

## ADMINISTRATION PROGRAMME

### PROGRAMME DESCRIPTION

This programme covers the functions of the following divisions of the Ministry of Education (MOE) HQ:

**Student Placement and Services Division** - Oversees the policy and placement of students to schools through placement exercises, ad-hoc request for school admissions and transfers; scholarship schemes such as MOE Pre-U Scholarship, Programme-based Scholarships, Singapore-Industry Scholarship, ASEAN Scholarships and tuition grant scheme, as well as help the students integrate; manages MOE HQ's Customer Service Centre which provides an omni-channel platform handling all public requests to MOE through online and offline channels; formulates service initiatives and develops service capabilities to improve service delivery across MOE public touch points.

**HR Solutions & Capabilities Division** - Recruits, deploys and manages employment matters for Education Officers, MOE Kindergarten Educators, Allied Educators and Executive & Administrative Staff; and promotes organisational excellence in HQ divisions and schools.

**HR Strategy and Leadership Division** - Reviews and formulates strategic HR policies, as well as oversees manpower planning, talent management and leadership development/succession planning; promotes innovation including through inculcating in MOE staff and leadership a stronger innovative culture; strengthens Organisation Development capabilities to support MOE's transformation efforts; and formulates policies pertaining to the Science Centre Board.

**Finance & Procurement Division** - Formulates and implements funding, fees and financial assistance 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; and establishes and oversees procurement policies and provides procurement support, 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; and develops and operationalises safety, security and emergency preparedness systems for MOE HQ and schools.

**Research and Management Information Division** - Conduct and harness research; provide leadership in data strategy and data governance.

**Planning Division** - Formulates policies and strategies pertaining to the general education system as a whole, especially for schools, pre-school and Special Education to achieve MOE's mission and vision; and oversees MOE's strategic planning as well as 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** - Conceptualises, designs, experiments and co-ordinates MOE's engagement efforts to build greater trust and confidence in our education system, strengthens stakeholder outreach, builds capability across MOE, and supports Divisions and schools in their policy engagement efforts. This helps to feed into the policy-making and implementation process and enables consistency in the messages being communicated to stakeholders.

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

### Expenditure Estimates by Object Class

Code	Object Class	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021	Change Over FY2020	
<b>K-A</b>	<b>ADMINISTRATION PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$430,179,358</b>	<b>\$599,738,200</b>	<b>\$474,010,600</b>	<b>\$609,352,600</b>	<b>\$135,342,000</b>	<b>28.6%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$377,040,770</b>	<b>\$487,970,800</b>	<b>\$412,196,200</b>	<b>\$464,888,100</b>	<b>\$52,691,900</b>	<b>12.8%</b>
	<i>RUNNING COSTS</i>	<i>\$321,310,004</i>	<i>\$426,406,200</i>	<i>\$358,515,300</i>	<i>\$400,313,600</i>	<i>\$41,798,300</i>	<i>11.7%</i>
	<b>Expenditure on Manpower</b>	<b>\$156,426,122</b>	<b>\$158,657,300</b>	<b>\$150,542,700</b>	<b>\$169,378,500</b>	<b>\$18,835,800</b>	<b>12.5%</b>
1200	Political Appointments	2,373,141	3,219,100	1,921,800	2,750,900	829,100	43.1
1500	Permanent Staff	154,002,448	155,206,900	147,814,500	165,928,400	18,113,900	12.3
1600	Temporary, Daily-Rated & Other Staff	50,533	231,300	806,400	699,200	-107,200	-13.3
	<b>Other Operating Expenditure</b>	<b>\$162,896,682</b>	<b>\$266,268,700</b>	<b>\$206,492,400</b>	<b>\$229,665,100</b>	<b>\$23,172,700</b>	<b>11.2%</b>
2100	Consumption of Products & Services	145,498,029	243,837,100	189,266,900	209,774,200	20,507,300	10.8
2300	Manpower Development	9,642,411	13,465,000	9,716,700	11,903,700	2,187,000	22.5
2400	International & Public Relations, Public Communications	5,386,582	6,514,700	4,007,000	5,540,700	1,533,700	38.3
2700	Asset Acquisition	449,594	451,500	2,385,400	446,100	-1,939,300	-81.3
2800	Miscellaneous	1,920,066	2,000,400	1,116,400	2,000,400	884,000	79.2
	<b>Grants, Subventions &amp; Capital Injections to Organisations</b>	<b>\$1,987,200</b>	<b>\$1,480,200</b>	<b>\$1,480,200</b>	<b>\$1,270,000</b>	<b>-\$210,200</b>	<b>-14.2%</b>
3200	Grants, Subventions & Capital Injections to Educational Institutions	1,987,200	1,480,200	1,480,200	1,270,000	-210,200	-14.2
	<i>TRANSFERS</i>	<i>\$55,730,766</i>	<i>\$61,564,600</i>	<i>\$53,680,900</i>	<i>\$64,574,500</i>	<i>\$10,893,600</i>	<i>20.3%</i>
3500	Social Transfers to Individuals	35,735,402	37,279,300	31,030,600	39,697,700	8,667,100	27.9
3600	Transfers to Institutions & Organisations	18,074,705	21,862,400	20,333,500	22,157,500	1,824,000	9.0
3800	International Organisations & Overseas Development Assistance	1,920,660	2,422,900	2,316,800	2,719,300	402,500	17.4
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>\$21,400,953</b>	<b>\$22,111,500</b>	<b>\$20,639,600</b>	<b>\$21,301,200</b>	<b>\$661,600</b>	<b>3.2%</b>
4600	Loans and Advances (Disbursement)	21,400,953	22,111,500	20,639,600	21,301,200	661,600	3.2
	Development Estimates						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>\$53,138,588</b>	<b>\$111,767,400</b>	<b>\$61,814,400</b>	<b>\$144,464,500</b>	<b>\$82,650,100</b>	<b>133.7%</b>
5100	Government Development	45,836,023	103,228,400	52,388,500	53,770,700	1,382,200	2.6
5200	Grants & Capital Injections to Organisations	7,302,564	8,539,000	9,425,900	90,693,800	81,267,900	862.2

**Manpower**

Category/Personnel	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021
Political Appointments	5	5	4	4
Permanent Staff	1,288	1,459	1,439	1,439
<b>TOTAL</b>	<b>1,293</b>	<b>1,464</b>	<b>1,443</b>	<b>1,443</b>

## 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, and provides administrative and office support to the Higher Education Policy Division, SkillsFuture Division and Academic Research Division.

**Higher Education Policy Division** - Formulates and implements strategies and policies pertaining to publicly funded post-secondary education institutions, i.e. universities, polytechnics, the Institute of Technical Education and tertiary arts institutions, including their governance, funding and operations, and contingency planning. Also formulates and implements policies relating to private education and oversees the ISEAS – Yusof Ishak Institute.

**SkillsFuture Division** - Formulates broad directions and policies for the SkillsFuture movement, and works closely with SkillsFuture Singapore, 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 strategies and policies for research, innovation and enterprise, as well as research manpower, under the Research, Innovation and Enterprise (RIE) Masterplan for publicly funded post-secondary education institutions; and formulates strategies and policies pertaining to Social Science and Humanities Research.

**Higher Education Planning Office** - Drives strategic planning, policy coordination, international cooperation strategy, and data analytics initiatives for the Higher Education and Skills landscape.

### Expenditure Estimates by Object Class

Code	Object Class	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021	Change Over FY2020	
K-B	<b>HIGHER EDUCATION AND SKILLSFUTURE PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$490,227,136</b>	<b>\$510,881,700</b>	<b>\$501,062,100</b>	<b>\$611,061,500</b>	<b>\$109,999,400</b>	<b>22.0%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$490,227,136</b>	<b>\$510,881,700</b>	<b>\$501,062,100</b>	<b>\$611,061,500</b>	<b>\$109,999,400</b>	<b>22.0%</b>
	<i>RUNNING COSTS</i>	<i>\$17,556,871</i>	<i>\$17,474,500</i>	<i>\$20,749,100</i>	<i>\$18,971,500</i>	<i>-\$1,777,600</i>	<i>-8.6%</i>
	<b>Expenditure on Manpower</b>	<b>\$14,532,304</b>	<b>\$14,167,400</b>	<b>\$13,119,300</b>	<b>\$14,667,200</b>	<b>\$1,547,900</b>	<b>11.8%</b>
1500	Permanent Staff	14,524,640	14,148,900	13,100,800	14,648,700	1,547,900	11.8
1600	Temporary, Daily-Rated & Other Staff	7,664	18,500	18,500	18,500	0	0.0
	<b>Other Operating Expenditure</b>	<b>\$3,024,567</b>	<b>\$3,307,100</b>	<b>\$7,629,800</b>	<b>\$4,304,300</b>	<b>-\$3,325,500</b>	<b>-43.6%</b>
2100	Consumption of Products & Services	2,848,877	3,028,300	7,496,200	4,015,800	-3,480,400	-46.4
2300	Manpower Development	110,994	180,400	115,900	190,100	74,200	64.0
2400	International & Public Relations, Public Communications	58,892	91,300	10,600	91,300	80,700	761.3
2700	Asset Acquisition	5,804	7,100	7,100	7,100	0	0.0
	<i>TRANSFERS</i>	<i>\$472,670,265</i>	<i>\$493,407,200</i>	<i>\$480,313,000</i>	<i>\$592,090,000</i>	<i>\$111,777,000</i>	<i>23.3%</i>
3600	Transfers to Institutions & Organisations	472,670,265	493,407,200	480,313,000	592,090,000	111,777,000	23.3

**Manpower**

Category/Personnel	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021
Permanent Staff	109	120	136	136
<b>TOTAL</b>	<b>109</b>	<b>120</b>	<b>136</b>	<b>136</b>

## 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; develops School Leaders; strengthens educational support for disadvantaged and low progress learners; and uplifts the quality of pre-school 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 syllabi and develop instructional materials for students in mainstream schools (including gifted, high ability and low progress learners); provides leadership to school staff, including Heads of Departments, Subject Heads, Level Heads, Senior Teachers and teachers, in the effective implementation of syllabi and instructional materials; develops and promotes the use of effective learner-centred pedagogies, the Singapore schools approach to blended learning, curriculum models and assessment modes to better engage students and enhance learning; designs, organises and implements special programmes and projects to complement and enrich the curriculum; conceptualises, plans and conducts professional development for Heads of Departments, Subject Heads, Level Heads, Senior Teachers and teachers related to curriculum; conducts educational research to enhance design and delivery of curriculum; reviews, authorises, and develops textbooks and supplementary materials; develops print and digital learning resources to support implementation of the curriculum, oversees intellectual property matters, and provides 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, and 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 syllabi and develop instructional materials; provides leadership to schools in the effective implementation of syllabi 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, authorises, and develops textbooks and supplementary materials; provides consultancy to schools on matters related to student development curriculum; and 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 technology in education for 21st century learning; provides leadership in the effective integration of technology into learning and teaching; oversees the development and implementation of the Singapore Student Learning Space online platform for technology-enabled learning; builds capacity of teachers, key personnel and school leaders to deepen the pedagogical use of technology to transform student learning; designs innovative educational technology solutions to address emergent needs in teaching and learning; identifies and translates technology-enabled pedagogical practices and scales such innovative pedagogical practices across the system; nurtures the development of communities and partnerships that advance the use of technology 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 special educational needs (SEN) in mainstream and special education (SPED) schools; oversees policies and measures to support students with SEN; and provides thought leadership, expertise and support to raise capabilities of SPED schools and mainstream schools to support SEN. This includes ensuring the quality, accessibility and affordability of SPED, 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 OPAL2.0 (One Portal, All Learners).

### Expenditure Estimates by Object Class

Code	Object Class	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021	Change Over FY2020	
<b>K-C</b>	<b>SCHOOL SERVICES AND EDUCATIONAL DEVELOPMENT PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$406,678,601</b>	<b>\$426,276,100</b>	<b>\$403,053,000</b>	<b>\$470,560,000</b>	<b>\$67,507,000</b>	<b>16.7%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$403,845,434</b>	<b>\$418,464,500</b>	<b>\$398,098,000</b>	<b>\$465,908,100</b>	<b>\$67,810,100</b>	<b>17.0%</b>
	<i>RUNNING COSTS</i>	<i>\$372,389,396</i>	<i>\$389,581,200</i>	<i>\$369,749,400</i>	<i>\$436,432,400</i>	<i>\$66,683,000</i>	<i>18.0%</i>
	<b>Expenditure on Manpower</b>	<b>\$291,965,840</b>	<b>\$307,483,100</b>	<b>\$285,798,900</b>	<b>\$324,381,100</b>	<b>\$38,582,200</b>	<b>13.5%</b>
1500	Permanent Staff	291,877,805	307,115,600	284,574,700	323,128,100	38,553,400	13.5
1600	Temporary, Daily-Rated & Other Staff	88,035	367,500	1,224,200	1,253,000	28,800	2.4
	<b>Other Operating Expenditure</b>	<b>\$77,438,767</b>	<b>\$78,668,300</b>	<b>\$81,011,100</b>	<b>\$108,288,500</b>	<b>\$27,277,400</b>	<b>33.7%</b>
2100	Consumption of Products & Services	55,074,022	54,152,700	58,780,000	78,620,800	19,840,800	33.8
2300	Manpower Development	13,664,066	16,307,300	16,878,000	21,739,400	4,861,400	28.8
2400	International & Public Relations, Public Communications	7,704,273	7,430,700	4,546,400	7,153,900	2,607,500	57.4
2700	Asset Acquisition	952,861	774,900	674,600	769,000	94,400	14.0
2800	Miscellaneous	43,545	2,700	132,100	5,400	-126,700	-95.9
	<b>Grants, Subventions &amp; Capital Injections to Organisations</b>	<b>\$2,984,790</b>	<b>\$3,429,800</b>	<b>\$2,939,400</b>	<b>\$3,762,800</b>	<b>\$823,400</b>	<b>28.0%</b>
3200	Grants, Subventions & Capital Injections to Educational Institutions	2,984,790	3,429,800	2,939,400	3,762,800	823,400	28.0

Code	Object Class	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021	Change Over FY2020	
	<i>TRANSFERS</i>	\$31,456,038	\$28,883,300	\$28,348,600	\$29,475,700	\$1,127,100	4.0%
3500	Social Transfers to Individuals	2,875,193	2,387,300	2,387,300	2,503,000	115,700	4.8
3600	Transfers to Institutions & Organisations	28,580,846	26,496,000	25,961,300	26,972,700	1,011,400	3.9
	Development Estimates						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>\$2,833,167</b>	<b>\$7,811,600</b>	<b>\$4,955,000</b>	<b>\$4,651,900</b>	<b>-\$303,100</b>	<b>-6.1%</b>
5100	Government Development	2,833,167	7,811,600	4,955,000	4,651,900	-303,100	-6.1

## Manpower

Category/Personnel	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021
Permanent Staff	2,069	2,340	3,222	3,237
<b>TOTAL</b>	<b>2,069</b>	<b>2,340</b>	<b>3,222</b>	<b>3,237</b>



## 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 FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021	Change Over FY2020	
<b>K-D</b>	<b>GOVERNMENT SCHOOLS AND JUNIOR COLLEGES PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$4,432,751,325</b>	<b>\$4,678,322,300</b>	<b>\$4,097,973,500</b>	<b>\$4,633,098,100</b>	<b>\$535,124,600</b>	<b>13.1%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$4,100,069,666</b>	<b>\$4,457,897,400</b>	<b>\$3,906,602,800</b>	<b>\$4,425,685,100</b>	<b>\$519,082,300</b>	<b>13.3%</b>
	<i>RUNNING COSTS</i>	<i>\$3,966,500,134</i>	<i>\$4,262,166,800</i>	<i>\$3,772,344,600</i>	<i>\$4,291,695,300</i>	<i>\$519,350,700</i>	<i>13.8%</i>
	<b>Expenditure on Manpower</b>	<b>\$3,408,158,067</b>	<b>\$3,730,157,100</b>	<b>\$3,295,409,800</b>	<b>\$3,687,018,300</b>	<b>\$391,608,500</b>	<b>11.9%</b>
1500	Permanent Staff	3,307,707,201	3,618,654,900	3,183,821,100	3,606,235,600	422,414,500	13.3
1600	Temporary, Daily-Rated & Other Staff	100,450,865	111,502,200	111,588,700	80,782,700	-30,806,000	-27.6
	<b>Other Operating Expenditure</b>	<b>\$558,342,068</b>	<b>\$531,949,700</b>	<b>\$476,874,800</b>	<b>\$604,617,000</b>	<b>\$127,742,200</b>	<b>26.8%</b>
2100	Consumption of Products & Services	472,995,397	435,432,200	393,492,400	501,428,300	107,935,900	27.4
2300	Manpower Development	36,469,722	28,009,100	31,417,900	35,768,500	4,350,600	13.8
2700	Asset Acquisition	48,167,802	67,929,400	51,510,700	66,899,100	15,388,400	29.9
2800	Miscellaneous	709,147	579,000	453,800	521,100	67,300	14.8
	<b>Grants, Subventions &amp; Capital Injections to Organisations</b>	<b>\$0</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$0</b>	<b>0.0%</b>
3200	Grants, Subventions & Capital Injections to Educational Institutions	0	60,000	60,000	60,000	0	0.0
	<i>TRANSFERS</i>	<i>\$133,569,532</i>	<i>\$195,730,600</i>	<i>\$134,258,200</i>	<i>\$133,989,800</i>	<i>-\$268,400</i>	<i>-0.2%</i>
3500	Social Transfers to Individuals	131,899,305	194,192,800	132,720,400	132,091,300	-629,100	-0.5
3600	Transfers to Institutions & Organisations	1,670,227	1,537,800	1,537,800	1,898,500	360,700	23.5
	Development Estimates						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>\$332,681,659</b>	<b>\$220,424,900</b>	<b>\$191,370,700</b>	<b>\$207,413,000</b>	<b>\$16,042,300</b>	<b>8.4%</b>
5100	Government Development	312,227,384	190,124,600	179,873,700	177,534,700	-2,339,000	-1.3
5200	Grants & Capital Injections to Organisations	20,454,275	30,300,300	11,497,000	29,878,300	18,381,300	159.9

### Manpower

Category/Personnel	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021
Permanent Staff	29,131	28,883	29,048	28,752
<b>TOTAL</b>	<b>29,131</b>	<b>28,883</b>	<b>29,048</b>	<b>28,752</b>

**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 FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021	Change Over FY2020	
<b>K-E</b>	<b>SPECIAL EDUCATION SCHOOLS PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$199,959,299</b>	<b>\$262,893,300</b>	<b>\$233,263,400</b>	<b>\$297,675,900</b>	<b>\$64,412,500</b>	<b>27.6%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$194,595,047</b>	<b>\$217,793,700</b>	<b>\$210,325,100</b>	<b>\$240,197,900</b>	<b>\$29,872,800</b>	<b>14.2%</b>
	<i>TRANSFERS</i>	<i>\$194,595,047</i>	<i>\$217,793,700</i>	<i>\$210,325,100</i>	<i>\$240,197,900</i>	<i>\$29,872,800</i>	<i>14.2%</i>
3600	Transfers to Institutions & Organisations	194,595,047	217,793,700	210,325,100	240,197,900	29,872,800	14.2
	Development Estimates						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>\$5,364,252</b>	<b>\$45,099,600</b>	<b>\$22,938,300</b>	<b>\$57,478,000</b>	<b>\$34,539,700</b>	<b>150.6%</b>
5100	Government Development	5,360,341	44,109,600	22,698,300	56,659,000	33,960,700	149.6
5200	Grants & Capital Injections to Organisations	3,911	990,000	240,000	819,000	579,000	241.3

## 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 FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021	Change Over FY2020	
<b>K-F</b>	<b>GOVERNMENT-AIDED SCHOOLS AND JUNIOR COLLEGES PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$1,287,951,979</b>	<b>\$1,368,248,700</b>	<b>\$1,269,344,100</b>	<b>\$1,355,797,000</b>	<b>\$86,452,900</b>	<b>6.8%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$1,285,590,773</b>	<b>\$1,358,407,400</b>	<b>\$1,263,020,500</b>	<b>\$1,341,447,500</b>	<b>\$78,427,000</b>	<b>6.2%</b>
	<i>RUNNING COSTS</i>	<i>\$1,275,383,449</i>	<i>\$1,358,407,400</i>	<i>\$1,252,687,200</i>	<i>\$1,329,507,000</i>	<i>\$76,819,800</i>	<i>6.1%</i>
	<b>Grants, Subventions &amp; Capital Injections to Organisations</b>	<b>\$1,275,383,449</b>	<b>\$1,358,407,400</b>	<b>\$1,252,687,200</b>	<b>\$1,329,507,000</b>	<b>\$76,819,800</b>	<b>6.1%</b>
3200	Grants, Subventions & Capital Injections to Educational Institutions	1,275,383,449	1,358,407,400	1,252,687,200	1,329,507,000	76,819,800	6.1
	<i>TRANSFERS</i>	<i>\$10,207,323</i>	<i>\$0</i>	<i>\$10,333,300</i>	<i>\$11,940,500</i>	<i>\$1,607,200</i>	<i>15.6%</i>
3500	Social Transfers to Individuals	10,207,323	0	10,333,300	11,940,500	1,607,200	15.6
	Development Estimates						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>\$2,361,206</b>	<b>\$9,841,300</b>	<b>\$6,323,600</b>	<b>\$14,349,500</b>	<b>\$8,025,900</b>	<b>126.9%</b>
5100	Government Development	798,948	1,286,400	1,341,200	5,862,700	4,521,500	337.1
5200	Grants & Capital Injections to Organisations	1,562,258	8,554,900	4,982,400	8,486,800	3,504,400	70.3

### Manpower

Category/Personnel	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021
Permanent Staff	7,784	7,533	7,731	7,642
Others	1,883	2,015	1,861	1,859
<b>TOTAL</b>	<b>9,667</b>	<b>9,548</b>	<b>9,592</b>	<b>9,501</b>

**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 FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021	Change Over FY2020	
<b>K-G</b>	<b>INDEPENDENT SCHOOLS PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$443,231,072</b>	<b>\$397,322,400</b>	<b>\$422,533,500</b>	<b>\$417,390,500</b>	<b>-\$5,143,000</b>	<b>-1.2%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$405,037,538</b>	<b>\$394,832,800</b>	<b>\$414,475,300</b>	<b>\$417,247,100</b>	<b>\$2,771,800</b>	<b>0.7%</b>
	<i>RUNNING COSTS</i>	\$371,765,592	\$377,124,500	\$380,112,700	\$386,915,800	\$6,803,100	1.8%
	<b>Grants, Subventions &amp; Capital Injections to Organisations</b>	<b>\$371,765,592</b>	<b>\$377,124,500</b>	<b>\$380,112,700</b>	<b>\$386,915,800</b>	<b>\$6,803,100</b>	<b>1.8%</b>
3200	Grants, Subventions & Capital Injections to Educational Institutions	371,765,592	377,124,500	380,112,700	386,915,800	6,803,100	1.8
	<i>TRANSFERS</i>	\$33,271,946	\$17,708,300	\$34,362,600	\$30,331,300	-\$4,031,300	-11.7%
3500	Social Transfers to Individuals	33,271,946	17,708,300	34,362,600	30,331,300	-4,031,300	-11.7
	Development Estimates						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>\$38,193,534</b>	<b>\$2,489,600</b>	<b>\$8,058,200</b>	<b>\$143,400</b>	<b>-\$7,914,800</b>	<b>-98.2%</b>
5100	Government Development	36,051,917	2,049,600	7,452,600	110,600	-7,342,000	-98.5
5200	Grants & Capital Injections to Organisations	2,141,617	440,000	605,600	32,800	-572,800	-94.6

## 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 FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021	Change Over FY2020	
K-H	<b>NATIONAL INSTITUTE OF EDUCATION PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$99,710,012</b>	<b>\$106,624,300</b>	<b>\$99,806,400</b>	<b>\$100,131,300</b>	<b>\$324,900</b>	<b>0.3%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$99,710,012</b>	<b>\$106,624,300</b>	<b>\$99,806,400</b>	<b>\$100,131,300</b>	<b>\$324,900</b>	<b>0.3%</b>
	<i>TRANSFERS</i>	<i>\$99,710,012</i>	<i>\$106,624,300</i>	<i>\$99,806,400</i>	<i>\$100,131,300</i>	<i>\$324,900</i>	<i>0.3%</i>
3500	Social Transfers to Individuals	723,339	1,919,300	1,346,400	1,756,900	410,500	30.5
3600	Transfers to Institutions & Organisations	98,986,673	104,705,000	98,460,000	98,374,400	-85,600	-0.1
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>\$47,246</b>	<b>\$114,900</b>	<b>\$588,500</b>	<b>\$767,700</b>	<b>\$179,200</b>	<b>30.5%</b>
4600	Loans and Advances (Disbursement)	47,246	114,900	588,500	767,700	179,200	30.5

## NATIONAL UNIVERSITY OF SINGAPORE PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the National University of Singapore (NUS). NUS is a comprehensive and research-intensive university that offers a diverse set of courses from a wide range of disciplines. NUS aspires to be a leading university that shapes the future by educating, inspiring and transforming its students, its partners, Singapore and the world.

### Expenditure Estimates by Object Class

Code	Object Class	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021	Change Over FY2020	
K-I	<b>NATIONAL UNIVERSITY OF SINGAPORE PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$1,151,322,855</b>	<b>\$1,164,447,300</b>	<b>\$1,040,878,100</b>	<b>\$1,054,482,600</b>	<b>\$13,604,500</b>	<b>1.3%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$1,151,322,855</b>	<b>\$1,164,447,300</b>	<b>\$1,040,878,100</b>	<b>\$1,054,482,600</b>	<b>\$13,604,500</b>	<b>1.3%</b>
	<i>TRANSFERS</i>	<i>\$1,151,322,855</i>	<i>\$1,164,447,300</i>	<i>\$1,040,878,100</i>	<i>\$1,054,482,600</i>	<i>\$13,604,500</i>	<i>1.3%</i>
3500	Social Transfers to Individuals	33,291,951	49,644,500	47,419,200	53,113,500	5,694,300	12.0
3600	Transfers to Institutions & Organisations	1,118,030,904	1,114,802,800	993,458,900	1,001,369,100	7,910,200	0.8
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>\$80,259,000</b>	<b>\$83,459,500</b>	<b>\$76,892,300</b>	<b>\$79,945,000</b>	<b>\$3,052,700</b>	<b>4.0%</b>
4600	Loans and Advances (Disbursement)	80,259,000	83,459,500	76,892,300	79,945,000	3,052,700	4.0

## NANYANG TECHNOLOGICAL UNIVERSITY PROGRAMME

### PROGRAMME DESCRIPTION

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

### Expenditure Estimates by Object Class

Code	Object Class	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021	Change Over FY2020	
<b>K-J</b>	<b>NANYANG TECHNOLOGICAL UNIVERSITY PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$642,559,278</b>	<b>\$624,509,600</b>	<b>\$566,651,200</b>	<b>\$577,800,700</b>	<b>\$11,149,500</b>	<b>2.0%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$642,231,947</b>	<b>\$623,805,800</b>	<b>\$565,886,000</b>	<b>\$576,831,800</b>	<b>\$10,945,800</b>	<b>1.9%</b>
	<i>TRANSFERS</i>	<i>\$642,231,947</i>	<i>\$623,805,800</i>	<i>\$565,886,000</i>	<i>\$576,831,800</i>	<i>\$10,945,800</i>	<i>1.9%</i>
3500	Social Transfers to Individuals	28,681,831	38,815,900	43,002,500	41,042,100	-1,960,400	-4.6
3600	Transfers to Institutions & Organisations	613,550,117	584,989,900	522,883,500	535,789,700	12,906,200	2.5
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>\$51,546,266</b>	<b>\$54,800,000</b>	<b>\$50,300,000</b>	<b>\$54,300,000</b>	<b>\$4,000,000</b>	<b>8.0%</b>
4600	Loans and Advances (Disbursement)	51,546,266	54,800,000	50,300,000	54,300,000	4,000,000	8.0
	Development Estimates						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>\$327,331</b>	<b>\$703,800</b>	<b>\$765,200</b>	<b>\$968,900</b>	<b>\$203,700</b>	<b>26.6%</b>
5200	Grants & Capital Injections to Organisations	327,331	703,800	765,200	968,900	203,700	26.6

**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 FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021	Change Over FY2020	
<b>K-K</b>	<b>ISEAS - YUSOF ISHAK INSTITUTE PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$15,327,930</b>	<b>\$15,336,400</b>	<b>\$14,841,300</b>	<b>\$16,024,600</b>	<b>\$1,183,300</b>	<b>8.0%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$15,327,930</b>	<b>\$15,336,400</b>	<b>\$14,841,300</b>	<b>\$16,024,600</b>	<b>\$1,183,300</b>	<b>8.0%</b>
	<i>RUNNING COSTS</i>	<i>\$15,327,930</i>	<i>\$15,336,400</i>	<i>\$14,841,300</i>	<i>\$16,024,600</i>	<i>\$1,183,300</i>	<i>8.0%</i>
	<b>Grants, Subventions &amp; Capital Injections to Organisations</b>	<b>\$15,327,930</b>	<b>\$15,336,400</b>	<b>\$14,841,300</b>	<b>\$16,024,600</b>	<b>\$1,183,300</b>	<b>8.0%</b>
3200	Grants, Subventions & Capital Injections to Educational Institutions	15,327,930	15,336,400	14,841,300	16,024,600	1,183,300	8.0

**Manpower**

Category/Personnel	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021
Others	92	100	115	115
<b>TOTAL</b>	<b>92</b>	<b>100</b>	<b>115</b>	<b>115</b>



## 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 FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021	Change Over FY2020	
<b>K-L</b>	<b>SINGAPORE POLYTECHNIC PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$265,529,632</b>	<b>\$261,025,200</b>	<b>\$244,996,800</b>	<b>\$256,340,600</b>	<b>\$11,343,800</b>	<b>4.6%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$259,257,973</b>	<b>\$249,910,200</b>	<b>\$239,011,800</b>	<b>\$247,790,600</b>	<b>\$8,778,800</b>	<b>3.7%</b>
	<i>RUNNING COSTS</i>	<i>\$247,757,853</i>	<i>\$235,358,200</i>	<i>\$225,055,300</i>	<i>\$233,041,200</i>	<i>\$7,985,900</i>	<i>3.5%</i>
	<b>Grants, Subventions &amp; Capital Injections to Organisations</b>	<b>\$247,757,853</b>	<b>\$235,358,200</b>	<b>\$225,055,300</b>	<b>\$233,041,200</b>	<b>\$7,985,900</b>	<b>3.5%</b>
3200	Grants, Subventions & Capital Injections to Educational Institutions	247,757,853	235,358,200	225,055,300	233,041,200	7,985,900	3.5
	<i>TRANSFERS</i>	<i>\$11,500,120</i>	<i>\$14,552,000</i>	<i>\$13,956,500</i>	<i>\$14,749,400</i>	<i>\$792,900</i>	<i>5.7%</i>
3500	Social Transfers to Individuals	11,500,120	14,552,000	13,956,500	14,749,400	792,900	5.7
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>\$2,692,110</b>	<b>\$2,897,100</b>	<b>\$2,895,400</b>	<b>\$2,895,400</b>	<b>\$0</b>	<b>0.0%</b>
4600	Loans and Advances (Disbursement)	2,692,110	2,897,100	2,895,400	2,895,400	0	0.0
	Development Estimates						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>\$6,271,658</b>	<b>\$11,115,000</b>	<b>\$5,985,000</b>	<b>\$8,550,000</b>	<b>\$2,565,000</b>	<b>42.9%</b>
5200	Grants & Capital Injections to Organisations	6,271,658	11,115,000	5,985,000	8,550,000	2,565,000	42.9

### Manpower

Category/Personnel	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021
Others	1,750	1,748	1,801	1,755
<b>TOTAL</b>	<b>1,750</b>	<b>1,748</b>	<b>1,801</b>	<b>1,755</b>

## 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 21<sup>st</sup> Century competencies and valued at the workplace and by society.

### Expenditure Estimates by Object Class

Code	Object Class	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021	Change Over FY2020	
<b>K-M</b>	<b>NGEE ANN POLYTECHNIC PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$217,933,603</b>	<b>\$232,979,200</b>	<b>\$214,262,500</b>	<b>\$235,186,500</b>	<b>\$20,924,000</b>	<b>9.8%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$217,933,603</b>	<b>\$232,979,200</b>	<b>\$214,212,900</b>	<b>\$232,355,100</b>	<b>\$18,142,200</b>	<b>8.5%</b>
	<i>RUNNING COSTS</i>	<i>\$207,145,988</i>	<i>\$218,015,000</i>	<i>\$199,839,400</i>	<i>\$217,096,000</i>	<i>\$17,256,600</i>	<i>8.6%</i>
	<b>Grants, Subventions &amp; Capital Injections to Organisations</b>	<b>\$207,145,988</b>	<b>\$218,015,000</b>	<b>\$199,839,400</b>	<b>\$217,096,000</b>	<b>\$17,256,600</b>	<b>8.6%</b>
3200	Grants, Subventions & Capital Injections to Educational Institutions	207,145,988	218,015,000	199,839,400	217,096,000	17,256,600	8.6
	<i>TRANSFERS</i>	<i>\$10,787,615</i>	<i>\$14,964,200</i>	<i>\$14,373,500</i>	<i>\$15,259,100</i>	<i>\$885,600</i>	<i>6.2%</i>
3500	Social Transfers to Individuals	10,787,615	14,964,200	14,373,500	15,259,100	885,600	6.2
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>\$788,155</b>	<b>\$904,100</b>	<b>\$866,000</b>	<b>\$909,000</b>	<b>\$43,000</b>	<b>5.0%</b>
4600	Loans and Advances (Disbursement)	788,155	904,100	866,000	909,000	43,000	5.0
	Development Estimates						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$49,600</b>	<b>\$2,831,400</b>	<b>\$2,781,800</b>	<b>n.a.</b>
5200	Grants & Capital Injections to Organisations	0	0	49,600	2,831,400	2,781,800	n.a.

### Manpower

Category/Personnel	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021
Others	1,581	1,560	1,571	1,476
<b>TOTAL</b>	<b>1,581</b>	<b>1,560</b>	<b>1,571</b>	<b>1,476</b>

## 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, life-long skills, character, and a thirst for continuous improvement.

### Expenditure Estimates by Object Class

Code	Object Class	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021	Change Over FY2020	
<b>K-N</b>	<b>TEMASEK POLYTECHNIC PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$252,560,132</b>	<b>\$255,674,900</b>	<b>\$240,308,700</b>	<b>\$254,535,900</b>	<b>\$14,227,200</b>	<b>5.9%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$238,419,723</b>	<b>\$242,624,500</b>	<b>\$232,169,100</b>	<b>\$244,575,100</b>	<b>\$12,406,000</b>	<b>5.3%</b>
	<i>RUNNING COSTS</i>	<i>\$226,678,523</i>	<i>\$227,858,000</i>	<i>\$216,253,300</i>	<i>\$228,926,000</i>	<i>\$12,672,700</i>	<i>5.9%</i>
	<b>Grants, Subventions &amp; Capital Injections to Organisations</b>	<b>\$226,678,523</b>	<b>\$227,858,000</b>	<b>\$216,253,300</b>	<b>\$228,926,000</b>	<b>\$12,672,700</b>	<b>5.9%</b>
3200	Grants, Subventions & Capital Injections to Educational Institutions	226,678,523	227,858,000	216,253,300	228,926,000	12,672,700	5.9
	<i>TRANSFERS</i>	<i>\$11,741,200</i>	<i>\$14,766,500</i>	<i>\$15,915,800</i>	<i>\$15,649,100</i>	<i>-\$266,700</i>	<i>-1.7%</i>
3500	Social Transfers to Individuals	11,741,200	14,766,500	15,915,800	15,649,100	-266,700	-1.7
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>\$2,454,931</b>	<b>\$2,864,000</b>	<b>\$2,385,100</b>	<b>\$1,956,900</b>	<b>-\$428,200</b>	<b>-18.0%</b>
4600	Loans and Advances (Disbursement)	2,454,931	2,864,000	2,385,100	1,956,900	-428,200	-18.0
	Development Estimates						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>\$14,140,409</b>	<b>\$13,050,400</b>	<b>\$8,139,600</b>	<b>\$9,960,800</b>	<b>\$1,821,200</b>	<b>22.4%</b>
5200	Grants & Capital Injections to Organisations	14,140,409	13,050,400	8,139,600	9,960,800	1,821,200	22.4

### Manpower

Category/Personnel	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021
Others	1,583	1,608	1,618	1,691
<b>TOTAL</b>	<b>1,583</b>	<b>1,608</b>	<b>1,618</b>	<b>1,691</b>

## 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 FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021	Change Over FY2020	
<b>K-O</b>	<b>INSTITUTE OF TECHNICAL EDUCATION PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$472,486,240</b>	<b>\$461,584,200</b>	<b>\$462,815,500</b>	<b>\$488,260,500</b>	<b>\$25,445,000</b>	<b>5.5%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$472,486,240</b>	<b>\$461,584,200</b>	<b>\$462,815,500</b>	<b>\$488,260,500</b>	<b>\$25,445,000</b>	<b>5.5%</b>
	<i>RUNNING COSTS</i>	<i>\$448,483,875</i>	<i>\$432,011,600</i>	<i>\$433,980,400</i>	<i>\$457,855,500</i>	<i>\$23,875,100</i>	<i>5.5%</i>
	<b>Grants, Subventions &amp; Capital Injections to Organisations</b>	<b>\$448,483,875</b>	<b>\$432,011,600</b>	<b>\$433,980,400</b>	<b>\$457,855,500</b>	<b>\$23,875,100</b>	<b>5.5%</b>
3200	Grants, Subventions & Capital Injections to Educational Institutions	448,483,875	432,011,600	433,980,400	457,855,500	23,875,100	5.5
	<i>TRANSFERS</i>	<i>\$24,002,365</i>	<i>\$29,572,600</i>	<i>\$28,835,100</i>	<i>\$30,405,000</i>	<i>\$1,569,900</i>	<i>5.4%</i>
3500	Social Transfers to Individuals	24,002,365	29,572,600	28,835,100	30,405,000	1,569,900	5.4

### Manpower

Category/Personnel	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021
Others	2,520	2,648	2,716	2,693
<b>TOTAL</b>	<b>2,520</b>	<b>2,648</b>	<b>2,716</b>	<b>2,693</b>

## 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 FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021	Change Over FY2020	
<b>K-P</b>	<b>SCIENCE CENTRE BOARD PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$29,108,833</b>	<b>\$37,825,200</b>	<b>\$37,887,800</b>	<b>\$39,050,100</b>	<b>\$1,162,300</b>	<b>3.1%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$25,406,887</b>	<b>\$29,275,200</b>	<b>\$29,337,800</b>	<b>\$30,406,900</b>	<b>\$1,069,100</b>	<b>3.6%</b>
	<i>RUNNING COSTS</i>	<i>\$25,406,887</i>	<i>\$29,275,200</i>	<i>\$29,337,800</i>	<i>\$30,406,900</i>	<i>\$1,069,100</i>	<i>3.6%</i>
	<b>Grants, Subventions &amp; Capital Injections to Organisations</b>	<b>\$25,406,887</b>	<b>\$29,275,200</b>	<b>\$29,337,800</b>	<b>\$30,406,900</b>	<b>\$1,069,100</b>	<b>3.6%</b>
3200	Grants, Subventions & Capital Injections to Educational Institutions	25,406,887	29,275,200	29,337,800	30,406,900	1,069,100	3.6
	Development Estimates						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>\$3,701,946</b>	<b>\$8,550,000</b>	<b>\$8,550,000</b>	<b>\$8,643,200</b>	<b>\$93,200</b>	<b>1.1%</b>
5200	Grants & Capital Injections to Organisations	3,701,946	8,550,000	8,550,000	8,643,200	93,200	1.1

### Manpower

Category/Personnel	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021
Others	238	247	255	281
<b>TOTAL</b>	<b>238</b>	<b>247</b>	<b>255</b>	<b>281</b>

## 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 FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021	Change Over FY2020	
<b>K-Q</b>	<b>NANYANG POLYTECHNIC PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$248,298,695</b>	<b>\$252,885,100</b>	<b>\$239,933,400</b>	<b>\$250,050,800</b>	<b>\$10,117,400</b>	<b>4.2%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$248,298,695</b>	<b>\$252,885,100</b>	<b>\$239,933,400</b>	<b>\$250,050,800</b>	<b>\$10,117,400</b>	<b>4.2%</b>
	<i>RUNNING COSTS</i>	<i>\$237,079,270</i>	<i>\$238,004,900</i>	<i>\$225,886,900</i>	<i>\$235,236,900</i>	<i>\$9,350,000</i>	<i>4.1%</i>
	<b>Grants, Subventions &amp; Capital Injections to Organisations</b>	<b>\$237,079,270</b>	<b>\$238,004,900</b>	<b>\$225,886,900</b>	<b>\$235,236,900</b>	<b>\$9,350,000</b>	<b>4.1%</b>
3200	Grants, Subventions & Capital Injections to Educational Institutions	237,079,270	238,004,900	225,886,900	235,236,900	9,350,000	4.1
	<i>TRANSFERS</i>	<i>\$11,219,425</i>	<i>\$14,880,200</i>	<i>\$14,046,500</i>	<i>\$14,813,900</i>	<i>\$767,400</i>	<i>5.5%</i>
3500	Social Transfers to Individuals	11,219,425	14,880,200	14,046,500	14,813,900	767,400	5.5
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>\$1,033,993</b>	<b>\$1,139,300</b>	<b>\$1,005,600</b>	<b>\$1,055,900</b>	<b>\$50,300</b>	<b>5.0%</b>
4600	Loans and Advances (Disbursement)	1,033,993	1,139,300	1,005,600	1,055,900	50,300	5.0

### Manpower

Category/Personnel	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021
Others	1,622	1,646	1,703	1,645
<b>TOTAL</b>	<b>1,622</b>	<b>1,646</b>	<b>1,703</b>	<b>1,645</b>

## SINGAPORE UNIVERSITY OF SOCIAL SCIENCES PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Singapore University of Social Sciences (SUSS). SUSS is one of the pioneers of the applied degree pathway and lifelong learning. It provides an applied education that targets both fresh school leavers and adult learners, in the domain of the social sciences, as well as in disciplines that have a strong impact on human and community development.

### Expenditure Estimates by Object Class

Code	Object Class	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021	Change Over FY2020	
K-R	<b>SINGAPORE UNIVERSITY OF SOCIAL SCIENCES PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$101,943,471</b>	<b>\$116,601,400</b>	<b>\$118,552,400</b>	<b>\$125,463,000</b>	<b>\$6,910,600</b>	<b>5.8%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$101,943,471</b>	<b>\$116,601,400</b>	<b>\$118,552,400</b>	<b>\$125,463,000</b>	<b>\$6,910,600</b>	<b>5.8%</b>
	<i>TRANSFERS</i>	<i>\$101,943,471</i>	<i>\$116,601,400</i>	<i>\$118,552,400</i>	<i>\$125,463,000</i>	<i>\$6,910,600</i>	<i>5.8%</i>
3500	Social Transfers to Individuals	4,562,685	6,859,800	7,916,100	8,569,500	653,400	8.3
3600	Transfers to Institutions & Organisations	97,380,786	109,741,600	110,636,300	116,893,500	6,257,200	5.7
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>\$9,008,413</b>	<b>\$9,061,000</b>	<b>\$7,180,300</b>	<b>\$7,539,300</b>	<b>\$359,000</b>	<b>5.0%</b>
4600	Loans and Advances (Disbursement)	9,008,413	9,061,000	7,180,300	7,539,300	359,000	5.0

## 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 FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021	Change Over FY2020	
<b>K-S</b>	<b>SINGAPORE MANAGEMENT UNIVERSITY PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$194,129,971</b>	<b>\$197,315,100</b>	<b>\$175,406,100</b>	<b>\$186,053,400</b>	<b>\$10,647,300</b>	<b>6.1%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$182,321,038</b>	<b>\$190,540,300</b>	<b>\$172,998,500</b>	<b>\$181,686,300</b>	<b>\$8,687,800</b>	<b>5.0%</b>
	<i>TRANSFERS</i>	<i>\$182,321,038</i>	<i>\$190,540,300</i>	<i>\$172,998,500</i>	<i>\$181,686,300</i>	<i>\$8,687,800</i>	<i>5.0%</i>
3500	Social Transfers to Individuals	8,380,520	13,434,300	11,449,300	13,752,900	2,303,600	20.1
3600	Transfers to Institutions & Organisations	173,940,518	177,106,000	161,549,200	167,933,400	6,384,200	4.0
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>\$24,454,808</b>	<b>\$26,324,000</b>	<b>\$26,878,500</b>	<b>\$28,258,100</b>	<b>\$1,379,600</b>	<b>5.1%</b>
4600	Loans and Advances (Disbursement)	24,454,808	26,324,000	26,878,500	28,258,100	1,379,600	5.1
	Development Estimates						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>\$11,808,933</b>	<b>\$6,774,800</b>	<b>\$2,407,600</b>	<b>\$4,367,100</b>	<b>\$1,959,500</b>	<b>81.4%</b>
5200	Grants & Capital Injections to Organisations	11,808,933	6,774,800	2,407,600	4,367,100	1,959,500	81.4



## 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 visual and performing arts. 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 FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021	Change Over FY2020	
K-T	<b>NANYANG ACADEMY OF FINE ARTS PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$21,655,085</b>	<b>\$23,286,000</b>	<b>\$23,003,100</b>	<b>\$29,098,200</b>	<b>\$6,095,100</b>	<b>26.5%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$21,655,085</b>	<b>\$23,286,000</b>	<b>\$23,003,100</b>	<b>\$29,098,200</b>	<b>\$6,095,100</b>	<b>26.5%</b>
	<i>TRANSFERS</i>	<i>\$21,655,085</i>	<i>\$23,286,000</i>	<i>\$23,003,100</i>	<i>\$29,098,200</i>	<i>\$6,095,100</i>	<i>26.5%</i>
3500	Social Transfers to Individuals	1,309,040	1,648,500	1,847,400	1,651,100	-196,300	-10.6
3600	Transfers to Institutions & Organisations	20,346,045	21,637,500	21,155,700	27,447,100	6,291,400	29.7

## 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 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.

### Expenditure Estimates by Object Class

Code	Object Class	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021	Change Over FY2020	
<b>K-U</b>	<b>LASALLE COLLEGE OF THE ARTS PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$22,559,394</b>	<b>\$23,989,400</b>	<b>\$24,576,200</b>	<b>\$27,864,400</b>	<b>\$3,288,200</b>	<b>13.4%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$22,559,394</b>	<b>\$23,989,400</b>	<b>\$24,576,200</b>	<b>\$27,864,400</b>	<b>\$3,288,200</b>	<b>13.4%</b>
	<i>TRANSFERS</i>	<i>\$22,559,394</i>	<i>\$23,989,400</i>	<i>\$24,576,200</i>	<i>\$27,864,400</i>	<i>\$3,288,200</i>	<i>13.4%</i>
3500	Social Transfers to Individuals	1,748,035	1,971,400	2,620,800	1,976,400	-644,400	-24.6
3600	Transfers to Institutions & Organisations	20,811,359	22,018,000	21,955,400	25,888,000	3,932,600	17.9

## 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 problem-based learning.

### Expenditure Estimates by Object Class

Code	Object Class	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021	Change Over FY2020	
<b>K-V</b>	<b>REPUBLIC POLYTECHNIC PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$210,549,449</b>	<b>\$218,371,900</b>	<b>\$211,901,900</b>	<b>\$230,444,800</b>	<b>\$18,542,900</b>	<b>8.8%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$210,549,449</b>	<b>\$218,371,900</b>	<b>\$211,901,900</b>	<b>\$230,444,800</b>	<b>\$18,542,900</b>	<b>8.8%</b>
	<i>RUNNING COSTS</i>	<i>\$196,437,844</i>	<i>\$203,276,700</i>	<i>\$192,355,700</i>	<i>\$214,379,100</i>	<i>\$22,023,400</i>	<i>11.4%</i>
	<b>Grants, Subventions &amp; Capital Injections to Organisations</b>	<b>\$196,437,844</b>	<b>\$203,276,700</b>	<b>\$192,355,700</b>	<b>\$214,379,100</b>	<b>\$22,023,400</b>	<b>11.4%</b>
3200	Grants, Subventions & Capital Injections to Educational Institutions	196,437,844	203,276,700	192,355,700	214,379,100	22,023,400	11.4
	<i>TRANSFERS</i>	<i>\$14,111,605</i>	<i>\$15,095,200</i>	<i>\$19,546,200</i>	<i>\$16,065,700</i>	<i>-\$3,480,500</i>	<i>-17.8%</i>
3500	Social Transfers to Individuals	14,111,605	15,095,200	19,546,200	16,065,700	-3,480,500	-17.8
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>\$1,836,741</b>	<b>\$2,009,000</b>	<b>\$1,652,800</b>	<b>\$1,735,500</b>	<b>\$82,700</b>	<b>5.0%</b>
4600	Loans and Advances (Disbursement)	1,836,741	2,009,000	1,652,800	1,735,500	82,700	5.0

### Manpower

Category/Personnel	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021
Others	1,443	1,557	1,584	1,584
<b>TOTAL</b>	<b>1,443</b>	<b>1,557</b>	<b>1,584</b>	<b>1,584</b>

## 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 the Primary School Leaving Examination (PSLE), and Singapore-Cambridge General Certificate of Education (GCE) N(T)-, N(A)-, O- and A-Level examinations; and 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 FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021	Change Over FY2020	
<b>K-W</b>	<b>SINGAPORE EXAMINATIONS AND ASSESSMENT BOARD PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$105,476,346</b>	<b>\$94,220,000</b>	<b>\$113,189,800</b>	<b>\$99,757,900</b>	<b>-\$13,431,900</b>	<b>-11.9%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$81,748,992</b>	<b>\$90,000,000</b>	<b>\$82,057,700</b>	<b>\$85,000,000</b>	<b>\$2,942,300</b>	<b>3.6%</b>
	<i>RUNNING COSTS</i>	<i>\$81,748,992</i>	<i>\$90,000,000</i>	<i>\$82,057,700</i>	<i>\$85,000,000</i>	<i>\$2,942,300</i>	<i>3.6%</i>
	<b>Grants, Subventions &amp; Capital Injections to Organisations</b>	<b>\$81,748,992</b>	<b>\$90,000,000</b>	<b>\$82,057,700</b>	<b>\$85,000,000</b>	<b>\$2,942,300</b>	<b>3.6%</b>
3100	Grants, Subventions & Capital Injections to Statutory Boards	81,748,992	90,000,000	82,057,700	85,000,000	2,942,300	3.6
	Development Estimates						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>\$23,727,354</b>	<b>\$4,220,000</b>	<b>\$31,132,100</b>	<b>\$14,757,900</b>	<b>-\$16,374,200</b>	<b>-52.6%</b>
5200	Grants & Capital Injections to Organisations	23,727,354	4,220,000	31,132,100	14,757,900	-16,374,200	-52.6

### Manpower

Category/Personnel	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021
Others	207	232	232	232
<b>TOTAL</b>	<b>207</b>	<b>232</b>	<b>232</b>	<b>232</b>

## 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 FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021	Change Over FY2020	
<b>K-X</b>	<b>SINGAPORE UNIVERSITY OF TECHNOLOGY AND DESIGN PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$130,677,470</b>	<b>\$119,692,300</b>	<b>\$106,696,000</b>	<b>\$114,816,600</b>	<b>\$8,120,600</b>	<b>7.6%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$130,677,470</b>	<b>\$119,692,300</b>	<b>\$106,696,000</b>	<b>\$114,816,600</b>	<b>\$8,120,600</b>	<b>7.6%</b>
	<i>TRANSFERS</i>	<i>\$130,677,470</i>	<i>\$119,692,300</i>	<i>\$106,696,000</i>	<i>\$114,816,600</i>	<i>\$8,120,600</i>	<i>7.6%</i>
3500	Social Transfers to Individuals	1,358,639	3,346,000	2,219,800	3,150,400	930,600	41.9
3600	Transfers to Institutions & Organisations	129,318,831	116,346,300	104,476,200	111,666,200	7,190,000	6.9
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>\$3,650,207</b>	<b>\$4,192,000</b>	<b>\$3,356,900</b>	<b>\$3,624,800</b>	<b>\$267,900</b>	<b>8.0%</b>
4600	Loans and Advances (Disbursement)	3,650,207	4,192,000	3,356,900	3,624,800	267,900	8.0

## 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 produces 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 FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021	Change Over FY2020	
<b>K-Y</b>	<b>SINGAPORE INSTITUTE OF TECHNOLOGY PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$489,796,131</b>	<b>\$427,385,100</b>	<b>\$431,996,500</b>	<b>\$274,247,300</b>	<b>-\$157,749,200</b>	<b>-36.5%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$196,462,906</b>	<b>\$225,233,500</b>	<b>\$210,889,700</b>	<b>\$236,506,500</b>	<b>\$25,616,800</b>	<b>12.1%</b>
	<i>TRANSFERS</i>	<i>\$196,462,906</i>	<i>\$225,233,500</i>	<i>\$210,889,700</i>	<i>\$236,506,500</i>	<i>\$25,616,800</i>	<i>12.1%</i>
3500	Social Transfers to Individuals	10,868,030	17,893,200	17,441,600	15,266,400	-2,175,200	-12.5
3600	Transfers to Institutions & Organisations	185,594,876	207,340,300	193,448,100	221,240,100	27,792,000	14.4
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>\$13,594,602</b>	<b>\$15,350,000</b>	<b>\$15,000,000</b>	<b>\$16,100,000</b>	<b>\$1,100,000</b>	<b>7.3%</b>
4600	Loans and Advances (Disbursement)	13,594,602	15,350,000	15,000,000	16,100,000	1,100,000	7.3
	Development Estimates						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>\$293,333,225</b>	<b>\$202,151,600</b>	<b>\$221,106,800</b>	<b>\$37,740,800</b>	<b>-\$183,366,000</b>	<b>-82.9%</b>
5200	Grants & Capital Injections to Organisations	293,333,225	202,151,600	221,106,800	37,740,800	-183,366,000	-82.9

## 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 meets the demands of different sectors of the economy, for an innovative and productive workforce.

### Expenditure Estimates by Object Class

Code	Object Class	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021	Change Over FY2020	
<b>K-Z</b>	<b>SKILLSFUTURE SINGAPORE PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$360,673,120</b>	<b>\$402,564,700</b>	<b>\$861,056,100</b>	<b>\$865,455,200</b>	<b>\$4,399,100</b>	<b>0.5%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$357,456,883</b>	<b>\$402,564,700</b>	<b>\$852,652,200</b>	<b>\$851,775,600</b>	<b>-\$876,600</b>	<b>-0.1%</b>
	<i>RUNNING COSTS</i>	<i>\$215,883,759</i>	<i>\$266,123,300</i>	<i>\$714,870,300</i>	<i>\$718,202,600</i>	<i>\$3,332,300</i>	<i>0.5%</i>
	<b>Grants, Subventions &amp; Capital Injections to Organisations</b>	<b>\$215,883,759</b>	<b>\$266,123,300</b>	<b>\$714,870,300</b>	<b>\$718,202,600</b>	<b>\$3,332,300</b>	<b>0.5%</b>
3100	Grants, Subventions & Capital Injections to Statutory Boards	214,771,480	265,058,300	713,915,000	717,188,400	3,273,400	0.5
3200	Grants, Subventions & Capital Injections to Educational Institutions	1,112,280	1,065,000	955,300	1,014,200	58,900	6.2
	<i>TRANSFERS</i>	<i>\$141,573,124</i>	<i>\$136,441,400</i>	<i>\$137,781,900</i>	<i>\$133,573,000</i>	<i>-\$4,208,900</i>	<i>-3.1%</i>
3600	Transfers to Institutions & Organisations	141,573,124	136,441,400	137,781,900	133,573,000	-4,208,900	-3.1
	Development Estimates						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>\$3,216,237</b>	<b>\$0</b>	<b>\$8,403,900</b>	<b>\$13,679,600</b>	<b>\$5,275,700</b>	<b>62.8%</b>
5200	Grants & Capital Injections to Organisations	3,216,237	0	8,403,900	13,679,600	5,275,700	62.8

### Manpower

Category/Personnel	Actual FY2019	Estimated FY2020	Revised FY2020	Estimated FY2021
Others	429	437	467	467
<b>TOTAL</b>	<b>429</b>	<b>437</b>	<b>467</b>	<b>467</b>