

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.

FY2021 EXPENDITURE ESTIMATES

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021	Change Over FY2020	
	TOTAL EXPENDITURE	\$12,723,276,414	\$13,280,000,000	\$12,630,000,000	\$13,620,000,000	\$990,000,000	7.8%
	Main Estimates						
	OPERATING EXPENDITURE	\$11,932,176,914	\$12,636,000,000	\$12,048,000,000	\$13,090,000,000	\$1,042,000,000	8.6%
	<i>RUNNING COSTS</i>	<i>\$8,226,856,365</i>	<i>\$8,786,419,900</i>	<i>\$8,488,636,400</i>	<i>\$9,300,004,400</i>	<i>\$811,368,000</i>	<i>9.6%</i>
	Expenditure on Manpower	\$3,871,082,332	\$4,210,464,900	\$3,744,870,700	\$4,195,445,100	\$450,574,400	12.0%
1200	Political Appointments	2,373,141	3,219,100	1,921,800	2,750,900	829,100	43.1
1500	Permanent Staff	3,768,112,094	4,095,126,300	3,629,311,100	4,109,940,800	480,629,700	13.2
1600	Temporary, Daily-Rated & Other Staff	100,597,097	112,119,500	113,637,800	82,753,400	-30,884,400	-27.2
	Other Operating Expenditure	\$801,702,083	\$880,193,800	\$772,008,100	\$946,874,900	\$174,866,800	22.7%
2100	Consumption of Products & Services	676,416,325	736,450,300	649,035,500	793,839,100	144,803,600	22.3
2300	Manpower Development	59,887,192	57,961,800	58,128,500	69,601,700	11,473,200	19.7
2400	International & Public Relations, Public Communications	13,149,747	14,036,700	8,564,000	12,785,900	4,221,900	49.3
2700	Asset Acquisition	49,576,060	69,162,900	54,577,800	68,121,300	13,543,500	24.8
2800	Miscellaneous	2,672,759	2,582,100	1,702,300	2,526,900	824,600	48.4
	Grants, Subventions & Capital Injections to Organisations	\$3,554,071,950	\$3,695,761,200	\$3,971,757,600	\$4,157,684,400	\$185,926,800	4.7%
3100	Grants, Subventions & Capital Injections to Statutory Boards	296,520,471	355,058,300	795,972,700	802,188,400	6,215,700	0.8
3200	Grants, Subventions & Capital Injections to Educational Institutions	3,257,551,479	3,340,702,900	3,175,784,900	3,355,496,000	179,711,100	5.7
	<i>TRANSFERS</i>	<i>\$3,705,320,549</i>	<i>\$3,849,580,100</i>	<i>\$3,559,363,600</i>	<i>\$3,789,995,600</i>	<i>\$230,632,000</i>	<i>6.5%</i>
3500	Social Transfers to Individuals	388,275,569	490,931,300	452,770,900	463,785,200	11,014,300	2.4
3600	Transfers to Institutions & Organisations	3,315,124,321	3,356,225,900	3,104,275,900	3,323,491,100	219,215,200	7.1
3800	International Organisations & Overseas Development Assistance	1,920,660	2,422,900	2,316,800	2,719,300	402,500	17.4
	OTHER CONSOLIDATED FUND OUTLAYS	\$212,767,424	\$225,226,400	\$209,641,000	\$220,388,800	\$10,747,800	5.1%
4600	Loans and Advances (Disbursement)	212,767,424	225,226,400	209,641,000	220,388,800	10,747,800	5.1

Code	Object Class	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021	Change Over FY2020	
Development Estimates							
	DEVELOPMENT EXPENDITURE	\$791,099,500	\$644,000,000	\$582,000,000	\$530,000,000	-\$52,000,000	-8.9%
5100	Government Development	403,107,781	348,610,200	268,709,300	298,589,600	29,880,300	11.1
5200	Grants & Capital Injections to Organisations	387,991,719	295,389,800	313,290,700	231,410,400	-81,880,300	-26.1

Establishment List

Category/Personnel	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021
POLITICAL APPOINTMENTS	5	5	4	4
Minister	2	2	2	2
Senior Minister of State	1	1	0	0
Minister of State	0	0	2	2
Senior Parliamentary Secretary	2	2	0	0
PERMANENT STAFF	40,381	40,335	41,576	41,206
Accounting Profession (2008)	0	3	3	3
Administrative	22	22	21	21
Allied Educators Scheme	1,329	1,375	1,205	1,227
Corporate Support	794	900	860	875
Education Service (2008)	33,226	32,313	33,001	32,636
Estate Maintenance	3	3	3	3
Information Service (2008)	2	2	2	2
Legal	6	6	7	7
Management Executive Scheme (2008)	2,004	2,371	3,066	3,074
Management Support Scheme (2008)	998	1,201	1,282	1,287
Management Support Scheme (Language Officer)	2	3	2	2
Mechanical Support	1	1	1	1
Operations Support	1,456	1,593	1,587	1,530
Shorthand Writers	28	29	28	28
Statistician (Trade & Industry) (2008)	1	1	1	1
Technical Support Scheme (2008)	509	512	507	509
OTHERS	13,348	13,798	13,923	13,798
SkillsFuture Singapore	429	437	467	467
Government-Aided Schools (non-teaching staff)	1,638	1,777	1,637	1,637
Government-Aided Schools (teaching staff)	245	238	224	222
ISEAS - Yusof Ishak Institute	92	100	115	115
Institute of Technical Education	2,520	2,648	2,716	2,693
Nanyang Polytechnic	1,622	1,646	1,703	1,645
Ngee Ann Polytechnic	1,581	1,560	1,571	1,476
Republic Polytechnic	1,443	1,557	1,584	1,584
Science Centre Board	238	247	255	281
Singapore Examination & Assessment Board	207	232	232	232
Singapore Polytechnic	1,750	1,748	1,801	1,755
Temasek Polytechnic	1,583	1,608	1,618	1,691
TOTAL	53,734	54,138	55,503	55,008

FY2020 BUDGET

The revised FY2020 total expenditure of the Ministry of Education (MOE) is \$12.63 billion. Of the total expenditure, \$12.05 billion or 95.4% is for operating expenditure and \$582.00 million or 4.6% is for development expenditure.

Operating Expenditure

The revised FY2020 operating expenditure of \$12.05 billion is \$0.12 billion or 1.0% higher than the actual FY2019 expenditure of \$11.93 billion. The increase resulting from new programmes such as the SGUnited Skills (SGUS) Programme and Enhanced Training Support Package Programme (ETSP) was partially offset by lower bonus provision and endowment matching grants to the Autonomous Universities (AUs), as well as lower expenditure by schools due to reduced or cancelled activities as a result of COVID-19 safe management measures.

Development Expenditure

The revised FY2020 development expenditure of \$582.00 million is \$209.10 million or 26.4% lower than the actual FY2019 expenditure of \$791.10 million. The higher FY2019 expenditure was due to payment of land and construction costs for the Singapore Institute of Technology (SIT)'s permanent campus. There was also a significant reduction in cashflow requirements for school building projects in FY2020 compared to FY2019 as a result of disruptions to construction-related projects due to COVID-19.

FY2021 BUDGET

The total expenditure of MOE in FY2021 is projected to be \$13.62 billion, which is \$0.99 billion or 7.8% higher than the revised FY2020 expenditure. \$13.09 billion or 96.1% is for operating expenditure and \$530.00 million or 3.9% is for development expenditure.

The FY2021 projected operating expenditure of \$13.09 billion is an increase of \$1.04 billion or 8.6% over the FY2020 revised operating expenditure. The higher operating expenditure in FY2021 is mainly due to annual cost adjustments, expected resumption of school activities, and initiatives to improve the quality of education. The FY2021 projected development expenditure of \$530.00 million is a decrease of \$52.00 million or 8.9% over the FY2020 revised development expenditure mainly due to lower FY2021 cashflow requirements for Singapore Institute of Technology's permanent campus development project compared to FY2020.

General Education Programme

Under our education system, every child is given the opportunity to complete at least 10 years of formal school education. The estimated total number of students (including those in Independent Schools) subsidised by MOE for FY2021 is 419,960. The General Education Programme undertaken by Government, Government-Aided, Special Education, and Independent Schools accounts for \$6.70 billion, which is higher than the revised FY2020 expenditure of \$6.02 billion by \$680.85 million or 11.3%. Operating expenditure, which accounts for \$6.42 billion or 95.8%, is projected to increase by \$630.15 million, while development expenditure is projected to increase by \$50.69 million. The increase in operating expenditure is mainly due to annual cost adjustments, expected resumption of school activities, and initiatives to improve the quality of education, while the increase in development expenditure is mainly due to the expected gradual resumption of school building projects in FY2021.

University Programme

A provision of \$2.43 billion has been made for the university sector in FY2021 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 FY2021 is projected to be 78,100.

Of the total FY2021 provision, \$2.39 billion or 98.2% is for operating expenditure and \$43.08 million or 1.8% is for development expenditure. Compared to the FY2020 revised budget, operating expenditure will increase by \$74.21 million, while development expenditure will decrease by \$181.20 million. The increase in operating expenditure in FY2021 is mainly due to higher provision for endowment matching grants to the AUs in FY2021. The decrease in development expenditure is due to lower cashflow requirement for the development of the Singapore Institute of Technology's permanent campus.

Polytechnic Programme

A provision of \$1.23 billion has been made for the polytechnic sector in FY2021 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 FY2021 at the polytechnics is projected to be 62,700.

Of the total FY2021 provision, \$1.21 billion or 98.3% is for operating expenditure and \$21.34 million or 1.7% is for development expenditure. Compared to the FY2020 revised budget, operating expenditure is projected to increase by \$67.99 million, while development expenditure will increase by \$7.17 million. The increase in operating expenditure is mainly due to annual cost adjustments; while the increase in development budget is mainly due to higher cashflow needed in FY2021 for campus upgrading and rejuvenation projects at Singapore Polytechnic and Temasek Polytechnic.

Institute of Technical Education Programme

A provision of \$0.49 billion has been made for ITE in FY2021 to deliver technical and vocational training to students who have completed secondary education. The total number of students subsidised by MOE in FY2021 at ITE is projected to be 26,100.

The total FY2021 provision of \$0.49 billion is for operating expenditure. Compared to the FY2020 revised budget, operating expenditure is projected to increase by \$25.45 million, mainly due to annual cost adjustments.

SkillsFuture Programme

The national SkillsFuture movement supports Singaporeans in their lifelong learning journey in the pursuit of skills mastery. A provision of \$0.87 billion has been made for SSG in FY2021 to implement policies and schemes to support lifelong learning and skills development under the SkillsFuture movement. Of the total FY2021 provision, \$0.48 billion is for COVID-19-related programmes, such as the SGUnited Skills (SGUS) Programme and Enhanced Training Support Package Programme (ETSP).

Other Consolidated Fund Outlays

Advances for FY2021 are projected to be \$220.39 million, mainly for Tuition Fee Loan and Study Loan to students from polytechnics and AUs.

¹ The Autonomous Universities refer to NUS, NTU, SMU, SUTD, SIT and SUSS.

Total Expenditure by Programme

Code	Programme	Running Costs	Transfers	Operating Expenditure	Development Expenditure	Total Expenditure
K-A	Administration	400,313,600	64,574,500	464,888,100	144,464,500	609,352,600
K-B	Higher Education and SkillsFuture	18,971,500	592,090,000	611,061,500	0	611,061,500
K-C	School Services and Educational Development	436,432,400	29,475,700	465,908,100	4,651,900	470,560,000
K-D	Government Schools and Junior Colleges	4,291,695,300	133,989,800	4,425,685,100	207,413,000	4,633,098,100
K-E	Special Education Schools	0	240,197,900	240,197,900	57,478,000	297,675,900
K-F	Government-Aided Schools and Junior Colleges	1,329,507,000	11,940,500	1,341,447,500	14,349,500	1,355,797,000
K-G	Independent Schools	386,915,800	30,331,300	417,247,100	143,400	417,390,500
K-H	National Institute of Education	0	100,131,300	100,131,300	0	100,131,300
K-I	National University of Singapore	0	1,054,482,600	1,054,482,600	0	1,054,482,600
K-J	Nanyang Technological University	0	576,831,800	576,831,800	968,900	577,800,700
K-K	ISEAS - Yusof Ishak Institute	16,024,600	0	16,024,600	0	16,024,600
K-L	Singapore Polytechnic	233,041,200	14,749,400	247,790,600	8,550,000	256,340,600
K-M	Ngee Ann Polytechnic	217,096,000	15,259,100	232,355,100	2,831,400	235,186,500
K-N	Temasek Polytechnic	228,926,000	15,649,100	244,575,100	9,960,800	254,535,900
K-O	Institute of Technical Education	457,855,500	30,405,000	488,260,500	0	488,260,500
K-P	Science Centre Board	30,406,900	0	30,406,900	8,643,200	39,050,100
K-Q	Nanyang Polytechnic	235,236,900	14,813,900	250,050,800	0	250,050,800
K-R	Singapore University of Social Sciences	0	125,463,000	125,463,000	0	125,463,000
K-S	Singapore Management University	0	181,686,300	181,686,300	4,367,100	186,053,400
K-T	Nanyang Academy of Fine Arts	0	29,098,200	29,098,200	0	29,098,200
K-U	Lasalle College of the Arts	0	27,864,400	27,864,400	0	27,864,400
K-V	Republic Polytechnic	214,379,100	16,065,700	230,444,800	0	230,444,800
K-W	Singapore Examinations and Assessment Board	85,000,000	0	85,000,000	14,757,900	99,757,900
K-X	Singapore University of Technology And Design	0	114,816,600	114,816,600	0	114,816,600
K-Y	Singapore Institute of Technology	0	236,506,500	236,506,500	37,740,800	274,247,300
K-Z	SkillsFuture Singapore	718,202,600	133,573,000	851,775,600	13,679,600	865,455,200
TOTAL		\$9,300,004,400	\$3,789,995,600	\$13,090,000,000	\$530,000,000	\$13,620,000,000

Development Expenditure by Project

Project Title	Total Project Cost	Actual Expenditure Up to end of FY2018	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021
DEVELOPMENT EXPENDITURE	\$791,099,500	\$644,000,000	\$582,000,000	\$530,000,000
GOVERNMENT DEVELOPMENT	403,107,781	348,610,200	268,709,300	298,589,600
Administration Programme						
Minor IT Enhancements	0	12,245,842	1,418,161	1,221,700	1,085,600	1,119,500
Development of Human Resource Management System (HRMS)	12,200,900	10,846,098	0	0	0	180,000
Development of MOE HQ Phase II	4,090,200	3,719,401	0	144,000	85,000	204,000
Additions & Alterations to Existing MOE Buildings	6,200,000	4,774,307	62,877	878,100	159,600	180,000
Infrastructure Setup to Support Pervasive Use of ICT in Teaching, Learning & Assessment	23,000,000	116,852	155,162	170,100	134,200	635,000
Implementation of School-Wide Wireless Infrastructure	167,740,000	71,638,589	13,366,395	604,800	1,230,900	1,260,000
IT Capacity Plan Part 2	30,290,000	19,768,891	5,087,839	585,000	1,375,300	135,000

Project Title	Total Project Cost	Actual Expenditure Up to end of FY2018	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021
Minor Works & Improvements – MOEHQ	0	1,084,193	300,452	360,000	281,100	360,000
Network Security Tightening - Provision of Additional Devices & Infrastructure	2,824,900	2,638,723	0	0	80,000	36,000
MOE Network Segregation	25,080,000	6,757,402	0	270,000	650,000	3,692,800
Whole-of-Government Human Resource & Payroll System (HRPS)	6,058,800	154,806	203,946	1,344,300	138,700	2,411,500
Provision of Guaranteed Energy Savings Performance (GESP) Contracting Services for MOE Building	6,236,100	17,500	2,961,842	2,583,400	1,079,300	605,700
Additions & Alterations to 1 North Buona Vista Drive	27,284,000	2,534,039	4,080,174	4,656,600	1,145,500	4,485,200
Additions & Alterations to Off-sites	18,887,800	246,828	3,512,039	7,083,600	6,429,200	7,070,100
OnePlacement System	17,913,000	0	0	0	264,000	2,610,500
Migration & Hosting of MOE IT Systems	7,086,500	0	0	0	3,505,700	155,300
Minor Development Projects	11,409,587	16,119,900	19,835,400	10,215,900
New Projects	0	66,144,900	13,453,900	18,414,200
School Services and Educational Development Programme						
Development of 4 School-based Hostels	75,140,000	57,856,520	0	9,000	0	9,000
Pre-school Development Project	22,383,000	12,194,990	657,444	90,000	60,300	2,600
School Cockpit Reporting Solution	7,510,000	2,368,279	1,298,927	302,000	1,643,600	323,800
Provision of Education White Space (EWS) in Schools	37,500,000	2,051,401	498,909	1,731,600	1,443,200	1,284,100
Kindergarten Care Design & Build	15,783,200	1,977,100	377,887	1,152,600	1,440,900	680,800
Development of Outdoor Adventure Learning Centre at Rifle Range Road	36,124,000	6,028	0	4,526,400	304,200	2,351,600
Government Schools and Junior Colleges Programme						
Provision of Indoor Sports Hall to Schools	1,002,660,500	807,705,506	55,966,188	15,578,000	23,372,600	11,201,100
Implementation of Synthetic Turf System in Schools	24,500,000	23,920,753	677	7,000	55,000	5,400
Flexible School Infrastructure	93,000,000	16,155,262	876,660	702,000	857,000	353,300
Implementation of High Volume Low Speed (HVLS) Fans in School Halls	6,700,000	3,801,038	7,374	16,600	358,800	13,700
Implementation of Primary Education Review & Implementation (PERI) Committee's Recommendation to Enhance Infrastructure in Primary Schools	2,027,571,900	1,381,803,234	151,950,869	81,976,800	68,489,600	64,698,700
Scaling Up Synthetic Turf Programme	42,000,000	14,582,128	2,483,076	860,000	969,500	1,615,400
Development of Eunoia Junior College Campus	143,944,800	80,699,836	37,786,591	3,510,000	4,484,900	3,387,900
Building of a New Primary School in Sengkang	37,572,700	32,940,527	926,782	198,000	502,100	108,700
Retrofitting of Schools	8,812,700	4,401,586	360,041	882,400	382,500	217,100
Providing Greater New Norms Flexibility in Primary Schools	18,120,000	1,796,462	645,813	3,826,500	665,700	329,000
Development of a New Secondary School	65,150,000	3,650,406	28,921,869	10,861,100	22,348,900	8,183,700
Building of a New Primary School in Tampines	62,240,000	245,941	13,794,595	29,456,600	25,979,200	17,312,200
Provision of Sheltered Courts	12,378,900	1,036,909	677,336	3,037,500	3,945,500	4,089,200
Implementation of High Volume Low Speed Fans in Schools	5,863,800	238,432	223,528	20,900	2,204,400	2,472,300
Upgrading of Tanjong Katong Primary School	17,170,000	3,003,815	7,106,414	1,350,000	1,350,000	206,800
Lift Installation Programme for Schools	83,780,000	12,056	21,700	7,314,400	2,696,200	14,555,200
Provision of Learning & Behavioural Support (LBS) Intervention Rooms to Secondary Schools	10,893,700	80,241	330,003	2,362,500	1,017,700	289,500
Redevelopment / Addition & Alteration of Existing Education Institution Sites	29,250,000	0	150	1,452,900	1,620,500	3,420,700
Enhancement to School's Physical Education, Sports & Outdoor Facilities	73,410,900	381,348	8,410	6,885,000	1,833,500	5,296,000

Project Title	Total Project Cost	Actual Expenditure Up to end of FY2018	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021
New School in Tengah	56,776,200	0	0	900,000	849,800	9,342,100
Retrofitting of School Mechanical & Electrical System	64,900,000	0	0	0	1,350,000	4,333,500
New Secondary School in Sengkang	64,190,000	0	0	0	0	100,000
Student Services Centre	31,195,000	0	0	0	0	1,239,000
Minor Works & Improvements - Government Primary Schools	0	136,198,191	4,924,062	7,253,500	4,600,000	12,207,200
Minor Works & Improvements - Government Secondary Schools	0	148,665,668	3,907,509	7,227,800	7,200,000	9,753,700
Minor Works & Improvements - Government Junior Colleges	0	36,889,964	118,760	504,900	500,000	1,224,200
Programme for Rebuilding & Improving Existing Schools - Government Primary Schools	1,206,122,800	1,205,121,879	83,933	90,000	680,000	8,600
Programme for Rebuilding & Improving Existing Schools - Government Secondary Schools	1,442,342,000	1,290,615,395	1,026,951	3,751,200	1,389,300	1,570,500
Special Education Schools Programme						
Expansion of AWWA School at Former Bedok West Primary Site (2nd Campus)	23,250,000	43,074	2,817,835	12,152,100	12,724,200	4,699,300
Expansion of Eden School at Former Hong Kah Primary Site (2nd Campus)	22,670,000	483,686	1,572,163	11,030,900	4,232,700	10,603,600
Expansion of Rainbow Centre (3rd Campus)	30,260,000	10,062	209,645	9,573,400	4,342,600	21,143,600
Redevelopment to an Existing School (Campus II) at Tampines	64,430,000	6,028	2,767	10,903,200	1,051,200	15,880,500
Development of an Existing School in the Eastern Part of Singapore	28,860,000	0	0	0	0	3,557,200
Redevelopment of APSN Chaoyang School & APSN Tanglin School	52,220,000	0	0	0	50,000	194,800
Educational Institution in Jurong (Site 1) & Educational Institution in Jurong (Site 2)	47,920,000	0	0	0	0	580,000
Government-Aided Schools and Junior Colleges Programme						
Minor Works & Improvements - Government-Aided Primary Schools	0	2,368,948	617,470	390,200	780,000	848,600
Minor Works & Improvements - Government-Aided Secondary Schools	0	1,586,296	154,536	411,200	380,000	811,200
Minor Works & Improvements - Government-Aided Junior Colleges	0	494,832	23,293	15,000	86,000	299,600
Programme for Rebuilding & Improving Existing Schools - Government-Aided Secondary Schools	10,000,000	31,257,964	3,650	450,000	95,200	3,903,300
Independent Schools Programme						
Development of Specialised Schools for Normal Technical Students (SSNT)	75,460,000	70,754,361	158,686	0	663,900	9,000
Development of Northlight School	46,021,000	42,377,287	115,386	0	51,400	9,000
Redevelopment of Raffles Girls' School (Secondary) (RGS)	90,787,900	31,813,845	34,140,135	2,000,600	2,007,600	90,000
Expansion of the Integrated Programme (IP) Landscape	1,480,000	439,967	11,838	10,000	10,300	2,600
Completed Projects	5,739,445	1,670,000	6,705,900	0
<i>GRANTS & CAPITAL INJECTIONS TO ORGANISATIONS</i>	387,991,719	295,389,800	313,290,700	231,410,400
Administration Programme						
Infrastructure Setup to Support Pervasive Use of ICT in Teaching, Learning & Assessment	0	80,638	159,385	170,100	109,800	272,200

Project Title	Total Project Cost	Actual Expenditure Up to end of FY2018	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021
Implementation of School-Wide Wireless Infrastructure	50,001,000	21,424,461	5,118,793	259,200	1,007,100	540,000
Minor Development Projects	2,024,386	867,500	3,500,400	1,804,100
New Projects	0	7,242,200	4,808,600	88,077,500
Government Schools and Junior Colleges Programme						
Provision of Indoor Sports Hall to Schools	315,508,700	150,904,610	8,669,874	5,192,700	2,597,000	3,733,700
Flexible School Infrastructure	0	3,148,117	263,207	175,700	214,300	151,400
Implementation of Primary Education Review & Implementation (PERI) Committee's Recommendation to Enhance Infrastructure in Primary Schools	506,338,400	253,631,492	10,276,418	16,400,800	5,955,600	13,157,400
Scaling Up Synthetic Turf Programme	17,000,000	1,687,518	670,247	140,200	51,000	692,300
Provision of Sheltered Courts	954,400	11,961	71,198	1,012,500	696,300	1,363,100
Implementation of High Volume Low Speed Fans in Schools	2,067,600	16,551	40,425	0	389,000	1,059,600
Lift Installation Programme for Schools	6,620,000	0	0	2,438,100	299,600	4,851,700
Redevelopment / Addition & Alteration of Existing Education Institution Sites	0	0	0	484,200	33,100	1,128,200
Enhancement to School's Physical Education, Sports & Outdoor Facilities	11,439,100	0	648	2,295,000	203,700	1,765,400
Retrofitting of School Mechanical & Electrical System	7,100,000	0	0	0	150,000	1,444,500
Student Services Centre	4,335,000	0	0	0	0	531,000
Special Education Schools Programme						
Extension of Rainbow Centre - Margaret Drive School (RCMDS)	5,270,000	4,863,089	3,911	90,000	240,000	9,000
Expansion of AWWA School at Former Bedok West Primary Site (2nd Campus)	1,110,000	0	0	270,000	0	450,000
Expansion of Eden School at Former Hong Kah Primary Site (2nd Campus)	1,230,000	0	0	270,000	0	270,000
Redevelopment to an Existing School (Campus II) at Tampines	2,610,000	0	0	270,000	0	90,000
Government-Aided Schools and Junior Colleges Programme						
Upgrading of St. Margaret's Primary School	9,690,600	0	131,403	4,050,000	569,000	2,795,000
Minor Works & Improvements - Government-Aided Primary Schools	0	60,584,974	954,535	1,172,000	1,820,000	1,980,100
Minor Works & Improvements - Government-Aided Secondary Schools	0	52,330,112	358,988	1,240,000	1,520,000	1,892,900
Minor Works & Improvements - Government-Aided Junior Colleges	0	12,428,302	79,150	226,200	114,000	699,200
Programme for Rebuilding & Improving Existing Schools - Government-Aided Primary Schools	520,829,200	539,394,820	9,600	70,000	102,700	90,000
Programme for Rebuilding & Improving Existing Schools - Government-Aided Secondary Schools	624,434,900	492,029,657	28,582	1,796,700	856,700	1,029,600
Independent Schools Programme						
Indoor Sports Hall / Equivalent Sports Facilities for Independent Schools	35,315,000	15,405,617	1,976,182	0	410,400	32,800

Project Title	Total Project Cost	Actual Expenditure Up to end of FY2018	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021
Nanyang Technological University Programme						
Start-up Basic Research Set-up for Lee Kong Chian School of Medicine's PhD Programme	3,452,000	1,096,446	327,331	703,800	765,200	968,900
Singapore Polytechnic Programme						
Rejuvenation of Singapore Polytechnic	89,005,800	64,001,176	5,181,486	6,840,000	3,420,000	4,275,000
Singapore Polytechnic 5th Campus Upgrading & Rejuvenation Programme	35,282,300	46,045	692,506	4,275,000	2,565,000	4,275,000
Ngee Ann Polytechnic Programme						
Replacement of Old Building Components & Retrofitting at Ngee Ann Polytechnic	13,294,000	0	0	0	49,600	2,831,400
Temasek Polytechnic Programme						
Rejuvenation of Temasek Polytechnic	70,046,000	9,562,253	14,140,409	13,050,400	8,139,600	9,960,800
Science Centre Board Programme						
Development of New Science Centre	47,742,400	6,450	3,701,946	8,550,000	8,550,000	8,643,200
Singapore Management University Programme						
Development of Singapore Management University-X Facility	18,583,800	0	11,808,933	6,774,800	2,407,600	4,367,100
Singapore Examinations and Assessment Board Programme						
Redevelopment of Singapore Examinations & Assessment Board (SEAB) at Jalan Bukit Ho Swee	80,850,000	14,028,059	18,310,741	0	29,000,000	10,416,000
Examination Administration Systems Excellence (EASE)	12,540,000	2,137,305	5,416,613	4,220,000	2,132,100	4,341,900
Singapore Institute of Technology Programme						
Development of Singapore Institute of Technology Permanent Campus	596,689,300	12,269,832	290,229,233	201,887,200	220,443,300	37,740,800
SkillsFuture Singapore Programme						
SSG WOG Training Grant System funding from Central Digitalisation Budget (CDB)	28,831,600	0	3,216,237	0	8,403,900	13,679,600
Completed Projects	4,129,350	2,955,500	1,766,100	0

KEY PERFORMANCE INDICATORS

Desired Outcomes

A student who has undergone the Singapore Education system will be:

- A confident, motivated person who has a strong sense of right and wrong, is adaptable, can work in teams and across cultures, able to think independently and critically, and communicate effectively;
- A self-directed, lifelong learner who exercises initiative to develop and pursue his passion, and strives for skills mastery throughout life;
- An active contributor who is enterprising, innovative, strives for excellence, and perseveres in the face of failures and challenges; and
- A concerned citizen who is rooted to Singapore, with a strong social consciousness and conviction to improve the lives of others around him.

Key Performance Indicators

Desired Outcome	Performance Indicator	Actual	Actual	Revised	Estimated
		FY2018	FY2019	FY2020	FY2021

Opportunities for All to Fulfil their Potential

A Good System of Schools and Institutes of Higher Learning

Since 2018, we have embarked on a new phase in the development of our education system, where the key focus is on laying the foundation for Singaporeans to "Learn for Life", embrace the future, and seize opportunities in a fast-changing world. Initiatives to continue strengthening our school and Institutes of Higher Learning (IHL) system include:

- **Nurturing the Joy of Learning:** Our schools aim to nurture well-rounded Singaporeans whose passions for learning extend beyond their time in school. In recent years, we embarked on important structural changes to reduce the over-emphasis on academic results and to nurture in our students a stronger intrinsic motivation to learn. We have reduced the school-based assessment load, to give students the time and space to develop a sense of curiosity, as well as explore and develop their diverse strengths and interests. We will also be making changes to the PSLE scoring system this year to reduce fine differentiation and allow students to focus on their own learning and development instead of comparing with their peers.
- **One Education, Multiple Pathways:** We are also creating greater flexibility in our education system to better cater to and develop students' diverse strengths and interests throughout their education journey. We are piloting Full Subject-Based Banding (FSBB), which will be implemented nation-wide and replace secondary school streaming from 2024. We have also progressively expanded aptitude-based admissions (ABA) at the Autonomous Universities (AUs), polytechnics and ITE in recent years. ABA for working adults enrolling in full-time studies in the polytechnics also started in 2019. MOE continues to support students with a range of post-secondary upgrading opportunities at different stages of their careers, to cater to their different learning journeys and profiles. Over the years, more polytechnic graduates have been able to enrol in subsidised full-time degree courses. By 2030, MOE will provide opportunities for all ITE graduates to upgrade beyond a *Nitec* over the course of their careers. At the same time, our IHLs are scaling up certificate- to degree-level SkillsFuture Work-Study Programmes, which provide a more direct nexus with industry. Over 5,600 individuals have benefitted since the launch of the SkillsFuture Work-Study Programmes in 2015 up till end of 2019.
- **Education as an Uplifting Force:** MOE will continue to ensure that every Singaporean has access to the opportunities offered through our education system, and be able to achieve their potential in life. We provide a strong start for every child through access to quality and affordable preschool education, for example, in MOE Kindergartens. In 2019, we set up UPLIFT Programme Office to strengthen the interface and partnership between school and community partners, to better support disadvantaged students. We have also been strengthening after-school care and support for students from low-income families through school-based student care centres in all primary schools and the GEAR-UP programme in secondary schools. We remain committed to ensuring affordability of education for Singaporeans. We have enhanced provisions under the MOE Financial Assistance Scheme for Singaporean primary, secondary and pre-university students in 2020. We have also enhanced bursaries from AY2020 for Singaporean students in MOE-subsidised undergraduate, diploma, *Nitec* and *Higher Nitec* courses.
- **Refreshing Our Curriculum for the Future:** We are refreshing our curriculum to better prepare our students to thrive in a digital and technology-driven future. Through the National Digital Literacy Programme, we are accelerating the roll-out of Personal Learning Devices to all secondary school students by 2021. Building on our experience with Home-Based Learning, Blended Learning will be adopted as a regular feature of the school experience from 2021, to develop self-directed, independent, and passionate learners. Schools are also implementing the refreshed Character and Citizenship Education (CCE) curriculum from 2021, to ensure that our students continue to cultivate strong moral values, socio-emotional competencies, and the right skills and dispositions to engage with an increasingly complex and diverse world. Our IHLs are also expanding efforts in inter-disciplinary learning to prepare our students for the future workplace.

Desired Outcome	Performance Indicator	Actual	Actual	Revised	Estimated
		FY2018	FY2019	FY2020	FY2021
Good Progression Outcomes Across the Board ²	Percentage of Primary 1 cohort who ³ (%)				
	Are eligible for Secondary School ⁴	98.1	98.2	98.1	98.1
	Had at least 5 GCE N-Level passes or 3 GCE O-Level passes	89.7	89.9	89.5	89.5
	Did not complete secondary education ⁵	<1	<1	<1	<1
	Percentage of Primary 1 cohort who progressed to post-secondary education programmes (%)	96.4	96.6	96.5	96.5
	Percentage of Primary 1 cohort admitted into ⁶ (%)				
	Junior Colleges/Centralised Institute	29.3	28.5	28.7	28.7
	Full-time Nitec/Higher Nitec courses	25.0	24.9	24.9	24.9
	Publicly-funded full-time diploma courses	47.0	48.5	48.5	48.5
	Publicly-funded full-time degree courses ⁷	37.8	38.4	39.5 ⁸	38.8
Quality Education at Affordable Rates	Government Funding for Operating Expenses Per Student for ⁹ (\$):				
	Primary Schools	\$11,835	\$11,526	\$11,265	\$12,480
	Secondary Schools	\$14,973	\$15,076	\$14,474	\$16,201
	Junior Colleges/Centralised Institute	\$16,760	\$15,592	\$16,333	\$18,209
	Full-time Nitec/Higher Nitec courses	\$14,758	\$14,282	\$14,088	\$15,034
	Publicly-funded full-time diploma courses	\$16,375	\$16,070	\$15,889	\$16,899
	Publicly-funded full-time degree courses	\$22,186	\$22,022	\$21,538	\$21,409
Well-Rounded and Active Citizens					
Engaged Citizens	Percentage of students who have been significantly involved in contributing to the community ¹⁰ (%)	99.0	99.0	99.4	98.0

² Primary 1 cohort figures refer to students who are Singapore Citizens or Permanent Residents. 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.

³ The Primary 1 cohort indicators have taken into account students who had left the country.

⁴ Refers to students who sat for the PSLE and qualified for Express, Normal (Academic) or Normal (Technical) courses.

⁵ The figures for the 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.

⁶ Students who enrol in one type of institution may later progress to another.

⁷ The figures include Singapore Citizens and Permanent Residents. The estimated 2020 and 2021 cohort participation rates for Singapore Citizens are 42% (with allowances due to COVID-19) and 40% respectively.

⁸ The estimated figure for FY2020 is higher due to the additional intake places allocated in light of the COVID-19 pandemic.

⁹ Data for these indicators is reported on an FY basis, while that for all other indicators is reported on a CY basis. Figures exclude financial assistance provided by government.

¹⁰ Students who have, by end of Sec4/5, 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
		FY2018	FY2019	FY2020	FY2021
Passionate and Self-Directed Lifelong Learners					
Expanding Lifelong Learning and the National SkillsFuture Movement	MOE continues to make progress in encouraging skills mastery and lifelong learning, which enable Singaporeans to adapt to the evolving needs of the economy. Employers, private training providers and IHLs are three strong pillars for continuing education and training (CET). They provide opportunities for skills deepening through various modes of training delivery, and support Singaporeans to become employable and competitive throughout their working lives. SkillsFuture Credit signals to and motivates Singaporeans to take charge of their own skills-upgrading journey.				
	Training participation rate (% of resident labour force aged 15-64) ¹¹	48.0	48.5	N.A.	N.A.
	Percentage of Trainees who Benefitted from Training ¹² (%)	29.7	21.2	N.A.	N.A.
	Percentage of Employers who Benefitted from Training ¹³ (%)	89.8	89.3	N.A.	N.A.
	Number of training places taken up for MOE/SSG-funded CET courses ¹⁴	1,097,000	1,065,000	N.A.	N.A.

¹¹ The data for FY2020 will be updated when it is available.

¹² Refers to those who indicated that they were given additional/new job responsibilities/given pay rise/given a promotion. The data for FY2020 will be updated when it is available.

¹³ Refers to employers who reported that training has positive impact on work efficiency or ability to meet changing/future needs. The data for FY2020 will be updated when it is available.

¹⁴ The training place figures are based on calendar year. The data for FY2020 will be updated when it is available.