



PRISM

IPS Prism Scenarios

by  
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Institute of Policy Studies

# Governance in 2022: Overview of IPS Prism

This project was led by  
**Dr Gillian Koh**  
Senior Research Fellow

“How will Singapore govern itself in 2022?”

Pause and ponder...

Think more deeply and widely...

about the choices that are ours to make

to become an adaptive, resilient, cohesive nation.

IPS Prism engaged the public in the gentle art of re-perceiving our country and its future. The **scenario planning method** was used to surface and challenge mental models about governance in Singapore, in a peer-to-peer process. An **immersive arts experience** was designed and used to engage the public in the process. **Narrative capture** was used to survey participants about how they want Singapore to be governed in 2022.

# 2011 General Election

THE STRAITS TIMES TUESDAY, MAY 2 2011 PAGE 4

## Chen questions immigration policy though he benefited from it, says Shanmugam

By RACHEL CHANG

LAW and Home Affairs Minister K. Shanmugam yesterday asked why the Workers' Party (WP) was questioning Singapore's immigration policy when a few of the party's foreign-born candidates were themselves let in here and have made good.

Taiwan-born Chen Show Mao, 50, and Malaysia-born Angela Oon, 32, WP's candidates in Aljunied and Nee Soon GRCs respectively, are examples of the success of policy, and are beneficiaries of the policy," Mr Shanmugam told reporters at the Chong Pang branch of the People's Action Party (PAP).

"So it is surprising that Mr Chen is making such an issue out of immigration," he said. He was referring to a WP rally on Thursday, at which Mr Chen asked why

up citizenship here. "Mr Chen wouldn't be able to ask these questions and stand for election if the immigration policy wasn't there - the very policy he is now criticising," he said Mr Shanmugam.

He clarified: "I am not saying they shouldn't be in politics. I am saying that they are, in fact, successful examples of the immigration policy. Singaporeans can see that the policy benefits

## Towards a First World electorate

By HO KWONG PING

corruption is even harder. The Singapore PAP has already risen to the top of the list of successful newly independent states with these two accomplishments. Can it remain in power with a clean sweep of all the seats on Saturday, denying the opposition the role of a "co-driver"?

If history is anything to go by, this task will be daunting. History has not been very encouraging - whether it be- longed to the founding Labor party, India's Congress, Taiwan's Kuomintang or Japan's Liberal Democratic Party. Ruling parties have generally foundered after about a



JURONG GRC

## NSP tugs at heartstrings, links issues to nationhood

Ministers' performance, progress of our nation," said Mr Tan, who is standing in Chua Chu Kang GRC. His wife Hazel Tan, also a former government scholarship holder, said she believed in Singaporeans' courage and pow- er in selecting the right lead-



## Real impact is what happens after polls

Much depends on how Govt reacts to results, say media forum panellists, and give them a compelling interpretation



GE 2011

## Grace Fu a familiar face to many

Residents recognise the Toh Sob Lang, she remains infazed



## \$60b is small change, Tan Jee Say insists

Does Jee Say want manufacturing?

SINGAPORE Democratic Party candidate Jee Say has been criticised for saying that the Singapore economy should move away from manufacturing and into services. He says that the government should focus on creating jobs in the service sector.

is moving irrevocably towards an evolutionary process that will be in place over the next two decades in this watershed election

Idea for Change, shows that he is not moving strongly towards services and away from manufacturing.

On page 13 of his paper, Mr Tan states that no new incentives should be given to manufacturing firms.

"I'm saying that those who want to stay, can do so. I'm not calling for factories to be shut."

# 2011 Presidential Election



Presidential candidates (from left) Tan Cheng Bock, Tan Jee Say, Tony Tan and Tan Kin Lian at a televised forum yesterday. PHOTO: TODAY

## WHY SHOULD SINGAPOREANS VOTE FOR YOU?

Tan Cheng Bock | Tan Jee Say | Tony Tan | Tan Kin Lian

Rationale for IPS Prism:  
Two elections in 2011...

Shifting political  
landscape

Questions about policy  
fundamentals

Differing views on  
political institutions

Fostering a first world  
electorate?

## Candidates split on protecting reserves

By ELGIN TOH

THE four candidates running for president were split down the middle on the central role of the presidency – safeguarding reserves – during a televised forum last night.

Asked about sanctioning the use of reserves if faced with circumstances similar to those in 2008 and 2009 which prompted President S R Nathan to do so, Dr Tony Tan and Dr Tan Cheng Bock said “Yes”.

Mr Tan Jee Say and Mr Tan Kin Lian did not agree so readily.

Former deputy prime minister Tony Tan, who believes the powers over the reserves are likely to be exercised in the

course of the new president’s six-year term given the fragile economic situation, said the president would have to deliberate “very carefully” when a decision needed to be made.

But he said the situation in 2008 and 2009 – when Mr Nathan approved a \$150 billion guarantee on bank deposits followed by a \$4.9 billion package to save jobs and ease credit – was “very clear”.

“If we didn’t use the reserves at that time when we faced another repeat of the 1930s depression, that would be irresponsible,” he said during the Channel News-Asia forum titled “Meet the Candidates”.

Former PAP MP Tan Cheng Bock also agreed with President Nathan’s decision. But he said the general principle he

would apply is that “you must give me good reasons (to dip into the reserves) because it’s Singaporeans’ money and I’m taking care of it”.

“I will be very guarded on that,” he added.

Mr Tan Kin Lian, a former NTUC income chief executive, said he needed more than the 30 seconds he had to answer the question. But he voiced doubts over the guarantee on bank deposits.

“Should we be guaranteeing deposits of non-Singapore banks?” he asked.

Investment adviser Tan Jee Say had no issue with the bank guarantee move, which he said was done for purposes of financial stability.

But on Jobs Credit, funded by the \$4.9

billion package in 2009, he said he would ask more questions “before amounting to a wage subsidy”.

He added: “So maybe it was that time (or) maybe we overdid cause the recession was quite shorter than what we had expected”.

Safeguarding the reserves was the topic at the forum, as it is central to the president’s powers which also have a say over key public institutions, Internal Security Act de corruption investigations and reorders related to religious harm.

Mr Tan Kin Lian and Dr Tan Cheng Bock projected themselves as be

CONTINUED  
ON PAGE A6

# Overview of the three phases of IPS Prism

Phase One: Sector Workshops

Phase Two: Immersive Arts Experience

Phase Three: IPS Prism Survey and  
Singapore Perspectives Conference 2013

# Phase One: Sector Workshops



**140 people** in seven sector workshops held between June and July 2012:

- Young Singaporeans
- Civil Society
- Arts, Culture and Media
- Academics and Public Intellectuals
- New Citizens
- Business
- Public Service



Final workshop held in August 2012.

40 sets of driving forces and scenarios.

One set with the most votes for being “most plausible and challenging” for Phase Two, called **IPS Prism Scenarios**.



# The IPS Prism Scenarios



# Driving Forces

## Credibility of government

High level of trust in government, sense of shared progress, high competence and integrity.  
“Government does know best”

Low level of trust in government, scepticism about its competence and integrity.  
“Government does not know best”

## Society's definition of success

Focus on 'value'. i.e. economic imperatives, people are materialistic, narrow definition of success

Focus on 'values', i.e. social values and norms that are non-material, broad definition of success

## Distribution of resources

Pro-Winners – Privileges those who have high potential to make a contribution to society, in whatever it deems as valuable or a success

Pro-Common Person – Help reaches those who need it and wealth is considered equitably distributed

## A Pro-Singapore Scenario

### Government

The public trusts the pro-business government that organises businesses, employees and even community organisations to make SingaStore.com more pro-business, because that is what people want. Big businesses, MNCs and businesses in emerging technologies boost growth and improve wages.

### Values

Focus is on the material. Greatest support is given to people and endeavours with the highest potential to create economic value.

### Distribution

Services targeted at the affluent thrive.

Market-reinforcing social support is given to the working poor through state vouchers and insurance schemes.

Income taxes are made more progressive and tax revenues are healthy because of economic growth.

Singapore has the highest GDP per capita yet the highest Gini coefficient.

Society becomes more stratified.

Keeping “The Singapore Dream” alive...  
How socially sustainable is SingaStore.com?

## A Pro-Singaporean Scenario

### Government

The public trusts a new government because of its focus on certain values.

The government nationalises providers of important public goods and pays for provision of basic needs through the use of national reserves, supported by a newly elected president.

### Values

People care about social solidarity, that people have equal access to a dignified life and achieving a standard of well-being.

### Distribution

Services targeted at developing the human potential of all thrive, like healthcare, education etc and attract customers from abroad.

Low but inclusive growth as national factors of production are used innovatively, but foreign businesses adopt a wait-and-see attitude about making further investments in Singapore.

Can the new social investments create a new wave of economic growth?

Will SingaGives.gov be fiscally sustainable?

What are the risks SingaGives.gov takes as her reserves are eroded?



## A Pro-Active Scenario

### Government

Coalition government is elected after the old one lost public trust. There is a broad consensus that there should be minimal government which focuses primarily on foreign and trade relations, defence, and maintaining law and order. Tax burdens and regulations are kept light. This is a “donut state”

### Values

This is a self-activating and self-correcting community. People organise themselves into thriving communities according to different forms of identity – business, social causes, culture etc.

### Distribution

Communities create their own organisations to meet members’ and the publics’ needs. These range from for-profit to not-for-profit enterprises and free-service charities.

Economic potential is high, although the economy is in a state of flux as traditional MNCs have left. High net-worth members of the Singapore diaspora invest in promising enterprises.

How politically sustainable is WikiCity.sg?

Will it be plagued by mediocrity and in-fighting as there is no central, strategic direction?

Will it succeed in nurturing innovation and in protecting national sovereignty?

# Phase Two: Immersive Arts Experience



Drama Box created

- Immersive
- Accessible
- Engaging
- Transformative
- Generative

arts programme held on 8-14 Nov at the National Library Building attended by **4000 people**.

Impact is targetted at the level of

- Individual
- Community
- Research
- Policy-making

Programme was based on the IPS Prism Scenarios and workshop findings.

Institute of Policy Studies, Singapore  
Presents:

# IPS Prism

An Immersive Arts Experience  
Produced by Drama Box



8 – 14 November 2012

10am – 9pm daily

## National Library Building

Plaza & The Drama Centre Black Box  
100 Victoria Street  
Singapore 189064

Steady Boh

IPS Prism  
An Immersive Arts Experience  
@National Library Building  
8th - 14th November 2012



Free Admission. All are welcome.

### USE-LESS EXHIBITION



Useful today. Useless tomorrow. Take part in creating a virtual exhibition of useless objects. What do our choices say about our hopes and dreams?

### MODEL POLITICIAN / MODEL PERSON



What qualities would you look for in someone who has the power to change your life?

### FORUM THEATRE



Watch a play. See a problem. Take on a role. Experiment with possible strategies for change.



Copyright 2012

# Use-less Exhibition

## People think about their lives in 2022





# Model Politician/Model Person

People discuss the qualities needed

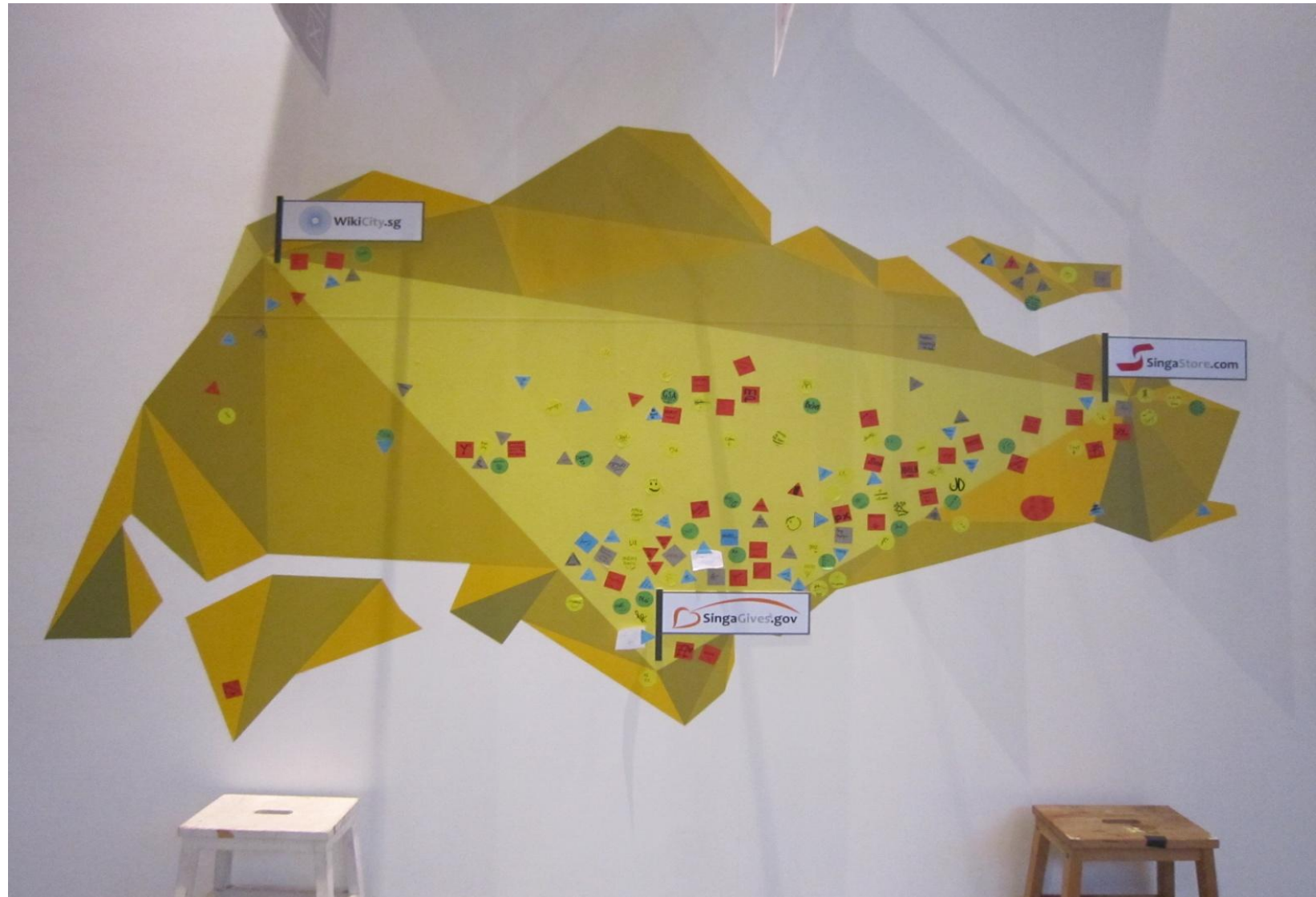


# Forum Theatre - Wouldn't It Be Nice? People rehearse the future



# Go Where?

## People vote on the IPS Prism Scenarios



# The IPS Prism Survey

## People tell us their own stories of Singapore in 2022

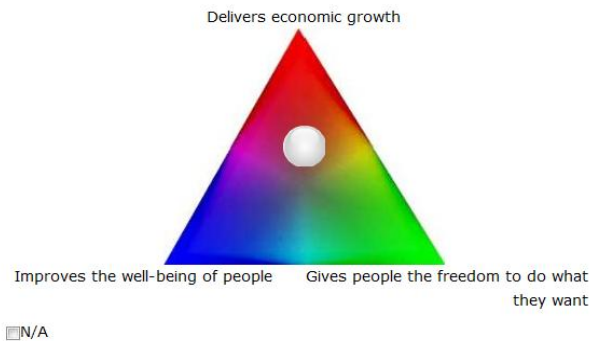
### Prism Survey

You have just taken part in IPS Prism.

Please look at the images below and choose one that speaks to you. With that image in mind, tell us a story about what your life might be like in ten years' time.



T1. I would judge the government by whether it:



In my story,

<p>T1. I would judge the government by whether it:</p> <p><input type="checkbox"/> N/A</p>	<p>T2. The main provider of what I need (healthcare, education, housing, transportation) should be:</p> <p><input type="checkbox"/> N/A</p>
<p>T3. The first to receive support from the government should be:</p> <p><input type="checkbox"/> N/A</p>	<p>T4. The government should help these people first:</p> <p><input type="checkbox"/> N/A</p>
<p>T5. The government should:</p> <p><input type="checkbox"/> N/A</p>	<p>T6. My primary duty is to take care of:</p> <p><input type="checkbox"/> N/A</p>

# Phase Three: IPS Prism Survey Findings and Singapore Perspectives 2013

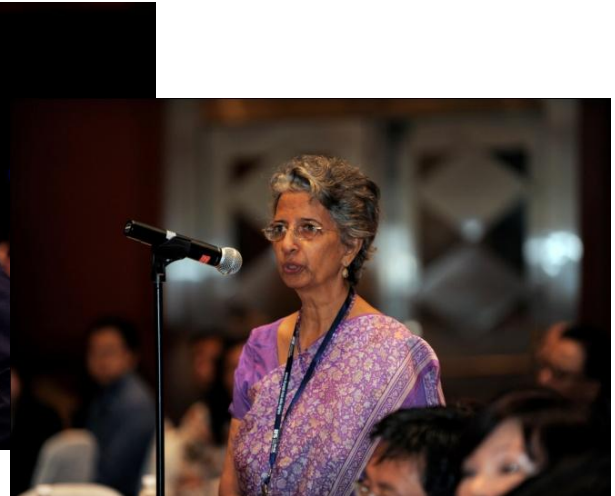


IPS Singapore Perspectives 2013. 28 Jan at Shangri-la Hotel

Prime Minister and speakers addressed “Governance” in

- Past
- Present
- Future

Survey results released.



# IPS Prism Survey

**“Tell us a story about  
what your life might be like in ten years’ time”**

IPS Prism Survey provides a ‘values map’ of people who viewed the Immersive Arts Experience (IAE) to complement other output from the IPS Prism on the focal question: How will we govern ourselves in 2022? It gathered **600 responses**.

# Content

- Methodology
- Profile of respondents and stories
- Findings
  - What is 'good governance'?
  - Who should provide the basics and to whom?
  - How should the government play its role?
  - What is the value of the vote?

Where do the IPS Prism participants stand on the IPS Prism scenarios?

# Methodology, Profile of Respondents & Profile of Stories

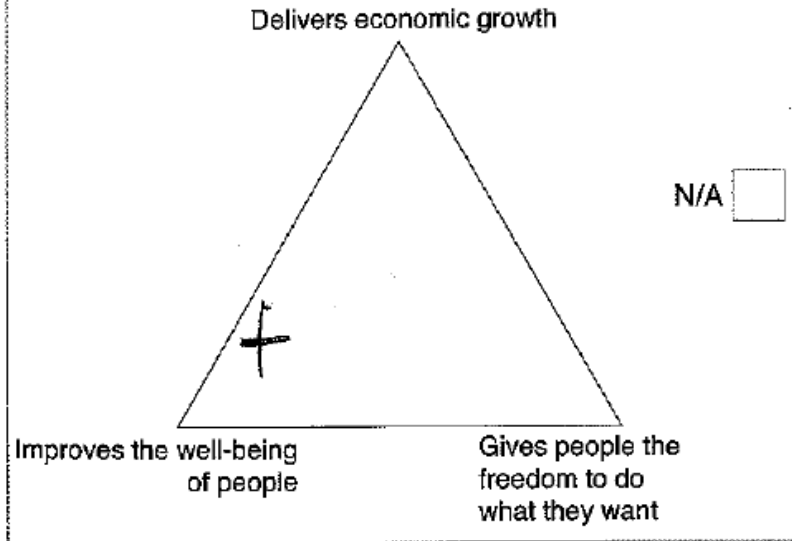


# Methodology

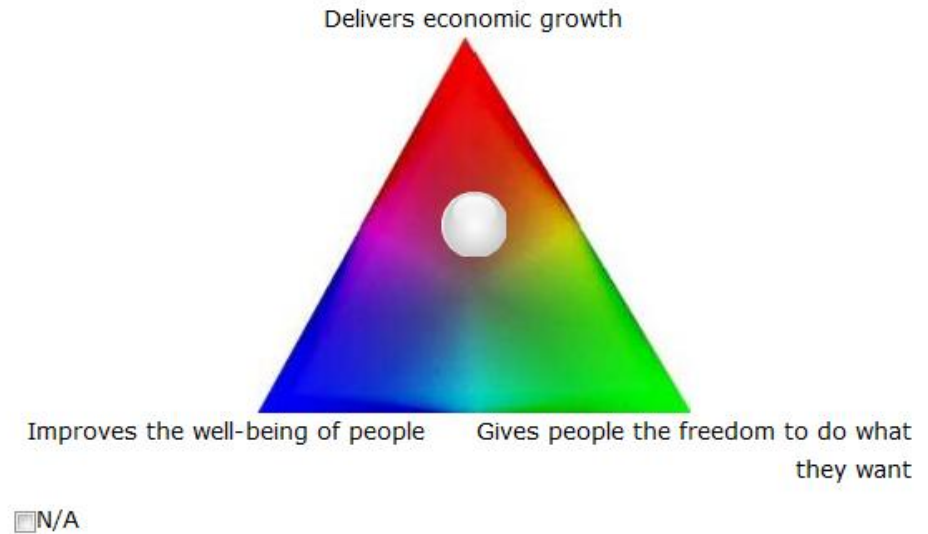
- A qualitative study using ‘Narrative Capture’ by Cognitive Edge.
- Participants tell us their stories and what the stories mean by answering a set of questions.
- 600 responses, 66 of whom did not view IAE.
- Findings are not generalisable to Singapore population.

# Methodology

T1. I would judge the government by whether it:

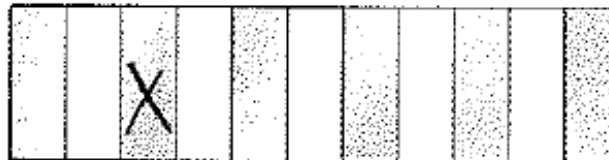


T1. I would judge the government by whether it:



In my story,

P1. The government:  
supports new ideas  
regardless of the past

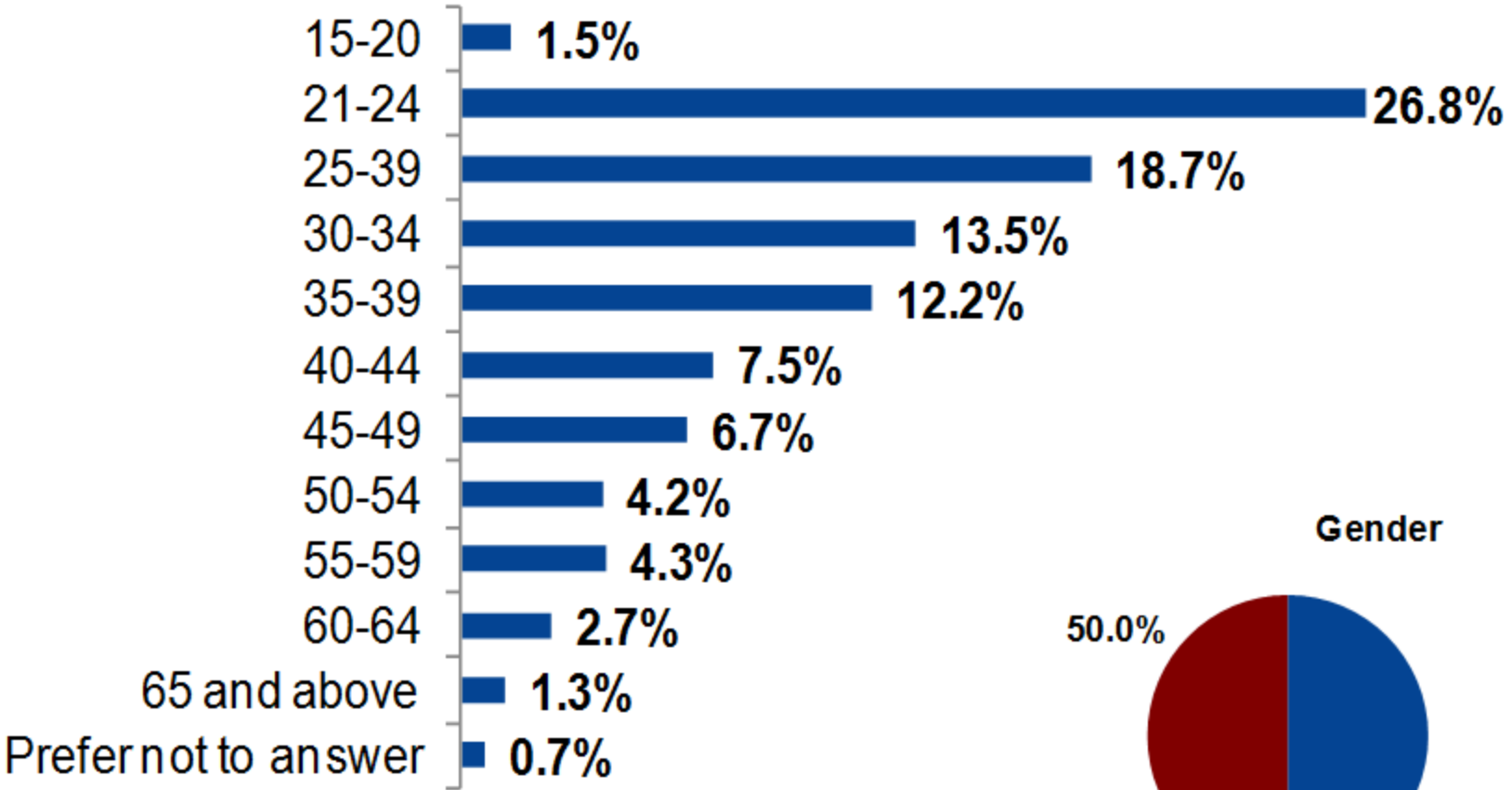


is rooted in tradition,  
ignoring new ideas

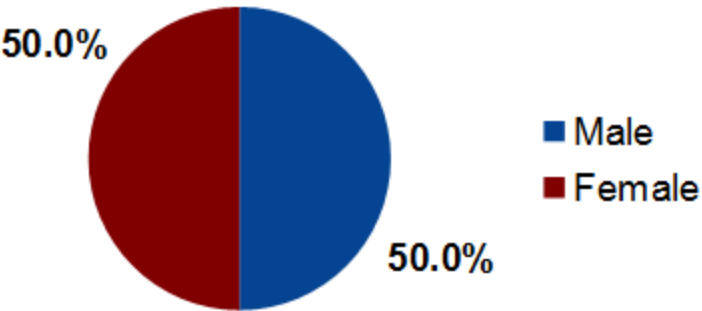
N/A

# Profile of Respondents

## Age

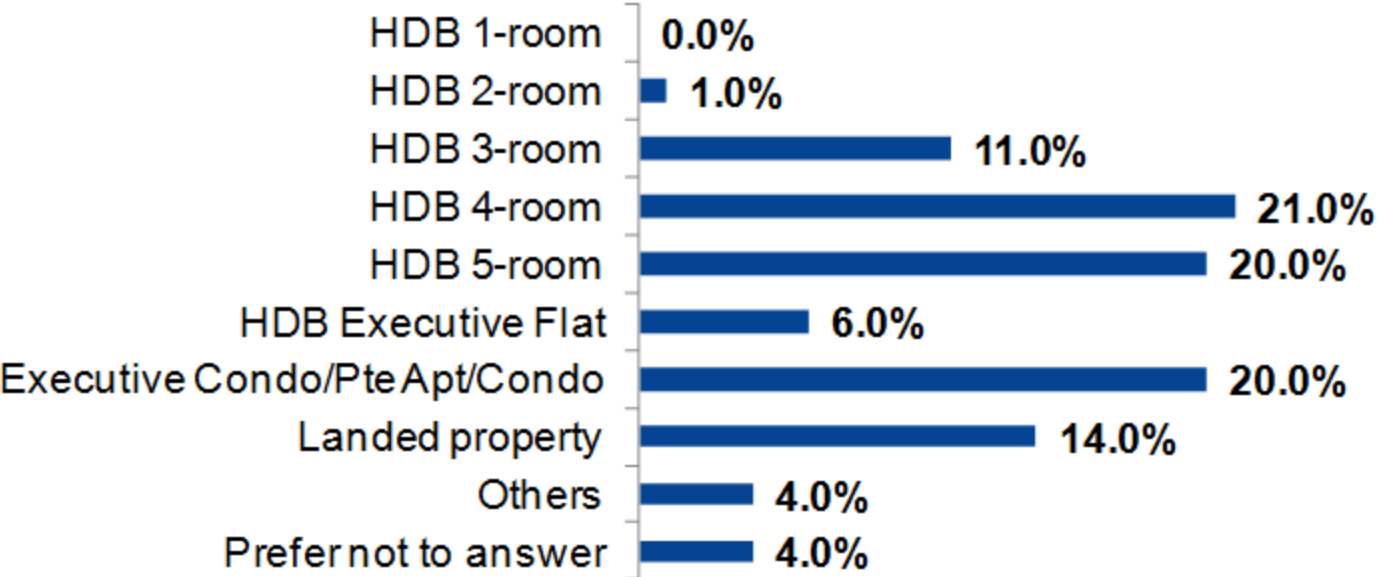


## Gender

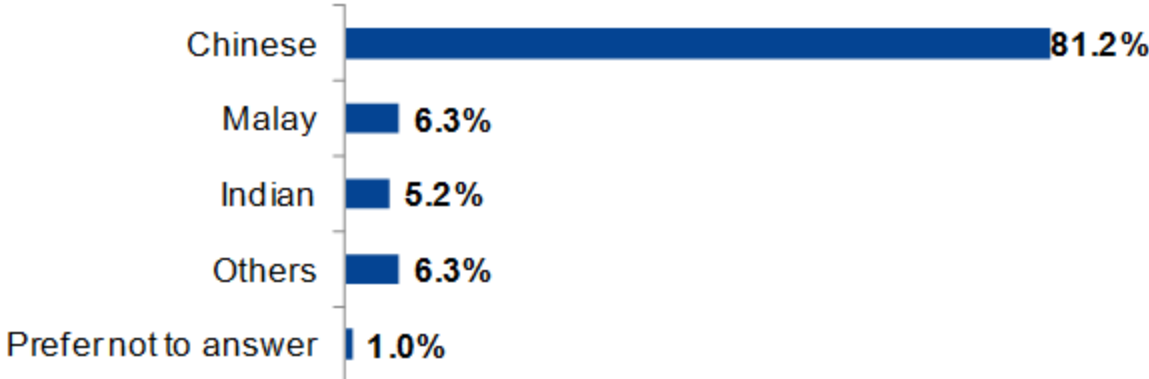


# Profile of Respondents

## Housing Type

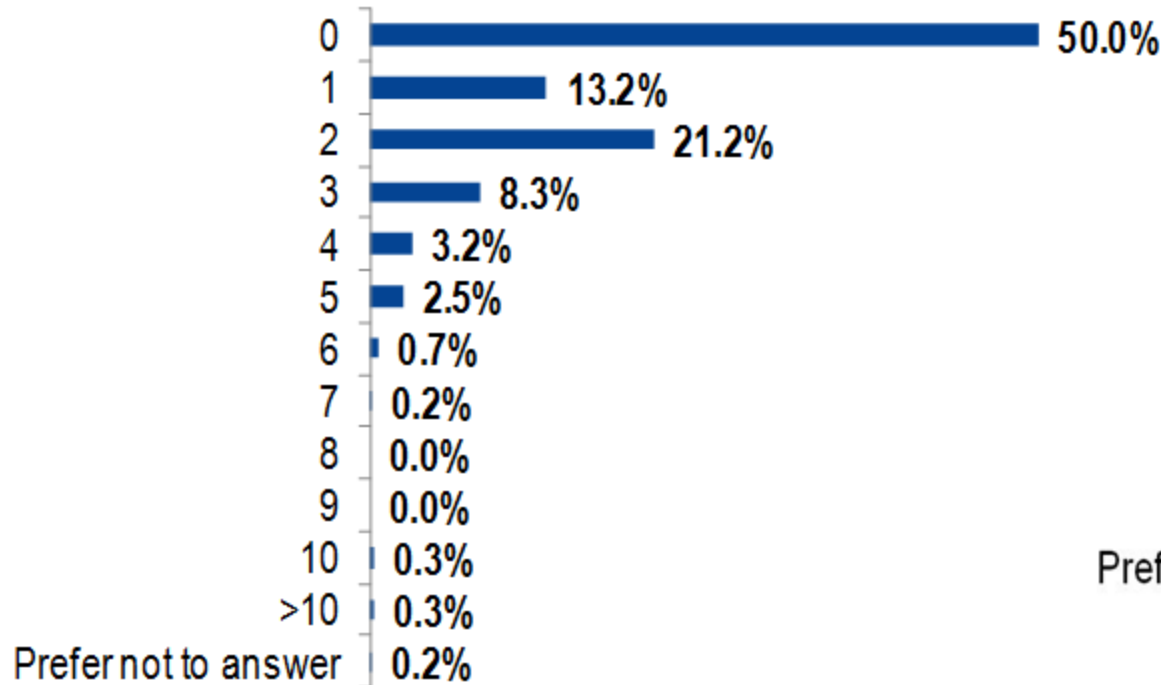


## Ethnicity

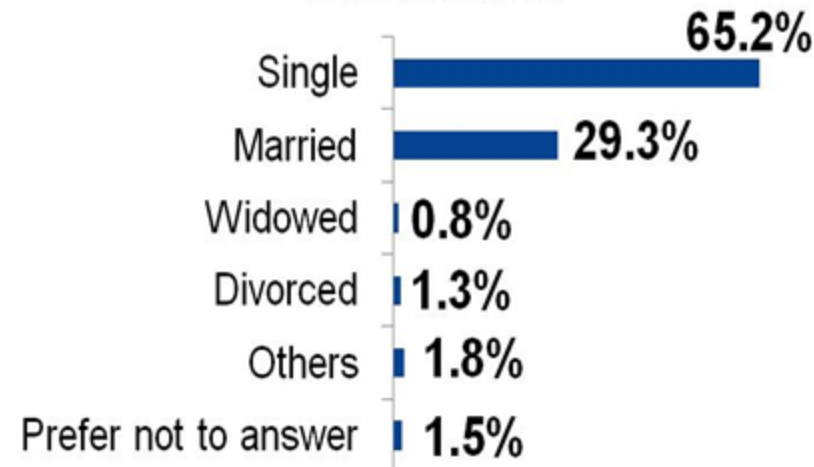


# Profile of Respondents

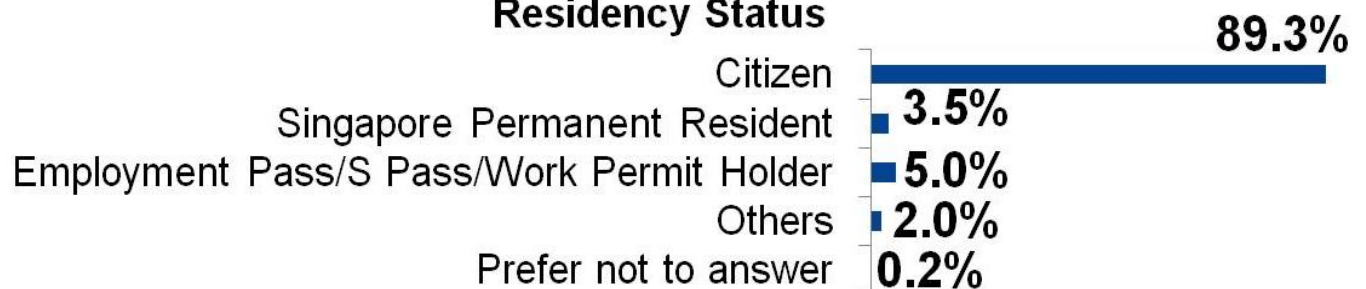
## Number of Dependents



## Marital Status

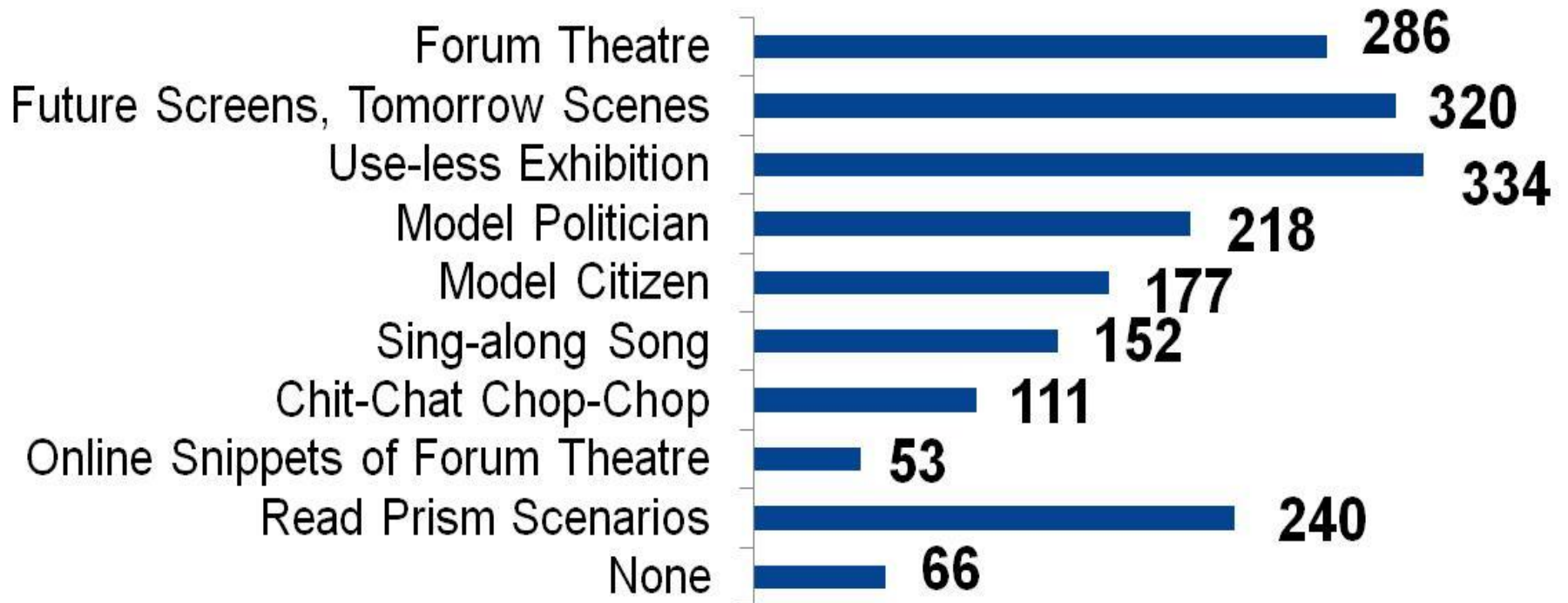


## Residency Status



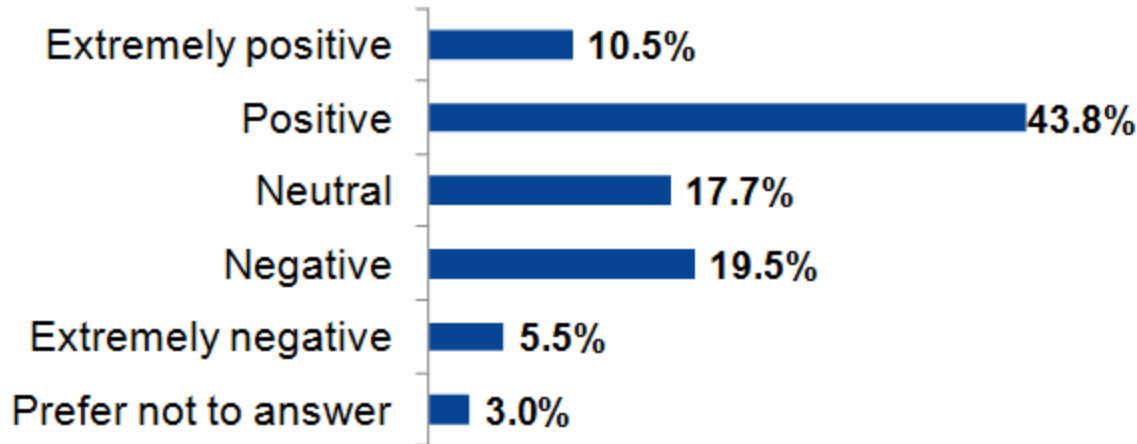
# Profile of Respondents

## Participation in the IPS Prism Immersive Arts Experience

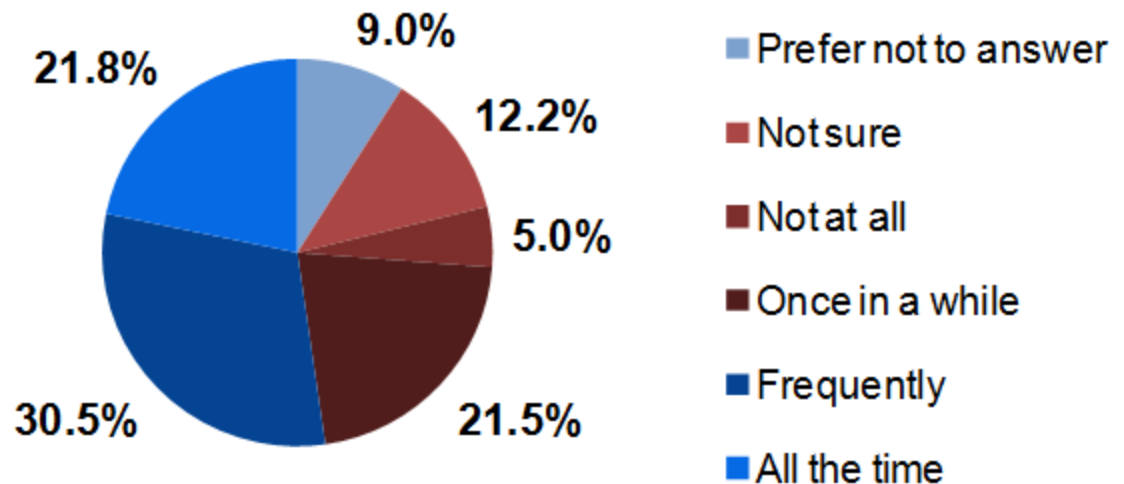


# Profile of Stories

## Emotional Tone of Story



## Frequency of Occurrence of Story



# Findings



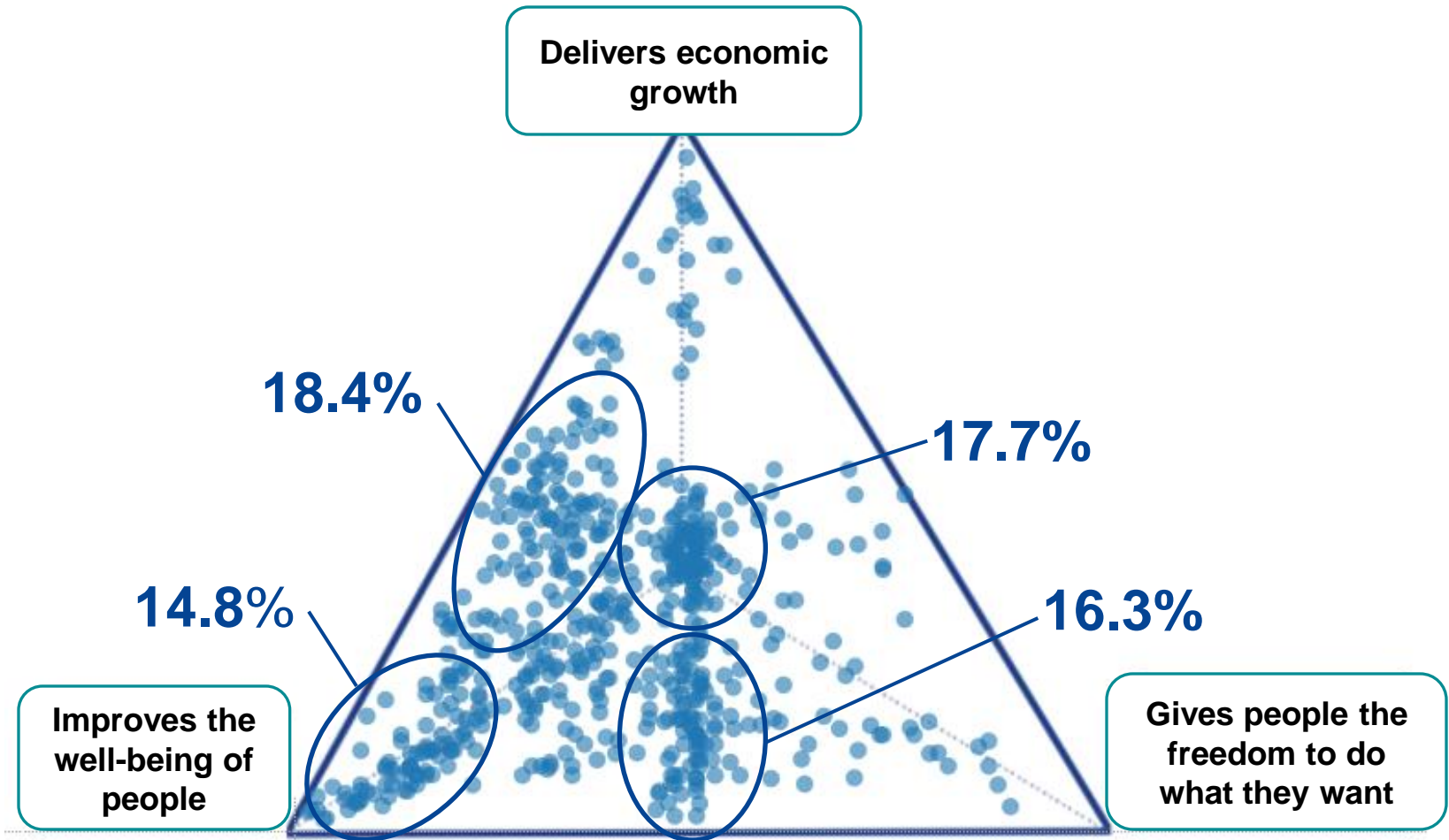
# Findings

## In stories about life in 2022, what is ‘good governance’?

- Governance and trust in the government will rest on its **moral direction** and how well citizens’ **sense of well-being** is attended to, not simply on the achievement of material goals, nor ‘the freedom to do what one wants to do’.
- This addresses the first and second driving forces of the IPS Prism Scenarios.

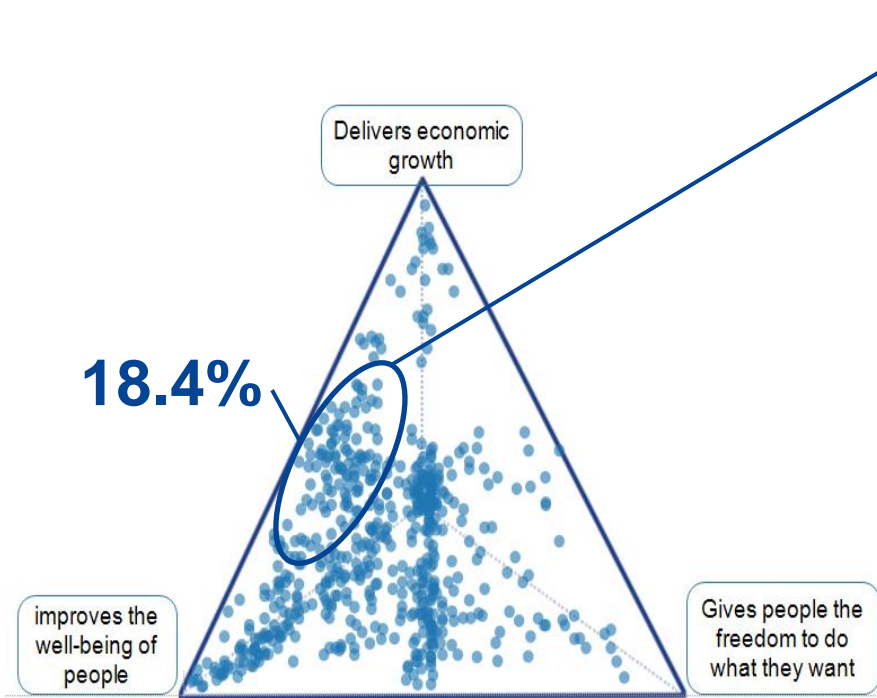
# Findings

T1: I would judge the government by whether it:



n = 588

# Findings

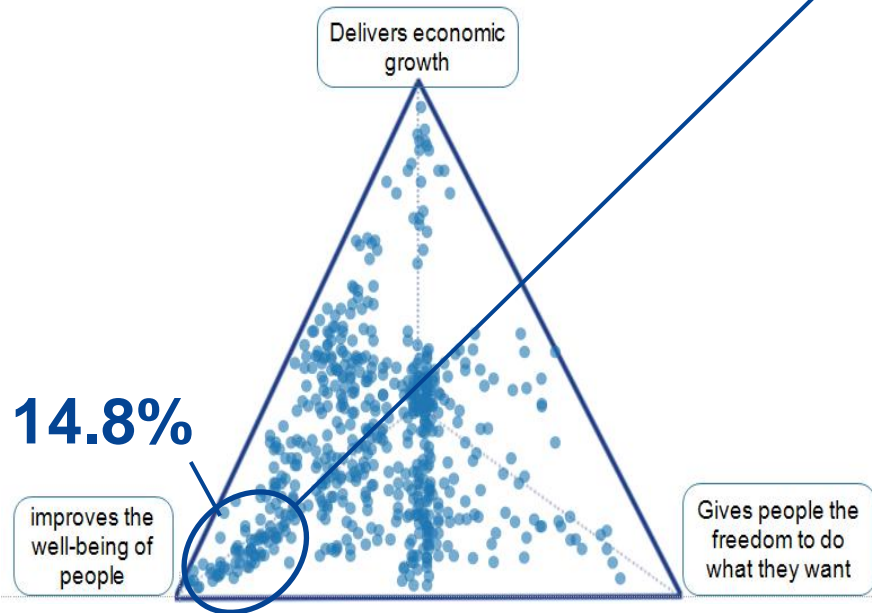


**Someone's got my back. No worries.**

“Society as a whole will be much happier and safer if everyone is doing well and living a dignified life.”

Please note that the title and text of stories replicated in this presentation are in their original, unedited form.

# Findings



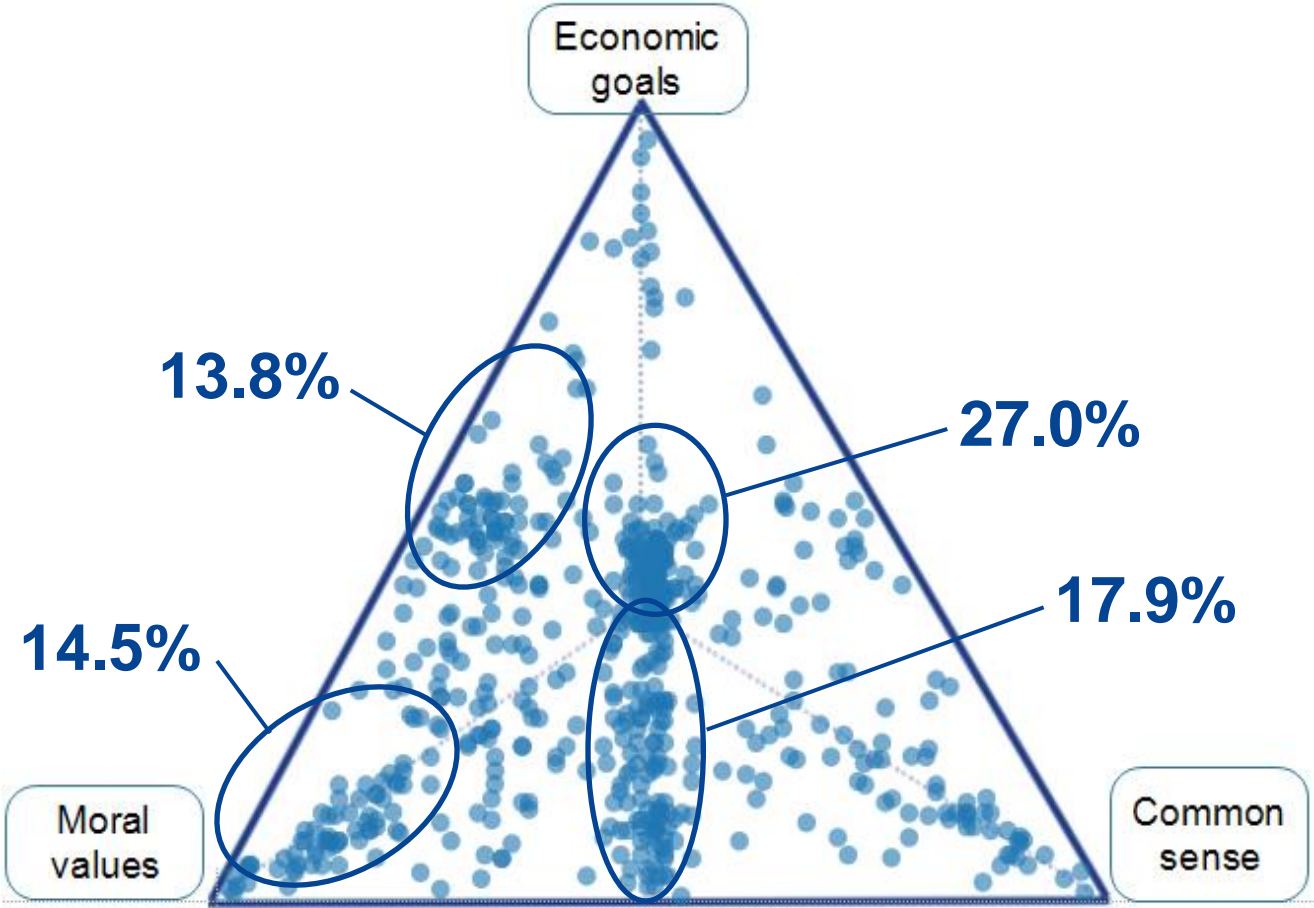
## People – places and stories that matters

“People should be at the core of our society. Not just another productivity statistics – caring, sharing, sensitive, strong, united, unique, belonged.”

# Findings

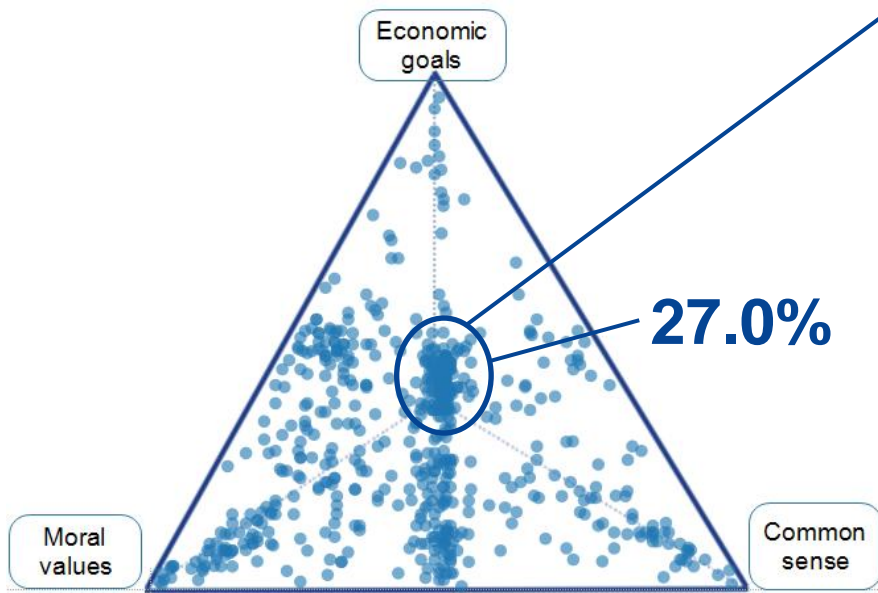
Opinion Triad A4:

In 2022, I would like Singapore to be governed by:



n = 593

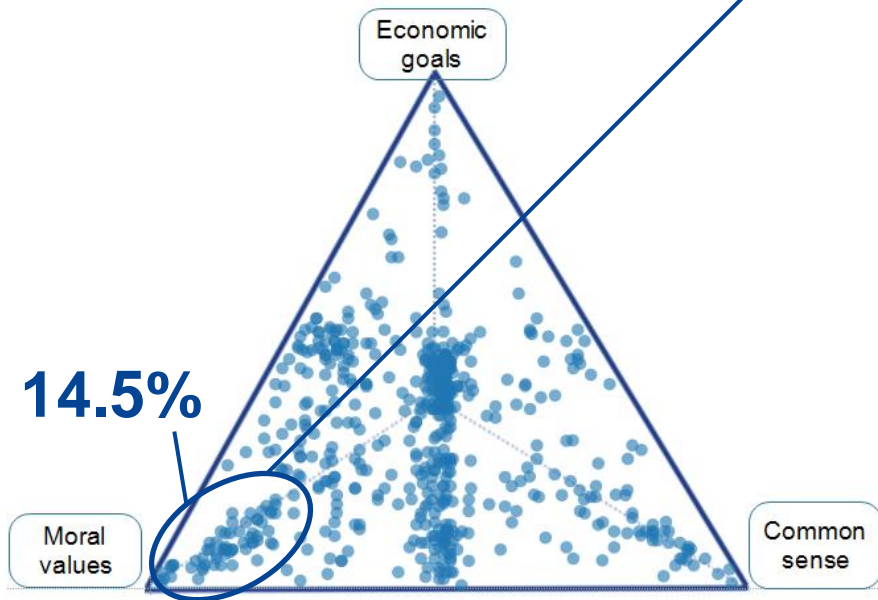
# Findings



## Sharing of resources

“Slow economy is ok, but still growth and creation of jobs/ensure that everyone is meaningfully engaged & has a job that can support a life/family.”

# Findings



## All People Matter

“There are many, many out there who struggle daily with basic living. We cannot focus relentlessly and doggedly on economic success for our country alone.”

# Findings

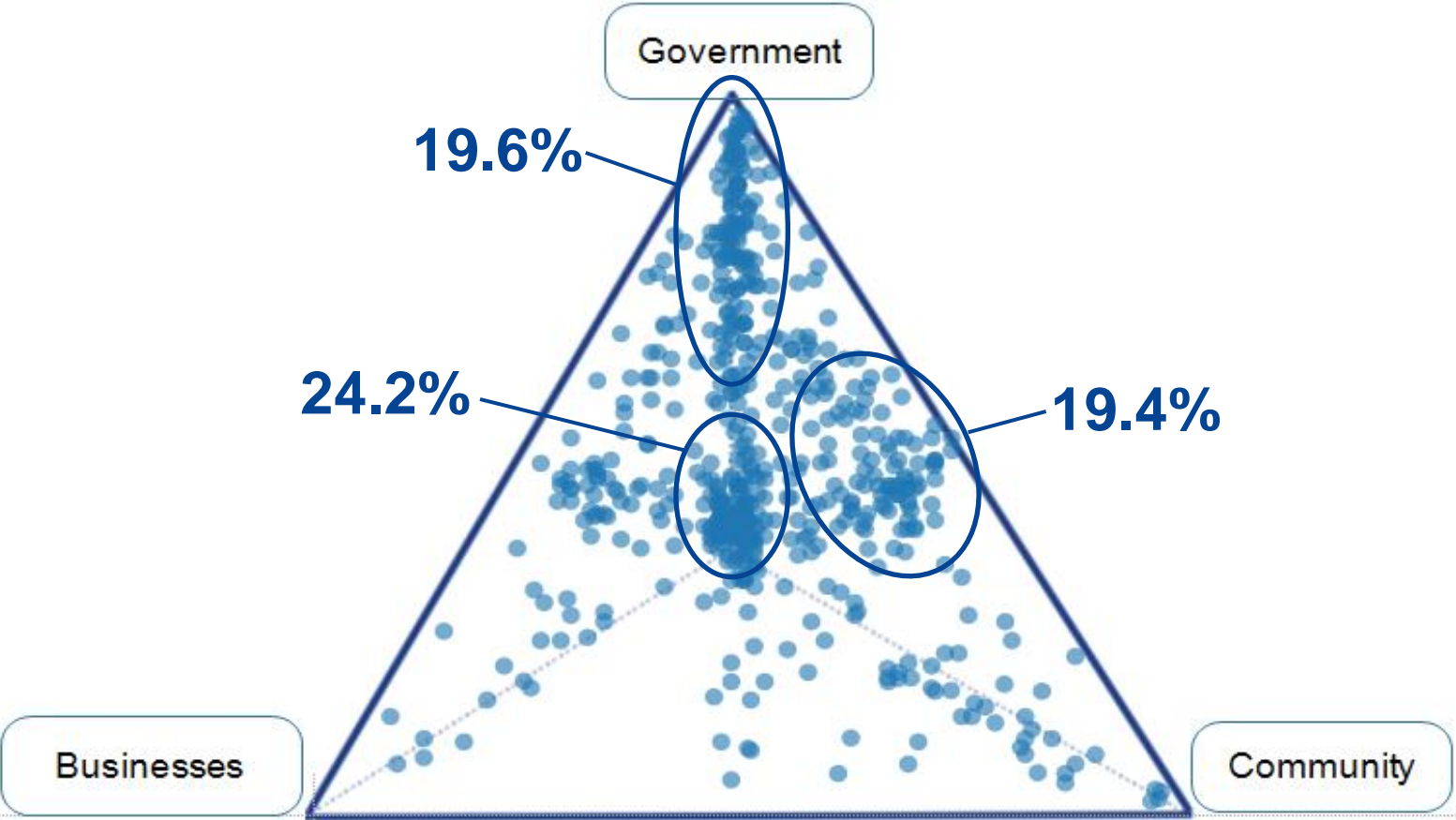
## In stories about life in 2022, who should provide the basic goods?

- Big government still in fashion, providing basic healthcare, education, housing and transportation, although community might chip in.
- To be distributed based on need, although some want it to be given to all, equally.
- The addresses the third driving force of the IPS Prism scenarios – how support and rewards should be distributed.



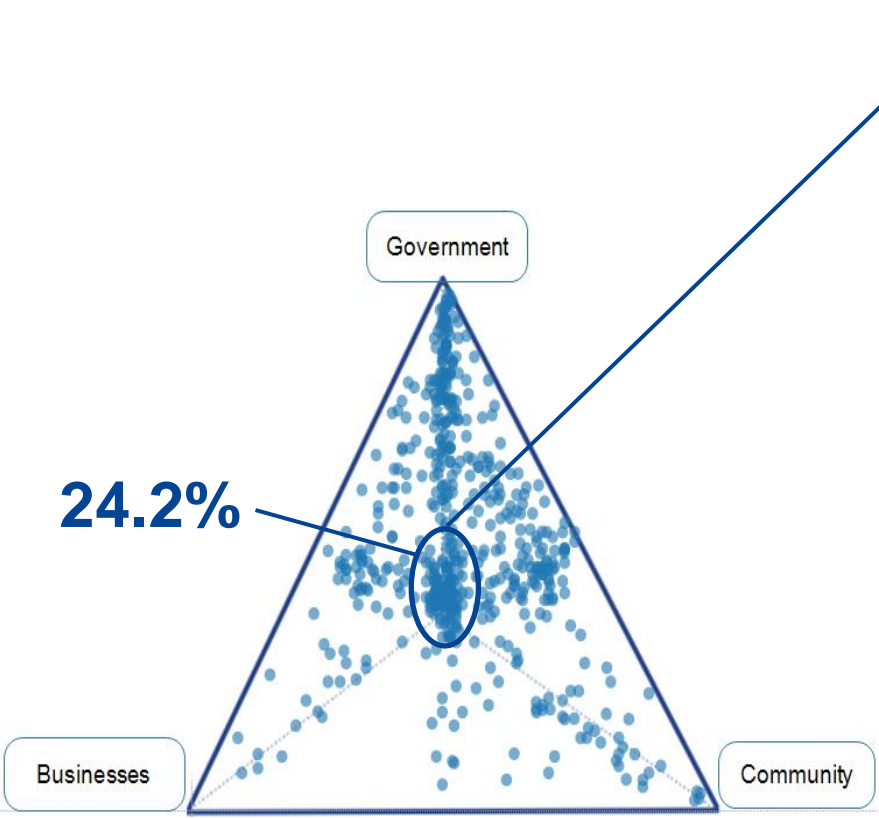
# Findings

T2: The main provider of what I need (healthcare, education, housing and transportation) should be:



n = 583

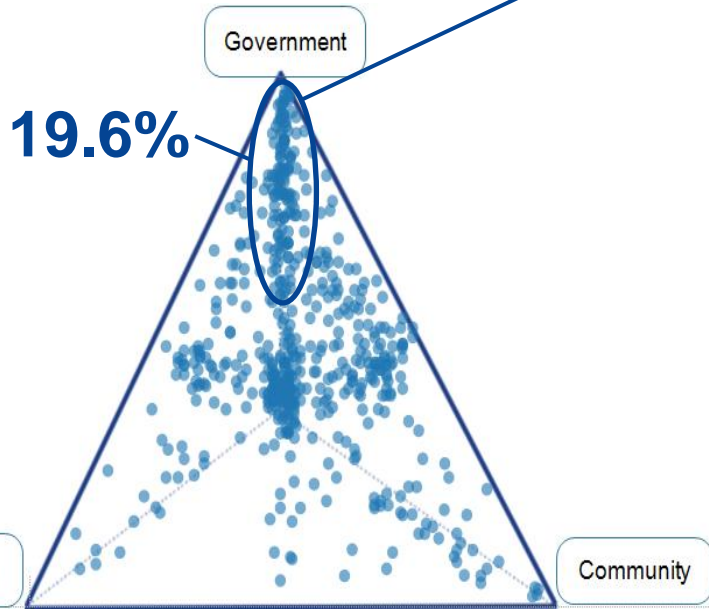
# Findings



## For the community

“Should a crisis happen, I hope to be able to garner whatever resources that I can get hold of & help those in need. Because I don’t really trust the government to allocate resources.”

# Findings

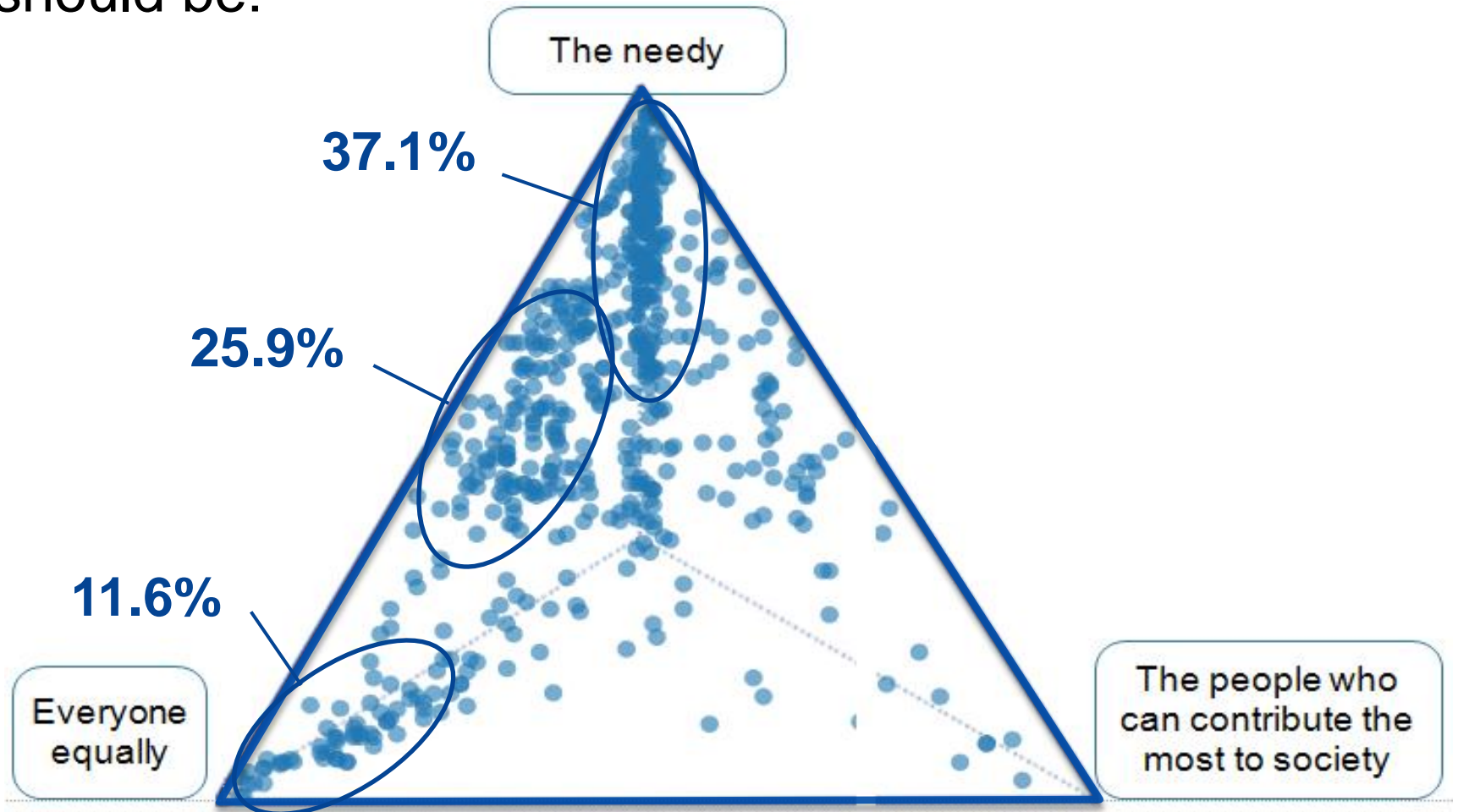


## Singapore – The Story of an Entrepreneurial Society, bottom-up

“The role of civil institutions and the government are to serve THE PEOPLE, not a select affluent sector of the big businesses”

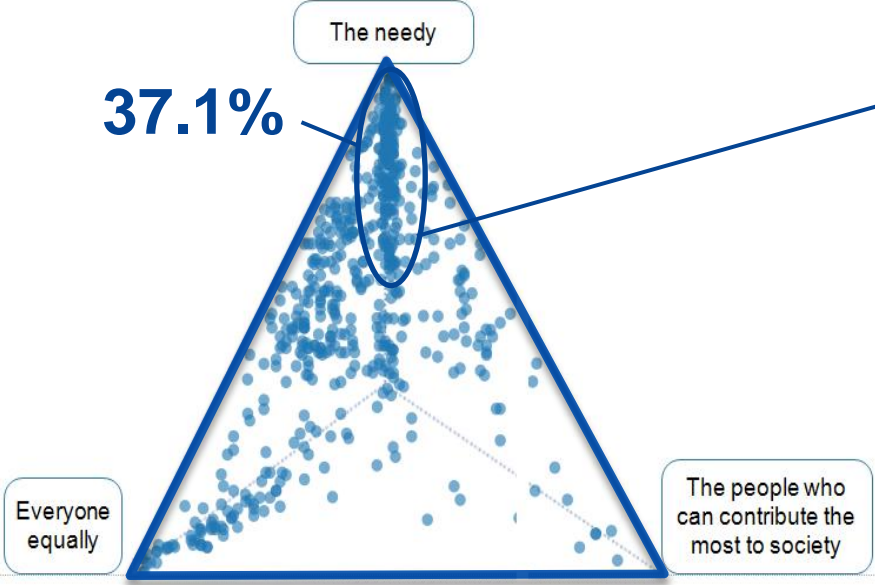
# Findings

T3: The first to receive support from the government should be:



n = 588

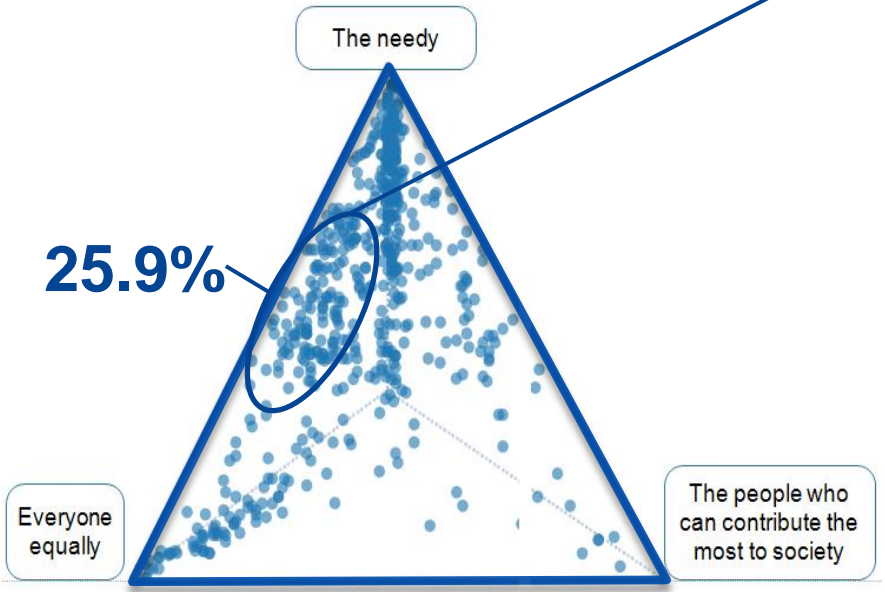
# Findings



## People-centered Singapore

“We are a self-centered society now, but I want to be in a people-centered Singapore in the future.”

# Findings

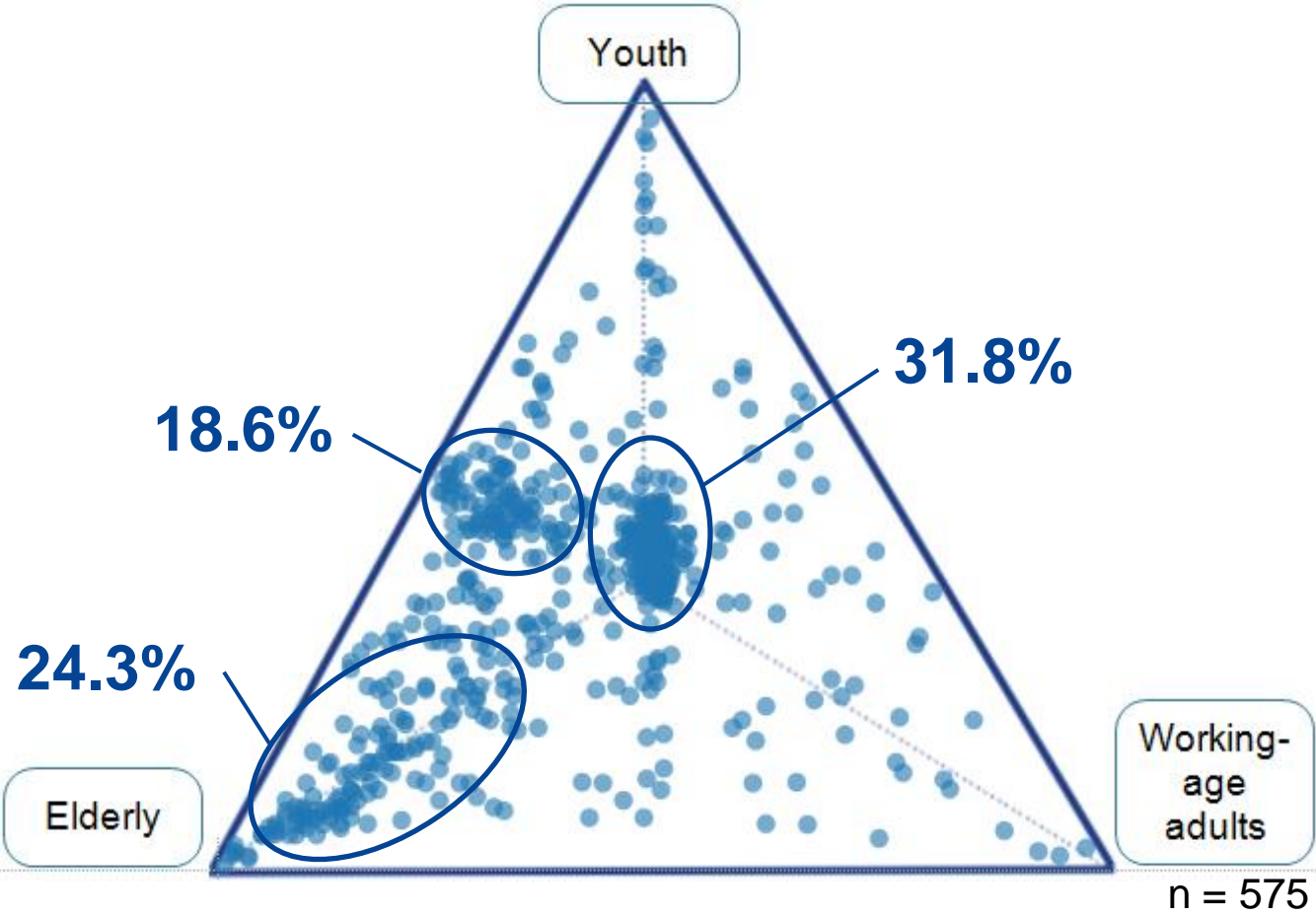


## No one left behind

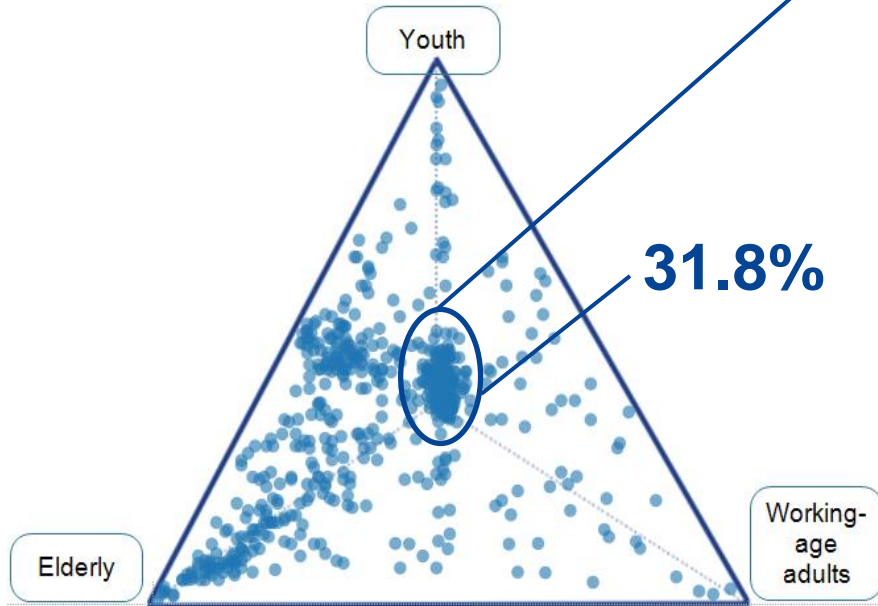
“We achieved balance between growth, wealth redistribution and progress at a moderate pace where no one is left behind.”

# Findings

T4: The government should help these people first:



# Findings

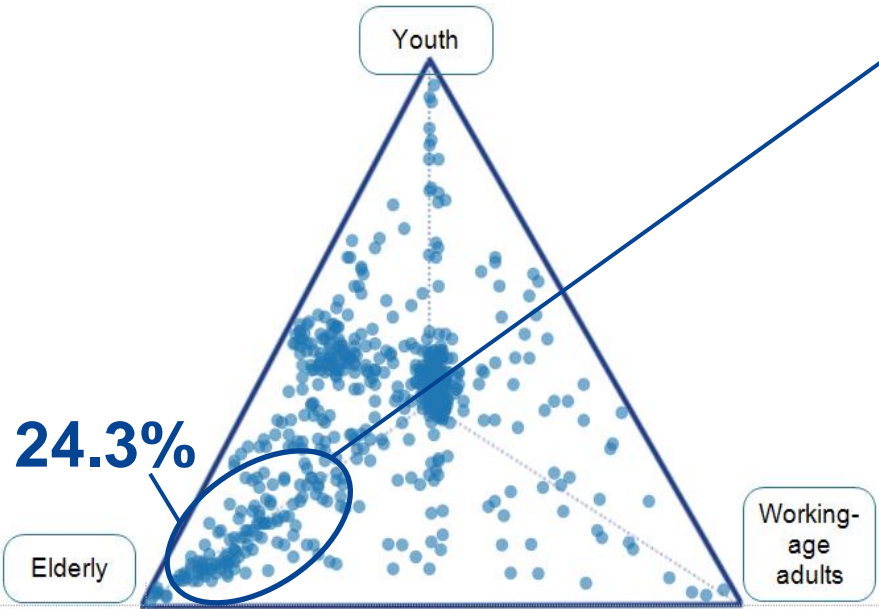


## What are we becoming

“...the young generation is far from appreciative or respectful of those who’ve lived much longer, clearing dirty tables at a food centre, dirty washroom, callous disregard for those who pick up after them.”



# Findings

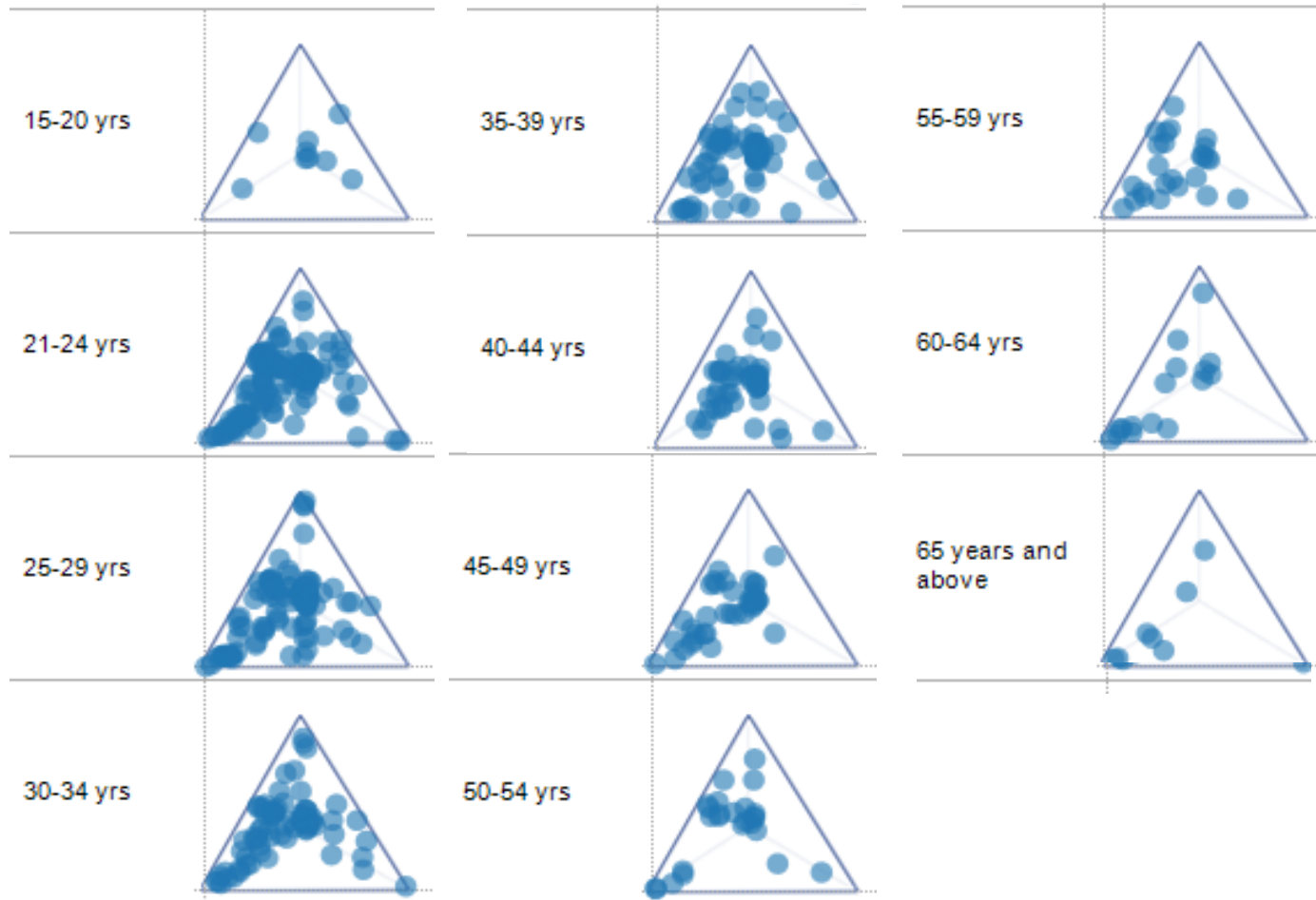


## 50 shades of greying

“The ageing population is no laughing matter...Politics, policies, national issues MUST involve and revolve around them.”

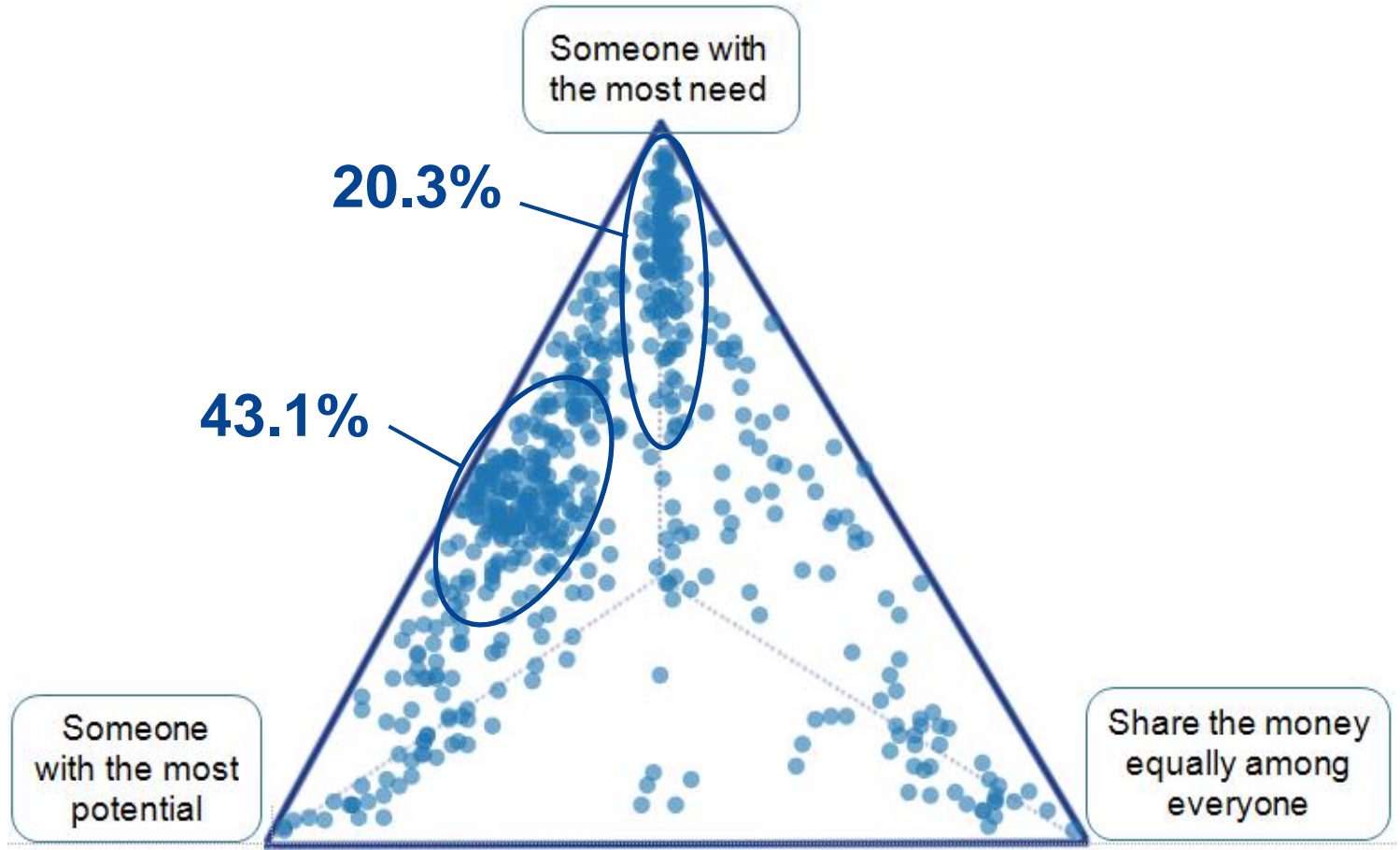
# Findings

The young are just as likely to identify the elderly when compared to other age groups.



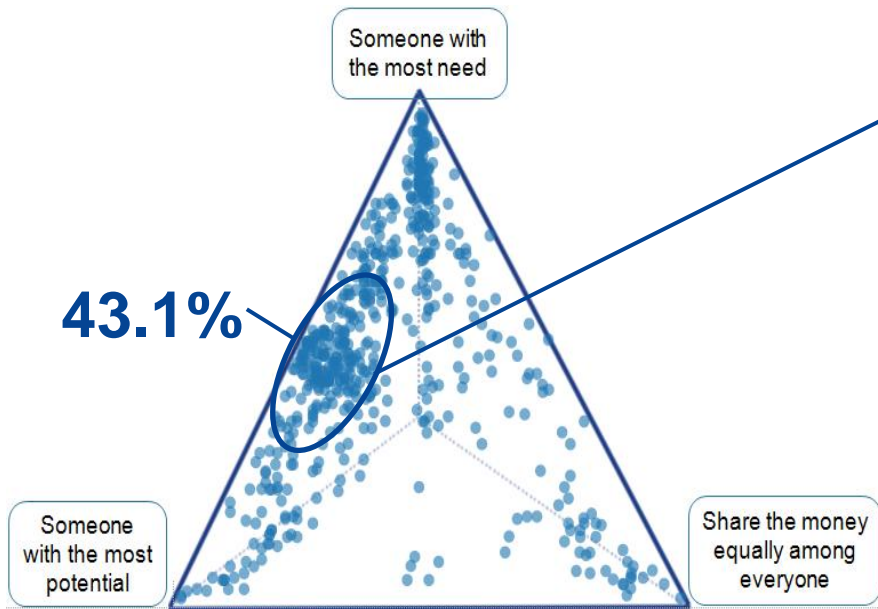
# Findings

Opinion Triad A1: If you had \$100,000 to give away for an educational scholarship, who would you give it to?



n = 592

# Findings



“The ... rich should take more ownership of the community and share not only money but their talent & skills with the middle/low-income who wants to be successful like them.”

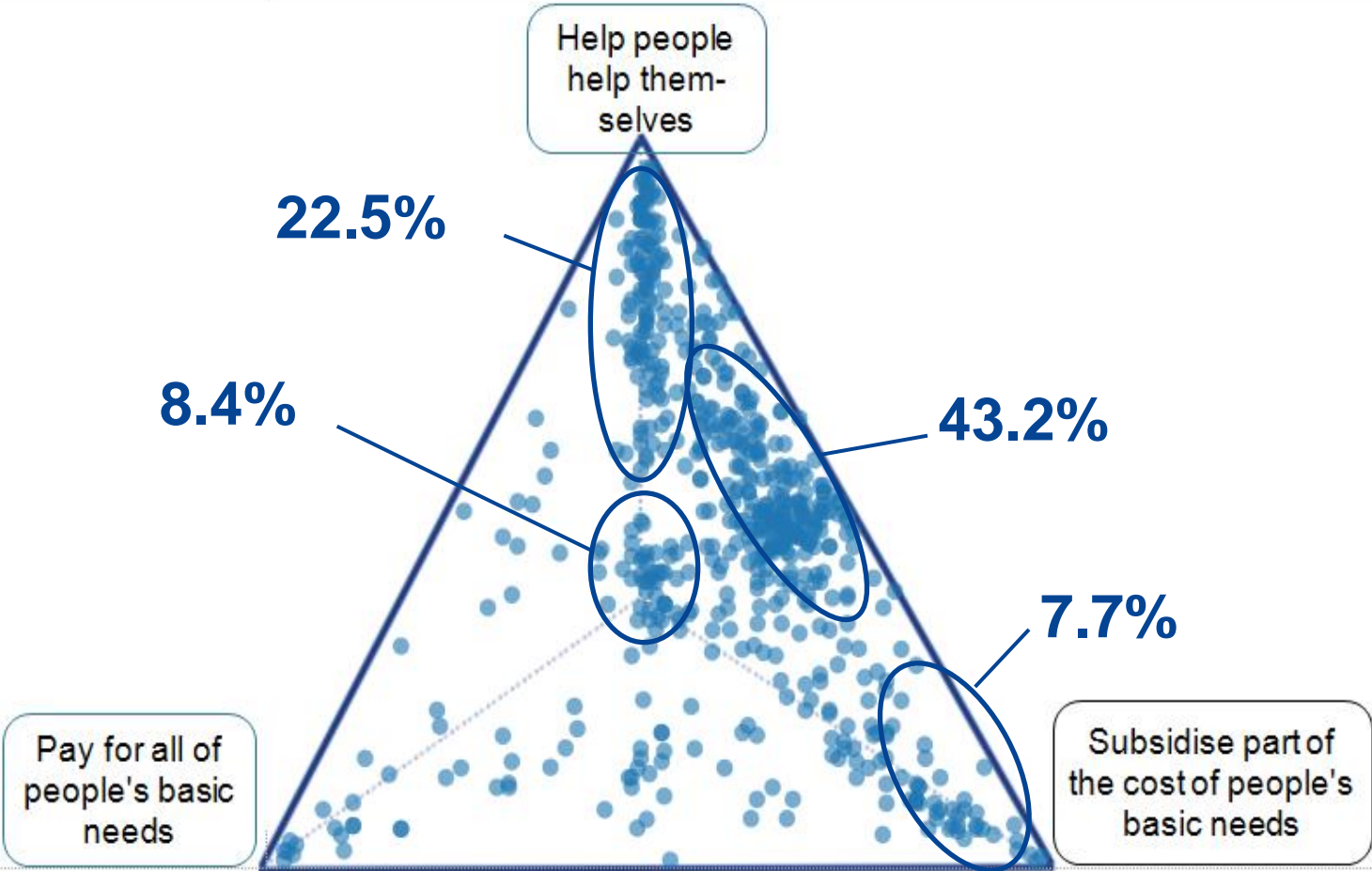
# Findings

## In stories about life in 2022, how should the government play its part?

- There is a strong bias towards the empowerment ethic – subsidise basic needs and help people ‘help themselves’. There is little tendency towards the idealised notion of ‘welfarism’ (of SingaGives).
- This also addresses the third driving force of the IPS Prism Scenarios – the distribution of support and rewards

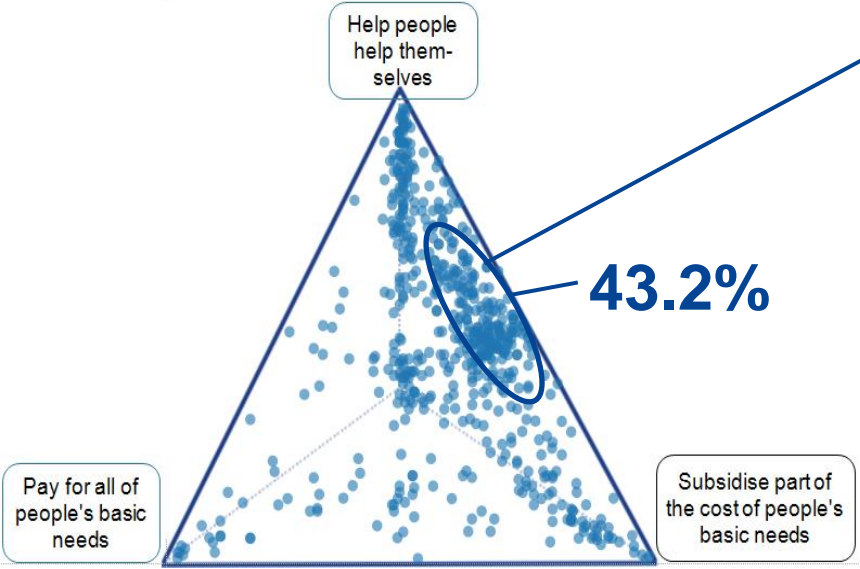
# Findings

T5: The government should:



n = 595

# Findings

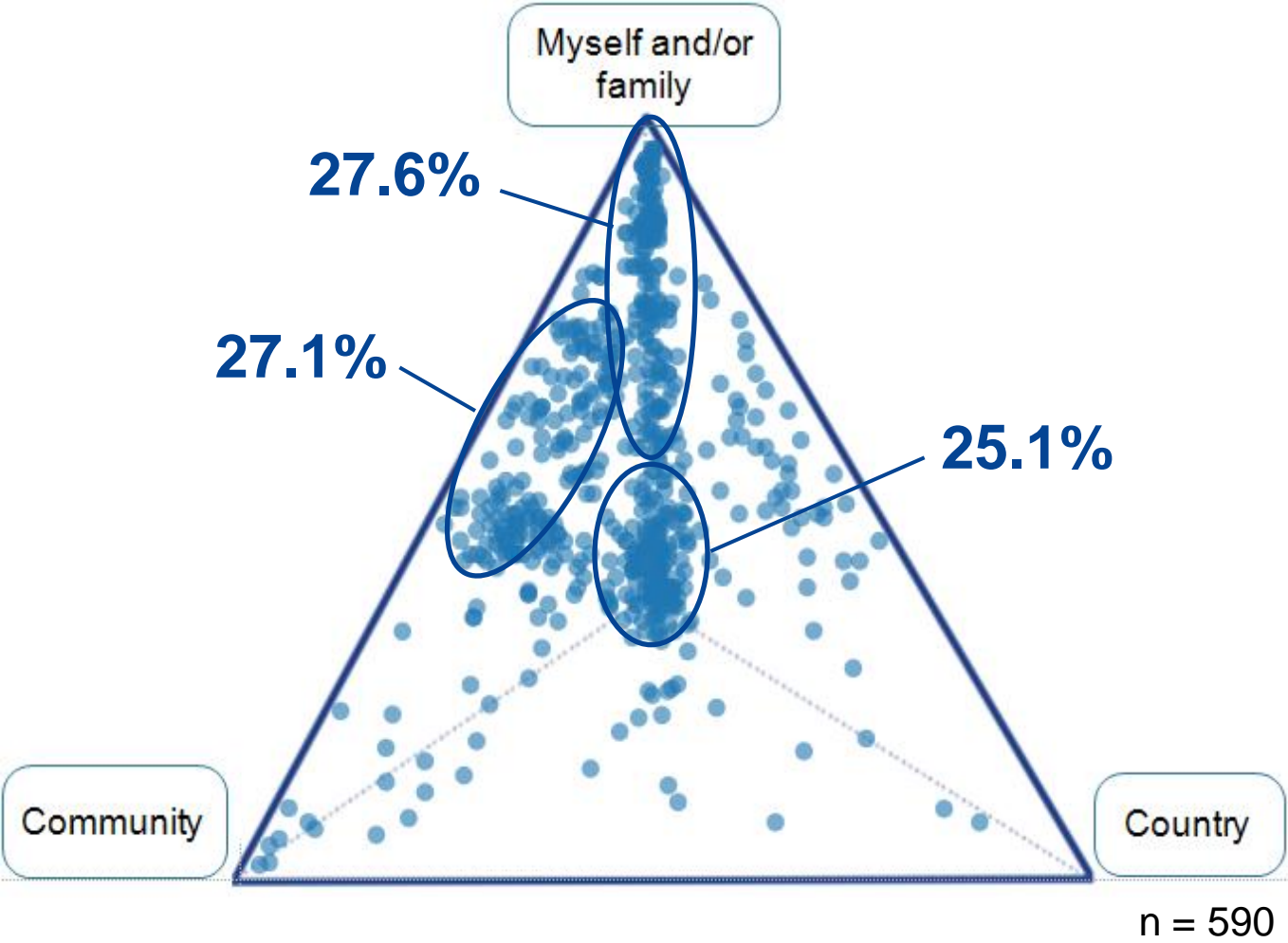


## Sharing of Resources

“Not necessarily a welfare state nor communist, but a place where resources are necessary & [people] will get/receive the resources.”

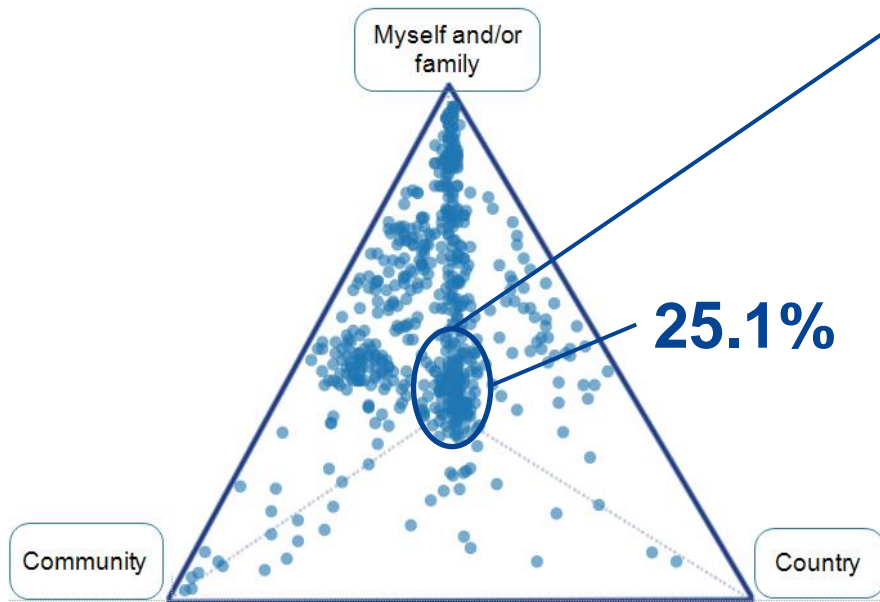
# Findings

T6: My primary duty is to take care of:





# Findings



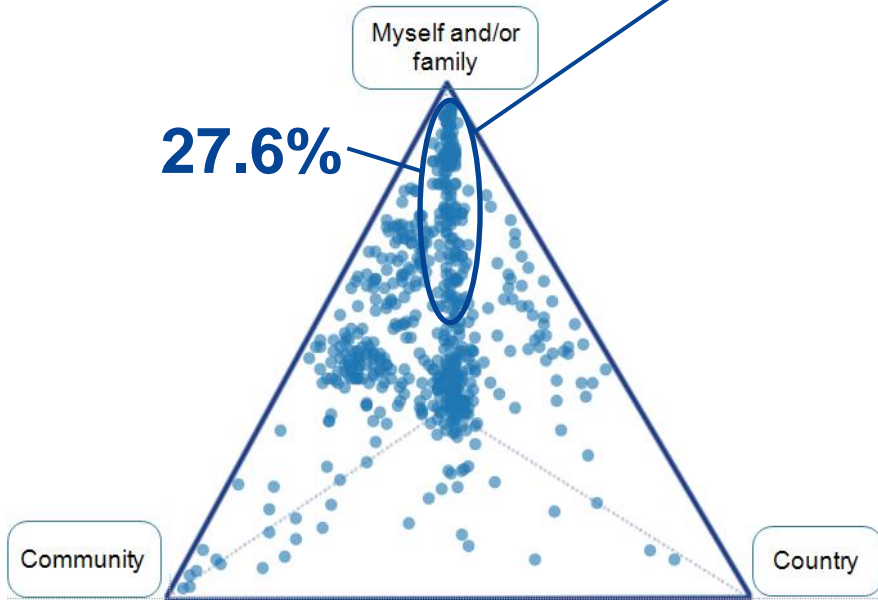
## The Price of Progress

“As we become more educated, we have become more self-centered, which is ironic, given that education is supposed to empower us to help others.”

# Findings

## Bills, Bills, Bills.

“I think 10 years later, I’ll be busy working, worried about bills, loans. My parents will be older, without CPF, Medicare bills will be a problem for me and 3 other younger siblings. 4 of us will probably share these bills.”



# Findings

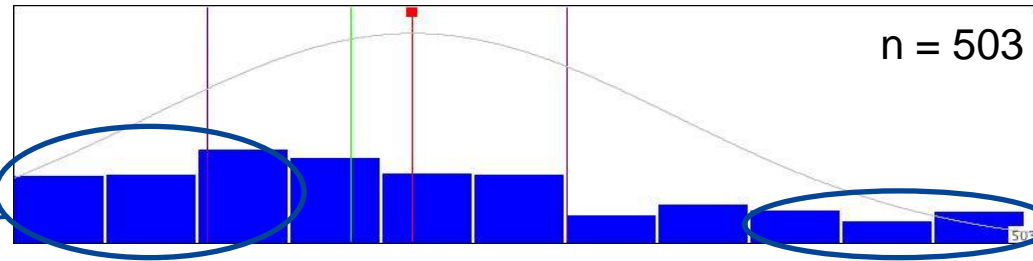
## In stories of life in 2022, who should lead and how?

- Leadership should arise from and be demonstrated from both the government and people sectors; not just government alone.
- Government leadership is likely to be innovative rather than tied too much to the past or tradition.

# Findings

P1: In my story, the government

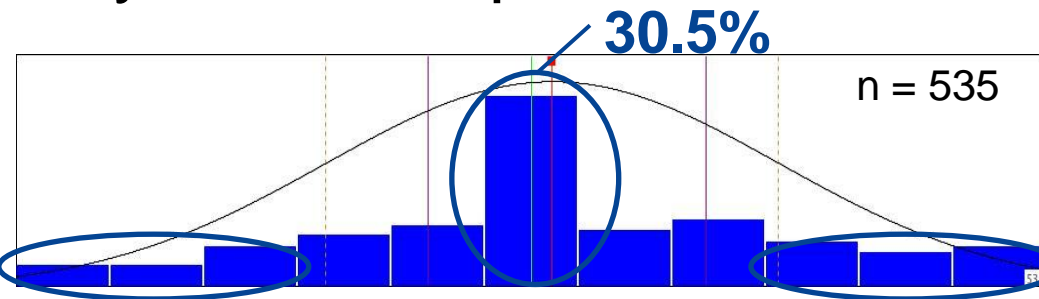
supports new ideas regardless of the past  
**38%**



is rooted in tradition, ignoring new ideas  
**14.1%**

P2: In my story, leadership should be:

provided by the government  
**13.1%**



provided by the community  
**18.7%**

# Findings

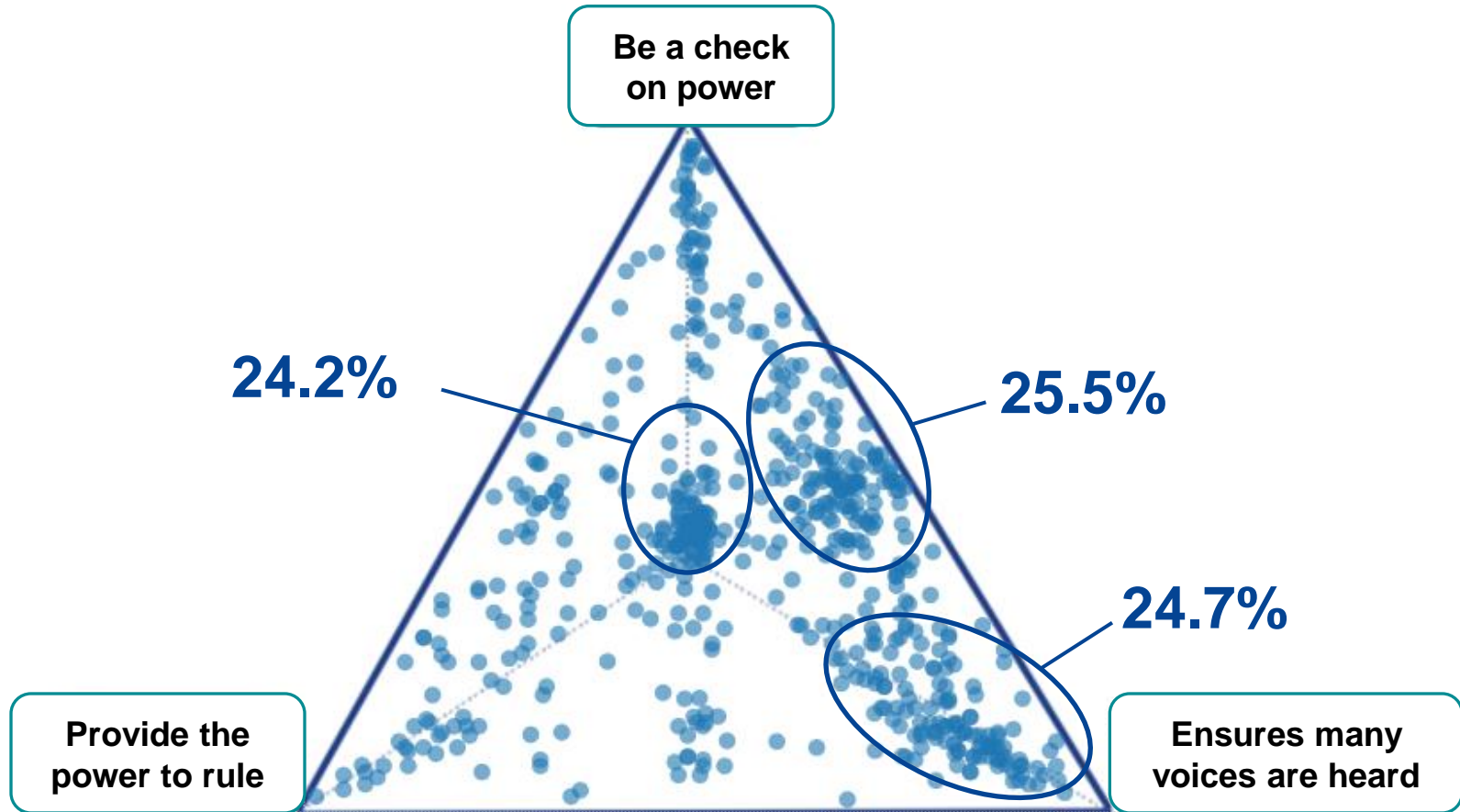
## What does the vote mean to IPS Prism participants?

- It is used to ensure that interests and concerns across society are well-represented and also, to some extent, be a check on power.

# Findings

Opinion Triad A3:

It's most important to me that my vote is used to:



n = 588

# Summary

- Caveat: IPS Prism Survey is of Prism participants and the findings are not generalisable to Singaporeans.
- Given that it is a future-oriented project, an over-representation of the young gives us a sense of how they will shape the future.
- The main message from IPS Prism participants is that governance must be morally-directed; that a big state is still important and it should provide its support in a way that ‘teaches people how to fish’.

# Summary

- The elderly should receive first priority for state support but ideally, not at the expense of youths.
- The political system must ensure that there is a good representation of the interests and concerns of everyone across society.
- This is a nuanced form of SingaGives.



# The IPS Prism Effect

- Peer-to-peer process for fostering political maturity
- Anticipation of change by charting uncertainties
- Common language for political dialogue
- Challenge mindsets
- Illuminate the present

“IPS Prism is a scenario planning exercise designed to generate multiple perspectives on how Singapore might govern itself in 2022. Just as prisms are integral to how a pair of binoculars works, we hope IPS Prism will help you take the long view about our country.”

Janadas Devan, Director, IPS

The End