

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.

FY2019 EXPENDITURE ESTIMATES

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019	Change Over FY2018	
	TOTAL EXPENDITURE	\$12,690,629,697	\$12,840,000,000	\$13,090,000,000	\$13,200,000,000	\$110,000,000	0.8%
	Main Estimates						
	OPERATING EXPENDITURE	\$12,079,537,381	\$12,270,000,000	\$12,640,000,000	\$12,490,000,000	-\$150,000,000	-1.2%
	<i>RUNNING COSTS</i>	<i>\$8,392,084,699</i>	<i>\$8,628,504,200</i>	<i>\$8,673,430,700</i>	<i>\$8,751,891,500</i>	<i>\$78,460,800</i>	<i>0.9%</i>
	Expenditure on Manpower	\$3,963,532,605	\$4,048,640,500	\$4,127,639,300	\$4,166,220,900	\$38,581,600	0.9%
1200	Political Appointments	2,561,280	2,855,300	2,449,500	2,974,100	524,600	21.4
1500	Permanent Staff	3,878,563,877	3,966,868,200	3,994,512,500	4,027,168,200	32,655,700	0.8
1600	Temporary, Daily-Rated & Other Staff	82,407,448	78,917,000	130,677,300	136,078,600	5,401,300	4.1
	Other Operating Expenditure	\$770,686,469	\$873,873,500	\$809,228,300	\$823,342,500	\$14,114,200	1.7%
2100	Consumption of Products & Services	615,772,825	738,557,700	635,621,700	664,596,700	28,975,000	4.6
2300	Manpower Development	53,030,403	59,679,800	58,505,600	61,150,800	2,645,200	4.5
2400	International & Public Relations, Public Communications	12,400,296	14,767,600	14,057,700	13,713,600	-344,100	-2.4
2700	Asset Acquisition	83,939,995	59,261,400	95,587,000	80,675,900	-14,911,100	-15.6
2800	Miscellaneous	5,542,950	1,607,000	5,456,300	3,205,500	-2,250,800	-41.3
	Grants, Subventions & Capital Injections to Organisations	\$3,657,865,625	\$3,705,990,200	\$3,736,563,100	\$3,762,328,100	\$25,765,000	0.7%
3100	Grants, Subventions & Capital Injections to Statutory Boards	245,193,016	295,248,500	299,736,300	338,480,000	38,743,700	12.9
3200	Grants, Subventions & Capital Injections to Educational Institutions	3,412,672,609	3,410,741,700	3,436,826,800	3,423,848,100	-12,978,700	-0.4
	<i>TRANSFERS</i>	<i>\$3,687,452,682</i>	<i>\$3,641,495,800</i>	<i>\$3,966,569,300</i>	<i>\$3,738,108,500</i>	<i>-\$228,460,800</i>	<i>-5.8%</i>
3500	Social Transfers to Individuals	407,382,347	426,670,100	439,719,500	441,762,900	2,043,400	0.5
3600	Transfers to Institutions & Organisations	3,277,751,843	3,212,783,400	3,524,591,900	3,294,322,700	-230,269,200	-6.5
3800	International Organisations & Overseas Development Assistance	2,318,491	2,042,300	2,257,900	2,022,900	-235,000	-10.4

Code	Object Class	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019	Change Over FY2018	
	OTHER CONSOLIDATED FUND OUTLAYS	\$0	\$0	\$0	\$215,098,400	\$215,098,400	n.a.
4600	Loans and Advances (Disbursement)	0	0	0	215,098,400	215,098,400	n.a.
	Development Estimates						
	DEVELOPMENT EXPENDITURE	\$611,092,316	\$570,000,000	\$450,000,000	\$710,000,000	\$260,000,000	57.8%
5100	Government Development	458,202,277	406,268,000	347,630,900	341,412,900	-6,218,000	-1.8
5200	Grants & Capital Injections to Organisations	152,890,039	163,732,000	102,369,100	368,587,100	266,218,000	260.1

Establishment List

Category/Personnel	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019
POLITICAL APPOINTMENTS	5	5	5	5
Minister	2	2	2	2
Senior Minister of State	0	0	1	1
Minister of State	1	1	0	0
Senior Parliamentary Secretary	0	0	2	2
Parliamentary Secretary	2	2	0	0
PERMANENT STAFF	42,973	47,677	47,836	40,184
Accounting Profession (2008)	3	3	3	3
Administrative	22	22	22	22
Allied Educators Scheme	1,514	1,712	1,633	1,450
Corporate Support	980	1,128	1,128	934
Education Service (2008)	36,010	39,787	39,787	32,567
Estate Maintenance	3	3	3	3
Information Service (2008)	2	2	2	2
Legal	5	7	6	6
Management Executive Scheme (2008)	1,809	2,180	2,180	2,186
Management Support Scheme (2008)	527	601	840	900
Management Support Scheme (Language Officer)	2	2	2	2
Mechanical Support	1	1	1	1
Operations Support	1,548	1,655	1,655	1,568
Shorthand Writers	15	28	28	15
Statistician (Trade & Industry) (2008)	1	1	1	1
Technical Support Scheme (2008)	531	545	544	523
Translator (2003)	0	0	1	1
OTHERS	13,668	15,301	15,123	13,973
SkillsFuture Singapore	449	482	495	495
Government-Aided Schools (non-teaching staff)	1,595	1,759	1,759	1,603
Government-Aided Schools (teaching staff)	299	691	691	262
ISEAS - Yusof Ishak Institute	68	77	71	101
Institute of Technical Education	2,586	3,094	3,094	2,659
Nanyang Polytechnic	1,595	1,793	1,793	1,713
Ngee Ann Polytechnic	1,767	1,761	1,742	1,697

Category/Personnel	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019
Republic Polytechnic	1,694	1,679	1,622	1,622
Science Centre Board	245	239	239	239
Singapore Examination & Assessment Board	219	236	232	232
Singapore Polytechnic	1,559	1,793	1,793	1,800
Temasek Polytechnic	1,592	1,697	1,592	1,550
TOTAL	56,646	62,983	62,964	54,162

FY2018 BUDGET

The revised FY2018 total expenditure of the Ministry of Education (MOE) is \$13.09 billion. This is \$399.37 million or 3.1% higher than the actual FY2017 expenditure of \$12.69 billion. Of the total expenditure, \$12.64 billion or 96.6% is for operating expenditure and \$450.00 million or 3.4% is for development expenditure.

Operating Expenditure

The revised operating expenditure of \$12.64 billion is \$560.46 million or 4.6% higher than the actual FY2017 operating expenditure of \$12.08 billion, mainly due to annual salary increments, normal cost increases, the transfer of pre-employment clinical training (PECT) funding from the Ministry of Health (MOH) to MOE for medical degree programmes from FY2018, and increase in endowment matching grants to the Autonomous Universities (AUs) due to higher donations raised.

Development Expenditure

The revised development expenditure of \$450.00 million is \$161.09 million or 26.4% lower than the actual FY2017 development expenditure of \$611.09 million. This is mainly due to lower cashflow requirements for information and communications technology (ICT), building projects for schools and AUs' infrastructure projects.

FY2019 BUDGET

The total expenditure of MOE in FY2019 is projected to be \$13.20 billion, which is \$110.00 million or 0.8% higher than the revised FY2018 expenditure. \$12.49 billion or 94.6% is for operating expenditure and \$710.00 million or 5.4% is for development expenditure.

The projected operating expenditure of \$12.49 billion is a decrease of \$150.00 million or 1.2% over the revised FY2018 operating expenditure. The projected development expenditure of \$710.00 million is an increase of \$260.00 million or 57.8% over the revised FY2018 development 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 FY2019 is 423,600. The General Education Programme undertaken by Government, Government-Aided, Special Education, and Independent Schools accounts for \$6.72 billion in FY2019, which is higher than the revised FY2018 expenditure of \$6.67 billion by \$48.88 million or 0.7%. Operating expenditure, which accounts for \$6.41 billion or 95.3%, is projected to increase by \$52.05 million, while development expenditure is projected to decrease by \$3.17 million. The increase in operating expenditure is mainly due to annual cost adjustments and initiatives to improve the quality of education.

University Programme

A provision of \$2.75 billion has been made for the university sector in FY2019 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 AUs¹ in FY2019 is projected to be 76,000.

Of the total FY2019 provision, \$2.49 billion or 90.6% is for operating expenditure and \$256.90 million or 9.4% is for development expenditure. Compared to the FY2018 revised budget, operating expenditure will decrease by \$455.30 million, while development expenditure will increase by \$235.78 million. The decrease in operating expenditure in FY2019 is mainly due to lower endowment matching grants to the AUs, the completion of funding for principal and interest repayments for AU development projects and the reclassification of the funding for Continuing Education and Training (CET) programmes in the AUs to the SkillsFuture Programme. The increase in development expenditure is due to the Singapore Institute of Technology (SIT)'s new Punggol campus.

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

Polytechnic Programme

A provision of \$1.28 billion has been made for the polytechnic sector in FY2019 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 FY2019 at the polytechnics is projected to be 67,200.

Of the total FY2019 provision, \$1.26 billion or 98.1% is for operating expenditure and \$23.72 million or 1.9% is for development expenditure. Compared to the FY2018 revised budget, operating expenditure is projected to decrease by \$17.50 million, while development expenditure will increase by \$9.70 million. The decrease in operating expenditure is mainly due to the transfer of Early Childhood (EC) budget to the National Institute of Early Childhood Development (NIEC) from October 2018, 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 \$473.26 million has been made for ITE in FY2019 to deliver technical and vocational training to students who have completed secondary education. The total number of students subsidised by MOE in FY2019 at ITE is projected to be 26,400.

The total FY2019 provision of \$473.26 million is for operating expenditure. Compared to the FY2018 revised budget, operating expenditure is projected to decrease by \$12.09 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 \$413.99 million has been made for SSG in FY2019 to implement plans, policies and strategies to support lifelong learning and skills development under SkillsFuture.

Other Consolidated Fund Outlays

Advances for FY2019 are projected to be \$215.10 million, mainly for Tuition Fee Loan and Study Loan to students from polytechnics and AUs.

Total Expenditure by Programme

Code	Programme	Running Costs	Transfers	Operating Expenditure	Development Expenditure	Total Expenditure
K-A	Administration	335,948,100	56,410,200	392,358,300	86,290,500	478,648,800
K-B	Higher Education and SkillsFuture	15,795,300	453,914,600	469,709,900	0	469,709,900
K-C	School Services and Educational Development	380,314,100	28,772,800	409,086,900	8,782,200	417,869,100
K-D	Government Schools and Junior Colleges	4,262,222,800	198,068,200	4,460,291,000	254,553,500	4,714,844,500
K-E	Special Education Schools	0	196,122,600	196,122,600	24,971,200	221,093,800
K-F	Government-Aided Schools and Junior Colleges	1,363,017,500	0	1,363,017,500	3,924,000	1,366,941,500
K-G	Independent Schools	370,160,800	20,438,200	390,599,000	29,753,800	420,352,800
K-H	National Institute of Education	0	105,320,700	105,320,700	0	105,320,700
K-I	National University of Singapore	0	1,121,399,100	1,121,399,100	0	1,121,399,100
K-J	Nanyang Technological University	0	637,010,900	637,010,900	537,000	637,547,900
K-K	ISEAS - Yusof Ishak Institute	17,022,600	0	17,022,600	0	17,022,600
K-L	Singapore Polytechnic	253,790,200	13,150,000	266,940,200	9,743,200	276,683,400
K-M	Ngee Ann Polytechnic	223,899,300	12,165,200	236,064,500	0	236,064,500
K-N	Temasek Polytechnic	243,922,300	14,039,100	257,961,400	13,975,700	271,937,100
K-O	Institute of Technical Education	451,814,300	21,448,500	473,262,800	0	473,262,800
K-P	Science Centre Board	26,930,400	0	26,930,400	384,800	27,315,200
K-Q	Nanyang Polytechnic	253,788,300	12,187,800	265,976,100	0	265,976,100
K-R	Singapore University of Social Sciences	0	100,400,800	100,400,800	0	100,400,800
K-S	Singapore Management University	0	180,279,100	180,279,100	0	180,279,100
K-T	Nanyang Academy of Fine Arts	0	23,567,200	23,567,200	0	23,567,200
K-U	Lasalle College of the Arts	0	22,606,500	22,606,500	0	22,606,500
K-V	Republic Polytechnic	214,785,500	15,386,800	230,172,300	0	230,172,300
K-W	Singapore Examinations and Assessment Board	85,000,000	0	85,000,000	20,719,400	105,719,400
K-X	Singapore University of Technology And Design	0	122,105,200	122,105,200	0	122,105,200
K-Y	Singapore Institute of Technology	0	222,805,100	222,805,100	256,364,700	479,169,800
K-Z	SkillsFuture Singapore	253,480,000	160,509,900	413,989,900	0	413,989,900
TOTAL		\$8,751,891,500	\$3,738,108,500	\$12,490,000,000	\$710,000,000	\$13,200,000,000

Development Expenditure by Project

Project Title	Total Project Cost	Actual Expenditure Up to end of FY2016	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019
DEVELOPMENT EXPENDITURE	\$611,092,316	\$570,000,000	\$450,000,000	\$710,000,000
<i>GOVERNMENT DEVELOPMENT</i>	<i>458,202,277</i>	<i>406,268,000</i>	<i>347,630,900</i>	<i>341,412,900</i>
Administration Programme						
Minor IT Enhancements	0	10,350,141	874,965	1,288,100	1,502,100	1,189,600
Development of Human Resource Management System (HRMS)	12,200,900	10,765,522	80,576	5,500	5,500	108,000
Additions & Alterations to Existing MOE Buildings	6,200,000	2,283,906	2,271,135	315,000	220,100	450,000
Redevelopment of Integrated Financial Administration & Accounting System (IFAAS)	16,284,000	6,419,419	2,567,642	3,821,700	4,276,900	675,500

Project Title	Total Project Cost	Actual Expenditure Up to end of FY2016	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019
Infrastructure Setup to Support Pervasive Use of ICT in Teaching, Learning & Assessment	23,000,000	63,037	53,815	135,000	0	170,100
Implementation of School-Wide Wireless	167,740,000	6,783,668	45,516,203	10,800,000	12,600,000	7,200,000
IT Capacity Plan Part 2	32,568,200	5,969,058	8,857,888	4,320,000	10,422,400	3,240,000
Minor Works & Improvements - MOEHO	0	411,437	474,322	360,000	227,300	360,000
MOE Network Segregation	25,080,000	0	6,606,915	540,000	672,000	3,086,100
Whole-of-Government Human Resource & Payroll System (HRPS)	5,042,900	0	39,821	2,387,700	295,000	1,242,000
Development & Implementation of Digital Services for Parents	6,666,400	0	0	1,350,000	1,833,600	1,047,600
Provision of Guaranteed Energy Savings Performance (GESp) Contracting Services for MOE Building	6,236,100	0	0	1,350,000	17,500	1,350,000
Additions & Alterations to 1 North Buona Vista Drive	27,284,000	0	0	4,930,600	2,540,200	8,830,200
Additions & Alterations to Off-sites	18,887,800	0	0	0	294,800	9,354,300
Minor Development Projects	14,669,018	16,542,600	20,624,900	16,359,000
New Projects	0	10,949,900	5,142,000	23,213,000
School Services and Educational Development Programme						
School Cockpit Reporting Solution	7,510,000	0	2,368,279	1,917,000	1,205,000	1,921,300
Provision of Education White Space (EWS) in Schools	47,800,000	0	0	3,645,000	3,644,800	4,347,000
Kindergarten Care Design & Build	15,783,200	0	0	0	2,836,300	2,513,900
Government Schools and Junior Colleges Programme						
Provision of Indoor Sports Hall to Schools	1,002,660,500	692,699,209	68,934,726	65,925,000	56,014,800	31,077,200
Implementation of Synthetic Turf System in Schools	24,500,000	23,912,981	7,180	4,500	4,500	5,400
Flexible School Infrastructure	93,000,000	12,865,473	2,163,693	2,228,300	1,778,100	1,000,000
Implementation of High Volume Low Speed (HVLS) Fans in School Halls	6,700,000	2,894,454	797,930	1,080,000	779,900	1,000,000
Implementation of Primary Education Review & Implementation (PERI) Committee's Recommendation to Enhance Infrastructure in Primary Schools	2,027,571,900	1,119,665,065	146,814,271	132,114,100	79,371,800	102,276,100
Scaling Up Synthetic Turf Programme	42,000,000	11,448,845	845,362	6,075,000	7,029,000	2,418,300
Development of Eunoia Junior College Campus	143,944,800	9,357,645	31,483,249	44,055,000	41,171,100	14,663,600
Refurbish & Equip Science Lab for A-Level Science Practical Assessment	5,600,000	3,465,012	0	4,500	504,500	350,000
Building of a New Primary School in Sengkang	37,572,700	12,621,432	18,461,172	562,500	1,382,500	339,700
Retrofitting of Schools	8,812,700	1,699,104	2,257,154	600,000	1,103,700	500,000
Providing Greater New Norms Flexibility in Primary Schools	18,120,000	546,781	845,165	500,000	898,100	1,948,600
Development of a New Secondary School	65,150,000	6,028	344,871	10,742,300	3,022,200	13,680,000
Building of a New Primary School in Tampines	62,240,000	0	6,127	1,980,000	1,979,900	11,030,800
Provision of Sheltered Courts	11,125,600	0	171,649	3,037,500	4,978,600	3,780,000
Implementation of High Volume Low Speed Fans in Schools	5,863,800	0	49,204	1,687,500	712,400	1,000,000
Upgrading of Tanjong Katong Primary School	17,170,000	0	311,596	7,650,000	7,050,000	6,510,400
Development of a New School	49,010,000	0	0	0	200,000	900,000
Lift Installation Programme for Schools	83,780,000	0	0	0	100,000	2,929,500
Provision of Learning & Behavioural Support (LBS) Intervention Rooms to Secondary Schools	10,893,700	0	0	0	1,000,000	1,000,000
Minor Works & Improvements - Government Primary Schools	0	124,167,479	6,479,423	6,561,000	3,560,900	6,570,000
Minor Works & Improvements - Government Secondary Schools	0	136,376,802	6,744,590	5,893,000	4,399,900	6,660,000
Minor Works & Improvements - Government Junior Colleges	0	35,502,724	761,580	1,037,600	1,037,600	543,600

Project Title	Total Project Cost	Actual Expenditure Up to end of FY2016	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019
Programme for Rebuilding & Improving Existing Schools - Government Primary Schools	1,206,122,800	1,190,558,457	13,077,215	1,154,700	2,039,600	447,000
Programme for Rebuilding & Improving Existing Schools - Government Secondary Schools	1,442,342,000	1,210,319,506	48,849,122	14,710,500	27,893,000	900,600
Special Education Schools Programme						
Sprucing Up of Chong Boon Secondary School	5,016,900	0	1,311,360	450,000	449,900	315,000
Expansion of AWWA School at Former Bedok West Primary Site (2nd Campus)	23,250,000	0	6,028	270,000	269,900	7,639,800
Expansion of Eden School at Former Hong Kah Primary Site (2nd Campus)	22,670,000	0	6,028	270,000	269,900	6,059,800
Expansion of Rainbow Centre (3rd Campus)	25,360,000	0	0	0	787,300	3,037,500
Redevelopment to an Existing School (Campus II) at Tampines	46,510,000	0	0	0	0	1,687,500
Government-Aided Schools and Junior Colleges Programme						
Minor Works & Improvements - Government-Aided Primary Schools	0	1,608,120	253,948	1,000,000	1,277,600	1,000,000
Minor Works & Improvements - Government-Aided Secondary Schools	0	885,246	267,901	700,000	705,300	1,000,000
Minor Works & Improvements - Government-Aided Junior Colleges	0	491,161	0	0	75,400	72,000
Programme for Rebuilding & Improving Existing Schools - Government-Aided Primary Schools	40,000,000	20,895,270	0	0	0	100,000
Programme for Rebuilding & Improving Existing Schools - Government-Aided Secondary Schools	10,000,000	30,860,679	175,756	0	193,100	100,000
Independent Schools Programme						
Indoor Sports Hall / Equivalent Sports Facilities for Independent Schools	0	76,488	301,143	3,129,600	1,251,800	1,687,500
Redevelopment of Raffles Girls' School (Secondary) (RGS)	90,787,900	2,258,710	6,612,022	27,531,000	23,530,900	20,425,400
Expansion of the Integrated Programme (IP) Landscape	1,480,000	430,695	339	200,000	12,700	100,000
Completed Projects	15,481,894	456,300	2,434,600	0
<i>GRANTS & CAPITAL INJECTIONS TO ORGANISATIONS</i>	<i>152,890,039</i>	<i>163,732,000</i>	<i>102,369,100</i>	<i>368,587,100</i>
Administration Programme						
Implementation of School-Wide Wireless Infrastructure	50,001,000	1,015,442	14,516,419	7,200,000	5,400,000	5,031,000
Minor Development Projects	2,586,367	1,610,800	5,156,200	1,006,300
New Projects	0	1,404,000	68,000	2,377,800
Government Schools and Junior Colleges Programme						
Provision of Indoor Sports Hall to Schools	315,508,700	132,390,510	7,511,193	21,974,900	9,885,000	10,359,000
Flexible School Infrastructure	0	2,107,170	528,869	742,600	592,700	470,200
Implementation of High Volume Low Speed (HVLS) Fans in School Halls	2,100,000	442,560	65,341	0	0	395,000
Implementation of Primary Education Review & Implementation (PERI) Committee's Recommendation to Enhance Infrastructure in Primary Schools	506,338,400	207,783,474	27,303,584	37,365,100	19,843,000	26,555,000
Scaling Up Synthetic Turf Programme	17,000,000	1,670,248	5,556	2,025,000	71,000	806,000
Refurbish & Equip Science Lab for A-Level Science Practical Assessment	3,500,000	598,560	0	0	0	100,000
Retrofitting of Schools	2,803,200	120,074	169,752	586,800	83,100	202,500

Project Title	Total Project Cost	Actual Expenditure Up to end of FY2016	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019
Providing Greater New Norms Flexibility in Primary Schools	4,100,000	37,985	128,328	595,300	197,200	649,500
Provision of Sheltered Courts	848,500	0	0	1,012,500	553,200	1,260,000
Implementation of High Volume Low Speed Fans in Schools	2,067,600	0	771	562,500	37,500	620,000
Lift Installation Programme for Schools	6,620,000	0	0	0	0	976,500
Provision of Learning & Behavioural Support (LBS) Intervention Rooms to Secondary Schools	1,860,900	0	0	0	200,000	629,000
Special Education Schools Programme						
Extension of Rainbow Centre - Margaret Drive School (RCMDS)	5,270,000	2,809,539	1,947,886	72,500	72,500	90,000
Expansion of AWWA School at Former Bedok West Primary Site (2nd Campus)	1,110,000	0	0	0	0	2,546,600
Expansion of Eden School at Former Hong Kah Primary Site (2nd Campus)	1,230,000	0	0	0	0	2,020,000
Expansion of Rainbow Centre (3rd Campus)	1,320,000	0	0	0	0	1,012,500
Redevelopment to an Existing School (Campus II) at Tampines	2,050,000	0	0	0	0	562,500
Government-Aided Schools and Junior Colleges Programme						
Minor Works & Improvements - Government-Aided Primary Schools	0	57,353,700	1,787,868	1,555,300	1,277,600	665,000
Minor Works & Improvements - Government-Aided Secondary Schools	0	49,989,718	1,310,105	710,700	705,300	620,000
Minor Works & Improvements - Government-Aided Junior Colleges	0	12,157,794	158,873	150,900	75,400	72,000
Programme for Rebuilding & Improving Existing Schools - Government-Aided Primary Schools	520,829,200	539,323,600	16,891	288,000	279,600	170,000
Programme for Rebuilding & Improving Existing Schools - Government-Aided Secondary Schools	624,434,900	491,587,786	332,930	198,000	21,500	125,000
Independent Schools Programme						
Indoor Sports Hall / Equivalent Sports Facilities for Independent Schools	35,315,000	11,583,550	2,168,975	1,043,100	2,920,800	562,500
Redevelopment of Raffles Girls' School (Secondary) (RGS)	770,100	12,772	0	0	0	6,808,400
Expansion of the Integrated Programme (IP) Landscape	44,822,200	44,971,653	7,844	117,700	305,000	170,000
Nanyang Technological University Programme						
Start-up Basic Research Set-up for Lee Kong Chian School of Medicine's PhD Programme	3,452,000	0	244,663	740,400	706,900	537,000
Singapore Polytechnic Programme						
Development Budget for Polytechnic Expansion (Singapore Polytechnic)	94,491,200	92,248,920	1,096,650	0	598,500	380,900
Rejuvenation of Singapore Polytechnic	89,005,800	53,947,655	6,143,560	8,550,000	4,275,000	4,275,000
Singapore Polytechnic 5th Campus Upgrading & Rejuvenation Programme	35,282,300	0	0	3,687,000	1,453,500	5,087,300
Temasek Polytechnic Programme						
Rejuvenation of Temasek Polytechnic	70,046,000	0	222,215	21,831,600	7,692,800	13,975,700
Science Centre Board Programme						
Development of New Science Centre	4,500,000	0	0	0	192,400	384,800

Project Title	Total Project Cost	Actual Expenditure Up to end of FY2016	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019
Singapore Examinations and Assessment Board Programme						
Redevelopment of Singapore Examinations & Assessment Board (SEAB) at Jalan Bukit Ho Swee	32,340,000	0	0	24,795,000	12,000,000	14,449,500
Examination Administration Systems Excellence (EASE)	12,540,000	0	0	5,130,000	4,165,600	6,269,900
Singapore Institute of Technology Programme						
Development Budget for Singapore Institute of Technology	313,614,500	300,029,728	859,281	1,809,500	258,600	351,400
Development of Singapore Institute of Technology Permanent Campus	485,231,100	1,435,057	2,059,744	5,297,000	5,297,000	254,471,000
Information Technology Development Funding for Singapore Institute of Technology	18,920,800	30,051	1,670,078	1,224,400	1,224,400	1,542,300
Completed Projects	80,046,297	11,451,400	16,759,800	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	Actual	Revised	Estimated
		FY2016	FY2017	FY2018	FY2019
Internationally Recognised Education System	WEF Global Competitiveness Report: Quality of the Education System	2 nd out of 138	2 nd out of 137	N.A ²	N.A ³
	IMD World Competitiveness Yearbook: Education system meets the needs of a competitive economy	3 rd out of 61	6 th out of 63	7 th out of 63	Top 5
	IMD World Competitiveness Yearbook: University Education	Joint 2 nd out of 61	6 th out of 63	5 th out of 63	Top 5
Quality Education at Affordable Rates	Government Funding for Operating Expenses Per Student for ⁴ (\$):				
	Primary Schools	\$10,596	\$11,338	\$12,020	\$12,241
	Secondary Schools	\$13,869	\$14,527	\$15,518	\$16,067
	Junior Colleges/Centralised Institute	\$16,602	\$17,440	\$17,702	\$17,703
	Full-time Nitec/Higher Nitec courses ⁵	\$13,968	\$14,582	\$14,743	\$14,850
	Publicly-funded full-time diploma courses ⁶	\$15,934	\$16,561	\$16,408	\$16,579
	Publicly-funded full-time degree courses ⁷	\$21,757	\$21,624	\$22,192	\$21,950

² The World Economic Forum (WEF) has removed the indicator on Quality of Education System indicator in its Global Competitiveness Report (GCR) 2018 as part of its review of the GCR.

³ WEF now measures the general level of skills of the workforce and the quantity and quality of education under the pillar "Skills" in the revised GCR. This pillar is derived from a basket of 9 indicators. Overall, for this pillar, Singapore ranked 20th out of 140 countries in 2018. MOE will review the indicators in the revised WEF GCR and identify an appropriate performance indicator to benchmark our education system against the rest of the world.

⁴ Data for these indicators is reported on an FY basis, while that for all other indicators is reported on a CY basis.

⁵ Full-time Nitec/Higher Nitec courses are offered by the Institute of Technical Education (ITE). From revised FY2018, it also includes funding to National Institute of Early Childhood Development (NIEC) offering publicly-funded full-time Higher Nitec courses.

⁶ Institutions 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). From revised FY2018, it also includes funding to NIEC offering publicly-funded full-time diploma courses.

⁷ Institutions presently offering publicly-funded full-time degree courses are: National University of Singapore (NUS); Nanyang Technological University (NTU); Singapore Management University (SMU); Singapore University of Technology and Design (SUTD); Singapore Institute of Technology (SIT); Singapore University of Social Sciences (SUSS); LASALLE; and NAFA.

Desired Outcome	Performance Indicator	Actual	Actual	Revised	Estimated
		FY2016	FY2017	FY2018	FY2019
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: <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. In 2019, MOE has also taken steps to reduce school-based assessment load, as part of our continuous efforts to shift away from an over-emphasis on academic results and nurture in our students a stronger intrinsic motivation to learn. • 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 through Subject-based Banding. We are also expanding the Direct School Admission (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 learning portal which provides quality curriculum-aligned resources for self-directed learning, as well as tools for teachers to customise resources and design a range of learning experiences for their students. • To help individuals make better informed education and career choices in school and beyond graduation, a more structured and comprehensive Education and Career Guidance system is in place to provide timely support to individuals at different life stages. To facilitate students' transition to the workplace through structured on-the-job training, MOE has partnered our Institutes of Higher Learning to expand work-learn programmes such as SkillsFuture Work-Study Degree Programme, SkillsFuture Earn and Learn Programme and ITE Work-Learn Technical Diploma. • MOE will also continue to promote an inclusive education system to enable our children to fulfil their potential. In 2018, the income cap for MOE Financial Assistance has been raised by about 10% to enable all Singapore Citizen students to access education opportunities regardless of their financial background. Meanwhile, from 2019, children with moderate to severe special needs will need to attend publicly-funded schools. 				
Good Progression Outcomes Across the Board⁸	Percentage of Primary 1 cohort who ⁹ (%)				
	Are eligible for Secondary School ¹⁰	98.0	98.0	98.0	98.0
	Had at least 5 GCE N-Level passes or 3 GCE O-Level passes	89.5	89.3	89.4	89.4
	Did not complete secondary education ¹¹ (%)	<1	<1	<1	<1
	Percentage of Primary 1 cohort who progressed to post-secondary education programmes (%)	96.7	96.7	96.7	96.7
	Percentage of Primary 1 cohort admitted into ¹² (%)				
	Junior Colleges/Centralised Institute	28.3	27.7	27.9	27.9
	Full-time Nitec/Higher Nitec courses	24.3	24.8	24.8	24.8
	Publicly-funded full-time diploma courses	47.4	47.3	47.3	47.3
	Publicly-funded full-time degree courses	34.7	35.8	35.9	37.8
Engaged Citizens	Percentage of students who have been significantly involved in contributing to the community ¹³ (%)	N.A.	96.4	99.0	94.0

⁸ 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.

⁹ The Primary 1 cohort indicators have taken into account students who had left the country.

¹⁰ Refers to students who sat for PSLE and qualified for Express, Normal (Academic) or Normal (Technical) courses.

¹¹ 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.

¹² Students who enrol in one type of institution may later progress to another.

¹³ 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.

Desired Outcome	Performance Indicator	Actual	Actual	Revised	Estimated
		FY2016	FY2017	FY2018	FY2019
Lifelong Learning and Employability	Training participation rate (% of resident labour force aged 15-64) ¹⁴	42.0	47.9	N.A.	N.A.
	Percentage of Trainees who Benefitted from Training ¹⁵ (%)	42.8	37.7	N.A.	N.A.
	Percentage of Employers who Benefitted from Training ¹⁶ (%)	90.7	N.A.	N.A.	N.A.
	Number of training places taken up for MOE/SSG-funded CET courses	950,000	1,020,000	N.A.	N.A.

¹⁴ The data for FY2018 will be updated when it is available.

¹⁵ Refers to those who indicated that they were given additional/new job responsibilities/given pay rise/given a promotion. The data for FY2018 will be updated when it is available.

¹⁶ This is a biennial survey and the data for FY2018 will be updated when it is available.