

# ASEAN Executive Governance Programme: Governance in Singapore



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A large crowd of people is gathered, many holding Singaporean flags. The flags are red and white with a crescent moon and five stars. The scene is bright and festive, suggesting a national celebration or public event. The text "What is Governance?" is overlaid on the right side of the image.

**What is  
Governance?**

# Governance according to World Bank

Governance Indicator	Percentile	
	2008	2011
Voice and Accountability	35.1	42.7
Political Stability	96.2	90.1
Government Effectiveness	100.0	99.1
Regulatory Quality	99.0	97.2
Rule of Law	92.3	93.4
Control of Corruption	98.1	96.2

Source: Kaufmann D., A. Kraay, and M. Mastruzzi (2010), The Worldwide Governance Indicators: Methodology and Analytical Issues



# Principles of Governance

# Current Principles of Governance (POGs)

2004

Context

Challenges to Singapore's growth model and assumptions

- Effects of globalisation increasingly apparent
- Focus on internal and external roles of government
- Aligned with changes in environment and national priorities

## Leadership is key

(= foundation of all good governance)

- Eschew corruption
- Do what is right, not popular
- Be pragmatic
- Provide long-term vision

## Reward for work, work for reward

- Self-reliance, not welfare
- Meritocracy for best use of talent

POG

## A stake for everyone, opportunities for all

- Singapore a global city and choice home
- Promote collective responsibility
- Beyond physical stakes
- Preserve core values and interests

## Anticipate change; stay relevant

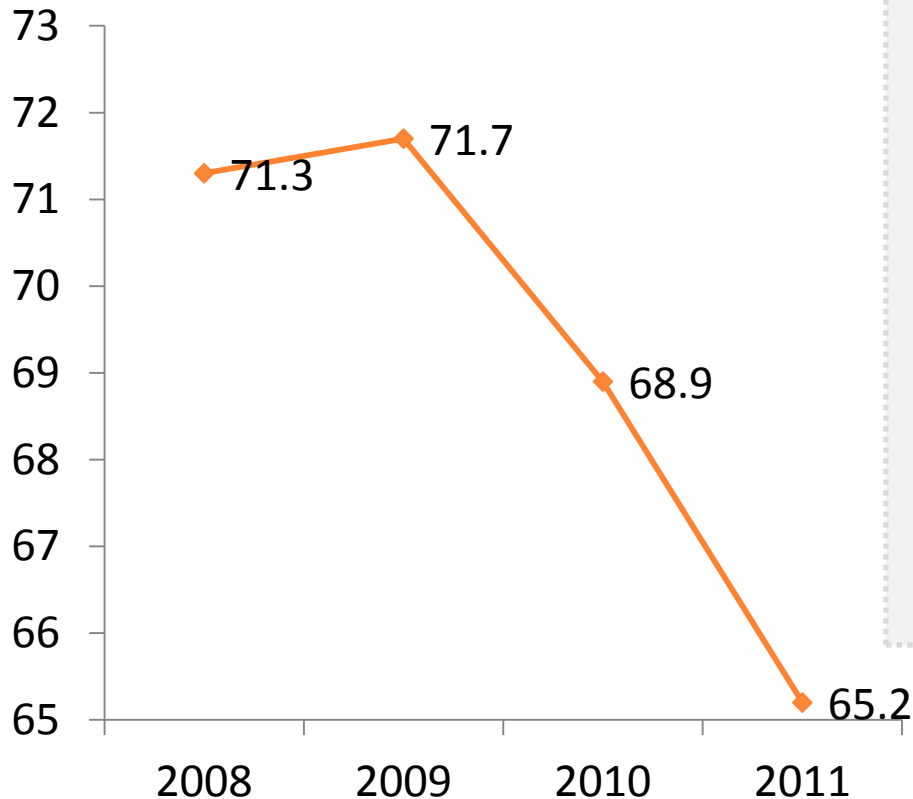
- Stay nimble and flexible
- Be better organised than competitors
- Exploit opportunities even in adversity
- Turn constraints into advantages



# The Changing Governance Context

# Decline in user trust in Public Service

## User Trust



**User Trust scores have declined since 2010, this is a statistically significant drop.**

All components of User Trust has fallen significantly for the most satisfied 25% of respondents:

Confidence – ↓5.9%

Willingness to say Positive Things - ↓6.5%

Working in Public's Best Interest – ↓3.2%

*User Trust refers to “ The degree to which that the user is:  
(i) WILLING TO SAY GOOD THINGS about the organization and;  
(ii) HAS CONFIDENCE that the organization will do a good job in the future*

Source: Customer Satisfaction Index Surveys conducted by SMU from 2008 to 2011

# Public Trust – OSC National Survey

## National Survey

By age, respondents in the **45-49 group** reported **significantly lower levels of agreement** with the Government doing what is right for Singaporeans compared to respondents in the 50-54 group.

**On Government understanding the concerns and aspirations of Singaporeans**, respondents in the **30-34** category report **significantly lower** levels of agreement compared to people in the 55-59 category.

Respondents with **post-graduate degrees** report the **lowest levels** of agreement on trust and confidence in Government.





# **Other Changing Forces**

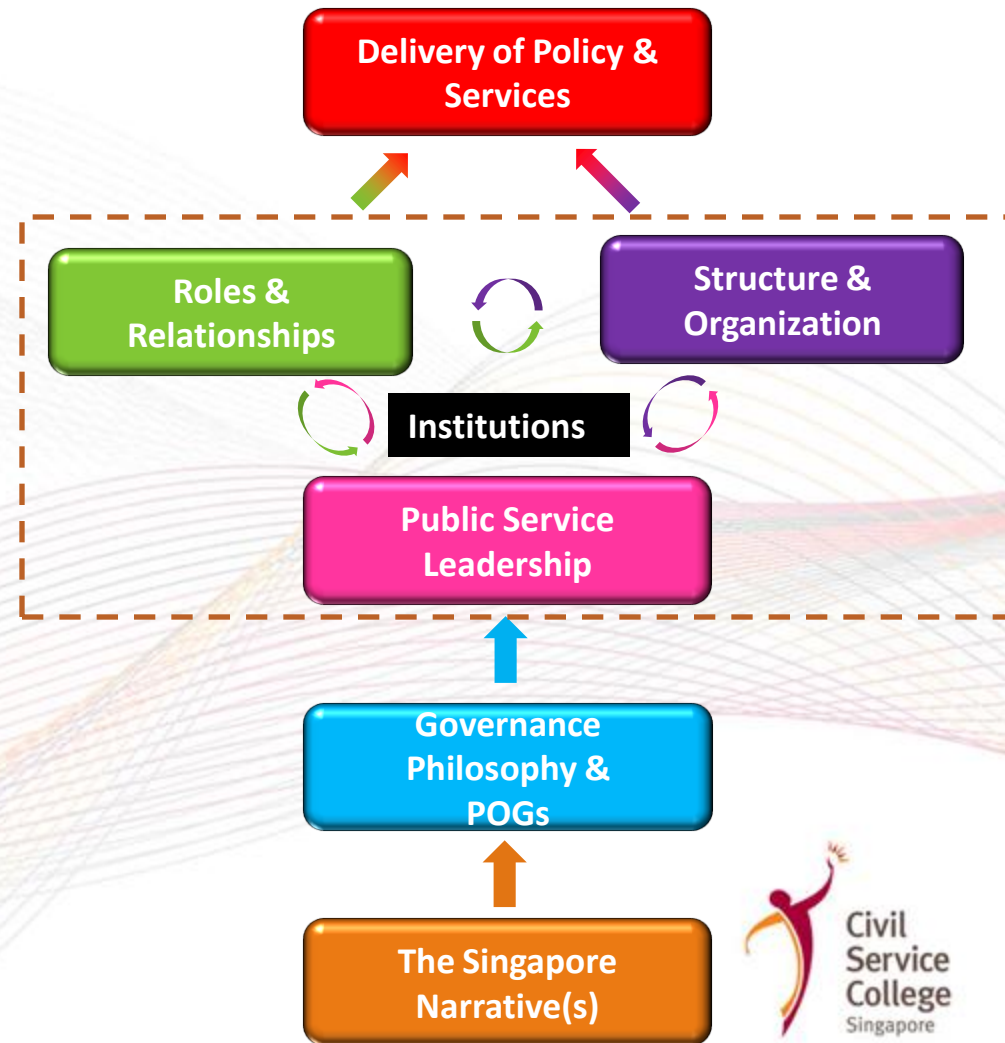
# Social Media – More & Faster Access to Information



A large crowd of people is gathered, many holding Singaporean flags. The flags are red and white with a crescent moon and five stars. The background is filled with a sea of red and white, suggesting a large-scale public event or celebration. The text is overlaid on the right side of the image.

**How Does  
Governance  
Need to Evolve?**

# Mapping to the Governance Iceberg



# Transformation Framework

The framework comprises ten focal areas distributed across three key domains:

1

## COMMUNITY

How to engage and relate well to citizens, to build a mutual relationship based on trust and partnership.

2

## COMPETENCE

How to raise standards *within* and *across* agencies to meet our citizens' evolving needs.

3

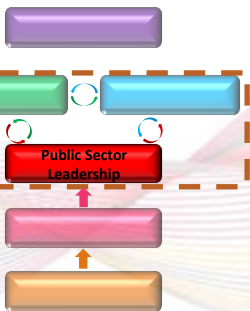
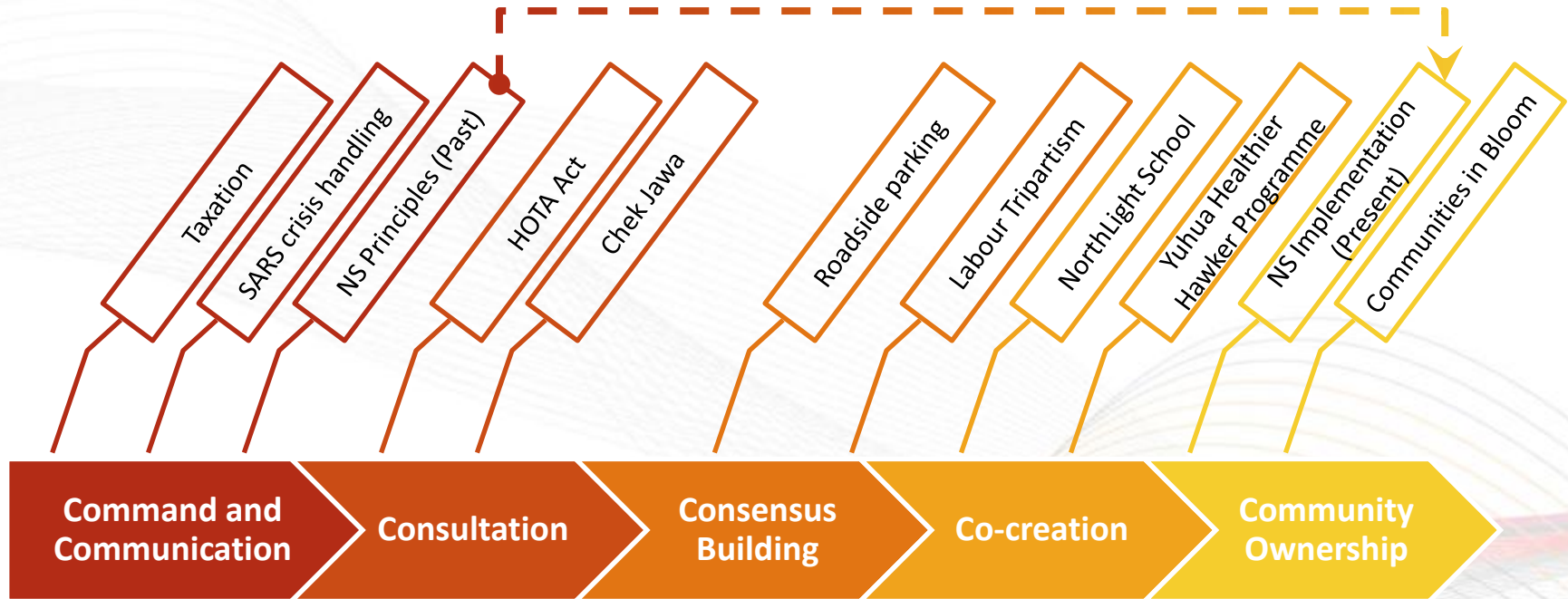
## CONDUCT

How to strengthen our commitment to the highest standards of conduct which reflect the shared values and ethos of the Public Service.

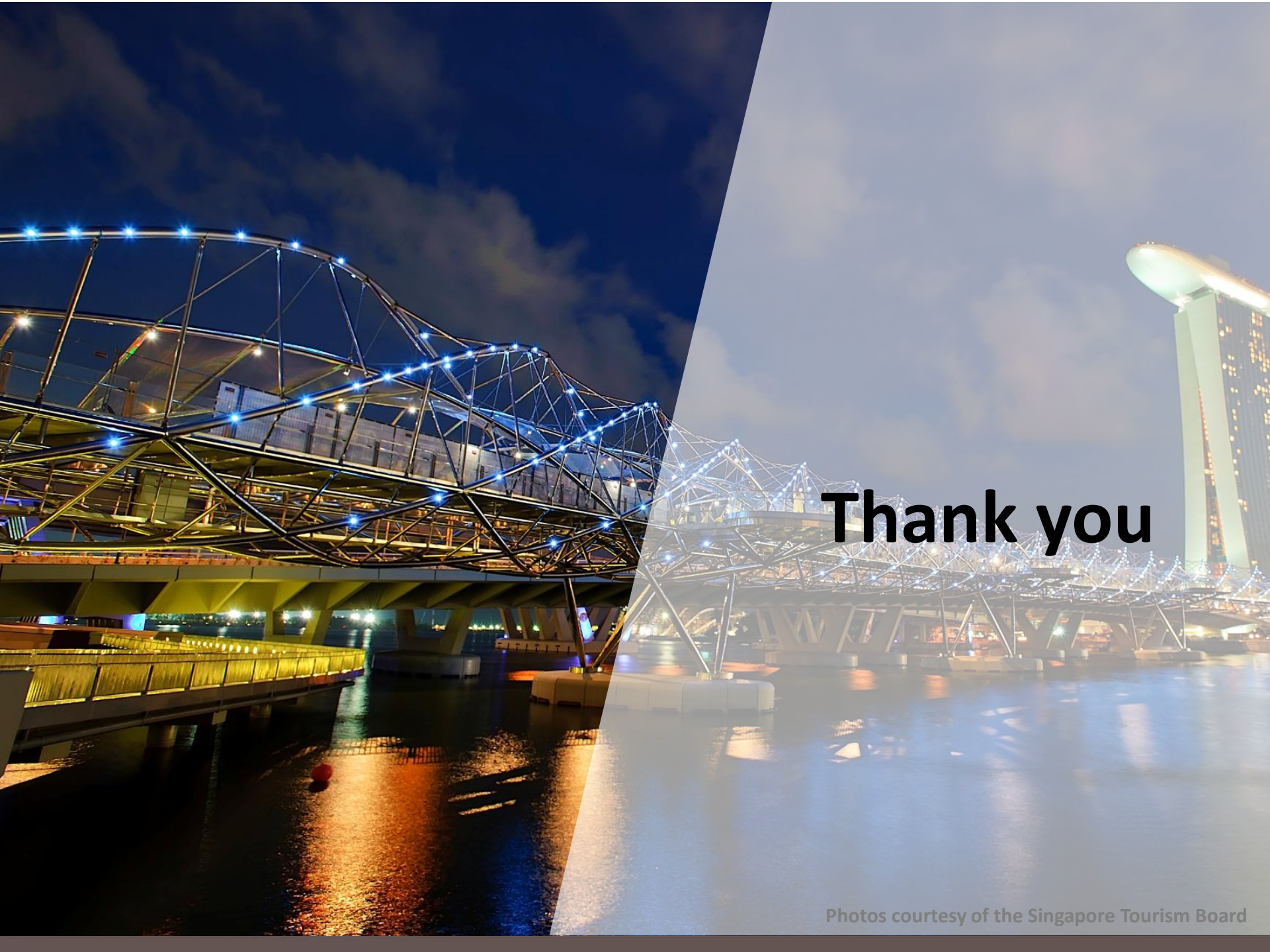


# Implications...

# On Public Sector Leadership ... Communications and Citizen Engagement



**Listening and Building Relationships**



**Thank you**