

HEAD K

MINISTRY OF EDUCATION

OVERVIEW

Mission Statement

We will provide our children with a balanced and well-rounded education, so as to help them discover their talents and realise their full potential, and nurture them into committed citizens.

FY2018 EXPENDITURE ESTIMATES

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018	Change Over FY2017	
	TOTAL EXPENDITURE	\$12,468,853,879	\$12,900,000,000	\$12,680,000,000	\$12,840,000,000	\$160,000,000	1.3%
	Main Estimates						
	OPERATING EXPENDITURE	\$11,812,193,450	\$12,115,000,000	\$12,022,000,000	\$12,270,000,000	\$248,000,000	2.1%
	<i>RUNNING COSTS</i>	<i>\$8,054,934,993</i>	<i>\$8,423,511,200</i>	<i>\$8,452,282,400</i>	<i>\$8,628,504,200</i>	<i>\$176,221,800</i>	<i>2.1%</i>
	Expenditure on Manpower	\$3,764,833,350	\$4,056,508,700	\$3,991,380,500	\$4,048,640,500	\$57,260,000	1.4%
1200	Political Appointments	1,937,413	2,345,100	2,299,500	2,855,300	555,800	24.2
1500	Permanent Staff	3,683,981,676	4,054,163,600	3,910,164,000	3,966,868,200	56,704,200	1.5
1600	Temporary, Daily-Rated & Other Staff	78,914,261	0	78,917,000	78,917,000	0	0.0
	Other Operating Expenditure	\$769,627,619	\$800,090,900	\$790,645,400	\$873,873,500	\$83,228,100	10.5%
2100	Consumption of Products & Services	617,173,655	652,522,600	646,774,000	738,557,700	91,783,700	14.2
2300	Manpower Development	53,197,898	60,752,500	60,348,600	59,679,800	-668,800	-1.1
2400	International & Public Relations, Public Communications	13,239,083	13,317,200	12,850,100	14,767,600	1,917,500	14.9
2700	Asset Acquisition	80,684,131	68,398,600	65,151,700	59,261,400	-5,890,300	-9.0
2800	Miscellaneous	5,332,852	5,100,000	5,521,000	1,607,000	-3,914,000	-70.9
	Grants, Subventions & Capital Injections to Organisations	\$3,520,474,025	\$3,566,911,600	\$3,670,256,500	\$3,705,990,200	\$35,733,700	1.0%
3100	Grants, Subventions & Capital Injections to Statutory Boards	120,841,865	187,171,400	243,632,000	295,248,500	51,616,500	21.2
3200	Grants, Subventions & Capital Injections to Educational Institutions	3,399,632,160	3,379,740,200	3,426,624,500	3,410,741,700	-15,882,800	-0.5
	<i>TRANSFERS</i>	<i>\$3,757,258,457</i>	<i>\$3,691,488,800</i>	<i>\$3,569,717,600</i>	<i>\$3,641,495,800</i>	<i>\$71,778,200</i>	<i>2.0%</i>
3500	Social Transfers to Individuals	390,174,078	463,387,300	428,607,700	426,670,100	-1,937,600	-0.5
3600	Transfers to Institutions & Organisations	3,364,847,840	3,226,097,500	3,138,903,600	3,212,783,400	73,879,800	2.4
3800	International Organisations & Overseas Development Assistance	2,236,540	2,004,000	2,206,300	2,042,300	-164,000	-7.4

Code	Object Class	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018	Change Over FY2017	
	Development Estimates						
	DEVELOPMENT EXPENDITURE	\$656,660,429	\$785,000,000	\$658,000,000	\$570,000,000	-\$88,000,000	-13.4%
5100	Government Development	474,438,496	583,271,400	498,663,500	406,268,000	-92,395,500	-18.5
5200	Grants & Capital Injections to Organisations	182,221,933	201,728,600	159,336,500	163,732,000	4,395,500	2.8

Establishment List

Category/Personnel	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018
POLITICAL APPOINTMENTS	5	5	5	5
Minister	2	2	2	2
Minister of State	1	1	1	1
Parliamentary Secretary	2	2	2	2
PERMANENT STAFF	43,193	47,145	47,677	47,677
Accounting Profession (2008)	0	3	3	3
Administrative	19	22	22	22
Allied Educators Scheme	1,545	1,797	1,712	1,712
Corporate Support	1,029	1,074	1,128	1,128
Education Service (2008)	36,388	39,771	39,787	39,787
Estate Maintenance	3	3	3	3
Information Service (2008)	2	2	2	2
Legal	6	7	7	7
Management Executive Scheme (2008)	1,482	1,698	2,180	2,180
Management Support Scheme (2008)	619	653	601	601
Management Support Scheme (Language Officer)	1	2	2	2
Mechanical Support	1	1	1	1
Operations Support	1,535	1,592	1,655	1,655
Shorthand Writers	25	27	28	28
Statistician (Trade & Industry) (2008)	1	1	1	1
Technical Support Scheme (2008)	537	492	545	545
OTHERS	13,919	15,376	15,129	15,301
SkillsFuture Singapore	458	491	482	482
Government-Aided Schools (non-teaching staff)	1,571	1,703	1,759	1,759
Government-Aided Schools (teaching staff)	323	691	691	691
ISEAS - Yusof Ishak Institute	69	71	71	77
Institute of Technical Education	2,657	3,086	3,086	3,094
Nanyang Polytechnic	1,644	1,789	1,789	1,793
Ngee Ann Polytechnic	1,730	1,793	1,793	1,761
Republic Polytechnic	1,694	1,699	1,718	1,679
Science Centre Board	271	269	269	239

Category/Personnel	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018
Singapore Examination & Assessment Board	205	236	236	236
Singapore Polytechnic	1,644	1,783	1,587	1,793
Temasek Polytechnic	1,653	1,765	1,648	1,697
TOTAL	57,117	62,526	62,811	62,983

FY2017 BUDGET

The revised FY2017 total expenditure of the Ministry of Education (MOE) is \$12.68 billion. This is \$0.21 billion or 1.7% higher than the actual FY2016 expenditure of \$12.47 billion. Of the total expenditure, \$12.02 billion or 94.8% is for operating expenditure and \$658 million or 5.2% is for development expenditure.

Operating Expenditure

The revised operating expenditure of \$12.02 billion is \$0.21 billion or 1.8% higher than the actual FY2016 expenditure of \$11.81 billion due mainly to annual salary increments, higher year-end payments, and normal cost increases.

Development Expenditure

The revised development expenditure of \$658 million is about the same as the actual FY2016 expenditure of \$656.66 million.

FY2018 BUDGET

The total expenditure of MOE in FY2018 is projected to be \$12.84 billion, which is \$0.16 billion or 1.3% higher than the revised FY2017 expenditure. \$12.27 billion or 95.6% is for operating expenditure and \$570 million or 4.4% is for development expenditure.

The projected operating expenditure of \$12.27 billion is an increase of \$0.25 billion or 2.1% over the revised FY2017 expenditure. The projected development expenditure of \$570 million is a decrease of \$88 million or 13.4% over the FY2017 revised expenditure.

General Education Programme

Under our education system, every child is given the opportunity to complete at least 10 years of formal school education. The total number of students (including those in the Independent Schools) subsidised by MOE for FY2018 is 427,600. The General Education Programme undertaken by Government, Government-Aided, Special Education, and Independent Schools accounts for \$6.74 billion, which is higher than the revised FY2017 expenditure of \$6.61 billion by \$135.48 million or 2.1%. Operating expenditure, which accounts for \$6.33 billion or 93.9%, is projected to increase by \$165.04 million or 2.7%, while development expenditure is projected to decrease by \$29.55 million or 6.7%. The increase in operating expenditure is mainly due to annual cost adjustments and initiatives to improve the quality of education. The decrease in development expenditure is mainly due to lower cashflow requirements in FY2018 for information and communications technology (ICT) and building projects for schools.

University Programme

A provision of \$2.61 billion has been made for the university sector in FY2018 to train high quality graduate manpower to support Singapore's economic needs, and to support the universities' research efforts. The total number of students (including both undergraduates and postgraduates) subsidised by MOE at the Autonomous Universities (AUs)¹ in FY2018 is projected to be 76,000.

Of the total FY2018 provision, \$2.59 billion or 99.3% is for operating expenditure and \$18.99 million or 0.7% is for development expenditure. Compared to the FY2017 revised budget, operating expenditure will increase by \$36.78 million, while development expenditure will decrease by \$47.59 million. The increase in operating expenditure in FY2018 is due to higher investment in SUSS as it is restructured into an AU and the setting up of the National Institute of Early Childhood Development (NIEC) under NTU in FY2018. The decrease in development expenditure is due to lower cashflow requirement for AUs' infrastructure projects, such as the NUS Faculty of Science and NTU Phase 3C Campus Expansion development projects, which are nearing completion.

¹ The Autonomous Universities refer to NUS, NTU, SMU, SUTD, SIT and Singapore University of Social Sciences (SUSS).

Polytechnic Programme

A provision of \$1.32 billion has been made for the polytechnic sector in FY2018 to deliver industry and technical training for employment and further education to students who have completed their secondary education. The total number of students subsidised by MOE in FY2018 at the polytechnics is projected to be 70,000.

Of the total FY2018 provision, \$1.29 billion or 97.4% is for operating expenditure and \$34.07 million or 2.6% is for development expenditure. Compared to the FY2017 revised budget, operating expenditure is projected to decrease by \$20.75 million, while development expenditure will increase by \$19.94 million. The decrease in operating expenditure is mainly due to lower projected matching grant for endowed donations at the polytechnics, while the increase in development budget is mainly due to higher cashflow requirement for the Temasek Polytechnic campus rejuvenation project.

Institute of Technical Education Programme

A provision of \$0.46 billion has been made for ITE in FY2018 to deliver technical and vocational training to students who have completed secondary education. The total number of students subsidised by MOE in FY2018 at ITE is projected to be 26,400.

The total FY2018 provision of \$0.46 billion is for operating expenditure. Compared to the FY2017 revised budget, operating expenditure is projected to decrease by \$13.05 million, mainly due to lower student enrolment.

SkillsFuture Programme

The national SkillsFuture movement promotes a culture of lifelong learning and strengthens the system of quality education and training in Singapore. A provision of \$0.22 billion has been made for SSG in FY2018 to implement plans, policies and strategies to support lifelong learning and skills development under SkillsFuture.

Total Expenditure by Programme

Code	Programme	Running Costs	Transfers	Operating Expenditure	Development Expenditure	Total Expenditure
K-A	Administration	307,747,700	66,557,300	374,305,000	69,310,900	443,615,900
K-B	Higher Education and SkillsFuture	15,679,700	441,285,700	456,965,400	0	456,965,400
K-C	School Services and Educational Development	360,846,400	29,131,100	389,977,500	5,674,500	395,652,000
K-D	Government Schools and Junior Colleges	4,243,290,800	185,977,400	4,429,268,200	372,658,500	4,801,926,700
K-E	Special Education Schools	0	177,024,400	177,024,400	1,062,500	178,086,900
K-F	Government-Aided Schools and Junior Colleges	1,336,616,100	0	1,336,616,100	4,602,900	1,341,219,000
K-G	Independent Schools	371,891,900	16,652,900	388,544,800	33,138,300	421,683,100
K-H	National Institute of Education	0	97,966,900	97,966,900	0	97,966,900
K-I	National University of Singapore	0	1,080,213,800	1,080,213,800	0	1,080,213,800
K-J	Nanyang Technological University	0	788,543,000	788,543,000	3,667,300	792,210,300
K-K	ISEAS - Yusof Ishak Institute	14,064,900	0	14,064,900	0	14,064,900
K-L	Singapore Polytechnic	251,459,700	12,641,100	264,100,800	12,237,000	276,337,800
K-M	Ngee Ann Polytechnic	256,269,400	13,664,300	269,933,700	0	269,933,700
K-N	Temasek Polytechnic	253,296,800	14,984,000	268,280,800	21,831,600	290,112,400
K-O	Institute of Technical Education	438,130,900	20,087,600	458,218,500	0	458,218,500
K-P	Science Centre Board	25,406,700	0	25,406,700	566,800	25,973,500
K-Q	Nanyang Polytechnic	251,244,400	12,221,500	263,465,900	0	263,465,900
K-R	Singapore University of Social Sciences	0	138,636,800	138,636,800	0	138,636,800
K-S	Singapore Management University	0	179,649,300	179,649,300	0	179,649,300
K-T	Nanyang Academy of Fine Arts	0	22,545,200	22,545,200	0	22,545,200
K-U	Lasalle College of the Arts	0	21,207,000	21,207,000	0	21,207,000
K-V	Republic Polytechnic	207,310,300	16,291,400	223,601,700	0	223,601,700
K-W	Singapore Examinations and Assessment Board	75,000,000	0	75,000,000	29,925,000	104,925,000
K-X	Singapore University of Technology And Design	0	122,338,600	122,338,600	0	122,338,600
K-Y	Singapore Institute of Technology	0	183,876,500	183,876,500	15,324,700	199,201,200
K-Z	SkillsFuture Singapore	220,248,500	0	220,248,500	0	220,248,500
	TOTAL	\$8,628,504,200	\$3,641,495,800	\$12,270,000,000	\$570,000,000	\$12,840,000,000

Development Expenditure by Project

Project Title	Total Project Cost	Actual Expenditure Up to end of FY2015	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018
DEVELOPMENT EXPENDITURE	\$656,660,429	\$785,000,000	\$658,000,000	\$570,000,000
<i>GOVERNMENT DEVELOPMENT</i>	<i>474,438,496</i>	<i>583,271,400</i>	<i>498,663,500</i>	<i>406,268,000</i>
Administration Programme						
Minor IT Enhancements	0	9,886,663	463,478	1,152,400	812,900	1,288,100

Project Title	Total Project Cost	Actual Expenditure Up to end of FY2015	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018
Development of Human Resources Management System (HRMS)	12,200,900	10,004,726	760,795	91,000	51,900	5,500
Additions and Alterations to Existing MOE Buildings	6,200,000	160,776	2,123,131	2,700,000	2,480,000	315,000
Redevelopment of Integrated Financial Administration and Accounting System (IFAAS)	15,764,000	0	6,419,419	2,396,300	2,615,200	3,821,700
Infrastructure Setup to Support Pervasive Use of ICT in Teaching, Learning and Assessment	23,000,000	0	63,037	0	0	135,000
Implementation of School-Wide Wireless Infrastructure	167,740,000	0	6,783,668	54,000,000	43,680,000	10,800,000
IT Capacity Plan Part 2	32,568,200	0	5,969,058	5,400,000	8,800,000	4,320,000
Minor Works and Improvements - MOEHO	0	0	411,437	360,000	535,000	360,000
MOE Network Segregation	65,990,000	0	0	0	5,740,000	540,000
Whole-of-Government Human Resource and Payroll System (HRPS)	5,042,900	0	0	0	489,000	2,387,700
Development & Implementation of Digital Services for Parents	6,666,400	0	0	0	0	1,350,000
Provision of Guaranteed Energy Savings Performance (GESP) Contracting Services for MOE Building	6,236,100	0	0	0	0	1,350,000
Additions & Alterations to 1 North Buona Vista Drive	27,284,000	0	0	0	0	4,930,600
Minor Development Projects	11,020,770	13,738,200	19,318,800	16,542,600
New Projects	0	37,378,000	5,826,600	10,949,900
School Services and Educational Development Programme						
Hostel Construction at River Valley High School	32,470,000	25,888,005	0	0	0	4,500
Development of 4 School-based Hostels	75,140,000	57,719,130	137,391	0	0	18,000
Pre-school Development Project	22,383,000	6,836,588	3,359,621	614,600	1,777,500	90,000
School Cockpit Reporting Solution	7,510,000	0	0	6,282,000	3,479,200	1,917,000
Provision of Education White Space (EWS) in Schools	47,800,000	0	0	0	0	3,645,000
Government Schools and Junior Colleges Programme						
Building of 10 New Primary Schools	185,200,000	152,987,467	262,081	152,000	353,800	9,000
Relocation of River Valley High School	79,075,068	73,131,571	165,552	0	0	1,800
Provision of Indoor Sports Hall to Schools	1,002,660,500	612,964,839	79,734,370	54,611,500	61,893,000	65,925,000
Implementation of Synthetic Turf System in Schools	24,500,000	23,903,704	9,277	2,300	12,300	4,500
Expansion of National Junior College Campus for 6-Year Integrated Programme	22,250,000	16,369,930	0	0	0	90,000
Flexible School Infrastructure	93,000,000	8,442,669	4,422,805	2,584,400	2,928,900	2,228,300
Implementation of High Volume Low Speed (HVLS) Fans in School Halls	6,700,000	2,891,440	3,014	1,107,000	481,000	1,080,000
Implementation of Primary Education Review and Implementation (PERI) Committee's Recommendation to Enhance Infrastructure	2,090,986,400	911,364,624	208,300,442	210,029,400	161,817,800	132,114,100
Scaling Up Synthetic Turf Programme	42,000,000	6,466,615	4,982,230	6,075,000	5,106,300	6,075,000
Development of Eunoia Junior College Campus	143,944,800	379,088	8,978,556	35,233,100	33,738,100	44,055,000
Refurbish and Equip Science Lab for A-Level Science Practical Assessment	5,600,000	1,515,916	1,949,096	90,000	90,000	4,500
Building of a New Primary School in Sengkang	37,572,700	32,939	12,588,493	19,067,400	19,177,500	562,500
Retrofitting of Schools	8,812,700	278,385	1,420,719	2,095,200	2,626,100	600,000

Project Title	Total Project Cost	Actual Expenditure Up to end of FY2015	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018
Providing Greater New Norms Flexibility in Primary Schools	18,120,000	65,501	481,280	1,898,100	2,454,800	500,000
Retrofitting of Former Raffles Junior College Campus to Hold New Government Junior College (IPJC)	15,565,000	657,697	11,652,208	225,000	225,000	90,000
Development of a New Secondary School	57,120,000	0	6,028	410,200	410,200	10,742,300
Building of a New Primary School in Tampines	56,330,000	0	0	558,000	558,000	1,980,000
Provision of Sheltered Courts	9,192,300	0	0	1,503,000	1,202,400	3,037,500
Implementation of High Volume Low Speed Fans in Schools	5,863,800	0	0	2,633,600	1,280,000	1,687,500
Upgrading of Tanjong Katong Primary School	17,170,000	0	0	0	450,000	7,650,000
Minor Works & Improvements - Primary Schools	0	116,520,164	7,647,316	11,045,500	9,968,500	6,561,000
Minor Works & Improvements - Secondary Schools	0	129,236,689	7,140,113	11,117,700	9,920,700	5,893,000
Minor Works & Improvements - Junior Colleges	0	34,356,358	1,146,366	1,746,600	1,746,500	1,037,600
Programme for Rebuilding and Improving Existing Schools - Government Primary	1,508,653,800	1,165,914,686	24,643,771	17,977,500	18,032,400	1,154,700
Programme for Rebuilding and Improving Existing Schools - Government Secondary	1,518,100,000	1,185,211,676	25,107,830	40,537,200	40,601,300	14,710,500
Special Education Schools Programme						
Sprucing Up of Chong Boon Secondary School	5,016,900	0	0	0	3,200,000	450,000
Expansion of AWWA School at Former Bedok West Primary Site (2nd Campus)	14,883,700	0	0	0	0	270,000
Expansion of Eden School at Former Hong Kah Primary Site (2nd Campus)	17,508,000	0	0	0	0	270,000
Government-Aided Schools and Junior Colleges Programme						
Minor Works and Improvements - Government-Aided Primary Schools	0	1,442,746	165,373	0	430,200	1,000,000
Minor Works and Improvements - Government-Aided Secondary Schools	0	261,940	623,305	0	712,500	700,000
Independent Schools Programme						
Indoor Sports Hall/Equivalent Sports Facilities for Independent Schools	0	0	76,488	0	650,000	3,129,600
Development of Specialised Schools for Normal Technical Students (SSNT)	75,460,000	69,729,330	7,500	0	650,000	135,000
Development of Northlight School	46,021,000	41,732,903	289,631	0	0	18,000
Redevelopment of Raffles Girls' School (Secondary) (RGS)	90,787,900	12,056	2,246,654	23,880,100	12,954,100	27,531,000
Expansion of the Integrated Programme (IP) Landscape	1,480,000	347,209	83,487	21,100	4,200	200,000
Completed Projects	32,792,707	14,558,000	9,381,800	0
<i>GRANTS & CAPITAL INJECTIONS TO ORGANISATIONS</i>	182,221,933	201,728,600	159,336,500	163,732,000
Administration Programme						
Implementation of School-Wide Wireless Infrastructure	50,001,000	0	1,015,442	16,000,000	18,720,000	7,200,000
Minor Development Projects	1,555,968	2,708,400	3,409,200	1,610,800
New Projects	0	1,173,100	205,200	1,404,000

Project Title	Total Project Cost	Actual Expenditure Up to end of FY2015	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018
Government Schools and Junior Colleges Programme						
Provision of Indoor Sports Hall to Schools	315,508,700	114,669,146	17,721,363	18,203,900	10,922,300	21,974,900
Flexible School Infrastructure	0	1,501,857	605,313	861,500	516,900	742,600
Implementation of Primary Education Review and Implementation (PERI) Committee's Recommendation to Enhance Infrastructure	506,338,400	182,663,100	25,120,374	47,897,100	24,179,700	37,365,100
Scaling Up Synthetic Turf Programme	17,000,000	1,347,796	322,452	2,025,000	268,800	2,025,000
Retrofitting of Schools	2,803,200	50,247	69,827	698,500	167,600	586,800
Providing Greater New Norms Flexibility in Primary Schools	4,100,000	31,428	6,557	632,700	76,000	595,300
Provision of Sheltered Courts	1,652,400	0	0	0	300,600	1,012,500
Implementation of High Volume Low Speed Fans in Schools	2,067,600	0	0	0	320,000	562,500
Special Education Schools Programme						
Extension of Rainbow Centre - Margaret Drive School (RCMDS)	5,270,000	0	2,809,539	579,900	2,379,900	72,500
Government-Aided Schools and Junior Colleges Programme						
Minor Works and Improvements - Government-Aided Primary Schools	0	55,802,830	1,550,869	4,301,800	3,871,500	1,555,300
Minor Works and Improvements - Government-Aided Secondary Schools	0	48,813,073	1,176,645	2,374,900	1,662,400	710,700
Minor Works and Improvements - Government-Aided Junior Colleges	0	12,016,276	141,518	253,800	228,400	150,900
Programme for Rebuilding and Improving Existing Schools - Government-Aided Primary	589,628,700	538,020,558	1,303,042	106,200	93,000	288,000
Programme for Rebuilding and Improving Existing Schools - Government-Aided Secondary	539,346,200	489,388,341	2,199,445	513,000	365,600	198,000
Independent Schools Programme						
Indoor Sports Hall/Equivalent Sports Facilities for Independent Schools	35,315,000	9,050,662	2,532,888	1,391,700	771,400	1,043,100
Development of the School of Science and Technology	11,000,000	7,827,965	374,268	547,200	275,400	963,900
Expansion of the Integrated Programme (IP) Landscape	44,822,200	18,771,921	26,199,732	13,500	16,900	117,700
Nanyang Technological University Programme						
Nanyang Technological University - Expansion of Campus Facilities Phase 3C	368,724,200	263,795,777	41,836,003	49,616,300	39,638,100	2,926,900
Start-up Basic Research Set-up for Lee Kong Chian School of Medicine's PhD Programme	3,452,000	0	0	2,893,500	209,500	740,400
Singapore Polytechnic Programme						
Rejuvenation of Singapore Polytechnic	89,005,800	47,577,240	6,370,414	8,550,000	8,550,000	8,550,000
Singapore Polytechnic 5th Campus Upgrading & Rejuvenation Programme	35,282,300	0	0	0	0	3,687,000

Project Title	Total Project Cost	Actual Expenditure Up to end of FY2015	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018
Temasek Polytechnic Programme						
Rejuvenation of Temasek Polytechnic	70,046,000	0	0	0	2,107,600	21,831,600
Science Centre Board Programme						
Upgrading of Building, Mechanical and Electrical Services at Science Centre Singapore	2,988,000	0	0	1,493,900	2,180,300	566,800
Singapore Examinations and Assessment Board Programme						
Redevelopment of Singapore Examinations and Assessment Board (SEAB) at Jalan Bukit Ho Swee	32,340,000	0	0	0	1,660,000	24,795,000
Examination Administration Systems Excellence (EASE)	12,540,000	0	0	0	1,341,400	5,130,000
Singapore Institute of Technology Programme						
Development Budget for Singapore Institute of Technology	313,614,500	296,371,274	3,658,454	2,133,400	487,200	1,809,500
Refurbishment of SIT Campus at ITE HQ (Podium B) at Dover Road	8,826,800	6,531,289	622,031	564,600	277,800	119,400
Development of Singapore Institute of Technology Permanent Campus	15,846,000	904,592	530,465	4,097,900	1,107,000	5,297,000
Information Technology Development Funding for Singapore Institute of Technology	18,920,800	0	30,051	3,957,400	2,028,000	1,224,400
Furniture and Equipment Development Funding for Singapore Institute of Technology	34,340,000	0	834,055	4,608,100	4,914,900	3,951,400
Refurbishment Works at Singapore Institute of Technology Distributed Interim Campuses	4,374,400	0	0	0	817,200	2,923,000
Completed Projects	43,635,220	23,531,300	25,266,700	0

KEY PERFORMANCE INDICATORS

Desired Outcomes

The person who is schooled in the Singapore Education system will be:

- A confident person who has a strong sense of right and wrong, is adaptable and resilient, knows himself, is discerning in judgment, thinks independently and critically, and communicates effectively;
- A self-directed learner who takes responsibility for his own learning, who questions, reflects and perseveres in the pursuit of learning;
- An active contributor who is able to work effectively in teams, exercises initiative, takes calculated risks, is innovative and strives for excellence; and
- A concerned citizen who is rooted to Singapore, has a strong civic consciousness, is informed, and takes an active role in bettering the lives of others around him.

Key Performance Indicators

Desired Outcome	Performance Indicator	Actual FY2015	Actual FY2016	Revised FY2017	Estimated FY2018
Internationally Recognised Education System	WEF Global Competitiveness Report: Quality of the Education System	3 rd out of 140	2 nd out of 138	2 nd out of 137	Top 5
	IMD World Competitiveness Yearbook: Education system meets the needs of a competitive economy	3 rd out of 61	3 rd out of 61	6 th out of 63	Top 5
	IMD World Competitiveness Yearbook: University Education	3 rd out of 61	Joint 2 nd out of 61	6 th out of 63	Top 5
Quality Education at Affordable Rates	Government Funding for Operating Expenses Per Student for ² (\$):				
	Primary Schools	\$10,081	\$10,596	\$11,387	\$12,049
	Secondary Schools	\$13,213	\$13,869	\$14,744	\$15,633
	Junior Colleges/Centralised Institute	\$15,326	\$16,602	\$18,002	\$18,223
	Full-time Nitec/Higher Nitec courses ³	\$13,619	\$13,968	\$14,585	\$14,688
	Publicly-funded full-time diploma courses ⁴	\$16,118	\$15,934	\$16,569	\$16,517
	Publicly-funded full-time degree courses ⁵	\$21,988	\$21,757	\$21,626	\$22,770
A Good School System	MOE aims to bring out the best in our children by providing them with a balanced and holistic education that develops their potential to the fullest and nurtures them into thinking and committed citizens who are ready for the future. Initiatives to continue strengthening our school system include:				

²Data for these indicators is reported on an FY basis, while that for all other indicators is reported on a CY basis.

³Full-time Nitec/Higher Nitec courses are offered by the Institute of Technical Education (ITE).

⁴Institutions presently offering publicly-funded full-time diploma courses are: Nanyang Polytechnic; Ngee Ann Polytechnic; Republic Polytechnic; Singapore Polytechnic; Temasek Polytechnic; ITE; LASALLE College of the Arts (LASALLE); and Nanyang Academy of Fine Arts (NAFA).

⁵Institutions presently offering publicly-funded full-time degree courses are: National University of Singapore; Nanyang Technological University; Singapore Management University; Singapore University of Technology and Design; Singapore Institute of Technology; Singapore University of Social Sciences; LASALLE; and NAFA.

Desired Outcome	Performance Indicator	Actual FY2015	Actual FY2016	Revised FY2017	Estimated FY2018
	<ul style="list-style-type: none"> Our schools offer a rich diversity of learning experiences, including applied learning programmes and opportunities which allow students to apply their skills and knowledge learnt to real-world contexts. We have also moved towards a philosophy of multiple pathways that support each student to go as far as he can, in his areas of passion and strength. Students with strengths in specific subjects are able to offer them at a higher academic level. We are also expanding the DSA route to offer more opportunities for students to be matched to schools that can develop them in their specific talent areas. MOE has also developed more learning resources for our students, including the Singapore Student Learning Space (SLS), an online platform which provides tools for teachers to customise resources and design a range of learning experiences for their students. MOE will also continue to promote an inclusive education system to enable our children to fulfil their potential. From 2019, children with moderate to severe special needs will need to attend publicly-funded schools. Financial Assistance is also available to enable all Singapore Citizen students to access education opportunities regardless of their financial background. 				
Good Progression Outcomes Across the Board⁶	Percentage of Primary 1 cohort who ⁷ (%)				
	Are eligible for Secondary School ⁸	98.0	98.3	98.1	98.1
	Had at least 5 GCE N-Level passes or 3 GCE O-Level passes	89.4	89.8	89.6	89.6
	Did not complete secondary education ⁹ (%)	0.6	<1	<1	<1
	Percentage of Primary 1 cohort who progressed to post-secondary education programmes (%)	96.8	96.9	96.8	96.8
	Percentage of Primary 1 cohort admitted into ¹⁰ (%)				
	Junior Colleges/Centralised Institute	27.7	28.4	28.0	28.0
	Full-time Nitec/Higher Nitec courses	24.3	24.8	24.8	24.8
	Publicly-funded full-time diploma courses	47.2	46.9	47.3	47.3
	Publicly-funded full-time degree courses	32.0	34.2	35.2	36.8
Engaged Citizens	Percentage of students who have been significantly involved in contributing to the community ¹¹ (%)	N.A.	N.A.	96.4	96.4
Lifelong Learning and Employability	Training participation rate (% of resident labour force aged 15-64)	35.0	42.0	47.9	N.A.
	Percentage of Trainees who Benefitted from Training ¹² (%)	40.9	42.8	37.7	N.A.
	Percentage of Employers who Benefitted from Training ¹³ (%)	-	90.7	-	N.A.
	Number of training places taken up for MOE/SSG-funded CET courses ¹⁴	834,000	949,000	N.A.	N.A.

⁶ The Primary 1 cohorts represented in each year are different across the indicators, as different cohorts reach the target levels in each year. As students progress through the education system at different rates, the figures are preliminary and subject to adjustments.

⁷ The Primary 1 cohort indicators have taken into account students who had left the country.

⁸ Refers to students who sat for PSLE and qualified for Express, Normal (Academic) or Normal (Technical) courses.

⁹ The figures for percentage of Primary 1 cohort who did not complete secondary education, i.e. take O- or N-Levels, exclude students who left school due to medical reasons, joined other institutions or left the country.

¹⁰ Students who enrol in one type of institution may later progress to another.

¹¹ Students who have, by end of Sec 4/5, completed at least 36 hours of service to the school or community, or 2 Values in Action (VIA) projects that impact the school or community, or completed at least 24 hours of service and at least 1 VIA project that impacts the school or community.

¹² Refers to those who indicated that they were given additional/new job responsibilities/given pay rise/given a promotion.

¹³ This is a biennial survey.

¹⁴ The figures are based on calendar year tracking (for SSG-funded CET courses) and academic year tracking (for MOE-funded academic CET courses).