SINGAPORE COUNTRY CASE: An Inelegant, Untidy Framework for Development

Enhancing the Quality of Service Delivery
A Development Research Conference
hosted by the World Bank Knowledge and Research Hub
16-17 Jan 2017, Kuala Lumpur, Malaysia

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Is Singapore ‘Successful’?

Snapshot of Changes Between 1959 and 2014

<table>
<thead>
<tr>
<th></th>
<th>1959</th>
<th>2008</th>
<th>2014</th>
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</thead>
<tbody>
<tr>
<td>Per Capita GDP (S$)</td>
<td>1,330</td>
<td>53,192</td>
<td>71,318</td>
</tr>
<tr>
<td>Unemployment</td>
<td>14%</td>
<td>2.2%</td>
<td>1.9</td>
</tr>
<tr>
<td>Foreign Reserves (S$)</td>
<td>1.15b</td>
<td>250.35b</td>
<td>340.44b</td>
</tr>
<tr>
<td>Govt Expenditure on Education (S$)</td>
<td>63.4m</td>
<td>8,246.3m</td>
<td>11,599m</td>
</tr>
<tr>
<td>Extent of Corruption</td>
<td>High</td>
<td>Low</td>
<td>Low</td>
</tr>
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</table>
Is Singapore ‘Successful’?

World Bank Governance Indicators for Singapore:

<table>
<thead>
<tr>
<th>Indicator</th>
<th>2004</th>
<th>2009</th>
<th>2014</th>
</tr>
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<tbody>
<tr>
<td>Government Effectiveness</td>
<td>96.1</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Regulatory Quality</td>
<td>99.0</td>
<td>97.6</td>
<td>100</td>
</tr>
<tr>
<td>Control of Corruption</td>
<td>98.5</td>
<td>98.1</td>
<td>97.1</td>
</tr>
</tbody>
</table>

- Figures expressed as percentile (0=lowest; 100=highest)
- Source: http://info.worldbank.org/governance/wgi/index.aspx#home
Legendary Discovery of Singapore: “Singa Pura”, ca. 1299
FIVE DEAD, 100 HURT IN RIOTS

Mob Rule In S'pore Streets
Cars, Buses Burned:
Troops Called Out

BRITISH and Malay troops, with fixed bayonets, were in support of the Singapore police last night in efforts to quell the rioting, which broke out in the afternoon after the death of Maria Hertog had been heard.

Two Europeans, two Chinese and a Eurasian were fatally injured and more than 100 people—Europeans, Eurasians, Chinese and Indians—were wounded in the Muslim rioting which gripped a section of Singapore city yesterday afternoon and last night.

The bodies of the two Europeans were found outside the hospital in the Orchard Road and in the Rochor Canal. A Eurasian, Francis Pereira, aged 36, died in hospital of multiple injuries.

The bodies of the two Chinese were in the monsoon drain at the junction of Katong and Amber Road. Nearby lay the body of a European.

Last night at eight o'clock, Maria Hertog was taken from the girl's home on the outskirts of the Good Shepherd by another place, under police protection.

All available police, including riot squad, were in action yesterday. Tear smoke was used on many occasions to disperse rioters.

A POLICE RADIO CAR and two police vans burning in North Bridge Road, near the Sultan Mosque, after angry mobs had set fire to them. More pictures in Page 5.

Collective Punishment In Sealed-Lip Areas

From Our Staff Correspondent

KUALA LUMPUR, Monday.

NEW far-reaching emergency regulations dealing with direction of manpower, control of luxury and non-essential building, and the imposition of collective punishment in areas where sealed lips have
Singapore: New Bridge Road, 1960s
The ‘darker side’ in the 1960s

“Frustration ... means gangsters ... acid throwing, kidnapping, crimes of violence. It means strikes, bitter labor struggles. It also means Communism. All this is Singapore too – the darker side.”

- National Geographic, 1964
### History of Government and Administration

<table>
<thead>
<tr>
<th>Year Range</th>
<th>Description</th>
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<tbody>
<tr>
<td>1819-1867</td>
<td>East India Company</td>
</tr>
<tr>
<td>1867-1942</td>
<td>Crown Colony (as part of Straits Settlements, with Penang &amp; Malacca)</td>
</tr>
<tr>
<td>1942-45</td>
<td>Japanese Occupation (WW2)</td>
</tr>
<tr>
<td>1945</td>
<td>British Military Administration</td>
</tr>
<tr>
<td>1946</td>
<td>Crown Colony (separate from Straits Settlements)</td>
</tr>
<tr>
<td>1955-59</td>
<td>Partially-elected Legislative Assembly</td>
</tr>
<tr>
<td>1959</td>
<td>Self Government (fully-elected)</td>
</tr>
<tr>
<td>1963</td>
<td>Merger with Malaysia</td>
</tr>
<tr>
<td>1965-</td>
<td>National independent Government</td>
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Dream, Design, Deliver – True but Incomplete

Recipe for success?
1. Dream: Far-sighted Vision
2. Design: Good Planning
3. Deliver: Effective and determined Implementation

Messy, But Closer to the ‘Truth’

7D Development Framework

1. Dream
2. Design
3. Do
4. Detour
5. Dismantle
6. Disrupt
7. Deliver
Development Framework

‘Do’

- Avoiding the “paralyzing inertia camouflaged by endless due-diligence”
- Commitment: Passage money in the 1951 Scottish Himalaya Expedition

- Announcement of greening as a development priority in 1963 in early days of development
- 1980s fruit tree planting programme did not predict community unwillingness to maintain
- Bukit Timah Expressway > > EcoLink
Development Framework

‘Detour’

- “Plans are worthless, but planning is everything” – Dwight D. Eisenhower
- Drastic revamps of systems are wasteful
- 10,000 trees a year → → flowering shrubs
- Education: survival-driven → efficiency-driven → ability-based, aspiration-driven
Development Framework

‘Dismantle’

- Logical response when faced with a dead-end street while driving?

- Fruit tree planting - discontinued mid-project
- 1960s ‘Jobs at all costs’ to tackle unemployment → Selection for high wage job creation → 1985 recession: Reduced wages
Development Framework

‘Disrupt’

- Ability to invent and implement novel solutions to match local context
- Large park on a small island?
- Even if it still works, change it – Garden City to City in a Garden in 2008
- Attracting ‘neo-colonial’ MNCs in 1960s/70s
- Jurong Industrial Estate development in early 1960s
- Investing in ‘failures’
‘Muddling Through’

Rational comprehensive approach impractical

Successive limited comparisons more practical

Dynamic Governance

Thinking Ahead

Thinking Again

Thinking Across

PDI Approach

Address locally-defined problems

Create envt for ‘positive deviance’

Tight feedback loops

Engage key agents to ensure support

7D Development Framework

Dream

Design

Do

Detour

Dismantle

Disrupt

Deliver
THANK YOU!

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