

## HEAD U

### PRIME MINISTER'S OFFICE

#### OVERVIEW

##### Mission Statement

To lead and organise the Public Service to develop and implement the Government's strategic priorities; to build a vibrant Research, Innovation and Enterprise (RIE) ecosystem to tackle national challenges, create economic opportunities and enhance Singapore's competitiveness; to build a first-class Public Service for a successful, secure and vibrant Singapore; to eradicate corruption; to maintain readiness for and to efficiently conduct free and fair elections.

#### FY2025 EXPENDITURE ESTIMATES

##### Expenditure Estimates by Object Class

Code	Object Class	Actual FY2023	Estimated FY2024	Revised FY2024	Estimated FY2025	Change Over Revised FY2024	
		\$	\$	\$	\$	\$	%
	<b>TOTAL EXPENDITURE</b>	<b>1,356,279,207</b>	<b>681,102,200</b>	<b>657,830,000</b>	<b>1,215,220,500</b>	<b>557,390,500</b>	<b>84.7</b>
	MAIN ESTIMATES						
	<b>OPERATING EXPENDITURE</b>	<b>1,116,753,505</b>	<b>619,147,000</b>	<b>613,351,400</b>	<b>1,108,599,600</b>	<b>495,248,200</b>	<b>80.7</b>
	<i>RUNNING COSTS</i>	<i>1,116,737,150</i>	<i>619,115,000</i>	<i>613,337,000</i>	<i>1,108,585,200</i>	<i>495,248,200</i>	<i>80.7</i>
	<b>Expenditure on Manpower</b>	<b>230,029,603</b>	<b>216,920,000</b>	<b>210,148,500</b>	<b>235,167,500</b>	<b>25,019,000</b>	<b>11.9</b>
1200	Political Appointments	16,570,016	18,261,400	17,932,900	18,626,400	693,500	3.9
1500	Permanent Staff	213,226,219	198,351,200	191,912,600	215,968,400	24,055,800	12.5
1600	Temporary, Daily-Rated and Other Staff	233,368	307,400	303,000	572,700	269,700	89.0
	<b>Other Operating Expenditure</b>	<b>645,354,786</b>	<b>347,389,500</b>	<b>349,194,600</b>	<b>417,924,200</b>	<b>68,729,600</b>	<b>19.7</b>
2100	Consumption of Products and Services	575,621,046	271,273,400	282,288,300	331,911,900	49,623,600	17.6
2300	Manpower Development	26,286,072	33,872,300	25,455,700	27,106,400	1,650,700	6.5
2400	International and Public Relations, Public Communications	41,732,763	41,147,600	39,911,100	57,493,500	17,582,400	44.1
2700	Asset Acquisition	1,714,905	1,096,200	1,538,400	1,412,400	(126,000)	(8.2)
2800	Miscellaneous	–	–	1,100	–	(1,100)	(100.0)
	<b>Grants, Subventions and Capital Injections to Organisations</b>	<b>241,352,761</b>	<b>54,805,500</b>	<b>53,993,900</b>	<b>455,493,500</b>	<b>401,499,600</b>	<b>743.6</b>
3100	Grants, Subventions and Capital Injections to Statutory Boards	211,787,142	27,300,000	27,200,000	427,300,000	400,100,000	n.a.
3200	Grants, Subventions and Capital Injections to Educational Institutions	–	7,100	7,100	8,400	1,300	18.3
3400	Grants, Subventions and Capital Injections to Other Organisations	29,565,619	27,498,400	26,786,800	28,185,100	1,398,300	5.2

Code	Object Class	Actual	Estimated	Revised	Estimated	Change Over Revised FY2024	
		FY2023	FY2024	FY2024	FY2025	\$	%
		\$	\$	\$	\$	\$	%
	<i>TRANSFERS</i>	16,355	32,000	14,400	14,400	-	-
3500	Social Transfers to Individuals	16,355	32,000	14,400	14,400	-	-
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	-	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	-	-
4600	Loans and Advances (Disbursement)	-	30,000	30,000	30,000	-	-
	DEVELOPMENT ESTIMATES						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>239,525,702</b>	<b>61,955,200</b>	<b>44,478,600</b>	<b>106,620,900</b>	<b>62,142,300</b>	<b>139.7</b>
5100	Government Development	77,258,402	61,955,200	44,478,600	106,620,900	62,142,300	139.7
5200	Grants and Capital Injections to Organisations	162,267,300	-	-	-	-	n.a.

## Establishment List

Category/Personnel	Actual FY2023	Estimated FY2024	Revised FY2024	Estimated FY2025
<b>POLITICAL APPOINTMENTS</b>	<b>7</b>	<b>7</b>	<b>8</b>	<b>8</b>
Prime Minister	1	1	1	1
Deputy Prime Minister	2	2	2	2
Senior Minister (Prime Minister's Office)	1	1	2	2
Minister	2	2	2	2
Senior Minister of State	–	–	1	1
Minister of State	1	1	–	–
<b>PERMANENT STAFF</b>	<b>1,291</b>	<b>1,218</b>	<b>1,276</b>	<b>1,389</b>
Administrative	36	36	40	40
Corporate Support	2	2	2	2
Corrupt Practices Investigation (Range)	90	132	1	–
Corrupt Practices Investigation Assistant (2012)	42	58	4	4
Corrupt Practices Investigation Officer Scheme (2023) <sup>1</sup>	–	–	185	186
Home Team Specialist Scheme (HTSS)	2	–	–	–
Information Service (2008)	18	15	21	16
Legal	1	1	1	1
Management Executive (Public Service Division)	149	149	– <sup>2</sup>	–
Management Executive Scheme (2008)	915	789	988	1,088
Management Support	1	1	– <sup>3</sup>	–
Management Support Scheme (2008)	29	28	28	45
Operations Support	4	4	3	4
Shorthand Writers	2	2	2	2
Technical Support Scheme (2008)	–	1	1	1
<b>OTHERS</b>	<b>4,029</b>	<b>–</b>	<b>–</b>	<b>–</b>
Government Technology Agency (Non Sites)	2,523 <sup>4</sup>	–	–	–
Government Technology Agency (Sites)	1,506 <sup>1</sup>	–	–	–
<b>TOTAL</b>	<b>5,327</b>	<b>1,225</b>	<b>1,284</b>	<b>1,397</b>

<sup>1</sup> The Corrupt Practices Investigation Officer (2023) scheme was introduced in FY2023. The majority of officers on the Corrupt Practices Investigation (Range) and Corrupt Practices Investigation Assistant (2012) schemes were transferred to the CPIO (2023) scheme from Revised FY24.

<sup>2</sup> Subsumed under Management Executive Scheme (2008) from Revised FY2024.

<sup>3</sup> Subsumed under Management Support Scheme (2008) from Revised FY2024.

<sup>4</sup> In Oct 2023, the Smart Nation and Digital Government Group (SNDGG) has merged with the former Ministry of Communications and Information's (MCI) digital development functions to form an enlarged Smart Nation Group under the Ministry of Digital Development and Information (MDDI) to better position the Government to advance the full range of digital agenda. The new Smart Nation Group Programme and Government Technology Agency Programme are reported under Head Q from FY2024. Figures before FY2024 are reported under Head U.

## **FY2024 BUDGET**

The revised FY2024 total expenditure of the Prime Minister's Office is expected to be \$657.83 million, a decrease of \$698.45 million or 51.5% over the actual FY2023 expenditure of \$1.36 billion. Of the total expenditure, \$613.35 million or 93.2% is for operating expenditure and \$44.48 million or 6.8% is for development expenditure.

### ***Operating Expenditure***

The revised FY2024 operating expenditure of \$613.35 million is \$503.40 million or 45.1% lower than the actual FY2023 operating expenditure of \$1.12 billion. The decrease is mainly due to the former Smart Nation and Digital Government Office and the Government Technology Agency merging with the former Ministry of Communications and Information to form an enlarged Smart Nation Group under the Ministry of Digital Development and Information from FY2024.

### ***Development Expenditure***

The revised FY2024 development expenditure of \$44.48 million is \$195.05 million or 81.4% lower than the actual FY2023 development expenditure of \$239.53 million. The decrease is mainly due to the former Smart Nation and Digital Government Office and the Government Technology Agency merging with the former Ministry of Communications and Information to form an enlarged Smart Nation Group under the the Ministry of Digital Development and Information from FY2024.

## **FY2025 BUDGET**

The FY2025 total expenditure of the Prime Minister's Office is projected to be \$1.22 billion, an increase of \$557.39 million or 84.7% compared to the revised FY2024 expenditure of \$657.83 million. Of the FY2025 expenditure, \$1.11 billion or 91.2% is for operating expenditure and the balance of \$106.62 million or 8.8% is for development expenditure. This is primarily driven by the following: (i) net increase in expenditure of \$378.75 million or 57.6% for the Strategy Group Programme, mainly due to the first tranche of funds to be provided to the Monetary Authority of Singapore (MAS) for deployment into its Financing Asia's Transition Partnership (FAST-P) initiative, (ii) increase in expenditure of \$51.69 million or 7.9% for the Public Service Division, mainly due to higher expenditure for IT systems and other operating costs, and (iii) increase in expenditure of \$51.41 million or 7.8% for the Administration Programme, mainly due to higher expenditure on manpower and for restoration works for the Istana.

### ***Operating Expenditure***

Of the \$1.11 billion for operating expenditure, the Strategy Group Programme accounts for the largest share with \$461.55 million (or 41.6%), followed by the Public Service Division Programme with \$270.46 million (or 24.4%) and the Elections Programme with \$78.42 million (or 7.1%).

### *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 interest 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. An operating budget of \$461.55 million has been allocated to the Strategy Group, or 41.6% of the total operating expenditure for FY2025. This includes funds to be provided to MAS for deployment into FAST-P.

### *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 through 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. An operating budget of \$270.46 million has been allocated to the Public Service Division Programme, or 24.4% of the total operating expenditure for FY2025.

### *Elections Programme*

The Elections Department ensures the readiness of the Public Service to efficiently conduct free and fair elections in Singapore. An operating budget of \$78.42 million has been allocated to the Elections Programme, or 7.1% of the total operating expenditure for FY2025.

### *Administration Programme*

The Administration Programme includes the provision of administrative support to the Prime Minister's Office. An operating budget of \$76.56 million has been allocated to the Administration Programme, or 6.9% of the total operating expenditure for FY2025.

### *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. An operating budget of \$63.16 million has been allocated to the Corrupt Practices Investigation Programme, or 5.7% of the total operating expenditure for FY2025.

### *ServiceSG Programme*

ServiceSG is a department within the PSD. ServiceSG aims to integrate delivery of frontline citizen services. ServiceSG seeks to transform citizens' experience 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. An operating budget of \$58.08 million has been allocated to the ServiceSG programme, or 5.2% of the total operating expenditure for FY2025.

*National Research Foundation Programme*

The National Research Foundation develops strategies, plans and policies for and orchestrates the building of a vibrant Research, Innovation and Enterprise (RIE) ecosystem to tackle national challenges, create economic opportunities and enhance Singapore's competitiveness. An operating budget of \$48.17 million has been allocated to the National Research Foundation Programme, or 4.3% of the total operating expenditure for FY2025.

*Science & Technology Policy and Plans Office Programme*

The Public Sector Science & Technology Policy and Plans Office (S&TPPO) conducts S&T masterplanning and strengthens the Public Sector S&T capabilities. An operating budget of \$26.76 million has been allocated to the S&TPPO programme, or 2.4% of the total operating expenditure for FY2025.

*National Security and Intelligence Coordination Programme*

The National Security and Intelligence Coordination Programme is under the purview of the National Security Coordination Secretariat. An operating budget of \$25.45 million has been allocated to the National Security and Intelligence Coordination Programme, or 2.3% of the total operating expenditure for FY2025.

*Development Expenditure*

Development expenditure for FY2025 is projected to be \$106.62 million, an increase of \$62.14 million or 139.7% compared to the revised FY2024 development expenditure. This is primarily driven by an increase in expenditure for the Istana restoration works under the Administration Programme, and the refresh of existing IT server systems for the Corrupt Practices Investigation Programme.

## Total Expenditure by Programme

Code	Programme	Running	Transfers	Operating	Development	Total
		Costs		Expenditure	Expenditure	Expenditure
		\$	\$	\$	\$	\$
U-A	Administration Programme	76,561,100	–	76,561,100	48,837,000	125,398,100
U-B	Elections Programme	78,420,000	–	78,420,000	580,000	79,000,000
U-C	Corrupt Practices Investigation Programme	63,164,200	–	63,164,200	10,969,000	74,133,200
U-G	National Security and Intelligence Coordination Programme	25,446,400	–	25,446,400	450,000	25,896,400
U-H	National Research Foundation Programme	48,166,000	–	48,166,000	–	48,166,000
U-L	Public Service Division Programme	270,443,200	14,400	270,457,600	32,450,200	302,907,800
U-P	Strategy Group Programme	461,547,300	–	461,547,300	483,000	462,030,300
U-S	Science & Technology Policy & Plans Office Programme	26,756,800	–	26,756,800	–	26,756,800
U-T	ServiceSG Programme	58,080,200	–	58,080,200	12,851,700	70,931,900
<b>Total</b>		<b>1,108,585,200</b>	<b>14,400</b>	<b>1,108,599,600</b>	<b>106,620,900</b>	<b>1,215,220,500</b>

## Development Expenditure by Project

Project Title	Total Project Cost	Actual Expenditure		Estimated FY2024	Revised FY2024	Estimated FY2025
		Up to end of FY2022	Actual FY2023			
	\$	\$	\$	\$	\$	\$
<b>DEVELOPMENT EXPENDITURE</b>	...	...	<b>239,525,702</b>	<b>61,955,200</b>	<b>44,478,600</b>	<b>106,620,900</b>
<i>GOVERNMENT DEVELOPMENT</i>	...	...	77,258,402	61,955,200	44,478,600	106,620,900
<b>ADMINISTRATION PROGRAMME</b>						
Istana Restoration Works	124,040,000	11,865,630	23,793,835	22,350,000	9,000,000	39,113,400
Minor Development Projects	...	...	262,830	3,040,000	1,649,200	4,110,900
New Projects	...	...	–	–	–	5,612,700
<b>ELECTIONS PROGRAMME</b>						
Minor Development Projects	...	...	3,026,688	2,105,000	2,072,000	580,000
<b>CORRUPT PRACTICES INVESTIGATION PROGRAMME</b>						
Minor Development Projects	...	...	1,570,459	1,608,700	319,600	3,769,000
ICT Infrastructure Tech Refresh Project For CPIB - The Replacement And Upgrade Of CPIB Server Farm	8,700,000	–	–	–	1,500,000	7,200,000
Completed Projects	...	...	3,503,725	3,759,600	289,200	–
<b>NATIONAL SECURITY AND INTELLIGENCE COORDINATION PROGRAMME</b>						
Minor Development Projects	...	...	–	200,000	–	450,000
<b>PUBLIC SERVICE DIVISION PROGRAMME</b>						
Human Resource Payroll (HRP) system	111,356,200	69,725,668	16,770,299	18,300	3,126,300	12,501,800
Minor Development Projects	...	...	4,743,734	7,563,000	8,767,300	6,663,600

Project Title	Total Project Cost	Actual Expenditure		Estimated FY2024	Revised FY2024	Estimated FY2025
		Up to end of FY2022	Actual FY2023			
	\$	\$	\$	\$	\$	\$
New Projects	...	...	–	–	–	13,284,800
Completed Projects	...	...	11,426,023	6,376,200	3,400,000	–
<b>STRATEGY GROUP PROGRAMME</b>						
Minor Development Projects	...	...	116,234	67,900	267,900	483,000
<b>SCIENCE &amp; TECHNOLOGY POLICY AND PLANS OFFICE PROGRAMME</b>						
Completed Projects	...	...	–	5,000	–	–
<b>SERVICESTG PROGRAMME</b>						
ServiceSG Technology Enablers	15,800,700	4,121,071	1,713,590	1,364,400	1,319,200	119,900
Setup of ServiceSG	93,190,000	8,975,634	10,330,984	13,497,100	12,767,900	12,731,800
<i>GRANTS &amp; CAPITAL INJECTIONS TO ORGANISATIONS</i>	...	...	162,267,300	–	–	–
<b>SMART NATION AND DIGITAL GOVERNMENT OFFICE PROGRAMME<sup>1</sup></b>						
Completed Projects	...	...	27,781,124	–	–	–
<b>GOVERNMENT TECHNOLOGY AGENCY PROGRAMME</b>						
Completed Projects	...	...	134,486,176	–	–	–

<sup>1</sup> From Oct 2023, the Smart Nation and Digital Government Group (SNDGG) had merged with the former Ministry of Communications and Information's (MCI's) Digital Development functions to form an enlarged Smart Nation Group under the Ministry of Digital Development and Information (MDDI) to better position the Government to advance the full range of digital agenda. The new Smart Nation Group programme and Government Technology Agency programme are reported under Head Q from FY2024. Figures before FY2024 are reported under Head U.



## 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;
- A vibrant Science & Technology hub, where R&D contributes significantly to a knowledge-intensive, innovative and entrepreneurial economy, and Singapore is a magnet for scientific and entrepreneurial talent; and
- Effective inter-agency coordination 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; and
- Effective national security coordination and risk management.

### Key Performance Indicators

Desired Outcome	Performance Indicator	Actual FY2022	Actual FY2023	Revised FY2024	Estimated FY2025
High-performing Public Service	World Bank's Worldwide Governance Indicator <sup>1</sup> : Government Effectiveness <sup>2</sup>	Top 5	Top 5	Top 5 <sup>3</sup>	Top 5
Public officers who perform to high standards through continuous training and development	No. of Public Officers Trained <sup>4</sup>	48,538	47,754	40,000 <sup>5</sup>	40,000
Effectively curbing corruption in Singapore	Transparency International – Corruption Perceptions Index <sup>6</sup>	Score of 83 out of 100	Score of 83 out of 100	Target Score of 80 out of 100 <sup>7</sup>	Target Score of 80 out of 100

<sup>1</sup> The data reported is derived based on Singapore's percentile rank among all countries and territories covered in the dataset.

<sup>2</sup> 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.

<sup>3</sup> Projected figures. Actual data will only be available in 2H 2025.

<sup>4</sup> This performance indicator measures the attendance of Civil Service College programmes. It reflects how well the Civil Service College is reaching out to public officers through the delivery of timely and effective Learning and Development solutions.

<sup>5</sup> Projected figures. Actual data will be available in June 2025.

<sup>6</sup> Data is reported on a calendar year basis.

<sup>7</sup> Actual score will be provided when results are released in Q1 2025.

Desired Outcome	Performance Indicator	Actual FY2022	Actual FY2023	Revised FY2024	Estimated FY2025
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 (%) <sup>6</sup>	1.6	3.1	3.7 <sup>8</sup>	2.8
	Household Debt to Income Ratio	2.1	1.9	NA <sup>9</sup>	NA
A vibrant Science & Technology hub, where R&D contributes significantly to a knowledge-intensive, innovative and entrepreneurial economy, and Singapore is a magnet for scientific and entrepreneurial talent	Availability of Researchers	46,139 <sup>10</sup>	NA	NA	NA
A sustainable population	Total Population Growth Rate (%) (year-on-year, as at June)	3.4 <sup>11</sup>	5.0 <sup>12</sup>	2.0 <sup>13</sup>	NA
	Resident Population Growth Rate (%) (year-on-year, as at June)	2.2 <sup>14</sup>	1.9 <sup>14</sup>	0.8	NA
Positive mindsets towards marriage and parenthood	General marriage rate (Number of marriages registered by unmarried resident females aged 15-49 years per 1000 unmarried resident females) <sup>6</sup>	45.5	43.1	41 – 42	38 – 43
Pro-family environment for more births	Total fertility rate <sup>6</sup>	1.04	0.97	0.97 – 0.98 <sup>15</sup>	0.94 – 1.02

<sup>8</sup> In annual terms, the reading for 2024 (2.7%) is lower than for 2023 (4.2%).

<sup>9</sup> Data will be available in Q1 2025 when DOS publishes the 2024 household income numbers.

<sup>10</sup> Between FY2021 and FY2022, the availability of researchers increased from 42,268 to 46,139. Data for FY2023 is expected to be available in Q3 2025 when the Agency for Science, Technology and Research (A\*STAR) publishes the results of the 2023 National Research, Innovation and Enterprise (RIE) Survey.

<sup>11</sup> The total population increased from June 2021 to June 2022, but remained slightly lower than the pre-COVID level of 5.70 million in June 2019.

<sup>12</sup> The total population increased from June 2022 to June 2023. Taking into account the decline in total population in 2020 and 2021 amidst the COVID-19 pandemic, the average total population growth rate over the past five years (2018-2023) was comparable to the preceding five-year period (2013-2018).

<sup>13</sup> The increase in the total population from June 2023 to June 2024 was mainly due to the growth in the non-resident population. The annualised total population growth rate of 1.1% over the last five years (2019-2024) was slightly higher than the 0.8% over the preceding five-year period (2014-2019).

<sup>14</sup> The increases in resident population from June 2021 to June 2022, and from June 2022 to June 2023, were mainly due to the easing of travel restrictions related to COVID-19, as more residents living overseas returned to Singapore.

<sup>15</sup> Figures based on DOS' forecast. The actual 2024 figures for Total Fertility Rate will be available in 2Q 2025.