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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.

FY2023 EXPENDITURE ESTIMATES

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2021	Estimated FY2022	Revised FY2022	Estimated FY2023	Change Over FY2022	
	TOTAL EXPENDITURE	\$1,276,997,345	\$1,392,012,900	\$1,359,396,900	\$1,510,402,800	\$151,005,900	11.1%
	Main Estimates						
	OPERATING EXPENDITURE	\$1,004,326,844	\$1,088,896,800	\$1,074,056,600	\$1,245,224,500	\$171,167,900	15.9%
	<i>RUNNING COSTS</i>	<i>\$1,003,523,309</i>	<i>\$1,088,872,800</i>	<i>\$1,073,928,000</i>	<i>\$1,245,193,800</i>	<i>\$171,265,800</i>	<i>15.9%</i>
	Expenditure on Manpower	\$204,681,936	\$219,479,400	\$214,490,200	\$236,676,700	\$22,186,500	10.3%
1200	Political Appointments	15,744,900	17,185,900	17,290,000	16,290,200	-999,800	-5.8
1500	Permanent Staff	188,579,808	201,687,000	196,791,200	219,968,300	23,177,100	11.8
1600	Temporary, Daily-Rated & Other Staff	357,228	606,500	409,000	418,200	9,200	2.2
	Other Operating Expenditure	\$543,901,891	\$597,308,200	\$632,729,100	\$767,279,100	\$134,550,000	21.3%
2100	Consumption of Products & Services	512,968,971	534,793,400	577,406,800	689,544,500	112,137,700	19.4
2300	Manpower Development	25,002,415	30,725,100	26,494,700	29,623,700	3,129,000	11.8
2400	International & Public Relations, Public Communications	3,583,439	30,665,300	27,755,400	46,540,500	18,785,100	67.7
2700	Asset Acquisition	2,347,057	1,124,400	1,072,200	1,570,400	498,200	46.5
2800	Miscellaneous	9	0	0	0	0	n.a.
	Grants, Subventions & Capital Injections to Organisations	\$254,939,482	\$272,085,200	\$226,708,700	\$241,238,000	\$14,529,300	6.4%
3100	Grants, Subventions & Capital Injections to Statutory Boards	225,072,411	244,129,300	203,201,300	210,259,400	7,058,100	3.5
3200	Grants, Subventions & Capital Injections to Educational Institutions	0	0	800	7,100	6,300	787.5
3400	Grants, Subventions & Capital Injections to Other Organisations	29,867,071	27,955,900	23,506,600	30,971,500	7,464,900	31.8
	<i>TRANSFERS</i>	<i>\$803,535</i>	<i>\$24,000</i>	<i>\$128,600</i>	<i>\$30,700</i>	<i>-\$97,900</i>	<i>-76.1%</i>
3500	Social Transfers to Individuals	325,236	24,000	128,600	30,700	-97,900	-76.1

Code	Object Class	Actual FY2021	Estimated FY2022	Revised FY2022	Estimated FY2023	Change Over FY2022	
3600	Transfers to Institutions & Organisations	478,299	0	0	0	0	n.a.
	OTHER CONSOLIDATED FUND OUTLAYS	\$25,673	\$30,000	\$30,000	\$30,000	\$0	0.0%
4600	Loans and Advances (Disbursement)	25,673	30,000	30,000	30,000	0	0.0
	Development Estimates						
	DEVELOPMENT EXPENDITURE	\$272,670,501	\$303,116,100	\$285,340,300	\$265,178,300	-\$20,162,000	-7.1%
5100	Government Development	83,906,750	102,220,400	83,366,600	94,982,600	11,616,000	13.9
5200	Grants & Capital Injections to Organisations	188,763,751	200,895,700	201,973,700	170,195,700	-31,778,000	-15.7

Establishment List

Category/Personnel	Actual FY2021	Estimated FY2022	Revised FY2022	Estimated FY2023
POLITICAL APPOINTMENTS	6	6	8	8
Prime Minister	1	1	1	1
Deputy Prime Minister	1	1	2	2
Senior Minister (Prime Minister's Office)	2	2	2	2
Minister	2	2	2	2
Minister of State	0	0	1	1
PERMANENT STAFF	743	1,354	1,388	1,408
Administrative	27	39	38	38
Corporate Support	2	2	2	2
Corrupt Practices Investigation (Range)	94	132	132	132
Corrupt Practices Investigation Assistant (2012)	46	58	58	58
Information Service (2008)	4	15	19	15
Legal	0	1	1	1
Management Executive (Public Service Division)	0	146	133	151
Management Executive Scheme (2008)	547	917	966	966
Management Support	0	4	4	8
Management Support Scheme (2008)	16	30	27	29
Operations Support	4	5	4	4
Operations Support Scheme (Driving)	1	1	1	1
Shorthand Writers	2	3	2	2
Technical Support Scheme (2008)	0	1	1	1
OTHERS	3,194	4,016	4,378	4,524
Government Technology Agency (Non Sites)	1,799	2,259	2,284	2,415
Government Technology Agency (Sites)	1,395	1,757	2,094	2,109
TOTAL	3,943	5,376	5,773	5,940

FY2022 BUDGET

The revised FY2022 total expenditure of the Prime Minister's Office is expected to be \$1.36 billion, an increase of \$82.40 million or 6.5% over the actual FY2021 expenditure of \$1.28 billion. Of the total expenditure, \$1.07 billion or 79.0% is for operating expenditure and \$285.34 million or 21.0% is for development expenditure.

Operating Expenditure

The revised FY2022 operating expenditure of \$1.07 billion is \$69.73 million or 6.9% higher than the actual FY2021 operating expenditure of \$1.00 billion. The increase is mainly due to higher expenditure of the Government Technology Agency Programme and Public Service Division Programme.

Development Expenditure

The revised FY2022 development expenditure of \$285.34 million is \$12.67 million or 4.6% higher than the actual FY2021 development expenditure of \$272.67 million. The increase is mainly due to higher expenditure of the Government Technology Agency Programme and Public Service Division Programme.

FY2023 BUDGET

The FY2023 total expenditure of the Prime Minister's Office is projected to be \$1.51 billion, an increase of \$151.01 million or 11.1% over the revised FY2022 expenditure. Of this, \$1.25 billion or 82.4% is for operating expenditure and the balance of \$265.18 million or 17.6% is for development expenditure.

Operating Expenditure

Of the \$1.25 billion for operating expenditure, \$1.25 billion or more than 99.9% is for running costs, and \$0.03 million or less than 0.1% is for transfers.

The Government Technology Agency Programme accounts for the largest share of operating expenditure with \$521.26 million (or 41.9%), followed by the Public Service Division Programme with \$232.25 million (or 18.7%) and Strategy Group Programme with \$126.38 million (or 10.1%).

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 \$521.26 million has been allocated to GovTech for its operations, or 41.9% of the total operating expenditure for FY2023.

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 FY2023 budgetary allocation for this Programme is \$232.25 million, or 18.7% of the total operating expenditure for FY2023.

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 interests 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 \$126.38 million, or 10.1% of the total operating expenditure for FY2023.

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 \$64.64 million, or 5.2% of the total operating expenditure for FY2023. This is mainly because of the budget that the Elections Department sets aside annually for any elections that may be held.

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 \$60.47 million, or 4.9% of the total operating expenditure for FY2023.

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 \$59.40 million, or 4.8% of the total operating expenditure for FY2023.

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 \$56.24 million, or 4.5% of the total operating expenditure for FY2023.

ServiceSG Programme

ServiceSG is a department within the Public Service Division (PSD). ServiceSG aims to integrate delivery of frontline citizen services. ServiceSG seeks to transform citizens' experience of public services from an agency-centric way of delivering services, to one where services across agencies are integrated around citizens and delivered in an omni-channel manner. ServiceSG strives to create a better service experience for citizens, and assist agencies to accelerate their migration to digital services, while ensuring that the less digitally savvy will be well supported in accessing services. The FY2023 budgetary allocation for this Programme is \$44.88 million or 3.6% of the total operating expenditure for FY2023.

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 \$43.79 million, or 3.5% of the total operating expenditure for FY2023.

National Security and Intelligence Coordination Programme

The National Security and Intelligence Coordination Programme is under the purview of the National Security Coordination Secretariat. The National Security and Intelligence Coordination Programme has been allocated a budget of \$21.18 million, or 1.7% of the total operating expenditure for FY2023.

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 FY2023 allocation for this programme is \$14.73 million, or 1.2% of the total operating expenditure.

Development Expenditure

Development expenditure for FY2023 is projected to be \$265.18 million, a decrease of \$20.16 million or 7.1% over the revised FY2022 development expenditure. The decrease is mainly due to the lower overall development expenditure for projects undertaken by the Government Technology Agency and the Public Service Division.

Total Expenditure by Programme

Code	Programme	Running Costs	Transfers	Operating Expenditure	Development Expenditure	Total Expenditure
U-A	Administration	60,468,700	0	60,468,700	24,717,500	85,186,200
U-B	Elections	64,639,400	0	64,639,400	3,330,800	67,970,200
U-C	Corrupt Practices Investigation	56,241,700	0	56,241,700	6,315,200	62,556,900
U-G	National Security and Intelligence Coordination	21,184,500	0	21,184,500	200,000	21,384,500
U-H	National Research Foundation	43,794,100	0	43,794,100	371,400	44,165,500
U-L	Public Service Division	232,217,400	30,700	232,248,100	39,185,900	271,434,000
U-P	Strategy Group	126,375,100	0	126,375,100	2,281,500	128,656,600
U-Q	Smart Nation and Digital Government Office	59,399,700	0	59,399,700	32,059,700	91,459,400
U-R	Government Technology Agency	521,263,200	0	521,263,200	138,216,000	659,479,200
U-S	Science & Technology Policy & Plans Office	14,734,300	0	14,734,300	5,000	14,739,300
U-T	ServiceSG	44,875,700	0	44,875,700	18,495,300	63,371,000
Total		\$1,245,193,800	\$30,700	\$1,245,224,500	\$265,178,300	\$1,510,402,800

Development Expenditure by Project

Project Title	Total Project Cost	Actual Expenditure Up to end of FY2020	Actual FY2021	Estimated FY2022	Revised FY2022	Estimated FY2023
DEVELOPMENT EXPENDITURE	\$272,670,501	\$303,116,100	\$285,340,300	\$265,178,300
<i>GOVERNMENT DEVELOPMENT</i>	<i>83,906,750</i>	<i>102,220,400</i>	<i>83,366,600</i>	<i>94,982,600</i>
Administration Programme						
Istana Restoration Works	124,040,000	758,966	2,402,480	22,662,000	10,000,000	24,000,000
Minor Development Projects	0	316,500	192,300	717,500
Elections Programme						
Minor Development Projects	2,973,116	3,438,000	3,438,000	3,330,800
Corrupt Practices Investigation Programme						
Minor Development Projects	5,348,714	6,977,600	6,293,000	2,365,500
Complaints Management Digital System	6,927,000	0	0	2,320,500	2,023,000	2,653,700
Data and Analytics Platform	6,776,000	0	0	0	0	1,296,000
National Security and Intelligence Coordination Programme						
Minor Development Projects	0	0	0	200,000
National Research Foundation Programme						
Minor Development Projects	232,192	537,500	57,500	271,400
New Projects	7,125	190,000	20,000	100,000

Project Title	Total Project Cost	Actual Expenditure Up to end of FY2020	Actual FY2021	Estimated FY2022	Revised FY2022	Estimated FY2023
Public Service Division						
Human Resource Payroll (HRP) system	53,126,900	26,859,081	25,351,320	9,237,500	18,907,200	19,621,600
Phase 2B of on-boarding of Statutory Boards (SBs) onto a cloud-based Finance, Payroll and Human Resource (HR) system.	48,580,000	0	0	17,213,900	12,779,000	10,811,500
Minor Development Projects	8,403,935	7,615,200	4,874,800	8,752,800
Strategy Group Programme						
Minor Development Projects	447,057	2,125,000	103,900	2,281,500
Smart Nation and Digital Government Office Programme						
Minor Development Projects for GCIO	0	1,158,000	80,000	80,000
Science & Technology Policy & Plans Office						
Minor Development Projects	0	88,000	1,000	5,000
ServiceSG						
ServiceSG Technology Enablers	15,800,700	0	1,084,702	12,243,600	3,991,500	6,181,400
Setup of ServiceSG	93,190,000	0	0	3,518,900	8,962,000	12,313,900
Completed Projects	37,656,110	12,578,200	11,643,400	0
<i>GRANTS & CAPITAL INJECTIONS TO ORGANISATIONS</i>	188,763,751	200,895,700	201,973,700	170,195,700
Smart Nation and Digital Government Office Programme						
Minor Development Projects for GCIO	37,170,843	28,942,400	15,924,200	23,706,300
Central Accounts management	81,521,500	0	2,640,751	10,582,700	2,813,100	8,273,400
Government Technology Agency Programme						
New Projects	0	10,022,100	0	41,336,400
Minor Development Projects	15,059,427	5,508,500	6,326,400	1,198,900
LicenceOne Transition	9,962,400	0	3,267,371	4,313,300	2,983,400	3,270,700
GoBusiness	29,047,800	0	20,844,921	7,536,800	3,994,800	4,036,700
Government Cybersecurity Operations Centre	63,400,000	0	25,535,193	20,053,900	24,911,200	6,362,300
Corporate Digital Identity	22,775,000	0	2,489,839	6,587,400	6,587,400	10,872,700
Data Security Safeguards for Analytics.Gov	6,278,600	0	0	0	0	1,200,000
Singapore Government Tech Stack (SGTS)	80,000,000	0	13,463,876	27,220,700	22,307,300	41,292,100
SGFinDex	5,155,600	0	310,056	1,604,500	609,600	2,612,600
Maintenance and continuous improvement to Workpal	9,652,800	0	0	0	0	5,349,500
LifeSG	8,903,500	0	0	0	3,964,100	4,602,900
Fraud Detection	13,590,000	0	0	0	3,529,300	3,166,500
Baseline - National Digital Identity	73,728,300	0	0	0	10,922,000	11,601,100
National Digital Identity Tech Refresh	5,400,000	0	0	0	0	1,313,600
Completed Projects	67,981,474	78,523,400	97,100,900	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 to keep Singapore safe, secure and resilient.

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;
- Trustworthy infrastructure and technology; and
- Capable and effective national security risk management and coordination.

Key Performance Indicators

Desired Outcome	Performance Indicator	Actual FY2020	Actual FY2021	Revised FY2022	Estimated FY2023
High-performing Public Service	World Bank's Worldwide Governance Indicator ¹ : Government Effectiveness ²	100%	100%	100% ³ (Projected)	100%

¹ The data reported is in the form of percentile rankings. A score of 100% indicates that Singapore ranks highest among all countries and territories covered in the dataset.

² 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.

³ Actual data will only be available in 2023.

Desired Outcome	Performance Indicator	Actual FY2020	Actual FY2021	Revised FY2022	Estimated FY2023
Public officers who perform to high standards through continuous training and development	No. of Public Officers Trained ⁴	25,903	44,326	24,532 ⁵	40,000
Effectively curbing corruption in Singapore	Transparency International – Corruption Perceptions Index ⁶	Score of 85 out of 100	Score of ≥80 out of 100	Target Score of ≥80 out of 100 ⁷	Target Score of ≥80 out of 100
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 (%) ⁸	0.9	0.6	1.6 ⁹	2.9
	Household Debt to Income Ratio	2.0	2.1	NA ¹⁰	NA
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 Researchers	41,111	NA ¹¹	NA	NA
A sustainable population	Total Population Growth Rate (%) (year-on-year, as at June)	-0.3 ¹²	-4.1 ¹³	3.4% ¹⁴	NA
	Resident Population Growth Rate (%) (year-on-year, as at June)	0.4	-1.4 ¹⁵	2.2% ¹⁶	NA
Positive mindsets towards marriage and parenthood	General marriage rate (Number of marriages registered by unmarried resident females aged 15-49 years ¹⁷ per 1000 unmarried resident females) ¹⁸	34.9	44.2	44-46	38-44
Pro-family environment for more births	Total fertility rate ¹⁹	1.10	1.12	1.03 – 1.05 ²⁰	1.0-1.1

⁴ 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.

⁵ Training numbers as at 30 September 2022.

⁶ 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.

⁷ Actual score will be provided when results are released in Jan 2023.

⁸ Data is reported on a calendar year basis.

⁹ The 2022 reading (which is currently based on MAS' forecast) will be updated when the full-year reading is available in late Jan 2023.

¹⁰ Data will be available in Q1 2023 when DOS publishes the 2022 household income numbers.

¹¹ Between FY2019 and FY2020, the availability of researchers decreased slightly by 0.7% (i.e., from 41,399 to 41,111). Data for FY2021 will be available in Q4 2023 when the Agency for Science, Technology and Research (A*STAR) publishes the results of the 2021 National Research, Innovation and Enterprise (RIE) Survey.

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 The total population decreased from Jun 2020 to Jun 2021, largely due to a reduction in foreign employment, with the largest drop in Work Permit Holders in the Construction, Marine Shipyard and Process sectors.

¹⁴ The total population increased from Jun 2021 to Jun 2022, but remained slightly lower than the pre-COVID level of 5.70 million in June 2019.

¹⁵ Residents refer to citizens and permanent residents. The resident population decreased from Jun 2020 to Jun 2021, mainly because more residents remained overseas continuously for 12 months or more due to COVID-19 travel restrictions.

¹⁶ The resident population increased from Jun 2021 to Jun 2022, mainly because of the easing of travel restrictions related to COVID-19, as more residents living overseas returned to Singapore.

¹⁷ 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.

¹⁸ Data is reported on a calendar year basis.

¹⁹ Data is reported on a calendar year basis.

²⁰ The actual 2022 figures for Total Fertility Rate will be available in 2Q2023.

Desired Outcome	Performance Indicator	Actual FY2020	Actual FY2021	Revised FY2022	Estimated FY2023
Building a Smart Nation and Digital Government (SNDGO)	UN e-Government Ranking – e-Government Development Index (EGDI)	11th	11th	12th	12th
	UN e-Government Ranking – e-Participation Index (EPI)	6th	6th	3rd	3rd
	Quality of Transactional e-services ²¹ :				
	% of citizens who are overall very satisfied (rating of 5 and above on a 6 point scale)	85%	85%	NA ²²	>75%
	% of businesses who are overall very satisfied (rating of 5 and above on a 6 point scale)	76%	76%	NA ²³	>75%

²¹ Data is reported on a calendar year basis.

²² Data is only available from March 2023.

²³ Data is only available from March 2023.