

## 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, including 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 FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022	Change Over FY2021	
<b>K-A</b>	<b>ADMINISTRATION PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$420,103,001</b>	<b>\$609,352,600</b>	<b>\$483,749,900</b>	<b>\$597,301,000</b>	<b>\$113,551,100</b>	<b>23.5%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$388,149,820</b>	<b>\$464,888,100</b>	<b>\$428,426,500</b>	<b>\$442,303,500</b>	<b>\$13,877,000</b>	<b>3.2%</b>
	<i>RUNNING COSTS</i>	<i>\$333,420,528</i>	<i>\$400,313,600</i>	<i>\$370,188,500</i>	<i>\$379,749,100</i>	<i>\$9,560,600</i>	<i>2.6%</i>
	<b>Expenditure on Manpower</b>	<b>\$157,669,033</b>	<b>\$169,378,500</b>	<b>\$179,218,600</b>	<b>\$182,099,200</b>	<b>\$2,880,600</b>	<b>1.6%</b>
1200	Political Appointments	1,836,324	2,750,900	2,610,700	3,146,700	536,000	20.5
1500	Permanent Staff	155,744,428	165,928,400	176,531,800	178,813,400	2,281,600	1.3
1600	Temporary, Daily-Rated & Other Staff	88,281	699,200	76,100	139,100	63,000	82.8
	<b>Other Operating Expenditure</b>	<b>\$174,535,516</b>	<b>\$229,665,100</b>	<b>\$187,175,900</b>	<b>\$191,466,100</b>	<b>\$4,290,200</b>	<b>2.3%</b>
2100	Consumption of Products & Services	163,324,871	209,774,200	172,533,100	173,641,600	1,108,500	0.6
2300	Manpower Development	7,168,962	11,903,700	9,475,100	10,715,700	1,240,600	13.1
2400	International & Public Relations, Public Communications	2,538,871	5,540,700	3,817,800	5,115,100	1,297,300	34.0
2700	Asset Acquisition	410,549	446,100	1,066,800	493,300	-573,500	-53.8
2800	Miscellaneous	1,092,262	2,000,400	283,100	1,500,400	1,217,300	430.0
	<b>Grants, Subventions &amp; Capital Injections to Organisations</b>	<b>\$1,215,979</b>	<b>\$1,270,000</b>	<b>\$3,794,000</b>	<b>\$6,183,800</b>	<b>\$2,389,800</b>	<b>63.0%</b>
3200	Grants, Subventions & Capital Injections to Educational Institutions	1,215,979	1,270,000	3,794,000	6,183,800	2,389,800	63.0
	<i>TRANSFERS</i>	<i>\$54,729,292</i>	<i>\$64,574,500</i>	<i>\$58,238,000</i>	<i>\$62,554,400</i>	<i>\$4,316,400</i>	<i>7.4%</i>
3500	Social Transfers to Individuals	31,150,747	39,697,700	33,210,400	35,373,000	2,162,600	6.5
3600	Transfers to Institutions & Organisations	21,313,464	22,157,500	22,422,300	24,739,000	2,316,700	10.3
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>\$20,410,240</b>	<b>\$21,301,200</b>	<b>\$19,912,800</b>	<b>\$18,257,800</b>	<b>-\$1,655,000</b>	<b>-8.3%</b>
4600	Loans and Advances (Disbursement)	20,410,240	21,301,200	19,912,800	18,257,800	-1,655,000	-8.3
	Development Estimates						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>\$31,953,181</b>	<b>\$144,464,500</b>	<b>\$55,323,400</b>	<b>\$154,997,500</b>	<b>\$99,674,100</b>	<b>180.2%</b>
5100	Government Development	28,936,903	53,770,700	52,384,000	64,107,200	11,723,200	22.4
5200	Grants & Capital Injections to Organisations	3,016,278	90,693,800	2,939,400	90,890,300	87,950,900	n.a.

**Manpower**

Category/Personnel	Actual FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022
Political Appointments	4	4	4	4
Permanent Staff	1,410	1,439	1,483	1,483
<b>TOTAL</b>	<b>1,414</b>	<b>1,443</b>	<b>1,487</b>	<b>1,487</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 Group.

**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 oversees policies pertaining to private education.

**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 FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022	Change Over FY2021	
<b>K-B</b>	<b>HIGHER EDUCATION AND SKILLSFUTURE PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$482,880,152</b>	<b>\$611,061,500</b>	<b>\$542,792,400</b>	<b>\$625,153,900</b>	<b>\$82,361,500</b>	<b>15.2%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$482,880,152</b>	<b>\$611,061,500</b>	<b>\$542,792,400</b>	<b>\$625,153,900</b>	<b>\$82,361,500</b>	<b>15.2%</b>
	<i>RUNNING COSTS</i>	\$21,676,182	\$18,971,500	\$21,598,300	\$26,697,900	\$5,099,600	23.6%
	<b>Expenditure on Manpower</b>	<b>\$15,033,103</b>	<b>\$14,667,200</b>	<b>\$18,175,900</b>	<b>\$17,998,400</b>	<b>-\$177,500</b>	<b>-1.0%</b>
1500	Permanent Staff	15,033,103	14,648,700	18,175,900	17,998,400	-177,500	-1.0
1600	Temporary, Daily-Rated & Other Staff	0	18,500	0	0	0	n.a.
	<b>Other Operating Expenditure</b>	<b>\$6,643,080</b>	<b>\$4,304,300</b>	<b>\$3,422,400</b>	<b>\$8,699,500</b>	<b>\$5,277,100</b>	<b>154.2%</b>
2100	Consumption of Products & Services	6,587,983	4,015,800	3,286,400	8,384,400	5,098,000	155.1
2300	Manpower Development	39,014	190,100	115,800	216,700	100,900	87.1
2400	International & Public Relations, Public Communications	505	91,300	16,700	91,300	74,600	446.7
2700	Asset Acquisition	15,577	7,100	3,500	7,100	3,600	102.9
	<i>TRANSFERS</i>	\$461,203,970	\$592,090,000	\$521,194,100	\$598,456,000	\$77,261,900	14.8%
3600	Transfers to Institutions & Organisations	461,203,970	592,090,000	521,194,100	598,456,000	77,261,900	14.8

**Manpower**

Category/Personnel	Actual FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022
Permanent Staff	136	136	150	150
<b>TOTAL</b>	<b>136</b>	<b>136</b>	<b>150</b>	<b>150</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, and designs and reviews the syllabi and develop instructional materials for students in mainstream schools; 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, approaches 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; and 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 educational technology; provides thought leadership in the effective application of technology to teaching and learning; oversees the development and operation 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; designs innovative educational technology solutions to address emergent teaching and learning needs and scales these across the system; nurtures communities and partnerships that advance the use of technology for teaching and learning; and leads in the design, development and use of digital media 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 in SEN support. This includes working with internal and external partners to ensure 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 programmes 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 works with a number of key partners like the National Institute of Education and the Singapore Science Centre to provide in-service professional learning opportunities for education officers, allied educators, and executive and administration staff. AST's key philosophy is Teacher Ownership and Teacher Leadership (TOTL) and 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 FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022	Change Over FY2021	
<b>K-C</b>	<b>SCHOOL SERVICES AND EDUCATIONAL DEVELOPMENT PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$397,603,807</b>	<b>\$470,560,000</b>	<b>\$473,772,500</b>	<b>\$506,089,000</b>	<b>\$32,316,500</b>	<b>6.8%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$393,598,181</b>	<b>\$465,908,100</b>	<b>\$462,843,100</b>	<b>\$493,480,000</b>	<b>\$30,636,900</b>	<b>6.6%</b>
	<i>RUNNING COSTS</i>	<i>\$365,039,576</i>	<i>\$436,432,400</i>	<i>\$431,281,300</i>	<i>\$460,329,700</i>	<i>\$29,048,400</i>	<i>6.7%</i>
	<b>Expenditure on Manpower</b>	<b>\$295,363,796</b>	<b>\$324,381,100</b>	<b>\$334,397,400</b>	<b>\$347,882,100</b>	<b>\$13,484,700</b>	<b>4.0%</b>
1500	Permanent Staff	295,238,369	323,128,100	334,134,900	347,141,800	13,006,900	3.9
1600	Temporary, Daily-Rated & Other Staff	125,427	1,253,000	262,500	740,300	477,800	182.0
	<b>Other Operating Expenditure</b>	<b>\$66,911,448</b>	<b>\$108,288,500</b>	<b>\$93,397,200</b>	<b>\$108,594,200</b>	<b>\$15,197,000</b>	<b>16.3%</b>
2100	Consumption of Products & Services	49,982,072	78,620,800	67,538,300	83,262,800	15,724,500	23.3
2300	Manpower Development	13,116,575	21,739,400	19,604,100	18,264,200	-1,339,900	-6.8
2400	International & Public Relations, Public Communications	3,144,571	7,153,900	5,472,500	6,345,900	873,400	16.0
2700	Asset Acquisition	494,326	769,000	769,400	715,900	-53,500	-7.0
2800	Miscellaneous	173,904	5,400	12,900	5,400	-7,500	-58.1
	<b>Grants, Subventions &amp; Capital Injections to Organisations</b>	<b>\$2,764,331</b>	<b>\$3,762,800</b>	<b>\$3,486,700</b>	<b>\$3,853,400</b>	<b>\$366,700</b>	<b>10.5%</b>
3200	Grants, Subventions & Capital Injections to Educational Institutions	2,764,331	3,762,800	3,486,700	3,853,400	366,700	10.5
	<i>TRANSFERS</i>	<i>\$28,558,605</i>	<i>\$29,475,700</i>	<i>\$31,561,800</i>	<i>\$33,150,300</i>	<i>\$1,588,500</i>	<i>5.0%</i>
3500	Social Transfers to Individuals	2,502,008	2,503,000	2,803,000	2,503,000	-300,000	-10.7

Code	Object Class	Actual FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022	Change Over FY2021	
3600	Transfers to Institutions & Organisations	26,056,597	26,972,700	28,758,800	30,647,300	1,888,500	6.6
	Development Estimates						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>\$4,005,627</b>	<b>\$4,651,900</b>	<b>\$10,929,400</b>	<b>\$12,609,000</b>	<b>\$1,679,600</b>	<b>15.4%</b>
5100	Government Development	4,005,627	4,651,900	10,929,400	12,609,000	1,679,600	15.4

## Manpower

Category/Personnel	Actual FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022
Permanent Staff	2,532	3,237	3,258	3,272
<b>TOTAL</b>	<b>2,532</b>	<b>3,237</b>	<b>3,258</b>	<b>3,272</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 FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022	Change Over FY2021	
<b>K-D</b>	<b>GOVERNMENT SCHOOLS AND JUNIOR COLLEGES PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$4,098,862,897</b>	<b>\$4,633,098,100</b>	<b>\$4,475,895,800</b>	<b>\$4,693,796,100</b>	<b>\$217,900,300</b>	<b>4.9%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$3,916,041,680</b>	<b>\$4,425,685,100</b>	<b>\$4,326,281,800</b>	<b>\$4,573,759,400</b>	<b>\$247,477,600</b>	<b>5.7%</b>
	<i>RUNNING COSTS</i>	<i>\$3,783,460,808</i>	<i>\$4,291,695,300</i>	<i>\$4,201,804,100</i>	<i>\$4,452,163,100</i>	<i>\$250,359,000</i>	<i>6.0%</i>
	<b>Expenditure on Manpower</b>	<b>\$3,325,590,333</b>	<b>\$3,687,018,300</b>	<b>\$3,690,315,400</b>	<b>\$3,889,711,200</b>	<b>\$199,395,800</b>	<b>5.4%</b>
1500	Permanent Staff	3,216,022,664	3,606,235,600	3,602,956,500	3,743,484,500	140,528,000	3.9
1600	Temporary, Daily-Rated & Other Staff	109,567,669	80,782,700	87,358,900	146,226,700	58,867,800	67.4
	<b>Other Operating Expenditure</b>	<b>\$457,870,475</b>	<b>\$604,617,000</b>	<b>\$511,406,800</b>	<b>\$562,391,900</b>	<b>\$50,985,100</b>	<b>10.0%</b>
2100	Consumption of Products & Services	370,095,166	501,428,300	421,681,700	469,668,400	47,986,700	11.4
2300	Manpower Development	29,739,124	35,768,500	32,692,300	36,449,300	3,757,000	11.5
2700	Asset Acquisition	57,587,828	66,899,100	56,587,100	55,753,100	-834,000	-1.5
2800	Miscellaneous	448,357	521,100	445,700	521,100	75,400	16.9
	<b>Grants, Subventions &amp; Capital Injections to Organisations</b>	<b>\$0</b>	<b>\$60,000</b>	<b>\$81,900</b>	<b>\$60,000</b>	<b>-\$21,900</b>	<b>-26.7%</b>
3200	Grants, Subventions & Capital Injections to Educational Institutions	0	60,000	81,900	60,000	-21,900	-26.7
	<i>TRANSFERS</i>	<i>\$132,580,872</i>	<i>\$133,989,800</i>	<i>\$124,477,700</i>	<i>\$121,596,300</i>	<i>-\$2,881,400</i>	<i>-2.3%</i>
3500	Social Transfers to Individuals	130,982,635	132,091,300	121,445,400	119,764,100	-1,681,300	-1.4
3600	Transfers to Institutions & Organisations	1,598,237	1,898,500	3,032,300	1,832,200	-1,200,100	-39.6
	Development Estimates						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>\$182,821,217</b>	<b>\$207,413,000</b>	<b>\$149,614,000</b>	<b>\$120,036,700</b>	<b>-\$29,577,300</b>	<b>-19.8%</b>
5100	Government Development	172,315,991	177,534,700	140,833,900	103,478,600	-37,355,300	-26.5
5200	Grants & Capital Injections to Organisations	10,505,226	29,878,300	8,780,100	16,558,100	7,778,000	88.6

**Manpower**

Category/Personnel	Actual FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022
Permanent Staff	28,857	28,752	29,121	28,796
<b>TOTAL</b>	<b>28,857</b>	<b>28,752</b>	<b>29,121</b>	<b>28,796</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 FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022	Change Over FY2021	
<b>K-E</b>	<b>SPECIAL EDUCATION SCHOOLS PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$222,989,811</b>	<b>\$297,675,900</b>	<b>\$253,238,000</b>	<b>\$289,547,900</b>	<b>\$36,309,900</b>	<b>14.3%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$204,565,456</b>	<b>\$240,197,900</b>	<b>\$230,631,800</b>	<b>\$251,182,800</b>	<b>\$20,551,000</b>	<b>8.9%</b>
	<i>TRANSFERS</i>	<i>\$204,565,456</i>	<i>\$240,197,900</i>	<i>\$230,631,800</i>	<i>\$251,182,800</i>	<i>\$20,551,000</i>	<i>8.9%</i>
3600	Transfers to Institutions & Organisations	204,565,456	240,197,900	230,631,800	251,182,800	20,551,000	8.9
	Development Estimates						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>\$18,424,355</b>	<b>\$57,478,000</b>	<b>\$22,606,200</b>	<b>\$38,365,100</b>	<b>\$15,758,900</b>	<b>69.7%</b>
5100	Government Development	18,182,774	56,659,000	22,447,700	37,105,100	14,657,400	65.3
5200	Grants & Capital Injections to Organisations	241,581	819,000	158,500	1,260,000	1,101,500	695.0

## 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 FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022	Change Over FY2021	
K-F	<b>GOVERNMENT-AIDED SCHOOLS AND JUNIOR COLLEGES PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$1,234,286,911</b>	<b>\$1,355,797,000</b>	<b>\$1,318,214,400</b>	<b>\$1,443,153,300</b>	<b>\$124,938,900</b>	<b>9.5%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$1,229,481,326</b>	<b>\$1,341,447,500</b>	<b>\$1,309,366,800</b>	<b>\$1,424,421,800</b>	<b>\$115,055,000</b>	<b>8.8%</b>
	<i>RUNNING COSTS</i>	<i>\$1,217,515,350</i>	<i>\$1,329,507,000</i>	<i>\$1,299,150,500</i>	<i>\$1,416,443,300</i>	<i>\$117,292,800</i>	<i>9.0%</i>
	<b>Grants, Subventions &amp; Capital Injections to Organisations</b>	<b>\$1,217,515,350</b>	<b>\$1,329,507,000</b>	<b>\$1,299,150,500</b>	<b>\$1,416,443,300</b>	<b>\$117,292,800</b>	<b>9.0%</b>
3200	Grants, Subventions & Capital Injections to Educational Institutions	1,217,515,350	1,329,507,000	1,299,150,500	1,416,443,300	117,292,800	9.0
	<i>TRANSFERS</i>	<i>\$11,965,976</i>	<i>\$11,940,500</i>	<i>\$10,216,300</i>	<i>\$7,978,500</i>	<i>-\$2,237,800</i>	<i>-21.9%</i>
3500	Social Transfers to Individuals	11,965,976	11,940,500	10,216,300	7,978,500	-2,237,800	-21.9
	Development Estimates						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>\$4,805,585</b>	<b>\$14,349,500</b>	<b>\$8,847,600</b>	<b>\$18,731,500</b>	<b>\$9,883,900</b>	<b>111.7%</b>
5100	Government Development	524,115	5,862,700	1,606,000	1,989,000	383,000	23.8
5200	Grants & Capital Injections to Organisations	4,281,469	8,486,800	7,241,600	16,742,500	9,500,900	131.2

### Manpower

Category/Personnel	Actual FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022
Permanent Staff	7,760	7,642	7,720	7,619
Others	1,862	1,859	1,806	1,804
<b>TOTAL</b>	<b>9,622</b>	<b>9,501</b>	<b>9,526</b>	<b>9,423</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 FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022	Change Over FY2021	
<b>K-G</b>	<b>INDEPENDENT SCHOOLS PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$416,190,483</b>	<b>\$417,390,500</b>	<b>\$420,753,400</b>	<b>\$411,992,600</b>	<b>-\$8,760,800</b>	<b>-2.1%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$408,176,360</b>	<b>\$417,247,100</b>	<b>\$417,796,200</b>	<b>\$410,283,200</b>	<b>-\$7,513,000</b>	<b>-1.8%</b>
	<i>RUNNING COSTS</i>	<i>\$377,493,599</i>	<i>\$386,915,800</i>	<i>\$390,756,000</i>	<i>\$385,627,700</i>	<i>-\$5,128,300</i>	<i>-1.3%</i>
	<b>Grants, Subventions &amp; Capital Injections to Organisations</b>	<b>\$377,493,599</b>	<b>\$386,915,800</b>	<b>\$390,756,000</b>	<b>\$385,627,700</b>	<b>-\$5,128,300</b>	<b>-1.3%</b>
3200	Grants, Subventions & Capital Injections to Educational Institutions	377,493,599	386,915,800	390,756,000	385,627,700	-5,128,300	-1.3
	<i>TRANSFERS</i>	<i>\$30,682,761</i>	<i>\$30,331,300</i>	<i>\$27,040,200</i>	<i>\$24,655,500</i>	<i>-\$2,384,700</i>	<i>-8.8%</i>
3500	Social Transfers to Individuals	30,682,761	30,331,300	27,040,200	24,655,500	-2,384,700	-8.8
	Development Estimates						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>\$8,014,123</b>	<b>\$143,400</b>	<b>\$2,957,200</b>	<b>\$1,709,400</b>	<b>-\$1,247,800</b>	<b>-42.2%</b>
5100	Government Development	7,132,458	110,600	2,517,900	1,053,200	-1,464,700	-58.2
5200	Grants & Capital Injections to Organisations	881,665	32,800	439,300	656,200	216,900	49.4

## 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 FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022	Change Over FY2021	
<b>K-H</b>	<b>NATIONAL INSTITUTE OF EDUCATION PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$97,361,205</b>	<b>\$100,131,300</b>	<b>\$100,896,300</b>	<b>\$104,403,700</b>	<b>\$3,507,400</b>	<b>3.5%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$97,361,205</b>	<b>\$100,131,300</b>	<b>\$100,896,300</b>	<b>\$104,403,700</b>	<b>\$3,507,400</b>	<b>3.5%</b>
	<i>TRANSFERS</i>	<i>\$97,361,205</i>	<i>\$100,131,300</i>	<i>\$100,896,300</i>	<i>\$104,403,700</i>	<i>\$3,507,400</i>	<i>3.5%</i>
3500	Social Transfers to Individuals	999,152	1,756,900	697,500	1,595,400	897,900	128.7
3600	Transfers to Institutions & Organisations	96,362,053	98,374,400	100,198,800	102,808,300	2,609,500	2.6
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>\$550,790</b>	<b>\$767,700</b>	<b>\$601,900</b>	<b>\$632,000</b>	<b>\$30,100</b>	<b>5.0%</b>
4600	Loans and Advances (Disbursement)	550,790	767,700	601,900	632,000	30,100	5.0

## 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 courses across a wide range of disciplines.

### Expenditure Estimates by Object Class

Code	Object Class	Actual FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022	Change Over FY2021	
<b>K-I</b>	<b>NATIONAL UNIVERSITY OF SINGAPORE PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$1,094,906,536</b>	<b>\$1,054,482,600</b>	<b>\$1,060,336,100</b>	<b>\$1,037,817,300</b>	<b>-\$22,518,800</b>	<b>-2.1%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$1,094,906,536</b>	<b>\$1,054,482,600</b>	<b>\$1,060,336,100</b>	<b>\$1,037,817,300</b>	<b>-\$22,518,800</b>	<b>-2.1%</b>
	<i>TRANSFERS</i>	<i>\$1,094,906,536</i>	<i>\$1,054,482,600</i>	<i>\$1,060,336,100</i>	<i>\$1,037,817,300</i>	<i>-\$22,518,800</i>	<i>-2.1%</i>
3500	Social Transfers to Individuals	46,260,099	53,113,500	49,516,700	52,320,100	2,803,400	5.7
3600	Transfers to Institutions & Organisations	1,048,646,437	1,001,369,100	1,010,819,400	985,497,200	-25,322,200	-2.5
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>\$76,940,919</b>	<b>\$79,945,000</b>	<b>\$69,823,300</b>	<b>\$64,966,500</b>	<b>-\$4,856,800</b>	<b>-7.0%</b>
4600	Loans and Advances (Disbursement)	76,940,919	79,945,000	69,823,300	64,966,500	-4,856,800	-7.0

## NANYANG TECHNOLOGICAL UNIVERSITY PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Nanyang Technological University (NTU). NTU is a comprehensive and research-intensive university with a focus on engineering, science and technology.

### Expenditure Estimates by Object Class

Code	Object Class	Actual FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022	Change Over FY2021	
<b>K-J</b>	<b>NANYANG TECHNOLOGICAL UNIVERSITY PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$602,654,758</b>	<b>\$577,800,700</b>	<b>\$591,045,300</b>	<b>\$588,398,000</b>	<b>-\$2,647,300</b>	<b>-0.4%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$601,937,278</b>	<b>\$576,831,800</b>	<b>\$589,734,600</b>	<b>\$588,398,000</b>	<b>-\$1,336,600</b>	<b>-0.2%</b>
	<i>TRANSFERS</i>	<i>\$601,937,278</i>	<i>\$576,831,800</i>	<i>\$589,734,600</i>	<i>\$588,398,000</i>	<i>-\$1,336,600</i>	<i>-0.2%</i>
3500	Social Transfers to Individuals	42,916,200	41,042,100	45,409,600	45,609,600	200,000	0.4
3600	Transfers to Institutions & Organisations	559,021,078	535,789,700	544,325,000	542,788,400	-1,536,600	-0.3
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>\$49,358,261</b>	<b>\$54,300,000</b>	<b>\$51,950,000</b>	<b>\$52,970,000</b>	<b>\$1,020,000</b>	<b>2.0%</b>
4600	Loans and Advances (Disbursement)	49,358,261	54,300,000	51,950,000	52,970,000	1,020,000	2.0
	Development Estimates						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>\$717,479</b>	<b>\$968,900</b>	<b>\$1,310,700</b>	<b>\$0</b>	<b>-\$1,310,700</b>	<b>-100.0%</b>
5200	Grants & Capital Injections to Organisations	717,479	968,900	1,310,700	0	-1,310,700	-100.0



## 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 FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022	Change Over FY2021	
<b>K-K</b>	<b>ISEAS - YUSOF ISHAK INSTITUTE PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$14,711,063</b>	<b>\$16,024,600</b>	<b>\$15,558,400</b>	<b>\$16,008,800</b>	<b>\$450,400</b>	<b>2.9%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$14,711,063</b>	<b>\$16,024,600</b>	<b>\$15,558,400</b>	<b>\$16,008,800</b>	<b>\$450,400</b>	<b>2.9%</b>
	<i>RUNNING COSTS</i>	<i>\$14,711,063</i>	<i>\$16,024,600</i>	<i>\$15,458,400</i>	<i>\$15,858,800</i>	<i>\$400,400</i>	<i>2.6%</i>
	<b>Grants, Subventions &amp; Capital Injections to Organisations</b>	<b>\$14,711,063</b>	<b>\$16,024,600</b>	<b>\$15,458,400</b>	<b>\$15,858,800</b>	<b>\$400,400</b>	<b>2.6%</b>
3200	Grants, Subventions & Capital Injections to Educational Institutions	14,711,063	16,024,600	15,458,400	15,858,800	400,400	2.6
	<i>TRANSFERS</i>	<i>\$0</i>	<i>\$0</i>	<i>\$100,000</i>	<i>\$150,000</i>	<i>\$50,000</i>	<i>50.0%</i>
3500	Social Transfers to Individuals	0	0	100,000	150,000	50,000	50.0

### Manpower

Category/Personnel	Actual FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022
Others	95	115	115	115
<b>TOTAL</b>	<b>95</b>	<b>115</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 FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022	Change Over FY2021	
<b>K-L</b>	<b>SINGAPORE POLYTECHNIC PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$237,137,789</b>	<b>\$256,340,600</b>	<b>\$244,526,800</b>	<b>\$249,170,900</b>	<b>\$4,644,100</b>	<b>1.9%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$235,793,653</b>	<b>\$247,790,600</b>	<b>\$241,534,300</b>	<b>\$242,330,900</b>	<b>\$796,600</b>	<b>0.3%</b>
	<i>RUNNING COSTS</i>	<i>\$222,690,603</i>	<i>\$233,041,200</i>	<i>\$228,707,400</i>	<i>\$229,604,300</i>	<i>\$896,900</i>	<i>0.4%</i>
	<b>Grants, Subventions &amp; Capital Injections to Organisations</b>	<b>\$222,690,603</b>	<b>\$233,041,200</b>	<b>\$228,707,400</b>	<b>\$229,604,300</b>	<b>\$896,900</b>	<b>0.4%</b>
3200	Grants, Subventions & Capital Injections to Educational Institutions	222,690,603	233,041,200	228,707,400	229,604,300	896,900	0.4
	<i>TRANSFERS</i>	<i>\$13,103,050</i>	<i>\$14,749,400</i>	<i>\$12,826,900</i>	<i>\$12,726,600</i>	<i>-\$100,300</i>	<i>-0.8%</i>
3500	Social Transfers to Individuals	13,103,050	14,749,400	12,826,900	12,726,600	-100,300	-0.8
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>\$2,583,955</b>	<b>\$2,895,400</b>	<b>\$2,594,300</b>	<b>\$2,594,300</b>	<b>\$0</b>	<b>0.0%</b>
4600	Loans and Advances (Disbursement)	2,583,955	2,895,400	2,594,300	2,594,300	0	0.0
	Development Estimates						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>\$1,344,136</b>	<b>\$8,550,000</b>	<b>\$2,992,500</b>	<b>\$6,840,000</b>	<b>\$3,847,500</b>	<b>128.6%</b>
5200	Grants & Capital Injections to Organisations	1,344,136	8,550,000	2,992,500	6,840,000	3,847,500	128.6

### Manpower

Category/Personnel	Actual FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022
Others	1,694	1,755	1,808	1,757
<b>TOTAL</b>	<b>1,694</b>	<b>1,755</b>	<b>1,808</b>	<b>1,757</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 FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022	Change Over FY2021	
<b>K-M</b>	<b>NGEE ANN POLYTECHNIC PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$210,635,695</b>	<b>\$235,186,500</b>	<b>\$219,159,200</b>	<b>\$227,110,700</b>	<b>\$7,951,500</b>	<b>3.6%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$210,635,695</b>	<b>\$232,355,100</b>	<b>\$219,159,200</b>	<b>\$224,545,700</b>	<b>\$5,386,500</b>	<b>2.5%</b>
	<i>RUNNING COSTS</i>	<i>\$197,335,075</i>	<i>\$217,096,000</i>	<i>\$205,311,800</i>	<i>\$210,832,700</i>	<i>\$5,520,900</i>	<i>2.7%</i>
	<b>Grants, Subventions &amp; Capital Injections to Organisations</b>	<b>\$197,335,075</b>	<b>\$217,096,000</b>	<b>\$205,311,800</b>	<b>\$210,832,700</b>	<b>\$5,520,900</b>	<b>2.7%</b>
3200	Grants, Subventions & Capital Injections to Educational Institutions	197,335,075	217,096,000	205,311,800	210,832,700	5,520,900	2.7
	<i>TRANSFERS</i>	<i>\$13,300,620</i>	<i>\$15,259,100</i>	<i>\$13,847,400</i>	<i>\$13,713,000</i>	<i>-\$134,400</i>	<i>-1.0%</i>
3500	Social Transfers to Individuals	13,300,620	15,259,100	13,847,400	13,713,000	-134,400	-1.0
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>\$897,798</b>	<b>\$909,000</b>	<b>\$877,600</b>	<b>\$935,000</b>	<b>\$57,400</b>	<b>6.5%</b>
4600	Loans and Advances (Disbursement)	897,798	909,000	877,600	935,000	57,400	6.5
	Development Estimates						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>\$0</b>	<b>\$2,831,400</b>	<b>\$0</b>	<b>\$2,565,000</b>	<b>\$2,565,000</b>	<b>n.a.</b>
5200	Grants & Capital Injections to Organisations	0	2,831,400	0	2,565,000	2,565,000	n.a.

### Manpower

Category/Personnel	Actual FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022
Others	1,519	1,476	1,478	1,439
<b>TOTAL</b>	<b>1,519</b>	<b>1,476</b>	<b>1,478</b>	<b>1,439</b>

## TEMASEK POLYTECHNIC PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under Temasek Polytechnic (TP). The function of TP is to prepare school graduates 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 FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022	Change Over FY2021	
<b>K-N</b>	<b>TEMASEK POLYTECHNIC PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$242,434,956</b>	<b>\$254,535,900</b>	<b>\$247,302,500</b>	<b>\$250,601,900</b>	<b>\$3,299,400</b>	<b>1.3%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$233,829,868</b>	<b>\$244,575,100</b>	<b>\$238,410,500</b>	<b>\$242,564,900</b>	<b>\$4,154,400</b>	<b>1.7%</b>
	<i>RUNNING COSTS</i>	\$218,080,393	\$228,926,000	\$223,602,200	\$227,301,500	\$3,699,300	1.7%
	<b>Grants, Subventions &amp; Capital Injections to Organisations</b>	<b>\$218,080,393</b>	<b>\$228,926,000</b>	<b>\$223,602,200</b>	<b>\$227,301,500</b>	<b>\$3,699,300</b>	<b>1.7%</b>
3200	Grants, Subventions & Capital Injections to Educational Institutions	218,080,393	228,926,000	223,602,200	227,301,500	3,699,300	1.7
	<i>TRANSFERS</i>	\$15,749,475	\$15,649,100	\$14,808,300	\$15,263,400	\$455,100	3.1%
3500	Social Transfers to Individuals	15,749,475	15,649,100	14,808,300	15,263,400	455,100	3.1
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>\$2,349,100</b>	<b>\$1,956,900</b>	<b>\$2,275,500</b>	<b>\$2,395,900</b>	<b>\$120,400</b>	<b>5.3%</b>
4600	Loans and Advances (Disbursement)	2,349,100	1,956,900	2,275,500	2,395,900	120,400	5.3
	Development Estimates						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>\$8,605,088</b>	<b>\$9,960,800</b>	<b>\$8,892,000</b>	<b>\$8,037,000</b>	<b>-\$855,000</b>	<b>-9.6%</b>
5200	Grants & Capital Injections to Organisations	8,605,088	9,960,800	8,892,000	8,037,000	-855,000	-9.6

### Manpower

Category/Personnel	Actual FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022
Others	1,580	1,691	1,647	1,682
<b>TOTAL</b>	<b>1,580</b>	<b>1,691</b>	<b>1,647</b>	<b>1,682</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 FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022	Change Over FY2021	
<b>K-O</b>	<b>INSTITUTE OF TECHNICAL EDUCATION PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$469,566,031</b>	<b>\$488,260,500</b>	<b>\$500,802,100</b>	<b>\$507,289,700</b>	<b>\$6,487,600</b>	<b>1.3%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$469,566,031</b>	<b>\$488,260,500</b>	<b>\$500,802,100</b>	<b>\$507,289,700</b>	<b>\$6,487,600</b>	<b>1.3%</b>
	<i>RUNNING COSTS</i>	<i>\$439,893,369</i>	<i>\$457,855,500</i>	<i>\$469,873,700</i>	<i>\$476,141,200</i>	<i>\$6,267,500</i>	<i>1.3%</i>
	<b>Grants, Subventions &amp; Capital Injections to Organisations</b>	<b>\$439,893,369</b>	<b>\$457,855,500</b>	<b>\$469,873,700</b>	<b>\$476,141,200</b>	<b>\$6,267,500</b>	<b>1.3%</b>
3200	Grants, Subventions & Capital Injections to Educational Institutions	439,893,369	457,855,500	469,873,700	476,141,200	6,267,500	1.3
	<i>TRANSFERS</i>	<i>\$29,672,663</i>	<i>\$30,405,000</i>	<i>\$30,928,400</i>	<i>\$31,148,500</i>	<i>\$220,100</i>	<i>0.7%</i>
3500	Social Transfers to Individuals	29,672,663	30,405,000	30,928,400	31,148,500	220,100	0.7

### Manpower

Category/Personnel	Actual FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022
Others	2,497	2,693	2,627	2,677
<b>TOTAL</b>	<b>2,497</b>	<b>2,693</b>	<b>2,627</b>	<b>2,677</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 FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022	Change Over FY2021	
<b>K-P</b>	<b>SCIENCE CENTRE BOARD PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$30,056,707</b>	<b>\$39,050,100</b>	<b>\$35,770,700</b>	<b>\$57,702,100</b>	<b>\$21,931,400</b>	<b>61.3%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$28,501,182</b>	<b>\$30,406,900</b>	<b>\$29,645,100</b>	<b>\$47,114,100</b>	<b>\$17,469,000</b>	<b>58.9%</b>
	<i>RUNNING COSTS</i>	<i>\$28,501,182</i>	<i>\$30,406,900</i>	<i>\$29,645,100</i>	<i>\$47,114,100</i>	<i>\$17,469,000</i>	<i>58.9%</i>
	<b>Grants, Subventions &amp; Capital Injections to Organisations</b>	<b>\$28,501,182</b>	<b>\$30,406,900</b>	<b>\$29,645,100</b>	<b>\$47,114,100</b>	<b>\$17,469,000</b>	<b>58.9%</b>
3200	Grants, Subventions & Capital Injections to Educational Institutions	28,501,182	30,406,900	29,645,100	47,114,100	17,469,000	58.9
	Development Estimates						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>\$1,555,525</b>	<b>\$8,643,200</b>	<b>\$6,125,600</b>	<b>\$10,588,000</b>	<b>\$4,462,400</b>	<b>72.8%</b>
5200	Grants & Capital Injections to Organisations	1,555,525	8,643,200	6,125,600	10,588,000	4,462,400	72.8

### Manpower

Category/Personnel	Actual FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022
Others	231	281	263	299
<b>TOTAL</b>	<b>231</b>	<b>281</b>	<b>263</b>	<b>299</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 FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022	Change Over FY2021	
<b>K-Q</b>	<b>NANYANG POLYTECHNIC PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$239,764,394</b>	<b>\$250,050,800</b>	<b>\$244,399,800</b>	<b>\$253,078,200</b>	<b>\$8,678,400</b>	<b>3.6%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$239,764,394</b>	<b>\$250,050,800</b>	<b>\$244,332,200</b>	<b>\$250,389,200</b>	<b>\$6,057,000</b>	<b>2.5%</b>
	<i>RUNNING COSTS</i>	<i>\$225,880,293</i>	<i>\$235,236,900</i>	<i>\$230,650,800</i>	<i>\$236,851,700</i>	<i>\$6,200,900</i>	<i>2.7%</i>
	<b>Grants, Subventions &amp; Capital Injections to Organisations</b>	<b>\$225,880,293</b>	<b>\$235,236,900</b>	<b>\$230,650,800</b>	<b>\$236,851,700</b>	<b>\$6,200,900</b>	<b>2.7%</b>
3200	Grants, Subventions & Capital Injections to Educational Institutions	225,880,293	235,236,900	230,650,800	236,851,700	6,200,900	2.7
	<i>TRANSFERS</i>	<i>\$13,884,102</i>	<i>\$14,813,900</i>	<i>\$13,681,400</i>	<i>\$13,537,500</i>	<i>-\$143,900</i>	<i>-1.1%</i>
3500	Social Transfers to Individuals	13,884,102	14,813,900	13,681,400	13,537,500	-143,900	-1.1
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>\$1,009,961</b>	<b>\$1,055,900</b>	<b>\$1,104,300</b>	<b>\$1,104,000</b>	<b>-\$300</b>	<b>0.0%</b>
4600	Loans and Advances (Disbursement)	1,009,961	1,055,900	1,104,300	1,104,000	-300	0.0
	Development Estimates						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$67,600</b>	<b>\$2,689,000</b>	<b>\$2,621,400</b>	<b>n.a.</b>
5200	Grants & Capital Injections to Organisations	0	0	67,600	2,689,000	2,621,400	n.a.

### Manpower

Category/Personnel	Actual FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022
Others	1,612	1,645	1,724	1,664
<b>TOTAL</b>	<b>1,612</b>	<b>1,645</b>	<b>1,724</b>	<b>1,664</b>

## SINGAPORE UNIVERSITY OF SOCIAL SCIENCES PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Singapore University of Social Sciences (SUSS). SUSS provides an applied degree education with a focus on the social sciences.

### Expenditure Estimates by Object Class

Code	Object Class	Actual FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022	Change Over FY2021	
<b>K-R</b>	<b>SINGAPORE UNIVERSITY OF SOCIAL SCIENCES PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$110,290,939</b>	<b>\$125,463,000</b>	<b>\$124,660,400</b>	<b>\$121,534,200</b>	<b>-\$3,126,200</b>	<b>-2.5%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$110,290,939</b>	<b>\$125,463,000</b>	<b>\$124,660,400</b>	<b>\$121,534,200</b>	<b>-\$3,126,200</b>	<b>-2.5%</b>
	<i>TRANSFERS</i>	<i>\$110,290,939</i>	<i>\$125,463,000</i>	<i>\$124,660,400</i>	<i>\$121,534,200</i>	<i>-\$3,126,200</i>	<i>-2.5%</i>
3500	Social Transfers to Individuals	7,674,400	8,569,500	8,313,800	9,314,700	1,000,900	12.0
3600	Transfers to Institutions & Organisations	102,616,539	116,893,500	116,346,600	112,219,500	-4,127,100	-3.5
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>\$7,579,487</b>	<b>\$7,539,300</b>	<b>\$8,424,000</b>	<b>\$8,845,200</b>	<b>\$421,200</b>	<b>5.0%</b>
4600	Loans and Advances (Disbursement)	7,579,487	7,539,300	8,424,000	8,845,200	421,200	5.0



## SINGAPORE MANAGEMENT UNIVERSITY PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Singapore Management University (SMU). SMU is a specialised and research-intensive university, with a focus on accountancy, business management, economics, computing and information systems, law, and social sciences.

### Expenditure Estimates by Object Class

Code	Object Class	Actual FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022	Change Over FY2021	
<b>K-S</b>	<b>SINGAPORE MANAGEMENT UNIVERSITY PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$190,770,950</b>	<b>\$186,053,400</b>	<b>\$202,304,400</b>	<b>\$197,809,900</b>	<b>-\$4,494,500</b>	<b>-2.2%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$189,412,362</b>	<b>\$181,686,300</b>	<b>\$196,888,200</b>	<b>\$197,809,900</b>	<b>\$921,700</b>	<b>0.5%</b>
	<i>TRANSFERS</i>	<i>\$189,412,362</i>	<i>\$181,686,300</i>	<i>\$196,888,200</i>	<i>\$197,809,900</i>	<i>\$921,700</i>	<i>0.5%</i>
3500	Social Transfers to Individuals	13,012,687	13,752,900	13,542,600	13,822,900	280,300	2.1
3600	Transfers to Institutions & Organisations	176,399,675	167,933,400	183,345,600	183,987,000	641,400	0.3
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>\$26,878,457</b>	<b>\$28,258,100</b>	<b>\$27,165,700</b>	<b>\$25,832,600</b>	<b>-\$1,333,100</b>	<b>-4.9%</b>
4600	Loans and Advances (Disbursement)	26,878,457	28,258,100	27,165,700	25,832,600	-1,333,100	-4.9
	Development Estimates						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>\$1,358,588</b>	<b>\$4,367,100</b>	<b>\$5,416,200</b>	<b>\$0</b>	<b>-\$5,416,200</b>	<b>-100.0%</b>
5200	Grants & Capital Injections to Organisations	1,358,588	4,367,100	5,416,200	0	-5,416,200	-100.0

## 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 FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022	Change Over FY2021	
K-T	<b>NANYANG ACADEMY OF FINE ARTS PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$21,237,613</b>	<b>\$29,098,200</b>	<b>\$22,715,000</b>	<b>\$24,591,000</b>	<b>\$1,876,000</b>	<b>8.3%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$21,237,613</b>	<b>\$29,098,200</b>	<b>\$22,715,000</b>	<b>\$24,591,000</b>	<b>\$1,876,000</b>	<b>8.3%</b>
	<i>TRANSFERS</i>	<i>\$21,237,613</i>	<i>\$29,098,200</i>	<i>\$22,715,000</i>	<i>\$24,591,000</i>	<i>\$1,876,000</i>	<i>8.3%</i>
3500	Social Transfers to Individuals	1,560,040	1,651,100	1,677,400	1,764,900	87,500	5.2
3600	Transfers to Institutions & Organisations	19,677,573	27,447,100	21,037,600	22,826,100	1,788,500	8.5
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$0</b>	<b>0.0%</b>
4600	Loans and Advances (Disbursement)	0	0	1,000,000	1,000,000	0	0.0

## 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 FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022	Change Over FY2021	
<b>K-U</b>	<b>LASALLE COLLEGE OF THE ARTS PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$23,883,498</b>	<b>\$27,864,400</b>	<b>\$26,747,000</b>	<b>\$29,270,300</b>	<b>\$2,523,300</b>	<b>9.4%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$23,883,498</b>	<b>\$27,864,400</b>	<b>\$26,747,000</b>	<b>\$29,270,300</b>	<b>\$2,523,300</b>	<b>9.4%</b>
	<i>TRANSFERS</i>	<i>\$23,883,498</i>	<i>\$27,864,400</i>	<i>\$26,747,000</i>	<i>\$29,270,300</i>	<i>\$2,523,300</i>	<i>9.4%</i>
3500	Social Transfers to Individuals	2,511,750	1,976,400	2,588,600	2,588,600	0	0.0
3600	Transfers to Institutions & Organisations	21,371,748	25,888,000	24,158,400	26,681,700	2,523,300	10.4
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,500,000</b>	<b>\$2,500,000</b>	<b>\$0</b>	<b>0.0%</b>
4600	Loans and Advances (Disbursement)	0	0	2,500,000	2,500,000	0	0.0

## 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 FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022	Change Over FY2021	
<b>K-V</b>	<b>REPUBLIC POLYTECHNIC PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$206,994,615</b>	<b>\$230,444,800</b>	<b>\$230,450,800</b>	<b>\$227,209,100</b>	<b>-\$3,241,700</b>	<b>-1.4%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$206,994,615</b>	<b>\$230,444,800</b>	<b>\$230,450,800</b>	<b>\$227,209,100</b>	<b>-\$3,241,700</b>	<b>-1.4%</b>
	<i>RUNNING COSTS</i>	\$189,339,366	\$214,379,100	\$212,540,400	\$209,493,700	-\$3,046,700	-1.4%
	<b>Grants, Subventions &amp; Capital Injections to Organisations</b>	<b>\$189,339,366</b>	<b>\$214,379,100</b>	<b>\$212,540,400</b>	<b>\$209,493,700</b>	<b>-\$3,046,700</b>	<b>-1.4%</b>
3200	Grants, Subventions & Capital Injections to Educational Institutions	189,339,366	214,379,100	212,540,400	209,493,700	-3,046,700	-1.4
	<i>TRANSFERS</i>	\$17,655,249	\$16,065,700	\$17,910,400	\$17,715,400	-\$195,000	-1.1%
3500	Social Transfers to Individuals	17,655,249	16,065,700	17,910,400	17,715,400	-195,000	-1.1
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>\$1,624,016</b>	<b>\$1,735,500</b>	<b>\$1,586,500</b>	<b>\$1,665,000</b>	<b>\$78,500</b>	<b>4.9%</b>
4600	Loans and Advances (Disbursement)	1,624,016	1,735,500	1,586,500	1,665,000	78,500	4.9

### Manpower

Category/Personnel	Actual FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022
Others	1,519	1,584	1,644	1,622
<b>TOTAL</b>	<b>1,519</b>	<b>1,584</b>	<b>1,644</b>	<b>1,622</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 FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022	Change Over FY2021	
<b>K-W</b>	<b>SINGAPORE EXAMINATIONS AND ASSESSMENT BOARD PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$117,637,331</b>	<b>\$99,757,900</b>	<b>\$94,573,900</b>	<b>\$99,647,800</b>	<b>\$5,073,900</b>	<b>5.4%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$80,225,429</b>	<b>\$85,000,000</b>	<b>\$85,404,300</b>	<b>\$97,799,900</b>	<b>\$12,395,600</b>	<b>14.5%</b>
	<i>RUNNING COSTS</i>	<i>\$80,225,429</i>	<i>\$85,000,000</i>	<i>\$85,404,300</i>	<i>\$97,799,900</i>	<i>\$12,395,600</i>	<i>14.5%</i>
	<b>Grants, Subventions &amp; Capital Injections to Organisations</b>	<b>\$80,225,429</b>	<b>\$85,000,000</b>	<b>\$85,404,300</b>	<b>\$97,799,900</b>	<b>\$12,395,600</b>	<b>14.5%</b>
3100	Grants, Subventions & Capital Injections to Statutory Boards	80,225,429	85,000,000	85,404,300	97,799,900	12,395,600	14.5
	Development Estimates						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>\$37,411,902</b>	<b>\$14,757,900</b>	<b>\$9,169,600</b>	<b>\$1,847,900</b>	<b>-\$7,321,700</b>	<b>-79.8%</b>
5200	Grants & Capital Injections to Organisations	37,411,902	14,757,900	9,169,600	1,847,900	-7,321,700	-79.8

### Manpower

Category/Personnel	Actual FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022
Others	207	232	232	227
<b>TOTAL</b>	<b>207</b>	<b>232</b>	<b>232</b>	<b>227</b>

## SINGAPORE UNIVERSITY OF TECHNOLOGY AND DESIGN PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Singapore University of Technology and Design (SUTD). SUTD is a specialised and research-intensive university with a focus on design, engineering and architecture.

### Expenditure Estimates by Object Class

Code	Object Class	Actual FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022	Change Over FY2021	
<b>K-X</b>	<b>SINGAPORE UNIVERSITY OF TECHNOLOGY AND DESIGN PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$107,686,688</b>	<b>\$114,816,600</b>	<b>\$117,750,600</b>	<b>\$119,175,400</b>	<b>\$1,424,800</b>	<b>1.2%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$107,686,688</b>	<b>\$114,816,600</b>	<b>\$107,850,000</b>	<b>\$107,957,500</b>	<b>\$107,500</b>	<b>0.1%</b>
	<i>TRANSFERS</i>	<i>\$107,686,688</i>	<i>\$114,816,600</i>	<i>\$107,850,000</i>	<i>\$107,957,500</i>	<i>\$107,500</i>	<i>0.1%</i>
3500	Social Transfers to Individuals	2,198,891	3,150,400	2,108,600	2,283,400	174,800	8.3
3600	Transfers to Institutions & Organisations	105,487,797	111,666,200	105,741,400	105,674,100	-67,300	-0.1
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>\$3,090,122</b>	<b>\$3,624,800</b>	<b>\$2,934,800</b>	<b>\$3,181,600</b>	<b>\$246,800</b>	<b>8.4%</b>
4600	Loans and Advances (Disbursement)	3,090,122	3,624,800	2,934,800	3,181,600	246,800	8.4
	Development Estimates						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$9,900,600</b>	<b>\$11,217,900</b>	<b>\$1,317,300</b>	<b>13.3%</b>
5200	Grants & Capital Injections to Organisations	0	0	9,900,600	11,217,900	1,317,300	13.3

## SINGAPORE INSTITUTE OF TECHNOLOGY PROGRAMME

### PROGRAMME DESCRIPTION

This programme comes under the Singapore Institute of Technology (SIT). SIT provides an applied degree education with a focus on science and technology.

### Expenditure Estimates by Object Class

Code	Object Class	Actual FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022	Change Over FY2021	
<b>K-Y</b>	<b>SINGAPORE INSTITUTE OF TECHNOLOGY PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$395,386,237</b>	<b>\$274,247,300</b>	<b>\$315,240,400</b>	<b>\$243,725,100</b>	<b>-\$71,515,300</b>	<b>-22.7%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$209,568,692</b>	<b>\$236,506,500</b>	<b>\$241,044,900</b>	<b>\$243,725,100</b>	<b>\$2,680,200</b>	<b>1.1%</b>
	<i>TRANSFERS</i>	\$209,568,692	\$236,506,500	\$241,044,900	\$243,725,100	\$2,680,200	1.1%
3500	Social Transfers to Individuals	16,857,393	15,266,400	16,284,700	16,883,400	598,700	3.7
3600	Transfers to Institutions & Organisations	192,711,299	221,240,100	224,760,200	226,841,700	2,081,500	0.9
	<b>OTHER CONSOLIDATED FUND OUTLAYS</b>	<b>\$14,923,712</b>	<b>\$16,100,000</b>	<b>\$15,500,000</b>	<b>\$16,850,000</b>	<b>\$1,350,000</b>	<b>8.7%</b>
4600	Loans and Advances (Disbursement)	14,923,712	16,100,000	15,500,000	16,850,000	1,350,000	8.7
	Development Estimates						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>\$185,817,545</b>	<b>\$37,740,800</b>	<b>\$74,195,500</b>	<b>\$0</b>	<b>-\$74,195,500</b>	<b>-100.0%</b>
5200	Grants & Capital Injections to Organisations	185,817,545	37,740,800	74,195,500	0	-74,195,500	-100.0

## 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 FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022	Change Over FY2021	
<b>K-Z</b>	<b>SKILLSFUTURE SINGAPORE PROGRAMME</b>						
	<b>TOTAL EXPENDITURE</b>	<b>\$573,820,577</b>	<b>\$865,455,200</b>	<b>\$802,343,900</b>	<b>\$678,822,100</b>	<b>-\$123,521,800</b>	<b>-15.4%</b>
	Main Estimates						
	<b>OPERATING EXPENDITURE</b>	<b>\$567,654,137</b>	<b>\$851,775,600</b>	<b>\$795,692,000</b>	<b>\$675,656,100</b>	<b>-\$120,035,900</b>	<b>-15.1%</b>
	<i>RUNNING COSTS</i>	\$431,878,423	\$718,202,600	\$659,007,300	\$501,298,700	-\$157,708,600	-23.9%
	<b>Grants, Subventions &amp; Capital Injections to Organisations</b>	<b>\$431,878,423</b>	<b>\$718,202,600</b>	<b>\$659,007,300</b>	<b>\$501,298,700</b>	<b>-\$157,708,600</b>	<b>-23.9%</b>
3100	Grants, Subventions & Capital Injections to Statutory Boards	430,923,136	717,188,400	654,237,600	496,274,700	-157,962,900	-24.1
3200	Grants, Subventions & Capital Injections to Educational Institutions	955,287	1,014,200	4,769,700	5,024,000	254,300	5.3
	<i>TRANSFERS</i>	\$135,775,714	\$133,573,000	\$136,684,700	\$174,357,400	\$37,672,700	27.6%
3600	Transfers to Institutions & Organisations	135,775,714	133,573,000	136,684,700	174,357,400	37,672,700	27.6
	Development Estimates						
	<b>DEVELOPMENT EXPENDITURE</b>	<b>\$6,166,440</b>	<b>\$13,679,600</b>	<b>\$6,651,900</b>	<b>\$3,166,000</b>	<b>-\$3,485,900</b>	<b>-52.4%</b>
5200	Grants & Capital Injections to Organisations	6,166,440	13,679,600	6,651,900	3,166,000	-3,485,900	-52.4

### Manpower

Category/Personnel	Actual FY2020	Estimated FY2021	Revised FY2021	Estimated FY2022
Others	413	467	471	471
<b>TOTAL</b>	<b>413</b>	<b>467</b>	<b>471</b>	<b>471</b>