ADMINISTRATION PROGRAMME

PROGRAMME DESCRIPTION

This Programme covers the functions of the following divisions of MOE HQ:

Student Placement and Services Division - Oversees the placement of students to schools through the placement exercises or ad-hoc admission/transfers; develops, administers and monitors local and international scholarship and tution grant schemes; develops and implements strategies and initiatives under the MOE CRM Framework to improve service delivery across all MOE touchpoints; and manages the Customer Service Centre.

HR Solutions & Capabilities Division - Recruits, deploys and manages employment matters for Education Officers, MOE Kindergarten Educators, Allied Educators and Executive & Administrative Staff.

HR Strategy and Leadership Division - Reviews and formulates strategic HR policies, as well as oversees manpower planning, talent management and leadership development/succession planning.

Organisation Development Division - Enhances MOE organisational capabilities and capacities through reviews of business systems and processes; organisational diagnostics and feedback mechanisms to build an engaged and innovative staff workforce. Ensures security and emergency preparedness of MOE and schools through policy development, planning, operational capacities and capabilities building.

Finance & Procurement Division - Formulates funding, student finance and fee policies; plans and manages the MOE operating and development budgets; oversees financial operations; administers the Edusave and Post-Secondary Education schemes; provides financial and accounting systems and support to MOE HQ and schools and a centralised service for the billing, collection and accounting of fees and charges from students in schools; develops management reporting in MOE; oversees charities and Institutions of a Public Character in the education sector; establishes and oversees procurement policies and provides procurement services, advice and training.

Infrastructure & Facility Services Division - Plans the capacity of schools; reviews land use and land policies affecting schools; plans and develops strategies for schools upgrading and development; specifies facility provisions and infrastructure requirements of schools; implements building programmes and oversees facilities management in schools and MOE HQ.

Research and Management Information Division - Conduct and harness research, manage and analyse data of strategic importance to MOE.

Planning Division - Formulates policies and strategies pertaining to the education system as a whole, especially for schools, pre-school and Special Education, to achieve MOE's mission and vision; and oversees MOE's international relations and protocol-related matters.

Communications Division - Proactively manages strategic messaging and promotes effective communication of education policies and programmes to local and international media as well as the general public.

Engagement and Research Division - Understand, communicate and engage MOE's key stakeholder groups; build broader MOE capabilities for effective engagement and sense-making which feeds into MOE's policy and implementation process.

Information Technology Branch - Oversees the strategic planning and deployment of ICT systems and Digital capabilities and quality services, as well as a secure infrastructure to enable Ministry of Education and its schools to achieve excellence in using ICT for administration, management and education.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018	Change Over FY2017	
K-A	ADMINISTRATION PROGRAMME						
	TOTAL EXPENDITURE	$374,736,838	$502,116,800	$481,119,700	$443,615,900	-$37,503,800	-7.8%
	Main Estimates						
	OPERATING EXPENDITURE	$323,518,396	$350,479,400	$356,627,900	$374,305,000	$17,677,100	5.0%
	RUNNING COSTS	*$265,819,275*	*$290,404,400*	*$300,118,100*	*$307,747,700*	*$7,629,600*	*2.5%*
	Expenditure on Manpower	$133,341,721	$135,436,300	$143,641,400	$148,928,200	$5,286,800	3.7%
1200	Political Appointments	1,937,413	2,345,100	2,299,500	2,855,300	555,800	24.2
1500	Permanent Staff	130,842,468	133,091,200	140,779,100	145,510,100	4,731,000	3.4
1600	Temporary, Daily-Rated & Other Staff	561,840	0	562,800	562,800	0	0.0
	Other Operating Expenditure	$128,536,587	$151,619,700	$153,128,300	$156,343,900	$3,215,600	2.1%
2100	Consumption of Products & Services	110,135,804	129,915,000	130,677,700	138,022,900	7,345,200	5.6
2300	Manpower Development	7,095,365	9,698,900	9,098,200	9,856,900	758,700	8.3
2400	International & Public Relations, Public Communications	6,128,958	6,825,200	6,732,800	6,759,000	26,200	0.4
2700	Asset Acquisition	195,688	455,700	1,893,900	449,700	-1,444,200	-76.3
2800	Miscellaneous	4,980,773	4,724,900	4,725,700	1,255,400	-3,470,300	-73.4
	Grants, Subventions & Capital Injections to Organisations	$3,940,967	$3,348,400	$3,348,400	$2,475,600	-$872,800	-26.1%
3200	Grants, Subventions & Capital Injections to Educational Institutions	3,940,967	3,348,400	3,348,400	2,475,600	-872,800	-26.1
	TRANSFERS	*$57,699,121*	*$60,075,000*	*$56,509,800*	*$66,557,300*	*$10,047,500*	*17.8%*
3500	Social Transfers to Individuals	37,426,162	40,213,300	35,812,000	37,760,700	1,948,700	5.4
3600	Transfers to Institutions & Organisations	18,063,918	17,857,700	18,491,500	26,754,300	8,262,800	44.7
3800	International Organisations & Overseas Development Assistance	2,209,041	2,004,000	2,206,300	2,042,300	-164,000	-7.4
	Development Estimates						
	DEVELOPMENT EXPENDITURE	$51,218,442	$151,637,400	$124,491,800	$69,310,900	-$55,180,900	-44.3%
5100	Government Development	48,082,646	131,755,900	99,157,400	59,096,100	-40,061,300	-40.4
5200	Grants & Capital Injections to Organisations	3,135,795	19,881,500	25,334,400	10,214,800	-15,119,600	-59.7

Manpower

Category/Personnel	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018
Political Appointments	5	5	5	5
Permanent Staff	1,094	1,350	1,394	1,422
TOTAL	1,099	1,355	1,399	1,427

HIGHER EDUCATION AND SKILLSFUTURE PROGRAMME

PROGRAMME DESCRIPTION

This programme covers the functions of the following divisions of MOE HQ:

Higher Education Operations Division - Oversees strategic Human Resource matters (e.g. HR policy, talent management, succession planning), Quality Assurance Frameworks and External Validations, contingency planning and incident management for the publicly-funded post-secondary education institutions. Provides administrative and office support to the Higher Education Policy Division, SkillsFuture Division and Academic Research Division.

Higher Education Policy Division - Formulates and implements plans, policies and strategies pertaining to the publicly-funded post-secondary education institutions, i.e. universities, polytechnics, the Institute of Technical Education and tertiary arts institutions, including their governance, operations and funding. Also formulates and oversees policies for private education, register private schools and oversees the Science Centre Board, and ISEAS – Yusof Ishak Institute.

SkillsFuture Division - Formulates broad directions and policies for the SkillsFuture movement, and works closely with SkillsFuture Singapore, the post-secondary education institutions and other stakeholders to implement plans, policies and strategies to support lifelong learning and skills development under SkillsFuture.

Academic Research Division - Formulates and implements plans, policies and strategies for academic research, innovation and enterprise as well as research manpower, under the Research, Innovation and Enterprise (RIE) Masterplan for the publicly-funded post-secondary education institutions; reviews the progress and performance of the Research Centres of Excellence; administers research funding schemes, including the MOE Academic Research Fund and the Research Scholarship Block, and formulates policies and strategies pertaining to Social Science Research.

Higher Education Planning Office - Drives planning and policy coordination within the Higher Education Group to shape the transformation of the higher education and skills landscape to meet the needs of the economy and support the pursuit of individual aspirations.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018	Change Over FY2017	
K-B	HIGHER EDUCATION AND SKILLSFUTURE PROGRAMME						
	TOTAL EXPENDITURE	$437,763,354	$449,347,400	$431,110,200	$456,965,400	$25,855,200	6.0%
	Main Estimates						
	OPERATING EXPENDITURE	$437,763,354	$449,347,400	$431,110,200	$456,965,400	$25,855,200	6.0%
	RUNNING COSTS	*$13,497,213*	*$14,853,500*	*$14,478,600*	*$15,679,700*	*$1,201,100*	*8.3%*
	Expenditure on Manpower	$10,388,324	$11,438,000	$11,385,500	$11,572,400	$186,900	1.6%
1500	Permanent Staff	10,370,033	11,438,000	11,367,000	11,553,900	186,900	1.6
1600	Temporary, Daily-Rated & Other Staff	18,291	0	18,500	18,500	0	0.0
	Other Operating Expenditure	$3,108,889	$3,415,500	$3,093,100	$4,107,300	$1,014,200	32.8%
2100	Consumption of Products & Services	2,999,784	3,156,200	2,951,200	3,849,700	898,500	30.4
2300	Manpower Development	48,140	149,800	57,600	148,100	90,500	157.1
2400	International & Public Relations, Public Communications	57,202	101,600	80,600	101,600	21,000	26.1

Code	Object Class	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018	Change Over FY2017	
2700	Asset Acquisition	3,762	7,900	3,700	7,900	4,200	113.5
	TRANSFERS	*$424,266,142*	*$434,493,900*	*$416,631,600*	*$441,285,700*	*$24,654,100*	*5.9%*
3600	Transfers to Institutions & Organisations	424,266,142	434,493,900	416,631,600	441,285,700	24,654,100	5.9

Manpower

Category/Personnel	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018
Permanent Staff	74	106	113	113
TOTAL	74	106	113	113

SCHOOL SERVICES AND EDUCATIONAL DEVELOPMENT PROGRAMME

PROGRAMME DESCRIPTION

This programme covers the functions of the following divisions of MOE HQ:

Schools Division - Supports, monitors, supervises and evaluates schools so that schools are of high quality and implement education policies effectively; supervises, advises, and develops School Leaders and other key officers; uplifts the quality of kindergarten education.

Curriculum Planning and Development Divisions - Oversees the formal curriculum through working with schools, Institutes of Higher Learning, partners and stakeholders to design, review and revise syllabuses and develop instructional materials; providing leadership to school staff including Heads of Departments, Subject Heads, Level Heads, Senior Teachers and teachers in the effective implementation of syllabuses and instructional materials; developing and promoting the use of effective learner-centred pedagogies, curriculum models and assessment modes to better engage students and enhance learning; designing, organizing and implementing special programmes and projects to complement and enrich the curriculum; conceptualising, planning and conducting professional development for Heads of Departments, Subject Heads, Level Heads, Senior Teachers and teachers; conducting educational research to enhance design and delivery of curriculum; reviewing and authorising textbooks and supplementary materials; developing print and digital learning resources to support implementation of the curriculum, and providing consultancy to schools and MOE Divisions on matters related to curriculum; oversees the implementation of the strategic directions of the Lee Kuan Yew Fund for Bilingualism to seed the development of resources and programmes to support bilingual learning among the young.

Student Development Curriculum Division - Oversees the formal curriculum and co-curricular programmes in the areas of student well-being, arts, physical, sports and outdoor education, character and citizenship education; and responsible for Co-curricular Activity policies. Works with schools, Institutes of Higher Learning, partners and stakeholders to design, review and revise syllabuses and develop instructional materials; provides leadership to schools in the effective implementation of syllabuses and instructional materials; develops and promotes the use of effective learner-centred pedagogies, curriculum models and assessment modes to better engage students and enhance learning; designs, organises and implements special programmes, events and projects to complement and enrich the curriculum; conceptualises, plans and conducts professional development for school staff; conducts educational research to enhance design and delivery of curriculum and co-curriculum; reviews and authorises and develops textbooks and supplementary materials; provides consultancy to schools on matters related to the student development curriculum; organises national programmes to identify, develop and recognise talented students in the arts and sports.

Educational Technology Division – Oversees and provides strategic direction in the planning, implementation and management of the ICT Masterplan in Education for 21st century learning; provides leadership in the effective integration of ICT into learning and teaching; builds capacity of teachers, key personnel and school leaders to deepen pedagogical use of ICT to transform student learning; promotes the integration of ICT into curriculum and champions ethical and responsible digital use among students through cyber wellness education efforts; leads in active experimentation and reflective practice on innovative use of ICT, identifies and translates ICT-enabled pedagogical practices and scales such innovative pedagogical practices across the system; nurtures the development of communities and partnerships that advance the use of ICT for learning and teaching; and leads in the design, development and use of video to support teaching and learning, assessment, professional development and communications.

Special Educational Needs Division – Provides system-level oversight of the educational needs of students with SEN in mainstream and SPED schools. Oversees policies and measures to support students with SEN, provides thought leadership, expertise and support to raise capabilities of SPED schools and mainstream schools to support students with SEN. This includes ensuring the quality, accessibility and affordability of special education, developing policies, and setting standards for quality assurance in SPED schools; developing and implementing policies and specialised educational programs and services for students with SEN in mainstream schools, and developing school staff capacity to provide support and deliver effective intervention programmes.

Academy of Singapore Teachers - The Academy provides in-service professional learning opportunities for education officers, allied educators, and executive and administration staff. Its mission is to develop a teacher-led culture of professional excellence centred on the holistic development of the child. Through its various touch-points, the Academy seeks to nurture in our teachers pedagogical leadership, and encourages the emergence of networked learning communities in which staff can collaborate with and learn from one another. It also provides other learning opportunities like work attachments, workshops and conferences, blended/e-learning, learning journeys and exchange programmes as part of its mandate to build a quality workforce. It supports the development of the teacher's identity and pride through the ethos conversations, recognition and awards, and visits to the MOE Heritage Centre. Beyond developing professional competencies in staff, AST also provides counselling, and staff well-being programmes and services through the OLive@MOE Staff Well-Being Centre. MOE staff are supported in their professional learning with learning resources available in the library at READ@Academy and through the online learning and management system OPAL (One Portal, All Learners).

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018	Change Over FY2017	
K-C	SCHOOL SERVICES AND EDUCATIONAL DEVELOPMENT PROGRAMME						
	TOTAL EXPENDITURE	$367,029,545	$403,798,900	$414,583,800	$395,652,000	-$18,931,800	-4.6%
	Main Estimates						
	OPERATING EXPENDITURE	$362,187,933	$396,902,300	$409,327,100	$389,977,500	-$19,349,600	-4.7%
	RUNNING COSTS	*$329,936,220*	*$361,948,200*	*$375,137,900*	*$360,846,400*	*-$14,291,500*	*-3.8%*
	Expenditure on Manpower	$243,164,672	$253,087,500	$269,839,200	$276,511,400	$6,672,200	2.5%
1500	Permanent Staff	241,186,401	253,087,500	267,859,800	274,532,000	6,672,200	2.5
1600	Temporary, Daily-Rated & Other Staff	1,978,271	0	1,979,400	1,979,400	0	0.0
	Other Operating Expenditure	$81,375,902	$103,351,900	$100,764,600	$81,835,000	-$18,929,600	-18.8%
2100	Consumption of Products & Services	50,215,135	71,860,500	68,850,900	50,031,000	-18,819,900	-27.3
2300	Manpower Development	22,915,734	23,977,900	24,650,900	22,760,700	-1,890,200	-7.7
2400	International & Public Relations, Public Communications	7,052,923	6,390,400	6,036,700	7,907,000	1,870,300	31.0
2700	Asset Acquisition	1,122,805	1,119,900	1,202,700	1,119,400	-83,300	-6.9
2800	Miscellaneous	69,305	3,200	23,400	16,900	-6,500	-27.8
	Grants, Subventions & Capital Injections to Organisations	$5,395,646	$5,508,800	$4,534,100	$2,500,000	-$2,034,100	-44.9%
3200	Grants, Subventions & Capital Injections to Educational Institutions	5,395,646	5,508,800	4,534,100	2,500,000	-2,034,100	-44.9
	TRANSFERS	*$32,251,713*	*$34,954,100*	*$34,189,200*	*$29,131,100*	*-$5,058,100*	*-14.8%*
3500	Social Transfers to Individuals	3,301,621	4,703,200	4,687,400	2,387,300	-2,300,100	-49.1
3600	Transfers to Institutions & Organisations	28,922,594	30,250,900	29,501,800	26,743,800	-2,758,000	-9.3
3800	International Organisations & Overseas Development Assistance	27,498	0	0	0	0	n.a.
	Development Estimates						
	DEVELOPMENT EXPENDITURE	$4,841,612	$6,896,600	$5,256,700	$5,674,500	$417,800	7.9%
5100	Government Development	4,841,612	6,896,600	5,256,700	5,674,500	417,800	7.9

Manpower

Category/Personnel	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018
Permanent Staff	1,717	1,958	2,071	2,043
TOTAL	1,717	1,958	2,071	2,043

GOVERNMENT SCHOOLS AND JUNIOR COLLEGES PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under MOE HQ. The functions carried out under this programme include overseeing the administration and operation of Government primary schools, Government secondary schools and Government junior colleges.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018	Change Over FY2017	
K-D	GOVERNMENT SCHOOLS AND JUNIOR COLLEGES PROGRAMME						
	TOTAL EXPENDITURE	$4,562,832,704	$4,885,859,000	$4,705,593,500	$4,801,926,700	$96,333,200	2.0%
	Main Estimates						
	OPERATING EXPENDITURE	$4,118,257,208	$4,394,822,600	$4,293,767,000	$4,429,268,200	$135,501,200	3.2%
	RUNNING COSTS	*$3,934,544,874*	*$4,198,300,700*	*$4,100,280,700*	*$4,243,290,800*	*$143,010,100*	*3.5%*
	Expenditure on Manpower	$3,377,938,633	$3,656,546,900	$3,566,514,400	$3,611,628,500	$45,114,100	1.3%
1500	Permanent Staff	3,301,582,775	3,656,546,900	3,490,158,100	3,535,272,200	45,114,100	1.3
1600	Temporary, Daily-Rated & Other Staff	76,355,858	0	76,356,300	76,356,300	0	0.0
	Other Operating Expenditure	$556,606,241	$541,703,800	$533,659,400	$631,587,300	$97,927,900	18.4%
2100	Consumption of Products & Services	453,822,932	447,590,900	444,294,200	546,654,100	102,359,900	23.0
2300	Manpower Development	23,138,659	26,925,900	26,541,900	26,914,100	372,200	1.4
2700	Asset Acquisition	79,361,877	66,815,100	62,051,400	57,684,400	-4,367,000	-7.0
2800	Miscellaneous	282,773	371,900	771,900	334,700	-437,200	-56.6
	Grants, Subventions & Capital Injections to Organisations	$0	$50,000	$106,900	$75,000	-$31,900	-29.8%
3200	Grants, Subventions & Capital Injections to Educational Institutions	0	50,000	106,900	75,000	-31,900	-29.8
	TRANSFERS	*$183,712,334*	*$196,521,900*	*$193,486,300*	*$185,977,400*	*-$7,508,900*	*-3.9%*
3500	Social Transfers to Individuals	183,712,334	196,521,900	193,486,300	184,504,600	-8,981,700	-4.6
3600	Transfers to Institutions & Organisations	0	0	0	1,472,800	1,472,800	n.a.
	Development Estimates						
	DEVELOPMENT EXPENDITURE	$444,575,496	$491,036,400	$411,826,500	$372,658,500	-$39,168,000	-9.5%
5100	Government Development	400,679,482	420,717,700	375,074,600	307,793,800	-67,280,800	-17.9
5200	Grants & Capital Injections to Organisations	43,896,015	70,318,700	36,751,900	64,864,700	28,112,800	76.5

Manpower

Category/Personnel	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018
Permanent Staff	32,542	36,028	36,396	36,396
TOTAL	32,542	36,028	36,396	36,396

SPECIAL EDUCATION SCHOOLS PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under MOE HQ. The programme is undertaken to administer and operate Special Education Schools.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018	Change Over FY2017	
K-E	SPECIAL EDUCATION SCHOOLS PROGRAMME						
	TOTAL EXPENDITURE	$164,180,433	$170,250,700	$175,343,100	$178,086,900	$2,743,800	1.6%
	Main Estimates						
	OPERATING EXPENDITURE	$161,188,649	$169,670,800	$169,763,200	$177,024,400	$7,261,200	4.3%
	TRANSFERS	*$161,188,649*	*$169,670,800*	*$169,763,200*	*$177,024,400*	*$7,261,200*	*4.3%*
3600	Transfers to Institutions & Organisations	161,188,649	169,670,800	169,763,200	177,024,400	7,261,200	4.3
	Development Estimates						
	DEVELOPMENT EXPENDITURE	$2,991,784	$579,900	$5,579,900	$1,062,500	-$4,517,400	-81.0%
5100	Government Development	0	0	3,200,000	990,000	-2,210,000	-69.1
5200	Grants & Capital Injections to Organisations	2,991,784	579,900	2,379,900	72,500	-2,307,400	-97.0

Manpower

Category/Personnel	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018
Permanent Staff	34	125	125	125
TOTAL	34	125	125	125

GOVERNMENT-AIDED SCHOOLS AND JUNIOR COLLEGES PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under MOE HQ. The main functions carried out under this programme include the administration and operation of Government-aided primary schools, Government-aided secondary schools and Government-aided junior colleges.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018	Change Over FY2017	
K-F	GOVERNMENT-AIDED SCHOOLS AND JUNIOR COLLEGES PROGRAMME						
	TOTAL EXPENDITURE	$1,274,999,800	$1,324,493,800	$1,331,195,300	$1,341,219,000	$10,023,700	0.8%
	Main Estimates						
	OPERATING EXPENDITURE	$1,250,576,746	$1,316,944,100	$1,323,257,900	$1,336,616,100	$13,358,200	1.0%
	RUNNING COSTS	*$1,250,576,746*	*$1,316,944,100*	*$1,323,257,900*	*$1,336,616,100*	*$13,358,200*	*1.0%*
	Grants, Subventions & Capital Injections to Organisations	$1,250,576,746	$1,316,944,100	$1,323,257,900	$1,336,616,100	$13,358,200	1.0%
3200	Grants, Subventions & Capital Injections to Educational Institutions	1,250,576,746	1,316,944,100	1,323,257,900	1,336,616,100	13,358,200	1.0
	Development Estimates						
	DEVELOPMENT EXPENDITURE	$24,423,054	$7,549,700	$7,937,400	$4,602,900	-$3,334,500	-42.0%
5100	Government Development	18,051,536	0	1,716,500	1,700,000	-16,500	-1.0
5200	Grants & Capital Injections to Organisations	6,371,519	7,549,700	6,220,900	2,902,900	-3,318,000	-53.3

Manpower

Category/Personnel	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018
Permanent Staff	7,732	7,578	7,578	7,578
Others	1,894	2,394	2,450	2,450
TOTAL	9,626	9,972	10,028	10,028

INDEPENDENT SCHOOLS PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under MOE HQ. The programme is undertaken to administer and operate Independent Schools.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018	Change Over FY2017	
K-G	INDEPENDENT SCHOOLS PROGRAMME						
	TOTAL EXPENDITURE	$399,952,875	$415,357,200	$395,299,100	$421,683,100	$26,384,000	6.7%
	Main Estimates						
	OPERATING EXPENDITURE	$367,414,225	$389,503,600	$379,627,100	$388,544,800	$8,917,700	2.3%
	RUNNING COSTS	*$353,517,777*	*$371,040,500*	*$361,962,000*	*$371,891,900*	*$9,929,900*	*2.7%*
	Grants, Subventions & Capital Injections to Organisations	$353,517,777	$371,040,500	$361,962,000	$371,891,900	$9,929,900	2.7%
3200	Grants, Subventions & Capital Injections to Educational Institutions	353,517,777	371,040,500	361,962,000	371,891,900	9,929,900	2.7
	TRANSFERS	*$13,896,449*	*$18,463,100*	*$17,665,100*	*$16,652,900*	*-$1,012,200*	*-5.7%*
3500	Social Transfers to Individuals	13,896,449	18,463,100	17,665,100	16,652,900	-1,012,200	-5.7
	Development Estimates						
	DEVELOPMENT EXPENDITURE	$32,538,650	$25,853,600	$15,672,000	$33,138,300	$17,466,300	111.4%
5100	Government Development	2,783,221	23,901,200	14,258,300	31,013,600	16,755,300	117.5
5200	Grants & Capital Injections to Organisations	29,755,429	1,952,400	1,413,700	2,124,700	711,000	50.3

NATIONAL INSTITUTE OF EDUCATION PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under the National Institute of Education (NIE). The function of NIE is to train educators in Singapore and develop the pool of quality educators for the public education system. NIE also provides pre-service and in-service training of educators, including leadership development programmes for senior educators.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018	Change Over FY2017	
K-H	NATIONAL INSTITUTE OF EDUCATION PROGRAMME						
	TOTAL EXPENDITURE	$80,290,377	$87,929,700	$84,249,900	$97,966,900	$13,717,000	16.3%
	Main Estimates						
	OPERATING EXPENDITURE	$80,290,377	$87,929,700	$84,249,900	$97,966,900	$13,717,000	16.3%
	TRANSFERS	*$80,290,377*	*$87,929,700*	*$84,249,900*	*$97,966,900*	*$13,717,000*	*16.3%*
3500	Social Transfers to Individuals	853,637	1,431,000	562,000	1,075,000	513,000	91.3
3600	Transfers to Institutions & Organisations	79,436,740	86,498,700	83,687,900	96,891,900	13,204,000	15.8

NATIONAL UNIVERSITY OF SINGAPORE PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under the National University of Singapore (NUS). The mission of NUS is to transform the way people think and do things through education, research and service. NUS' vision is to become a leading global university centred in Asia, influencing the future.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018	Change Over FY2017	
K-I	NATIONAL UNIVERSITY OF SINGAPORE PROGRAMME						
	TOTAL EXPENDITURE	$1,206,276,594	$1,154,052,000	$1,121,896,700	$1,080,213,800	-$41,682,900	-3.7%
	Main Estimates						
	OPERATING EXPENDITURE	$1,192,499,149	$1,139,506,700	$1,107,636,600	$1,080,213,800	-$27,422,800	-2.5%
	TRANSFERS	*$1,192,499,149*	*$1,139,506,700*	*$1,107,636,600*	*$1,080,213,800*	*-$27,422,800*	*-2.5%*
3500	Social Transfers to Individuals	39,332,987	43,432,900	41,186,400	41,982,300	795,900	1.9
3600	Transfers to Institutions & Organisations	1,153,166,162	1,096,073,800	1,066,450,200	1,038,231,500	-28,218,700	-2.6
	Development Estimates						
	DEVELOPMENT EXPENDITURE	$13,777,445	$14,545,300	$14,260,100	$0	-$14,260,100	-100.0%
5200	Grants & Capital Injections to Organisations	13,777,445	14,545,300	14,260,100	0	-14,260,100	-100.0

NANYANG TECHNOLOGICAL UNIVERSITY PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under the Nanyang Technological University (NTU). NTU aspires to become a global university founded on Science and Technology. Its mission is to nurture leaders through a broad education in diverse disciplines.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018	Change Over FY2017	
K-J	NANYANG TECHNOLOGICAL UNIVERSITY PROGRAMME						
	TOTAL EXPENDITURE	$808,329,431	$899,131,200	$849,367,100	$792,210,300	-$57,156,800	-6.7%
	Main Estimates						
	OPERATING EXPENDITURE	$765,455,787	$843,718,400	$806,680,000	$788,543,000	-$18,137,000	-2.2%
	TRANSFERS	*$765,455,787*	*$843,718,400*	*$806,680,000*	*$788,543,000*	*-$18,137,000*	*-2.2%*
3500	Social Transfers to Individuals	28,941,697	46,453,200	31,496,200	32,853,300	1,357,100	4.3
3600	Transfers to Institutions & Organisations	736,514,090	797,265,200	775,183,800	755,689,700	-19,494,100	-2.5
	Development Estimates						
	DEVELOPMENT EXPENDITURE	$42,873,644	$55,412,800	$42,687,100	$3,667,300	-$39,019,800	-91.4%
5200	Grants & Capital Injections to Organisations	42,873,644	55,412,800	42,687,100	3,667,300	-39,019,800	-91.4

ISEAS - YUSOF ISHAK INSTITUTE PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under the ISEAS-Yusof Ishak Institute (ISEAS-YII). ISEAS-YII is a regional research centre dedicated to the study of social, political, and economic trends and developments in Southeast Asia and its wider geostrategic and economic environment.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018	Change Over FY2017	
K-K	ISEAS - YUSOF ISHAK INSTITUTE PROGRAMME						
	TOTAL EXPENDITURE	$12,583,827	$13,079,000	$13,267,200	$14,064,900	$797,700	6.0%
	Main Estimates						
	OPERATING EXPENDITURE	$12,583,827	$13,079,000	$13,267,200	$14,064,900	$797,700	6.0%
	RUNNING COSTS	*$12,583,827*	*$13,079,000*	*$13,267,200*	*$14,064,900*	*$797,700*	*6.0%*
	Grants, Subventions & Capital Injections to Organisations	$12,583,827	$13,079,000	$13,267,200	$14,064,900	$797,700	6.0%
3200	Grants, Subventions & Capital Injections to Educational Institutions	12,583,827	13,079,000	13,267,200	14,064,900	797,700	6.0

Manpower

Category/Personnel	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018
Others	69	71	71	77
TOTAL	69	71	71	77

SINGAPORE POLYTECHNIC PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under Singapore Polytechnic (SP). The main function of SP is to develop a caring community of inspired learners who are committed to serve with mastery and to prepare their learners to be life ready, work ready and world ready.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018	Change Over FY2017	
K-L	SINGAPORE POLYTECHNIC PROGRAMME						
	TOTAL EXPENDITURE	$287,805,723	$275,034,600	$281,384,500	$276,337,800	-$5,046,700	-1.8%
	Main Estimates						
	OPERATING EXPENDITURE	$279,326,845	$264,047,300	$270,917,400	$264,100,800	-$6,816,600	-2.5%
	RUNNING COSTS	*$269,469,600*	*$250,390,800*	*$258,471,400*	*$251,459,700*	*-$7,011,700*	*-2.7%*
	Grants, Subventions & Capital Injections to Organisations	$269,469,600	$250,390,800	$258,471,400	$251,459,700	-$7,011,700	-2.7%
3200	Grants, Subventions & Capital Injections to Educational Institutions	269,469,600	250,390,800	258,471,400	251,459,700	-7,011,700	-2.7
	TRANSFERS	*$9,857,245*	*$13,656,500*	*$12,446,000*	*$12,641,100*	*$195,100*	*1.6%*
3500	Social Transfers to Individuals	9,857,245	13,656,500	12,446,000	12,641,100	195,100	1.6
	Development Estimates						
	DEVELOPMENT EXPENDITURE	$8,478,878	$10,987,300	$10,467,100	$12,237,000	$1,769,900	16.9%
5200	Grants & Capital Injections to Organisations	8,478,878	10,987,300	10,467,100	12,237,000	1,769,900	16.9

Manpower

Category/Personnel	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018
Others	1,644	1,783	1,587	1,793
TOTAL	1,644	1,783	1,587	1,793

NGEE ANN POLYTECHNIC PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under Ngee Ann Polytechnic (NP). The function of NP is to nurture graduates who are ready for a global workplace, and lifelong learners who are imbued with 21st Century competencies and valued at the workplace and society.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018	Change Over FY2017	
K-M	NGEE ANN POLYTECHNIC PROGRAMME						
	TOTAL EXPENDITURE	$298,856,407	$268,255,600	$275,788,000	$269,933,700	-$5,854,300	-2.1%
	Main Estimates						
	OPERATING EXPENDITURE	$283,173,631	$265,902,600	$274,377,300	$269,933,700	-$4,443,600	-1.6%
	RUNNING COSTS	*$273,200,901*	*$250,617,800*	*$261,424,800*	*$256,269,400*	*-$5,155,400*	*-2.0%*
	Grants, Subventions & Capital Injections to Organisations	$273,200,901	$250,617,800	$261,424,800	$256,269,400	-$5,155,400	-2.0%
3200	Grants, Subventions & Capital Injections to Educational Institutions	273,200,901	250,617,800	261,424,800	256,269,400	-5,155,400	-2.0
	TRANSFERS	*$9,972,730*	*$15,284,800*	*$12,952,500*	*$13,664,300*	*$711,800*	*5.5%*
3500	Social Transfers to Individuals	9,972,730	15,284,800	12,952,500	13,664,300	711,800	5.5
	Development Estimates						
	DEVELOPMENT EXPENDITURE	$15,682,776	$2,353,000	$1,410,700	$0	-$1,410,700	-100.0%
5200	Grants & Capital Injections to Organisations	15,682,776	2,353,000	1,410,700	0	-1,410,700	-100.0

Manpower

Category/Personnel	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018
Others	1,730	1,793	1,793	1,761
TOTAL	1,730	1,793	1,793	1,761

TEMASEK POLYTECHNIC PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under Temasek Polytechnic (TP). The function of TP is to prepare school leavers and working adults for a future of dynamic change, with relevant knowledge, lifelong skills, character and a thirst for continuous improvement.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018	Change Over FY2017	
K-N	TEMASEK POLYTECHNIC PROGRAMME						
	TOTAL EXPENDITURE	$277,364,285	$263,904,700	$271,131,300	$290,112,400	$18,981,100	7.0%
	Main Estimates						
	OPERATING EXPENDITURE	$277,364,285	$263,904,700	$269,023,700	$268,280,800	-$742,900	-0.3%
	RUNNING COSTS	*$267,386,420*	*$248,954,500*	*$255,194,500*	*$253,296,800*	*-$1,897,700*	*-0.7%*
	Grants, Subventions & Capital Injections to Organisations	$267,386,420	$248,954,500	$255,194,500	$253,296,800	-$1,897,700	-0.7%
3200	Grants, Subventions & Capital Injections to Educational Institutions	267,386,420	248,954,500	255,194,500	253,296,800	-1,897,700	-0.7
	TRANSFERS	*$9,977,865*	*$14,950,200*	*$13,829,200*	*$14,984,000*	*$1,154,800*	*8.4%*
3500	Social Transfers to Individuals	9,977,865	14,950,200	13,829,200	14,984,000	1,154,800	8.4
	Development Estimates						
	DEVELOPMENT EXPENDITURE	$0	$0	$2,107,600	$21,831,600	$19,724,000	935.9%
5200	Grants & Capital Injections to Organisations	0	0	2,107,600	21,831,600	19,724,000	935.9

Manpower

Category/Personnel	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018
Others	1,653	1,765	1,648	1,697
TOTAL	1,653	1,765	1,648	1,697

INSTITUTE OF TECHNICAL EDUCATION PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under the Institute of Technical Education (ITE). The function of ITE is to provide pre-employment training to secondary school leavers and continuing education and training to working adults, through a broad-based, multi-disciplinary curriculum with specialisations in a variety of fields ranging from engineering and infocommunications technology to business and service skills.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018	Change Over FY2017	
K-O	INSTITUTE OF TECHNICAL EDUCATION PROGRAMME						
	TOTAL EXPENDITURE	$459,930,575	$455,694,500	$471,266,600	$458,218,500	-$13,048,100	-2.8%
	Main Estimates						
	OPERATING EXPENDITURE	$459,930,575	$455,694,500	$471,266,600	$458,218,500	-$13,048,100	-2.8%
	RUNNING COSTS	*$446,037,435*	*$438,384,600*	*$451,547,800*	*$438,130,900*	*-$13,416,900*	*-3.0%*
	Grants, Subventions & Capital Injections to Organisations	$446,037,435	$438,384,600	$451,547,800	$438,130,900	-$13,416,900	-3.0%
3200	Grants, Subventions & Capital Injections to Educational Institutions	446,037,435	438,384,600	451,547,800	438,130,900	-13,416,900	-3.0
	TRANSFERS	*$13,893,140*	*$17,309,900*	*$19,718,800*	*$20,087,600*	*$368,800*	*1.9%*
3500	Social Transfers to Individuals	13,893,140	17,309,900	19,718,800	20,087,600	368,800	1.9

Manpower

Category/Personnel	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018
Others	2,657	3,086	3,086	3,094
TOTAL	2,657	3,086	3,086	3,094

SCIENCE CENTRE BOARD PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under the Science Centre Board (SCB). The functions of SCB are: to disseminate knowledge of science and technology to the general public and, in particular, to students, through imaginative and enjoyable means; to establish a centre of excellence and innovation in non-formal science education; and to serve as a catalyst for youth to develop their creativity and to nurture their interest in careers in related fields.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018	Change Over FY2017	
K-P	SCIENCE CENTRE BOARD PROGRAMME						
	TOTAL EXPENDITURE	$28,489,972	$27,682,200	$28,077,600	$25,973,500	-$2,104,100	-7.5%
	Main Estimates						
	OPERATING EXPENDITURE	$28,489,972	$26,188,300	$25,897,300	$25,406,700	-$490,600	-1.9%
	RUNNING COSTS	*$28,489,972*	*$26,188,300*	*$25,897,300*	*$25,406,700*	*-$490,600*	*-1.9%*
	Grants, Subventions & Capital Injections to Organisations	$28,489,972	$26,188,300	$25,897,300	$25,406,700	-$490,600	-1.9%
3200	Grants, Subventions & Capital Injections to Educational Institutions	28,489,972	26,188,300	25,897,300	25,406,700	-490,600	-1.9
	Development Estimates						
	DEVELOPMENT EXPENDITURE	$0	$1,493,900	$2,180,300	$566,800	-$1,613,500	-74.0%
5200	Grants & Capital Injections to Organisations	0	1,493,900	2,180,300	566,800	-1,613,500	-74.0

Manpower

Category/Personnel	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018
Others	271	269	269	239
TOTAL	271	269	269	239

NANYANG POLYTECHNIC PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under Nanyang Polytechnic (NYP). The function of NYP is to provide quality education and training to prepare students and adult learners for work and life, equipping them to be lifelong learners and to contribute to the technological, economic and social development of Singapore.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018	Change Over FY2017	
K-Q	NANYANG POLYTECHNIC PROGRAMME						
	TOTAL EXPENDITURE	$276,113,231	$256,044,300	$264,862,500	$263,465,900	-$1,396,600	-0.5%
	Main Estimates						
	OPERATING EXPENDITURE	$276,087,594	$256,044,300	$264,862,500	$263,465,900	-$1,396,600	-0.5%
	RUNNING COSTS	*$266,824,489*	*$243,216,600*	*$252,845,500*	*$251,244,400*	*-$1,601,100*	*-0.6%*
	Grants, Subventions & Capital Injections to Organisations	$266,824,489	$243,216,600	$252,845,500	$251,244,400	-$1,601,100	-0.6%
3200	Grants, Subventions & Capital Injections to Educational Institutions	266,824,489	243,216,600	252,845,500	251,244,400	-1,601,100	-0.6
	TRANSFERS	*$9,263,105*	*$12,827,700*	*$12,017,000*	*$12,221,500*	*$204,500*	*1.7%*
3500	Social Transfers to Individuals	9,263,105	12,827,700	12,017,000	12,221,500	204,500	1.7
	Development Estimates						
	DEVELOPMENT EXPENDITURE	$25,637	$0	$0	$0	$0	n.a.
5200	Grants & Capital Injections to Organisations	25,637	0	0	0	0	n.a.

Manpower

Category/Personnel	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018
Others	1,644	1,789	1,789	1,793
TOTAL	1,644	1,789	1,789	1,793

SINGAPORE UNIVERSITY OF SOCIAL SCIENCES PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under the Singapore University of Social Sciences (SUSS). SUSS offers an applied, practice-oriented, lifelong learning pathway through the provision of quality full-time and part-time degree-level programmes that are designed to support the needs of working adults and those who prefer a more applied model of learning. It will also have a focus on the social sciences, preparing students for, amongst other, careers in social work, counselling, family and criminal law.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018	Change Over FY2017	
K-R	SINGAPORE UNIVERSITY OF SOCIAL SCIENCES PROGRAMME						
	TOTAL EXPENDITURE	$324,190,959	$120,701,800	$107,510,400	$138,636,800	$31,126,400	29.0%
	Main Estimates						
	OPERATING EXPENDITURE	$324,190,959	$120,701,800	$107,510,400	$138,636,800	$31,126,400	29.0%
	TRANSFERS	*$324,190,959*	*$120,701,800*	*$107,510,400*	*$138,636,800*	*$31,126,400*	*29.0%*
3500	Social Transfers to Individuals	1,711,115	1,977,700	1,336,400	1,481,800	145,400	10.9
3600	Transfers to Institutions & Organisations	322,479,844	118,724,100	106,174,000	137,155,000	30,981,000	29.2

SINGAPORE MANAGEMENT UNIVERSITY PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under the Singapore Management University (SMU). SMU strives to be a premier university, internationally recognised for its world-class research and distinguished teaching, and to create and disseminate knowledge. SMU aspires to generate leading-edge research with global impact as well as to produce broad-based, creative and entrepreneurial leaders for the knowledge-based economy.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018	Change Over FY2017	
K-S	SINGAPORE MANAGEMENT UNIVERSITY PROGRAMME						
	TOTAL EXPENDITURE	$153,622,055	$158,175,500	$164,248,700	$179,649,300	$15,400,600	9.4%
	Main Estimates						
	OPERATING EXPENDITURE	$153,622,055	$158,175,500	$164,248,700	$179,649,300	$15,400,600	9.4%
	TRANSFERS	*$153,622,055*	*$158,175,500*	*$164,248,700*	*$179,649,300*	*$15,400,600*	*9.4%*
3500	Social Transfers to Individuals	6,070,123	7,625,900	6,362,000	7,293,000	931,000	14.6
3600	Transfers to Institutions & Organisations	147,551,932	150,549,600	157,886,700	172,356,300	14,469,600	9.2

NANYANG ACADEMY OF FINE ARTS PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under the Nanyang Academy of Fine Arts (NAFA). NAFA is a private arts institution, which offers certificate, diploma and degree courses in the visuals and performing arts. Children's programmes are also offered. NAFA's mission and vision is "to be the arts institution of choice in Singapore and a premier arts institution in Asia, producing leaders in their fields; and inspiring learning and growth through the arts".

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018	Change Over FY2017	
K-T	NANYANG ACADEMY OF FINE ARTS PROGRAMME						
	TOTAL EXPENDITURE	$20,034,040	$21,190,800	$20,955,700	$22,545,200	$1,589,500	7.6%
	Main Estimates						
	OPERATING EXPENDITURE	$20,034,040	$21,190,800	$20,955,700	$22,545,200	$1,589,500	7.6%
	TRANSFERS	*$20,034,040*	*$21,190,800*	*$20,955,700*	*$22,545,200*	*$1,589,500*	*7.6%*
3500	Social Transfers to Individuals	865,120	1,280,900	1,000,400	1,014,500	14,100	1.4
3600	Transfers to Institutions & Organisations	19,168,920	19,909,900	19,955,300	21,530,700	1,575,400	7.9

LASALLE COLLEGE OF THE ARTS PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under the LASALLE College of the Arts (LASALLE). LASALLE is a private arts institution offering certificate, diploma, degree, and postgraduate courses in the visual and performing arts. LASALLE's mission is that it "exists to nurture enterprising and employable graduates who will be cultural influencers and leaders; and to be central to the development of the arts and design in Singapore, inspiring innovation in practice and research". It aims to be "Singapore's leading contemporary arts and design institution, internationally recognized for excellence in education, practice and research".

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018	Change Over FY2017	
K-U	LASALLE COLLEGE OF THE ARTS PROGRAMME						
	TOTAL EXPENDITURE	$20,771,942	$19,548,100	$18,919,800	$21,207,000	$2,287,200	12.1%
	Main Estimates						
	OPERATING EXPENDITURE	$20,771,942	$19,548,100	$18,919,800	$21,207,000	$2,287,200	12.1%
	TRANSFERS	*$20,771,942*	*$19,548,100*	*$18,919,800*	*$21,207,000*	*$2,287,200*	*12.1%*
3500	Social Transfers to Individuals	816,150	1,497,300	1,066,300	1,136,300	70,000	6.6
3600	Transfers to Institutions & Organisations	19,955,792	18,050,800	17,853,500	20,070,700	2,217,200	12.4

REPUBLIC POLYTECHNIC PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under Republic Polytechnic (RP). The function of RP is to nurture innovation, professional competency and entrepreneurial learning. It aims to be an educational institution of choice by nurturing individuals to prepare them for a dynamic world in partnership with stakeholders, leveraging on problem-based learning.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018	Change Over FY2017	
K-V	REPUBLIC POLYTECHNIC PROGRAMME						
	TOTAL EXPENDITURE	$235,050,433	$230,297,500	$231,096,200	$223,601,700	-$7,494,500	-3.2%
	Main Estimates						
	OPERATING EXPENDITURE	$234,719,326	$230,297,500	$230,951,200	$223,601,700	-$7,349,500	-3.2%
	RUNNING COSTS	*$222,208,381*	*$212,016,800*	*$214,766,700*	*$207,310,300*	*-$7,456,400*	*-3.5%*
	Grants, Subventions & Capital Injections to Organisations	$222,208,381	$212,016,800	$214,766,700	$207,310,300	-$7,456,400	-3.5%
3200	Grants, Subventions & Capital Injections to Educational Institutions	222,208,381	212,016,800	214,766,700	207,310,300	-7,456,400	-3.5
	TRANSFERS	*$12,510,945*	*$18,280,700*	*$16,184,500*	*$16,291,400*	*$106,900*	*0.7%*
3500	Social Transfers to Individuals	12,510,945	18,280,700	16,184,500	16,291,400	106,900	0.7
	Development Estimates						
	DEVELOPMENT EXPENDITURE	$331,108	$0	$145,000	$0	-$145,000	-100.0%
5200	Grants & Capital Injections to Organisations	331,108	0	145,000	0	-145,000	-100.0

Manpower

Category/Personnel	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018
Others	1,694	1,699	1,718	1,679
TOTAL	1,694	1,699	1,718	1,679

SINGAPORE EXAMINATIONS AND ASSESSMENT BOARD PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under Singapore Examinations and Assessment Board (SEAB). The functions of SEAB are to develop and conduct national examinations including Primary School Leaving Examination (PSLE), Singapore-Cambridge General Certificate of Education (GCE) N(T)-, N(A)-, O- and A-Level examinations; develop testing instruments and advise schools on assessment matters. SEAB serves as the examining authority for any of the national examinations or such modules or components of any of the national examinations. SEAB also provides advisory, consultancy services and training relating to assessments.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018	Change Over FY2017	
K-W	SINGAPORE EXAMINATIONS AND ASSESSMENT BOARD PROGRAMME						
	TOTAL EXPENDITURE	$70,227,875	$71,589,400	$79,345,700	$104,925,000	$25,579,300	32.2%
	Main Estimates						
	OPERATING EXPENDITURE	$70,227,875	$71,589,400	$75,000,000	$75,000,000	$0	0.0%
	RUNNING COSTS	*$70,227,875*	*$71,589,400*	*$75,000,000*	*$75,000,000*	*$0*	*0.0%*
	Grants, Subventions & Capital Injections to Organisations	$70,227,875	$71,589,400	$75,000,000	$75,000,000	$0	0.0%
3100	Grants, Subventions & Capital Injections to Statutory Boards	70,227,875	71,589,400	75,000,000	75,000,000	0	0.0
	Development Estimates						
	DEVELOPMENT EXPENDITURE	$0	$0	$4,345,700	$29,925,000	$25,579,300	588.6%
5200	Grants & Capital Injections to Organisations	0	0	4,345,700	29,925,000	25,579,300	588.6

Manpower

Category/Personnel	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018
Others	205	236	236	236
TOTAL	205	236	236	236

SINGAPORE UNIVERSITY OF TECHNOLOGY AND DESIGN PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under the Singapore University of Technology and Design (SUTD). SUTD's goal is to advance knowledge and nurture technically-grounded leaders to serve vital societal needs of the nation, region, and the world. The university will accomplish this through a multi-disciplinary approach anchored in the foundations of science, technology and other areas of scholarship, with a focus on Design.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018	Change Over FY2017	
K-X	SINGAPORE UNIVERSITY OF TECHNOLOGY AND DESIGN PROGRAMME						
	TOTAL EXPENDITURE	$129,565,118	$111,752,400	$110,293,700	$122,338,600	$12,044,900	10.9%
	Main Estimates						
	OPERATING EXPENDITURE	$124,726,792	$111,050,900	$110,293,700	$122,338,600	$12,044,900	10.9%
	TRANSFERS	*$124,726,792*	*$111,050,900*	*$110,293,700*	*$122,338,600*	*$12,044,900*	*10.9%*
3500	Social Transfers to Individuals	1,393,516	1,848,900	1,441,700	2,281,700	840,000	58.3
3600	Transfers to Institutions & Organisations	123,333,276	109,202,000	108,852,000	120,056,900	11,204,900	10.3
	Development Estimates						
	DEVELOPMENT EXPENDITURE	$4,838,326	$701,500	$0	$0	$0	n.a.
5200	Grants & Capital Injections to Organisations	4,838,326	701,500	0	0	0	n.a.

SINGAPORE INSTITUTE OF TECHNOLOGY PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under the Singapore Institute of Technology (SIT). SIT offers applied, practice-oriented full-time undergraduate programmes that focus on Science & Technology disciplines and produce graduates who are specialists with deep technical expertise. SIT also offers degree programmes in partnership with overseas universities.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018	Change Over FY2017	
K-Y	SINGAPORE INSTITUTE OF TECHNOLOGY PROGRAMME						
	TOTAL EXPENDITURE	$147,241,496	$199,130,900	$183,461,700	$199,201,200	$15,739,500	8.6%
	Main Estimates						
	OPERATING EXPENDITURE	$137,177,918	$183,178,300	$173,829,600	$183,876,500	$10,046,900	5.8%
	TRANSFERS	*$137,177,918*	*$183,178,300*	*$173,829,600*	*$183,876,500*	*$10,046,900*	*5.8%*
3500	Social Transfers to Individuals	6,378,135	5,628,200	5,357,500	6,356,800	999,300	18.7
3600	Transfers to Institutions & Organisations	130,799,783	177,550,100	168,472,100	177,519,700	9,047,600	5.4
	Development Estimates						
	DEVELOPMENT EXPENDITURE	$10,063,578	$15,952,600	$9,632,100	$15,324,700	$5,692,600	59.1%
5200	Grants & Capital Injections to Organisations	10,063,578	15,952,600	9,632,100	15,324,700	5,692,600	59.1

SKILLSFUTURE SINGAPORE PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under SkillsFuture Singapore (SSG). SSG drives and coordinates the implementation of the national SkillsFuture movement, promotes a culture of lifelong learning and strengthens the ecosystem of quality education and training in Singapore. Through a holistic system of national SkillsFuture initiatives, SSG enables Singaporeans to take charge of their learning journey in their pursuit of skills mastery. SSG also works with key stakeholders to ensure that students and adults have access to high quality and industry-relevant training that meet the demands of different sectors of the economy for an innovative and productive workforce.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018	Change Over FY2017	
K-Z	SKILLSFUTURE SINGAPORE PROGRAMME						
	TOTAL EXPENDITURE	$50,613,989	$115,582,000	$168,632,000	$220,248,500	$51,616,500	30.6%
	Main Estimates						
	OPERATING EXPENDITURE	$50,613,989	$115,582,000	$168,632,000	$220,248,500	$51,616,500	30.6%
	RUNNING COSTS	*$50,613,989*	*$115,582,000*	*$168,632,000*	*$220,248,500*	*$51,616,500*	*30.6%*
	Grants, Subventions & Capital Injections to Organisations	$50,613,989	$115,582,000	$168,632,000	$220,248,500	$51,616,500	30.6%
3100	Grants, Subventions & Capital Injections to Statutory Boards	50,613,989	115,582,000	168,632,000	220,248,500	51,616,500	30.6

Manpower

Category/Personnel	Actual FY2016	Estimated FY2017	Revised FY2017	Estimated FY2018
Others	458	491	482	482
TOTAL	458	491	482	482