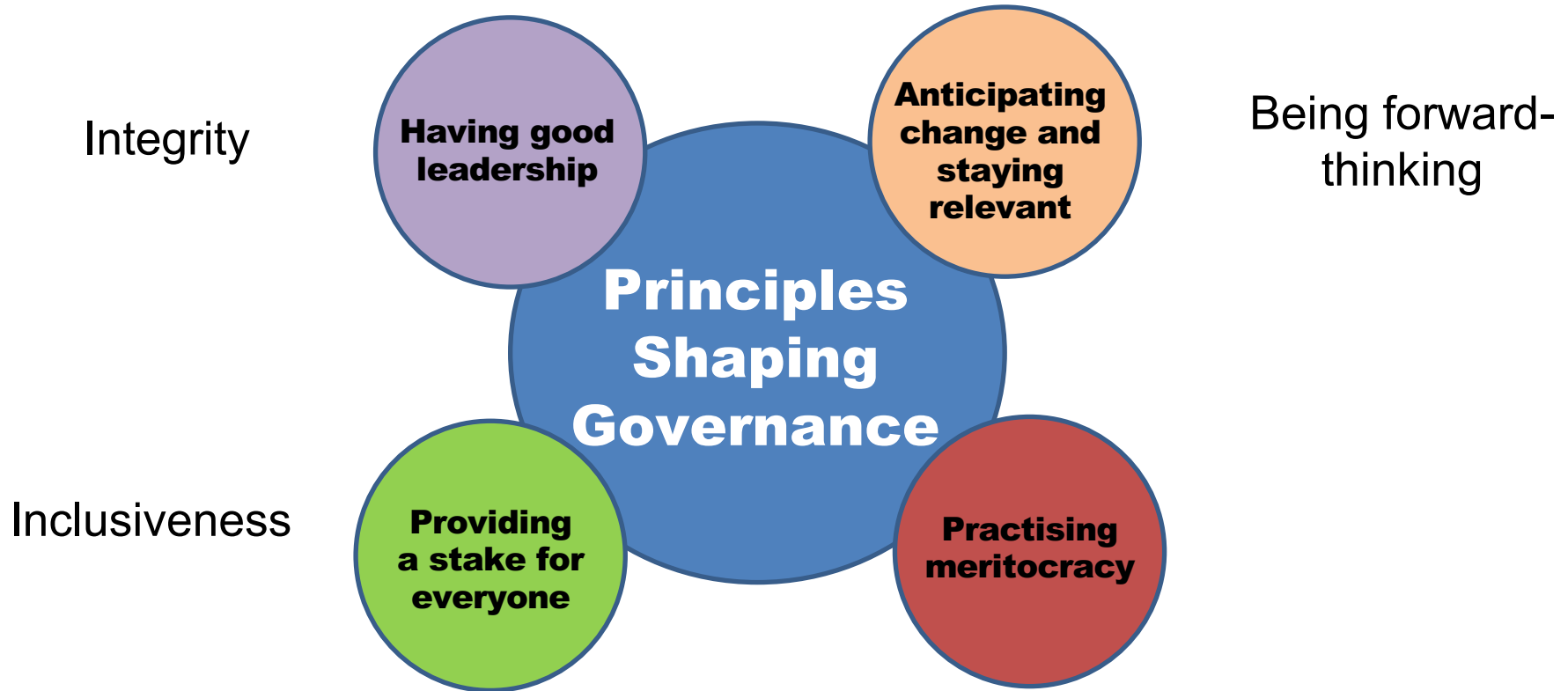


Defining Governance

- The **activity** of making collective decisions, a task in which government institutions may not play a leading, or even any, role. In international relations, many issues are resolved by negotiation: governance without government (Heywood, 2007)
- The **process of decision-making** and the processes by which decisions are implemented (or not) ... Government is one of the actors in governance. (UN ESCAP)

Ideas Shaping Governance



Principles of Good Governance

- Because of **limited resources**, the government has to carefully decide on what would **benefit the country most**
- Evaluating the choices means to **compare the costs and benefits** of each available alternative decision
- Such evaluation are **based on principles** and these principles are reviewed to ensure they remain relevant with changing contexts

Having Good Leadership

- Having good leadership means having leaders that are **honest** and **not corrupt**
- Transparency International (TI) Corruption Perceptions Index (CPI) 2020 has ranked Singapore the **3rd** least corrupt country in the world (up from 4th in 2019; Singapore is the only Asian country ranked in the top 10)
- Having good leadership also means having leaders that are **morally courageous** and able to make decisions that may not be popular with the people

Having Good Leadership

The Times, London, 4 March 1994

Singapore sentences American to caning

By DAVID WATTS

TO OUTSIDERS it may appear barbaric but the Singapore government is certain that caning has a deterrent effect on potential criminals.

But the sentencing of a young American to six strokes of the dreaded *rotan* has brought the practice sharply into diplomatic focus. American representatives have intervened on behalf of Michael Peter Fay, 18, from St Louis, Missouri, who has pleaded guilty in a Singapore court to two charges of vandalism involving spray-painting cars, two of mischief for throwing eggs at cars, and one of retaining stolen property.

Fay's mother, who attended the hearing yesterday, cried as the district judge passed the sentence, which also included a fine of \$53,500 (£1,450).

"We see a large discrepancy between the offence and the punishment," said Ralph Boyce, the American chargé d'affaires. The use of the cane was criticised in the State Department annual human rights report last year.

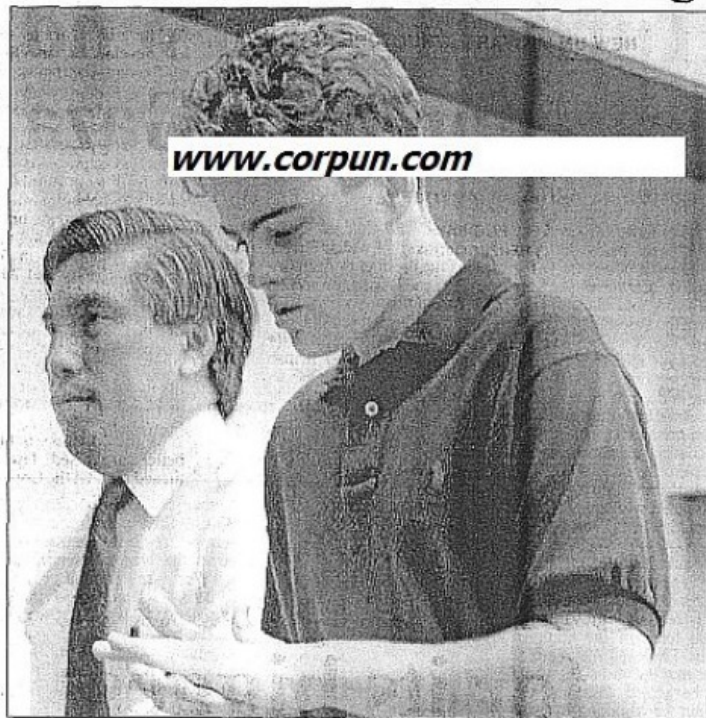
Fay's lawyer said he would appeal, leaving the way open for a way out of what seems likely to turn into a diplomat-

ic confrontation. The amount of the bail money — £31,000 — indicates how seriously the Singapore judiciary views it.

The *rotan*, a length of bamboo up to 8 ft long, leaves those who receive it scarred for life both physically and mentally. Less serious offences of drug possession, violence, damage, anti-social behaviour and secret society membership may be punished by its use.

The convicted criminal is normally tied to a post with bared buttocks in such a way that he must stand on tip-toe, because the position is thought to permit less movement to help absorb the scarring pain. The administrator of the punishment usually holds the *rotan* with both hands, and takes a run up before using the cane with all his strength.

A medical officer is present to ensure that the recipient is able to withstand the effects, which usually include the filleting of the flesh so severely that a minimum of three months is needed for the wounds to heal. Thus a sentence of six strokes would be carried out at intervals, adding months of fearful anticipation to the trauma.



Michael Fay, 18, who pleaded guilty to five charges of vandalism, mischief and keeping stolen property, after the judge's verdict in Singapore yesterday

Singap. Blasts Back at Clinton in Caning Case

■ Asia: Government stands by sentencing U.S. teen to flogging after he

US senators ask President Ong to grant clemency to Fay

Anticipating Change and Staying Relevant

- Good governance entails **foreseeing the needs** of Singapore in future and making necessary plans that will benefit the people of Singapore in future
- Some examples are the building of the **Integrated Resorts** in Singapore and demolishing of **Pearls Centre** to build Thomson-East Coast Line

Anticipating Change and Staying Relevant

- The IRs were built as they were expected to boost tourism, generate 45,000 new jobs and attract 10 million visitors by 2015
- However, upon realising the possible negative effects such as gambling addiction, the government also took necessary precautions such as providing counselling services and setting up the **National Council on Problem Gambling** (NCPG) to conduct public education and outreach on problem gambling prevention

Anticipating Change and Staying Relevant



Anticipating Change and Staying Relevant

- There were various perspectives regarding whether Pearls Centre should have been demolished to build the Thomson-East Coast Line
 - Some shop owners were against it as their **businesses would be affected** (loss of income, inconvenience and cost of relocating business to another area) and were concerned that they would not receive sufficient compensation from authorities
 - Similarly, some home owners were also against it as their **homes held sentimental value** to them and they also feared not receiving sufficient **compensation** from the authorities

Anticipating Change and Staying Relevant

- However, the government was in favour of demolishing Pearls Centre because the future need of convenience for commuters will benefit a significant number of people
- Estimated that about half a million commuters will use this line daily in the initial years and twice that in the long term
- This would **outweigh the short-term disadvantages** of the cost and inconvenience of relocating homes and businesses

Providing a Stake for Everyone

- This involves enabling Singaporeans to **have a say in decision-making** and in the process, develop a greater sense of belonging to Singapore
- As a result, Singaporeans will be **more willing to be involved** in working towards the good of society.
- Some examples are **Our Singapore Conversations** and the building of **SCAPE**

Providing a Stake for Everyone

- **Our Singapore Conversation** was a national conversation initiative first announced by PM Lee in 2012 – multiple feedback sessions (e.g. focus groups) were held across the country to **collect feedback** on a wide range of policy issues from various groups
- When the government wanted to build SCAPE for youths, they **engaged youths** to provide suggestions on the design of the space; youths are also involved in the development of the space through the project

Practicing Meritocracy

- Meritocracy refers to a system that distributes opportunities to enable future successes **based on effort** (abilities and achievements), rather than factors such as race, religion or socio-economic background, and therefore motivated to work hard
- Examples of the practice of meritocracy in Singapore include awards such as **Edusave Scholarship and Merit Bursary** awards that are given to students for good performance in their academics and CCA

Practicing Meritocracy

- In 2013, ESM Goh Chok Tong noted that families who have benefitted in the past through meritocracy may now be at an advantage over others as they could offer their children a head start, and encouraged **compassionate meritocracy**

“Those of us who have benefited disproportionately from society's investment in us owe the most to society, particularly to those who may not have had access to the same opportunities. We owe a debt to make lives better for all and not just for ourselves.”

– ESM Goh

Practicing Meritocracy

- In 2014, Deputy PM Tharman Shanmugaratnam noted how Singapore must adopt “**meritocracy through life**” with continuing education and training to ensure that everyone has the opportunity to develop themselves and achieve success

Adopt ‘meritocracy through life’, Tharman urges S’pore

By SIAU MING EN

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Deputy Prime Minister and Minister for Finance Tharman Shanmugaratnam speaking at the official opening of Lifelong Learning Institute, Sept 17 2014. Photo: Wee Teck Han

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SINGAPORE — With advances in technology displacing more jobs and as Singapore works towards becoming an advanced economy, the Republic needs to adopt “meritocracy through life” to move into the next wave of development, said Deputy Prime Minister Tharman Shanmugaratnam yesterday.

“Not a meritocracy that is based on what you have achieved at 18 or 24, but a meritocracy through life, where you are assessed on your performance at every stage of your life, regardless of where you came from or where you started,” he said.

Mr Tharman was speaking at the official opening of the Lifelong Learning Institute at Paya Lebar, where he elaborated on the new SkillsFuture Council to be launched soon. The council, he said, will drive the process of ensuring that every Singaporean — whether a university, polytechnic or Institute of Technical Education (ITE) graduate — can advance in his or her career and be recognised on the basis of his or her skills.

Discussion Questions

- What are some **other values** that should guide our decision-making processes?
- How do we **ensure** that our decision-making processes **remain guided** by the values we desire?