Keynote Address

Mr Goh Wei Boon

Government Chief Digital Technology Officer,
Ministry of Digital Development and Information

Chief Executive,
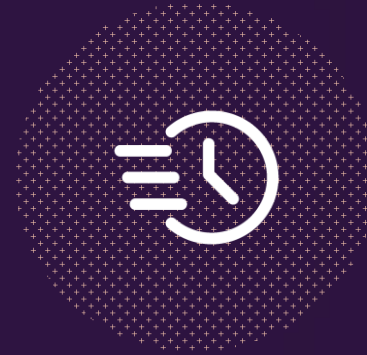GovTech Singapore

#TechWithUs: Good progress in digitalising Government Services

Cheaper

Better

Faster

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#TechWithUs: Enabling stronger, smarter partnerships

Deepen Engagements

Refine Processes

Share Best Practices

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#TechWithUs: Initiatives from your feedback

Deepen Engagements

STACKx CYBERSECURITY

STACKx SMART CITY

STACK CONFERENCE

STACK MEETUP

Refine Processes

Tender Lite

Dynamic Contracting

Evergreen Contracting

IM8 Reform

Share Best Practices

Digital Service Standards (DSS)
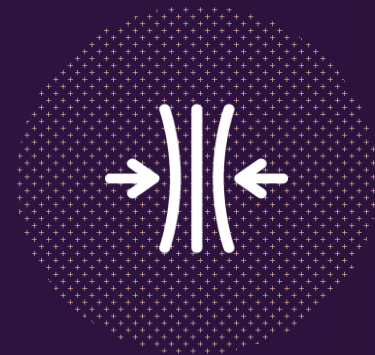
Guides & Playbooks

Developer Portal

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The Road Ahead

Cheaper

Better

Faster

More Resilient

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Challenges remain in our digitalisation journey

Increasing number of **legacy systems** to be refreshed

Evolving & emerging needs requiring new solutions, including opportunities made available by AI

Expectation for **secure and resilient** digital services

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To overcome these challenges, we need to...

Modernise outdated products and systems

Catalyse strong pipeline of **innovative** products

Deliver **secure** and **resilient** solutions

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Challenge 1: Modernising outdated products to meet today's needs

Built using outdated programming languages or platforms

Lack vendor support or regular updates

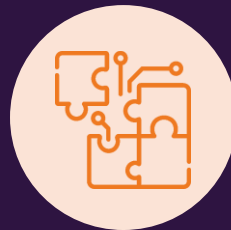Difficult to maintain or enhance due to limited documentation or expertise

Traits of Legacy Systems

Pose security risks due to outdated architecture

Perform critical business functions but are hard to integrate with modern systems

Costly to operate, yet difficult to replace due to deep dependencies

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Why modernising outdated systems is a priority

Continuing to rely on legacy systems prevents us from being:

Cheaper
- High cost of maintenance and operations

Better
- Built on inefficient, outdated technologies
- Limited performance and flexibility

Faster
- Slow to adapt or develop new features
- Long turnaround time for change requests

Resilient
- Prone to outages and harder to patch
- Limited observability and failover options

~ 20% of all our systems are aged >10 years and this is set to double by 2029

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Challenge 2: Catalysing a strong Pipeline of Innovative Products

Change is often driven from the top which lacks visibility of the real issues on the ground

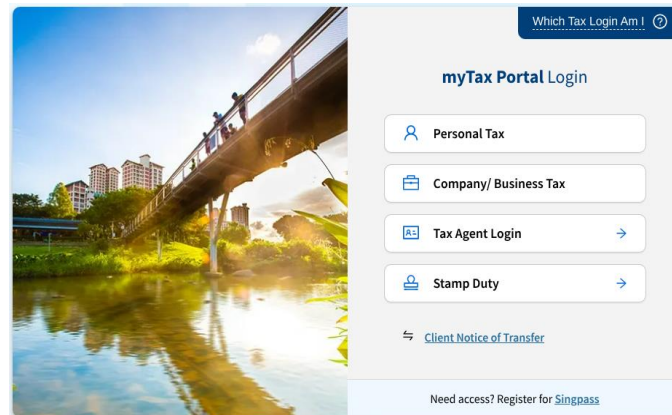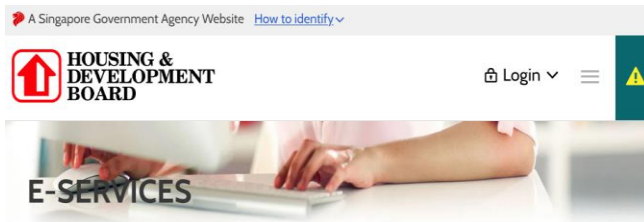Good ideas often stay stuck at the ground level without broader momentum

Working level ideas are insufficiently resourced.

Shared culture of innovation across agencies and industry.

Industry helps to scale promising prototypes

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Challenge 3: Delivering Secure and Resilient Products

- Many government services are delivered digitally today.

- Citizens and businesses have high expectations in today's digital age.

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The way ahead

We must move faster to
meet digitalisation needs

We should innovate to
unlock more opportunities

We want to work better
with our industry partners

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SINGAPORE

Key thrusts for a better digital government
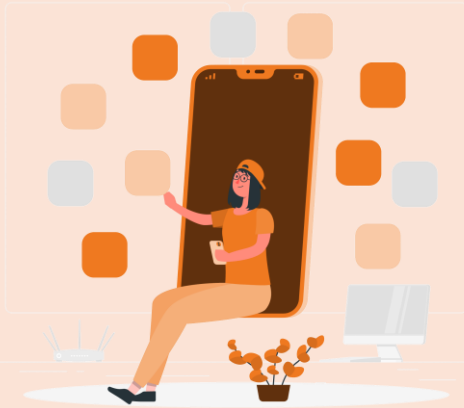
Leveraging Platforms

Building Better Together

Innovating As One

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Benefits of leveraging platforms

Cheaper

Reusable Components
Common building blocks reduce duplication and development effort.

Cost Efficiency
Shared infrastructure lowers long-term development, hosting, and maintenance costs.

Better

Improved Quality
Platforms are built with security, compliance, and best practices in mind — raising baseline quality.

Greater Consistency
Citizens enjoy more seamless, predictable digital experiences across different government services.

Faster

Accelerated Delivery
Ready-to-use infrastructure, DevOps pipelines, and services allow teams to go live faster.

Scalability
Solutions built on common platforms scale more easily across agencies

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Scaling impact through reusable platforms to deliver faster, better public services

Platform Products

FileSG

govwallet

vica

BookingSG

ogre

optical

GATHERSG

aisay

AIBots

DevOps Platforms

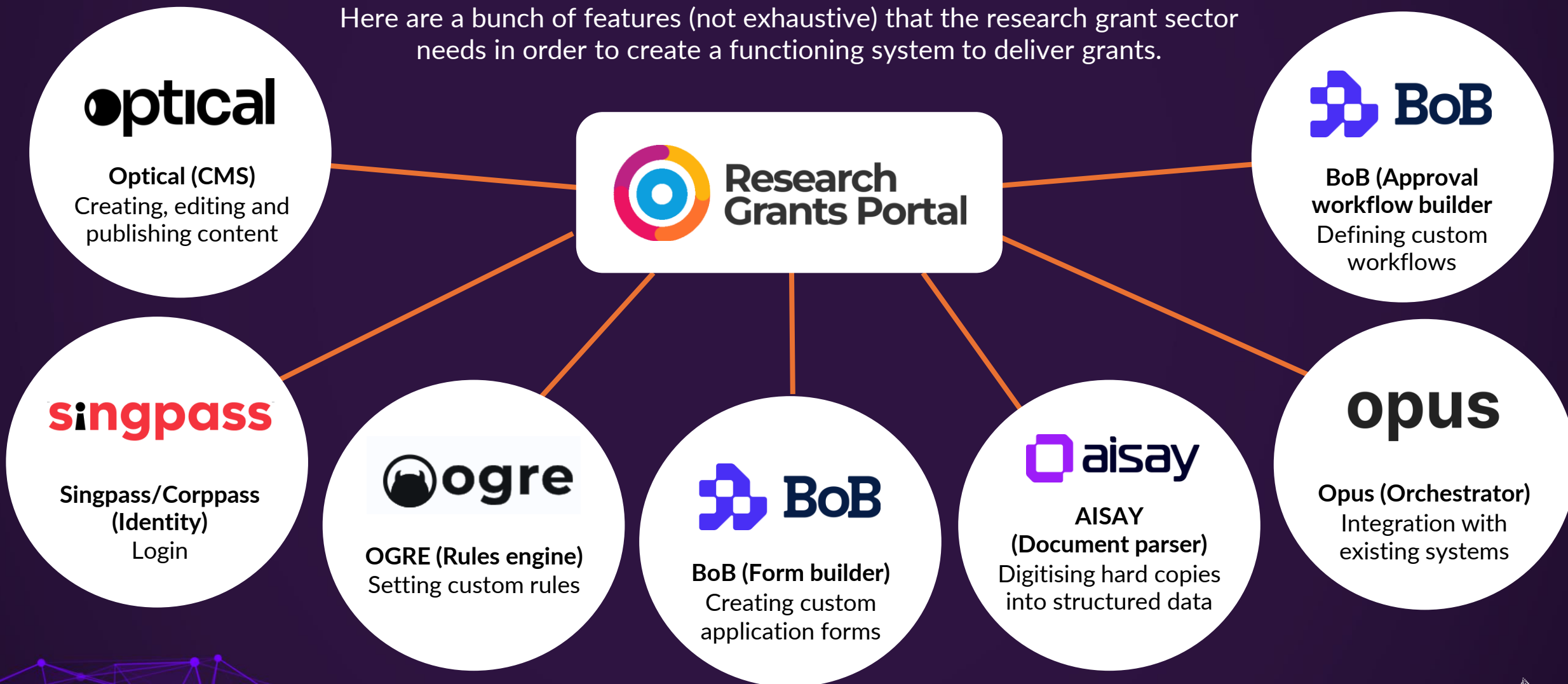shiphats

CloudSCAPE

stackops

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Leveraging on reusable business capability platforms

Here are a bunch of features (not exhaustive) that the research grant sector needs in order to create a functioning system to deliver grants.

optical

Optical (CMS)
Creating, editing and publishing content

BoB

BoB (Approval workflow builder)
Defining custom workflows

Research Grants Portal

singpass

Singpass/Corppass (Identity)
Login

ogre

OGRE (Rules engine)
Setting custom rules

BoB

BoB (Form builder)
Creating custom application forms

aisay

AISAY (Document parser)
Digitising hard copies into structured data

opus

Opus (Orchestrator)
Integration with existing systems

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Tapping into central platforms to accelerate delivery, improve quality and enhance resiliency
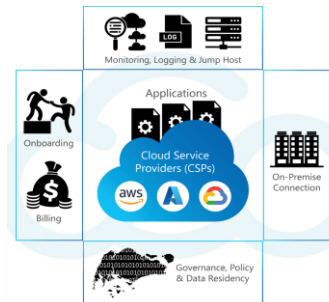
1 SHIP-HATS

- Open access to vendors
- **Implement more comprehensive metrics**
- Integrated **AI capabilities** into platform tools

2 Government on Commercial Cloud

- **> 80%** of eligible systems migrated to the cloud
- Continuing to **modernise** infrastructure, practices and adoption of cloud native services to deliver more **agile, resilient, cost-effective** and **efficient** digital services.
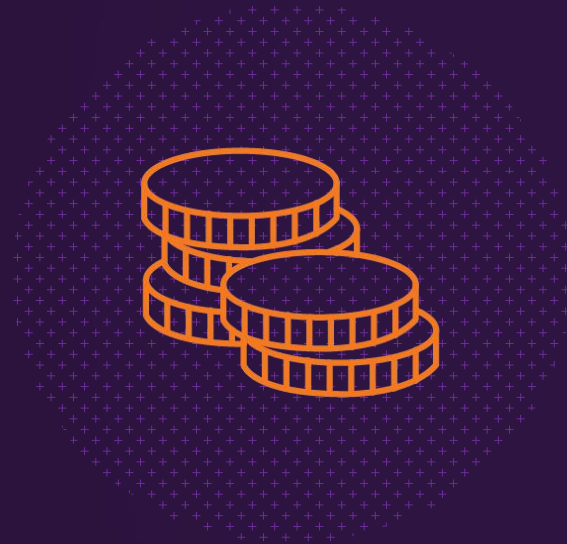
3 StackOps
GovEntry GE2025 Dashboard

- Dashboard offers **comprehensive observability** and enhances **system resilience**
- **Shorten time** to detection
- Enable **faster recovery**

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Leveraging platforms to build impactful products

More cost-effective

Faster time-to-market

Higher quality

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Leveraging Platforms

Building Better Together

Innovating As One

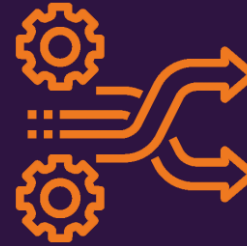**IE INDUSTRY ENGAGEMENT** | **GOVTECH** SINGAPORE

Traditional waterfall methodologies are risky because

Requirements may change

Technological landscape changes rapidly
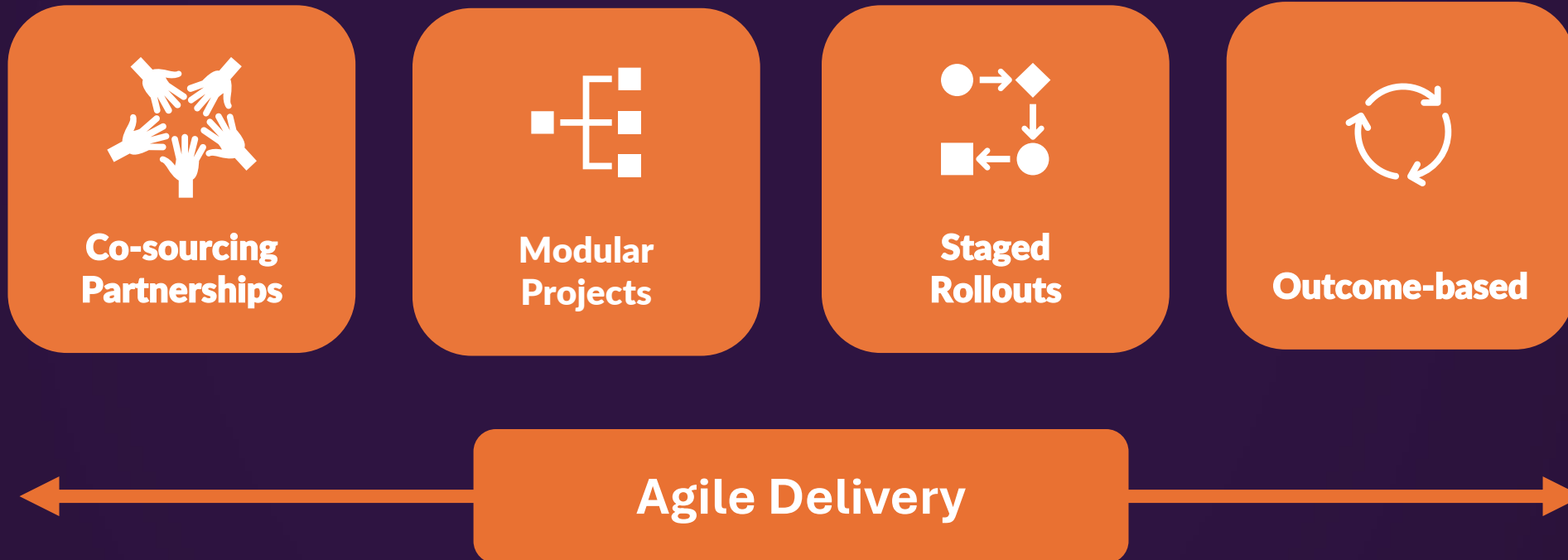
Processes can undergo fundamental changes

Operating environments are dynamic

We need to build flexibly, partner closely, to deliver real outcomes

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To manage uncertainty and deliver value, we must co-create solutions, build flexibly, and focus on outcomes

Co-sourcing Partnerships

Modular Projects

Staged Rollouts

Outcome-based

Agile Delivery

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Laying the foundation for better co-creation and delivery

Software Delivery Playbook

A shared guide to engineering and agile practices that drive quality outcomes
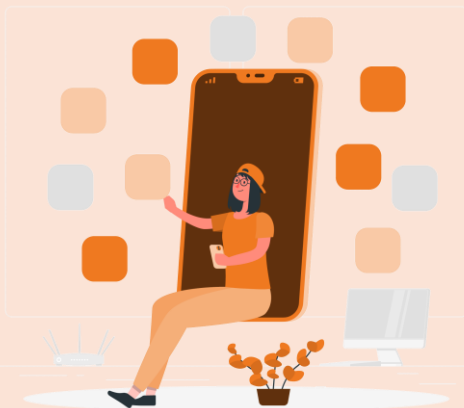
The Quality Dashboard

Baseline metrics for early issue detection and continuous improvement

Better Contracting

Co-own outcomes, build long-term partnerships, drive real impact with transparency

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Leveraging Platforms

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Innovating As One

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Continue to innovate together

Continue to incorporate AI in Public Sector

Passport-less border clearance

NMSE

SearchSG

Pensieve

OneService Kaki

SCAMSHIELD

AIBots

Pair Search

Fostering ground-up innovation

{build}
hackathon & incubator

LAUNCH

hack for public good '25

Growing an innovation community

Lorong AI

STACK MEETUP

TechKaki

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Challenges in our road ahead

Increasing number of **legacy systems**

Evolving landscape of needs, trends and opportunities

Greater expectations of **security and resilience**
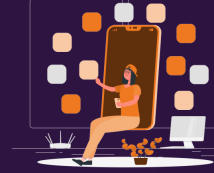
We need to

Modernise legacy systems

Pipeline innovative products

Deliver secure and resilient solutions

We do this by

Leveraging platforms

Building better together

Innovating as one

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Making the most of your IE2025

Panel Sessions

Engagement Booths & Lightning Talks

Connect & Explore

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Thank You!