produces about 60,000 tonnes of e-waste annually. According to a National Environment Agency study on e-waste, only 6% of this is recycled through e-waste recycling bins provided under voluntary programmes¹². To improve the e-waste recycling rate, we will charge producers to take greater responsibility for the collection and proper treatment of e-waste under an Extended Producer Responsibility framework by 2021.

More Green Spaces to Enjoy

We will continue integrating green spaces into our daily lives. By 2030, the green corridor network will be expanded from 310 kilometres (km) to 400 km. With 0.8 hectares of green space per 1,000 residents, 90% of our population will live within a 10-minute walk of a park. Parks, nature areas, and trails will be linked by a network of cycling paths island-wide, including the 36 km Coast-to-Coast Trail and the 24 km Rail Corridor that will be completed by the early 2020s.



A WELL-CONNECTED CITY

To remain a well-connected city, we continue to invest in Singapore's public transportation network and its global air, sea, and land linkages. We will also continue to make our transport system more reliable, convenient, and inclusive to make walking, cycling, and riding public transport the preferred ways to travel. This will be done while ensuring the safety of all public path and road users through extensive education and enforcement efforts.



Towards a Car-lite Nation

The improvements we have made to our Walk Cycle Ride options have increased commuter satisfaction with our public transport system. The percentage of commuters who chose to travel by public transport during peak hours has risen steadily from 63% in 2012 to 68% in 2017. In tandem with improvements to public transport infrastructure, we have progressively reduced the vehicle growth rate (VGR) since 2009 to reduce reliance on private vehicles. In February 2018, we set the VGR for cars and motorcycles at 0%.

Public transport users were more satisfied

Customer Satisfaction with Public Transport
(mean score on a scale of one to ten)



2013 2014 2015 2016 2017

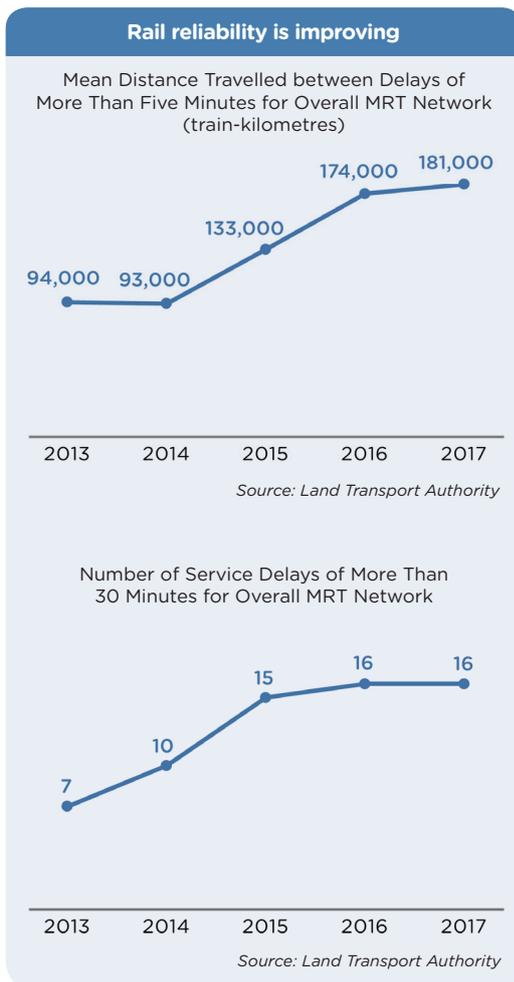
Source: Public Transport Council

¹² Excludes e-waste recycled through business-to-business channels and the informal sector, as well as the blue commingled recycling bins that do not collect e-waste.

As part of the National Cycling Plan announced in 2013, Bedok became Singapore's ninth cycling town in January 2018 with key amenities connected through 17 km of cycling paths. In line with our aim to have cycling path networks in all residential towns by 2030, we will be constructing cycling paths in another six towns over the next five years.

More Reliable Public Transport

Rail reliability, as measured by mean distance travelled between delays of more than five minutes, is improving and is expected to improve further in 2018.



The Government expects to spend \$4 billion over the next five years to renew rail operating assets. Re-signalling and sleeper and power rail replacement for the North-South and East-West Lines have been completed, while the renewal works for the first-generation trains, power supply, and track circuit systems are ongoing.

Early closure and late opening of stations will continue to provide more engineering hours for preventive maintenance and repairs, and accelerate the renewal of ageing assets. The maintenance workforce has increased by more than 1,500 staff over the past five years, and will be further increased by more than 600 over the next three years.

From 2012 to 2017, we have added 1,000 buses and introduced 80 new or amended routes under the \$1.1 billion Bus Service Enhancement Programme. After transiting to the bus contracting model in September 2016, bus services have become more frequent during peak hours, with scheduled intervals of no more than 15 minutes. More than half of all bus services run at intervals of 10 minutes or less, while feeder services run at shorter intervals of six to eight minutes.

More Convenient and Inclusive Travel

As part of our vision for eight in ten households to be within a 10-minute walk to one of the 270 MRT stations on the 360 km rail network, we have:

- Opened Stage 3 of the Downtown Line (DTL) in 2017;
- Extended the East-West Line to Tuas West in 2017;
- Started construction on the Thomson-East Coast Line (TEL), North East Line Extension, DTL3 Extension, and Circle Line 6 (CCL6);
- Gazetted the seventh MRT line, Jurong Region Line; and
- Started planning for the Cross Island Line.

INTEGRATED FOUR-IN-ONE EAST COAST RAIL/BUS DEPOT

Work on the \$3.2 billion integrated depot started in 2016. The depot will have a total stabling capacity of 220 trains and 760 buses. The integration will result in land savings of 44 hectares - equivalent to about 60 football fields - and cost savings of about \$2 billion as compared to if four depots were built separately.

Since April 2017, families travelling with children can board public buses with open strollers. Stations along TEL and CCL6 will have family-friendly facilities such as child-sized toilets and diaper-changing counters when they open in 2019 and 2025 respectively.



Individuals with special needs will have priority boarding at all MRT stations by 2019, and at all bus interchanges and Integrated Transport Hubs by 2021. Seniors and persons with disabilities can tap their concession cards at more than 300 traffic lights for additional time to cross the road.

By 2022, more than 100 pedestrian overhead bridges at MRT stations, bus interchanges, hospitals, and clinics will have lifts to help the elderly and less ambulant get around more easily. We are also building wider footpaths (1.8 metres) so that wheelchairs can pass each other safely. With 200 km of sheltered walkways completed in September 2018, commuters can now enjoy more convenient connections to nearby public transport nodes.

About 1.8 million concession cards were issued to seniors aged 60 years and older; primary, secondary, and tertiary students; full-time National Servicemen; workers under the Workfare Income Supplement Scheme; and persons with disabilities. These give discounts of up to 50% off regular adult public transport fares. The Taxi Subsidy Scheme was revised in 2017 to support up to 80% of the travel cost by persons with disabilities, instead of 50%. The scheme was also extended to private-hire cars.

Globally Connected

Singapore is working to enhance cross-border connectivity with Malaysia at land checkpoints and through bilateral connectivity projects such as the Kuala Lumpur-Singapore High Speed Rail and Johor Bahru-Singapore Rapid Transit System Link (RTS Link). In 2018, both countries signed the RTS Link Bilateral Agreement. The Johor Bahru-Singapore RTS Link, when completed by 2024, can carry up to 10,000 passengers per hour in each direction. This will ease congestion at our existing land checkpoints. Commuters will also enjoy a convenient travelling experience with the co-located Customs, Immigration, and Quarantine facilities at both stations in Woodlands North and Bukit Chagar.

Singapore remains the world's top international maritime centre according to the Xinhua-Baltic Exchange International Shipping Centre Development Index 2018 and Menon Economics' Leading Maritime Capitals of the World Report 2017. We have been ranked 1st for the efficiency of seaport services in the World Economic Forum's Global Competitiveness Report 2018. The maritime sector contributes 7% of Singapore's GDP and supports more than 170,000 jobs. Our port handled 33.7 million twenty-foot equivalent units (TEUs) of containers in 2017.

Changi Airport was awarded the Skytrax Best Airport award for the sixth consecutive year in 2018, handling a record 62.2 million passengers and 2.13 million tonnes of airfreight throughput in 2017. The opening of Terminal 4 in October 2017 and the expansion of Terminal 1 in 2019 will bring the airport's capacity to 85 million passengers per annum.

4 | A SAFE, SECURE, AND CREDIBLE NATION

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

Maintaining Our Relevance and Sovereignty



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



Strengthening relationships with our strategic partners



Ratified the Comprehensive and Progressive Agreement for Trans-Pacific Partnership

Defending Our Homeland and Enhancing National Service



Reaffirmed our commitment to National Service through NS50



Strengthening our defence capabilities while stretching every dollar



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

Ensuring a Safe and Secure Home



Adopting a multi-pronged approach for counter-terrorism



Leveraging technology for homeland security operations



Introduced the Cybersecurity Act to better regulate cybersecurity matters

A RELEVANT AND SOVEREIGN SINGAPORE

For Singapore to be successful, we must be nimble and actively shape our external environment, defend our vital interests, and work with strategic partners such as Association of Southeast Asian Nations (ASEAN) member states and others in win-win partnerships.

During our ASEAN Chairmanship, we promoted “Resilience and Innovation” by facilitating further integration of the region’s economies, upholding a multilateral rules-based order and creating the ASEAN Smart Cities Network. We also actively promoted confidence-building measures to mitigate the risk of conflict. These included the ASEAN-China Maritime Exercise, the Guidelines for Air Military Encounters – the first multilateral confidence-building measure of its kind in the world – and the planned ASEAN-US Maritime Exercise in 2019.

As ASEAN-China coordinator, we made good progress in promoting regional cooperation and stability, including adopting the ASEAN-China Strategic Partnership Vision 2030, which will chart the future direction of ASEAN-China cooperation efforts. We also arrived at a Single Draft Negotiating Text of the Code of Conduct in the South China Sea.

We also provided humanitarian assistance and contributed to disaster relief efforts. For instance, Singapore contributed to those affected by the disasters in Lombok and Central Sulawesi, Indonesia; the humanitarian crisis in Rakhine State, Myanmar; as well as the hydropower dam collapse in Laos.

Singapore will continue to strengthen ties with our immediate neighbours and other strategic partners. For example:

- Deepening our cooperation with Malaysia through existing institutionalised bilateral platforms and new connectivity projects such as the Kuala Lumpur-Singapore High Speed Rail and the Johor Bahru-Singapore RTS Link;
- Promoting closer economic links with Indonesia through the Kendal Industrial Park and Nongsa Digital Park, and across various sectors, including skills training, tourism, and the digital economy;
- Upgrading of the China-Singapore Free Trade Agreement and working together on the China-Singapore (Chongqing) Connectivity Initiative, which aims to enhance regional connectivity;

- Collaborating with India on projects such as the Andhra Pradesh Capital City Project; and
- Deepening and broadening our cooperation with the United States in the defence, economic, and security spheres, including through the ASEAN Smart Cities Network and cybersecurity cooperation.

We continue to exercise Singapore’s sovereignty over Pedra Branca (PB) and its surrounding waters and airspace while maintaining a calm situation on the ground. Malaysia discontinued its applications to revise and to interpret the International Court of Justice’s Judgment of 23 May 2008 in the case concerning sovereignty over PB, Middle Rocks, and South Ledge, which had been submitted on 2 February 2017 and 30 June 2017 respectively. On 25 October 2018, Malaysia issued a federal government gazette purporting to extend the port limits for Johor Bahru Port in a manner that encroaches into Singapore territorial waters off Tuas. In response, Singapore has lodged strong protests with the Malaysian Government and indicated that we will not hesitate to take firm action to protect our territory and sovereignty. On 6 December 2018, Singapore also issued a gazette notification extending the Singapore Port Limits off Tuas.

In 2018, we demonstrated our contributions at the global level in various ways such as hosting the eighth World Bank-Singapore Infrastructure Finance Summit and being invited to participate in the G20 meetings and summit under Argentina’s Presidency. We also hosted the historic United States-Democratic People’s Republic of Korea (US-DPRK) Summit in Singapore on 12 June 2018.

We are expanding our regional and international engagements to open doors for Singaporeans and Singaporean businesses through various agreements such as the Comprehensive and Progressive Agreement for Trans-Pacific Partnership, the European Union (EU)-Singapore Free Trade Agreement, the Regional Comprehensive Economic Partnership, the Eurasian Economic Union-Singapore Free Trade Agreement, and the ASEAN-EU Comprehensive Air Transport Agreement.

ASEAN 2018

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



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

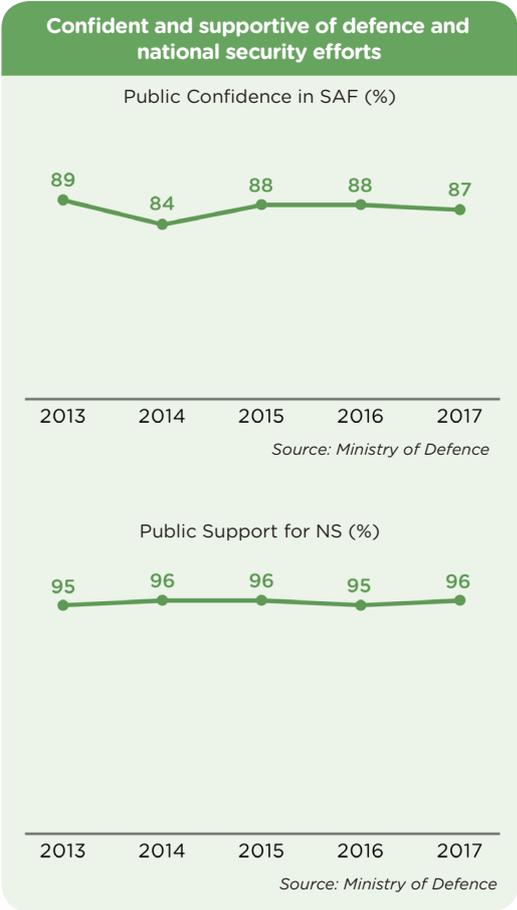
Economic Ministers’ Meeting, the 12th ASEAN Defence Ministers’ Meeting (ADMM), and the fifth 18-nation ADMM-Plus.

Several initiatives adopted during the year include:

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

PROTECTING OUR HOMELAND AND STRENGTHENING NATIONAL SERVICE

Safeguarding our country's security, independence, and sovereignty remains a top priority for the Government. A strong Singapore Armed Forces (SAF) is vital in the face of an increasingly complex security landscape and evolving security challenges. Singaporeans remain confident in the SAF and are supportive of National Service (NS).



Enhancing Our Defence Capabilities

Singapore maintains a steady, long-term, and prudent approach to defence spending. We have been finding ways to strengthen our defence capabilities while stretching every dollar. For example, we are:

- Investing in more capable, multi-role platforms. These include the A330 Multi-Role Tanker Transport, which will extend the endurance of our fighter aircraft to safeguard our skies and enhance our airlift capabilities.
- Using technology to raise effectiveness. For instance, we developed Unmanned Watch Towers (UWTs), which have been deployed on Jurong Island to boost the protection of key installations. Beyond operational improvements, the UWTs generate manpower savings of up to 30%.
- Investing in digitalisation, data analytics, and machine learning to maximise operational availability. One example is the Fleet Management System for military platforms such as the F-16 fighter aircraft and the Frigate vessel.
- Protecting our defence capabilities against cybersecurity threats. We have set up dedicated units to develop cyber defence capabilities, lead cyber defence operations, provide cyber defence for SAF's warfighting networks, conduct 24/7 security monitoring, respond to cyber defence incidents, and audit the security of military networks and systems. The Cyber Full-time National Servicemen Scheme was launched in 2018 to tap on the national pool of cyber talent.



Strengthening National Service

Our National Servicemen form the backbone of the SAF. In 2017, we commemorated 50 years of NS. We continue to strengthen our NS system and enhance the NS experience for our National Servicemen by:

- Providing digital services such as the Smart In-Camp Training application and piloting the use of wearable technology for National Servicemen to clock their fitness progress at SAFRA gyms and SAF Fitness Conditioning Centres.
- Updating our training regime, with a larger number of combat-fit NS enlistees undergoing the new One-Basic Military Training (BMT) programme. Besides providing a common “Pulau Tekong” experience to more enlistees, trainees will also benefit from the Basic Military Training Centre’s dedicated training pedagogy, infrastructure, and resources.
- Maximising the potential of our full-time National Servicemen by allowing them to indicate their vocations of interest. 32,000 have done so since the initiative’s launch in November 2016.
- Recognising the Workforce Skills Qualification-accredited competencies and skills gained by National Servicemen during their NS through the Certificate of Service.

Safety is of the utmost importance, and the SAF and Home Team will continue to place emphasis on training safety:

- The External Review Panel on SAF Safety set up in 2013 made recommendations to enhance safety management systems. For instance, measures were implemented to reduce the risk of heat injuries such as alternative cooling methods, the Body Cooling Units currently deployed in SAF medical centres, and investment in portable cooling equipment.
- The Home Team has put in place more measures to reduce the risk of heat injury during training such as locating showers near training areas and using alternative cooling methods.



NS50

More than one million National Servicemen have experienced NS and contributed to the defence and security of Singapore over the past 50 years. This has underpinned our growth as a nation. In 2017, we recognised the contributions of all National Servicemen past and present, and also the strong support provided by their families

and the community. More than one million NS50 Recognition Packages were distributed. There was strong support from the public to recognise the contributions of our National Servicemen, and over 50 private and public entities came forward to organise events and activities.

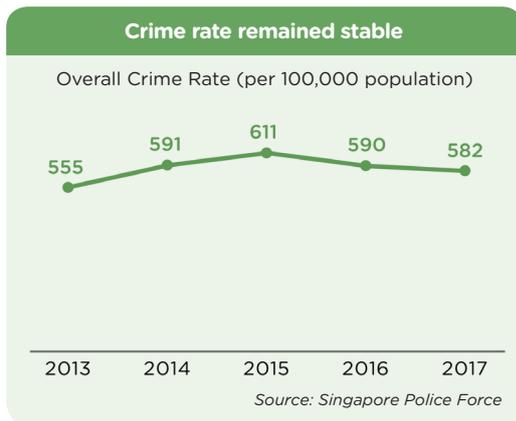
A SAFE AND SECURE HOME

Keeping Our City Safe and Secure

Singaporeans continue to live in a safe and secure city. Singapore was ranked 1st in the Gallup Global Law and Order Index 2018, while the Economist Intelligence Unit's Safe Cities Index 2017 ranked Singapore as the 2nd safest city in the world.

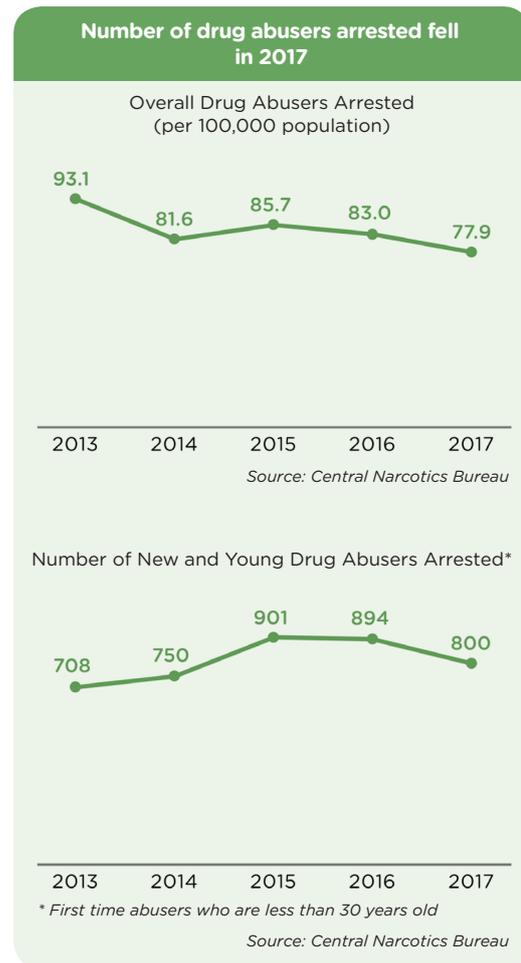
The overall crime rate fell by 1% in 2017, largely due to fewer violent and serious property crimes, as well as fewer theft and related crimes. More efforts are being made to address certain crimes with trends that give cause for concern:

- There were 1,823 e-commerce scams, loan scams, and impersonation scams in the first half of 2018 – a 72% increase from the previous year. We have increased efforts to raise public awareness, including leveraging social media platforms to widen our reach and partnering e-commerce platforms to enhance the detection and prevention of such scams.
- Outrage of modesty cases increased 21% to 832 cases in the first half of 2018, compared to the previous year. The Singapore Police Force (SPF) has been emphasising the need for Singaporeans to stay vigilant in its public education efforts and has stepped up patrols at public transport nodes. Public entertainment outlets were encouraged to install surveillance cameras on their premises.



Maintaining a Drug-free Singapore

The local drug situation remains stable and Singapore has stayed relatively drug-free. The number of drug abusers arrested fell to 77.9 per 100,000 population in 2017, compared to 83.0 in 2016. The number of new and young drug abusers arrested also fell from 894 in 2016 to 800 in 2017.

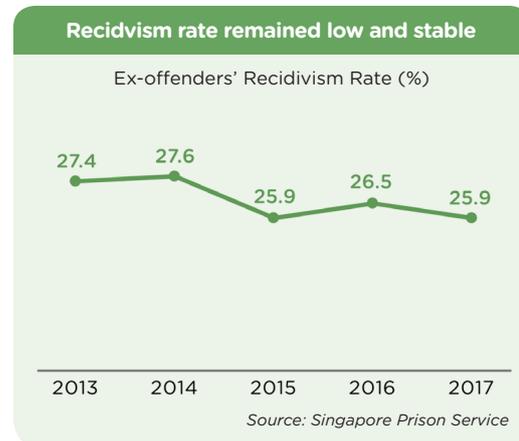


The Government has maintained an intense level of enforcement. In 2017, the Central Narcotics Bureau (CNB) dismantled 23 drug syndicates, conducted 19 island-wide operations targeting drug traffickers and abusers, and participated in 12 joint operations with foreign counterparts.

Preventive drug education remains a key strategy. We continue to use different channels to reach out to the public. Examples of these include school programmes, collaborations with young filmmakers, roadshows, and bite-sized posts on CNB Drug Free SG social media platforms.

Supporting Rehabilitation and Reintegration of Offenders

The overall recidivism rate¹³ for 2017 remained low. The Singapore Prison Service (SPS) works closely with its community partners, and takes a through-care approach to rehabilitate offenders and reintegrate them into society.



To minimise re-offending, SPS has reviewed its operating model to better address inmates' risks and needs at the onset of their incarceration. SPS staff will be able to spend more time on rehabilitation efforts in the future, as routine operational work becomes automated under the "Prison Without Guards" concept. The National Committee on Prevention, Rehabilitation and Recidivism was also set up in April 2018 with the aim of adopting a more focused, coordinated, and evidence-based approach to help at-risk youth offenders and give them the best shot in life.

Employment is another key factor in breaking the offending cycle. The Singapore Corporation of Rehabilitative Enterprises (SCORE) provides work programmes, skills training, job coaching, placement services, and aftercare support to enhance the employability of ex-offenders and help reintegrate them into society. In 2017, there were over 5,500 employers registered with SCORE and 97% of the inmates referred to SCORE secured a job before their release.

¹³ Refers to the percentage of local inmates, released during a specific time period, who are imprisoned again for a new offence following their release. The recidivism rate for 2017 refers to the release cohort for 2015 as SPS uses a standard follow-up period of two years from release.

Leveraging Technology for Homeland Security

The Home Team is making significant investments in technology for its operations. Some examples include:

- Unmanned aerial vehicles provided SPF with greater situational awareness and presence during the Marina Bay Singapore Countdown 2017. SPF also piloted the use of an autonomous patrol robot at Chingay 2018 and the ASEAN Summit 2018.
- Radiographic imaging scanners deployed in July 2018 have helped to enhance the Immigration & Checkpoints Authority (ICA)'s security clearance for buses. By highlighting anomalies through the imaging, the scanners help to focus ICA officers' checks on specific parts of a bus.
- ICA's BioScreen-Multi Modal Biometric Screening System (MMBS) enhances the immigration clearance process through the use of three biometric identifiers: face, fingerprints, and iris. BioScreen-MMBS has been piloted at Tanah Merah Ferry Terminal since August 2018.
- CNB piloted the Next-Generation Reporting Centre to automate the collection and handling of urine specimens for drug supervision.

Counter-terrorism Remains a High Priority

The terrorism threat to Singapore remains high. The Home Team continues to take pre-emptive security action against individuals found to be engaged in terrorism-related conduct. Between 2017 and August 2018, 10 such Singaporeans were dealt with under the Internal Security Act. A number of radicalised foreign workers were also detected and dealt with.

Singapore is also committed to the global fight against terrorism. SAF participated in the US-led Defeat ISIS coalition when it was formed in 2014. Since then, our units have been deployed to support global efforts, including:

- Imagery analysis teams to the Combined Joint Task Force Headquarters in Kuwait from September 2015 to May 2018. This provided the coalition with its first imagery analysis capability.
- Four detachments of a KC-135R tanker aircraft to Qatar to support the air-to-air refuelling operations from 2015 to 2018.
- Medical teams to Iraq to support operations and training from June 2017 onwards.
- A counter-terrorism training unit to Iraq since September 2018 to support stabilising efforts and help build up the capacity of the Iraqi Security Forces.

COUNTER-TERRORISM

We remain highly vigilant against terrorism and its precursors on the domestic front. We have adopted three strategies to help keep Singaporeans safe and secure:

1. Guard against social fault lines and segregationist tendencies

Singaporeans of various races and religions have come together as one united people to contribute to the racial and religious harmony we have enjoyed for many decades. We continue to enlarge our common spaces for Singaporeans of all faiths and races to interact and live together such as through the Ethnic Integration Policy in our public housing, our national schools, and NS.

We will not tolerate divisive religious teachings that might affect societal harmony. In 2017, three foreign Muslim preachers were not allowed to enter Singapore. We also rejected the Miscellaneous Work Pass applications of two foreign Christian preachers. The Christian preachers were found to have made denigrating and inflammatory comments on other religions, while the Muslim preachers were known to have preached segregationist and divisive teachings overseas.

2. Make it harder for terrorists to carry out attacks

The SAF and Home Team continue to work closely to protect Singapore and Singaporeans 24/7. This strong collaboration was demonstrated during the US-DPRK Singapore Summit where National Servicemen and a wide-array of assets were deployed. We are also strengthening our counter-terrorism capabilities with measures such as SPF's In-situ Reaction Teams. In addition, 18,000 National Servicemen were trained in homeland security operations at SAF's Island Defence Training Institute.

We have conducted several major counter-terrorism exercises, including Exercise Northstar X in October 2017, which tested Singapore's multi-agency response towards terror attacks.

We have also introduced or amended various legislation such as:

- Infrastructure Protection Act 2017 – strengthens levers to protect iconic buildings and critical infrastructure which provide essential services;
- Terrorism (Suppression of Financing) Act – criminalises the financing of the overseas travel of individuals to engage in terrorist training, and enhances penalties for terrorist financing and its ancillary offences; and
- Corruption, Drug Trafficking and Other Serious Crimes (Confiscation of Benefits) Act – enhances penalties for money laundering offences, which include those linked to terrorist financing, and enhances the exchange of financial intelligence with overseas jurisdictions.

3. Be well-prepared to respond

Every Singaporean has a role to play in the fight against terrorism. We are equipping residents with the relevant knowledge and life-saving skills through Emergency Preparedness Days and house-to-house visits. We are also strengthening our partnerships with religious and community organisations to be crisis-ready through the SGSecure Community Network. In 2017, we launched the SGSecure Guide for Workplaces to help companies prepare their workplaces for a terror attack, and this has been sent to over 150,000 companies. Drills and exercises have been conducted in schools and workplaces to prepare students and employees for terror attacks. All schools completed lockdown drills in 2018.



Cyber Threats on the Rise

As a highly connected country, developments in Singapore's cyber landscape have mirrored global trends. Common cyber threats such as phishing, website defacements, and malware infections are growing in frequency and impact. For example, in

July 2018, attackers infiltrated SingHealth's patient database and illegally accessed and copied the personal particulars of 1.5 million patients, the most serious breach of personal data to date. In the face of increasingly sophisticated cyber threats, it is crucial that we strengthen our cybersecurity capabilities.

STRENGTHENING NATIONAL CYBERSECURITY CAPABILITIES

Singapore's Cybersecurity Strategy was launched in October 2016, outlining four pillars for the creation of a resilient and trusted cyber environment.

- **Pillar #1 - Build a resilient infrastructure:** The Cybersecurity Act enacted in August 2018 provides for the protection of Critical Information Infrastructure (CII) and authorises the investigation of cybersecurity incidents.

The Cyber Security Agency of Singapore (CSA) held an exercise in 2017 to put Singapore's cyber incident management and emergency response plans to the test. More than 200 private and public sector participants, comprising sector leads and CII owners from all 11 CII sectors, participated in the exercise.

- **Pillar #2 - Create a safer cyberspace:** CSA ran regular cybersecurity awareness campaigns to encourage individuals and businesses to adopt better cyber hygiene. One example was the "Cyber Tips 4 You" campaign in 2018, which provided tips on incorporating good cybersecurity practices into our daily lives.
- **Pillar #3 - Develop a vibrant cybersecurity ecosystem:** In our efforts to develop the cybersecurity industry, Singapore has brought

in more than half of the top 100 cyber firms in the world, and launched a funding scheme and start-up hub in 2018. The CSA Academy was set up to provide intermediate- to advanced-level training for cybersecurity professionals working in the government and CII sectors. To build R&D capabilities, the National Cybersecurity R&D Programme has also funded 15 projects with researchers from local universities and A*STAR.

- **Pillar #4 - Strengthen international partnerships:** Singapore champions ASEAN cooperative capacity-building initiatives such as the ASEAN Computer Emergency Response Team Incident Drill and the ASEAN Cyber Capacity Programme (ACCP). As an extension to ACCP, Singapore will be setting up the ASEAN-Singapore Cybersecurity Centre of Excellence to build regional capacity in areas such as cybersecurity strategy.

At the third ASEAN Ministerial Conference on Cybersecurity, the 10 ASEAN member states agreed to subscribe in-principle to 11 voluntary, non-binding norms (as set out in the 2015 UN Group of Governmental Experts Report) for the responsible behaviour of states in cyberspace. Singapore has also partnered the UN to launch an online training course and a joint UN-Singapore Cyber Programme.

5 | A BETTER FUTURE THROUGH PARTNERSHIPS AND GOOD GOVERNANCE

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

Building a Smart Nation



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



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

Transforming the Public Service for the Future



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



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



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

GOOD GOVERNANCE

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

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

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

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

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

Source: World Bank

SMART NATION

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

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

PROGRESS OF STRATEGIC NATIONAL PROJECTS

National Digital Identity

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

e-Payments

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

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

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



Smart Nation Sensor Platform

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

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

Moments of Life

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

Smart Urban Mobility

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

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

CODEX

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

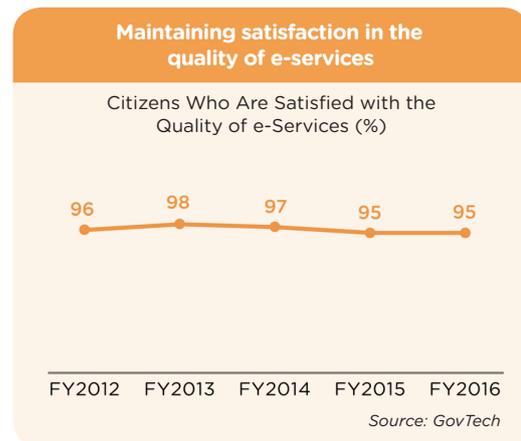
We are deepening investment in research so as to test proofs-of-concept before real-world deployment. For instance, we have developed a trial framework with spectrum fees waived for interested mobile network operators to conduct 5G trials in a real-world environment. Singapore's first 5G pilot network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

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

TRUSTED AND FORWARD-LOOKING PUBLIC SERVICE

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

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

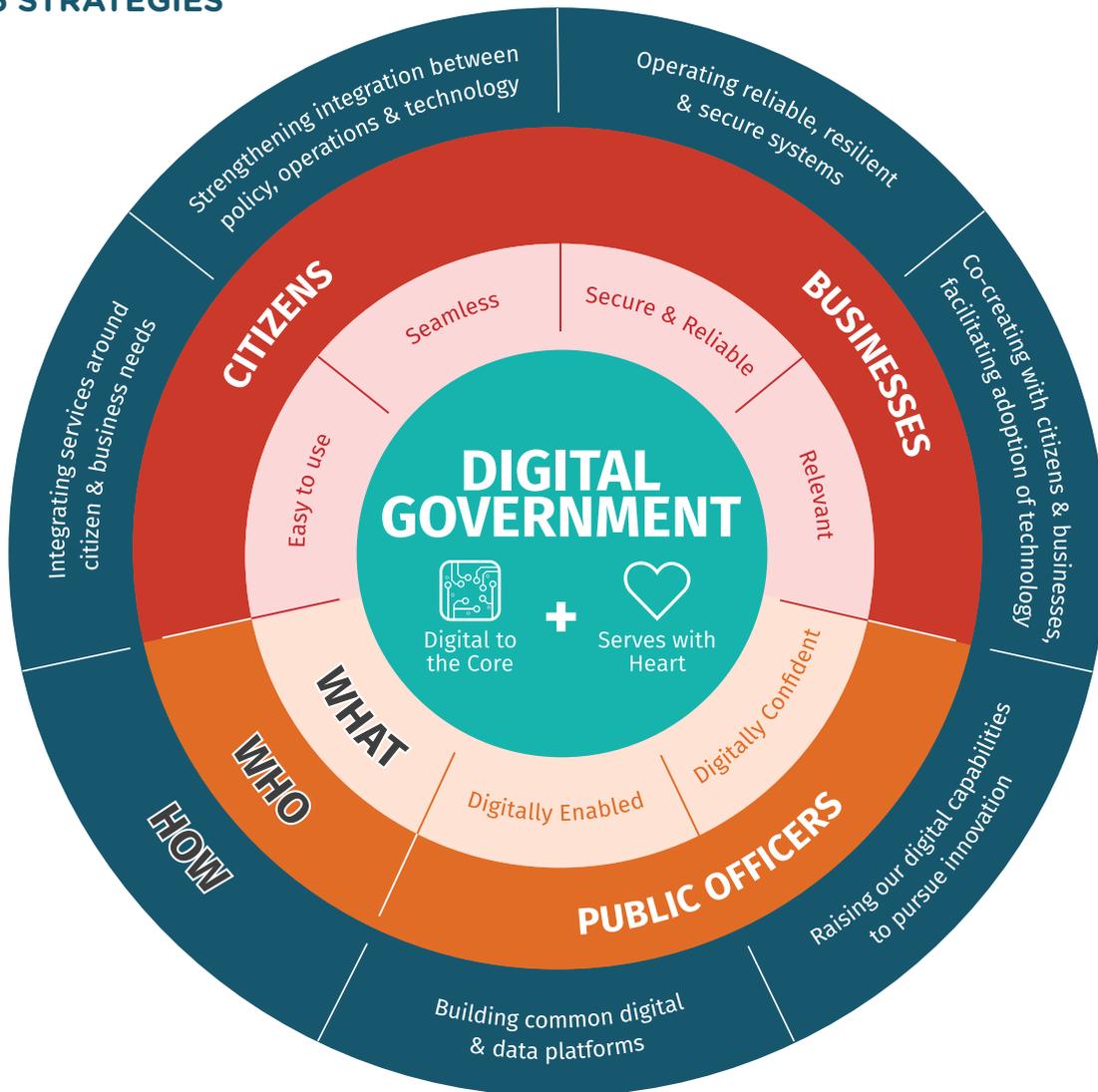


DIGITAL GOVERNMENT BLUEPRINT

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

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

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



Key Performance Indicators

How will we measure success?

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

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

Source: Smart Nation and Digital Government Office

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

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

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



MAINTAINING THE RULE OF LAW

Building a Trusted Legal System and a Trusted Singapore

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

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

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

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

KEY AMENDMENTS TO THE CRIMINAL PROCEDURE CODE AND EVIDENCE ACT

VIDEO-RECORDING OF INTERVIEWS (VRI)

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



ENHANCING PROTECTION FOR VICTIMS OF SEXUAL OFFENCES OR CHILD ABUSE

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

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



FRAMEWORK FOR DEFERRED PROSECUTION AGREEMENTS (DPAs)

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

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



EXPAND ELIGIBILITY FOR COMMUNITY SENTENCES

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



Source: Ministry of Law

Enhancing Access to Justice

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

From 2015 to 2017, the Government provided close to \$6 million for the Criminal Legal Aid Scheme (CLAS) to the Law Society of Singapore’s Pro Bono Services Office. The number of applicants who received legal representation and unbundled services¹⁴ in 2017 was a three-fold increase as compared to pre-2015 figures.

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

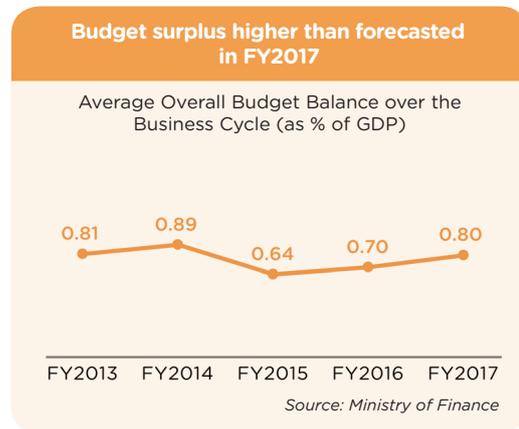
* All applicants received basic legal advice after the launch of Enhanced CLAS in 2015

Source: Ministry of Law

A FISCALLY SUSTAINABLE AND SECURE FUTURE

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

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



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

A Better Future through Partnerships and Good Governance

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

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

List of Data

All data is reported on a calendar year basis unless denoted to be Financial Year (FY), which runs from 1 April of a calendar year to 31 March of the following calendar year. For example, FY2017 refers to 1 April 2017 to 31 March 2018.

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List of Abbreviations

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

Photos Courtesy of

Housing & Development Board
Info-communications Media Development Authority
Land Transport Authority
Ministry of Defence
Ministry of Education
Ministry of Foreign Affairs
Ministry of Home Affairs
Ministry of National Development
Ministry of the Environment and Water Resources
National Council of Social Service
National Parks Board
People's Association
PUB, Singapore's National Water Agency
SingHealth Polyclinics
Workforce Singapore
Youth Corps Singapore