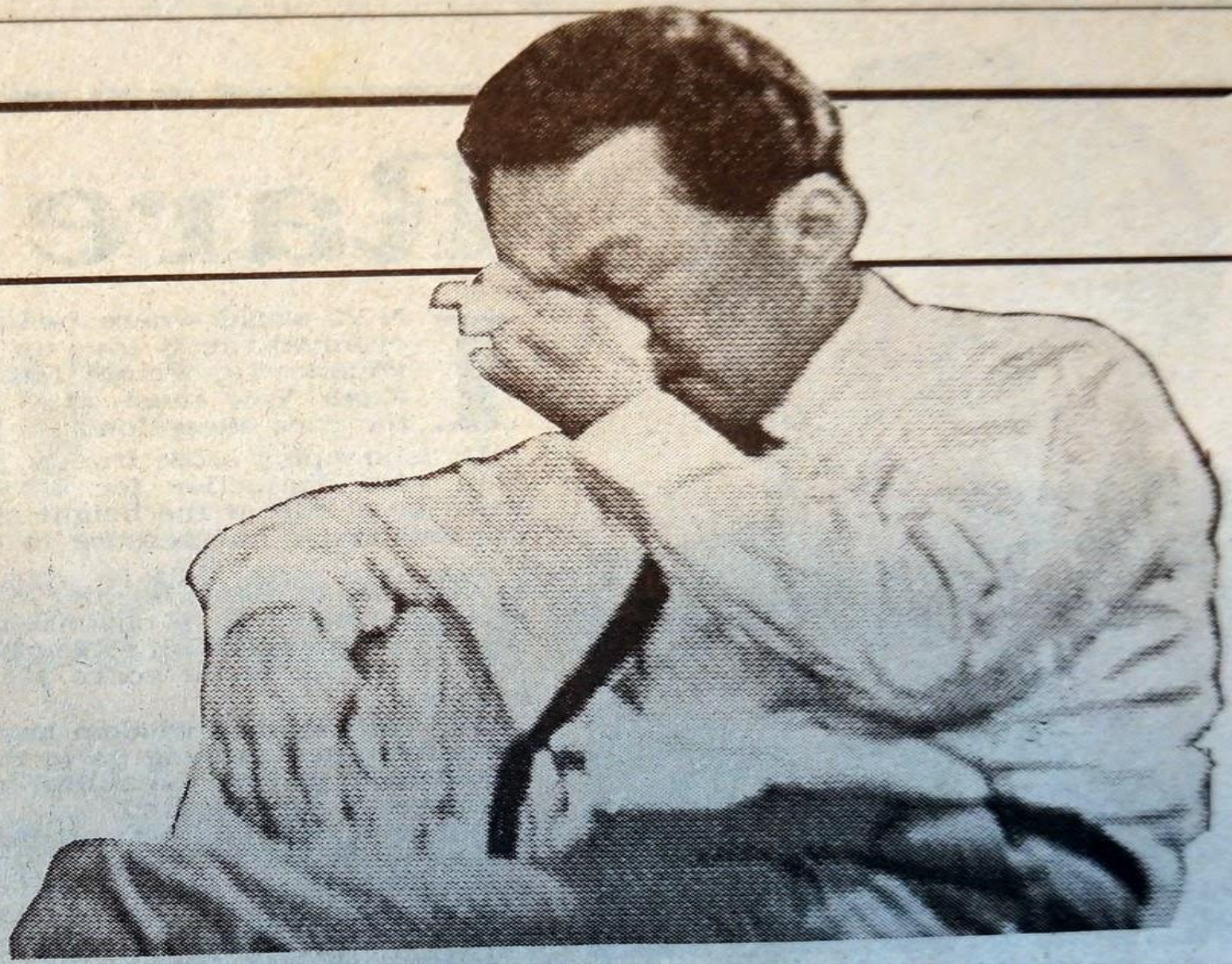

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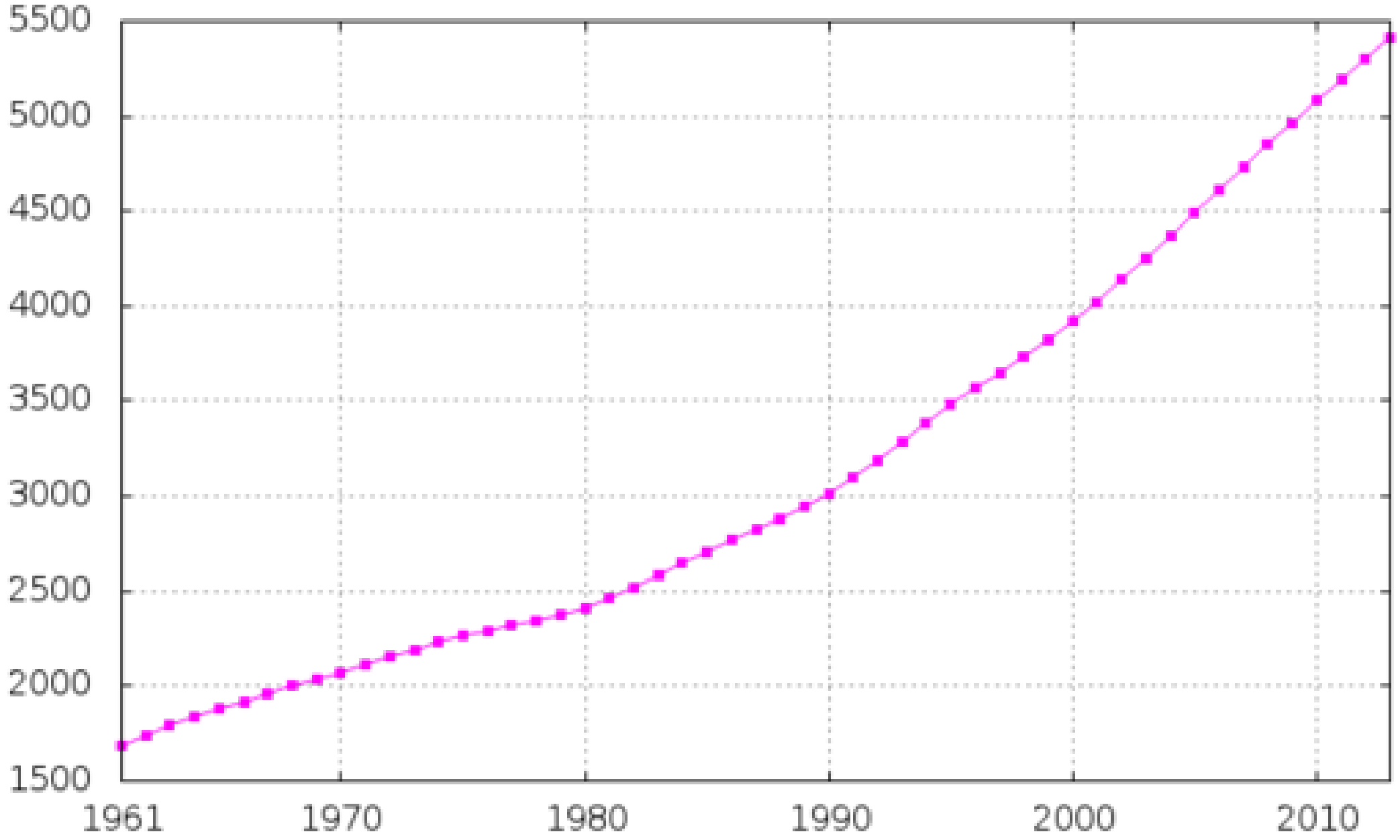




Aug 9, 1965: ▶ Suddenly, a sovereign state. Mr Lee struggles to control his emotions as he announces, at a press conference, Singapore's separation from Malaysia.

The Proclamation of Singapore, signed by Mr Lee, read: "Now I, Lee Kuan Yew, Prime Minister of Singapore, do proclaim and declare on behalf of the people of Singapore that from today the ninth of August in the year one thousand nine hundred and sixty-five, Singapore shall be forever a sovereign democratic and independent nation."


代客藝包
飛機驅風油
梅花


5500
5000
4500
4000
3500
3000
2500
2000
1500
1961
1970
1980
1990
2000
2010

The Period of 1965 - 1970

- In 1965, Lee Kuan Yew became Singapore's first Prime Minister and his People's Action Party (PAP) winning all seats in parliament.
- New Policy to create a Singaporean identity that would unite the country's diverse ethnic groups (62% Chinese, 16% Indians, 14% Malays, 8% Others):
  - Four official languages (English, Malay, Mandarin Chinese, Tamil) was taught in school.
  - Compulsory service in the Singapore Armed Force (SAF) to create a shared experience across society.
- Policy of Internal Security Act was still retained.

The Period of 1965 - 1970

- Orderliness and cleanliness were hallmark of the new Singaporean society, and strictly enforced by the goverment.
  - High taxes of cars to avert traffic jam and pollution
  - Alarm for taxi, if it overspeeding
  - Fines for littering, smoking, and failing to flush public toilet
  - Long hair men prohibited in government
  - Mass media was driven to favor government

- To create jobs and provide housing, government create two boards.
  1. Housing Development Board (HDB) in 1960, to build 10,000 low and middle income housing units per year.
  2. Economic Development Board (EDB) in 1961, to support job creation by attracting investment, like Jurong Industrial Estate

The Period of 1965 - 1970

- Other entities:
  - Public Utility Board in 1963, to oversee the supply of water, electricity, and gas
  - Port of Singapore in 1964
- Central Provident Fund (CPF), a social security plan introduced in 1955, was relaxed in 1968 to allow low income citizens to buy low cost HDB.
- Government-Linked Companies (GLCs) were formed
  - Keppel, Sembawang, Jurong Shipyard for ship building and repairing industry
  - Neptune Oriental Lines (NOL) for shipping line
  - Singapore Refining Company, an oil joint venture company togehter with Caltex and BP
- GLCs were forced to compete on same terms with foreign rivals because government provided initial capital but no special support or protection.

The Period of 1965 - 1970

- Government policy, on contrary with others recommendation:
  - Export-led economic growth; differ with UN study of import substition strategy
  - Welcomed foreign direct investment, when many nations in Southeast Asia viewed western firms as vestige of colonialism
  - Exchange rate was close to market rates, free convert fee for Singapore Dollar, and low duties of exports and imports.

- EDB open foreign offices in another countries, pursuing multinational companies that sold to worldwide markets.
  - By late 1969, 7 major firms, including National Semiconductor and Texas Instruments, had plants in Singapore

- Economy problems:
  - Unemployment rate remained over 10% in 1967
  - British pull out its army in 1970, which contributed at the loss of 18% GDP based on military expenditure and 20% of employment

Civil Service College Singapore

Singapore developed through ambitious planning and outward-orientation

1959 - Self-government of Singapore, led by the People's Action Party (PAP) Became independent from Malaysia is in **1965**. **Lee Kuan Yew** is first Prime Minister. Government declares itself "pragmatic" (~capitalist and semi-authoritarian)

1961 - Creation of the **Economic Development Board (EDB)**. Created the Jurong Industrial Estate, Singapore's first industrial estate. EDB open offices in NY and Hong Kong. Attract Shell, National Iron and Steel Mills

1970s - Start of the electronics industry in Singapore – **Texas Instruments investment** of US$6m is secured within 6 months and operations start 90 days after investment decision

1980s - Singapore's high-wage policy to force move to knowledge economy fails in context of world economic crisis. Economic review by MTI recommends **PCs and disk drives** as "sunrise sectors"

1983 - Creation of the **Trade Development Board (TDB)** to promote Singapore's exports. Rebranded **IE Singapore** in the early new millennium

1997 - Asian Crisis hits Singapore, but country recovers already starting in 1999. Re-orientation of economic policy with more focus on knowledge economy

1996 - Creation of **Spring Singapore -** responsible for helping Singapore enterprises grow and building trust in Singapore products and services.

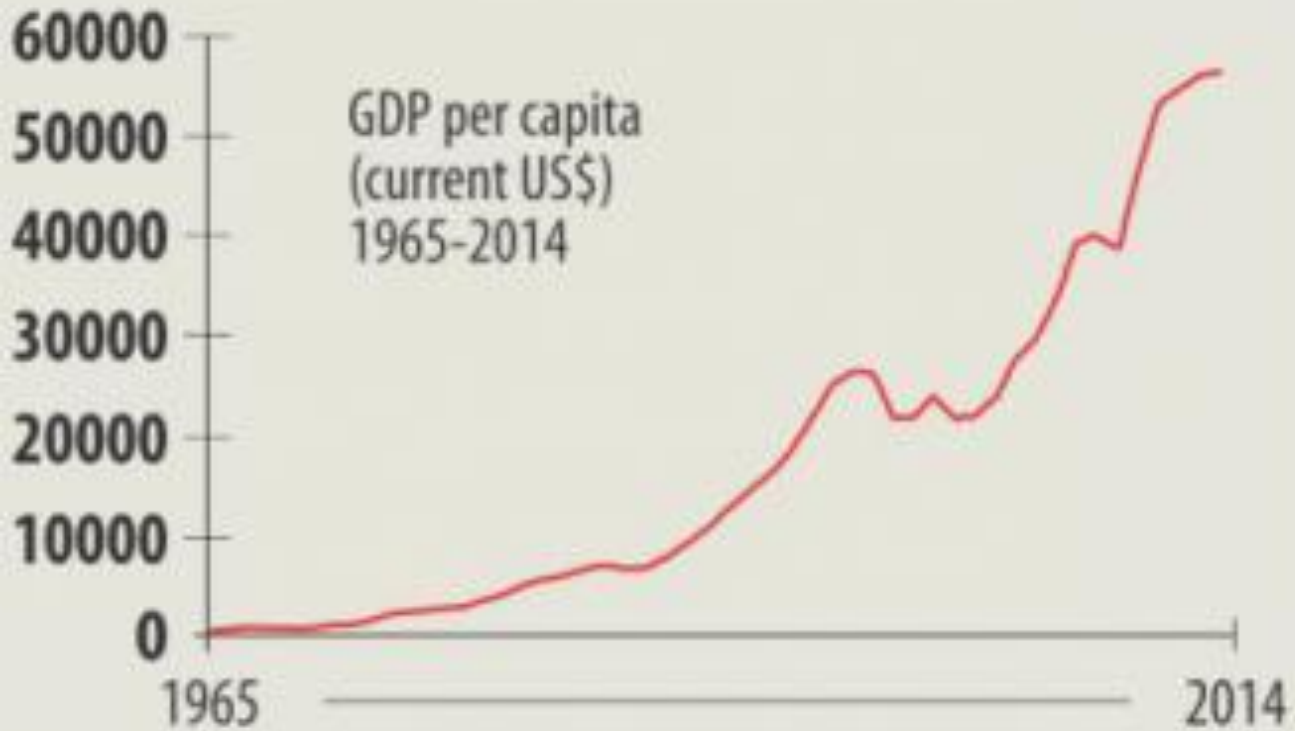
2000s Continuing emphasis R&D and knowledge economy. Focus on attraction of foreign talent to Singapore and positioning of Singapore as destination for R&D research facilities and regional headquarters of multinationals

2001- Creation of **A*STAR-** The agency of Science Technology and Research focusing on Biomedical Sciences and Engineering/Science, promoting research and public-private collaboration

1960s → 1970s → 1980s → 1990s → 2000 → **2012 – journey continues**

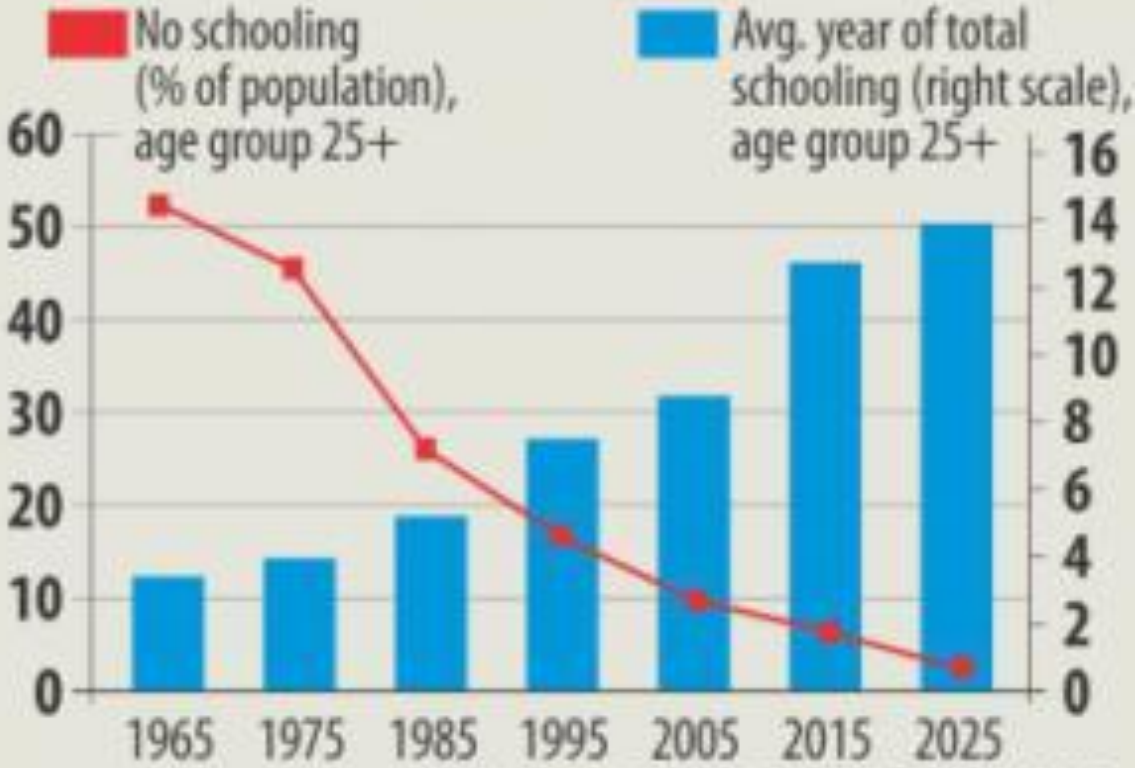
SOURCE: Literature review; press search; expert interviews

FIGURE: The rise and rise of singapore's per capita **GDP**



SOURCE: **WORLD DEVELOPMENT INDICATORS, WORLD BANK**

FIGURE: EDUCATION HAS BEEN KEY TO SINGAPORE'S SUCCESS



SOURCE: **BASED ON BARRO AND LEE EDUCATION DATABASE**

1st Strategic Industrialization & Educational Reform

Table 2: Social Development Expenditure 1961 – 1965 (40% of Total Development Expenditure		
	Singapore $ million (Equivalent US $)	**%**
1. Health	35.80	10.23
2. Education	**94.48**	**27.00**
3. Social Welfare	1.77	0.51
4. Housing	153.60	43.90
5. Sewerage	47.36	13. 54
6. Community Services	6.07	1.73
7. Culture	10.80	3.09
	349.99 (205)	**100.00**






Smart Nation
SINGAPORE
Many Smart Ideas • One Smart Nation

SINGAPORE'S SMART NATION PROGRAMME

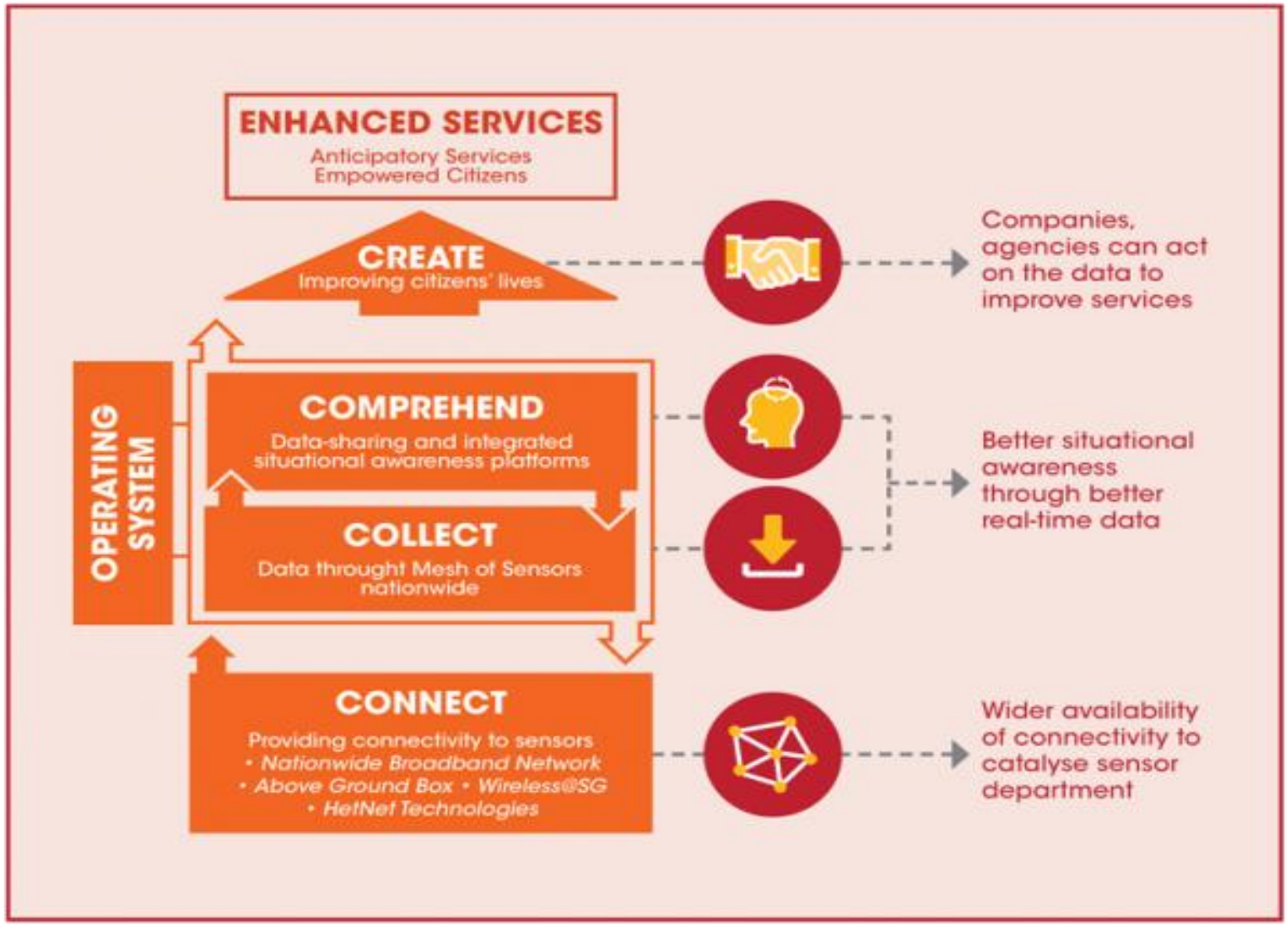
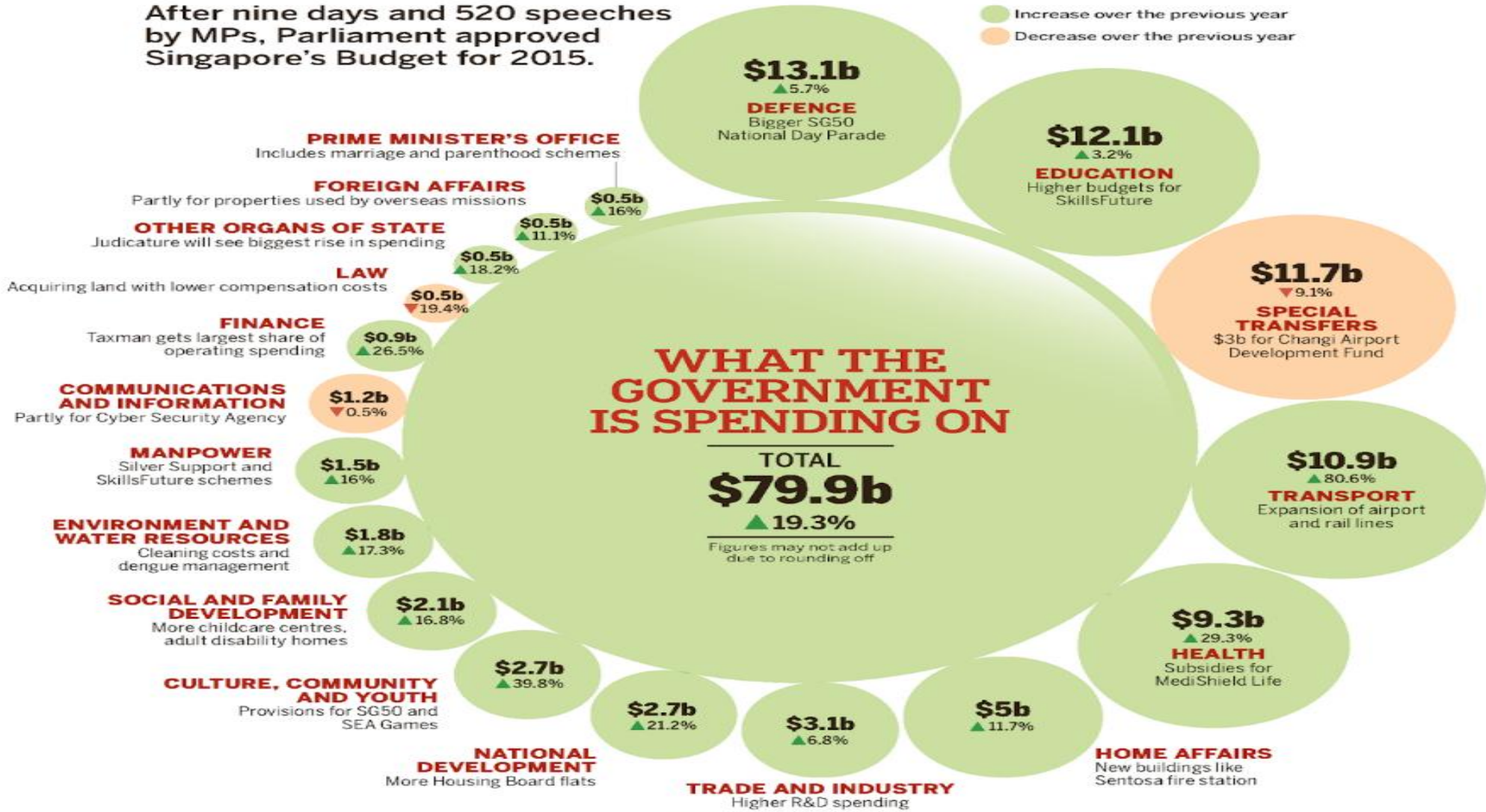


FIGURE 1 *Source: IDA Singapore, Media Fact Sheet: Smart Nation Platform. April 2015.*

BUDGET DEBATE AT A GLANCE

After nine days and 520 speeches by MPs, Parliament approved Singapore's Budget for 2015.



KEY MEASURES

Building on the Budget statement, each ministry also announced new schemes and initiatives on their to-do lists this year:

- The **SkillsFuture** initiative that will give adult Singaporeans credits for lifelong learning. The credits will cost the Government over $1 billion in total from 2016 to 2020.
- $740 million is being poured into revamping the **Civic District**, from sprucing up the new National Gallery Singapore to upgrading the National Museum and the Esplanade forecourt.
- $450 million for the second edition of the **Construction Productivity Roadmap** to help construction companies work more efficiently.
- The **Silver Support Scheme** will give the poorest elderly a basic pension for the rest of their lives. It will cost the Government $350 million in its first year, but this amount is likely to grow over time.
- $160 million more in the **Aviation Development Fund** to help airlines and ground handlers boost productivity.
- $16 million more to voluntary welfare organisations, with the bulk of this for ensuring that **social workers are paid competitively**.
- The **National Monuments Fund** will be doubled to $12 million to help with costs of restoring and maintaining such buildings.
- 2,400 **new childcare places** to be made available over the next few years – on top of the 20,000 new places already scheduled by 2017.
- A new **Cybercrime Command** unit to be set up under the Criminal Investigation Department to combat online wrongdoing.
- Ten new hawker centres to be built by 2027, bringing the total in the pipeline to **20 hawker centres with 800 food stalls**.
- A **third desalination plant** to be built in Tuas by 2017. With this, Singapore can produce 130 million gallons of water per day from seawater.
- The Medisave minimum sum will be axed, while the maximum sum, to be renamed **Basic Healthcare Sum**, will be fixed for each cohort when they turn 65.
- A nationwide **survey to assess Singapore's landmarks** and sites of historical and cultural significance will be launched soon to better preserve the country's heritage.

THE BUDGET IN NUMBERS

$73.2 BILLION
The Government's revenue this year, a rise of **4.7 per cent** from last year

$ 79.9 BILLION
The Government's spending this year, a rise of **19.3 per cent** from last year

$11 BILLION
The rise in the Government's spending this year in dollar terms, compared with last year

$6.7 BILLION
The Government's deficit for this year

$3 BILLION
for Changi Airport Terminal 5

$1.5 BILLION
to top up the National Productivity Fund

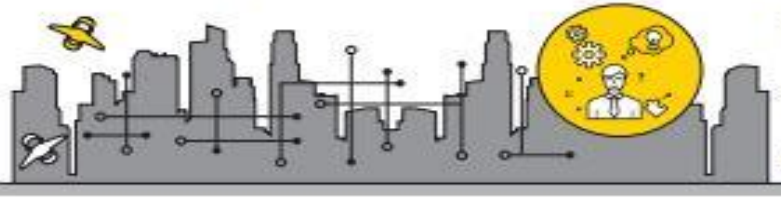
Source: MINISTRY OF FINANCE
ST GRAPHICS

TOGETHER
A BETTER FUTURE
BUDGET 2018

A VIBRANT & INNOVATIVE ECONOMY

CAPTURING FUTURE OPPORTUNITIES THROUGH INDUSTRY TRANSFORMATION MAPS TO ANCHOR SINGAPORE AS A GLOBAL-ASIA NODE IN INNOVATION, TECHNOLOGY AND ENTERPRISE

OVERCOMING NEAR-TERM CHALLENGES
- Wage Credit Scheme
- Corporate Income Tax Rebate
- Foreign Worker Levy
- Adapt and Grow



FOSTERING PERVASIVE INNOVATION
- Productivity Solutions Grant
- Tax Deductions for IP Licensing Payments, IP Registration Fees, and Qualifying Expenses on local R&D
- Open Innovation Platform
- NRF-Temasek IP Commercialisation Vehicle
- Aviation and Maritime Transformation Programmes
- National Robotics Programme

BUILDING DEEP CAPABILITIES
- Enterprise Development Grant
- Double Tax Deduction for Internationalisation
- Adjustments to Broad-Based Tax Schemes
- SMEs Go Digital Programme
- Tech Skills Accelerator (TeSA)
- ASEAN Leadership Programme
- Capability Transfer Programme

FORGING STRONG PARTNERSHIPS
- PACT Scheme
- Global-Asia Node
  - Global Innovation Alliance
  - Singapore Week of Innovation and Technology
  - ASEAN Innovation Network
- Infrastructure Office
- Trade Associations and Chambers

2017 AT A GLANCE
- GDP Growth: 3.6%
- Growth in Real Value-Added per Actual Hour Worked: 4.5%
- Real Median Income Growth for Singaporeans: 5.3%

3 MAJOR SHIFTS IN COMING DECADE
- Shift in Global Economic Weight towards Asia
- New Technologies
- Ageing

A SMART, GREEN & LIVEABLE CITY
- Smart Nation
- Energy Grid 2.0
- Carbon Tax
- Support for Companies to Enhance Energy Efficiency
- GST Voucher – U-Save

A FISCALLY SUSTAINABLE & SECURE FUTURE
- Future Needs in Healthcare, Social Spending, Security & Infrastructure
- Moderating Pace of Ministries' Budget Growth
- Rail Infrastructure Fund
- Buyer's Stamp Duty
- GST in a Digital Economy
- Tobacco Tax

A CARING & COHESIVE SOCIETY

SUPPORTING INDIVIDUALS & FAMILIES
- Support for Education
- Support for Financial Planning
- ElderShield Review
- Proximity Housing Grant
- S&CC Rebate
- Foreign Domestic Worker Levy
- SG Bonus

STRENGTHENING GOVERNMENT-COMMUNITY PARTNERSHIPS TO SUPPORT SENIORS & THOSE IN NEED
- Community Networks for Seniors
- Integrating Health and Social Support for Seniors
- Community Silver Trust
- Seniors' Mobility and Enabling Fund
- Social Service Offices

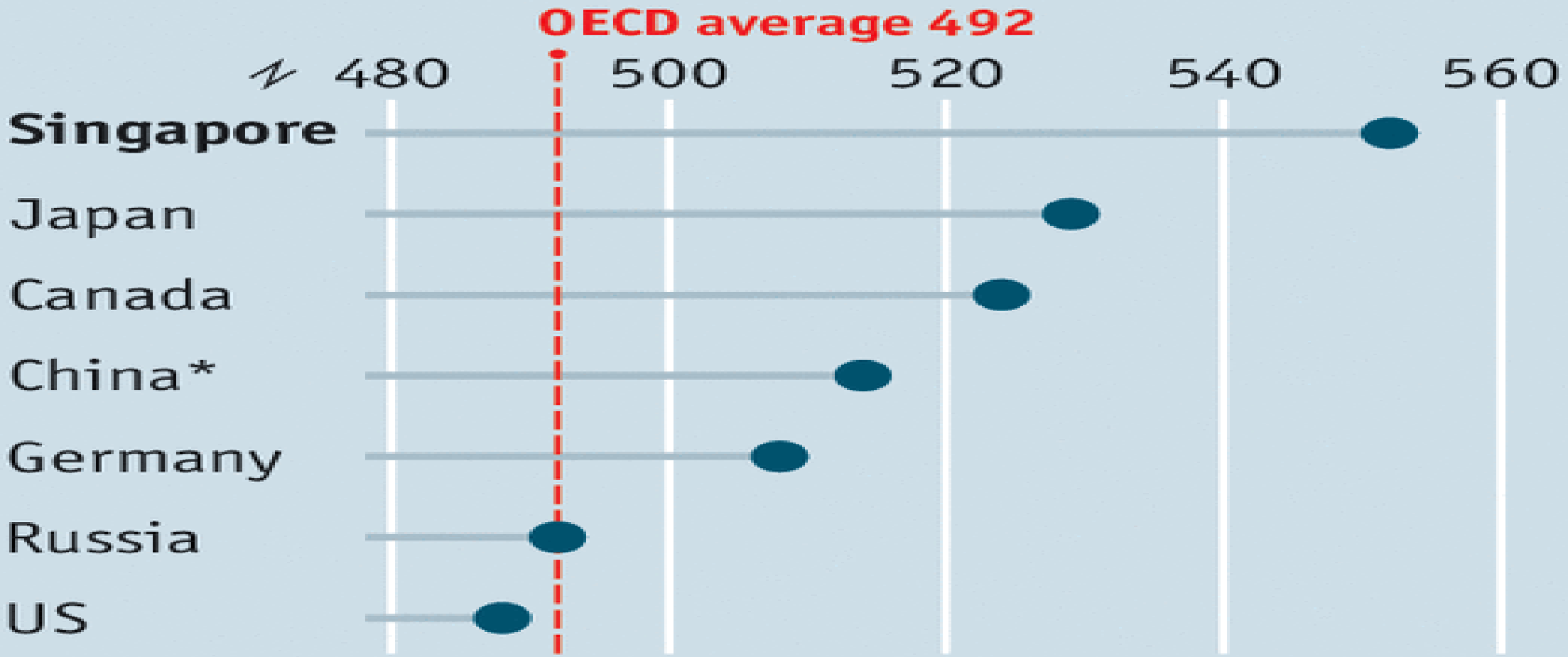
ENCOURAGING A SPIRIT OF GIVING
- Tax Deductions for Donors
- One-Stop Portal, Giving.sg
- Support for Community Development Councils
- Business and IPC Partnership Scheme
- SHARE as One
- Empowering for Life Fund

SG Cares



Top of the class

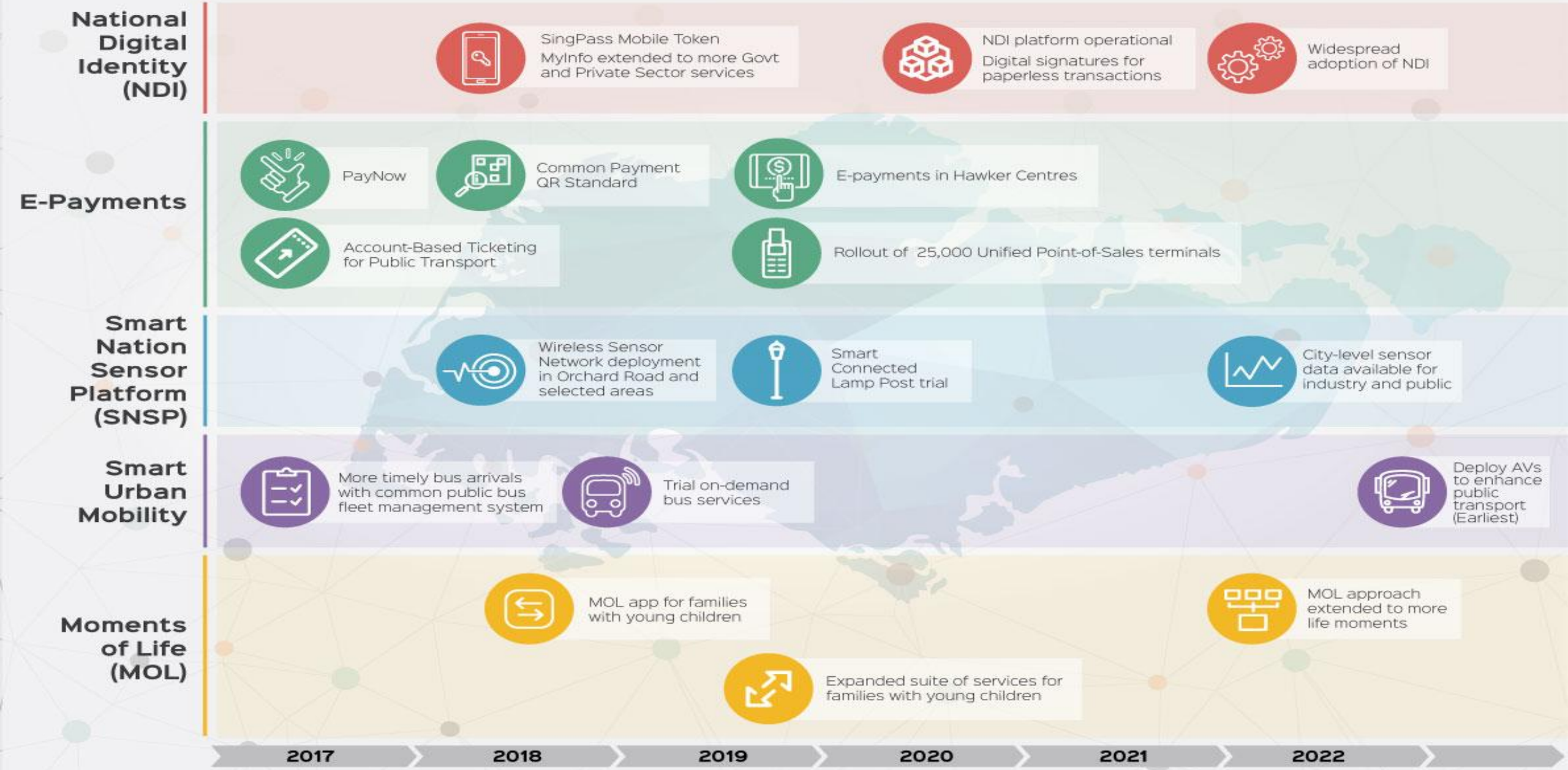
PISA test score, average of maths, reading and science, 2015



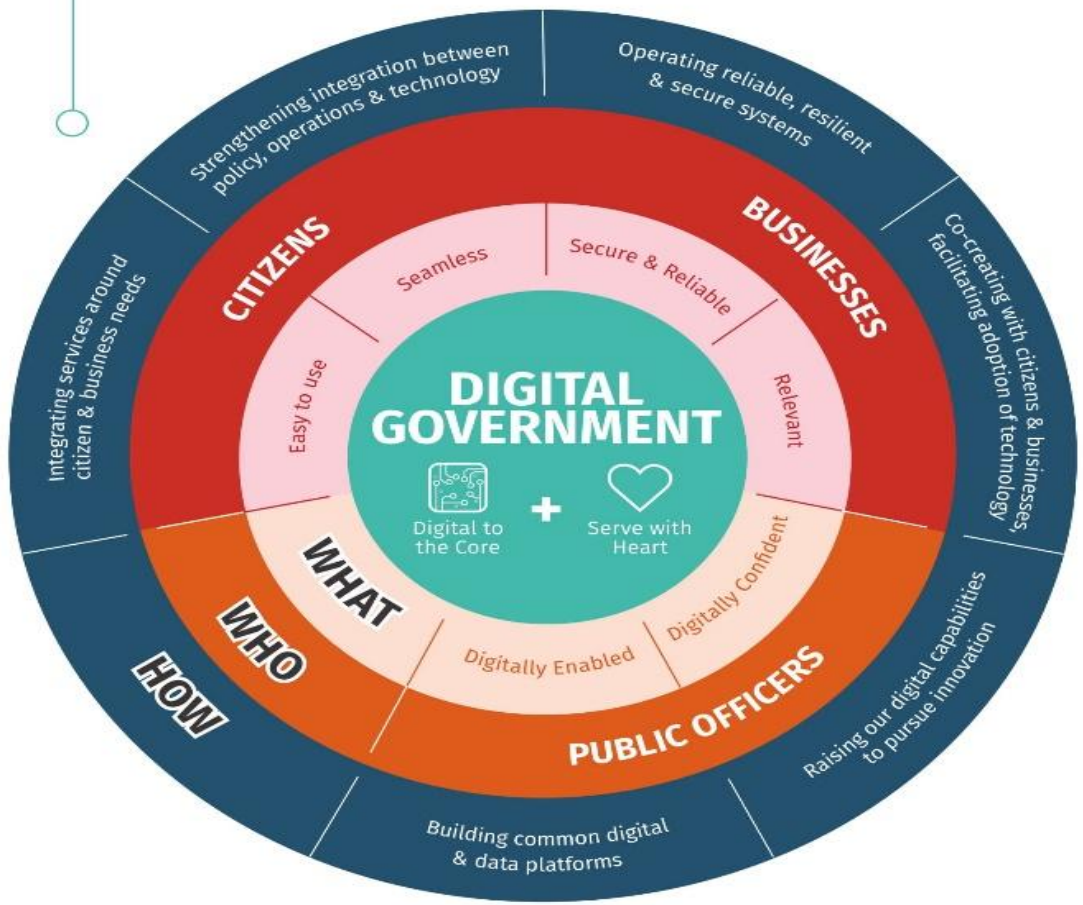
Source: OECD

*Beijing, Shanghai, Jiangsu & Guangdong

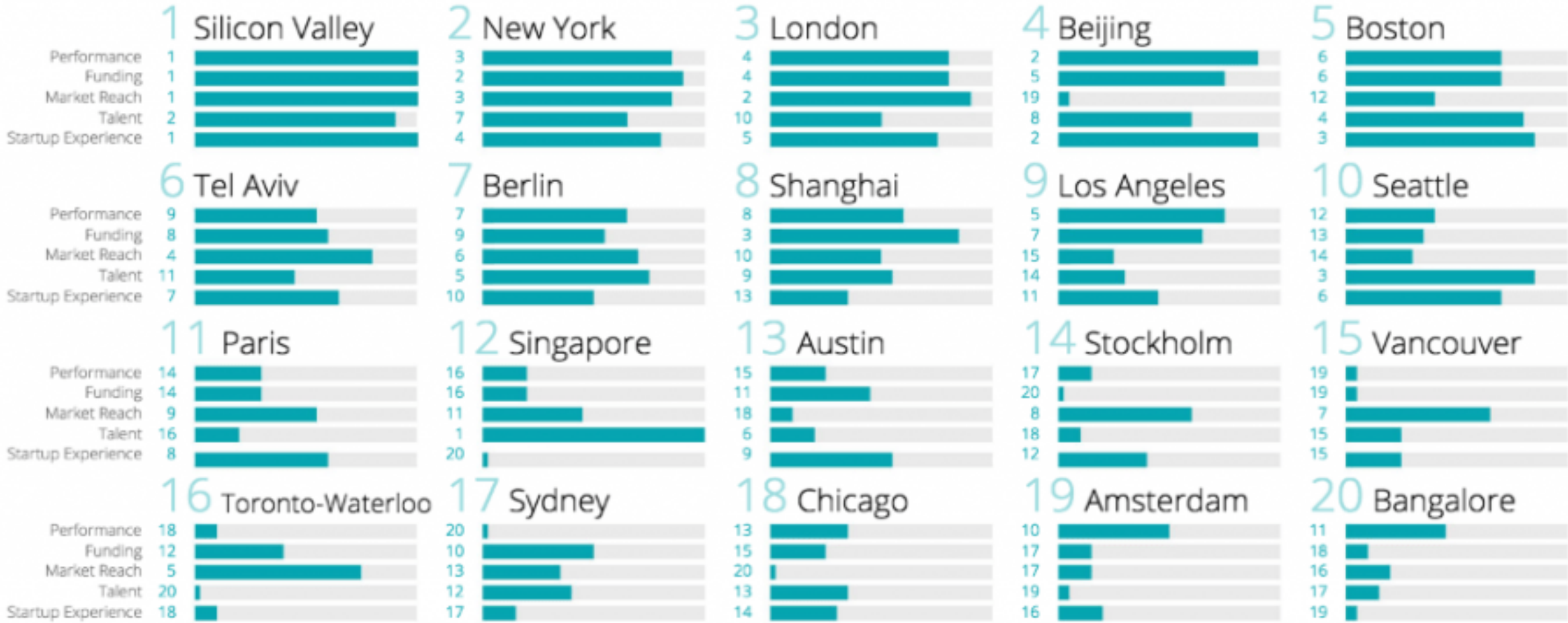
KEY MILESTONES FOR STRATEGIC NATIONAL PROJECTS



DIGITAL GOVERNMENT BLUEPRINT



2017 Global Startup Ecosystem Ranking



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SINGAPORE | STARTUP ECOSYSTEM MAP 2017



Legend

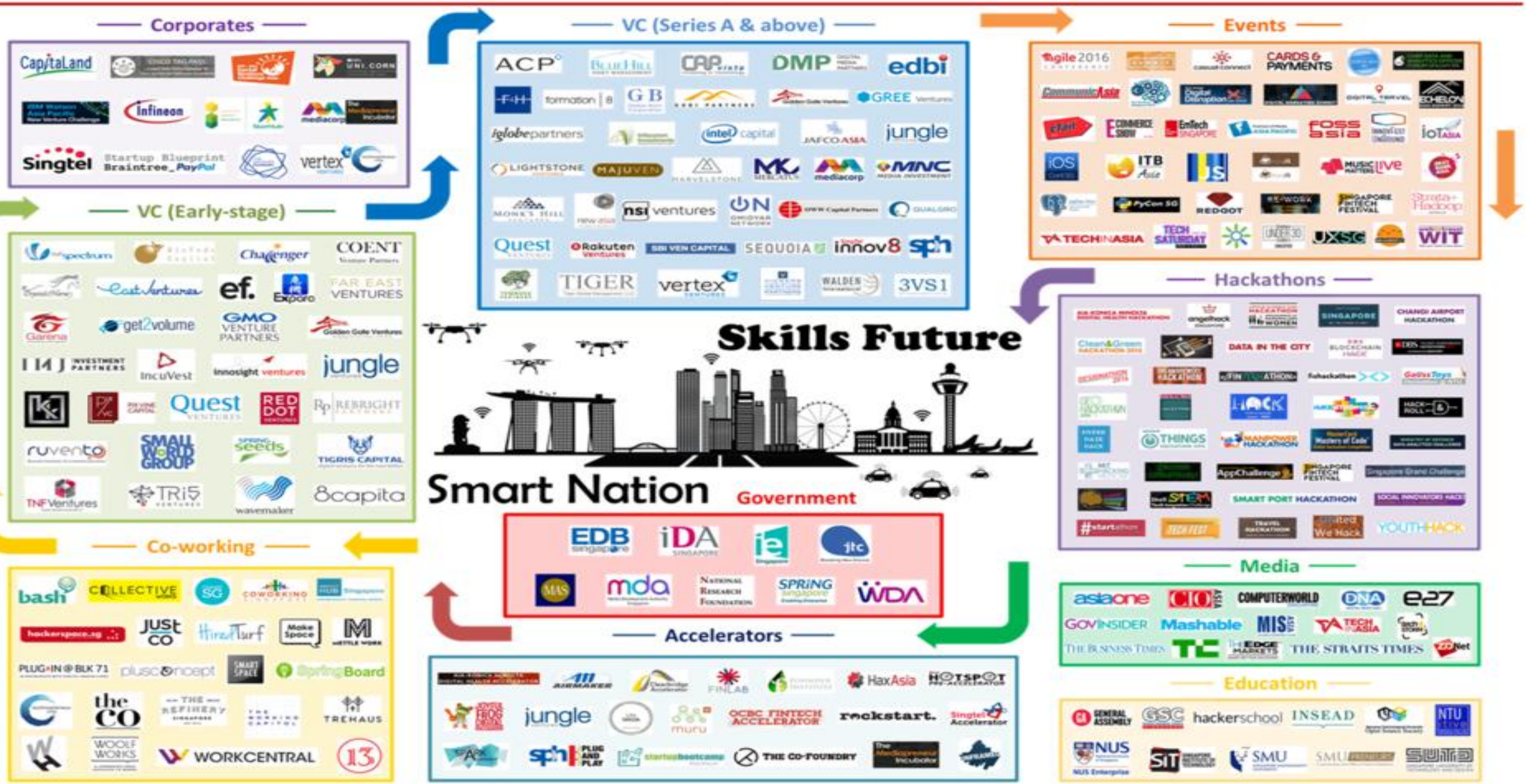
- Clean Tech
- Health Tech
- FinTech
- ICT
- Advanced Manufacturing
- BioTech
- $ Angel/Seed < S$1M
- $$ Series A < S$2M
- MA Acquired / IPO
- $$$ Series B & Above >S$2M

ace action community for entrepreneurship

Credits: Teo Jian Rong

SINGASCAPE V3 - SINGAPORE'S STARTUP ECOSYSTEM

May 2016



Zach Tan | @ZachCTan | www.singascape.org | linkedin.com/in/zctan

POWERED BY REUTERS CONTENT SOLUTIONS

8 REASONS WHY SINGAPORE IS WELL-POSITIONED TO BECOME A **SMART NATION**



Most **digital-savvy** country



One of the top 7 economies that could **lead the race** in the 4th Industrial Revolution



Highest investment in **innovative digital solutions** by government to drive social impact



Most conducive business & innovation environment

Excellent delivery of **online government services**



2nd highest % of workforce **employed in knowledge-intensive jobs**



Highest mobile penetration subscriptions per capita



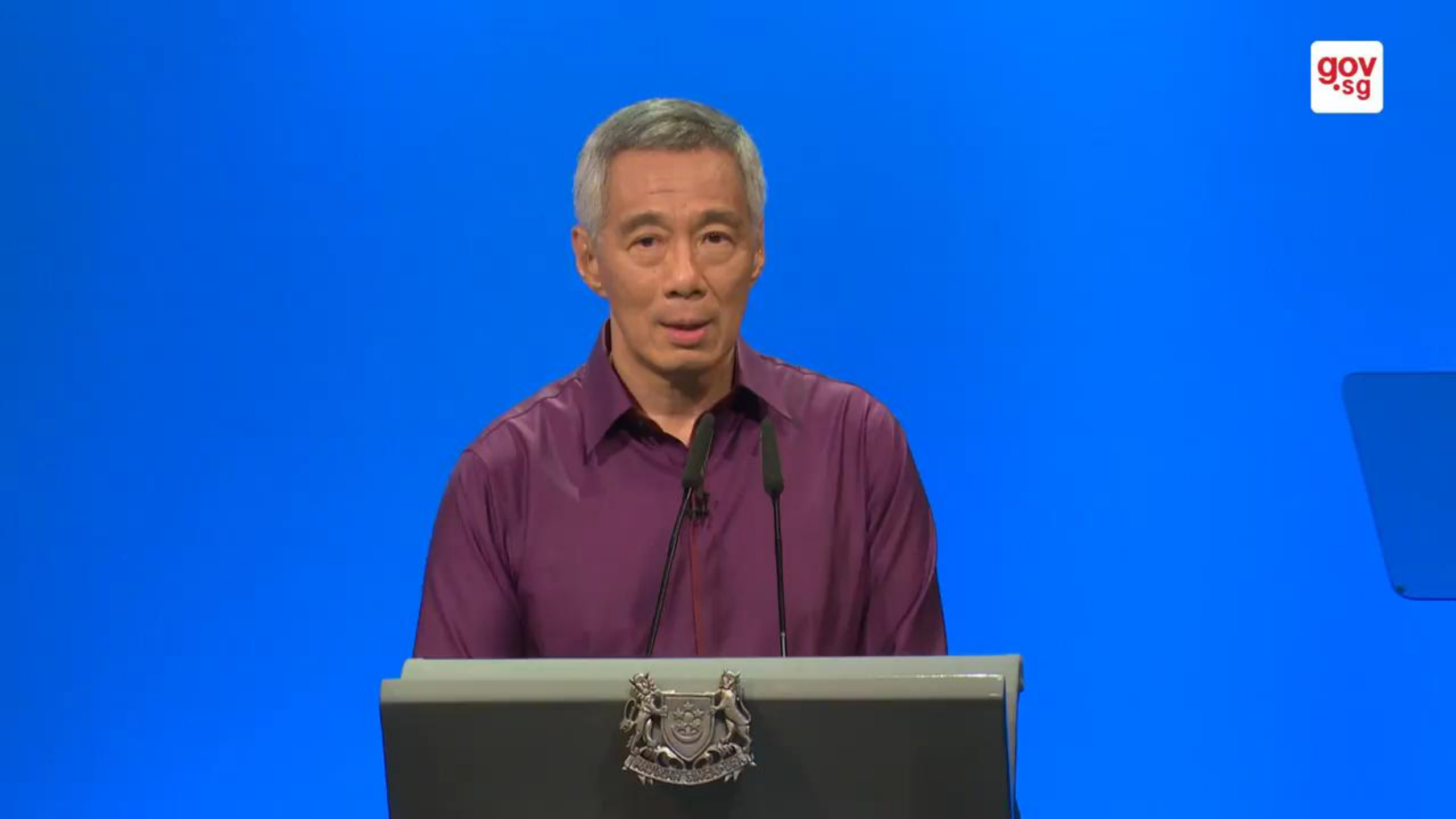
World's best in quality of **Math & Science education**

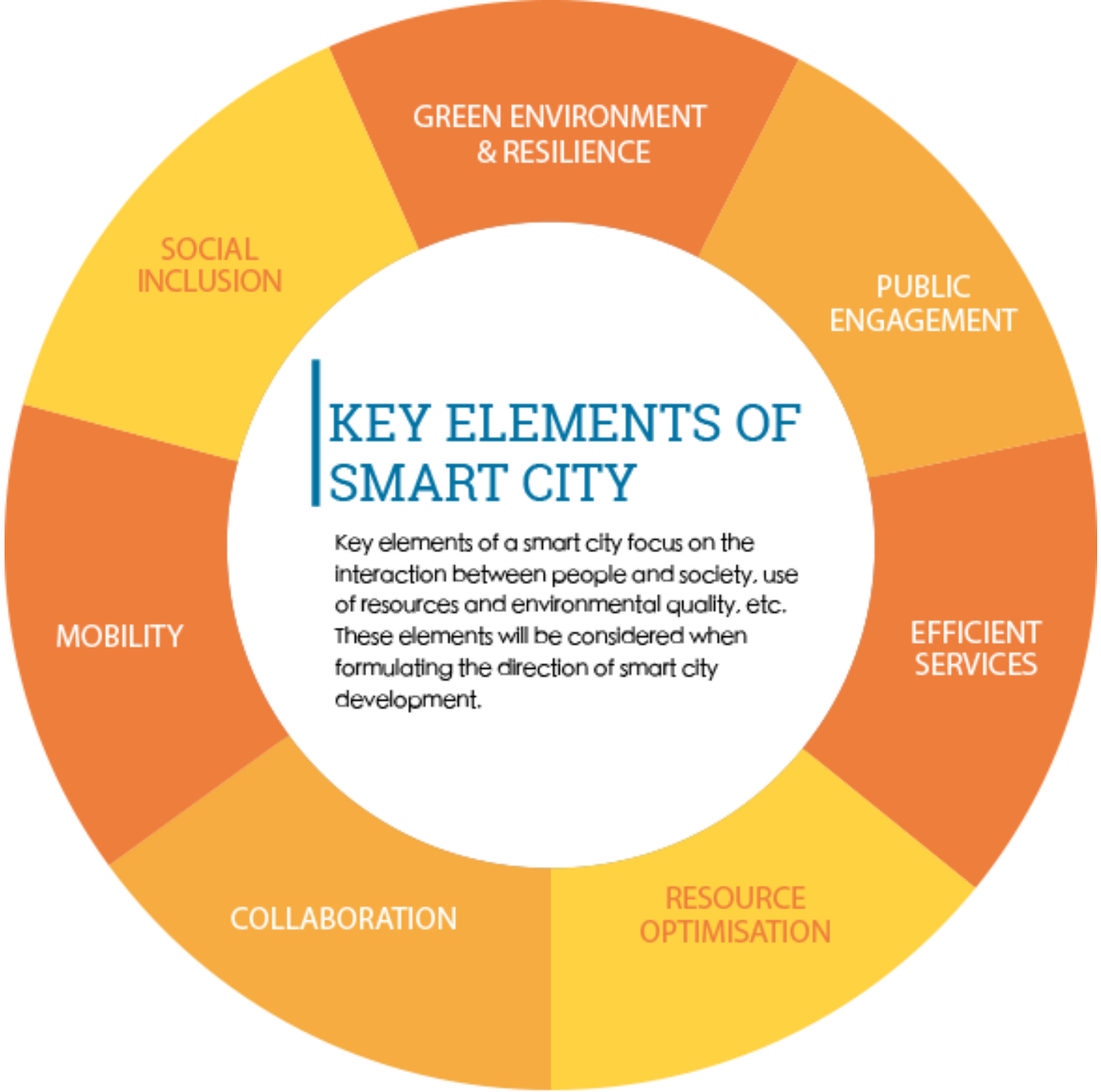


Smart Nation SINGAPORE

Many Smart Ideas · One Smart Nation

SOURCE: WORLD ECONOMIC FORUM'S 2016 GLOBAL INFORMATION TECHNOLOGY REPORT ON 139 COUNTRIES




GREEN ENVIRONMENT & RESILIENCE
PUBLIC ENGAGEMENT
EFFICIENT SERVICES
RESOURCE OPTIMISATION
COLLABORATION
MOBILITY
SOCIAL INCLUSION
KEY ELEMENTS OF SMART CITY
Key elements of a smart city focus on the interaction between people and society, use of resources and environmental quality, etc. These elements will be considered when formulating the direction of smart city development.