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PRIME MINISTER'S OFFICE

OVERVIEW

Mission Statement

To lead and organise the Public Service to develop and implement the Government's strategic priorities; to transform Singapore into a vibrant Science & Technology hub, with R&D contributing significantly to a knowledge-intensive, innovative and entrepreneurial economy, Singapore as a magnet for scientific and entrepreneurial talent; to build a secure and resilient Singapore; to build a first-class Public Service for a successful and vibrant Singapore; to eradicate corruption; to maintain readiness for and efficiently conduct free and fair elections; to take a collective approach in building a Smart Nation and to drive the digital transformation of the Government.

FY2021 EXPENDITURE ESTIMATES

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021	Change Over FY2020	
	TOTAL EXPENDITURE	**$918,747,053**	**$1,049,741,500**	**$998,513,500**	**$1,266,032,000**	**$267,518,500**	**26.8%**
	Main Estimates						
	OPERATING EXPENDITURE	**$746,453,611**	**$823,572,100**	**$798,175,900**	**$972,586,700**	**$174,410,800**	**21.9%**
	RUNNING COSTS	*$717,036,021*	*$791,903,200*	*$794,646,500*	*$972,551,700*	*$177,905,200*	*22.4%*
	Expenditure on Manpower	**$181,728,329**	**$204,619,400**	**$189,470,400**	**$209,765,800**	**$20,295,400**	**10.7%**
1200	Political Appointments	16,300,921	15,945,100	14,533,200	15,261,900	728,700	5.0
1500	Permanent Staff	165,350,368	188,526,700	174,517,300	193,942,400	19,425,100	11.1
1600	Temporary, Daily-Rated & Other Staff	77,040	147,600	419,900	561,500	141,600	33.7
	Other Operating Expenditure	**$357,178,666**	**$361,450,600**	**$224,508,000**	**$265,046,900**	**$40,538,900**	**18.1%**
2100	Consumption of Products & Services	341,576,748	315,601,500	163,089,900	195,439,400	32,349,500	19.8
2300	Manpower Development	4,410,800	7,051,600	21,016,200	33,241,200	12,225,000	58.2
2400	International & Public Relations, Public Communications	9,483,281	38,138,200	39,434,500	35,428,000	-4,006,500	-10.2
2700	Asset Acquisition	1,707,837	659,300	967,400	938,300	-29,100	-3.0
	Grants, Subventions & Capital Injections to Organisations	**$178,129,026**	**$225,833,200**	**$380,668,100**	**$497,739,000**	**$117,070,900**	**30.8%**
3100	Grants, Subventions & Capital Injections to Statutory Boards	156,361,114	203,340,500	350,152,700	470,133,100	119,980,400	34.3
3400	Grants, Subventions & Capital Injections to Other Organisations	21,767,912	22,492,700	30,515,400	27,605,900	-2,909,500	-9.5
	TRANSFERS	*$29,417,590*	*$31,668,900*	*$3,529,400*	*$35,000*	*-$3,494,400*	*-99.0%*
3500	Social Transfers to Individuals	25,417,590	27,668,900	29,400	35,000	5,600	19.0
3600	Transfers to Institutions & Organisations	4,000,000	4,000,000	3,500,000	0	-3,500,000	-100.0

Code	Object Class	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021	Change Over FY2020	
	OTHER CONSOLIDATED FUND OUTLAYS	**$300**	**$10,000**	**$30,000**	**$30,000**	**$0**	**0.0%**
4600	Loans and Advances (Disbursement)	300	10,000	30,000	30,000	0	0.0
	Development Estimates						
	DEVELOPMENT EXPENDITURE	**$172,293,442**	**$226,169,400**	**$200,337,600**	**$293,445,300**	**$93,107,700**	**46.5%**
5100	Government Development	112,170,217	145,269,700	82,707,100	119,886,100	37,179,000	45.0
5200	Grants & Capital Injections to Organisations	60,123,225	80,899,700	117,630,500	173,559,200	55,928,700	47.5

Establishment List

Category/Personnel	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021
POLITICAL APPOINTMENTS	**7**	**7**	**8**	**8**
Prime Minister	1	1	1	1
Senior Minister (Prime Minister's Office)	2	2	2	2
Deputy Prime Minister	1	1	1	1
Minister	3	3	3	3
Minister of State	0	0	1	1
PERMANENT STAFF	**1,109**	**1,201**	**1,220**	**1,245**
Administrative	44	44	40	39
Corporate Support	9	7	5	5
Corrupt Practices Investigation (Range)	104	132	132	132
Corrupt Practices Investigation Assistant (2012)	53	58	58	58
Education Service	1	1	1	1
Information Service (2008)	17	17	15	17
Legal	1	1	1	1
Management Executive (Public Service Division)	125	125	133	136
Management Executive Scheme (2008)	691	754	783	809
Management Support	11	11	6	3
Management Support Scheme (2008)	39	36	32	31
Operations Support	6	6	5	5
Operations Support Scheme (Driving)	2	2	2	2
Shorthand Writers	5	5	5	5
Technical Support	1	1	1	0
Technical Support Scheme (2008)	0	1	1	1
OTHERS	**2,425**	**2,780**	**3,447**	**3,610**
Government Technology Agency (Non Sites)	1,289	1,472	2,039	2,077
Government Technology Agency (Sites)	1,136	1,308	1,408	1,533
TOTAL	**3,541**	**3,988**	**4,675**	**4,863**

FY2020 BUDGET

The revised FY2020 total expenditure of the Prime Minister's Office is expected to be $998.51 million, an increase of $79.77 million or 8.7% over the actual FY2019 expenditure of $918.75 million. Of the total expenditure, $798.18 million or 79.9% is for operating expenditure and $200.34 million or 20.1% is for development expenditure.

Operating Expenditure

The revised FY2020 operating expenditure of $798.18 million is $51.72 million or 6.9% higher than the actual FY2019 operating expenditure of $746.45 million. The increase is mainly due to higher expenditure of the Smart Nation and Digital Government Office Programme and Public Service Division Programme.

Development Expenditure

The revised FY2020 development expenditure of $200.34 million is $28.04 million or 16.3% higher than the actual FY2019 development expenditure of $172.29 million. The increase is mainly due to higher expenditure of the Government Technology Agency Programme and Public Service Division Programme.

FY2021 BUDGET

The FY2021 total expenditure of the Prime Minister's Office is projected to be $1.27 billion, an increase of $267.52 million or 26.8% over the revised FY2020 expenditure. Of this, $972.59 million or 76.8% is for operating expenditure and the balance of $293.45 million or 23.2% is for development expenditure.

Operating Expenditure

Of the $972.59 million for operating expenditure, $972.55 million or 99.9% is for running costs and $0.04 million or less than 1% is for transfers.

The Government Technology Agency Programme accounts for the largest share of operating expenditure with $402.96 million (or 41.4%), followed by the Public Service Division Programme with $217.69 million (or 22.4%) and Smart Nation and Digital Government Office Programme with $71.21 million (or 7.3%).

Government Technology Agency Programme

The Government Technology Agency of Singapore (GovTech) harnesses info-communications technology (ICT) and related engineering for public sector digital transformation. GovTech is also in charge of developing Singapore's Smart Nation infrastructure and applications. GovTech partners other public agencies to develop and deliver secure digital services and applied technology to individuals and businesses in Singapore. GovTech is also responsible for raising and sustaining the overall capabilities of the Government in ICT and related engineering fields, such as Application Development & Deployment; Cybersecurity; Data Science & Artificial Intelligence; Government ICT Infrastructure; and Sensors & Internet of Things. An operating budget of $402.96 million has been allocated to GovTech for its operations, or 41.4% of the total operating expenditure for FY2021.

Public Service Division Programme

The Public Service Division (PSD) aims to build a first-class Public Service with high-performing organisations and engaged officers. PSD builds a strong and cohesive Public Service leadership corps through strengthening our leadership pipelines and systematically identifying and nurturing leaders in diverse domains across the Public Service. PSD puts in place robust workforce training and development initiatives and sound people policies and practices, underpinned by strong HR and payroll processes and systems. PSD also strives to improve the delivery of public services and build organisational capabilities across the public sector. The FY2021 budgetary allocation for this Programme is $217.69 million, or 22.4% of the total operating expenditure for FY2021.

Smart Nation and Digital Government Office Programme

The Smart Nation and Digital Government Office (SNDGO) plans and prioritises key Smart Nation projects, drives the digital transformation of government, builds long-term capabilities for the public sector, and promotes adoption and participation from the public and industry, to take a collective approach in building a Smart Nation. SNDGO has been allocated an operating budget of $71.21 million, or 7.3% of the total operating expenditure for FY2021.

Administration Programme

The Administration Programme includes the provision of administrative support to the Prime Minister's Office HQ. The Administration Programme has been allocated a budget of $55.15 million, or 5.7% of the total operating expenditure for FY2021.

Corrupt Practices Investigation Programme

The Corrupt Practices Investigation Bureau (CPIB) investigates allegations and complaints of offences under the Prevention of Corruption Act, maintains records of persons investigated by the Bureau, conducts anti-corruption talks to the public and private sectors, institutes of higher learning and local and foreign visitors, and works with government departments concerned to review work procedures, should the Bureau come across cases which reveal corruption-prone areas in the course of its investigations. The Corrupt Practices Investigation Programme has been allocated a budget of $49.48 million, or 5.1% of the total operating expenditure for FY2021.

Elections Programme

The Elections Department ensures readiness of the public service to efficiently conduct free and fair elections in Singapore. The Elections Programme, under the purview of the Elections Department, takes up $46.48 million, or 4.8% of the total operating expenditure for FY2021. This is mainly because of the budget that the Elections Department sets aside annually for any elections that may be held.

National Research Foundation Programme

The National Research Foundation (NRF) sets the national direction for research and development (R&D), and develops strategies to support the growth of technology enterprises. These efforts aim to sharpen Singapore's competitive edge as an innovative economy, create good jobs and improve the lives of Singaporeans. It has been allocated a budget of $44.61 million, or 4.6% of the total operating expenditure for FY2021.

Strategy Group Programme

The Strategy Group in the Prime Minister's Office drives Whole-of-Government strategic planning, and partners government agencies on policy development. It identifies key priorities and emerging issues over the medium- to long-term, influences strategic resource allocation and catalyses new functions and capabilities in order to deliver policies that are in the long-term interest of Singapore. This includes driving the holistic development of population strategy across government agencies, and leading and coordinating Singapore's policies and plans on climate change. It has been allocated a budget of $44.24 million, or 4.5% of the total operating expenditure for FY2021.

National Security and Intelligence Coordination Programme

The National Security and Intelligence Coordination Programme is made up of the National Security Coordination Centre (NSCC), the National Security Research Centre (NSRC) and the Resilience Policy and Research Centre (RPRC). The National Security and Intelligence Coordination Programme has been allocated a budget of $29.30 million, or 3.0% of the total operating expenditure for FY2021.

Science & Technology Policy & Plans Office Programme

The Public Sector Science & Technology Policy & Plans Office (S&TPPO) will conduct S&T masterplanning and strengthen public sector S&T capabilities. The FY20201 allocation for this programme is $11.46 million, or 1.2% of the total operating expenditure.

Development Expenditure

Development expenditure for FY2021 is projected to be $293.45 million, an increase of $93.11 million or 46.5% over the revised FY2020 development expenditure. The increase is mainly due to the higher development expenditure for new projects that will be undertaken by GovTech.

Total Expenditure by Programme

Code	Programme	Running Costs	Transfers	Operating Expenditure	Development Expenditure	Total Expenditure
U-A	Administration	55,151,100	0	55,151,100	21,372,300	76,523,400
U-B	Elections	46,477,400	0	46,477,400	4,062,000	50,539,400
U-C	Corrupt Practices Investigation	49,480,300	0	49,480,300	9,784,900	59,265,200
U-G	National Security and Intelligence Coordination	29,300,000	0	29,300,000	200,000	29,500,000
U-H	National Research Foundation	44,612,200	0	44,612,200	806,700	45,418,900
U-L	Public Service Division	217,653,800	35,000	217,688,800	81,094,100	298,782,900
U-P	Strategy Group	44,239,000	0	44,239,000	949,000	45,188,000
U-Q	Smart Nation and Digital Government Office	71,212,600	0	71,212,600	50,424,900	121,637,500
U-R	Government Technology Agency	402,961,100	0	402,961,100	124,646,400	527,607,500
U-S	Science & Technology Policy & Plans Office	11,464,200	0	11,464,200	105,000	11,569,200
	Total	**$972,551,700**	**$35,000**	**$972,586,700**	**$293,445,300**	**$1,266,032,000**

Development Expenditure by Project

Project Title	Total Project Cost	Actual Expenditure Up to end of FY2018	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021
DEVELOPMENT EXPENDITURE	...	...	**$172,293,442**	**$226,169,400**	**$200,337,600**	**$293,445,300**
GOVERNMENT DEVELOPMENT	...	...	*112,170,217*	*145,269,700*	*82,707,100*	*119,886,100*
Administration Programme						
Replacement and Enhancement of Security System in Istana	29,510,000	0	5,327,955	13,061,000	6,273,000	6,201,800
Istana Restoration Works	124,040,000	0	302,533	6,270,100	2,310,900	12,123,500
Improvement and Replacement Works in Istana	3,525,000	0	0	3,525,000	1,583,700	3,047,000
Elections Programme						
Minor Development Projects	...	...	8,476,605	5,930,000	5,330,000	4,062,000
Corrupt Practices Investigation Programme						
Minor Development Projects	...	...	3,195,035	5,588,000	1,385,300	7,562,500
Intel II System	7,533,300	0	2,626,321	1,585,000	1,585,000	701,300
C3 Project	6,083,000	0	0	5,475,000	3,427,700	1,174,800
Complaints Management Digital System	6,927,000	0	0	0	0	346,300
National Security and Intelligence Coordination Programme						
National Security Projects	...	88,709,764	2,500,347	200,000	0	200,000
National Research Foundation Programme						
Minor Development Projects	...	...	457,131	265,200	265,200	612,700
New Projects	...	...	56,332	178,000	178,000	194,000
Public Service Division						
Standardisation & centralization of Public Service Human Resource, Payroll and Finance Processes & Systems (ACE)	95,900	0	0	0	91,100	91,100

Project Title	Total Project Cost	Actual Expenditure Up to end of FY2018	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021
Human Resource Payroll (HRP) system	53,126,900	0	0	0	27,004,900	32,294,800
Phase 1B on-boarding of agencies onto a Cloud ERP system	37,104,800	0	0	0	13,734,600	20,174,100
Major renovation of PSD's workplace	5,614,500	0	89,640	4,950,000	4,200,000	800,000
Phase 2A of on-boarding of Statutory Boards (SBs) onto a cloud-based Finance, Payroll and Human Resource (HR) system.	63,420,000	0	0	0	0	17,693,000
Minor Development Projects	...	...	4,496,212	12,151,900	1,426,700	10,041,100
Strategy Group Programme						
Minor Development Projects	...	...	3,249,275	1,095,300	566,500	949,000
Smart Nation and Digital Government Office Programme						
Minor Development Projects	...	...	2,318,307	54,700	5,800	354,100
Minor Development Projects for GCIO	...	...	13,733,233	31,898,700	8,000	1,158,000
Science & Technology Policy & Plans Office						
Minor Development Projects	...	...	0	25,000	25,000	105,000
Completed Projects	...	...	65,341,292	53,016,800	13,305,700	0
GRANTS & CAPITAL INJECTIONS TO ORGANISATIONS	...	...	*60,123,225*	*80,899,700*	*117,630,500*	*173,559,200*
Smart Nation and Digital Government Office Programme						
Minor Development Projects	...	...	0	0	230,000	41,300
Minor Development Projects for GCIO	...	...	0	0	33,033,000	40,179,600
Business Grants Portal	8,691,900	0	0	0	0	8,691,900
Government Technology Agency Programme						
New Projects	...	...	0	56,525,500	0	55,123,400
Minor Development Projects	...	...	1,574,690	2,994,600	4,027,300	27,470,600
National Digital Identity (NDI)	45,229,300	17,709,791	19,496,338	3,155,900	4,059,000	321,600
Smart Nation Sensor Platform (SNSP)	44,240,000	4,020,441	8,121,692	3,519,000	4,101,100	4,226,900
Establish Whole-Of-Government Centre of Excellence for Information and Communications Technology and Smart Systems	23,770,000	0	739,468	1,536,900	1,368,800	936,500
Digitalising Governance: Smart ICT Regulation	25,340,000	0	0	3,513,500	1,025,500	1,019,400
National Digital Identity (NDI) Expanded Scope and Tranche 2	18,029,400	0	7,848,700	9,654,300	4,610,100	7,285,200
LicenceOne Transition	0	0	0	0	706,600	3,186,400
Exit Pass System	7,360,000	0	0	0	1,069,800	3,289,500
SupplyAlly	5,700,000	0	0	0	490,500	1,508,200
GoBusiness	29,047,800	0	0	0	0	18,945,000
Bounce Back Lab	2,799,100	0	0	0	1,293,400	1,333,700
Completed Projects	...	...	22,342,336	0	61,615,400	0

KEY PERFORMANCE INDICATORS

Desired Outcomes

Effective government that is innovative and prepared for the future, to ensure:
- Coherent Whole-of-Government strategies and action to support national priorities;
- A sustainable population with a strong and cohesive society, a high quality living environment, and a vibrant economy that creates good jobs and opportunities for Singaporeans;
- A nation where citizens and stakeholders are climate conscious in our daily activities, a vibrant and innovative green economy where good jobs are created, a climate-resilient city which is forward-looking in its efforts to reduce emissions and adapt to the impact of climate change;
- Singapore as a vibrant Science & Technology hub, with R&D contributing significantly to a knowledge-intensive, innovative and entrepreneurial economy, Singapore as a magnet for scientific and entrepreneurial talent;
- A Smart Nation and Digital Government that better leverages data and harnesses new technologies to deliver stakeholder satisfaction and to transform services for citizens, businesses, and public officers, for a Singapore where people are more empowered to live meaningful and fulfilled lives; and
- Effective inter-agency coordination and cooperation in national security matters.

Stable macroeconomic environment that is conducive for trade, business and investment.

High-performing Public Service based on the principles of incorruptibility, meritocracy and impartiality, with:
- Future-ready organisations with strong leadership at all levels and officers with the right capabilities and values;
- Public officers who perform to high standards through continuous training and development, and are digitally confident;
- Effective curbing of corruption;
- Operationally ready election machinery; and
- Trustworthy infrastructure and technology.

Key Performance Indicators

Desired Outcome	Performance Indicator	Actual FY2018	Actual FY2019	Revised FY2020	Estimated FY2021
High-performing Public Service	World Bank's Worldwide Governance Indicator: Government Effectiveness[1]	100%	100%	NA[2]	100%
Public officers who perform to high standards through continuous training and development	No. of Public Officers Trained[3]	31,000	30,783	6,150[4]	30,000
Effectively curbing corruption in Singapore	Transparency International – Corruption Perceptions Index[5]	Score of 85 out of 100	Score of 85 out of 100	Target score of 85 out of 100[6]	Target score of 80 and above

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[1] 'Government effectiveness' as defined by the World Bank measures the quality of public services, the quality of the civil service and the degree of its independence from political pressures, the quality of policy formulation and implementation and the credibility of the government's commitment to such policies.

[2] Actual data will only be available in 2021.

[3] This performance indicator measures how many Public officers come to Civil Service College for training and development. It is a proxy to how well Civil Service College is reaching out to the Public officers through delivery of timely and effective Learning and Development (L&D) solutions.

[4] Training numbers as at 30 September 2020. Face to face classes were halted since April and limited classes (up to 20 pax) only resumed in August. CSC virtual classroom programmes were rolled out from end-May 2020.

[5] Corrupt Practices Investigation Bureau (CPIB) revised the indicator basis from Financial Year to Calendar Year from 2013 onwards to better reflect the accuracy of the indicator which is measured based on a calendar year.

[6] Actual score will be provided when results are released in Jan 2021.

Desired Outcome	Performance Indicator	Actual FY2018	Actual FY2019	Revised FY2020	Estimated FY2021
Stable macroeconomic environment with low inflation, financial sector stability, and is conducive for trade, business and investment	3-year moving average of the Monetary Authority of Singapore (MAS) Core Inflation measure (%)[7]	1.3	1.4	0.9[8]	0.5
	Household Debt to Income Ratio	2.1	2.0	NA[9]	NA[9]
Singapore as a vibrant Science & Technology hub, with R&D contributing significantly to a knowledge-intensive, innovative and entrepreneurial economy, Singapore as a magnet for scientific and entrepreneurial talent	Availability of Research Scientists and Engineers	36,246	NA[10]	NA	NA
A sustainable population	Total Population Growth Rate (%) (year-on-year, as at June)	0.5	1.2[11]	-0.3[12]	NA
	Resident Population Growth Rate (%) (year-on-year, as at June)	0.7	0.8	0.4	NA
Positive mindsets towards marriage and parenthood	General marriage rate (Number of marriages registered by unmarried resident females aged 15-49 years[13] per 1000 unmarried resident females)[14]	40.8	37.9	32-38[15]	36-43
Pro-family environment for more births	Total fertility rate[16]	1.14	1.14	1.10-1.12[17]	1.1-1.2
Building a Smart Nation and Digital Government	UN e-Government Ranking – e-Government Development Index (EGDI)	7th	7th[18]	11th	11th[19]
	UN e-Government Ranking – e-Participation Index (EPI)	13th	13th[18]	6th	6th[19]
	IMD-SUTD Smart City Index	-	1st	1st	NA
	Quality of Transactional e-services[20]:				
	% of citizens who are overall very satisfied (rating of 5 and above on a 6 point scale)	78%	86%	NA[21]	75-80% (Target)[22]
	% of businesses who are overall very satisfied (rating of 5 and above on a 6 point scale)	69%	77%	NA[21]	75%-80% (Target)[22]

[7] Data is reported on a calendar year basis.

[8] The 2020 reading (which is currently based on MAS' forecast) will be updated when the full-year reading is available in late Jan 2021.

[9] Data will be available in Q1 2021 when DOS publishes the 2020 household income numbers.

[10] Data will only be available in Mar 2021.

[11] Overall, total population growth has slowed considerably in recent years. The total population growth rate in 2019 was mainly attributed to foreign employment growth due to sustained growth in Services and the turnaround in Construction. By pass type, foreign employment growth was mainly driven by an increase in Work Permit Holders.

[12] The total population decreased slightly from Jun 2019 to Jun 2020, largely due to the decrease in the non-resident population. This was largely due to a reduction in foreign employment in Services. By pass type, Work Permit Holders saw the largest decrease.

[13] In view of the rising proportion of marriages among persons aged 45-49, the data series on general marriage rate was revised in 2014 to cover the age group 15-49 years.

[14] Data is reported on a calendar year basis.

[15] The actual 2020 figures for General Marriage Rate will be available in 2021. In-person solemnisations were affected due to the closure of the Registry of Marriages and Registry of Muslim Marriages between Apr 7 and May 4, as well as other safe management measures in response to the COVID-19 pandemic.

[16] Data is reported on a calendar year basis.

[17] The actual 2020 figures for Total Fertility Rate will be available in 2021.

[18] The UN e-Government survey is biennial, results indicated is that for 2018.

[19] The UN e-Government survey is biennial, results indicated is that for 2020.

[20] Data is reported on a calendar year basis.

[21] Data will be available in Mar 2021.

[22] This is in line with the Digital Government Blueprint released in June 2018, which sets a target for 75-80% of citizens and businesses to assess their level of satisfaction with digital services provided by whole-of-Government as "very satisfied" or "extremely satisfied" (i.e. at least 5 on a 6-point scale).