

## 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.

#### FY2022 EXPENDITURE ESTIMATES

##### Expenditure Estimates by Object Class

Code	Object Class	Actual FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022	Change Over FY2021	
	<b>TOTAL EXPENDITURE</b>	<b>\$12,259,854,642</b>	<b>\$13,620,000,000</b>	<b>\$13,165,000,000</b>	<b>\$13,600,400,000</b>	<b>\$435,400,000</b>	<b>3.3%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$11,766,853,851</b>	<b>\$13,090,000,000</b>	<b>\$12,790,000,000</b>	<b>\$13,207,000,000</b>	<b>\$417,000,000</b>	<b>3.3%</b>
	<i>RUNNING COSTS</i>	<i>\$8,147,141,237</i>	<i>\$9,300,004,400</i>	<i>\$9,074,980,100</i>	<i>\$9,373,307,400</i>	<i>\$298,327,300</i>	<i>3.3%</i>
	<b>Expenditure on Manpower</b>	<b>\$3,793,656,265</b>	<b>\$4,195,445,100</b>	<b>\$4,222,107,300</b>	<b>\$4,437,690,900</b>	<b>\$215,583,600</b>	<b>5.1%</b>
1200	Political Appointments	1,836,324	2,750,900	2,610,700	3,146,700	536,000	20.5
1500	Permanent Staff	3,682,038,564	4,109,940,800	4,131,799,100	4,287,438,100	155,639,000	3.8
1600	Temporary, Daily-Rated & Other Staff	109,781,378	82,753,400	87,697,500	147,106,100	59,408,600	67.7
	<b>Other Operating Expenditure</b>	<b>\$705,960,519</b>	<b>\$946,874,900</b>	<b>\$795,402,300</b>	<b>\$871,151,700</b>	<b>\$75,749,400</b>	<b>9.5%</b>
2100	Consumption of Products & Services	589,990,093	793,839,100	665,039,500	734,957,200	69,917,700	10.5
2300	Manpower Development	50,063,675	69,601,700	61,887,300	65,645,900	3,758,600	6.1
2400	International & Public Relations, Public Communications	5,683,947	12,785,900	9,307,000	11,552,300	2,245,300	24.1
2700	Asset Acquisition	58,508,280	68,121,300	58,426,800	56,969,400	-1,457,400	-2.5
2800	Miscellaneous	1,714,523	2,526,900	741,700	2,026,900	1,285,200	173.3
	<b>Grants, Subventions &amp; Capital Injections to Organisations</b>	<b>\$3,647,524,453</b>	<b>\$4,157,684,400</b>	<b>\$4,057,470,500</b>	<b>\$4,064,464,800</b>	<b>\$6,994,300</b>	<b>0.2%</b>
3100	Grants, Subventions & Capital Injections to Statutory Boards	511,148,565	802,188,400	739,641,900	594,074,600	-145,567,300	-19.7
3200	Grants, Subventions & Capital Injections to Educational Institutions	3,136,375,888	3,355,496,000	3,317,828,600	3,470,390,200	152,561,600	4.6
	<i>TRANSFERS</i>	<i>\$3,619,712,614</i>	<i>\$3,789,995,600</i>	<i>\$3,715,019,900</i>	<i>\$3,833,692,600</i>	<i>\$118,672,700</i>	<i>3.2%</i>
3500	Social Transfers to Individuals	444,639,897	463,785,200	438,957,600	440,711,500	1,753,900	0.4
3600	Transfers to Institutions & Organisations	3,172,807,636	3,323,491,100	3,273,457,000	3,390,538,700	117,081,700	3.6
3800	International Organisations & Overseas Development Assistance	2,265,081	2,719,300	2,605,300	2,442,400	-162,900	-6.3
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>\$208,196,819</b>	<b>\$220,388,800</b>	<b>\$208,250,700</b>	<b>\$203,729,900</b>	<b>-\$4,520,800</b>	<b>-2.2%</b>
4600	Loans and Advances (Disbursement)	208,196,819	220,388,800	208,250,700	203,729,900	-4,520,800	-2.2

Code	Object Class	Actual FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022	Change Over FY2021	
	Development Estimates						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>\$493,000,790</b>	<b>\$530,000,000</b>	<b>\$375,000,000</b>	<b>\$393,400,000</b>	<b>\$18,400,000</b>	<b>4.9%</b>
5100	Government Development	231,097,869	298,589,600	230,718,900	220,342,100	-10,376,800	-4.5
5200	Grants & Capital Injections to Organisations	261,902,922	231,410,400	144,281,100	173,057,900	28,776,800	19.9

## Establishment List

Category/Personnel	Actual FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022
<b>POLITICAL APPOINTMENTS</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>
Minister	2	2	2	2
Minister of State	2	2	2	2
<b>PERMANENT STAFF</b>	<b>40,695</b>	<b>41,206</b>	<b>41,732</b>	<b>41,320</b>
Accounting Profession (2008)	3	3	3	3
Administrative	21	21	21	21
Allied Educators Scheme	1,216	1,227	1,288	1,292
Corporate Support	792	875	875	875
Education Service (2008)	33,104	32,636	32,828	32,415
Estate Maintenance	3	3	3	3
Information Service (2008)	2	2	2	2
Legal	7	7	7	7
Management Executive Scheme (2008)	2,382	3,074	3,380	3,377
Management Support Scheme (2008)	1,154	1,287	1,232	1,230
Management Support Scheme (Language Officer)	2	2	2	2
Mechanical Support	1	1	1	1
Operations Support	1,482	1,530	1,526	1,528
Shorthand Writers	26	28	28	28
Statistician (Trade & Industry) (2008)	1	1	1	1
Technical Support Scheme (2008)	499	509	535	535
<b>OTHERS</b>	<b>13,229</b>	<b>13,798</b>	<b>13,815</b>	<b>13,757</b>
SkillsFuture Singapore	413	467	471	471
Government-Aided Schools (non-teaching staff)	1,637	1,637	1,600	1,600
Government-Aided Schools (teaching staff)	225	222	206	204
ISEAS - Yusof Ishak Institute	95	115	115	115
Institute of Technical Education	2,497	2,693	2,627	2,677
Nanyang Polytechnic	1,612	1,645	1,724	1,664
Ngee Ann Polytechnic	1,519	1,476	1,478	1,439
Republic Polytechnic	1,519	1,584	1,644	1,622
Science Centre Board	231	281	263	299
Singapore Examination & Assessment Board	207	232	232	227
Singapore Polytechnic	1,694	1,755	1,808	1,757
Temasek Polytechnic	1,580	1,691	1,647	1,682
<b>TOTAL</b>	<b>53,928</b>	<b>55,008</b>	<b>55,551</b>	<b>55,081</b>

## **FY2021 BUDGET**

The revised FY2021 total expenditure of the Ministry of Education (MOE) is \$13.17 billion. Of the total expenditure, \$12.79 billion or 97.2% is for operating expenditure and \$375.00 million or 2.8% is for development expenditure.

### ***Operating Expenditure***

The revised operating expenditure of \$12.79 billion is \$1.02 billion or 8.7% higher than the actual FY2020 expenditure of \$11.77 billion. The increase was due largely to higher cashflow requirements for the SGUnited Skills (SGUS) Programme, and expenditure for schools, polytechnics and ITE due to annual cost adjustments and bonuses arising from the improved economic conditions.

### ***Development Expenditure***

The revised development expenditure of \$375.00 million is \$118.00 million or 23.9% lower than the actual FY2020 expenditure of \$493.00 million. The lower FY2021 expenditure was due to lower cashflow requirements by Singapore Institute of Technology (SIT) for the development of its permanent campus compared to FY2020.

## **FY2022 BUDGET**

The total expenditure of MOE in FY2022 is projected to be \$13.60 billion, which is \$435.40 million or 3.3% higher than the revised FY2021 expenditure. \$13.21 billion or 97.1% is for operating expenditure and \$393.40 million or 2.9% is for development expenditure.

The projected operating expenditure of \$13.21 billion is an increase of \$417.00 million or 3.3% over the FY2021 revised expenditure. The higher operating expenditure in FY2022 is mainly due to annual cost adjustments, expected resumption of school activities, and initiatives to improve the quality of education. The projected development expenditure of \$393.40 million is a slight increase of \$18.40 million or 4.9% over the FY2021 revised expenditure.

### ***General Education Programme***

Under our education system, every child is given the opportunity to complete at least 10 years of formal school education. The total number of students (including those in Independent Schools) subsidised by MOE for FY2022 is projected to be 422,320. The General Education Programme undertaken by Government, Government-Aided, Special Education, and Independent Schools accounts for \$6.84 billion, which is higher than the revised FY2021 expenditure of \$6.47 billion by \$370.39 million or 5.7%. Operating expenditure, which accounts for \$6.66 billion or 97.4%, is projected to increase by \$375.57 million, while development expenditure is projected to decrease by \$5.18 million to \$178.84 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 decrease in development expenditure is mainly due to school building projects, which are nearing completion.

### *University Programme*

A provision of \$2.41 billion has been made for the university sector in FY2022 to train high quality graduate manpower to support Singapore's economic needs, and to support the universities' research efforts. The total number of students (including both undergraduates and postgraduates) subsidised by MOE at the Autonomous Universities (AUs)<sup>1</sup> in FY2022 is projected to be 79,000.

Of the total FY2022 provision, \$2.40 billion or 99.5% is for operating expenditure and \$11.22 million or 0.5% is for development expenditure. Compared to the FY2021 revised budget, operating expenditure will decrease marginally by \$19.76 million, while development expenditure will decrease by \$79.61 million. The decrease in operating expenditure in FY2022 is mainly due to lower top-up grants and funding for principal and interest repayments for AU development projects, offset by higher endowment matching grants to the AUs in FY2022. The decrease in development expenditure is due to no cashflow requirement for the development of SIT's permanent campus.

### *Polytechnic Programme*

A provision of \$1.21 billion has been made for the polytechnic sector in FY2022 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 FY2022 at the polytechnics is projected to be 61,000.

Of the total FY2022 provision, \$1.19 billion or 98.3% is for operating expenditure and \$20.13 million or 1.7% is for development expenditure. Compared to the FY2021 revised budget, operating expenditure is projected to increase by \$13.15 million, while development expenditure will increase by \$8.18 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 FY2022 for campus upgrading and rejuvenation projects at the polytechnics.

### *Institute of Technical Education Programme*

A provision of \$507.29 million has been made for ITE in FY2022 to deliver technical and vocational training to students who have completed secondary education. The total number of students subsidised by MOE in FY2022 at ITE is projected to be 26,400.

The total FY2022 provision of \$507.29 million is for operating expenditure. Compared to the FY2021 revised budget, operating expenditure is projected to increase by \$6.49 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 \$678.82 million has been made in FY2022 to implement policies and schemes to support lifelong learning and skills development under the SkillsFuture movement. Of the total FY2022 provision, \$331.21 million is for COVID-19-related programmes, namely SGUnited Skills (SGUS) Programme and Enhanced Training Support Package (ETSP) Programme.

### *Other Consolidated Fund Outlays*

Advances for FY2022 are projected to be \$203.73 million, mainly for Tuition Fee Loan and Study Loan to students from polytechnics and AUs.

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<sup>1</sup> 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	379,749,100	62,554,400	442,303,500	154,997,500	597,301,000
K-B	Higher Education and SkillsFuture	26,697,900	598,456,000	625,153,900	0	625,153,900
K-C	School Services and Educational Development	460,329,700	33,150,300	493,480,000	12,609,000	506,089,000
K-D	Government Schools and Junior Colleges	4,452,163,100	121,596,300	4,573,759,400	120,036,700	4,693,796,100
K-E	Special Education Schools	0	251,182,800	251,182,800	38,365,100	289,547,900
K-F	Government-Aided Schools and Junior Colleges	1,416,443,300	7,978,500	1,424,421,800	18,731,500	1,443,153,300
K-G	Independent Schools	385,627,700	24,655,500	410,283,200	1,709,400	411,992,600
K-H	National Institute of Education	0	104,403,700	104,403,700	0	104,403,700
K-I	National University of Singapore	0	1,037,817,300	1,037,817,300	0	1,037,817,300
K-J	Nanyang Technological University	0	588,398,000	588,398,000	0	588,398,000
K-K	ISEAS - Yusof Ishak Institute	15,858,800	150,000	16,008,800	0	16,008,800
K-L	Singapore Polytechnic	229,604,300	12,726,600	242,330,900	6,840,000	249,170,900
K-M	Ngee Ann Polytechnic	210,832,700	13,713,000	224,545,700	2,565,000	227,110,700
K-N	Temasek Polytechnic	227,301,500	15,263,400	242,564,900	8,037,000	250,601,900
K-O	Institute of Technical Education	476,141,200	31,148,500	507,289,700	0	507,289,700
K-P	Science Centre Board	47,114,100	0	47,114,100	10,588,000	57,702,100
K-Q	Nanyang Polytechnic	236,851,700	13,537,500	250,389,200	2,689,000	253,078,200
K-R	Singapore University of Social Sciences	0	121,534,200	121,534,200	0	121,534,200
K-S	Singapore Management University	0	197,809,900	197,809,900	0	197,809,900
K-T	Nanyang Academy of Fine Arts	0	24,591,000	24,591,000	0	24,591,000
K-U	Lasalle College of the Arts	0	29,270,300	29,270,300	0	29,270,300
K-V	Republic Polytechnic	209,493,700	17,715,400	227,209,100	0	227,209,100
K-W	Singapore Examinations and Assessment Board	97,799,900	0	97,799,900	1,847,900	99,647,800
K-X	Singapore University of Technology And Design	0	107,957,500	107,957,500	11,217,900	119,175,400
K-Y	Singapore Institute of Technology	0	243,725,100	243,725,100	0	243,725,100
K-Z	SkillsFuture Singapore	501,298,700	174,357,400	675,656,100	3,166,000	678,822,100
<b>TOTAL</b>		<b>\$9,373,307,400</b>	<b>\$3,833,692,600</b>	<b>\$13,207,000,000</b>	<b>\$393,400,000</b>	<b>\$13,600,400,000</b>

## Development Expenditure by Project

Project Title	Total Project Cost	Actual Expenditure Up to end of FY2019	Actual FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022
<b>DEVELOPMENT EXPENDITURE</b>	...	...	<b>\$493,000,790</b>	<b>\$530,000,000</b>	<b>\$375,000,000</b>	<b>\$393,400,000</b>
<i>GOVERNMENT DEVELOPMENT</i>	...	...	231,097,869	298,589,600	230,718,900	220,342,100
<b>Administration Programme</b>						
Minor IT Enhancements	0	13,664,003	701,271	1,119,500	1,497,900	1,326,900
Development of Human Resource Management System (HRMS)	12,200,900	10,846,098	0	180,000	0	180,000
Development of MOE HQ Phase II	4,090,200	3,719,401	0	204,000	76,800	150,100
Infrastructure Setup to Support Pervasive Use of ICT in Teaching, Learning & Assessment	23,000,000	272,014	51,613	635,000	536,400	576,500
Implementation of School-Wide Wireless Infrastructure	167,740,000	85,004,984	1,275,496	1,260,000	855,000	1,184,200

Project Title	Total Project Cost	Actual Expenditure Up to end of FY2019	Actual FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022
Minor Works & Improvements - MOEHQ	0	1,384,645	280,297	360,000	360,000	360,000
Schools Standard ICT Operating Environment 2 Programme (SSOE2)	17,790,000	10,605,078	0	0	0	301,700
Network Security Tightening - Provision of Additional Devices & Infrastructure	2,824,900	2,638,723	71,913	36,000	2,500	3,000
MOE Network Segregation	25,080,000	6,757,402	664,942	3,692,800	0	837,000
Whole-of-Government Human Resource & Payroll System (HRPS)	6,058,800	358,752	138,636	2,411,500	2,084,400	540,000
Development & Implementation of Digital Services for Parents	9,797,200	4,646,382	1,455,148	0	1,623,600	1,336,200
Provision of Guaranteed Energy Savings Performance (GESP) Contracting Services for MOE Building	6,236,100	2,979,342	600,046	605,700	605,700	337,600
Additions & Alterations to 1 North Buona Vista Drive	27,284,000	6,614,213	1,362,660	4,485,200	2,193,400	5,172,300
Additions & Alterations to Off-sites	18,887,800	3,758,867	4,223,157	7,070,100	5,898,600	2,626,700
OnePlacement Systems	17,913,000	0	89,257	2,610,500	934,400	1,379,000
Migration & Hosting of MOE IT Systems	7,086,500	0	1,828,311	155,300	1,842,200	175,300
Minor Development Projects	...	...	13,617,783	10,215,900	12,993,500	10,523,800
New Projects	...	...	0	18,414,200	18,188,100	37,096,900
<b>School Services and Educational Development Programme</b>						
School Cockpit Reporting Solution	7,510,000	3,667,206	1,578,535	323,800	323,800	74,300
Provision of Education White Space (EWS) in Schools	37,500,000	2,550,310	1,665,607	1,284,100	8,682,500	10,358,000
Kindergarten Care Design & Build	15,783,200	2,354,987	697,488	680,800	1,594,900	2,041,700
Development of Outdoor Adventure Learning Centre at Rifle Range Road	36,124,000	6,028	50	2,351,600	328,200	135,000
<b>Government Schools and Junior Colleges Programme</b>						
Provision of Indoor Sports Hall to Schools	1,002,660,500	863,671,694	22,682,489	11,201,100	22,742,300	9,374,100
Implementation of Primary Education Review & Implementation (PERI) Committee's Recommendation to Enhance Infrastructure in Primary Schools	2,027,571,900	1,533,754,103	71,134,147	64,698,700	59,308,200	15,769,700
Scaling Up Synthetic Turf Programme	42,000,000	17,065,204	564,731	1,615,400	93,200	501,000
Development of Eunoia Junior College Campus	143,944,800	118,486,427	4,448,785	3,387,900	1,556,200	2,115,000
Building of a New Primary School in Sengkang	37,572,700	33,867,308	138,762	108,700	47,600	45,000
Retrofitting of Schools	8,812,700	4,761,626	441,866	217,100	446,500	168,600
Providing Greater New Norms Flexibility in Primary Schools	18,120,000	2,442,275	328,563	329,000	470,300	173,500
Development of a New Secondary School	66,140,000	32,572,275	21,429,386	8,183,700	8,016,500	1,877,200
Building of a New Primary School in Tampines	62,240,000	14,040,537	26,613,375	17,312,200	10,850,500	4,010,000
Provision of Sheltered Courts	13,333,400	1,714,245	2,061,465	4,089,200	2,900,800	1,070,100
Implementation of High Volume Low Speed Fans in Schools	5,863,800	461,959	1,829,075	2,472,300	315,900	11,600
Upgrading of Tanjong Katong Primary School	17,170,000	10,110,229	1,158,391	206,800	202,100	213,200
Lift Installation Programme for Schools	74,031,800	33,756	465,482	14,555,200	2,503,000	11,526,800
Provision of Learning & Behavioural Support (LBS) Intervention Rooms to Secondary Schools	10,893,700	410,244	503,994	289,500	245,800	119,700
Redevelopment / Addition & Alteration of Existing Education Institution Sites	29,250,000	150	360,190	3,420,700	1,114,900	2,295,000
Enhancement to School's Physical Education, Sports & Outdoor Facilities	65,053,000	389,758	854,918	5,296,000	2,536,600	5,265,200
New School in Tengah	56,776,200	0	7,234	9,342,100	1,527,900	12,058,300
Retrofitting of School Mechanical & Electrical System	58,461,200	0	480,945	4,333,500	747,100	400,000
New Secondary School in Sengkang	64,190,000	0	0	100,000	548,200	1,559,000
Student Services Centre	26,858,000	0	0	1,239,000	84,300	2,387,300

Project Title	Total Project Cost	Actual Expenditure Up to end of FY2019	Actual FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022
School Security Review Full Roll-Out (Government Schools)	141,344,500	0	0	0	30,800	4,500,000
Infrastructural Support for Schools Implementing Full Subject-Based Banding Schools (Government Schools)	9,553,000	0	0	0	0	2,641,900
Minor Works & Improvements - Government Primary Schools	0	141,122,253	5,853,471	12,207,200	11,020,800	12,775,100
Minor Works & Improvements - Government Secondary Schools	0	152,573,177	6,985,214	9,753,700	8,988,700	10,516,500
Minor Works & Improvements - Government Junior Colleges	0	37,008,724	536,873	1,224,200	563,600	825,100
Programme for Rebuilding & Improving Existing Schools - Government Secondary Schools	1,442,342,000	1,291,642,346	1,320,360	1,570,500	2,790,500	1,279,700
<b>Special Education Schools Programme</b>						
Expansion of AWWA School at Former Bedok West Primary Site (2nd Campus)	23,250,000	2,860,909	8,228,566	4,699,300	7,767,200	2,806,000
Expansion of Eden School at Former Hong Kah Primary Site (2nd Campus)	22,670,000	2,055,849	4,731,908	10,603,600	5,939,200	1,241,100
Expansion of Rainbow Centre (3rd Campus)	30,260,000	219,707	4,744,972	21,143,600	7,509,600	14,255,100
Redevelopment to an Existing School (Campus II) at Tampines	64,430,000	8,795	179,760	15,880,500	599,000	9,180,000
Development of an Existing School in the Eastern Part of Singapore	28,860,000	0	0	3,557,200	101,200	5,738,800
Redevelopment of APSN Chaoyang School & APSN Tanglin School	52,220,000	0	0	194,800	531,500	3,466,500
Educational Institution in Jurong (Site 1) & Educational Institution in Jurong (Site 2)	47,920,000	0	0	580,000	0	417,600
<b>Government-Aided Schools and Junior Colleges Programme</b>						
School Security Review Full Roll-Out (Government-Aided Schools)	26,361,900	0	0	0	0	900,000
Programme for Rebuilding & Improving Existing Schools - Government-Aided Secondary Schools	10,000,000	31,261,614	0	3,903,300	0	1,089,000
<b>Independent Schools Programme</b>						
Indoor Sports Hall / Equivalent Sports Facilities for Independent Schools	0	3,170,098	5,229,481	0	1,731,700	16,400
Redevelopment of Raffles Girls' School (Secondary) (RGS)	90,787,900	65,953,980	1,902,977	90,000	160,000	380,500
School Security Review Full Roll-Out (Independent Schools)	6,057,600	0	0	0	0	656,300
Completed Projects	...	...	5,578,278	2,687,600	6,105,300	0
<i>GRANTS &amp; CAPITAL INJECTIONS TO ORGANISATIONS</i>	...	...	261,902,922	231,410,400	144,281,100	173,057,900
<b>Administration Programme</b>						
Infrastructure Setup to Support Pervasive Use of ICT in Teaching, Learning & Assessment	0	240,023	0	272,200	0	247,000
Implementation of School-Wide Wireless Infrastructure	50,001,000	26,543,254	961,142	540,000	645,000	507,600
Minor Development Projects	...	...	2,055,136	1,804,100	2,293,000	903,400
New Projects	...	...	0	88,077,500	1,400	89,232,300
<b>Government Schools and Junior Colleges Programme</b>						
Provision of Indoor Sports Hall to Schools	315,508,700	159,574,484	2,468,301	3,733,700	1,711,800	3,124,700
Flexible School Infrastructure	0	3,411,324	80,205	151,400	120,400	764,000

Project Title	Total Project Cost	Actual Expenditure Up to end of FY2019	Actual FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022
Implementation of Primary Education Review & Implementation (PERI) Committee's Recommendation to Enhance Infrastructure in Primary Schools	506,338,400	263,907,909	6,682,386	13,157,400	5,157,200	5,154,600
Provision of Sheltered Courts	954,400	83,159	407,764	1,363,100	218,300	356,700
Lift Installation Programme for Schools	0	0	97,725	4,851,700	441,700	3,842,300
Redevelopment / Addition & Alteration of Existing Education Institution Sites	0	0	0	1,128,200	58,700	765,000
Enhancement to School's Physical Education, Sports & Outdoor Facilities	0	648	22,305	1,765,400	634,100	1,755,000
Student Services Centre	0	0	0	531,000	21,100	795,800
<b>Special Education Schools Programme</b>						
Expansion of AWWA School at Former Bedok West Primary Site (2nd Campus)	1,110,000	0	0	450,000	158,500	270,000
Expansion of Eden School at Former Hong Kah Primary Site (2nd Campus)	1,230,000	0	0	270,000	0	270,000
Expansion of Rainbow Centre (3rd Campus)	1,320,000	0	0	0	0	270,000
Redevelopment to an Existing School (Campus II) at Tampines	2,610,000	0	0	90,000	0	90,000
Development of an Existing School in the Eastern Part of Singapore	540,000	0	0	0	0	90,000
Redevelopment of APSN Chaoyang School & APSN Tanglin School	1,360,000	0	0	0	0	270,000
<b>Government-Aided Schools and Junior Colleges Programme</b>						
Upgrading of St. Margaret's Primary School	17,902,600	131,403	263,341	2,795,000	945,200	7,434,900
School Security Review Full Roll-Out (Government-Aided Schools)	19,070,300	0	0	0	0	1,800,000
Minor Works & Improvements - Government-Aided Primary Schools	0	61,539,509	2,003,361	1,980,100	2,494,500	3,120,300
Minor Works & Improvements - Government-Aided Secondary Schools	0	52,689,100	1,674,921	1,892,900	1,725,600	3,753,700
Minor Works & Improvements - Government-Aided Junior Colleges	0	12,507,452	184,659	699,200	158,200	136,800
Programme for Rebuilding & Improving Existing Schools - Government-Aided Secondary Schools	627,734,900	492,058,240	77,468	1,029,600	1,555,400	496,800
<b>Independent Schools Programme</b>						
School Security Review Full Roll-Out (Independent Schools)	3,365,400	0	0	0	0	656,200
<b>Singapore Polytechnic Programme</b>						
Rejuvenation of Singapore Polytechnic	89,005,800	69,182,662	759,829	4,275,000	1,710,000	3,420,000
Singapore Polytechnic 5th Campus Upgrading & Rejuvenation Programme	35,282,300	738,551	584,307	4,275,000	1,282,500	3,420,000
<b>Ngee Ann Polytechnic Programme</b>						
Replacement of Old Building Components & Retrofitting at Ngee Ann Polytechnic	13,294,000	0	0	2,831,400	0	2,565,000
<b>Temasek Polytechnic Programme</b>						
Rejuvenation of Temasek Polytechnic	70,046,000	23,702,662	8,605,088	9,960,800	8,892,000	8,037,000
<b>Science Centre Board Programme</b>						
Development of New Science Centre	48,290,400	3,708,396	1,555,525	8,643,200	6,125,600	10,588,000

Project Title	Total Project Cost	Actual Expenditure Up to end of FY2019	Actual FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022
<b>Nanyang Polytechnic Programme</b>						
Campus Upgrading and Rejuvenation of Nanyang Polytechnic	78,050,000	0	0	0	67,600	2,689,000
<b>Singapore Examinations and Assessment Board Programme</b>						
Development of Next Generation Examinations & Assessment System (eExam2)	4,104,200	0	0	0	2,256,200	1,847,900
<b>Singapore University of Technology And Design Programme</b>						
Start-up IT Funding for SUTD (Phase 1)	40,488,900	15,788,880	0	0	9,900,600	11,217,900
<b>SkillsFuture Singapore Programme</b>						
SSG WOG Training Grant System funding from Central Digitalisation Budget (CDB)	28,831,600	3,216,237	6,166,440	13,679,600	6,651,900	3,166,000
Completed Projects	...	...	227,253,020	61,162,900	89,054,600	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, 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, can work in teams and across cultures, 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
		FY2019	FY2020	FY2021	FY2022

#### 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 passion for learning extends 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 and stakes to allow schools to pace out teaching and learning, and adopt effective pedagogies to deepen students’ learning. This move provides students with more time and space to develop a sense of curiosity, as well as explore and develop their diverse strengths and interests. From 2021, we have also reformed the PSLE scoring system to reduce fine differentiation between students’ academic results at a young age, 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. Full Subject-Based Banding is being progressively implemented across secondary schools between 2020 and 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. Starting with selected courses from Academic Year 2022, ITE will introduce a new enhanced three-year curricular structure leading directly to a Higher Nitec certification to equip ITE graduates with deeper industry-relevant skills for employment and provide a stronger foundation for further education and skills upgrading over the course of their careers. This is in line with MOE’s commitment to provide opportunities for all ITE graduates to upgrade beyond a Nitec qualification over the course of their careers by 2030. 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 7,500 individuals have benefitted since the launch of the SkillsFuture Work-Study Programmes in 2015 up till end of 2020.
- 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, including in MOE Kindergartens. We have strengthened after-school care and support for students through school-based student care centres in all primary schools and the GEAR-UP programme in secondary schools. To better support disadvantaged students, we will progressively expand the UPLIFT Community Pilot into a nationwide UPLIFT Community Network, and progressively expand the UPLIFT Enhanced School Resourcing to about 100 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.

Desired Outcome	Performance Indicator	Actual	Actual	Revised	Estimated
		FY2019	FY2020	FY2021	FY2022
	<ul style="list-style-type: none"> <li><b>Refreshing Our Curriculum for the Future:</b> We are refreshing our curriculum to better prepare our students to thrive in a digital and technology-driven future. We completed the roll-out of Personal Learning Devices to all secondary school students by the end of 2021. Blended Learning will be fully implemented for secondary schools and junior colleges/Millenia Institute in 2022, where regular Home-Based Learning Days will be integrated as part of the school experience to develop self-directed, independent, and passionate learners. The refreshed Character and Citizenship Education (CCE) curriculum is being progressively implemented from 2021. It seeks to further strengthen the cultivation of strong moral values, social-emotional competencies in our students, and equip them with the right skills and dispositions to engage with an increasingly complex and diverse world. Mental Health and Cyber Wellness education have been enhanced in the refreshed CCE curriculum. Our IHLs are also expanding efforts in inter-disciplinary learning to prepare our students for the future workplace.</li> </ul>				
Good Progression Outcomes Across the Board <sup>2</sup>	Percentage of Primary 1 cohort who <sup>3</sup> (%)				
	Are eligible for Secondary School <sup>4</sup>	98.2	98.4	98.3	98.3
	Had at least 5 GCE N-Level passes or 3 GCE O-Level passes	89.5	89.8	89.6	89.9
	Did not complete secondary education <sup>5</sup>	0.6	0.6	0.6	0.6
	Percentage of Primary 1 cohort who progressed to post-secondary education programmes (%)	96.6	97.1	96.7	96.8
	Percentage of Primary 1 cohort admitted into <sup>6</sup> (%)				
	Junior Colleges/Centralised Institute	28.5	28.8	28.9	28.9
	Full-time Nitec/Higher Nitec courses	24.7	25.4	25.0	25.0
	Publicly-funded full-time diploma courses	48.0	49.2	48.6	48.6
	Publicly-funded full-time degree courses <sup>7</sup>	38.5	40.1 <sup>8</sup>	40.9	40.1
Quality Education at Affordable Rates	Government Funding for Operating Expenses Per Student for <sup>9</sup> (\$):				
	Primary Schools	\$11,526	\$11,310	\$12,425	\$13,342
	Secondary Schools	\$15,076	\$14,456	\$15,828	\$16,444
	Junior Colleges/Centralised Institute	\$15,592	\$15,448	\$17,597	\$18,030
	Full-time Nitec/Higher Nitec courses	\$14,282	\$14,069	\$15,258	\$15,686
	Publicly-funded full-time diploma courses	\$16,070	\$15,882	\$17,383	\$17,797
	Publicly-funded full-time degree courses	\$22,022	\$21,619	\$21,428	\$21,538
<b>Well-Rounded and Active Citizens</b>					
Engaged Citizens	Percentage of students who have been significantly involved in contributing to the community <sup>10</sup> (%)	99.0	99.4	99.3	99.0
<b>Passionate and Self-Directed Lifelong Learners</b>					
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.				

<sup>2</sup> 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.

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

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

<sup>5</sup> 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.

<sup>6</sup> Students who enrol in one type of institution may later progress to another.

<sup>7</sup> The figures include Singapore Citizens and Permanent Residents. The 2020 and 2021 cohort participation rates for Singapore Citizens are 42% (with allowances due to Covid-19).

<sup>8</sup> The figures for FY2020 and FY2021 have accounted for the additional planned intake places allocated in light of the COVID-19 pandemic.

<sup>9</sup> Date 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.

<sup>10</sup> Students who have, by end of Sec 4/5, completed at least 36 hours of service to the school or community, or 2 Values in Action (VIA) projects that impact the school or community, or completed at least 24 hours of service and at least 1 VIA project that impacts the school or community.

Desired Outcome	Performance Indicator	Actual	Actual	Revised	Estimated
		FY2019	FY2020	FY2021	FY2022
	Training participation rate (% of resident labour force aged 15-64) <sup>11</sup>	48.5	49.1	N.A.	N.A.
	Percentage of Trainees who Benefitted from Training <sup>12</sup> (%)	21.2	22.7	N.A.	N.A.
	Percentage of Employers who Benefitted from Training <sup>13</sup> (%)	89.3	89.3	N.A.	N.A.
	Number of training places taken up for MOE/SSG-funded CET courses <sup>14</sup>	1,065,000	1,109,690	N.A.	N.A.

<sup>11</sup> The data for FY2021 will be available in Q4/2022.

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

<sup>13</sup> Refers to employers who reported that training has positive impact on work efficiency or ability to meet changing/future needs.

<sup>14</sup> The training place figures are based on calendar year.