# Pair: Singapore public service AI assistant

IMPLEMENTED 2023–2026 · GOVERNMENT AND PUBLIC SERVICES · SINGAPORE · BAND D · CLAIMED ONLY
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Singapore's government built its own secure chat assistant, Pair, for public officers and has made it available across the public service. The Ministry says about 80% of 150,000 officers have used it. Time savings come from the product team's own estimates, and no independent evaluation was found. The product team says most officers use AI only for basic tasks.

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Facts and figures are as reported by the sources listed below, which may be incomplete, self-reported or out of date. Check the original source before relying on any figure.

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AT A GLANCE

AI used: Generative AI chat assistant for public officers (Pair Chat), with custom chatbots (AIBots) and a planned AI Assistant Desk with an agent registry.

Implemented: 2023–2026.  Grade: band D, Task support, Claimed only.

Headline result, as reported: About 80% of Singapore's 150,000 public officers have used the Pair Chat assistant (per the Ministry, November 2025); the product team's own report card estimates 1.51 million hours saved a month, which has not been independently checked

## 1 · The case

The facts, as reported by the 5 sources listed at the end. Where a source is silent, the field says "Not reported".

### Organisation

Government Technology Agency of Singapore (GovTech), through its Open Government Products division. Singapore's public service, with about 150,000 public officers across ministries and agencies. Pair is built by Open Government Products, an independent division of GovTech, and is used on government-issued devices. Canvas block: 5. People and skills. Also 4. Operations and process, 8. Governance and risk.

## Business challenge

The challenge. Per the Open Government Products report card, AI can raise officers' productivity on core work, but most use it only for basic tasks such as search and rewriting. Singapore's government wanted officers to use AI in a secure environment rather than on public tools.

How it was addressed. Open Government Products built Pair, a secure chat assistant for public officers, launched in 2023. Officers can also create custom chatbots with AIBots, and in 2026 GovTech began testing an AI Assistant Desk with a registry of AI agents. The Ministry also launched a mandatory AI literacy course in October 2025. [1] [2] [3] [4] [5]

## Who implemented it

In-house (In-house): Built and runs Pair for public officers..
In-house (In-house): Parent agency; runs the wider AI tools programme including AIBots and the AI Assistant Desk..
No external consultancy, systems integrator or model provider is named in the sources opened.

## Technology (SEAM pillar E)

SEAM types: T1 Chat assistants. Deployment: Not reported. Vendors and products: Pair Chat, AIBots, Pair Search.

Where it was built in: Used on government-issued devices through the Pair website and government log-in. Q3 2026 additions include connectors that search SharePoint files and pages and search Hansard, Supreme Court judgements and legislation from within Pair Chat.

## What changed

Before: officers had no government-wide AI assistant of their own. Now: about 80% of officers have used Pair Chat and over 20,000 custom chatbots have been created, for tasks such as answering HR questions and guiding colleagues through budget and procurement processes. The sources do not report changes to roles, structure or budgets because of Pair. [1] [2] [3] [4] [5]

## What it cost

Q3 2026 total cost of $2.95 million for the quarter (infrastructure $2.25 million, people $329.6 thousand, overheads $291.5 thousand, tools $63.4 thousand, other $12.6 thousand), a monthly cost of $10.40 per active user, per the report card. The report card does not state the currency. Cost for earlier years: Not reported.

## What it saved

Per the product team: estimated average time saved of 75 minutes per task and an estimated 1.51 million hours saved a month in Q3 2026, with user satisfaction of 4.1 out of 5. These are estimates, and the method is not given in the page opened. Savings in money or headcount: Not reported. The 2,000 man hours often linked to GovTech's AI work come from a separate tool, the OneService chatbot, per GovTech. [1] [2] [3] [4] [5]

## Governance and control

Data is kept within government infrastructure, per GovTech. All officers are required to take an AI literacy course, per the Ministry. A registry for AI agents is planned and still in testing. No regulator or auditor review of Pair is reported in the sources opened.

**S2 · Accountable owner · Evidenced**
Open Government Products, a division of GovTech, builds and runs Pair, and publishes a quarterly report card on it with usage, cost and staffing. [2] [4]

**A1 · Safe use · Claimed**
GovTech says all data stays within government infrastructure and is not logged by third-party cloud providers. The Ministry says a mandatory AI literacy course for all public officers began in October 2025. [1] [3]

**A2 · Human in the loop · Not reported**
The sources opened do not describe review of Pair outputs by officers.

**A3 · Monitoring and assurance · Evidenced**
The product team reports monthly active users, estimated time saved, satisfaction and cost each quarter. The time-saved figures are its own estimates. [2]

**A4 · Vendor AI · Not reported**
The model providers behind Pair are not named in the sources opened. GovTech says only that it is powered by the same type of large language models as ChatGPT. [1]

**A5 · Agent controls · Claimed**
GovTech's chief executive describes a planned AI Assistant Desk with a registry of AI agents tracking ownership and activity, and controls such as stopping agents deleting files or emailing external recipients. It was still in testing in June 2026. [5]

**A6 · Standards and regulation · Claimed**
GovTech says it applies Singapore's Model AI Governance Framework through a Responsible AI Playbook and that about one-third of government agencies use its Litmus and Sentinel testing and filtering tools daily. These cover government AI applications generally, not Pair alone. [1]

## What worked, what did not, what is unproven

WORKED

– Reach: about 80% of 150,000 officers have used Pair Chat, per the Ministry in November 2025, up from about 55,000 users in October 2024.

– Officers built over 20,000 custom chatbots with AIBots, per the Ministry.

– The product team publishes usage, time-saved, satisfaction and cost each quarter, which makes the programme visible and open to challenge.

– User satisfaction in Q3 2026 was 4.1 out of 5, up 0.4 on the previous quarter, per the report card.

DID NOT

– In Q3 2026 monthly active users fell 4%, estimated time saved fell 7% and monthly cost per active user rose by $3.01, per the report card.

– The product team says most officers use AI for basic tasks such as search and rewriting, which is the gap Pair is meant to close.

– No independent evaluation of Pair's effect on quality or productivity was found.

UNPROVEN

– Whether the estimated time savings are real, and whether they have become capacity, lower cost or better service. The page opened does not describe the method.

– Whether outputs have the quality needed for core government work. No quality measure is reported in the sources opened.

– Whether the planned AI Assistant Desk controls work in practice. It was still in testing in June 2026.

2023 Pair launched, developed by Open Government Products, an independent division of GovTech [4]

Oct 2024 GovTech's chief technology officer says about 55,000 public officers use Pair, half of them active [4]

May 2025 Minister says about 50,000 officers use Pair regularly, double 2024; the Ministry says about 100,000 now use it [4]

Oct 2025 Mandatory AI literacy course launched for all public officers [3]

Nov 2025 Ministry tells Parliament that about 80% of 150,000 officers have used Pair Chat [3]

Jun 2026 GovTech chief executive describes the AI Assistant Desk, with an agent registry, in testing with some officers and due for wider roll-out later in 2026 [5]

2026 Report card for Q3 2026 (July to September) shows 94,559 monthly active users and 1.51 million estimated hours saved a month [2]

## 2 · Grade and SEAM assessment

MarLuc's opinion, made on the evidence above. How cases are graded: marluc.co.uk/case-studies/how-we-rate

### Level of change and impact

Claimed: Not applicable. Grade: D, Task support. Proof: Claimed only. Level of change: Task support.

Task support (Level 1, band D). Officers do much the same work with AI help, and the sources report time estimates but no change to roles, structure or budgets. Officials describe wider ambitions; the sources opened show reach and estimated savings, and no changed operating model.

### The SEAM view and lessons learnt

Pair shows how far a public body can get with its own secure assistant and open reporting. Reach is high, the cost is published, and the team states its own gap: most use is basic. The weak points are definition and proof. Four user counts from four sources use four definitions, and the savings are estimates. For a larger organisation, the transferable points are to publish cost and use every quarter, to count users one way, and to measure time saved against something outside the product team.

1. Publish usage, cost and satisfaction every quarter.
2. Count users on one definition and keep it fixed.
3. Check estimated time savings against an outside measure.

### Evidence

Score 1 of 4. Own account: Ministry statements to Parliament and the product team's report card, with two press reports. Limits: time savings are estimates with no method shown, and no independent evaluation was found.

Evaluation method. Reported usage, satisfaction and cost, with time-saved estimates from the

## 3 · Original sources

Read these in full. To challenge a fact or a grade, use the contact form at marluc.co.uk or the link on https://marluc.co.uk/case-studies/govtech-singapore-pair


[1] GovTech Singapore TechNews: AI Applications in Government: Use Cases & Public Services
https://www.tech.gov.sg/technews/how-govtech-uses-ai-to-enhance-digital-public-service/

[2] Open Government Products: Pair report card
https://reports.open.gov.sg/pair/overview

[3] Ministry of Digital Development and Information: Response to PQ on progress of adopting AI tools within public service (6 November 2025)
https://www.mddi.gov.sg/newsroom/mddi-s-response-to-pq-on-progress-of-adopting-ai-tools-within-public-service/

[4] The Straits Times: More public officers in Singapore use government chatbot to enhance productivity (12 May 2025; copy held by the Singapore Computer Society)
https://files-scs-prod.s3-ap-southeast-1.amazonaws.com/public/media/scs-in-the-news/2025/05/09/The%20Straits%20Times/More%20public%20officers%20in%20Singapore%20use%20government%20chatbot%20to%20enhance%20productivity.pdf

[5] Human Resources Director Asia: New AI tool suite for Singapore's public officers underway (5 June 2026, citing the Straits Times)
https://www.hcamag.com/asia/specialisation/hr-technology/new-ai-tool-suite-for-singapores-public-officers-underway/577895

Government Technology Agency of Singapore (GovTech), through its Open Government Products division website: https://www.tech.gov.sg



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