

STATEMENT BY SINGAPORE DELEGATION'S MS DENISE CHENG, ASSISTANT DIRECTOR, TECHNICAL COOPERATION DIRECTORATE, MINISTRY OF FOREIGN AFFAIRS, AT THE CoP-MfDR 2008 ANNUAL MEETING, 11-14 NOVEMBER 2008, COLOMBO

Chairman

Colleagues from ADB and member countries

I am pleased to say a few words about Singapore's support for the work of ADB's Community of Practice on Managing for Development Results (CoP-MfDR). The CoP-MfDR provides an important forum for developing countries to learn, share best practices, and exchange ideas with MfDR experts and other countries adopting MfDR in organisational and national planning.

Singapore's Views on MfDR

2 Singapore strongly believes in the effectiveness of results-based management and takes a Whole-of-Government approach to Performance Management that ensures resources and budget are aligned with national goals and priorities.

3 In particular, Performance Budgeting is an effective approach to Public Expenditure Management at the organisational and national levels. The Performance Planning Budgeting System (PPBS) links resource allocation to results through an integrated system and structured approach to planning, management and monitoring of a government's policies, projects and activities.

4 Performance Budgeting emphasizes achievement of performance and results by providing clear outputs (i.e. products or services delivered to users or customers) and efficient outcomes (i.e. the consequences of activities and projects implemented). It also focuses on achieving good results through monitoring tools and quality

assurance. In comparison, traditional budgeting methods (e.g. line item budgeting) usually focus on the utilisation of input (i.e. required resources) and does not ensure that a positive outcome of desired results is achieved.

5 Based on a Medium Term Expenditure Framework of about three years, this system enables countries to ensure developmental results through effective performance based budgeting.

Partnership with ADB

6 Singapore and ADB have worked together to provide capacity-building programmes for developing countries, since Singapore and ADB signed the Memorandum of Understanding to establish the Singapore-ADB Technical Cooperation Programme (TCP) in 1991. This programme comes under the Singapore Cooperation Programme (SCP), through which Singapore shares its development experience with other countries.

7 As a relatively young and small country whose key resource is its people, Singapore benefited much from the expertise shared by its friends in its early years of independence. Today, after having gone through various stages of development, Singapore shares its development experiences with its friends under the SCP. To date, a total of over 57,000 government officials from 169 countries have benefited from capacity building programmes under the SCP. Under the Singapore-ADB TCP, a total of 550 government officials from developing countries have been trained in areas such as tourism, road safety management, port/airport management, water and solid waste management, and technology transfer. Our latest area of cooperation is MfDR.

Singapore-ADB Collaboration on MfDR

8 Singapore attests to the effectiveness of results-based management and is keen to share our experience with other countries. In 2006, Singapore hosted the inaugural CoP-MfDR Annual Meeting for the Asia Pacific, where the foundation was laid for this community

of practice to support the effective application of results-based management in member countries. Singapore also shared its development experience and provided logistic support for the conference through the Lee Kuan Yew School of Public Policy, which co-hosted the conference, and the Civil Service College (CSC), which is also represented here today in our delegation.

9 In 2008, Singapore and the ADB jointly funded two programmes entitled 'Performance-Based Budgeting in Governments' from 25 February – 7 March 2008 and 6 – 17 October 2008 for some 50 government officials in Southeast and South Asia. Conducted by CSC, the programmes shared Singapore's development experience with member countries, including Singapore's approach to governance, Whole-of-Government approach to Performance Management and how Singapore applies this to its budgetary framework and public expenditure management.

10 During the programme, CSC, together with the participants, jointly developed a Performance-Based Budgeting Toolkit for Governments and a supporting competency framework for participants to use when they return to their countries. The participants also had the opportunity to apply the toolkit to mock scenarios, which they found to be inspiring and insightful in providing an idea of how these tools could be applied when they returned to their countries. The programme also provided a forum where participants could share country experiences and understand the systems, challenges and best practices of various countries. We are pleased to share that the participants' response to both programmes have been very positive.

11 Singapore is glad to contribute to the ideas exchange, learning and human capacity building taking place within CoP-MfDR through the sharing of our development experience in results-based management. Our partnership with Mr Bruce Purdue and his team thus far has been both fruitful and rewarding. We look forward to continue working with ADB to build human capacity in developing countries in areas of common interest.

12 Thank you.

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Prepared by: Technical Cooperation Directorate, Ministry of
Foreign Affairs Singapore and Civil Service College
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