

The PRISMA logo features the word "PRISMA" in a bold, black, sans-serif font. The letter "A" is stylized as a triangle with a blue line on the left side and an orange line on the right side. The logo is positioned on a horizontal bar that is black on the left and grey on the right.

# PRISMA

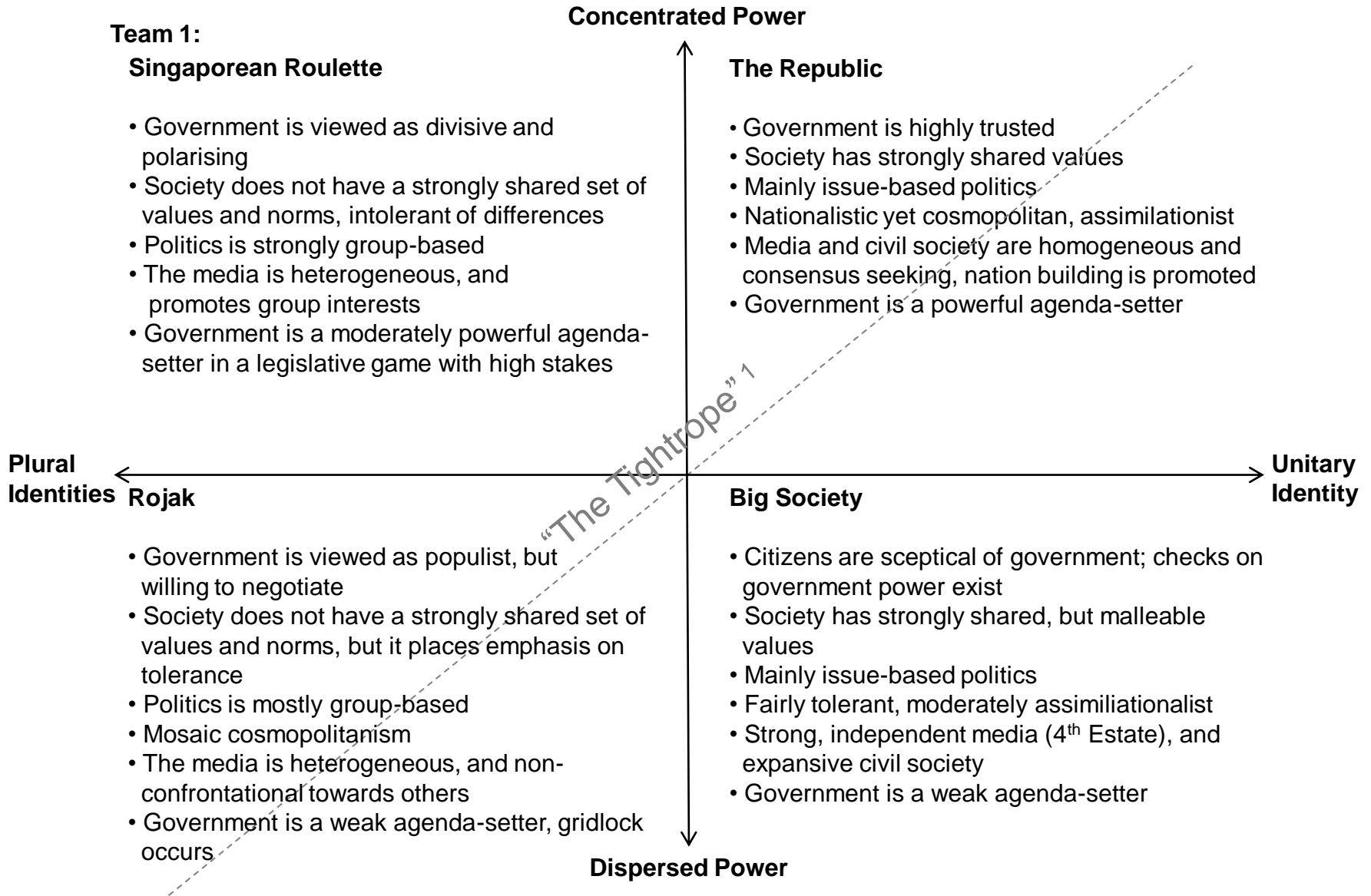
## Scenarios from Workshops

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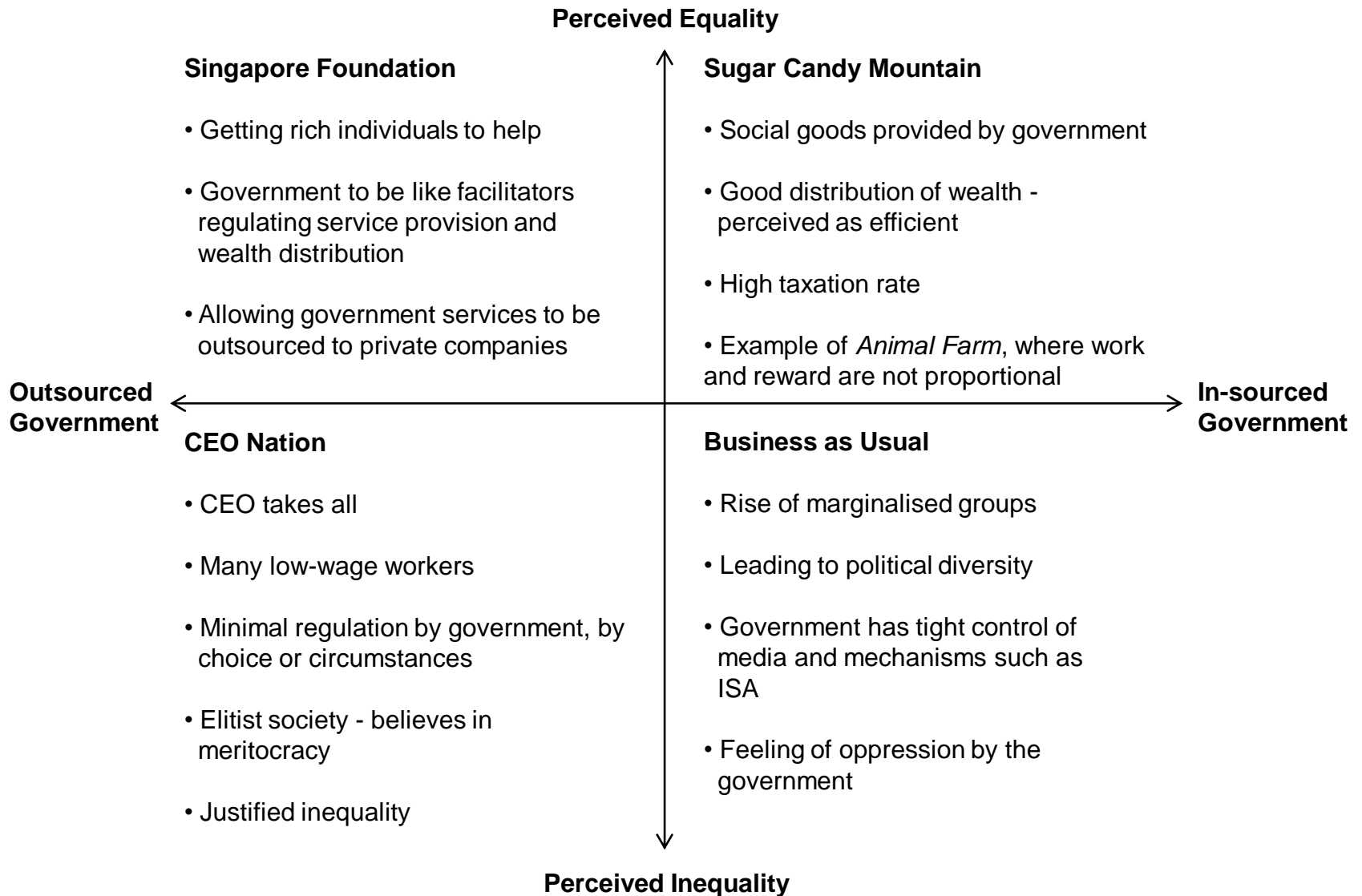


**Young Singaporeans**

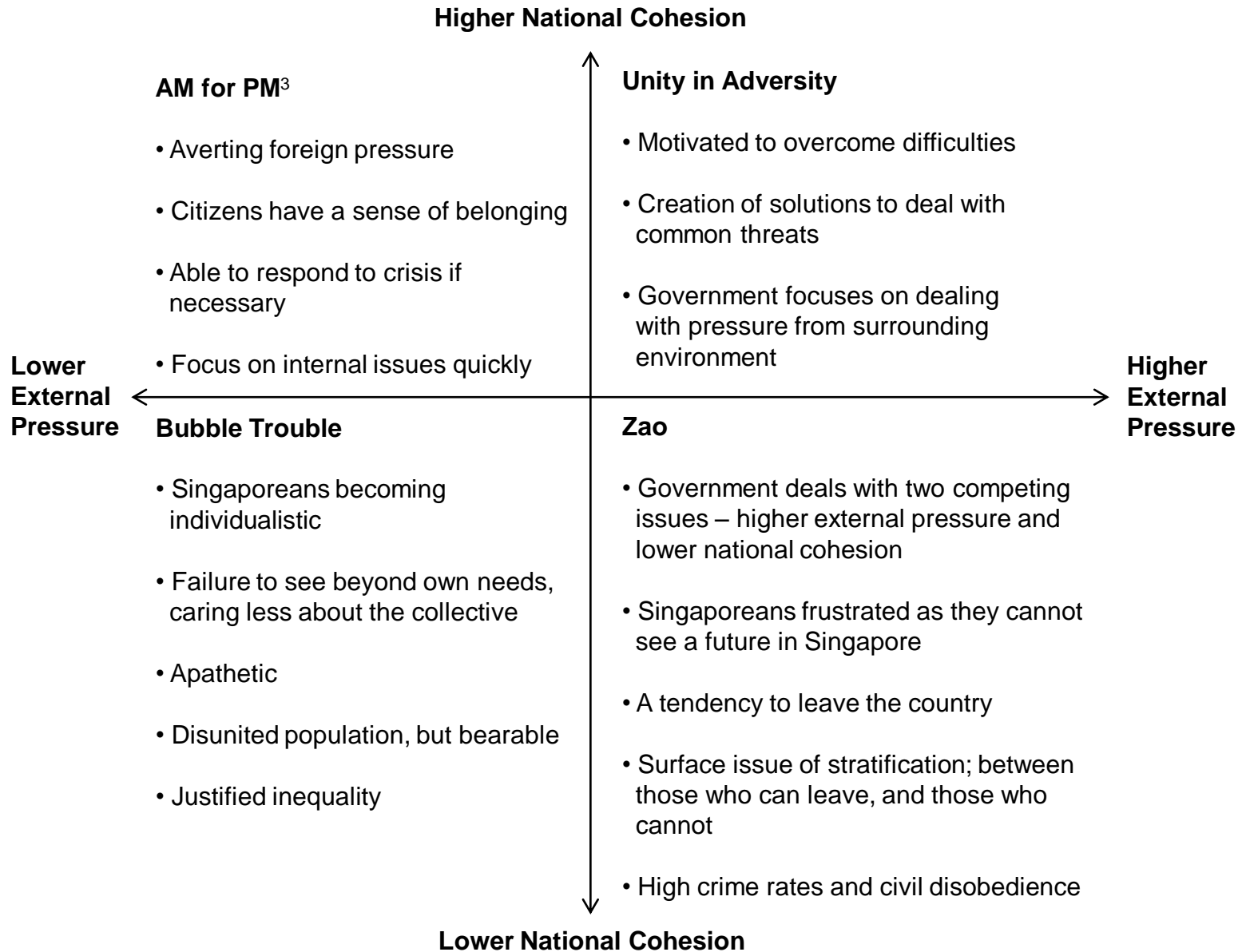


1. “The Tightrope”: The points where the number of different identities is equal to the dispersion of power in society

**Team 2:**



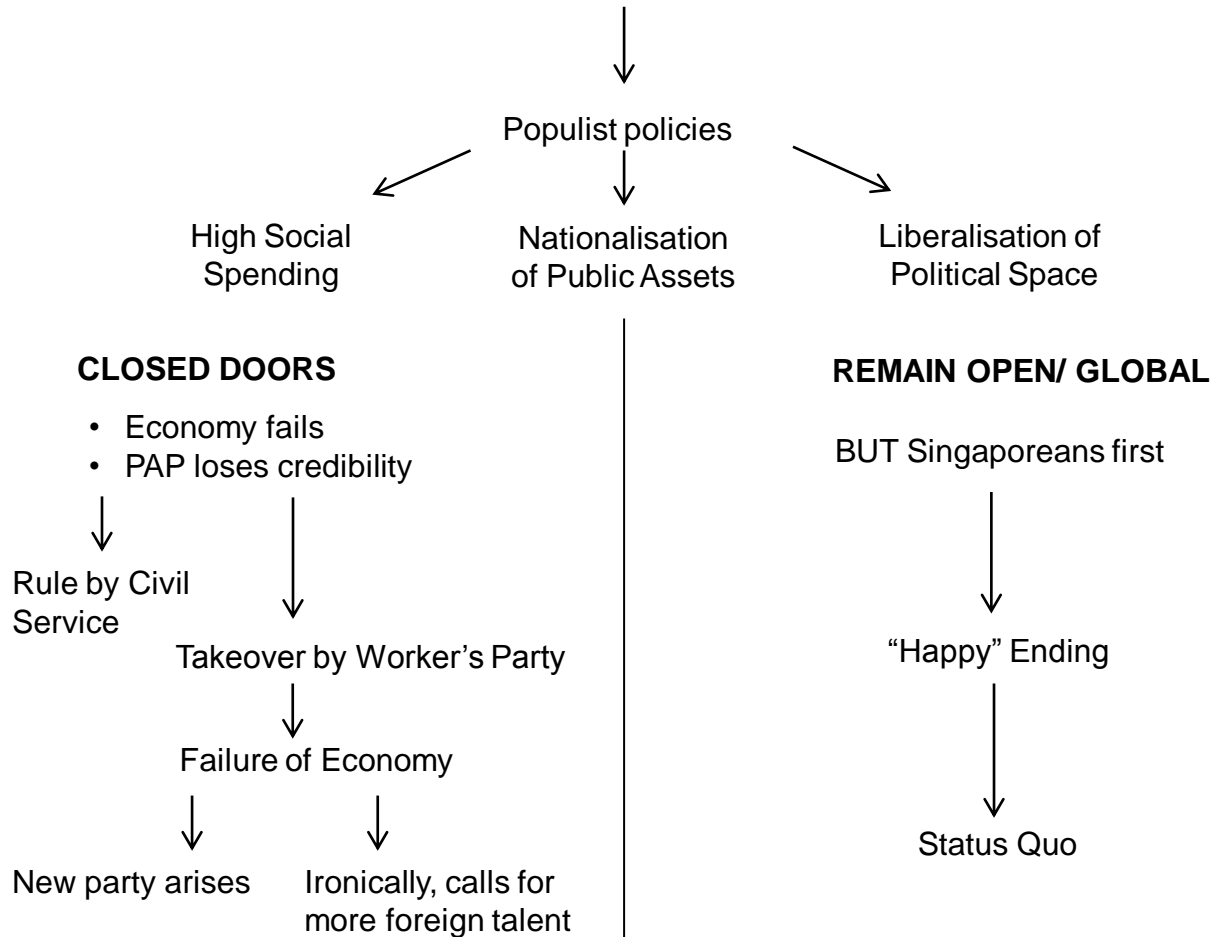
**Team 3:**



Team 4a:

## Pandering and Populist

### Watershed Elections in 2011



**Team 4b:**

**Society Divided**

**Increased Liberalisation of Political/Civil Space**

- More interest groups
- More civil society leadership

- Over-religiosity
- Interest groups become more compelling
- Rise of powerful, independent rich groups

- Factionalism in different parties
- Cause-driven political system
- No compelling leadership renewal in all political parties

**Still a Global City**

**CRISIS OF GOVERNMENT LEGITIMACY**

- No nationhood, no national identity
- One's identity is associated with the cause that one stands for
- Over pluralism
- Dissipation of power
- Governance reflects the interests of lobby groups as opposed to the wider national interests

**SMALL STATE, BIG SOCIETY**

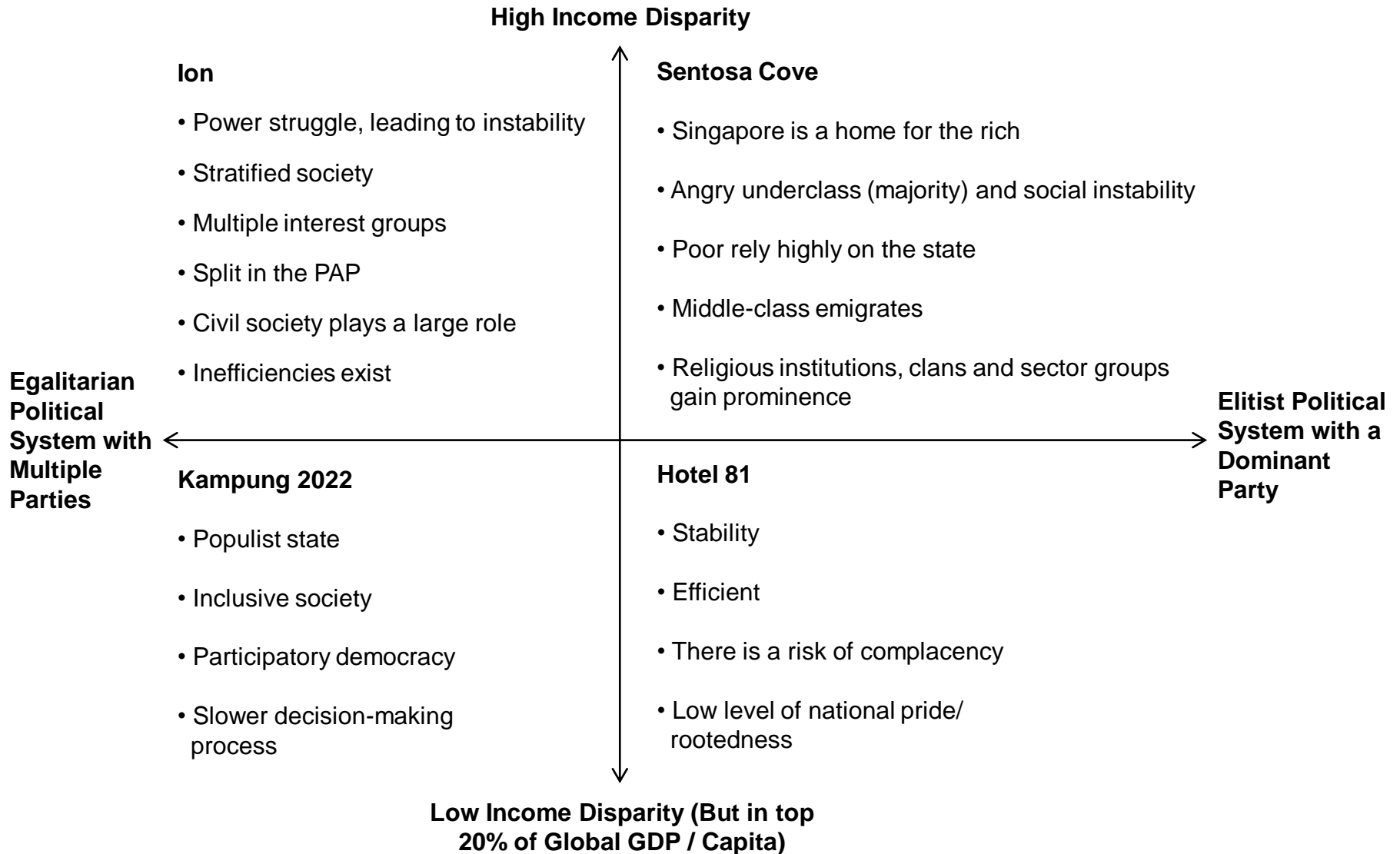
- People step up
- More independent philanthropy
- No need for welfare policies
- Less need for the government to step in



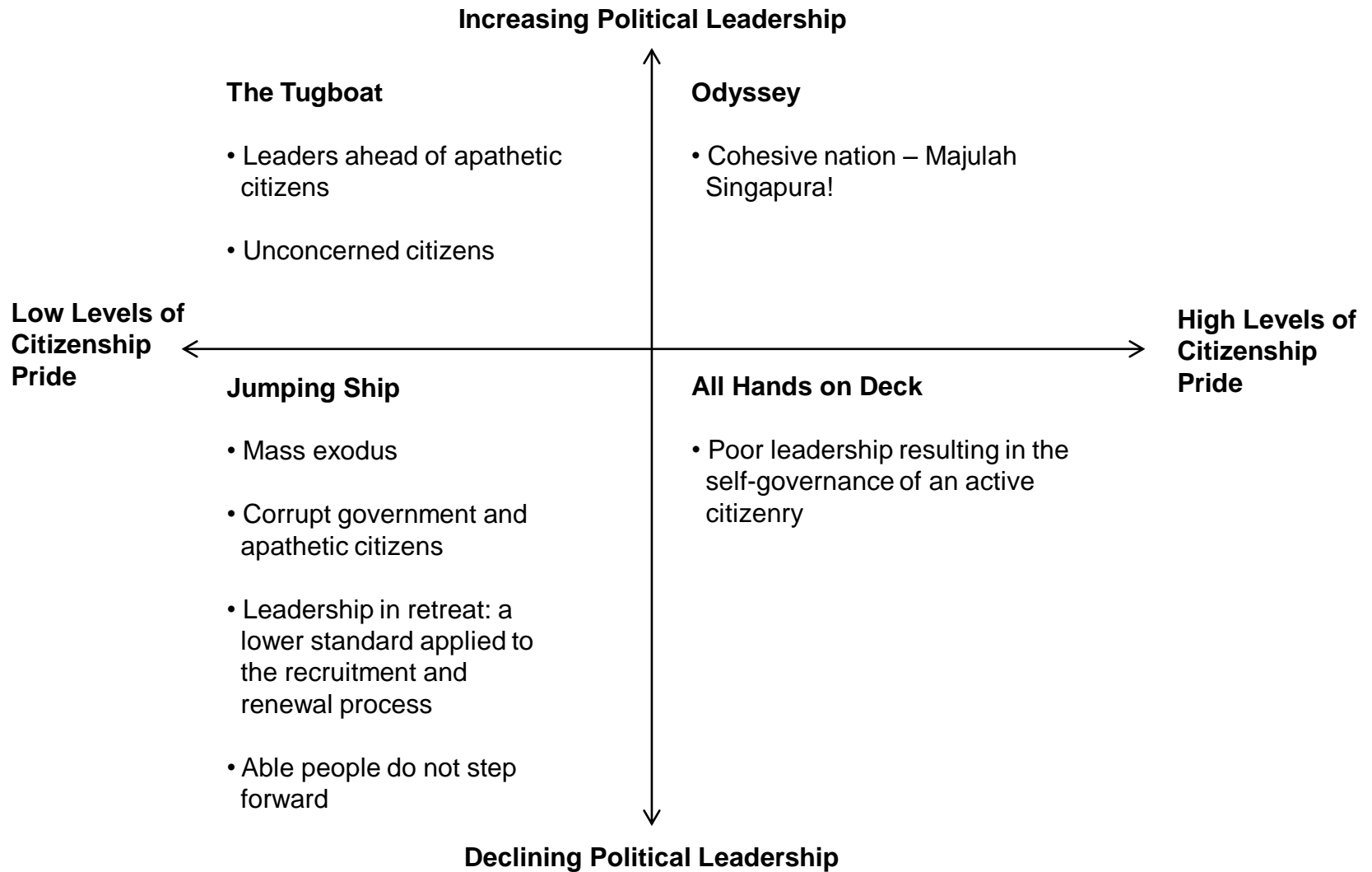


**Civil Society**

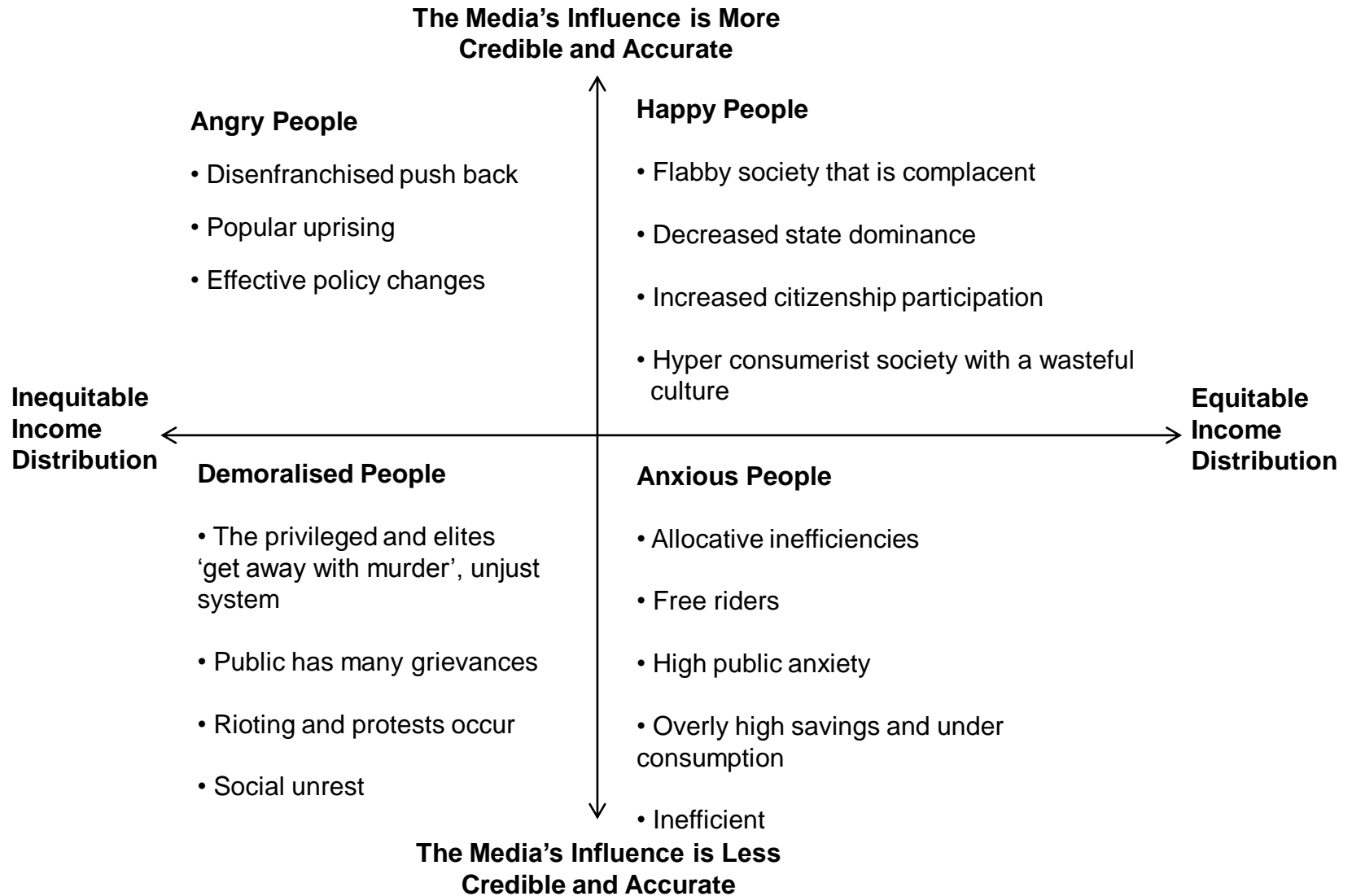
**Team 1:**

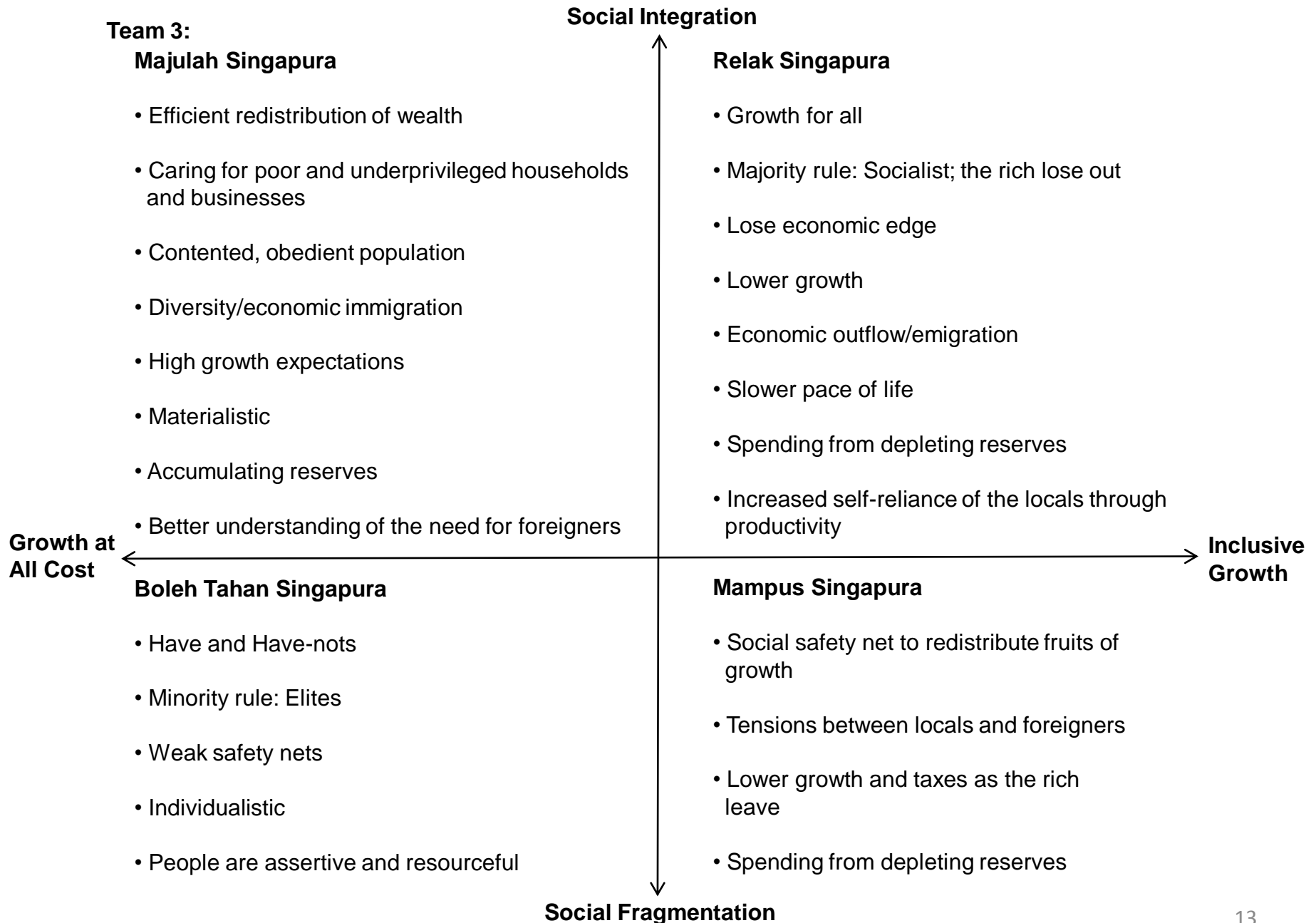


**Team 2a:**

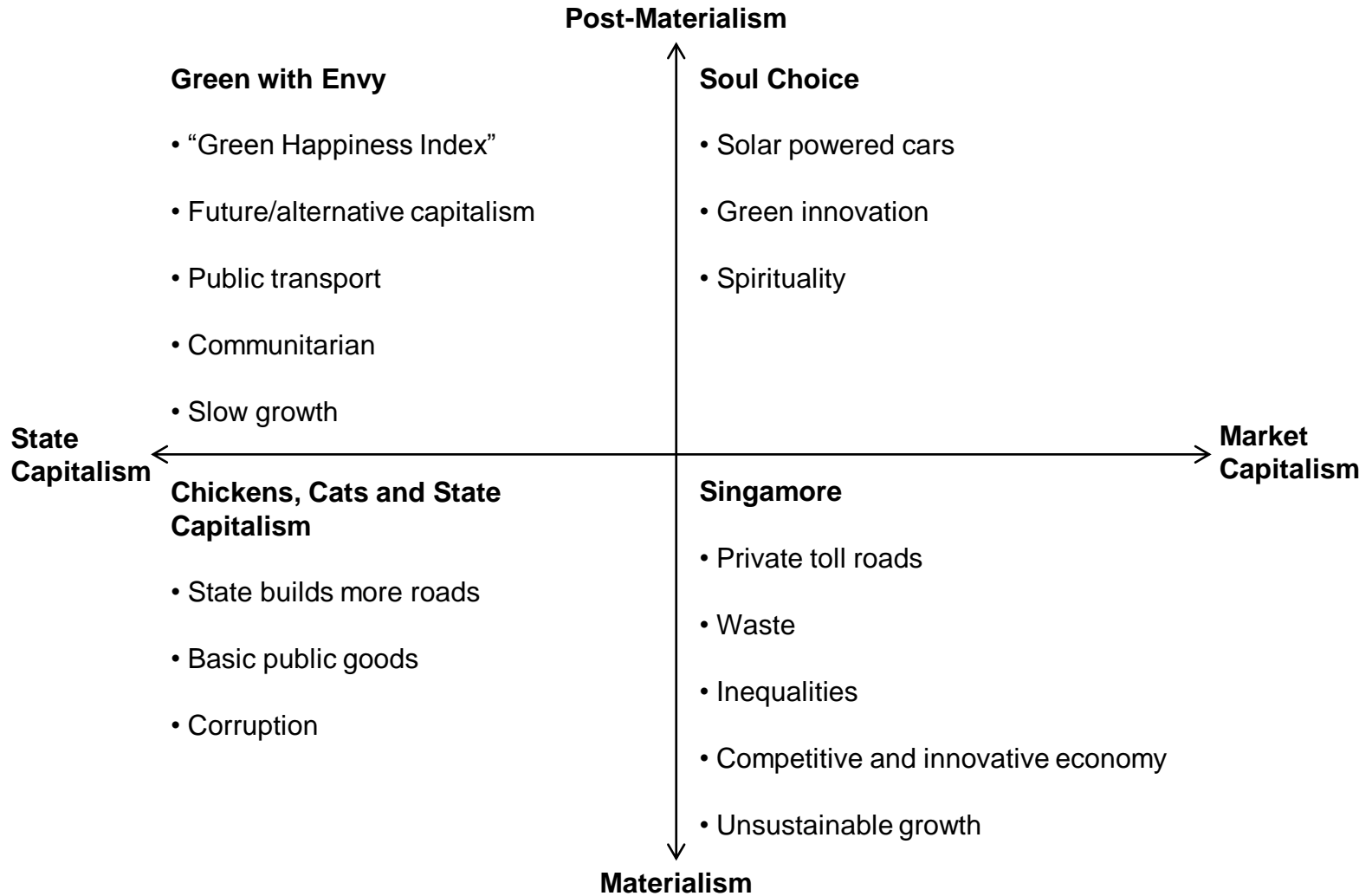


**Team 2b:**





**Team 4:**



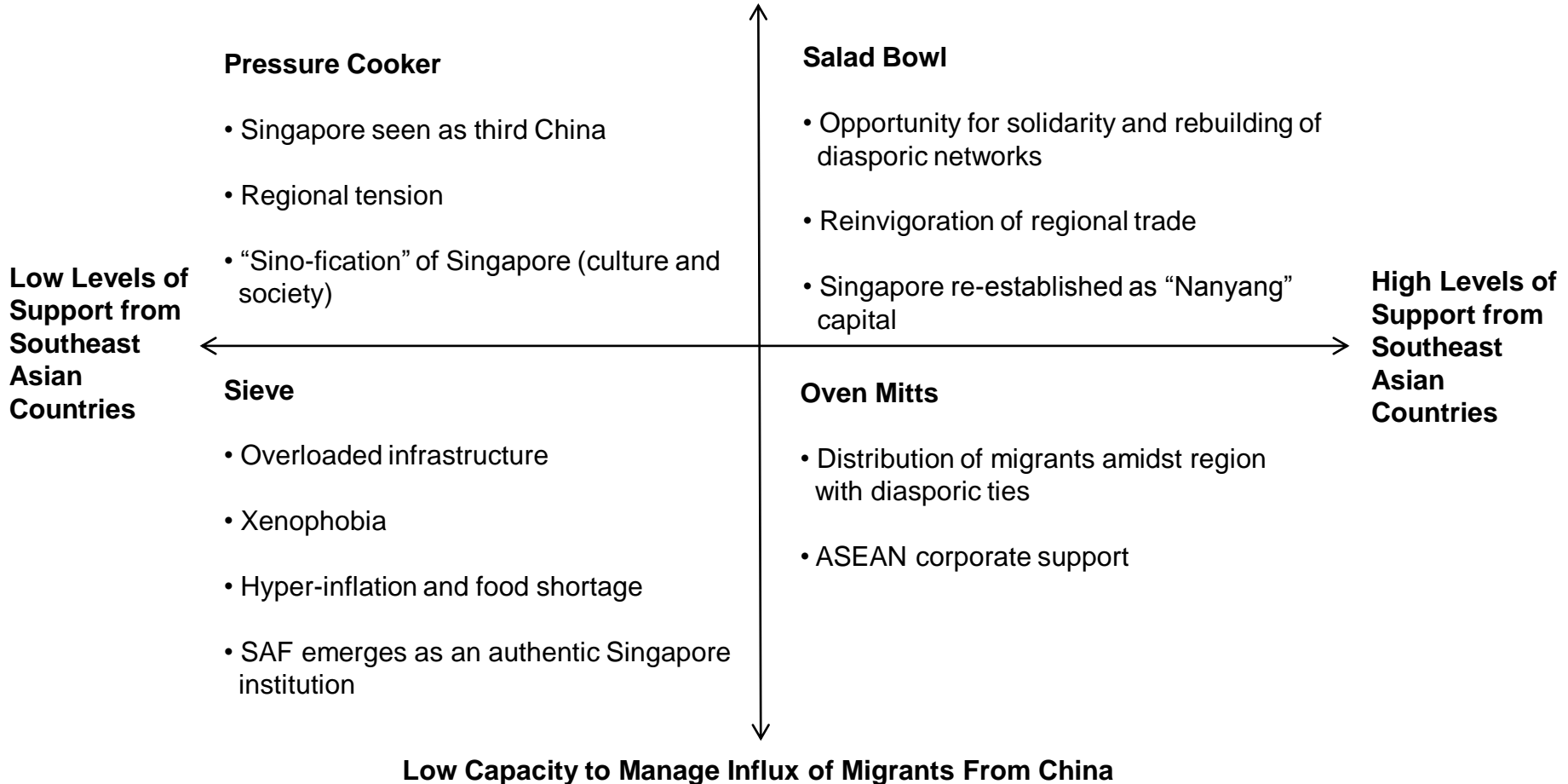


**PRISMA**   
**Arts, Culture and  
Media**



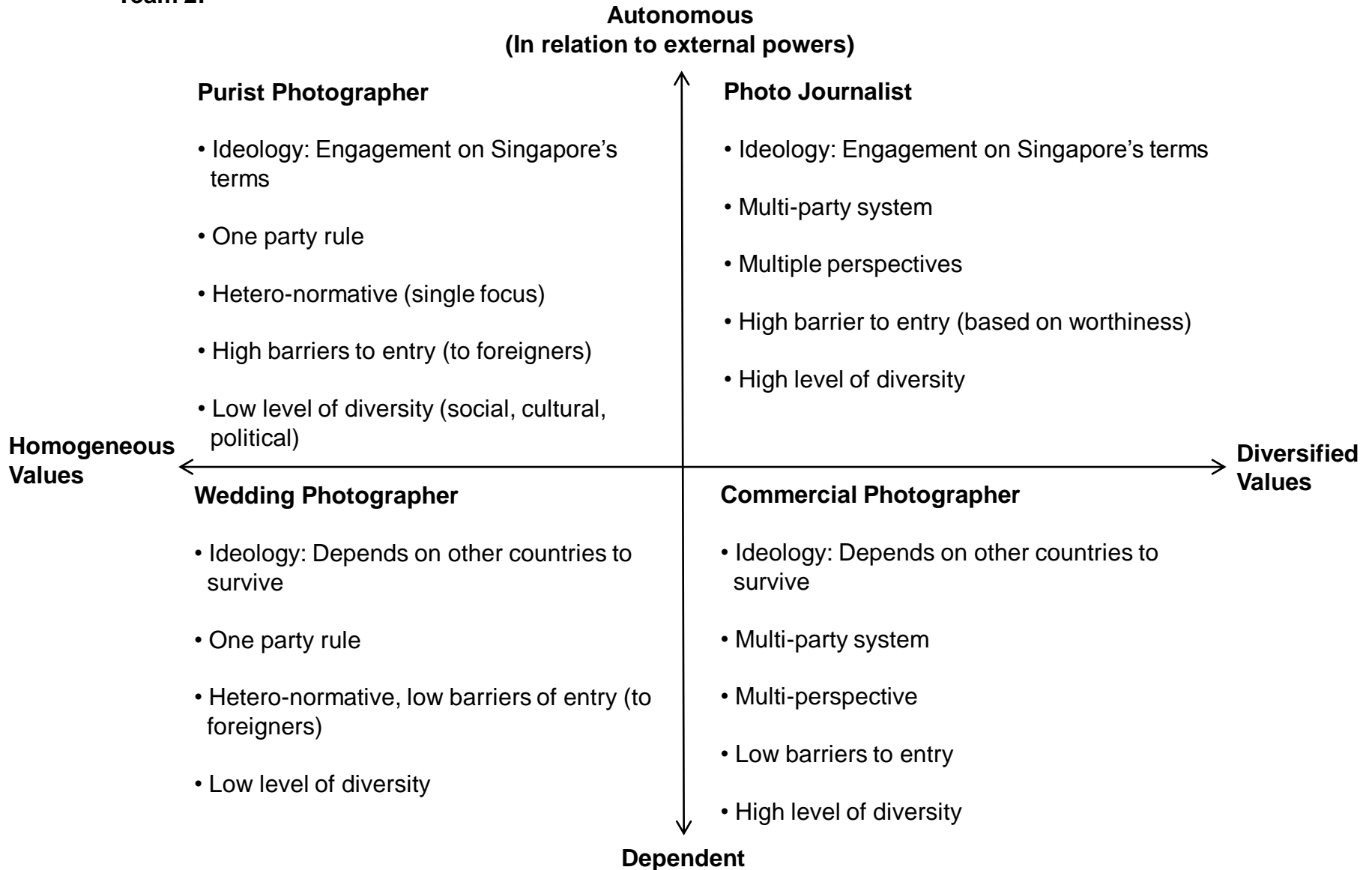
**Team 1:**

**High Capacity to Manage Influx of Migrants from China**





**Team 2:**

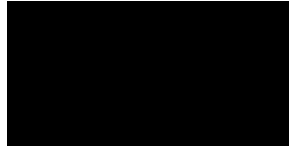


**Team 3:**

	<b>Monkeys in Paradise</b>	<b>Angry Birds!</b>	<b>The Boiling Frog</b>	<b>Cool Cats</b>
<b>PAP's Ability to Change</b>	High	Low - Mitosis - Lose Power? - Increase in civil society	Mid -Business as usual	Low
<b>Sense of Belonging</b>	High	Low	Low	High
<b>Globalisation Continues</b>	Yes, but Singapore can manage	Yes, but Singapore cannot manage	No	Yes, but Singapore can manage
<b>Total Fertility Rate, Immigration Rate and Total Population Growth Rate</b>	TFR at replacement level, low immigration, and low population growth	TFR low, high immigration, and high population growth	Low TFR, low immigration, and a decline in the population	TFR at replacement level, low immigration, and low population growth
<b>Results</b>	Adaptive, pro-active community	Power vacuum, revolution, disruptive, fast	Slow transition, decay, slow	Dispersed power, empowered populace, self-reliant

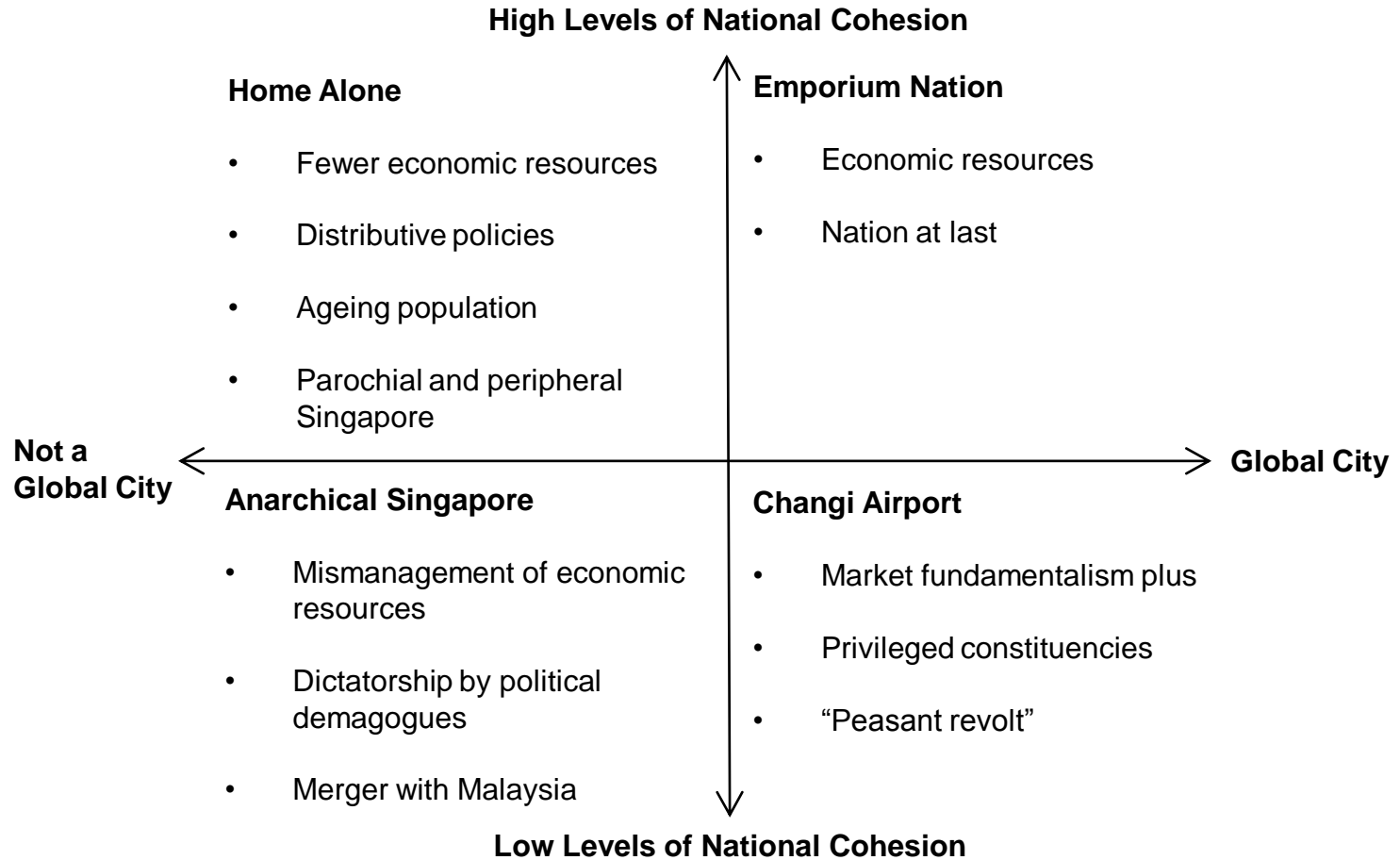
**Team 4:**

	<b>Cult</b>	<b>Conspiracy theory</b>	<b>Me vs. You vs. Them</b>	<b>Leave us alone!</b>
<b>Power / Ruler</b>	Invisible, concentrated power (Puppeteer, Mutant Charismatic)	Invisible + distributed (Invisible Hands)	Obvious + concentrated (Dictator)	Democratic
<b>Citizens / Society</b>	Engaged + Cohesive (Democratic Utopia)	Engaged + Fractured (Babble)	Engaged + Fractured (Babble)	Disengaged + Fractured (Atomised)
<b>"I"</b>	Compliant with Authority	Compliant with Authority	Individualistic + Resistant to Authority	Resistant to Authority
<b>Resources</b>	Equal	Monopoly	Monopoly	Equal

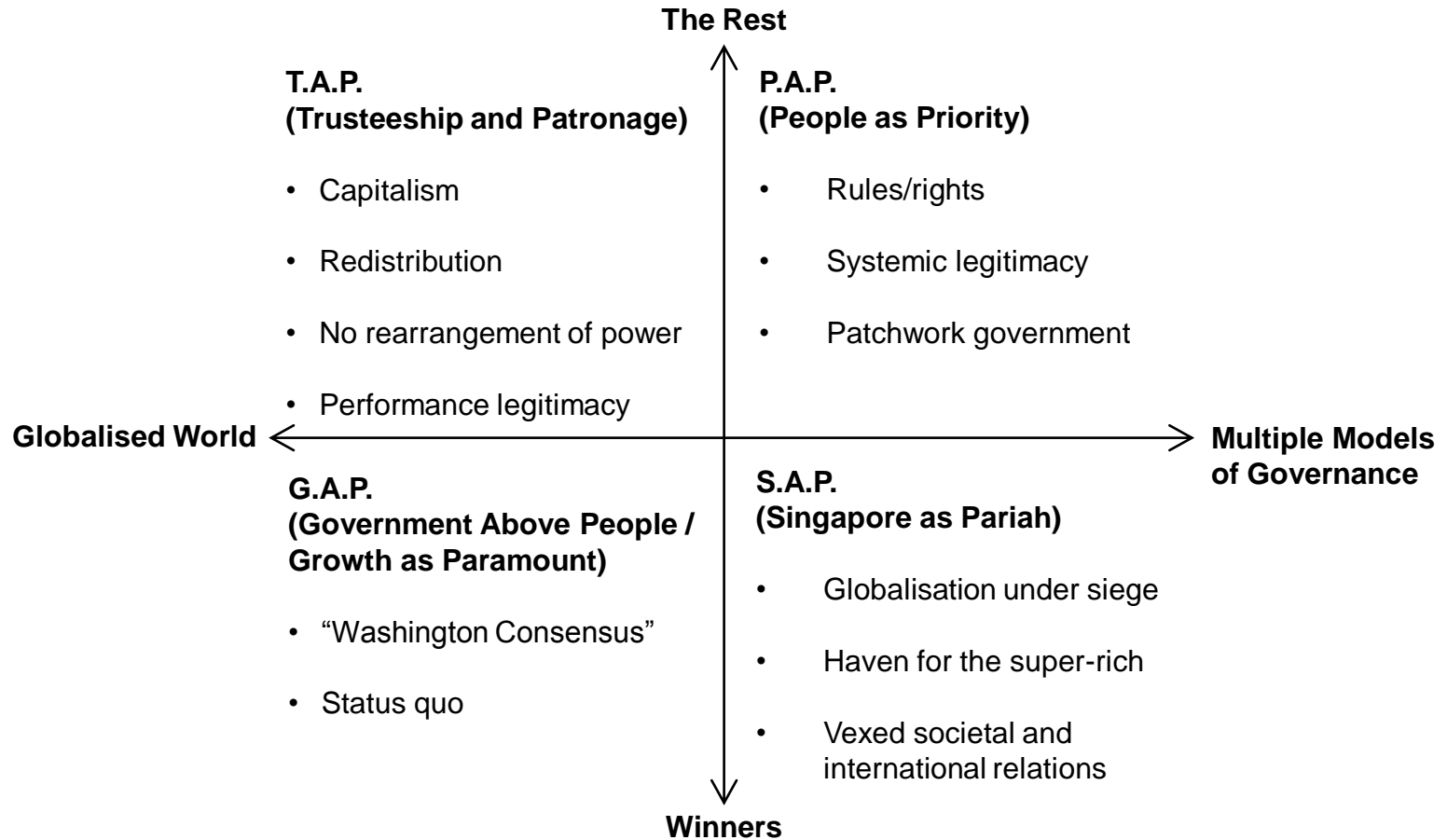


**Academics and Public  
Intellectuals**

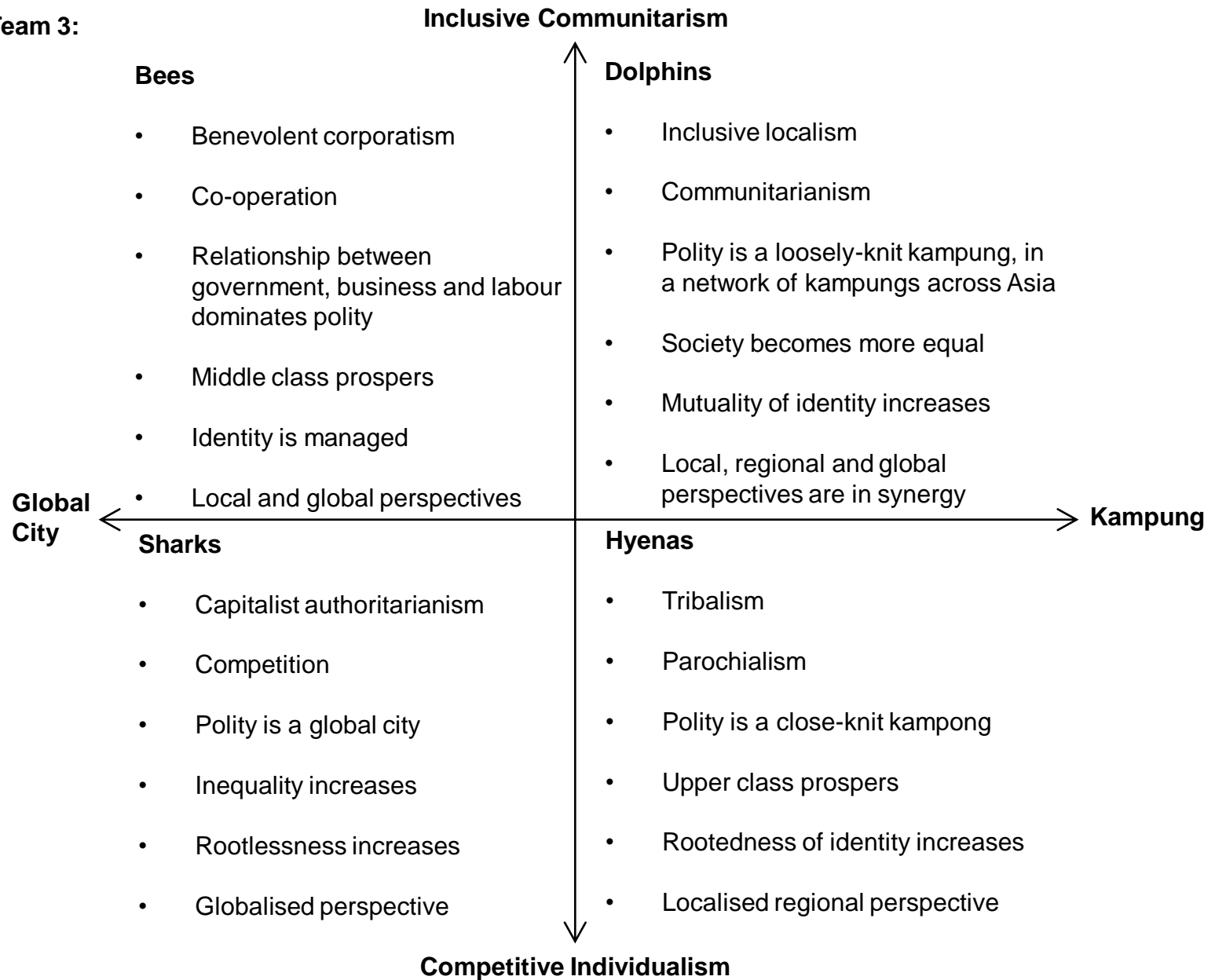
**Team 1:**



**Team 2:**



**Team 3:**



Team 4:

**Institutional Adaptability (Organicity)**

**Singapore as Penang**

- Citizens are happy, satisfied and relaxed
- Civil society is positive, functions as an extension of the state, and reinforces society
- No overarching ambition to be number one

**Eco GreenMark**

- Economic and political views are cosmopolitan
- Strong civil society
- Increased plurality in government
- Inclusive society/development, both in Singapore and extended to neighbouring countries

**Parochialism** ←

**Fascist Fortress**

- Content-driven, exclusive nationalism used to legitimise government
- Diluted sense of cultural unity
- Vulnerable to demagogues
- Fascist populism emerges, helped by resources of civil society
- Protectionist
- Material inadequacy and dissatisfaction

→ **Cosmopolitanism**

**Skyscrapers**

- Population increasingly alienated
- Trust deficit in society
- Increasingly transient and mobile population
- Population's loyalty to transnational groups

**Institutional Inertia (Mechanical)**





**New Citizens**

Team 1:

**Sustainable Use of  
Natural Resources**

**The Green Test**

- High taxation
- Innovation driven
- Technocratic expertise
- Individual actualisation
- High welfare
- Tolerant

**Voluntary NS**

- “Manage Me”
  - Policy continuity
  - High levels of philanthropy
  - Increased religiosity
- “Release Me”
  - High taxes
  - Culture conformity
  - Emigration

**Individualistic** ←

**Survivor**

- Developed world
- Wanton consumption
- Chaotic society
- Wide lifestyle choices
- Immigration
- Conflict/fault lines

**Balik Kampung**

- Religion/state ideology
- “Live for today”
- Fatalistic world
- Spiritual leader is esteemed
- Similar to Cambodia and Myanmar

→ **Communally-oriented society**

**Unsustainable Use of  
Natural Resources**

**Team 2a:**

**Political Scenarios**

**2011 General Election**

**BRING IT ON**

Political participation grows

↓  
Young people are better informed  
↓  
• More active citizenry  
• Citizens joined political parties based on their political convictions

**2016 and 2021 General Elections**

- ↓
- PAP remains the dominant party, but increasingly shares power with other alternative parties
  - Increased public discussion and participation, more lively parliamentary debate
  - Singapore is more fractious, but the best ideas surface to solve intractable problems

**DON'T YOU DARE**

No change from current situation

↓  
Apathy  
↓  
• PAP attracts low-calibre opportunists  
↓  
Utter cynicism

**2016 and 2021 General Elections**

- ↓
- PAP loses partial control of government to opposition, forced to form a coalition government by 2022
  - Total fractiousness, no decisions possible  
↓  
• Public disillusionment  
• More emigration

**THIS HAS ALL HAPPENED BEFORE, AND IT WILL ALL HAPPEN AGAIN**

Sense of political shifting ceases

- TFR still low
- More Singaporeans leave
- New citizens renew collective commitment to the PAP

**2016 and 2021 General Elections**

- ↓
- Singapore is committed to the status quo
  - Dominated by a new wave of Singaporeans
  - Singaporean diaspora exists abroad in large numbers

## Economic Scenarios

### 2011 General Election

#### THE MISSIONARY

##### • Other incentives as drivers



- More multidimensional society that is more holistic and humane
- Greater sense of intrinsic motivation and love for the pursuit of the “finer things in life”
- Less fear of failure, more courage to be adventurous
- More flexibility of movement, greater choice of lifestyle, diversity is embraced
- Economic stagnation at worst (but not necessarily!)
- Falling disposable income

#### THE MERCENARY

##### • Economic/monetary incentives as drivers



Increased socio-economic rift



Increased number of “fair-weather citizens”, who have no attachment to Singapore and who leave in bad times



- Citizens are callous, uncaring, cold and unsentimental
- Economy is stable, strong and predictable
- Country is prosperous and continues to attract investments

**Team 3:**

	<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
<b>Economic (Maintaining “The Singapore Premium”)</b>	Depression	Recession	Muddle Through	Resilient Economy
<b>Political (Credibility and trust of public in governance)</b>	Crisis	Status Quo	Democratisation	Gridlock
<b>Social (Level of equality and inclusion; social mobility)</b>	Harmony	Discord	Riots	

**Scenario 1: Our Lehman Moment**

- Economic depression → Political crisis → Social discord → Political gridlock

**Scenario 2: Durian Garden**

- Social discord → Political crisis → Political democratisation → Resilient economy and social harmony

**Scenario 3: PAP Bahru**

- Social riots → Political crisis → Political gridlock → Economic recession



**Business**

**Team 1:**

**Government Involvement:  
Kaypoh**

**Police and Thieves**

- Patronage
- Cronynism
- Corruption
- Government mitigates social fractures, but they are not fully resolved
- High administrative costs to government

**Reagan's Nightmare**

- Bureaucracy
- Redundancy
- Stifled dynamism
- "Distribution" society
- Stagnant socialism

**Corporate Ethics:  
Wild Wild West**

**Dog-Eat-Dog**

- Hobbesian world
- Anarchy
- Winner takes all
- Widening inequality

**Corporate Ethics:  
Good Corporate  
Citizen**

**Adam Smith's Perfect World**

- Adam Smith's "invisible hand"
- High citizen ownership of society
- Withering of the state
- No social fractures
- Utopia

**Government Involvement:  
Bo Chap**

**Team 2:**

**Concentrated Power**

**A Benevolent Nanny**

- A dominant political party
- Social planning ≥ economic planning
- Selection of leaders is based on EQ, from among community grassroots and NGO leaders
- High cost of business
- Corporate Social Responsibility is mandatory
- Strong social orientation of unions and business federations
- Minimum wage introduced and health benefits provided
- Environmental regulations strengthened
- No “sin” industries
- Charity foundations/NGOs run like corporations
- Government backs diverse education

**Ultimate Singapore: Guided Capitalism**

- Dominant political party
- Bureaucrats/technocracy
- Selection of leaders is based on IQ
- Business sector is government directed/influenced
- Social policy is government directed/influenced
- Manpower planning is highly centralised

**Moral Compass: Values (Heart)**

**Moral Compass: Value (\$)**

**Serangoon Gardens**

- Government is council driven
- Community leaders are elected
- Proportional representation
- Identity and issue politics
- More SMEs
- More innovation and risk-taking in business
- Venture philanthropy and social enterprises
- Privately provided safety net - social policy is localised, fragmented and less scalable, but responsive
- Many schools, independent schools exist

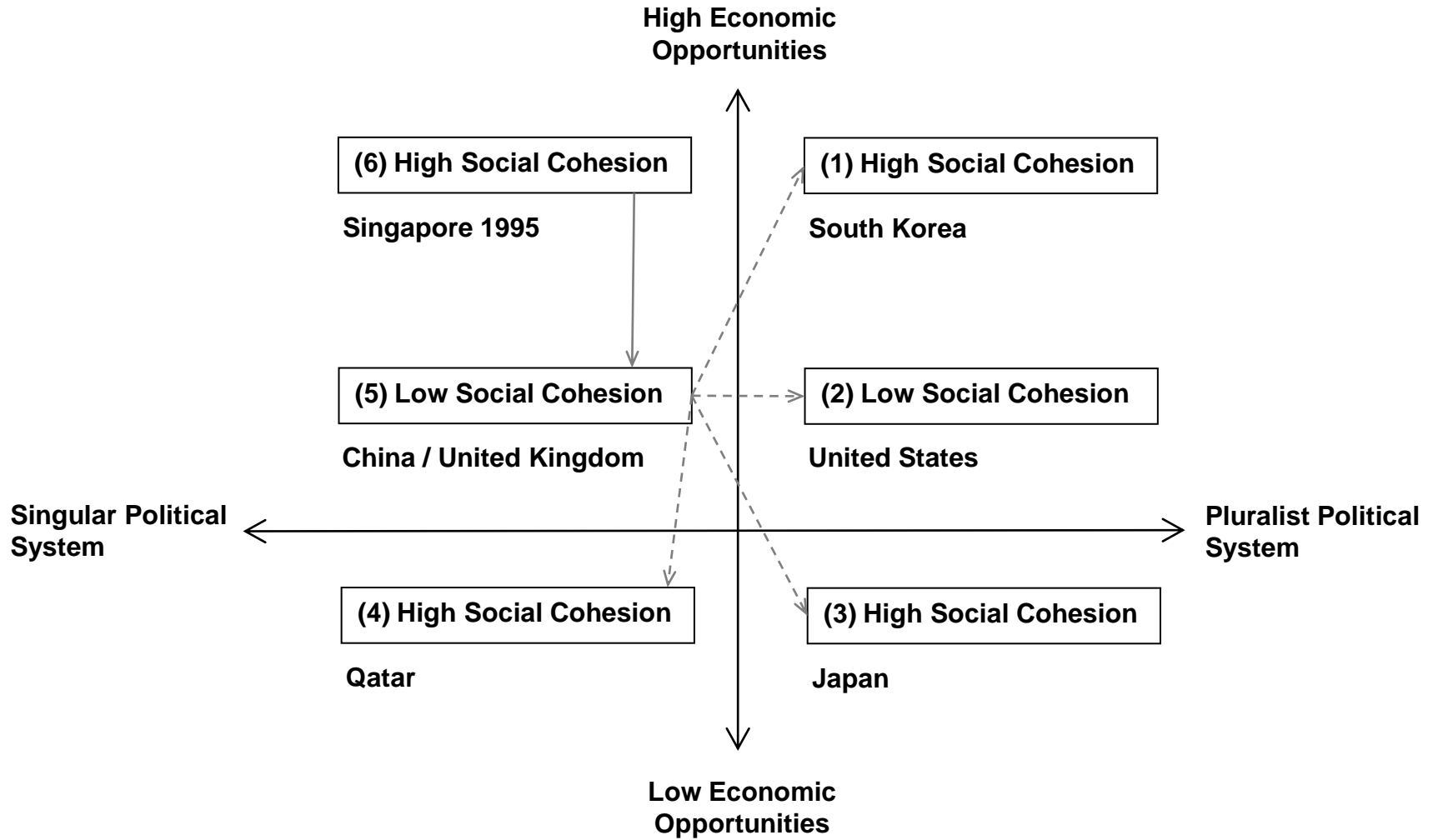
**Laissez-Faire Mercantile State**

- Pluralistic politics, more political opposition
- Businessman politicians
- Culture of lobbying, pork-barrel politics
- Money is power, money politics
- Chambers of commerce and unions exist
- Labour disputes
- More SMEs
- Venture capital
- No/minimal social safety nets
- Schools focus more on “marketable skills”

**Participatory Governance System**



**Team 3:**



**Team 4:**

**High Social Mobility/  
Equality of Opportunity**

**Hotel California**

- Unsustainable social welfare spending
- Policy paralysis
- High taxes
- Tax emigration/talent flight

**Rebirth of Singapore Story**

- Sustainable reform of social services
- Policy making is credible
- Moderate taxes
- More social cohesion, “Pledge values” are reaffirmed
- Successful democratic reform/institutions

**Weak Leadership /  
Common Vision**

**Greece**

- Populism
- Policy paralysis
- Sharp social divisions
- Class warfare
- Political and economic instability

**Strong Leadership /  
Common Vision**

**Brave Old World**

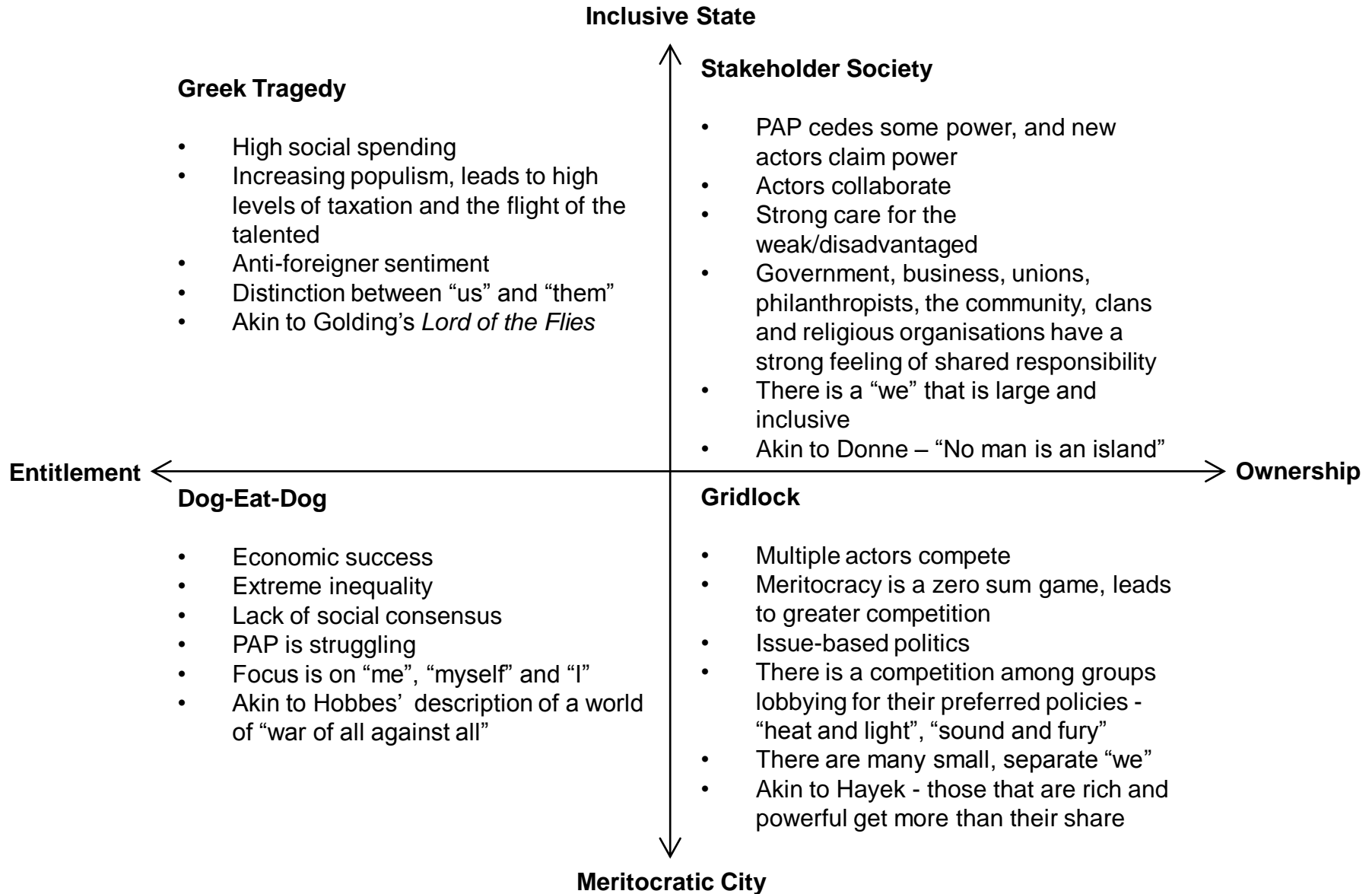
- Low taxes
- Minimal reform of social services
- Plutocracy, but there is a belief in system
- Minimal democratic reforms
- Strong sense of vulnerability (siege mentality)

**Low Social Mobility/  
Equality of Opportunity**



**Public Service**

**Team 1:**



**Team 2:**

**Raffles Place<sup>3</sup>**

- Eduard Lim, divorcee
- Private banker from Goldman Stanley, looking for his next best offer
- Rents loft in Tanjong Pagar
- Hangs out with expatriate colleagues but does not acknowledge auntie who cleans desk
- He is defined by his job
- Has a robotic dog and no kids
- Buys wine online and drives a Tesla
- Flies to Chengdu twice a month on business
- Didn't vote in the last election (walkover in Tanjong Pagar)

**Opportunities for All**

**New Chinatown**

- John Hu, new citizen and businessman
- Family man, one child in Raffles Institution who is ranked second in his class
- Active in the Hu clan association and in grassroots organisations
- Stays in Sunvale (Executive Condominium)
- Thinks of Singapore as a land of opportunity, goes for the National Day Parade every year
- Runs a home appliance business, and also occasionally imports sand from China, employs Singaporeans
- Follows his MP on Facebook
- Is upset when he is sometimes teased for his poor pronunciation

**Self-interest  
Predominates**

**Serangoon Gardens**

- Mrs Aroozoo, retired teacher
- Joined the Serangoon Gardens Country Club
- Knows her old neighbours, but is worried about the influx of new residents
- Petitioned against plans to build a foreign worker dormitory in her estate and complained to a Minister of Parliament about people parking outside her house
- Volunteers to teach disadvantaged children and goes to Singapore's third casino in her free time
- Her daughter is a lawyer turned dancer
- Voted for the same party for the last thirty years

**Active  
Citizenry**

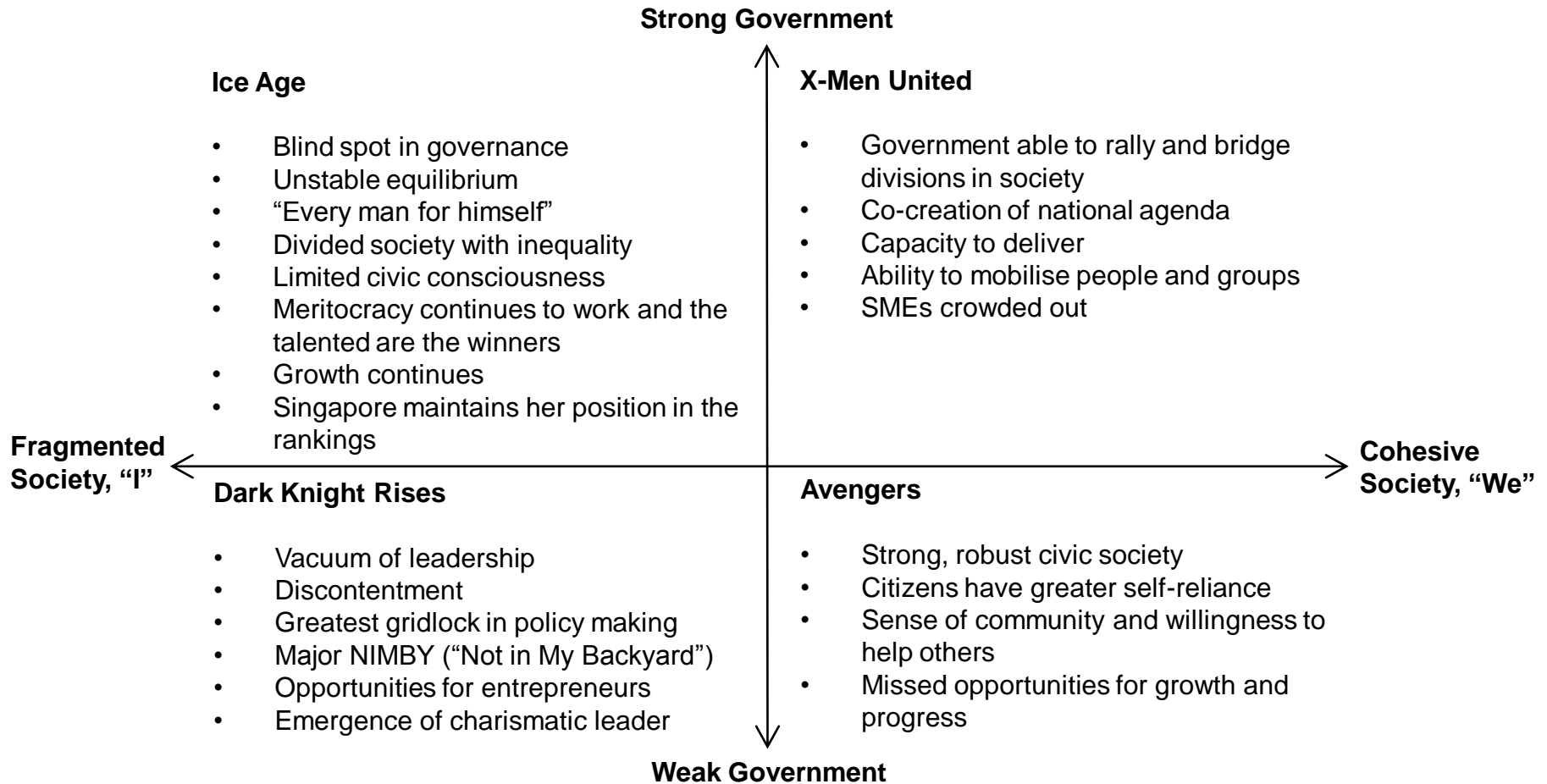
**Hougang**

- Faisal Abdul Rahman, primary school educated bus driver earning S\$3,000 a month
- Stays in a 3 room HDB flat with his wife and three children
- One son is attending a polytechnic on a Mendaki scholarship, and another son works as an executive in an MNC in Jurong
- His wife babysits for his neighbour from China
- He is a volunteer with the Neighbourhood Watch
- He is active in Meet-the-People sessions
- Voted for the same party for the last twenty years

**Stake for Everyone**

3. All the scenarios were presented in the form of descriptions of the lives of average citizen in these worlds.

**Team 3:**



**Team 4:**

**Political and Institutional Stability**

**Reconstructive Plastic Surgery**

- Trust between the population and the government, partnership between both parties
- Mediocre/poor fiscal position, anaemic growth
- Diversity recognised and embraced
- Hard choices are legitimate (people are fine with having less)
- Belief that personal motivations can be acted on (population that takes ownership)
- No monopoly of ideas
- Unstable/messy international geopolitical environment
- Coalition government or the party in power regularly changes

**Morphine Drip**

- Transactional relationship between state and citizens
- Rich (but with finite resources)
- State provides infrastructure, jobs, social services, cash transfers, etc.
- Government appeases population and stays in power
- Affirmative action for different groups
- Demands of population increase
- ASEAN is booming, Myanmar is the next engine of growth
- Singapore is still relevant
- Polarised, but “plastered”

**Self-reliant  
Mentality**

**Physiotherapy**

- Politicised bureaucracy
- Gridlock, change in the party that is in power
- Crashing market
- Spats with neighbours, messy geopolitical environment
- Strong but divergent political and civic activism
- Private sector is wealthy and has a strong influence on society and government
- Vibrant, resilient local enterprises (organic growth)

**Entitlement  
Mentality**

**Band-Aid**

- Political promises not fulfilled
- Frequent changes in government
- Reserves have been spent
- Region is booming, Singapore is overtaken by neighbours
- Mobile members of the population leave
- Haves versus the Have-nots
- Have-nots are mobilised/agitated easily

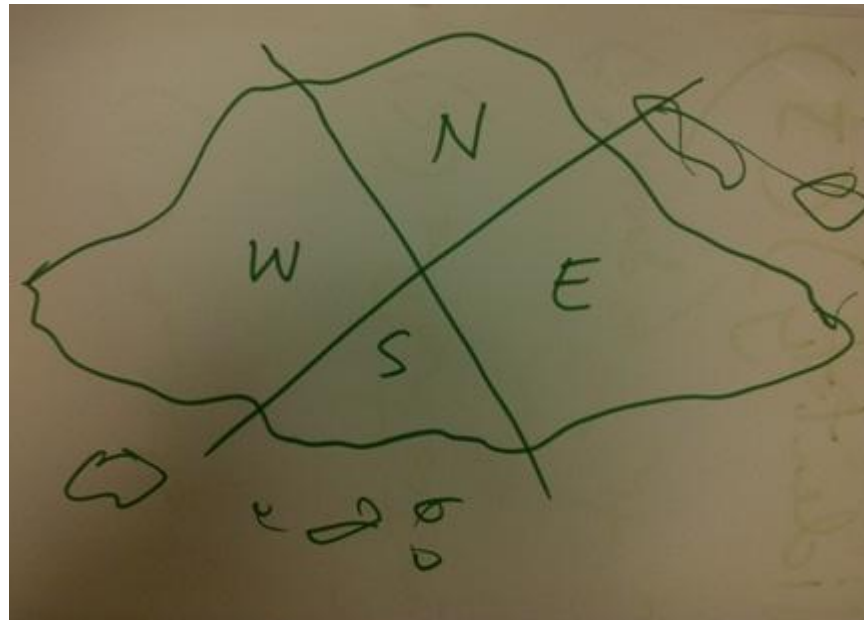
**Political and Institutional Turbulence**

## Strategy

- Singapore could be divided into four large 'states' that are governed individually
- Central government looks after military and foreign policy to be made up of elected leaders from the four 'state governments'
- Each 'state' would have its individual character and development policy given the resources of the region
- Allows diversity, makes Singapore less vulnerable to bad luck and bad leadership

## Alternatives Suggested

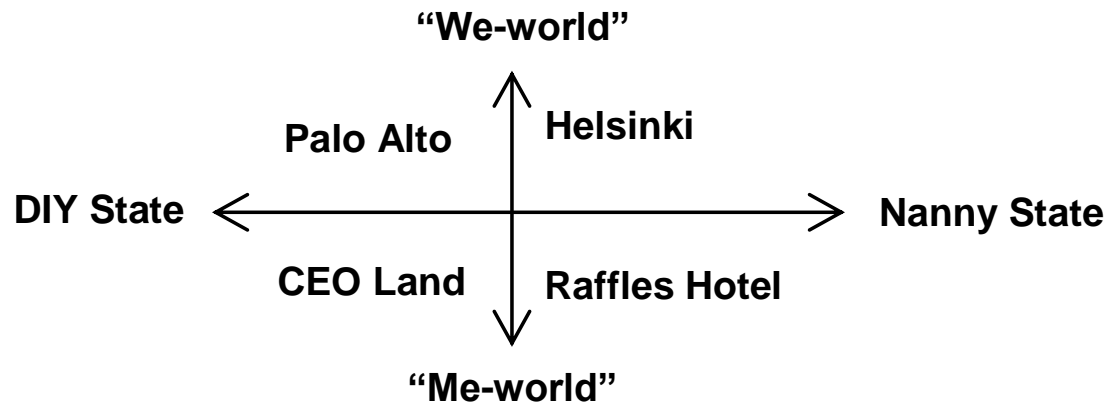
- Devolution of power to the local level
  - Elected Town Councils and Residents' Committees
  - Town Councils given the authority to grant public speaking or performance licenses
  - Local, community radio stations
- Singapore could also export itself by reducing her population and having Singaporean settlements in other countries







**Young Singaporeans Team 2:**



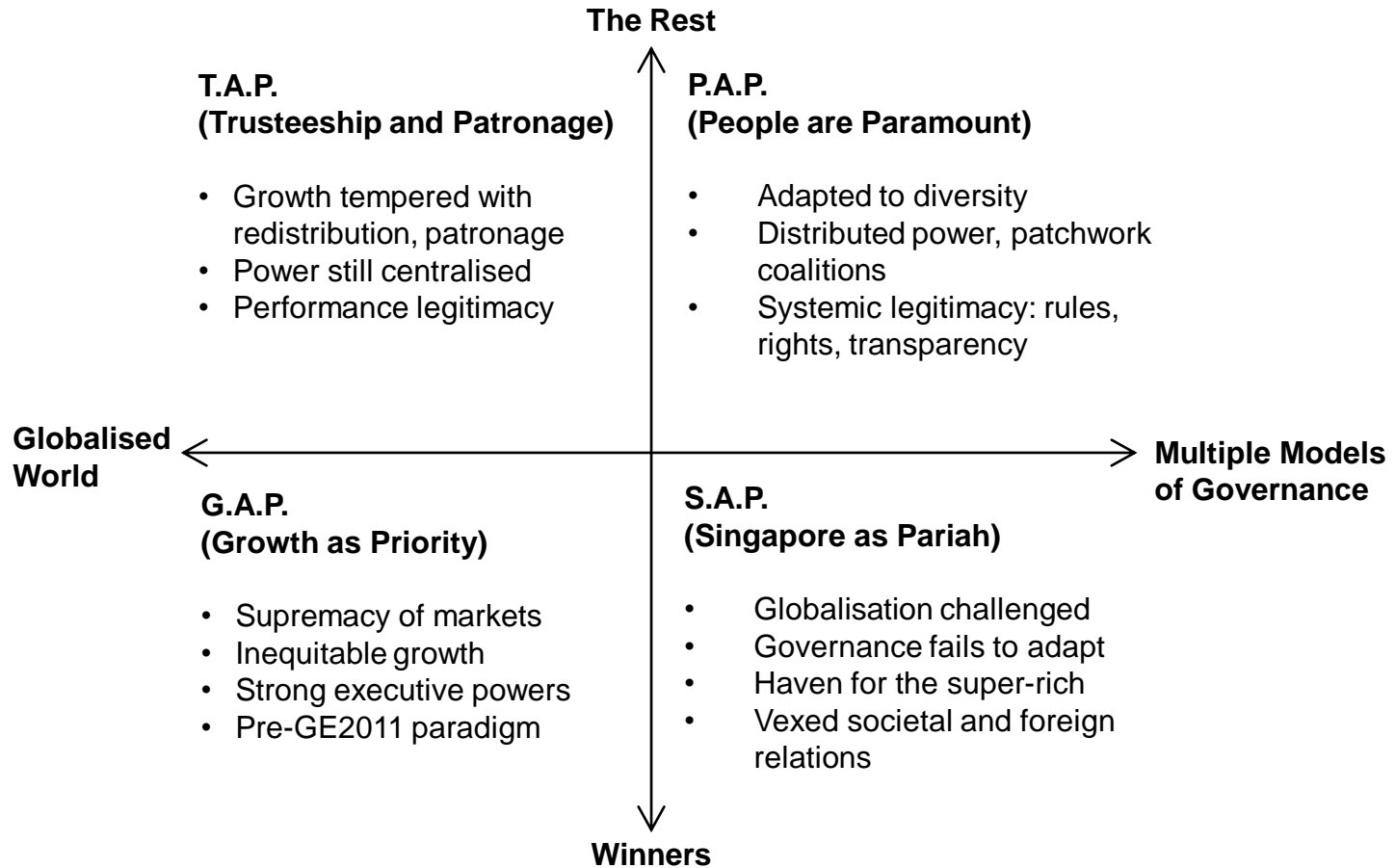
**Civil Society Team 1:**

	<b>Ion Orchard</b>	<b>Sentosa Cove</b>	<b>Kampung 2022</b>	<b>Hotel 81</b>
<b>Income Disparity</b>	High	High	Low	Low
<b>Political System</b>	Egalitarian, multi-party system	Elitist, dominant single party	Egalitarian, multi-party system	Elitist
<b>Cost of Living</b>	Very high	Very high	Low	Medium
<b>Political Pluralism</b>	Higher	Lower	Higher	Lower
<b>National Pride and Rootedness</b>	Medium	Low	High	Low
<b>Social Stratification</b>	High	High	Low	Low
<b>Competitiveness</b>	High	High	Medium to high	Low
<b>Social Stability</b>	Low	Low	High	High

### Arts, Culture and Media Team 3:

	<b>Loyal Lions</b>	<b>Cool Cats</b>	<b>The Boiling Frog</b>	<b>Angry Birds!</b>
<b>PAP's Ability to Change</b>	High	Low	Mid • Business as usual	Low • Mitosis • Lose Power? • Increase in civil society
<b>Sense of Belonging</b>	High	High	Low	Low
<b>Globalisation Continues</b>	Yes, but Singapore can manage	Yes, but Singapore can manage	No, countries turn more protectionist	Yes, but Singapore cannot manage
<b>Total Fertility Rate, Immigration Rate and Total Population Growth Rate</b>	TFR at replacement level, low immigration, and low population growth	TFR at replacement level, low immigration, and low population growth	Low TFR, low immigration, and a decline in the population	TFR low, high immigration, and high population growth
<b>Role of Mainstream Media</b>	Highly independent, decreased media regulation	Highly independent, decreased regulation	Highly regulated	Decreased regulation – noisy media (e.g. Taiwan)
<b>Social Media</b>	Strong and vibrant, medium influence	Highest functional “marketplace of ideas”	High influence, vulnerable to rise of “mutant charismatic”	Noisy, low influence
<b>Nature of Citizenry</b>	High acceptance of different views, more debate	High acceptance of different views, more debate	Some acceptance of different views, more debate	Angry and extreme views, unproductive debate
<b>Geopolitics - ASEAN</b>	United and strong ASEAN, stable region	Dysfunctional ASEAN, potentially unstable region	Business as usual in ASEAN, Singapore disengaged	Business as usual in ASEAN, Singapore disengaged
<b>Credibility and Effectiveness of Opposition</b>	Middle	Middle	Not effective, no credibility	Effective, high credibility

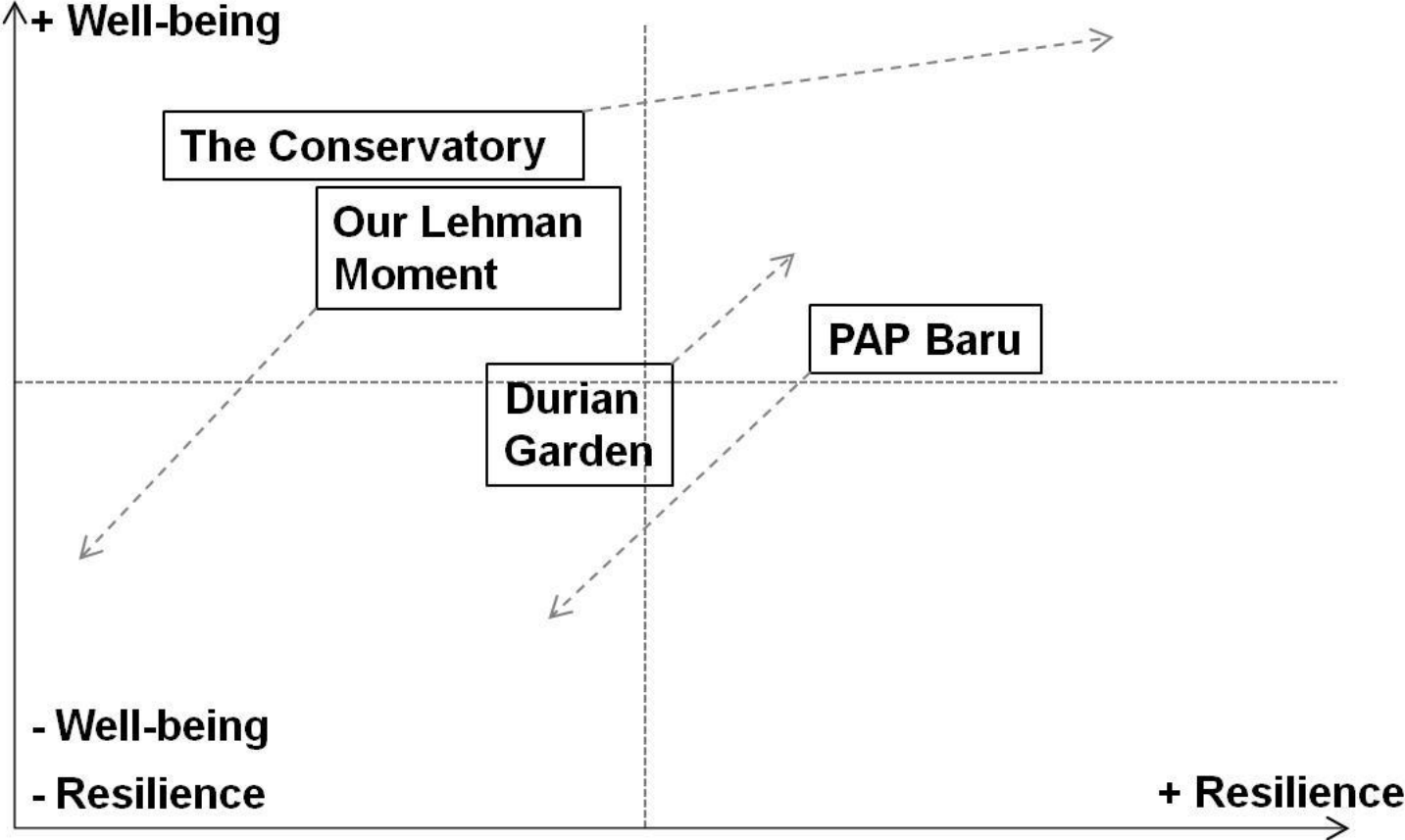
## Academics and Public Intellectuals Team 2:



**Academics and Public Intellectuals Team 2:**

	<b>G.A.P. (Growth as Priority)</b>	<b>T.A.P. (Trusteeship and Patronage)</b>	<b>S.A.P. (Singapore as Pariah)</b>	<b>P.A.P. (People are Paramount)</b>
<b>How redistributive?</b>	Low	Medium	Low	High
<b>How trusting of one another?</b>	Low	Medium	Medium	High
<b>How representative is our political system perceived to be?</b>	Low	Medium	Low	High
<b>Performance legitimacy (PL) vs. systemic legitimacy (SL)</b>	PL	PL/SL	SL/PL	SL
<b>Singapore identity</b>	Low	Medium	Low	High
<b>Capacity for government to act decisively and quickly</b>	High	Medium	High	Low

**New Citizens Team 3:**



### New Citizens Team 3:

	<b>Our Lehman Moment</b>	<b>Durian Garden</b>	<b>PAP Baru</b>	<b>The Conservatory</b>
<b>Economic growth/ "The Singapore Premium"</b>	Global depression	Recession	Local recession/ muddle through	Prosperity
<b>Institutional dynamism/ resilience</b>	Weak	Strong	Weak turning strong	Strong
<b>Political (credibility, public trust)</b>	Crisis	Status quo	Gridlock	"Democratisation"
<b>Leadership</b>	Weak, chaotic, polarisation	Bumpy transition in leadership, modest growth in civil society	Chaotic handing over of leadership baton, polarised, gridlocked	Smooth evolution at multiple levels, robust growth in civil society
<b>Social mood (inclusion, social mobility, diversity)</b>	Very negative	Steady	Negative	Positive
<b>Scenario starting point</b>	Global economic depression	Social discord	Social riots	Economic prosperity



**High Social Well-being/  
Equality of Opportunity**

**Business Team 4:**

**Hotel California**

- Unsustainable social welfare spending
- Policy paralysis
- High taxes
- Tax emigration/talent flight

**Rebirth of Singapore Story**

- Sustainable reform of social services
- Policy making is credible
- Moderate taxes
- More social cohesion, “Pledge values” are reaffirmed
- Successful democratic reform/institutions

**Weak Leadership /  
Common Vision**

**Greece**

- Populism
- Policy paralysis
- Sharp social divisions
- Class warfare
- Political and economic instability

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**Brave Old World**

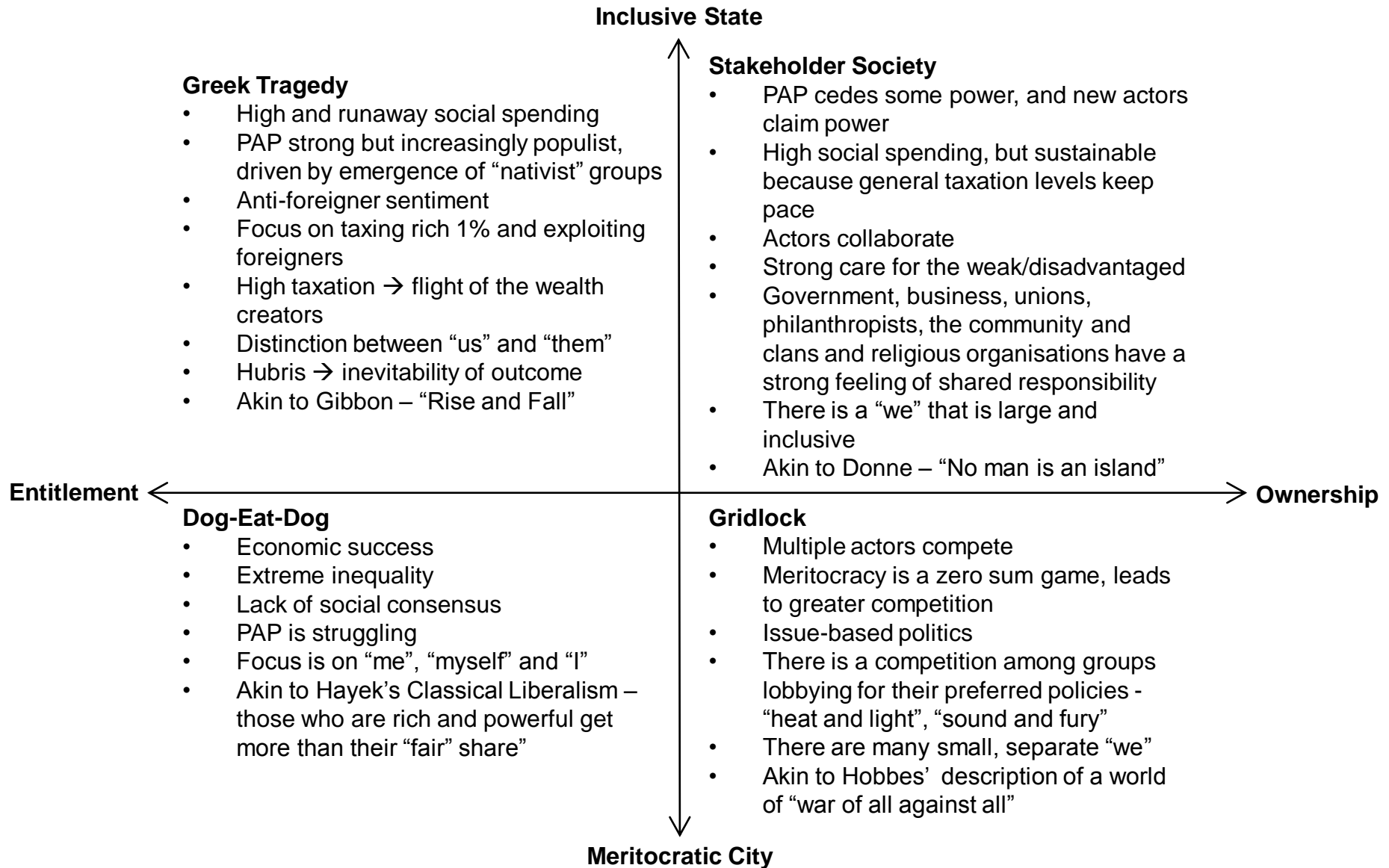
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- Plutocracy, but there is a belief in system
- Minimal democratic reforms
- Strong sense of vulnerability (siege mentality)

**Low Social Well-being/  
Equality of Opportunity**

**Business Team 4:**

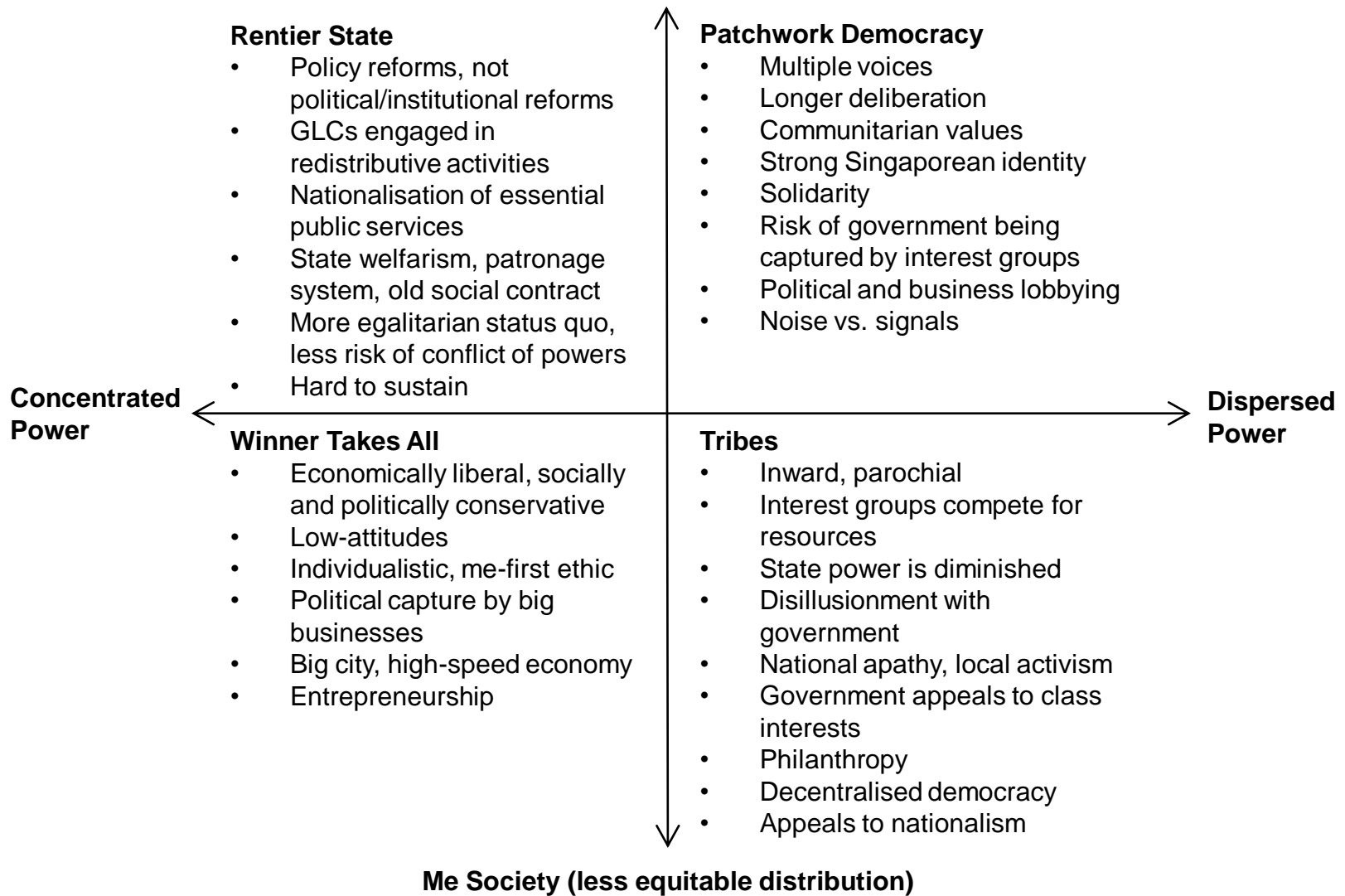
	<b>Rebirth of Singapore Story</b>	<b>Hotel California</b>	<b>Brave Old World</b>	<b>Greece</b>
<b>Income inequality</b>	Falling	Falling	Very high and rising	High and rising
<b>Equality of educational opportunity</b>	High	Medium	Low	Low
<b>Social safety nets</b>	Good	Wasteful and excessive	Minimal	Modest
<b>Aging population</b>	Managed well	Excessive	Poor	Poor
<b>Social divisions</b>	Minimised, good cohesion	Minimised, but no cohesion	Very high	High
<b>Elitism vs. egalitarianism</b>	Low	Medium	Very low	Medium to high
<b>State vs. market tension</b>	Good balance	Very high state	Low state	Low state
<b>Political pluralism</b>	High pluralism	Moderate	Low	Moderate
<b>Anti-immigrant Xenophobia</b>	Low	Medium to low	Very high	High
<b>Economic opportunity</b>	High	Low	Moderate	Low

**Public Service Team 1:**

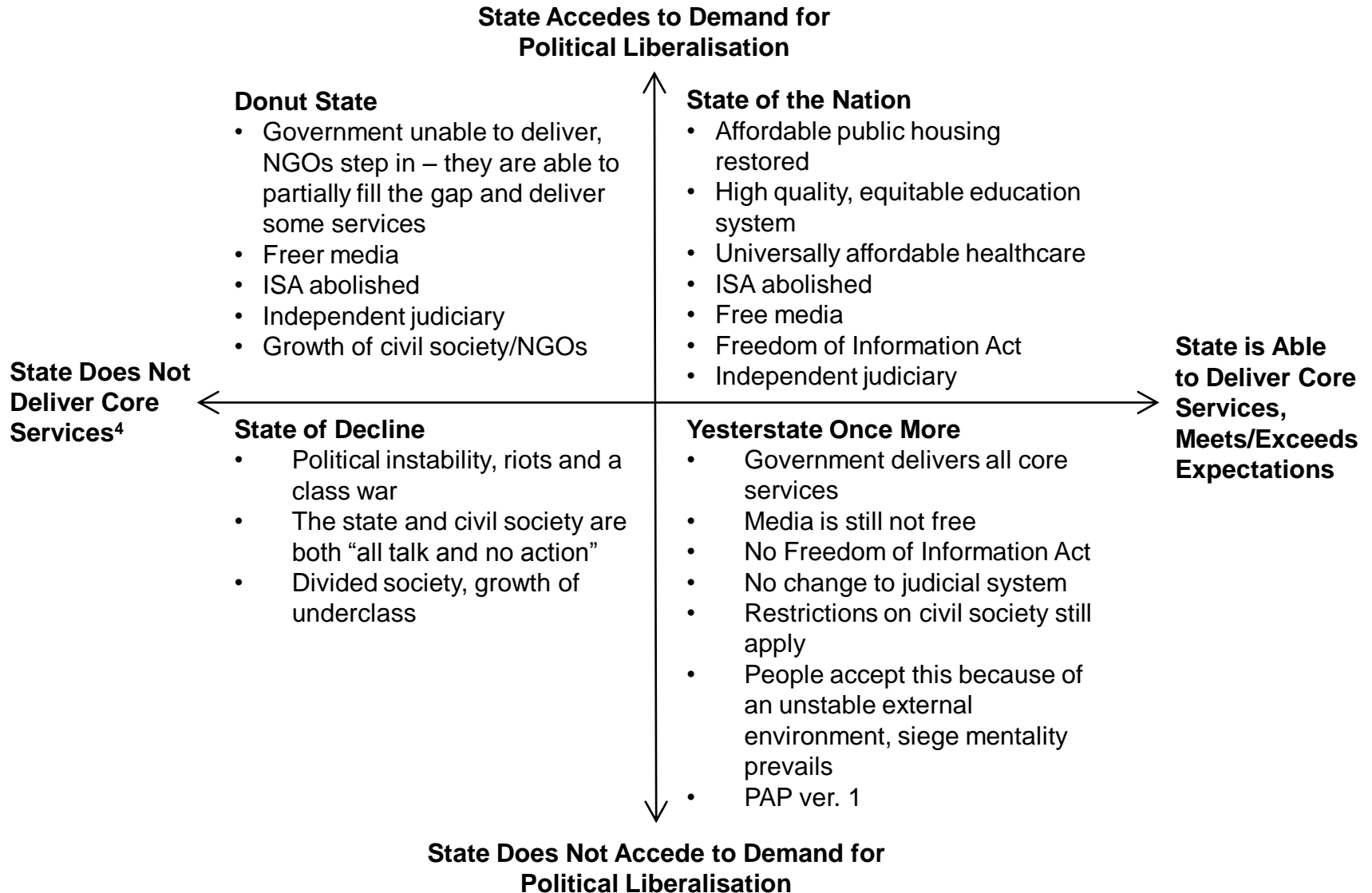


**Final Workshop Scenarios Team A:**

**We Society (more equitable distribution)**



**Final Workshop Scenarios Team B:**



4. Core services: Refers to affordable housing, healthcare and education

## Final Workshop Scenarios Team C:

### Driving Forces

#### Credibility of government – trust in, and support for, government



#### Definition of success



#### Who public policy and the social compact benefits



## Final Workshop Scenarios Team C:

	<b>Satisfied Sheep - “Smart government, satisfied people”</b>	<b>Boiling Frogs – “Old government fails, new government takes over”</b>	<b>Cool Cats – “Cracks in government, people step up to fill in the gap”</b>
<b>Government</b>	Credible Institutions still strong, and economy still strong. The government implements effective policies that align with and reinforce materialist values and the market-driven system. The sense of betrayal is mitigated through “money”.	Credible. Economic growth is middling - between first and third scenarios, but money is not/less important. Government runs a fiscal deficit. The sense of betrayal is mitigated through political change and policy reform.	Non-credible government with wrong policies, more scandals, strident social media. SGP an economic backwater when compared to thriving region. The sense of betrayal is exacerbated and people become more self-reliant.
<b>Values</b>	Dollar. Money used for social transfers to placate populace, even if system is still basically elitist.	Heart. Gracious society, thanks to through a top-down government led process. But values are less materialistic. People want a more egalitarian system.	Heart. Bottom-up initiative increases. MRT is empty. People are happy! Rice and ikan bilis is the main staple but people are happy to eat that.
<b>Winners</b>	Winners. This is a <b>Pro-Singapore</b> scenario	The Rest. This is a <b>Pro-Singaporeans</b> scenario	The Rest. This is a scenario where the people are <b>Proactive</b>
<b>Description</b>	B.A.U. Sustainable because there is an ideology that keeps people supporting the system - different paths of success. Rhetoric succeeds in persuading 99% they are not losers. Sustainable through 2-3 rounds of GEs, but a more stratified society is created. Multiple interest groups. PAP may lose a few GRCs, but still holds on to majority control – more diverse voices, giving PAP democratic/systemic legitimacy. But overall there is greater social fragmentation.	Low quality leaders in the incumbent party lead to a change in government or a coalition government. Possibility of a change in government/coalition government → ideologies have changed, leads to a change in focus of society from dollar values to heart values. Social democratic government. Hunky dory up till 2022, but by 2035, we will start looking to see what Europe did in 2012 – not sustainable!	Flight of capital, MNCs and foreign talent (oil refinery becomes port or Zouk 2) Rise of SMEs, social enterprise, indigenous wealth creation begins. Rise of civil society Like cats, people can no longer be “herded”, but they do take care of themselves.

**IDENTITY AND SOCIAL COHESION (18)**

Plural Identities / Singular Identity	YG - T1
Lower / Higher National Cohesion	YG - T3
(Dis)Integration of Society	YG - T4
Identity Crisis	YG - T4
Tension Between Economic and Social Pressures	YG - T4
Low / High Levels of Citizenship Pride	CS - T2a
Social Fragmentation / Social Integration	CS - T3
Low / High Sense of Belonging	ACM - T3
The Relationship Among Citizens and the Nature of Society	ACM - T4
Low / High National Cohesion	ACAD - T1
Low / High Social Cohesion	BS - T3
Meritocratic City / Inclusive State	PS - T1
Fragmented Society (“I”) / Cohesive Society (“We”)	PS - T3



**IDENTITY AND SOCIAL COHESION (18) (Cont'd)**

Level of National Pride and Rootedness	FW – CS T1
Level of Social Stability	FW – CS T1
Nature of Citizenry – acceptance of others' views and quality of political debate	FW – ACM T3
Strength of Singapore's Identity	FW – ACAD T2
Level of Trust Citizens Have Between Each Other	FW – ACAD T2
Extent of Social Divisions	FW – BS T4

**INCOME DISTRIBUTION AND SOCIAL MOBILITY (18)**

Perceived Inequality / Equality	YG - T2
Low / High Income Disparity (at high GDP/capita level)	CS - T1
Inequitable / Equitable Income Distribution	CS - T2b
Growth at all Costs / Inclusive Growth	CS - T3
Monopoly Controls Resources / Equal Control of Resources	ACM - T4
Winners / The Rest	ACAD - T2
Social Inequality, Exclusion, Low Social Mobility / Social Equality, Inclusion, High Social Mobility	NC - T3
High / Low Social Mobility and Equality of Opportunity	BS - T4
Opportunities for All / Stake for Everyone	PS - T2
Level of Social Stratification	FW – CS T1
How redistributive society is	FW – ACAD T2

**INCOME DISTRIBUTION AND SOCIAL MOBILITY (18)**

Effectiveness of Social Safety Nets	FW – BS T4
Level of Elitism	FW – BS T4
Equality of Education Opportunity	FW – BS T4
High / Low Social Well-being and Equality of Opportunity	FW – BS T4
Who Public Policy and the Social Compact Benefits – Winners v. The Rest	FW – Team C

**NATURE OF GOVERNMENT (13)**

Out-source / In-source Government or DIY State / Nanny State	YG - T2
Increasing / Declining Political Leadership	CS - T2a
State Capitalism / Market Capitalism	CS - T4
Weak / Strong Government	PS - T3
Credibility and Adaptability of Government	NC - T3
Bo Chap / Kaypoh Government	BS - T1
Weak / Strong Leadership and Common Vision	BS - T4
Whether the Government has Performance Legitimacy or Systemic Legitimacy	FW – ACAD T2
Capacity for Government to Act Decisively and Quickly	FW – ACAD T2
Quality of Leadership	FW – NC T3
Level of Institutional Dynamism	FW – NC T3
Level of Tension between the State and the Market	FW – BS T4
Concentrated / Dispersed Power	FW – Team A
State Delivers Core Services <sup>5</sup> / State Does Not Deliver Core Services	FW – Team B

5. Core Services: Affordable housing, healthcare and education

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**VALUE SYSTEM (11)**

Materialism / Post-materialism	CS - T4
Homogenous / Diversified Values	ACM - T2
“I” – the Role of the Individual	ACM - T4
Competitive Individualism / Inclusive Communitarism	ACAD - T3
Individualistic / Communally-oriented Society	NC - T1
Economic Incentives Drive Nation / Other Incentives Drive Nation	NC - T2
Moral Compass - Values (Heart) / Value (\$)	BS - T2
Self-interest Predominates / Active Citizenry	PS - T1
“Me-world” / “We-world”	FW – YG T2
“Me Society” / “We Society”	FW – Team A
Definition of Success – Values and Value	FW – Team C

**GEOPOLITICS AND OTHER EXTERNAL RELATIONS AND INFLUENCES (9)**

Lower External Pressure / Higher External Pressure	YG - T3
Low / High Level of Support From Southeast Asian Countries	ACM - T1
Autonomous / Dependent (in relation to external powers)	ACM - T2
Globalisation Stops / Continues, Singapore's Ability to Handle Globalisation	ACM - T3
Global City / Not a Global City	ACAD - T1
Globalised World / Multiple Models of Governance	ACAD - T2
Global City / Kampung	ACAD - T3
Parochialism / Cosmopolitanism	ACAD - T4
Geopolitics in the ASEAN region	FW – ACM T3

## Identified Driving Forces (DFs)

### POLITICAL POWER (9)

Dispersed / Concentrated Power	YG - T1
Changing Face of Power	YG - T4
Egalitarian Political System with Multiple Parties / Elitist Political System With a Dominant Party	CS - T1
Power of the Ruler or the Ruling Class	ACM - T4
Participatory Governance System / Concentrated Power	BS - T2
Singular / Pluralist Political System	PS - T3
Level of Political Pluralism	FW – CS T1
How Representative the Political System is Perceived to Be	FW – ACAD T2
Level of Political Pluralism	FW – BS T4
Concentrated / Dispersed Power	FW – Team A

## Identified Driving Forces (DFs)

### **POLITICAL CONDITIONS (7)**

PAP's Ability to Change	ACM - T3
Political Unpredictability	NC - T2a
Immigration That Reinforces the Political Status Quo	NC - T2a
Political and Institutional Stability / Turbulence	PS - T4
Credibility and Effectiveness of Opposition	FW – ACM T3
State Does Not / Does Accede to Demands for Political Liberalisation	FW – Team B
Credibility of Government	FW – Team C

### **ECONOMIC FACTORS (5)**

Lose / Maintain “The Singapore Premium”	NC - T3
Low / High Economic Opportunities	BS - T3
Cost of Living	FW – CS T1
Competitiveness	FW – CS T1
Low / High Economic Opportunities	FW – BS T4



## Identified Driving Forces (DFs)

### Media (3)

Media Is / Is Not Credible and Accurate

CS – T2b

Role of Mainstream Media

FW – ACM T3

Influence of Social Media

FW – ACM T3

### POPULATION (2)

High / Low Capacity to Manage Influx of Migrants From China

ACM – T1

Singapore's Total Fertility Rate, Immigration Rate and Total Population Growth Rate

ACM – T3

Ability to Manage Aging Population

FW – BS T4

### CONCEPT OF CITIZENSHIP (2)

Entitlement / Ownership

PS - T1

Self-reliant / Entitlement Mentality

PS - T4

**BUREAUCRATIC STRUCTURES (1)**

Institutional Adaptability (Organicity) / Institutional Inertia (Mechanical)

ACAD - T4

**BUSINESS, CORPORATE ETHICS (1)**

Corporate Ethics - Wild Wild West / Good Corporate Citizen

BS – T1

**ENVIRONMENTAL SUSTAINABILITY (1)**

Sustainable / Unsustainable Use of Natural Resources

NC – T1