2016 Annual Report
The story of Singapore’s developmental success has been articulated many times, from varied perspectives. Most commentators focus on three decisive factors: meritocracy in recruitment and promotion for all government jobs; zero tolerance of corruption; and enlightened leadership. All agree that core to Singapore’s astonishing speed of progress was an honest, committed public service.

Excerpt from the opinion editorial entitled “Learning from Singapore to achieve Sustainable Development” by GCPSE Director, Max Everest-Phillips, that appeared in the ‘Straits Times’ on 16 May 2016.
The Global Centre for Public Service Excellence

The UNDP Global Centre for Public Service Excellence (GCPSE) was established in 2012 to act as UNDP’s catalyst for new thinking, strategy and action in the area of public service; promoting innovation, evidence, and collaboration. An effective public service is the key competitive advantage in the 21st century. It is also essential for building citizens’ trust in government. The Sustainable Development Goals (SDGs) highlight the importance of public service for development. Implementation of the SDGs depends primarily on an effective public administration.

The ‘Singapore Story’ demonstrates the importance for development of an impartial, fair, motivated and merit-based public service. While the Centre is an independent entity, GCPSE’s vision of public service excellence is inspired by the success of the Singapore’s remarkable development over the last 50 years. The Centre’s location in the island city-state is an additional strong attraction. Visitors are always keen to learn from the country’s extraordinary achievements, not least by studying public service innovation through engaging government which is always willing to share its insights. Singapore also benefits from a vibrant culture of academic institutions, think-tanks and the private sector.

GCPSE has built up four themes emerging from the ‘Singapore Story.’ These guide the Centre’s work by providing its framework and ‘theory of change’ for effective public service to deliver the SDGs:

- Political/administrative leadership,
- Public service motivation,
- Foresight / adaptive governance, and
- Public service innovation.

GCPSE argues that fixing public administration is dependent on the political economy context. This means that, while there are technical issues to address like performance measurement, public sector reform is never susceptible solely to a technical fix. Rather what is needed is A.I.M.M. (Adaptive - Impartial - Merit-based - Motivated) for Excellence: Public service is impartial (treats all equitably and fairly, essential for building citizens’ trust in government); based on ability;
and promotes continuous learning and incremental change.

During the Second Phase (2015-18) of the Centre’s work, GCPSE is fostering that approach. The ambition is to make a tangible difference by helping UNDP and its partner countries to:

1) **Build** citizens’ trust in public service as fair and impartial.
2) **Foster** better appreciation of the key roles that the public service plays in every developing country for achieving development.
3) **Act** as a source for new thinking and action on public service excellence, and South-South collaboration.
4) **Question** assumptions where the evidence suggests there is a case for re-examining development practice; and
5) **Contribute** to global research priorities on improving public service.

**Director’s Message**

The Global Centre for Public Service Excellence (GCPSE) has continued to make progress since my last report.

2016 was a busy year. Amongst other things, we advised prime ministers and a vice-president on public sector reform, hosted ministers and top officials from over 27 developing countries, undertook missions in support of fourteen UNDP Country Offices, presented evidence at major international conferences and workshops, held consultations, made speeches, delivered a high-profile training programme on the Sustainable Development Goals in cooperation with the Technical
Cooperation Division of Singapore’s Ministry of Foreign Affairs, and promoted South-South learning.

We continued to strengthen our collaboration with partner institutions. With the OECD-DAC, we remain the Co-Secretariat of the Effective Institutions Platform (EIP), and secured USAID funding to maintain that role.

GCPSE further consolidated the close working partnership which we enjoy with the Astana Civil Service Hub. In 2016 this included jointly preparing a book on trends in civil service reform around the world, and supporting events organised by the Hub, as requested.

We were busy writing. We produced ‘op-eds’ for major national newspapers, and contributed blogs to think-tanks. I published articles in two major peer-reviewed international journals on public administration, and submitted others for publication in 2017.

We have entered a new partnership with Microsoft, and explored collaboration with other potential corporate partners, including the social media giant Facebook.

The ambition of the Centre remains to make a significant impact and be relevant to the programming agenda of the UNDP field offices. We will not stop innovating.

The biggest challenge is to secure the long-term funding when the core support of the Government of Singapore ends in September 2018.

I am confident that we will find solutions that will enable UNDP to continue to maintain a global policy centre on public administration, which is so essential for its mandate to implement the Sustainable Development Goals.

Max Everest-Phillips
Director
UNDP Global Centre for Public Service Excellence
2016 Highlights

**Influencing**

**Hosted** high level international visits including from:

- Minister Mousa Abu Zaid from the General Personnel Council of the Palestine National Authority, for insight on the relevance of Singapore’s development experience;
- Dr Mari Alkatiri, President of the Oe-Cusse Autonomous Region of Timor-Leste: who signed a Letter of Intent to collaborate with the Centre;
- Karma Tshiteem, Head of the Royal Civil Service Commission of Bhutan, to advise on the HDR 2017;
- Tudor Copaci, Secretary-General of the State Government of Moldova, to contribute to the ‘Political Settlements’ event;
- Top government officials from Egypt, Cambodia, Lao PDR, Bangladesh, Botswana, Cameroon, Democratic Republic of Congo, Madagascar, Malawi, Nigeria, Fiji, Cook Islands, Timor-Leste, Tonga, Zambia, Malaysia, Belarus and The Philippines.

**Featured** senior Singaporean leaders who spoke at GCPSE events:

- the Minister for the Environment and Water Resources, who gave a sparkling talk on policy-making in Singapore;
- the Chairman of the Council of Presidential Advisers, who as a young civil servant had negotiated the transfer of the dockyards;
- the former Head of the Singapore Civil Service, who offered guidance; and
the Executive Director for the Centre for Liveable Cities, who highlighted the challenges of a city island-state.

We also received the High Commissioners/Ambassadors of Costa Rica, Rwanda, New Zealand, Kazakhstan, Pakistan and the Palestinian National Authority, Ivory Coast.

Published

- opinion editorials in the ‘Straits Times’ on “Learning from Singapore to achieve Sustainable Development” and “How Singapore, Vienna and Berlin provide affordable housing”;
- a blogpost for the Centre for Public Impact, introducing the concept of political/administrative leadership pacts (PALP) and their crucial role in determining the success and failure of public service reform;
- a blogpost for the Effective Institutions Platform on “The ‘Now’ and Future of Effective Institutions for Public Service”;
- SDG Implementation Framework Draft Note #1: Effective public service for SDG implementation;
- a paper on global trends in public service, co-written with the Chairman of the Astana Civil Service Hub, for Public Administration Review (May/June 2016), a leading US journal;
- a paper co-written with the Head of the Royal Civil Service Commission of Bhutan, on morale and motivation in the civil service of Bhutan, for Asia/Pacific Journal of Public Administration (September 2016);
- a booklet De-tours, Dead Ends and Diversion: Singapore’s Road to Development re-considered;
- a joint publication on global and regional trends in the development of the public service with the Regional Hub of Civil Service in Astana.
**Advising**

**Supported** South-South learning through knowledge-sharing and event partnerships with international agencies and think-tanks (Regional Hub of Civil Service in Astana, OECD-DAC, Development Leadership Program and the Centre for Public Impact). This included hosting a consultation on the 2016 Human Development Report and supporting a Training Programme for the Asian Productivity Organization in Fiji.

**Advised** visiting delegations of senior government officials from Botswana, Moldova, Oe-Cusse (Timor-Leste), Palestinian National Authority, Myanmar and Bhutan on innovations in institutional capacity building, public service motivation and e-governance.

**Undertook** scoping missions to Malawi, Jordan and Cape Verde to study efforts to implement major public service reforms, including making public service more citizen and business friendly.

**Supported** a wide-range of UNDP Country Offices (including Cape Verde, China, Jordan, Kazakhstan, Malawi, Maldives, Mauritius, Pakistan, Papua New Guinea, Sri Lanka, Thailand and Philippines).

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**Themes**

**Presented** our research at major international conferences and workshops outside Singapore:

- 11th Government Leadership Forum (Jordan)
- 2016 Global Leadership Forum / Global Partnership on Collaborative Leadership for Development (USA)
- #2030NOW: Foresight and Innovations Summit for Sustainable Human Development (Sri Lanka)
- Strengthening Bilateral and Multilateral Diplomacy in the context of Sustainable Development Goals (Ethiopia)
- CAPAM 2016 Biennial Conference: Innovation: A Public Service Imperative (Malaysia)
- Better Governance and Civil Service for Sustainable Development (Kazakhstan)
- Global Partnership Initiatives' Acceleration Workshop (Spain)
- Civil Service Reform Strategic Action Plan (Myanmar)
- Dubai We Learn event (United Arab Emirates)
- Advised the General Secretariat of the Supreme Council of Planning and Development on scoping feasibility of The Kuwait Public Policy Center (KPPC) that is meant to serve as a think-tank network and platform for policymakers
- Regional Forum on the role of assemblies fostering social cohesion and peaceful political transitions in the Arab States (Tunisia)
- EUROMENA Dialogue on Public Administration in Muscat (Oman).

Facilitated a foresight workshop in Sri Lanka, in close collaboration with the UNDP Country Office, linked to national development planning, SDG implementation, resilience, the future of work in the public service, public service innovation and civil service reform.

Featured strategic foresight capacities as a key enabler for the localisation and implementation of the 2030 Agenda at the UNDP Asia-Pacific Knowledge Exchange in Bangkok. More than 150 delegates and development experts from 36 countries shared expertise and ideas on how to integrate the Sustainable Development Goals (SDGs) into national plans and budgets.
In the lead-up to the event, we facilitated a workshop for attendees, titled “Strategic Foresight for the 2030 Agenda” in which featured our foresight approach and engaged government officials and development practitioners in hands-on foresight exercises, giving them a flavour of the methodologies and tools it offers.

Facilitated a national foresight workshop for the National Economic and Development Authority (NEDA) with participation of planning officials from numerous line ministries and agencies of the Government as well as regional NEDA offices that are involved in the development of the Philippine Development Plan (PDP) 2017-2022. The 2-day workshop provided an introduction to foresight, mapped potential applications against current planning practices and identified entry points for integration and adaptation. As a result, NEDA has decided to integrate new approaches into the plan development and is considering to establish a foresight node in its internal think tank – the Philippine Institute for Development Studies.
Partnering

**Jointly-implemented and co-hosted** with the Singapore Cooperation Programme a training programme on Singapore’s development experience and innovative public services within the context of the SDGs. Top government officials from 17 countries participated.

**Co-hosted** an international conference with the Developmental Leadership Programme (DLP) and the Centre for Public Impact (CPI) on Political Settlements and Public Service Performance which more than 70 internationally renowned development thinkers and practitioners from national governments, independent think tanks, academia, private sector and development agencies.

**Partnered** the Regional Hub of Civil Service in Astana, the Lee Kuan Yew School of Public Policy of the National University of Singapore, and with the Institute of Public Administration at the Nanyang Technological University.

**Functioned as co-secretariat** with OECD-DAC of the Effective Institutions Platform (EIP), a coalition of 65 partner governments and institutions, to host multi-stakeholder dialogues and international peer-to-peer learning platforms.

**Strong and multi-faceted collaboration** with the Regional Hub of Civil Service in Astana was further enhanced to include a joint work programme (joint publication on Meritocracy, research on Public Service Motivation and the Annual Review of Global and Regional Trends in Civil Service Reform and Development, as well as support for an EIP Peer-to-peer Learning Alliance). The
GCPSE Director is an active member of the editorial board of the ACSH Journal.

**Sharing**

**Hosted** global thought leaders on development and governance:

- Prof. Brian Levy (University of Cape Town) who talked on the political economy of public service reform;
- Prof. B. Guy Peters (University of Pittsburgh), who gave a profound yet humorous talk on policy coordination;
- Prof. Michael Woolcock (World Bank & Harvard University), who presented research on the variation in quality of public service.

**Thinker-practitioners** from:

- Programme of Assistance to the Palestinian People (PAPP)
- UNDP Uzbekistan, and
- the New Zealand State Services Commission
to present webinars and/or produce discussion papers on topics related to the Centre’s research priorities.
**Funding**

**Secured financial support** from:

- Government of Singapore (Ministry of Foreign Affairs and Economic Development Board)
- USAID: Effective Institutions Platform (EIP) Co-Secretariat
- UNDP Country Offices: Kazakhstan, Malawi and Pakistan.

The Centre's fundraising consultant made two substantive recommendations for resource mobilisation, the first new, the second was already under consideration:

- **Singaporean donors:** *Singapore Albert Winsemius Fellowship and Fund*, named after the Dutch economist who led the first UN EPTA (predecessor of UNDP) mission that came to Singapore in 1960. This story was told in a well-received GCPSE booklet produced in 2015 in honour of the 50th anniversary of Singapore’s independence

- **Other donors:** the Empowered Futures Initiative (EFI): a resource dedicated to supporting governments in developing countries to introduce and strengthen strategic empowered futures thinking in government processes.
**Evidence**

Produced and disseminated externally reviewed knowledge products, including:

- two discussion papers: *Citizen Engagement - The Critical Role of Public Officials* and *Is the Private Sector more Efficient?*
- SDG Implementation Framework - Draft Note #1: *Effective public service for SDG implementation*
- the weekly *Raffles Review*

Issued regular newsletters, leaflets, blog-posts, social media updates communiqués and online publications summarising the Centre’s work.

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**The Empowered Futures Initiative**

In 2014 and 2015, GCPSE had identified, explored and tested several application areas of strategic foresight for public service organisations in developing countries. GCPSE discovered that the more ‘traditional’ forecasting, as practised by more advanced countries, is resource intensive and therefore best organised and accessed as a ‘global public good’.

Applications of (strategic) foresight, conversely, have shown great potential for developing countries, especially in the new context of the Sustainable Development Goals. These practices, which have been gathering speed over the last ten years (strategic foresight has been in use in the South for several decades), can be broadly categorized into four groups. In all these groups, (strategic) foresight enhances existing tools; it does not replace them.
- **Visioning processes**: (participatory) processes for the formulation of national development strategies, organisational visions and, in the case of the SDGs, alignment of global development vision of 2030 Agenda with national visions and priorities.
- **Strategic management**: integrated approaches to complex development policy issues at a whole-of-government and whole-of-society level, leading to policy coherence, coordination and integration.
- **Adaptive and Resilient Planning**: effective methods to explore alternative (SDGs/development) implementation environments, in order to stress-test the effectiveness of existing policies and to develop more resilient – i.e. risk and opportunity informed – development policies.
- **Public Service Innovation**: creative means to explore the interaction of key trends (such as technological innovation, changing demographics, urbanization, etc.) in alternative future scenarios in order to design innovative public service solutions.

**GCPSE has led the way in applying ‘Empowered Futures’ foresight methodologies to development and, in particular the SDGs. Foresight offers strategic entry point in SDG nationalization and capacity development for public sector institutions.**

The 2030 Agenda is a strategic foresight friendly environment; the SDGs are future-oriented, aspirational and, through Goal 16, fully cognisant of the need for resilient and innovative institutions. The SDGs have provided new impetus to the call for empowering foresight applications in a development context. To date, ninety-five countries have asked UNDP for help in addressing the realisation of the

**We need to review our existing policies, planning methodologies and set the national targets in line with both the SDGs and national development priorities to ensure more holistic and sustainable development of the country ... foresight ... is an effective tool to formulate a more robust and strategic national development framework for the country ... to achieve the expected socio-economic development for the people of this country.**

*State Minister of National Policies and Economic Affairs, Sri Lanka*
SDGs. Foresight applications instil a sense of empowerment in the face of uncertainty, unpredictability and complexity caused by disruptive trends, like globalisations, urbanization, technological innovation etc.

In 2016, therefore, GCPSE has further analysed these particular foresight applications for developing countries, and started working on the establishment on a dedicated foresight funding and capacity development facility, the Empowered Futures Initiative. As part of the joint missions GCPSE offered foresight input into MAPS-Mainstreaming, Acceleration and Policy Support missions, presenting a strategic entry point in SDG ‘localisation’ and capacity development of public sector institutions.

Empowering Africa

At the time of the first anniversary of the adoption of the SDGs, GCPSE and UNDP Regional Service Centre for Africa in Addis Ababa (Innovation) initiated a series of Foresight for SDGs Introduction Workshops, in partnership with UNDP country offices and the governments of Lesotho, Ghana, Rwanda, South Africa and Malawi.

The lead government counterparts were national development planning authorities (except for Rwanda, where the key government counterpart was the Rwanda Governance Board): Ministry of Development Planning in Lesotho, National Development Planning Commission in Ghana, and Department of Planning, Monitoring and Evaluation in South Africa.

The workshops explored the impact of the complexity, volatility and global interdependency on the capacity of national governments to realize the vision captured by the 2030 Agenda. The main emphasis was on the limited guidance provided by past experiences and the SDGs (goals, targets and indicators) to
identify emerging strategic opportunities and how strategic foresight can help to prioritize SDGs and accelerate their achievement.

**Public Service Motivation**

Implementation of the 2030 Sustainable Development Goals (SDGs) depends on effective public service, and public services.

GCPSE, in partnership with UNDP Pakistan and the Regional Hub for Civil Service in Astana, is seeking to better understand the motivation civil servants of in developing countries. Almost everywhere, public service appears in crisis. Morale and motivation in the public sector has declined in many countries across both the developed and developing worlds. Public servants seem to have little trust in their own leadership.

**Motivation in Developing Countries**

Globally, the success of multi-billion dollar development programmes, including the SDGs, *presumes the existence of a motivated and capable public service* that can efficiently and effectively deliver these programmes. Many countries already recognise the link between motivation and efficient delivery, and emphasise better management systems for their civil servants, especially in relation to their motivation.
The need and urgency for this project is based on the fact that more than 80% of research on Public Service Motivation has been conducted in developed countries. There is doubt whether identical factors and principles drive civil servants’ motivation in both developed and developing countries.

Misunderstanding these drivers can lead to ineffective, and in extreme cases, counterproductive interventions to improve motivation of developing country civil servants. The project is successfully underway, and results are expected in early 2017. The ambition of GCPSE is to expand this study globally in order to plug the crucial research gap in evidence on what motivates civil servants in developing countries.

Knowledge Forum on Bolstering Motivation in the Civil Service through Improved Integrity, Meritocracy and Equal Opportunities, Nay Pyi Taw, Myanmar; 16-17 Dec 2016.

GCPSE’s discussion paper New Public Passion: Reflections from New Zealand on Public Service Reform by Ryan Orange will be launched at this Forum. Ryan was Thinker-Practitioner-in-Residence and former Deputy Commissioner, State Service Commission of New Zealand. This concept of New Public Passion was developed in GCPSE and challenged in Papua New Guinea during a mission in early 2016.

That mission deepened the thinking behind New Public Passion and resulted in this paper, a summary of which will also be released in the Myanmar language. GCPSE provided substantive inputs into the Perception Survey on Ethics, Equal Opportunities and Meritocracy in the Myanmar Civil Service, which was conducted by UNDP Myanmar and the Union Civil Service Board of the Myanmar government. The final report will also be launched at this Forum.
Peer to Peer Learning Alliances

Despite widespread reform efforts, knowledge about public sector reform in general (*what tends to work?*) and knowledge about public sector reforms in context (*what seems to work here?*) remains limited. The traditional emphasis on standard solutions and best practice is giving way to more context aware problem-driven approaches. The Centre worked on piloting Peer-to-Peer Learning Alliances (P2P-LA) on large public sector reform. The pilot initiatives are guided by the research undertaken through the **Effective Institutions Platform**, which developed a user-friendly guide to help development partners in conceptualising effective peer-to-peer support and learning in the public sector.

EIP has produced a Peer to Peer Learning Guide for participating institutions in response to the need for more rigorous approaches in design, facilitation, documentation and results measurement. South-South and triangular cooperation efforts have the potential to unearth the tacit knowledge and unwritten lessons of making reform happen, including the political dimension of reform. The Peer to Peer Learning also offers a model to deliver the South-South Cooperation and Triangular Cooperation (SSTC) as it has the potential to unearth the tacit knowledge and unwritten lessons of making reform happen, including the political dimension of reform, in a levelled platform.

The 2016 Annual Meeting of EIP took place in Nairobi, Kenya, where fresh set of seven new initiatives were co-created. It is expected that with a reconstituted EIP Advisory Group (AG) 2017-2018 there will be a fresh impetus to EIP activities especially engagement in country dialogues and peer to peer learning alliances. A potential deepening of the EIP’s thematic focus on strategic issues, such as transparency and accountability as well as civil service reform, is underway.
The 2030 Agenda

The SDGs spell out a set of universal **Global Goals** that represent the complexity of the development agenda. However, the 2030 Agenda does not provide insights into how the Goals will in practice be delivered. The vital role of the public service is simply assumed away. But as the implementation side of the 2030 Agenda becomes centre-stage, increased attention of Governments to public service capacity should enable ‘job enrichment’ and, as in Singapore in the early years after independence, making sure everyone in public service knows why their job matters for national development. This should ensure that progress is measured and get the leadership interface between administration and politics aligned on SDG implementation. Fostering greater partnerships and collaboration is the key.

- **With the private sector:**

GCPSE, UNDP Malaysia, Singapore and Brunei Darussalam and Global Initiatives co-organized the 5th Responsible Business Forum. Under the theme ‘Innovation and collaboration to deliver the global goals’, this year’s Responsible Business Forum examined each of the UN Sustainable Development Goals in depth with case studies and perspectives from businesses, governments, UN agencies and international experts. GCPSE arranged and led the panel around SDG 16 that explored relationship between government and citizens.

Technologies have changed people’s expectations in their interactions with government, pushing for policies and services to be tailored differently and address concerns. Furthermore, social media use in the public sector is part of a larger, ongoing paradigm shift towards greater citizen bottom-up empowerment and participation through government transparency, accountability, and open collaboration. The sheer quantity
of public data shared on social media makes it an invaluable listening, tracking tool as well as feedback loop. Moving away from one–way communication can enable people to participate and engage in a powerful and unexpected ways.

A panel discussion, facilitated by Director of the GCPSE, brought together Facebook, Microsoft and UN Global Pulse to demonstrate power of technology in support to implementation of the 2030 Agenda and its SDGs. Transformative power that can enable bottom-up empowerment, make development inclusive, open and smart through embracing innovation and harnessing technologies to deliver services and engage people in decision-making processes.

**With civil society**

In 1-3 November 2016 GCPSE organized a workshop on Innovation in collaborative service delivery. Public service is becoming more “people-centred”. Processes and policies need to adapt as citizens expect more empathy and personalization when public agencies address their needs. In many parts of the world, governments, civil society and private sector still do not work together collaboratively for reasons that are both intrinsic and extrinsic to them. But when the balance between collaboration and competition is right, the results for citizens can be remarkable: blending relationships, democracy and productivity to drive social purpose.

The event featured podium discussion among prominent member of Singaporean civil society, onsite visit to the flagship Yellow Ribbon project. On the concluding day, the Director of the Public Services Academy at the University of Birmingham, Prof. Catherine
Mangan gave an insightful talk about emerging competencies required to enable civil servant to innovate and collaborate in the 21 Century to innovate and collaborate.

In its relentless effort to innovate, GCPSE experimented with the audience mix, blending cohort of UNDP practitioners from Kosovo, Cambodia, South Africa, Mauritius, with government partners, Boston Consulting Group, INSEAD, Civil Service College, National University of Singapore etc., hence providing an excellent opportunity for peer learning and exchange of ideas.

The ‘Singapore Story’

The Centre, generously co-funded by the Government of Singapore, is also grateful for the active goodwill and collaboration received from Singapore’s public service, including the invaluable inputs of two secondees to the Centre. Numerous Eol [50+, 19 longlisted] received from public servants for secondment to UNDP is the evidence of growing profile.

The highlight of the Centre’s collaboration in 2016 with the Government of Singapore was a week-long training programme titled Transformational Leadership for Delivering The ‘2030 Agenda’: Learning from Singapore’s Experience, jointly implemented with Singapore’s Ministry of Foreign Affairs under its Singapore Cooperation Programme. Participants comprised 19 top government officials and deputy ministers, from Egypt, Cambodia, Lao PDR, Bangladesh, Botswana, Cameroon, Democratic Republic of Congo, Madagascar, Malawi, Nigeria, Fiji, Cook Islands, Timor-Leste, Tonga, Zambia, Malaysia and The Philippines.

The programme was designed within the context of the SDGs, to reflect global trends and experiences and to leverage the rich development and public service reform experience of Singapore. Participants were exposed to a range of topics covered by the GCPSE, leveraging its in house expertise and expert-practitioners
in its international network. Insights and experiences of the Government of Singapore featured prominently in the programme, as inspirational insights, triggers for reflection and possible ideas for adaptation while emphasising the need for contextualisation and home-grown solutions.

GCPSE is particularly indebted to those partners from the Government of Singapore who contributed to the success of this training programme.

On 17-18 November 2016 GCPSE convened the workshop **Detours to Development: Public Administration Gets Practical** in Singapore. Workshop participants comprised government officials, academics, and professionals from development organisations, including the World Bank and UNDP.

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For many, Singapore’s development success is explained by “Dream, Design, Deliver” – far-sighted vision, good plans to achieve the vision and determined implementation of those plans. Centre’s study argues that at least four additional factors have contributed to Singapore’s success: action orientation, the ability to experiment, the capacity and inclination to change tack when faced with failure or opportunity, and the determination to prevent politically influential vested interests forming around inefficient or ineffective policies.

Together, these seven factors reflect a significantly messier reality on the ground that allows for continuous incremental improvement and learning from failure. These factors make up a framework – “Dream, Design, Do, Detour, Dismantle, Disrupt, Deliver” – a non-linear sequence of actions that better describes Singapore’s success.
Geographically, participants represented 9 institutions based in 9 countries from Africa, Asia (South-East, South, and Central), Europe, and the Pacific. The keynote speaker, Mr Lim Siong-Guan, a distinguished former Head of Civil Service in Singapore, candidly shared his experience as an administrator within the public service, working with politicians to enable rational, practical public administration.

Representatives of public services and think-tanks from Papua New Guinea, Rwanda, Indonesia, Kazakhstan and Bangladesh also contributed significantly to the discussion by presenting cases from their respective countries. The presentation associated with the booklet launch was a de-facto Singapore case. Prof. Michael Woolcock from Harvard University/World Bank provided a global perspective of research and practice in this area.

**The Outlook for 2017**

The Centre is looking to:

- officially launch the *Empowered Futures Initiative (EFI)* and publish an updated version of its Foresight Manual with focus on the SDGs;
- expand its partnership with the Singapore Cooperation Programme (SCP), delivering additional training programmes on key public service issues;
- catalyze the next generation of public leaders, by launching the *Virtual School of Governance* in partnership with Microsoft;
- host an international conference on Disruptive Technologies, in collaboration with the Nanyang Technological University and other partners;
- hold the first Policy Pathways Solution Lab, in collaboration with Prof. Brian Levy and the University of Cape Town.

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*THE VIRTUAL SCHOOL OF GOVERNANCE IS A ONE-STOP LEARNING OPPORTUNITY FOR PUBLIC SERVICE OFFICIALS TO ENHANCE THEIR UNDERSTANDING ON POLICY MAKING AND IMPACT CREATION, IN THE 21ST CENTURY AND AN ERA OF TECHNOLOGY DISRUPTION*
Events

- January: Present at World Bank Development Research Conference: *Enhancing the Quality of Service Delivery* (in Kuala Lumpur, Malaysia);
- 8 February: In partnership with the Singapore’s MFA, host the Pacific SIDS Foreign Ministers’ Study Visit;
- March: Present a paper at the 2nd International Conference on the Emergence of Africa (hosted by: Government of Ivory Coast and UNDP);
- April: hold the Policy Pathways Solution Lab (in collaboration with Brian Levy / University of Cape Town);
- Host a Consultation Workshop on Public Service Motivation;
- 3-5 May: International Workshop: Re-inventing One Stop Shops. In collaboration with the Astana Civil Service Hub and the World Bank Knowledge and Research Hub in Malaysia;
- 19-23 June: SCP-GCPSE Transformational Leadership Programme
- 28-30 June: International Conference on Public Policy (organized by the International Public Policy Association and hosted by the LKYSSP and GCPSE in Singapore;
- 28-29 September: International Conference on Disruptive Technologies and the Public Service
- October (tbc): EIP Annual Meeting & Workshop on Peer-to-Peer Learning Methodologies (in collaboration with GIZ/BMZ) – tbc
- 9-13 October: SCP Training Course “New Public Passion – Motivating the Public Service”;
- November (tbc): Rule of Law Symposium (in collaboration with the Ministry of Law, Government of Singapore)

Study/ Research

- Think Piece for the Emerging Africa Conference: Public Service Excellence - What can Emerging Africa learn from Singapore?;
- One-Stop-Shops (UNDP/ WB literature review & working paper);
Public Service in the Arab States;
The 4\textsuperscript{th} Industrial Revolution (Microsoft funded, in collaboration with the Institute of Systems Science (ISS), National University of Singapore);
U-Turns in the Singapore Story: Lessons for Development;
Public Service Excellence – Transforming Public Sector Institutions;
The Politics of Big Data (in collaboration with UN Global Pulse).

Facilitate peer-to-peer learning alliances, in collaboration with the Regional Hub of Civil Service in Astana, the Pacific Island Forum and other members of the Effective Institutions Platform.

Service Lines of the Centre will be refined and offered:

- **Transformational Leadership for the 2030 Agenda**
  Navigating Policy Pathways (advisory missions, specifically designed for senior leadership at UN field offices). Focus will be on ‘performance’ of public sector organization and their ability to deliver on the 2030 Agenda.

- **Foresight and alternative futures for the 2030 Agenda – the Empowered Futures Initiative (EFI)**
  Focus on the specific governance needs in the context of the SDGs and national development visions стратегії, policy coherence, resilient planning and public service innovation.

- **Public Service Motivation**
  Sound administrative policy, efficient civil service and integrity in public sector are critical to achieving development results. The effectiveness and motivation of civil servants are key factors that impact the ability to deliver.

- **Innovation in service delivery (multi-channel service delivery, design thinking, social innovation)**
  The 2030 Agenda presents increasingly sophisticated public demand and new more complex challenges in better responding to the capacity development needs of the public service to guide innovation in public policy and services. This includes e-participation, introducing open data, citizen-centric service delivery: One Stop Shops, digital services, eGovernment, social innovation, service design, design thinking.
Peer Learning among Practitioners - from Research to Action (within UNDP and beyond)

GCPSE forms the Joint Secretariat of the Effective Institutions Platform (EIP), in collaboration with the OECD-DAC. Peer learning platform will link research and programming and provide useful perspective on knowing and learning for practitioners across the regions. The Centre also offers a Learning Journey to Singapore and a South-South Learning Journey.

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