Block Vote Budget Allocation System

(BVBAS), 141

Administrative reform	Board of Commissioners of the
definition, 127–129	Currency, 43
evaluation, 144–146	Board of Commissioners of the
in Singapore, 144–146	Currency, Singapore, 43
Adult Education Board (AEB), 48	Board of Inspection and Follow-up of
Agency for Science, Technology and	Government Operations (BIFGO),
Research (ASTAR), 46	194
Agenda for Action, 208	British colonial rule
American Institutes for Research, 213	legacy, 18–19
Annual Wage Increase (AWI), 104	neglect of administrative reform,
Annual Wage Supplement (AWS), 104	129–130
Anti-Corruption Advisory Committee	British Military Administration (BMA),
(ACAC), 181	34–35, 60, 174
Anti-Corruption Agencies	Bucknill Report of 1919, 100
independence, 192	Budget Division, 138–142
per capita expenditure, 192-193	Budgetary Reforms of 1978–1997, 198
staff-population ratio, 192	Budgeting for Results (BFR), 141
Anti-Corruption Branch (ACB), 19,	Bureaucrat Politicians, 121–122
130, 173–175	Business Environment Risk Intelligence
Anti-Corruption Civil Rights	(BERI) Report, 213
Commission, 181–182	
Anti-Corruption Review Committee,	Cabinet, 121–122, 139, 207
177	Cabinet Budget Committee on
Auditing Service, 88	Expenditure, 103
Auditor-General's Office, 138	Cambodia's draft Anti-Corruption
Autonomous Agencies, 142–143	Law, 191
	CARE framework, 150
Balakrishnan, Vivian, 125	Casino Regulatory Authority (CRA),
Barker, E.W., 118	56
Benchmarking Public Sector Salaries to	Central Bureau of Investigation (CBI),
Private Sector, 123	193
Bentham Committee of 1949, 102	Central Complaints Bureau (CCB), 8,
Black Market Administration, 34, 174	135

Central Productivity Steering

Committee, 159

Central Provident Fund (CPF), 44, 113, 157, 162, 225	Contextual differences between Singapore and other Asian countries,
Central Provident Fund Board, 44, 162	190–191, 238, 254
Central PS21 Committee, 150	Control of corruption
Chew Swee Kee Scandal, 175	in Asian countries, 241
	definition, 238–239
Chia, Joyce, 163–165, 170	in Singapore, 183, 239–240
Child Development Co-Savings Scheme	Corrupt Practices Investigation Bureau
(Baby bonus), 124	(CPIB), 6–7, 19, 178–183
Chinese Protectorate, 29	budget, 180
Choy, Hon Tim, 182	director, 174, 177
Chua, Cher Yak, 195	functions, 179
City Council, 44, 48, 51	organizational excellence awards, 185
Civil Aviation Authority of Singapore	organizational structure, 180
(CAAS), 8, 46, 53	outreach program, 181
Civil Service Commission, 5, 74	performance indicators, 185-186
Colonial mentality, 7, 130, 134, 249	personnel, 179-180
Colonial Secretariat, 34, 36, 130	2002 Public Perceptions Survey, 186
Colonial Secretary, 35, 73–74	2005 Public Perceptions Survey, 187
Commission Against Corruption (CCAC), 192	total approach to enforcement, 180–181
Commission of Inquiry of 1951, 215	Corrupt Practices Investigation
Commissions of Inquiry of 1879 and	Program, 179
1886, 173, 178	Corruption
Committee on Productivity, 159	causes, 195–198
Committee on Reorganization of	definition, 173
Ministries (CRM), 137	during the British colonial period,
Communist Party of Malaya (CPM),	173–175
221	during the Japanese Occupation, 174
Community Safety and Security	Corruption (Confiscation of Benefits)
Program (CSSP), 158	Act 1989, 178
Compensation	Corruption Eradication Commission (CEC), 192
definition, 98	Council of Joint Action, 35
functions, 98–99	Council of Ministers, 36
Competitive Public Sector Salaries	Counter Allowance Scheme, 160
consequences, 118–122	Covenanted civil servants, 27, 99
rationale, 116–118	Cowgill Report of 1949, 101
Competitive Salaries for Competent and	Criminal Investigation Department
Honest Government White Paper, 97,	(CID), 161, 174
110	Criminal Law (Temporary Provisions)
Constitution of Singapore, 82	Ordinance (CLTPO), 221
Contextual constraints, 24, 134	Criminal Record Office, 66

Currently Estimated Potential (CEP), Estimates Committee, 140 eTownhall discussion, 158 Curbs on press freedom, 214–217 Excellence in Public Suggestions Customer Service Center, 156-157 Award, 157 Cut Waste Panel (CWP), 162-163 Extra-covenanted civil servants, 99–100 Danecke, Eric, 140 Farquhar, William, 26-27, 38 Defense Science and Technology Feedback Unit, 8, 208, 228, 249 Financial Management Initiative of Agency (DSTA), 9, 45 Deng, Xiaoping, 230, 253 United Kingdom, 143 Five "Cs", 202 Ease of doing business, 190, 196-197, Gan, Kim Yong, 125 GeBiz, 155, 190 East India Company, 25, 99 eCitizen Center, 153-154 General elections Ecological approach, 15 August 1991, 22 December 1984, 8, 22, 208, 228 Economic Development Board (EDB), January 1997, 22 3, 41, 46, 95, 209, 246 March 2001, 22, 124 Education May 1959, 21-22, 38, 64, 103, 130, channel for social mobility, 214 enrolment in educational institutions, 175, 200, 205, 227, 246 May 2006, 21-22, 206 government expenditure, 17, 20, September 1963, 22–23 212 General Improvement Plan, 44, 59 as an investment, 211-214 Gimson, Sir Franklin, 34 **Education Service Commission** Global Competitiveness Report, 2, 183-184, 237, 241-244 (ESC), 71 "Good Life" in Singapore, 201-202 eduMALL, 156 E-government, 155, 188, 190, 253 Goods and Service Tax, 233 Government effectiveness Eldercare Fund, 124 Elected President, 182-183, 227 in Asian countries, 240 Electoral deposit, 23 definition, 238 Electronic Road Pricing (ERP), 8–9, in Singapore, 239 250 Graduate Mothers' Priority Scheme, Elite model 207 assumptions, 206 Great Jackass Fallacy, 204, 208 Group Representation Constituency Emergency Regulations of 1948, 215 (GRC) Scheme, 23, 214, 217-218 Employee-centered personnel management philosophy, 138, 144 Employee turnover, causes of, 94 "HAIR" qualities, 80–81 Employment Survey 1981, 105 Harvey Commission Report of 1968, Energy Market Authority (EMA), 46, 104 51 Ho, Peter, 168–169

Home Ownership for the People Jemaah Islamiyah Arrests and the Scheme, 66 Threat of Terrorism White Paper, 222 Jurong Town Corporation (JTC), 43, Home Team, 156 Hong Kong Police Force, 151 50 Housing and Development Board (HDB) Kao, Stella, 165 Keep Singapore Clean Campaign, 227 functions, 53-54 performance in public housing, 64 Key Appointment Likelihood (KAL), 82 reasons for its success, 63–67 Knight, Glenn, 182 Housing Committee of 1947, 59 Korea Independent Commission Hun, Sen, 191, 198 Against Corruption (KICAC), 193 Implementation of public policies, Labor Front Coalition Government, 16-17, 23, 144, 237-238, 254 36 - 38Importation substitution Land Acquisition Act 1966, 66 industrialization (ISI) strategy, 246 Land Transport Authority (LTA), 46, Independent Commission Against 53 Corruption (ICAC), 180 Leadership style Index of State Weakness, 232 consultative, 228 Industrial Training Board (ITB), 48 interventionist, 227–229 Institute of Policy Studies (IPS), 148, paternalistic, 227 proactive, 227–229 Institute of Southeast Asian Studies Lee, Kip Lin, 31, 175 (ISEAS), 55 Legislative Assembly, 36–38 Internal Revenue Authority of Lim, Kim San, 119 Singapore (IRAS), 86, 155 Lim, Michael, 123 Internal Security Act (ISA), 22, 216, Lim, Raymond, 125 221 - 222Lim, Yew Hock, 175 Internal Security Department (ISD), 66, Line-Item Budgeting System (LIBS), 142, 156, 217, 219, 221 139 International Enterprise Singapore (IES), 46, 50 MacGregor Commission of 1937, 101 IPS Study Group on National Values, Macho-meritocracy, 5, 247, 250 220 Maintenance of Religious Harmony Act 1990, 222 Japan's koban system, 255 Maintenance of Religious Harmony Japanese military administration, 33 White Paper, 219 Japanese municipal government, 30-33 Malayan Establishment Agreement, 28, Japanese Occupation 35 black market, 32-33 Malayan Establishment Office, 28 corruption, 32-33 Malayan Union, 35, 72, 101, 129

Malayanization, 35

Jemaah Islamiyah (JI), 222

Malayanization Commission, 37-38 Ministry of National Development, 7, Mallal, N.A., 72 9, 46, 65, 132 Management Services Department, 77, Ministry of Science and Technology, Manpower reduction exercise, 138 Ministry of Social Affairs, 136 Manual of Administrative Procedures. Ministry of Trade and Industry, 9, 45-46, 137 Maria Hertogh Riots, 214–215 Ministry of Transport, 9 MARINET, 154–155 Monetary Authority of Singapore Maritime and Port Authority (MPA), (MAS), 46, 50 46, 52, 154 Monopolies Department, 30 Marshall, David, 36 Monthly Variable Component (MVC), Marxist conspiracy, 217, 221 106-107 Melbourne Mercer Global Pension Mulroney, Brian, 166 Index 2009, 226 Member of Parliament, 42, 110, 112, National Agenda, 208, 217 116 National campaigns, 227 Meritocracy, 210 National Counter Corruption Military Administration Department, Commission (NCCC), 193 31 National Courtesy Campaign, 207 Ministerial responsibility, 37 National Environment Agency (NEA), Ministry of Communications, 53, 130, 46, 58 137, 143 National ideology, 219, 220 Ministry of Community Development, National Wages Council (NWC), 104 137, 143, 222 Neighborhood Police Post (NPP) Ministry of Community Development, system, 255 Youth and Sports, 9 New Zealand, 17, 143 Ministry of Culture, 7, 132 New Zealand Police Force, 151 Ministry of Defense, 9, 142, 145 Newspaper Printing and Presses Act Ministry of Education, 9, 46, 54, 137, (NPPA), 216 156 Ng, Eng Hen, 125 Ministry of Environment, 9 Ngiam Tong Dow, 165 Ministry of Environment and Water Non-Pensionable Annual Allowance Resources, 46 (NPAA), 106, 115 Ministry of Finance, 9, 36, 76–78, Non-scholar bureaucrats 138–141, 143, 157, 169 low morale, 72 Ministry of Foreign Affairs, 9, 46 poorer promotion prospects, 72 Ministry of Health, 9, 46, 54, 137, 143 Northcote-Trevelyan Report, 5 Ministry of Home Affairs, 9, 143, 158 Ministry of Information, Odate, Shigeo, 30 Communications and the Arts, 45 Ministry of Law, 9, 143 Official foreign reserves, 17, 183 Ministry of Manpower, 9, 153 Ombudsman, 192-193

On-line Applications System for Policy diffusion, 8–9, 166, 223, 247, 250, Integrated Services (OASIS), 155, 190 Ong Pang Boon, 176 Policy implementation, 7–8, 250, 254 Opium Hijacking scandal, 175, 178 Political Economic Risk Consultancy Opportunities for corruption, 66, 118, (PERC), 121, 184, 239 121, 155, 173–174, 181, 188, 190, 196, Political leadership, 24, 116, 118, 132, Opposition political parties, 22–23, 232 Political stability, 21–23, 50, 201, 205, Organization of the Colonial Service 209, 211, 214, 247 White Paper, 34, 72, 129 Political Study Center, 7, 134 Political will, 191–193 Port of Singapore Authority (PSA), 43, Pan-Malayan departments, 35, 38 PAP government assumptions about human nature, Post Office Savings Bank (POSB), 49 Potential Net Migration Index (PNMI), 202-208 objectives, 200-202 Potential Ranking Exercise (PRE), 80 strategies for intervention, 209-229 Parliament, 42, 56, 86, 97, 103, 107–110, Pragmatic acculturation definition, 223 113, 116, 118, 123, 139, 141, 163, 178, 182-183, 205, 207, 211, 214, 217, process, 223 219-220 Preservation of Public Security Penal code, 173 Ordinance (PPSO), 221 Penalty for corruption, 176 Presidential Commission on Good People's Association (PA), 45, 57 Government (PCGG), 195 Permanent secretary, 36, 82, 86–87, 114, Prevention of Corruption Act (POCA), 137, 140, 165–166, 6, 22, 67, 118, 171, 176–178, 238 Prevention of Corruption Ordinance Personnel Administration Branch (PAB), 77, 138 (POCO), 89, 173 People's Action Party (PAP) Prime Minister's Office (PMO), 9, 46, electoral performance, 21-22 79, 137, 143, 182, 194 reasons for dominance, 21-23 Prime Minister's salary, 119 Personnel boards, 87 Printing Presses Ordinance, 215–216 Personnel Management Steering Program and Performance Budgeting Committee (PMSC), 77, 138 System (PPBS), 140 Prohibition order, 219 Phey, Yew Kok, 182 Philippines' budgeting system, 144 Public administration definition, 3-4 Police and Civil Defense Services Commission (PCDSC), 71 differences between public and Police corruption, 19, 173–174, 178, 194 private administration, 4 Policy context Public administration Singapore-style in Asian countries, 13 major features, 5–9 transferability to Asian countries, definition, 15 in Singapore, 15-24 171 - 198

Public sector competence	Rejection of the welfare state, 225–226
in Asian countries, 243	Rendel Commission, 36
in Singapore, 237	Rendel Constitution, 36-37, 130
Public Service 2000 (PS2000), 166-167	Rendel, Sir George, 36
Public Service Commission (PSC)	Resignation rate of Division I civil
devolution of its functions, 82-88	servants, 120
evolution of its role, 74-78	Role of the State in Hong Kong and
impact, 89–92	Singapore, 228
origins, 72–74	
select committee, 73	Salary revisions, 99-102, 104-116, 120,
unintended consequences, 92-96	124, 196
workload, 76-77, 82-84, 88-90	Scholar-bureaucrats
Public Service Division (PSD), 75, 116,	arrogance, 72
137–138, 150, 160	special treatment, 72
Public Service Leadership (PSL)	Search for talent policy, 90
positions, 113, 115	Senior personnel boards, 86
Public Service for the 21st Century	Sentosa Development Corporation
(PS21)	(SDC), 48, 56
components, 149-151	Service Improvement Unit (SIU), 8,
ExCEL Convention, 169	189, 247
functional committees, 150	Shared Values White Paper, 219-221
impact, 165-170	Shell System of Performance Appraisal,
objectives, 147–148	81
staff well-being sub-committee, 168	Sim Kee Boon, 166
WITs Convention, 161, 167	Singapore, 21, 158, 202
Public Services Salaries Commission of	advantages of smallness, 17
1919, 100	crime rate, 232
Public trust in politicians' honesty, 183,	economic affluence, 20, 24, 234
185, 237, 242, 244	household income, 20, 233
Public Utilities Board (PUB), 44	phases of communist subversion, 221
Punishment of corrupt offenders, 195	political stability, 21–23
	population composition, 6, 20–21
Quality Control Circle (QCC), 159	public assistance recipients, 225
Quality Service Manager (QSM), 8	Singapore Armed Forces (SAF), 91, 121
	Singapore Administrative Service
Raffles, Stamford, 18, 26-27, 38, 89,	designations and grade structure, 11
201	size, 10
REACH, 158	Singapore Civil Service (SCS)
Red tape, 4, 8, 189, 196, 245	brain drain, 93, 104–117, 119–120
Redistribution of government	comprehensive reform 1959-1960,
functions, 1981–1985, 136–137	132–136
Reforms in personnel management,	evolution, 25–38
1982–1988, 137–139	1955 reorganization, 36–37

1959 reorganization, 132-136 management, 42 service standards, 151-153 methods of formation, 47-48 rationale for their creation, 46-48 size and growth, 9-10 structure, 9-10 Starvation wages, 196 Straits Settlements Civil Service (SSCS), Singapore Harbor Board (SHB), 43 Singapore Improvement Trust (SIT) 26 Strategies for intervention, 209-229 corruption, 174 Superscale grades, 105-107 functions, 43-44 Surplus retention strategy, 143 performance in public housing, 60, 62 reasons for its failure, 58-63 Singapore Malay Teachers' Union, 217 Tan Kia Gan, 182, 211 Singapore Police Force (SPF) Tan, Tony, 122 service pledge, 151-152 Tanjong Pagar Dock Board (TPDB), service standards, 151 Singapore Sports Council (SSC), 57, Teh Cheang Wan corruption scandal, Singapore Telephone Board (STB), 44 Telecommunication Authority of Singapore Totalisator Board, 119 Singapore (TAS), 44 Singapore Tourism Board (STB), 46, 56 The Enterprise Challenge (TEC), 157-158 Singapore Tourism Promotion Board (STPB), 44, 56 Theories X and Y, 204 Singaporés anti-corruption strategy Toh Chin Chye, 5, 207 lessons for other Asian countries. Toyota, Kaoru, 30 190-198 Trade Development Board (TDB), 50 objectives, 176 Training of civil servants, 77–78 Single Member Constituency (SMC), Transparency International's Corruption Perceptions Index (CPI), Skills Development Fund (SDF), 212 121, 183, 239-241 Speak Mandarin Campaign, 207 Trusted Commission of 1947, 75 Special CPF top-up, 124 Special expatriation allowance, 35 Uncovenanted civil servants, 27, 99 Special housing assistance program, 124 United Kingdom's Financial Special personnel board, 42, 86 Management Initiative, 143 Staff Confidential Report (SCR), 79 United Nations Development Staff Development Report (SDR), 80 Programme (UNDP), 173 Staff grades, 105 UNDP's definition of corruption, 173 Staff Performance Report (SPR), 79 United Nations 2009 Human Staff Suggestion Scheme (SSS), 149, 159 Development Report, 253 Standards, Productivity and Innovation United States' budgeting system, 144 Board (SPRING), 46 Urban Redevelopment Authority Statutory boards (URA), 45, 47, 53 definition, 41-43 Urban Renewal Department (URD), functions, 48–58 47, 53

Variable allowance (VA), 103 Variable bonus (VB), 106 Vocational and Industrial Training Board (VITB), 48

Wee Kim Wee, 219–220
Wee Toon Boon, 182, 211
Weisberg Committee, 59
Wet agencies, 196
Winsemius, Albert, 200–201, 234
Wong Kan Seng, 156
Work Improvement Teams (WITs)
development unit, 159
problems in implementation, 160–165
resistance, 161–162, 165

Work Review Report, 81
World Bank's *Doing Business Surveys*, 245
World Bank's governance indicators, 238–239

Yeo Ning Hong, 119 Yeo Seng Teck, 182 Yudhoyono, Susilo Bambang, 193

Zero-based budgeting, 144 Zero-growth manpower policy, 138, 144