

ADMINISTRATION PROGRAMME

PROGRAMME DESCRIPTION

This programme covers the functions of the following 3 divisions of MOE HQ:

School Planning and Placement Division - Plans the capacity of schools and conduct school placement exercises; develops strategies for upgrading and development of schools; review land use and land policies affecting schools; facilitates school admission of returning Singaporeans and international students; develops, administers and monitors local and international scholarship schemes to increase the talent pool; develops and implements strategies and initiatives under the MOE CRM Framework to improve service delivery across all MOE touchpoints; and manages the Customer Service Centre.

Personnel Division - Plans and executes the entire spectrum of human resource functions for the Ministry HQ and schools, including recruitment, deployment, compensation and benefits, performance management, appraisals, ranking and promotion, career development, talent management, establishment matters, discipline, resignations and retirements of Education Officers, Allied Educators, and Executive and Administrative Staff .

Finance and Development Division - Formulates financial policies and oversees financial operations; establishes contract requirements and procurement policies; develops emergency plans and coordinates and ensures emergency preparedness, implements building programmes and oversees estate management in MOE; plans and manages the MOE operating and development budgets; administers the Edusave scheme; Post Secondary Education schemes; provides financial and accounting systems and support to MOE HQ and schools; reviews financial policies and develops management reporting in MOE; researches and specifies facility provisions and infrastructure requirements of schools; provides procurement services and advice; and oversees charities and Institute of Public Character in the education sector.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011	Change over FY2010	
KA	ADMINISTRATION PROGRAMME						
	TOTAL EXPENDITURE	\$203,178,885	\$574,849,100	\$253,292,000	\$368,767,900	\$115,475,900	45.6%
	Main Estimates						
	OPERATING EXPENDITURE	\$166,466,198	\$205,093,800	\$202,467,200	\$228,772,300	\$26,305,100	13.0%
	<i>RUNNING COSTS</i>	<i>\$99,965,111</i>	<i>\$122,019,100</i>	<i>\$122,765,600</i>	<i>\$131,172,900</i>	<i>\$8,407,300</i>	<i>6.8%</i>
	Expenditure on Manpower	\$49,320,472	\$53,503,100	\$60,488,500	\$66,172,600	\$5,684,100	9.4%
1200	Political Appointments	1,557,701	1,834,800	2,451,100	2,019,600	-431,500	-17.6
1500	Permanent Staff	47,762,771	51,668,300	58,037,400	64,153,000	6,115,600	10.5
	Other Operating Expenditure	\$47,719,989	\$64,477,000	\$57,675,600	\$60,667,700	\$2,992,100	5.2%
2100	Consumption of Products & Services	31,257,068	44,874,200	39,189,300	42,735,900	3,546,600	9.0

Code	Object Class	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011	Change over FY2010	
2300	Manpower Development	7,003,157	10,617,600	9,898,700	9,135,600	-763,100	-7.7
2400	International & Public Relations, Public Communications	6,720,457	8,518,500	7,967,700	8,343,000	375,300	4.7
2700	Asset Acquisition	407,608	268,200	417,400	264,600	-152,800	-36.6
2800	Miscellaneous	2,331,700	198,500	202,500	188,600	-13,900	-6.9
	Grants, Subventions & Capital Injections to Organisations	\$2,924,650	\$4,039,000	\$4,601,500	\$4,332,600	-\$268,900	-5.8%
3200	Grants, Subventions & Capital Injections to Educational Institutions	2,924,650	4,039,000	4,601,500	4,332,600	-268,900	-5.8
	<i>TRANSFERS</i>	<i>\$66,501,087</i>	<i>\$83,074,700</i>	<i>\$79,701,600</i>	<i>\$97,599,400</i>	<i>\$17,897,800</i>	<i>22.5%</i>
3500	Social Transfers to Individuals	39,538,559	38,662,400	44,372,000	47,769,500	3,397,500	7.7
3600	Transfers to Institutions & Organisations	26,962,528	44,412,300	35,329,600	49,829,900	14,500,300	41.0
	Development Estimates						
	DEVELOPMENT EXPENDITURE	\$36,712,686	\$369,755,300	\$50,824,800	\$139,995,600	\$89,170,800	175.4%
5100	Government Development	22,878,266	169,657,500	45,403,100	62,061,700	16,658,600	36.7
5200	Grants & Capital Injections to Organisations	13,834,421	200,097,800	5,421,700	77,933,900	72,512,200	n.a.

Manpower

Category	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011
Political Appointments	4	4	4	4
Permanent Staff	606	755	782	782
TOTAL	610	759	786	786

PLANNING AND PUBLIC RELATIONS PROGRAMME

PROGRAMME DESCRIPTION

This programme covers the functions of the following 4 divisions of MOE HQ:

Planning Division - Formulates policies and strategies to achieve MOE's mission and vision; oversees MOE's international relations; conducts research and evaluation studies and international collaborative studies; evaluates educational programmes; provides timely management information to MOE HQ and schools for decision-making; formulates policies and develops programmes and platforms for National Education.

Higher Education Division - Initiates policy proposals/reviews, formulates policy recommendations and provides oversight on issues relating to the strategies, operations and funding of the university, technical education and tertiary arts education sectors; administers tuition grants and related schemes; oversees policies for private schools, as well as registers and inspects them; oversees, manages and administers research funding to tertiary institutions. Also oversees the statutory boards, including the Science Centre Singapore and Institute of Southeast Asian Studies.

Corporate Communications Division - Promotes the effective communication of education policies and programmes to schools and MOE's key stakeholders (including the public) so as to enhance understanding and support for our education system.

Organisation Development Division - Leads organisational capacity building initiatives in MOE; promotes the PS21 movement and organisational excellence journey in MOE; reviews organisational structure, processes and systems for greater efficiency and effectiveness; builds robust IT infrastructure; provides consultancy services for developing and deploying reliable IT application systems; project manages Masterplan for IT in Education; and institutes organisation-wide feedback systems.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011	Change over FY2010	
KB	PLANNING AND PUBLIC RELATIONS PROGRAMME						
	TOTAL EXPENDITURE	\$389,368,841	\$445,881,800	\$468,824,400	\$469,208,600	\$384,200	0.1%
	Main Estimates						
	OPERATING EXPENDITURE	\$382,533,561	\$444,173,600	\$460,077,800	\$467,469,700	\$7,391,900	1.6%
	<i>RUNNING COSTS</i>	<i>\$101,462,222</i>	<i>\$108,450,000</i>	<i>\$105,150,200</i>	<i>\$106,423,400</i>	<i>\$1,273,200</i>	<i>1.2%</i>
	Expenditure on Manpower	\$21,987,171	\$20,914,800	\$23,333,900	\$21,507,800	-\$1,826,100	-7.8%
1500	Permanent Staff	21,987,171	20,914,800	23,333,900	21,507,800	-1,826,100	-7.8
	Other Operating Expenditure	\$79,475,052	\$87,535,200	\$81,816,300	\$84,915,600	\$3,099,300	3.8%
2100	Consumption of Products & Services	75,874,300	83,310,900	76,711,100	81,779,700	5,068,600	6.6

Code	Object Class	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011	Change over FY2010	
2300	Manpower Development	1,046,714	1,679,300	1,315,400	1,175,400	-140,000	-10.6
2400	International & Public Relations, Public Communications	1,650,430	2,237,800	1,856,500	1,801,700	-54,800	-3.0
2700	Asset Acquisition	903,607	307,200	1,933,300	158,800	-1,774,500	-91.8
	<i>TRANSFERS</i>	<i>\$281,071,339</i>	<i>\$335,723,600</i>	<i>\$354,927,600</i>	<i>\$361,046,300</i>	<i>\$6,118,700</i>	<i>1.7%</i>
3500	Social Transfers to Individuals	19,381	17,500	17,100	16,600	-500	-2.9
3600	Transfers to Institutions & Organisations	277,244,386	332,089,800	351,406,700	357,872,000	6,465,300	1.8
3800	International Organisations & Overseas Development Assistance	3,807,572	3,616,300	3,503,800	3,157,700	-346,100	-9.9
	Development Estimates						
	DEVELOPMENT EXPENDITURE	\$6,835,280	\$1,708,200	\$8,746,600	\$1,738,900	-\$7,007,700	-80.1%
5100	Government Development	5,766,555	1,708,200	8,746,600	1,738,900	-7,007,700	-80.1
5200	Grants & Capital Injections to Organisations	1,068,725	0	0	0	0	0.0

Manpower

Category	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011
Permanent Staff	240	264	254	254
TOTAL	240	264	254	254

SCHOOL SERVICES AND EDUCATIONAL DEVELOPMENT PROGRAMME

PROGRAMME DESCRIPTION

This programme covers the functions of the following 5 divisions of MOE HQ:

Schools Division - Monitors, supervises and evaluates the operation of schools in order to ensure that the schools are well-managed and implement education policies effectively; supervises, advises, develops and appraises Principals, Vice-Principals and other key officers.

Curriculum Planning and Development Division - Works with schools, Institutes of Higher Learning, partners and stakeholders to design, review and revise syllabuses and develop instructional materials; provides leadership to school staff including Heads of Departments, Subject Heads, Level Heads, Senior Teachers and teachers in the effective implementation of syllabuses and instructional materials; 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 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; conducts educational research to enhance design and delivery of curriculum; reviews and authorises textbooks and supplementary materials; and provides consultancy to schools and MOE Divisions on matters related to curriculum.

Educational Technology Division - Implements MOE's ICT Masterplan for education and provides directions on the use of ICT for teaching and learning in the schools.

Education Programmes Division - Plans, develops, monitors and reviews policies and programmes on co-curricular activities, social and emotional learning, gifted education, special education, pre-school education and specialised programmes; regulates, monitors and provides professional leadership and guidance to kindergartens and special education schools; provides leadership in and conducts psycho-educational test development, research, evaluation, and statistical analysis and data management.

Academy of Singapore Teachers - Provides professional development and training for in-service teachers, middle-level school leaders, allied educators and executive and administration staff. Builds professional ethos and develops a culture of professional excellence in the teaching fraternity. Drives pedagogical leadership and acts as a focal point/platform for teacher lead sharing. Facilitates professional development through networked communities, attachments, fellowship programmes and other professional development opportunities to raise the level of professional practice in the classroom and expertise across the system. Provides counselling, staff wellbeing programmes and services and educational resources through the Academy's library.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011	Change over FY2010
KC	SCHOOL SERVICES AND EDUCATIONAL DEVELOPMENT PROGRAMME					
	TOTAL EXPENDITURE	\$264,617,195	\$286,567,300	\$275,275,300	\$301,534,900	\$26,259,600 9.5%

Code	Object Class	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011	Change over FY2010
Main Estimates						
	OPERATING EXPENDITURE	\$233,389,340	\$228,067,300	\$231,427,200	\$264,869,800	\$33,442,600 14.5%
	<i>RUNNING COSTS</i>	<i>\$186,037,344</i>	<i>\$197,663,400</i>	<i>\$203,538,400</i>	<i>\$225,526,400</i>	<i>\$21,988,000 10.8%</i>
	Expenditure on Manpower	\$111,371,904	\$121,439,500	\$138,305,300	\$132,791,600	-\$5,513,700 -4.0%
1500	Permanent Staff	111,371,904	121,439,500	138,305,300	132,791,600	-5,513,700 -4.0
	Other Operating Expenditure	\$74,665,440	\$76,223,900	\$65,233,100	\$92,734,800	\$27,501,700 42.2%
2100	Consumption of Products & Services	45,721,506	45,279,900	36,326,100	51,325,400	14,999,300 41.3
2300	Manpower Development	21,611,545	23,212,700	21,710,700	33,976,900	12,266,200 56.5
2400	International & Public Relations, Public Communications	6,255,068	6,797,900	6,253,800	6,017,700	-236,100 -3.8
2700	Asset Acquisition	1,066,421	930,800	900,300	1,412,300	512,000 56.9
2800	Miscellaneous	10,900	2,600	42,200	2,500	-39,700 -94.1
	<i>TRANSFERS</i>	<i>\$47,351,996</i>	<i>\$30,403,900</i>	<i>\$27,888,800</i>	<i>\$39,343,400</i>	<i>\$11,454,600 41.1%</i>
3500	Social Transfers to Individuals	24,274,121	485,300	535,300	901,200	365,900 68.4
3600	Transfers to Institutions & Organisations	22,997,975	29,918,600	27,353,500	38,442,200	11,088,700 40.5
3800	International Organisations & Overseas Development Assistance	79,900	0	0	0	0 0.0
Development Estimates						
	DEVELOPMENT EXPENDITURE	\$31,227,855	\$58,500,000	\$43,848,100	\$36,665,100	-\$7,183,000 -16.4%
5100	Government Development	28,058,572	26,270,200	27,547,500	30,999,800	3,452,300 12.5
5200	Grants & Capital Injections to Organisations	3,169,283	32,229,800	16,300,600	5,665,300	-10,635,300 -65.2

Manpower

Category	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011
Permanent Staff	966	1,022	1,076	1,076
TOTAL	966	1,022	1,076	1,076

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 FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011	Change over FY2010	
KD	GOVERNMENT SCHOOLS AND JUNIOR COLLEGES PROGRAMME						
	TOTAL EXPENDITURE	\$3,131,097,728	\$3,187,359,100	\$3,341,300,800	\$3,605,636,100	\$264,335,300	7.9%
	Main Estimates						
	OPERATING EXPENDITURE	\$2,710,197,242	\$2,976,327,500	\$3,147,019,200	\$3,118,866,300	-\$28,152,900	-0.9%
	<i>RUNNING COSTS</i>	<i>\$2,571,746,152</i>	<i>\$2,805,291,200</i>	<i>\$2,977,382,200</i>	<i>\$2,935,288,500</i>	<i>-\$42,093,700</i>	<i>-1.4%</i>
	Expenditure on Manpower	\$2,205,485,215	\$2,435,274,200	\$2,648,538,800	\$2,603,165,800	-\$45,373,000	-1.7%
1500	Permanent Staff	2,205,485,215	2,435,274,200	2,648,538,800	2,603,165,800	-45,373,000	-1.7
	Other Operating Expenditure	\$366,260,937	\$369,786,400	\$328,612,800	\$331,892,100	\$3,279,300	1.0%
2100	Consumption of Products & Services	262,151,953	274,166,700	248,307,900	241,141,700	-7,166,200	-2.9
2300	Manpower Development	32,178,165	35,004,000	34,293,800	34,869,700	575,900	1.7
2400	International & Public Relations, Public Communications	128,813	148,900	118,000	139,300	21,300	18.1
2700	Asset Acquisition	71,539,871	60,217,700	45,624,700	55,508,400	9,883,700	21.7
2800	Miscellaneous	262,135	249,100	268,400	233,000	-35,400	-13.2
	Grants, Subventions & Capital Injections to Organisations	\$0	\$230,600	\$230,600	\$230,600	\$0	0.0%
3200	Grants, Subventions & Capital Injections to Educational Institutions	0	230,600	230,600	230,600	0	0.0
	<i>TRANSFERS</i>	<i>\$138,451,091</i>	<i>\$171,036,300</i>	<i>\$169,637,000</i>	<i>\$183,577,800</i>	<i>\$13,940,800</i>	<i>8.2%</i>
3500	Social Transfers to Individuals	138,451,091	171,036,300	169,637,000	183,577,800	13,940,800	8.2
	Development Estimates						
	DEVELOPMENT EXPENDITURE	\$420,900,485	\$211,031,600	\$194,281,600	\$486,769,800	\$292,488,200	150.5%
5100	Government Development	410,029,645	191,082,500	194,281,600	315,247,800	120,966,200	62.3

Code	Object Class	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011	Change over FY2010
5200	Grants & Capital Injections to Organisations	10,870,841	19,949,100	0	171,522,000	171,522,000 n.a.

Manpower

Category	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011
Permanent Staff	32,377	35,294	35,928	35,928
TOTAL	32,377	35,294	35,928	35,928

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 FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011	Change over FY2010
KE	SPECIAL EDUCATION SCHOOLS PROGRAMME					
	TOTAL EXPENDITURE	\$123,657,548	\$113,245,200	\$87,415,400	\$111,389,900	\$23,974,500 27.4%
	Main Estimates					
	OPERATING EXPENDITURE	\$95,936,713	\$91,491,200	\$72,137,800	\$100,509,200	\$28,371,400 39.3%
	<i>TRANSFERS</i>	<i>\$95,936,713</i>	<i>\$91,491,200</i>	<i>\$72,137,800</i>	<i>\$100,509,200</i>	<i>\$28,371,400 39.3%</i>
3600	Transfers to Institutions & Organisations	95,936,713	91,491,200	72,137,800	100,509,200	28,371,400 39.3
	Development Estimates					
	DEVELOPMENT EXPENDITURE	\$27,720,834	\$21,754,000	\$15,277,600	\$10,880,700	-\$4,396,900 -28.8%
5200	Grants & Capital Injections to Organisations	27,720,834	21,754,000	15,277,600	10,880,700	-4,396,900 -28.8

Manpower

Category	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011
Permanent Staff	14	125	125	125
TOTAL	14	125	125	125

GOVERNMENT-AIDED SCHOOLS AND JUNIOR COLLEGES PROGRAMME

PROGRAMME DESCRIPTION

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

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011	Change over FY2010	
KF	GOVERNMENT-AIDED SCHOOLS AND JUNIOR COLLEGES PROGRAMME						
	TOTAL EXPENDITURE	\$893,841,599	\$994,135,200	\$1,063,152,300	\$1,041,389,900	-\$21,762,400	-2.0%
	Main Estimates						
	OPERATING EXPENDITURE	\$829,875,562	\$894,755,000	\$968,789,300	\$954,987,300	-\$13,802,000	-1.4%
	<i>RUNNING COSTS</i>	<i>\$829,875,562</i>	<i>\$894,755,000</i>	<i>\$968,789,300</i>	<i>\$954,987,300</i>	<i>-\$13,802,000</i>	<i>-1.4%</i>
	Grants, Subventions & Capital Injections to Organisations	\$829,875,562	\$894,755,000	\$968,789,300	\$954,987,300	-\$13,802,000	-1.4%
3200	Grants, Subventions & Capital Injections to Educational Institutions	829,875,562	894,755,000	968,789,300	954,987,300	-13,802,000	-1.4
	Development Estimates						
	DEVELOPMENT EXPENDITURE	\$63,966,037	\$99,380,200	\$94,363,000	\$86,402,600	-\$7,960,400	-8.4%
5100	Government Development	2,546,655	684,000	0	12,000,000	12,000,000	n.a.
5200	Grants & Capital Injections to Organisations	61,419,382	98,696,200	94,363,000	74,402,600	-19,960,400	-21.2

Manpower

Category	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011
Permanent Staff	6,855	7,578	7,578	7,578
Others	2,008	2,101	2,273	2,273
TOTAL	8,863	9,679	9,851	9,851

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 FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011	Change over FY2010	
KG	INDEPENDENT SCHOOLS PROGRAMME						
	TOTAL EXPENDITURE	\$259,873,180	\$307,738,600	\$324,081,100	\$282,856,700	-\$41,224,400	-12.7%
	Main Estimates						
	OPERATING EXPENDITURE	\$252,525,400	\$249,792,400	\$284,365,500	\$249,267,900	-\$35,097,600	-12.3%
	<i>RUNNING COSTS</i>	<i>\$235,735,690</i>	<i>\$234,935,400</i>	<i>\$269,774,300</i>	<i>\$235,348,100</i>	<i>-\$34,426,200</i>	<i>-12.8%</i>
	Grants, Subventions & Capital Injections to Organisations	\$235,735,690	\$234,935,400	\$269,774,300	\$235,348,100	-\$34,426,200	-12.8%
3200	Grants, Subventions & Capital Injections to Educational Institutions	235,735,690	234,935,400	269,774,300	235,348,100	-34,426,200	-12.8
	<i>TRANSFERS</i>	<i>\$16,789,710</i>	<i>\$14,857,000</i>	<i>\$14,591,200</i>	<i>\$13,919,800</i>	<i>-\$671,400</i>	<i>-4.6%</i>
3500	Social Transfers to Individuals	16,789,710	14,857,000	14,591,200	13,919,800	-671,400	-4.6
	Development Estimates						
	DEVELOPMENT EXPENDITURE	\$7,347,780	\$57,946,200	\$39,715,600	\$33,588,800	-\$6,126,800	-15.4%
5100	Government Development	1,597,958	29,601,300	21,340,000	23,670,000	2,330,000	10.9
5200	Grants & Capital Injections to Organisations	5,749,822	28,344,900	18,375,600	9,918,800	-8,456,800	-46.0

NATIONAL INSTITUTE OF EDUCATION PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under National Institute of Education (NIE). The functions of NIE are: to train teachers and school leaders to meet Singapore's need; to promote research in Education, Arts, Science, Physical Education and other related disciplines in teacher training; and to provide postgraduate programmes in Education, Arts, Science and Physical Education.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011	Change over FY2010	
KH	NATIONAL INSTITUTE OF EDUCATION PROGRAMME						
	TOTAL EXPENDITURE	\$126,942,217	\$131,024,100	\$130,936,800	\$123,245,200	-\$7,691,600	-5.9%
	Main Estimates						
	OPERATING EXPENDITURE	\$117,525,331	\$128,415,300	\$129,200,800	\$123,245,200	-\$5,955,600	-4.6%
	<i>TRANSFERS</i>	<i>\$117,525,331</i>	<i>\$128,415,300</i>	<i>\$129,200,800</i>	<i>\$123,245,200</i>	<i>-\$5,955,600</i>	<i>-4.6%</i>
3500	Social Transfers to Individuals	572,498	859,000	883,900	878,000	-5,900	-0.7
3600	Transfers to Institutions & Organisations	116,952,833	127,556,300	128,316,900	122,367,200	-5,949,700	-4.6
	Development Estimates						
	DEVELOPMENT EXPENDITURE	\$9,416,886	\$2,608,800	\$1,736,000	\$0	-\$1,736,000	-100.0%
5200	Grants & Capital Injections to Organisations	9,416,886	2,608,800	1,736,000	0	-1,736,000	-100.0

NATIONAL UNIVERSITY OF SINGAPORE PROGRAMME

PROGRAMME DESCRIPTION

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

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011	Change over FY2010	
KI	NATIONAL UNIVERSITY OF SINGAPORE PROGRAMME						
	TOTAL EXPENDITURE	\$1,078,774,708	\$1,138,285,900	\$1,197,756,600	\$1,279,351,800	\$81,595,200	6.8%
	Main Estimates						
	OPERATING EXPENDITURE	\$974,832,011	\$980,777,900	\$1,037,139,200	\$1,231,438,300	\$194,299,100	18.7%
	<i>RUNNING COSTS</i>	<i>\$6,291,305</i>	<i>\$7,634,400</i>	<i>\$7,961,800</i>	<i>\$6,810,700</i>	<i>-\$1,151,100</i>	<i>-14.5%</i>
	Grants, Subventions & Capital Injections to Organisations	\$6,291,305	\$7,634,400	\$7,961,800	\$6,810,700	-\$1,151,100	-14.5%
3200	Grants, Subventions & Capital Injections to Educational Institutions	6,291,305	7,634,400	7,961,800	6,810,700	-1,151,100	-14.5
	<i>TRANSFERS</i>	<i>\$968,540,706</i>	<i>\$973,143,500</i>	<i>\$1,029,177,400</i>	<i>\$1,224,627,600</i>	<i>\$195,450,200</i>	<i>19.0%</i>
3500	Social Transfers to Individuals	34,763,136	42,383,000	43,294,400	57,923,000	14,628,600	33.8
3600	Transfers to Institutions & Organisations	933,777,570	930,760,500	985,883,000	1,166,704,600	180,821,600	18.3
	Development Estimates						
	DEVELOPMENT EXPENDITURE	\$103,942,697	\$157,508,000	\$160,617,400	\$47,913,500	-\$112,703,900	-70.2%
5100	Government Development	1,957,654	0	0	0	0	0.0
5200	Grants & Capital Injections to Organisations	101,985,043	157,508,000	160,617,400	47,913,500	-112,703,900	-70.2

NANYANG TECHNOLOGICAL UNIVERSITY PROGRAMME

PROGRAMME DESCRIPTION

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

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011	Change over FY2010
KJ	NANYANG TECHNOLOGICAL UNIVERSITY PROGRAMME					
	TOTAL EXPENDITURE	\$659,604,822	\$678,492,400	\$682,655,800	\$790,583,500	\$107,927,700 15.8%
	Main Estimates					
	OPERATING EXPENDITURE	\$598,905,909	\$656,140,500	\$663,068,000	\$780,152,500	\$117,084,500 17.7%
	<i>TRANSFERS</i>	<i>\$598,905,909</i>	<i>\$656,140,500</i>	<i>\$663,068,000</i>	<i>\$780,152,500</i>	<i>\$117,084,500 17.7%</i>
3500	Social Transfers to Individuals	31,178,086	35,988,600	36,576,400	41,022,200	4,445,800 12.2
3600	Transfers to Institutions & Organisations	567,727,823	620,151,900	626,491,600	739,130,300	112,638,700 18.0
	Development Estimates					
	DEVELOPMENT EXPENDITURE	\$60,698,913	\$22,351,900	\$19,587,800	\$10,431,000	-\$9,156,800 -46.7%
5200	Grants & Capital Injections to Organisations	60,698,913	22,351,900	19,587,800	10,431,000	-9,156,800 -46.7

INSTITUTE OF SOUTHEAST ASIAN STUDIES PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under the Institute of Southeast Asian Studies (ISEAS). The function of ISEAS is to engage in the promotion of research on Southeast Asia and on all matters pertaining to Southeast Asia and Asia Pacific.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011	Change over FY2010
KK	INSTITUTE OF SOUTHEAST ASIAN STUDIES PROGRAMME					
	TOTAL EXPENDITURE	\$11,134,581	\$11,435,500	\$11,932,400	\$11,703,700	-\$228,700 -1.9%
	Main Estimates					
	OPERATING EXPENDITURE	\$11,134,581	\$11,435,500	\$11,932,400	\$11,703,700	-\$228,700 -1.9%
	<i>RUNNING COSTS</i>	<i>\$11,134,581</i>	<i>\$11,435,500</i>	<i>\$11,932,400</i>	<i>\$11,703,700</i>	<i>-\$228,700 -1.9%</i>
	Grants, Subventions & Capital Injections to Organisations	\$11,134,581	\$11,435,500	\$11,932,400	\$11,703,700	-\$228,700 -1.9%
3200	Grants, Subventions & Capital Injections to Educational Institutions	11,134,581	11,435,500	11,932,400	11,703,700	-228,700 -1.9

Manpower

Category	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011
Others	62	62	62	62
TOTAL	62	62	62	62

SINGAPORE POLYTECHNIC PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under Singapore Polytechnic (SP). The main function of SP is to train quality manpower in the technical and professional areas to support the economy through the various stages of Singapore's growth.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011	Change over FY2010	
KL	SINGAPORE POLYTECHNIC PROGRAMME						
	TOTAL EXPENDITURE	\$247,411,827	\$264,401,600	\$281,376,500	\$274,268,600	-\$7,107,900	-2.5%
	Main Estimates						
	OPERATING EXPENDITURE	\$214,715,468	\$247,333,600	\$258,787,700	\$270,700,900	\$11,913,200	4.6%
	<i>RUNNING COSTS</i>	<i>\$213,487,908</i>	<i>\$245,813,600</i>	<i>\$256,967,900</i>	<i>\$269,209,300</i>	<i>\$12,241,400</i>	<i>4.8%</i>
	Grants, Subventions & Capital Injections to Organisations	\$213,487,908	\$245,813,600	\$256,967,900	\$269,209,300	\$12,241,400	4.8%
3200	Grants, Subventions & Capital Injections to Educational Institutions	213,487,908	245,813,600	256,967,900	269,209,300	12,241,400	4.8
	<i>TRANSFERS</i>	<i>\$1,227,561</i>	<i>\$1,520,000</i>	<i>\$1,819,800</i>	<i>\$1,491,600</i>	<i>-\$328,200</i>	<i>-18.0%</i>
3500	Social Transfers to Individuals	1,227,561	1,520,000	1,819,800	1,491,600	-328,200	-18.0
	Development Estimates						
	DEVELOPMENT EXPENDITURE	\$32,696,359	\$17,068,000	\$22,588,800	\$3,567,700	-\$19,021,100	-84.2%
5200	Grants & Capital Injections to Organisations	32,696,359	17,068,000	22,588,800	3,567,700	-19,021,100	-84.2

Manpower

Category	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011
Others	1,427	1,566	1,590	1,616
TOTAL	1,427	1,566	1,590	1,616

NGEE ANN POLYTECHNIC PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under Ngee Ann Polytechnic (NP). The function of NP is to educate and train practice-oriented people through pre-employment training and continuing education courses to meet the technological, economic and social needs of Singapore.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011	Change over FY2010	
KM	NGEE ANN POLYTECHNIC PROGRAMME						
	TOTAL EXPENDITURE	\$224,050,469	\$254,575,700	\$280,216,400	\$248,416,000	-\$31,800,400	-11.3%
	Main Estimates						
	OPERATING EXPENDITURE	\$212,723,528	\$237,167,700	\$251,720,900	\$245,416,800	-\$6,304,100	-2.5%
	<i>RUNNING COSTS</i>	<i>\$210,994,566</i>	<i>\$233,913,400</i>	<i>\$248,931,100</i>	<i>\$242,796,700</i>	<i>-\$6,134,400</i>	<i>-2.5%</i>
	Grants, Subventions & Capital Injections to Organisations	\$210,994,566	\$233,913,400	\$248,931,100	\$242,796,700	-\$6,134,400	-2.5%
3200	Grants, Subventions & Capital Injections to Educational Institutions	210,994,566	233,913,400	248,931,100	242,796,700	-6,134,400	-2.5
	<i>TRANSFERS</i>	<i>\$1,728,962</i>	<i>\$3,254,300</i>	<i>\$2,789,800</i>	<i>\$2,620,100</i>	<i>-\$169,700</i>	<i>-6.1%</i>
3500	Social Transfers to Individuals	1,728,962	3,254,300	2,789,800	2,620,100	-169,700	-6.1
	Development Estimates						
	DEVELOPMENT EXPENDITURE	\$11,326,941	\$17,408,000	\$28,495,500	\$2,999,200	-\$25,496,300	-89.5%
5200	Grants & Capital Injections to Organisations	11,326,941	17,408,000	28,495,500	2,999,200	-25,496,300	-89.5

Manpower

Category	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011
Others	1,529	1,729	1,776	1,797
TOTAL	1,529	1,729	1,776	1,797

TEMASEK POLYTECHNIC PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under Temasek Polytechnic (TP). The function of TP is to equip school leavers with the essential knowledge, skills and attitudes that will lead them to satisfying and rewarding careers and further education.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011	Change over FY2010
KN	TEMASEK POLYTECHNIC PROGRAMME					
	TOTAL EXPENDITURE	\$197,749,465	\$221,882,800	\$234,338,000	\$231,279,300	-\$3,058,700 -1.3%
	Main Estimates					
	OPERATING EXPENDITURE	\$197,749,465	\$221,882,800	\$232,426,300	\$231,279,300	-\$1,147,000 -0.5%
	<i>RUNNING COSTS</i>	<i>\$196,423,454</i>	<i>\$219,872,800</i>	<i>\$230,343,100</i>	<i>\$229,771,300</i>	<i>-\$571,800</i> <i>-0.2%</i>
	Grants, Subventions & Capital Injections to Organisations	\$196,423,454	\$219,872,800	\$230,343,100	\$229,771,300	-\$571,800 -0.2%
3200	Grants, Subventions & Capital Injections to Educational Institutions	196,423,454	219,872,800	230,343,100	229,771,300	-571,800 -0.2
	<i>TRANSFERS</i>	<i>\$1,326,011</i>	<i>\$2,010,000</i>	<i>\$2,083,200</i>	<i>\$1,508,000</i>	<i>-\$575,200</i> <i>-27.6%</i>
3500	Social Transfers to Individuals	1,326,011	2,010,000	2,083,200	1,508,000	-575,200 -27.6
	Development Estimates					
	DEVELOPMENT EXPENDITURE	\$0	\$0	\$1,911,700	\$0	-\$1,911,700 -100.0%
5200	Grants & Capital Injections to Organisations	0	0	1,911,700	0	-1,911,700 -100.0

Manpower

Category	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011
Others	1,417	1,431	1,512	1,634
TOTAL	1,417	1,431	1,512	1,634

INSTITUTE OF TECHNICAL EDUCATION PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under 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 that ranges from engineering to information and communications technology, business and service skills areas.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011	Change over FY2010	
KO	INSTITUTE OF TECHNICAL EDUCATION PROGRAMME						
	TOTAL EXPENDITURE	\$280,588,490	\$328,113,700	\$490,280,400	\$605,747,100	\$115,466,700	23.6%
	Main Estimates						
	OPERATING EXPENDITURE	\$269,078,051	\$322,092,700	\$341,274,300	\$345,579,700	\$4,305,400	1.3%
	<i>RUNNING COSTS</i>	<i>\$262,948,745</i>	<i>\$314,549,600</i>	<i>\$333,626,100</i>	<i>\$339,270,800</i>	<i>\$5,644,700</i>	<i>1.7%</i>
	Grants, Subventions & Capital Injections to Organisations	\$262,948,745	\$314,549,600	\$333,626,100	\$339,270,800	\$5,644,700	1.7%
3200	Grants, Subventions & Capital Injections to Educational Institutions	262,948,745	314,549,600	333,626,100	339,270,800	5,644,700	1.7
	<i>TRANSFERS</i>	<i>\$6,129,306</i>	<i>\$7,543,100</i>	<i>\$7,648,200</i>	<i>\$6,308,900</i>	<i>-\$1,339,300</i>	<i>-17.5%</i>
3500	Social Transfers to Individuals	6,129,306	7,543,100	7,648,200	6,308,900	-1,339,300	-17.5
	Development Estimates						
	DEVELOPMENT EXPENDITURE	\$11,510,439	\$6,021,000	\$149,006,100	\$260,167,400	\$111,161,300	74.6%
5200	Grants & Capital Injections to Organisations	11,510,439	6,021,000	149,006,100	260,167,400	111,161,300	74.6

Manpower

Category	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011
Others	2,299	2,762	2,614	2,816
TOTAL	2,299	2,762	2,614	2,816

SCIENCE CENTRE SINGAPORE BOARD PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under Science Centre Singapore (SCS). The functions of SCS 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 FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011	Change over FY2010	
KP	SCIENCE CENTRE SINGAPORE BOARD PROGRAMME						
	TOTAL EXPENDITURE	\$16,141,000	\$16,067,100	\$16,991,500	\$17,579,500	\$588,000	3.5%
	Main Estimates						
	OPERATING EXPENDITURE	\$16,117,556	\$16,067,100	\$16,991,500	\$17,579,500	\$588,000	3.5%
	<i>RUNNING COSTS</i>	<i>\$16,117,556</i>	<i>\$16,067,100</i>	<i>\$16,991,500</i>	<i>\$17,579,500</i>	<i>\$588,000</i>	<i>3.5%</i>
	Grants, Subventions & Capital Injections to Organisations	\$16,117,556	\$16,067,100	\$16,991,500	\$17,579,500	\$588,000	3.5%
3200	Grants, Subventions & Capital Injections to Educational Institutions	16,117,556	16,067,100	16,991,500	17,579,500	588,000	3.5
	Development Estimates						
	DEVELOPMENT EXPENDITURE	\$23,445	\$0	\$0	\$0	\$0	0.0%
5200	Grants & Capital Injections to Organisations	23,445	0	0	0	0	0.0

Manpower

Category	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011
Others	155	175	140	142
TOTAL	155	175	140	142

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 and equip school leavers with knowledge and skills required for work and further education.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011	Change over FY2010	
KQ	NANYANG POLYTECHNIC PROGRAMME						
	TOTAL EXPENDITURE	\$203,145,721	\$232,712,800	\$247,172,900	\$238,900,300	-\$8,272,600	-3.3%
	Main Estimates						
	OPERATING EXPENDITURE	\$195,196,891	\$223,120,800	\$236,491,900	\$236,885,400	\$393,500	0.2%
	<i>RUNNING COSTS</i>	<i>\$193,036,786</i>	<i>\$221,570,800</i>	<i>\$233,750,900</i>	<i>\$233,539,400</i>	<i>-\$211,500</i>	<i>-0.1%</i>
	Grants, Subventions & Capital Injections to Organisations	\$193,036,786	\$221,570,800	\$233,750,900	\$233,539,400	-\$211,500	-0.1%
3200	Grants, Subventions & Capital Injections to Educational Institutions	193,036,786	221,570,800	233,750,900	233,539,400	-211,500	-0.1
	<i>TRANSFERS</i>	<i>\$2,160,105</i>	<i>\$1,550,000</i>	<i>\$2,741,000</i>	<i>\$3,346,000</i>	<i>\$605,000</i>	<i>22.1%</i>
3500	Social Transfers to Individuals	2,160,105	1,550,000	2,741,000	3,346,000	605,000	22.1
	Development Estimates						
	DEVELOPMENT EXPENDITURE	\$7,948,830	\$9,592,000	\$10,681,000	\$2,014,900	-\$8,666,100	-81.1%
5200	Grants & Capital Injections to Organisations	7,948,830	9,592,000	10,681,000	2,014,900	-8,666,100	-81.1

Manpower

Category	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011
Others	1,343	1,509	1,773	1,830
TOTAL	1,343	1,509	1,773	1,830

SINGAPORE INSTITUTE OF MANAGEMENT (SIM) UNIVERSITY PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under SIM University and covers programmes that are publicly-funded. The function of the SIM University is to help improve the educational level and professional skills of working adults by providing them with opportunities to acquire tertiary education through the open learning approach.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011	Change over FY2010	
KR	SINGAPORE INSTITUTE OF MANAGEMENT (SIM) UNIVERSITY PROGRAMME						
	TOTAL EXPENDITURE	\$19,579,798	\$22,988,000	\$22,988,000	\$26,246,000	\$3,258,000	14.2%
	Main Estimates						
	OPERATING EXPENDITURE	\$19,579,798	\$22,988,000	\$22,988,000	\$26,246,000	\$3,258,000	14.2%
	<i>TRANSFERS</i>	<i>\$19,579,798</i>	<i>\$22,988,000</i>	<i>\$22,988,000</i>	<i>\$26,246,000</i>	<i>\$3,258,000</i>	<i>14.2%</i>
3600	Transfers to Institutions & Organisations	19,579,798	22,988,000	22,988,000	26,246,000	3,258,000	14.2

SINGAPORE MANAGEMENT UNIVERSITY PROGRAMME

PROGRAMME DESCRIPTION

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

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011	Change over FY2010	
KS	SINGAPORE MANAGEMENT UNIVERSITY PROGRAMME						
	TOTAL EXPENDITURE	\$125,502,629	\$138,173,200	\$161,289,600	\$147,905,400	-\$13,384,200	-8.3%
	Main Estimates						
	OPERATING EXPENDITURE	\$124,815,309	\$138,173,200	\$160,789,600	\$146,584,600	-\$14,205,000	-8.8%
	<i>TRANSFERS</i>	<i>\$124,815,309</i>	<i>\$138,173,200</i>	<i>\$160,789,600</i>	<i>\$146,584,600</i>	<i>-\$14,205,000</i>	<i>-8.8%</i>
3500	Social Transfers to Individuals	719,291	768,500	1,617,000	1,649,000	32,000	2.0
3600	Transfers to Institutions & Organisations	124,096,019	137,404,700	159,172,600	144,935,600	-14,237,000	-8.9
	Development Estimates						
	DEVELOPMENT EXPENDITURE	\$687,320	\$0	\$500,000	\$1,320,800	\$820,800	164.2%
5200	Grants & Capital Injections to Organisations	687,320	0	500,000	1,320,800	820,800	164.2

NANYANG ACADEMY OF FINE ARTS PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under Nanyang Academy of Fine Arts (NAFA). NAFA is a private arts institution. The Academy offers certificate, diploma and degree courses (in collaboration with foreign universities) in the visual arts and the performing arts. Children's programmes are also offered. The Academy has a strong focus on Chinese arts. The mission of the Academy is "to develop the creativity and artistic potential of our talented youths to meet the needs of a knowledge-based economy and to groom them to become excellent art practitioners".

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011	Change over FY2010	
KT	NANYANG ACADEMY OF FINE ARTS PROGRAMME						
	TOTAL EXPENDITURE	\$14,342,288	\$15,545,000	\$15,502,200	\$20,275,200	\$4,773,000	30.8%
	Main Estimates						
	OPERATING EXPENDITURE	\$13,023,845	\$15,545,000	\$15,502,200	\$20,275,200	\$4,773,000	30.8%
	<i>TRANSFERS</i>	<i>\$13,023,845</i>	<i>\$15,545,000</i>	<i>\$15,502,200</i>	<i>\$20,275,200</i>	<i>\$4,773,000</i>	<i>30.8%</i>
3500	Social Transfers to Individuals	96,187	208,500	166,500	116,000	-50,500	-30.3
3600	Transfers to Institutions & Organisations	12,927,659	15,336,500	15,335,700	20,159,200	4,823,500	31.5
	Development Estimates						
	DEVELOPMENT EXPENDITURE	\$1,318,443	\$0	\$0	\$0	\$0	0.0%
5200	Grants & Capital Injections to Organisations	1,318,443	0	0	0	0	0.0

LASALLE COLLEGE OF THE ARTS PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under LaSalle College of the Arts (LASALLE). LASALLE is a private arts institution. The College offers certificate, diploma and degree courses (accredited by Open University UK) in the visual arts and the performing arts. The College has a strong focus on Western and Contemporary arts. LASALLE's Statement of Purpose is that it "exists for the education of students; for the enrichment of art; for the promotion of artistic communication; and for the cultural and economic wellbeing of Singapore."

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011	Change over FY2010	
KU	LASALLE COLLEGE OF THE ARTS PROGRAMME						
	TOTAL EXPENDITURE	\$17,031,179	\$18,109,400	\$17,248,600	\$20,472,100	\$3,223,500	18.7%
	Main Estimates						
	OPERATING EXPENDITURE	\$15,585,437	\$18,109,400	\$17,248,600	\$20,472,100	\$3,223,500	18.7%
	<i>TRANSFERS</i>	<i>\$15,585,437</i>	<i>\$18,109,400</i>	<i>\$17,248,600</i>	<i>\$20,472,100</i>	<i>\$3,223,500</i>	<i>18.7%</i>
3500	Social Transfers to Individuals	29,429	120,000	78,000	60,000	-18,000	-23.1
3600	Transfers to Institutions & Organisations	15,556,008	17,989,400	17,170,600	20,412,100	3,241,500	18.9
	Development Estimates						
	DEVELOPMENT EXPENDITURE	\$1,445,742	\$0	\$0	\$0	\$0	0.0%
5200	Grants & Capital Injections to Organisations	1,445,742	0	0	0	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 on problem-based learning.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011	Change over FY2010
KV	REPUBLIC POLYTECHNIC PROGRAMME					
	TOTAL EXPENDITURE	\$131,578,184	\$153,011,400	\$163,776,300	\$182,140,100	\$18,363,800 11.2%
	Main Estimates					
	OPERATING EXPENDITURE	\$121,253,422	\$141,266,400	\$151,090,000	\$181,053,400	\$29,963,400 19.8%
	<i>RUNNING COSTS</i>	<i>\$119,884,226</i>	<i>\$139,762,400</i>	<i>\$149,157,800</i>	<i>\$179,465,400</i>	<i>\$30,307,600 20.3%</i>
	Grants, Subventions & Capital Injections to Organisations	\$119,884,226	\$139,762,400	\$149,157,800	\$179,465,400	\$30,307,600 20.3%
3200	Grants, Subventions & Capital Injections to Educational Institutions	119,884,226	139,762,400	149,157,800	179,465,400	30,307,600 20.3
	<i>TRANSFERS</i>	<i>\$1,369,195</i>	<i>\$1,504,000</i>	<i>\$1,932,200</i>	<i>\$1,588,000</i>	<i>-\$344,200 -17.8%</i>
3500	Social Transfers to Individuals	1,369,195	1,504,000	1,932,200	1,588,000	-344,200 -17.8
	Development Estimates					
	DEVELOPMENT EXPENDITURE	\$10,324,762	\$11,745,000	\$12,686,300	\$1,086,700	-\$11,599,600 -91.4%
5200	Grants & Capital Injections to Organisations	10,324,762	11,745,000	12,686,300	1,086,700	-11,599,600 -91.4

Manpower

Category	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011
Others	11	90	84	58
TOTAL	11	90	84	58

SINGAPORE EXAMINATIONS AND ASSESSMENT BOARD PROGRAMME

PROGRAMME DESCRIPTION

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

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011	Change over FY2010	
KW	SINGAPORE EXAMINATIONS AND ASSESSMENT BOARD PROGRAMME						
	TOTAL EXPENDITURE	\$36,044,673	\$37,140,300	\$38,220,100	\$37,304,700	-\$915,400	-2.4%
	Main Estimates						
	OPERATING EXPENDITURE	\$34,948,712	\$36,778,400	\$37,176,100	\$37,034,700	-\$141,400	-0.4%
	<i>RUNNING COSTS</i>	<i>\$34,948,712</i>	<i>\$36,778,400</i>	<i>\$37,176,100</i>	<i>\$37,034,700</i>	<i>-\$141,400</i>	<i>-0.4%</i>
	Grants, Subventions & Capital Injections to Organisations	\$34,948,712	\$36,778,400	\$37,176,100	\$37,034,700	-\$141,400	-0.4%
3100	Grants, Subventions & Capital Injections to Statutory Boards	34,948,712	36,778,400	37,176,100	37,034,700	-141,400	-0.4
	Development Estimates						
	DEVELOPMENT EXPENDITURE	\$1,095,961	\$361,900	\$1,044,000	\$270,000	-\$774,000	-74.1%
5200	Grants & Capital Injections to Organisations	1,095,961	361,900	1,044,000	270,000	-774,000	-74.1

Manpower

Category	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011
Others	153	164	167	167
TOTAL	153	164	167	167

SINGAPORE UNIVERSITY OF TECHNOLOGY AND DESIGN PROGRAMME

PROGRAMME DESCRIPTION

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

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011	Change over FY2010
KX	SINGAPORE UNIVERSITY OF TECHNOLOGY AND DESIGN PROGRAMME					
	TOTAL EXPENDITURE	\$21,847,789	\$63,693,000	\$55,868,000	\$415,995,100	\$360,127,100 644.6%
	Main Estimates					
	OPERATING EXPENDITURE	\$21,847,789	\$63,693,000	\$37,331,900	\$400,857,500	\$363,525,600 973.8%
	<i>TRANSFERS</i>	<i>\$21,847,789</i>	<i>\$63,693,000</i>	<i>\$37,331,900</i>	<i>\$400,857,500</i>	<i>\$363,525,600 973.8%</i>
3600	Transfers to Institutions & Organisations	21,847,789	63,693,000	37,331,900	400,857,500	363,525,600 973.8
	Development Estimates					
	DEVELOPMENT EXPENDITURE	\$0	\$0	\$18,536,100	\$15,137,600	-\$3,398,500 -18.3%
5200	Grants & Capital Injections to Organisations	0	0	18,536,100	15,137,600	-3,398,500 -18.3

SINGAPORE INSTITUTE OF TECHNOLOGY PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under the Singapore Institute of Technology (SIT). SIT is responsible for planning, managing and implementing degree programmes offered by overseas universities in partnership with the polytechnics to provide an upgrading pathway for polytechnic graduates.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011	Change over FY2010	
KY	SINGAPORE INSTITUTE OF TECHNOLOGY PROGRAMME						
	TOTAL EXPENDITURE	\$3,899,013	\$19,463,800	\$39,237,800	\$48,823,100	\$9,585,300	24.4%
	Main Estimates						
	OPERATING EXPENDITURE	\$3,899,013	\$19,463,800	\$34,424,500	\$46,240,700	\$11,816,200	34.3%
	<i>TRANSFERS</i>	<i>\$3,899,013</i>	<i>\$19,463,800</i>	<i>\$34,424,500</i>	<i>\$46,240,700</i>	<i>\$11,816,200</i>	<i>34.3%</i>
3500	Social Transfers to Individuals	0	0	80,000	900,000	820,000	n.a.
3600	Transfers to Institutions & Organisations	3,899,013	19,463,800	34,344,500	45,340,700	10,996,200	32.0
	Development Estimates						
	DEVELOPMENT EXPENDITURE	\$0	\$0	\$4,813,300	\$2,582,400	-\$2,230,900	-46.3%
5200	Grants & Capital Injections to Organisations	0	0	4,813,300	2,582,400	-2,230,900	-46.3

COUNCIL OF PRIVATE EDUCATION PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under the Council for Private Education (CPE). CPE is a statutory board under MOE that oversees the enhanced regulatory framework as set out by the Private Education Act (PEA). Beyond regulating Singapore's private education sector, CPE promotes greater public and consumer awareness, and facilitates the development of the sector.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011	Change over FY2010	
KZ	COUNCIL OF PRIVATE EDUCATION						
	TOTAL EXPENDITURE	\$4,051,918	\$8,848,100	\$9,228,100	\$9,512,000	\$283,900	3.1%
	Main Estimates						
	OPERATING EXPENDITURE	\$4,051,918	\$8,848,100	\$9,228,100	\$9,512,000	\$283,900	3.1%
	<i>RUNNING COSTS</i>	<i>\$4,051,918</i>	<i>\$8,848,100</i>	<i>\$9,228,100</i>	<i>\$9,512,000</i>	<i>\$283,900</i>	<i>3.1%</i>
	Grants, Subventions & Capital Injections to Organisations	\$4,051,918	\$8,848,100	\$9,228,100	\$9,512,000	\$283,900	3.1%
3100	Grants, Subventions & Capital Injections to Statutory Boards	1,451,918	0	9,228,100	9,512,000	283,900	3.1
3200	Grants, Subventions & Capital Injections to Educational Institutions	2,600,000	8,848,100	0	0	0	0.0

Manpower

Category	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011
Others	46	69	70	70
TOTAL	46	69	70	70