

HEAD K

MINISTRY OF EDUCATION

OVERVIEW

Mission Statement

We will provide our children with a balanced and well-rounded education, to help them discover their talents and realise their full potential, and nurture them into committed citizens.

FY2011 EXPENDITURE ESTIMATES

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011	Change over FY2010	
	TOTAL EXPENDITURE	\$8,685,055,747	\$9,663,740,100	\$9,910,357,300	\$10,910,532,700	\$1,000,175,400	10.1%
	Main Estimates						
	OPERATING EXPENDITURE	\$7,837,908,051	\$8,599,000,000	\$9,031,096,000	\$9,767,000,000	\$735,904,000	8.1%
	<i>RUNNING COSTS</i>	<i>\$5,294,141,837</i>	<i>\$5,819,360,200</i>	<i>\$6,183,466,800</i>	<i>\$6,165,440,100</i>	<i>-\$18,026,700</i>	<i>-0.3%</i>
	Expenditure on Manpower	\$2,388,164,761	\$2,631,131,600	\$2,870,666,500	\$2,823,637,800	-\$47,028,700	-1.6%
1200	Political Appointments	1,557,701	1,834,800	2,451,100	2,019,600	-431,500	-17.6
1500	Permanent Staff	2,386,607,060	2,629,296,800	2,868,215,400	2,821,618,200	-46,597,200	-1.6
	Other Operating Expenditure	\$568,121,418	\$598,022,500	\$533,337,800	\$570,210,200	\$36,872,400	6.9%
2100	Consumption of Products & Services	415,004,827	447,631,700	400,534,400	416,982,700	16,448,300	4.1
2300	Manpower Development	61,839,581	70,513,600	67,218,600	79,157,600	11,939,000	17.8
2400	International & Public Relations, Public Communications	14,754,768	17,703,100	16,196,000	16,301,700	105,700	0.7
2700	Asset Acquisition	73,917,507	61,723,900	48,875,700	57,344,100	8,468,400	17.3
2800	Miscellaneous	2,604,735	450,200	513,100	424,100	-89,000	-17.3
	Grants, Subventions & Capital Injections to Organisations	\$2,337,855,658	\$2,590,206,100	\$2,779,462,500	\$2,771,592,100	-\$7,870,400	-0.3%
3100	Grants, Subventions & Capital Injections to Statutory Boards	36,400,630	36,778,400	46,404,200	46,546,700	142,500	0.3
3200	Grants, Subventions & Capital Injections to Educational Institutions	2,301,455,029	2,553,427,700	2,733,058,300	2,725,045,400	-8,012,900	-0.3

Code	Object Class	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011	Change over FY2010	
	TRANSFERS	\$2,543,766,214	\$2,779,639,800	\$2,847,629,200	\$3,601,559,900	\$753,930,700	26.5%
3500	Social Transfers to Individuals	300,372,627	322,767,500	330,863,000	365,595,700	34,732,700	10.5
3600	Transfers to Institutions & Organisations	2,239,506,115	2,453,256,000	2,513,262,400	3,232,806,500	719,544,100	28.6
3800	International Organisations & Overseas Development Assistance	3,887,472	3,616,300	3,503,800	3,157,700	-346,100	-9.9
	Development Estimates						
	DEVELOPMENT EXPENDITURE	\$847,147,696	\$1,064,740,100	\$879,261,300	\$1,143,532,700	\$264,271,400	30.1%
5100	Government Development	472,835,305	419,003,700	297,318,800	445,718,200	148,399,400	49.9
5200	Grants & Capital Injections to Organisations	374,312,391	645,736,400	581,942,500	697,814,500	115,872,000	19.9

Establishment List

Category/Personnel	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011
POLITICAL APPOINTMENTS	4	4	4	4
Minister	1	1	1	1
Minister of State	2	2	3	3
Parliamentary Secretary	1	1	0	0
PERMANENT STAFF	41,058	45,038	45,743	45,743
Allied Educators Scheme	1,111	1,111	1,772	1,772
Accounting Profession (2008)	3	3	3	3
Administrative	22	22	22	22
Corporate Support	1,014	1,046	1,048	1,048
Education Service (2008)	35,518	39,311	39,351	39,351
Estate Maintenance	5	9	9	9
Information Service (2008)	1	2	2	2
Legal	2	4	4	4
Management Executive Scheme (2008)	793	865	844	844
Management Support Scheme (2008)	454	485	511	511
Management Support Scheme (Language Officer)	2	3	3	3

Category/Personnel	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011
Mechanical Support	1	1	1	1
Operations Support	1,542	1,574	1,568	1,568
Shorthand Writers	20	20	19	19
Statistician (Trade & Industry) (2008)	1	1	2	2
Technical Support Scheme (2008)	569	581	584	584
OTHERS	10,450	11,658	12,061	12,465
Council of Private Education	46	69	70	70
Government-Aided Schools (teaching staff)	626	691	691	691
Government-Aided Schools (non-teaching staff)	1,382	1,410	1,582	1,582
Institute of Southeast Asian Studies	62	62	62	62
Institute of Technical Education	2,299	2,762	2,614	2,816
Nanyang Polytechnic	1,343	1,509	1,773	1,830
Ngee Ann Polytechnic	1,529	1,729	1,776	1,797
Republic Polytechnic	11	90	84	58
Science Centre Singapore Board	155	175	140	142
Singapore Examination & Assessment Board	153	164	167	167
Singapore Polytechnic	1,427	1,566	1,590	1,616
Temasek Polytechnic	1,417	1,431	1,512	1,634
TOTAL	51,512	56,700	57,808	58,212

FY2010 BUDGET

The revised FY2010 total expenditure of the Ministry of Education (MOE) is \$9.91 billion. This is \$1.23 billion or 14.1% higher than actual FY2009 expenditure of \$8.68 billion. Of the total expenditure, \$9.03 billion or 91.1% is for operating expenditure and \$879.26 million or 8.9% is for development expenditure.

Operating Expenditure

The revised operating expenditure of \$9.03 billion is \$1.19 billion or 15.2% higher than actual FY2009 expenditure of \$7.84 billion. This is due largely to the higher bonus payout and Employer CPF rate as well as increase in the number of education officers and allied educators recruited and higher operating grants for the Institutions of Higher Learning (IHLs) in FY2010 as a result of higher bonus payout and Employer CPF rate.

Development Expenditure

The revised development expenditure of \$879.26 million is \$32.11 million or 3.8% higher than the actual FY2009 expenditure of \$847.15 million. This is due mainly to higher grant requirements for the Implementation of Primary Education Review and Implementation (PERI) Committee's recommendation to enhance infrastructure in Primary Schools project, as well as IHL projects such as National University of Singapore's (NUS) University Town and Institute of Technical Education's (ITE) 3rd Regional Campus cum Headquarters. The higher expenditure is offset by lower cashflow requirements for the existing Programme for Rebuilding and Improving Existing Schools (PRIME) project, Provision of Indoor Sports Halls to Schools projects, and the upgrading and refurbishment of National Institute of Education (NIE) and Nanyang Technological University (NTU) as the Youth Olympic Village.

FY2011 BUDGET

The total expenditure of MOE in FY2011 is projected to be \$10.91 billion, which is \$1.00 billion or 10.1% higher than the revised FY2010 expenditure. Of the total expenditure, \$9.77 billion or 89.5% is for operating expenditure and \$1.14 billion or 10.5% is for development expenditure.

The projected operating expenditure of \$9.77 billion is an increase of \$735.90 million or 8.1% over the FY2010 revised expenditure. This increase is mainly due to more funding to IHLs in FY2011.

The projected development expenditure of \$1.14 billion is an increase of \$264.27 million or 30.1% from revised FY2010. The higher expenditure in FY2011 is mainly due to higher cashflow requirements for the implementation of PERI Committee's recommendation to enhance infrastructure in Primary Schools project, and ITE's 3rd Regional Campus cum Headquarters.

The General Education Programme undertaken by Government, Government-Aided, Special Education and Independent Schools account for \$5.04 billion or 46.2% of the projected total expenditure. The universities take up \$3.19 billion (29.2%) while the polytechnics and the ITE account for \$1.18 billion (10.8%) and \$605.75 million (5.6%) respectively.

General Education Programme

Under our education system, every child is given the opportunity to complete at least 10 years of formal school education. The provision of \$5.04 billion for FY2011 is higher than the revised FY2010 expenditure of \$4.82 billion by \$225.32 million or 4.7%. Operating expenditure takes up \$4.42 billion or 87.7%. Operating expenditure will decrease by \$48.68 million and development expenditure will increase by \$274.00 million. The increase in development expenditure is mainly due to higher cashflow requirements for the PERI's project to enhance infrastructure in Primary School project.

University Programme

A total of \$3.19 billion is provided to the university sector to train high quality graduate manpower to support Singapore's economic needs, and to support their efforts in research. Of the total provision, \$3.11 billion or 97.6% is for operating subsidies and the remaining \$77.39 million or 2.4% is for capital grants. The increase of \$676.29 million or 27.8% in operating subsidies compared to the revised FY2010 operating subsidies is mainly due to higher operating grants arising from a projected increase in student numbers, and other grants for new initiatives such as setting up of Singapore University of Technology and Design, Singapore Institute of Technology (SIT), Yale-NUS College and Imperial College-Nanyang Medical School.

The decrease of \$128.41 million or 62.4% in capital grants is mainly due to lower cashflow set aside for NUS's University Town project.

The total number of students (including both undergraduates and postgraduates) subsidised by MOE in FY2011 is projected to be 71,600 for NUS, NTU, Singapore Management University and SIT.

Polytechnic Programme

The polytechnics provide industrial and technical training for employment and further education to students who have completed their secondary education. For FY2011, operating grant accounts for 99.2% of the projected total expenditure of \$1.18 billion. The provision of \$1.17 billion for operating grant is \$34.82 million or 3.1% higher than the revised FY2010 figure of \$1.13 billion. A projected increase in enrolment for the polytechnics in FY2011 to 78,200 has contributed to the increase in the operating grants.

The remaining \$9.67 million or 0.8% of the total provision pertains to capital grant and is mainly for the expansion and redevelopment of campus facilities for the polytechnics. The FY2011 capital grant decreases by \$66.69 million or 87.3% from the FY2010 revised capital grant.

Institute of Technical Education Programme

ITE provides technical and vocational training to students who have completed secondary education. The total expenditure in FY2011 is projected to increase by 23.6% from \$490.28 million to \$605.75 million compared to the revised FY2010 estimates. The operating grant increases from \$341.27 million to \$345.58 million and the capital grant increases from \$149.01 million to \$260.17 million.

The higher operating grant in FY2011 compared to the revised FY2010 estimates is mainly due to a higher projected enrolment of 25,300 in FY2011 and the unitary payment for ITE's 2nd Regional Campus (under the Public Private Partnership procurement approach). The capital grant is mainly for the development of ITE's 3rd Regional Campus cum Headquarters.

Total Expenditure by Programme

Code	Programme	Running Costs	Transfers	Operating Expenditure	Development Expenditure	Total Expenditure
KA	Administration	131,172,900	97,599,400	228,772,300	139,995,600	368,767,900
KB	Planning and Public Relations	106,423,400	361,046,300	467,469,700	1,738,900	469,208,600
KC	School Services and Educational Development	225,526,400	39,343,400	264,869,800	36,665,100	301,534,900
KD	Government Schools and Junior Colleges	2,935,288,500	183,577,800	3,118,866,300	486,769,800	3,605,636,100
KE	Special Education Schools	0	100,509,200	100,509,200	10,880,700	111,389,900
KF	Government-Aided Schools and Junior Colleges	954,987,300	0	954,987,300	86,402,600	1,041,389,900
KG	Independent Schools	235,348,100	13,919,800	249,267,900	33,588,800	282,856,700
KH	National Institute of Education	0	123,245,200	123,245,200	0	123,245,200
KI	National University of Singapore	6,810,700	1,224,627,600	1,231,438,300	47,913,500	1,279,351,800
KJ	Nanyang Technological University	0	780,152,500	780,152,500	10,431,000	790,583,500
KK	Institute of Southeast Asian Studies	11,703,700	0	11,703,700	0	11,703,700
KL	Singapore Polytechnic	269,209,300	1,491,600	270,700,900	3,567,700	274,268,600
KM	Ngee Ann Polytechnic	242,796,700	2,620,100	245,416,800	2,999,200	248,416,000
KN	Temasek Polytechnic	229,771,300	1,508,000	231,279,300	0	231,279,300
KO	Institute of Technical Education	339,270,800	6,308,900	345,579,700	260,167,400	605,747,100
KP	Science Centre Singapore Board	17,579,500	0	17,579,500	0	17,579,500
KQ	Nanyang Polytechnic	233,539,400	3,346,000	236,885,400	2,014,900	238,900,300
KR	Singapore Institute of Management (SIM) University	0	26,246,000	26,246,000	0	26,246,000
KS	Singapore Management University	0	146,584,600	146,584,600	1,320,800	147,905,400
KT	Nanyang Academy of Fine Arts	0	20,275,200	20,275,200	0	20,275,200
KU	Lasalle College of the Arts	0	20,472,100	20,472,100	0	20,472,100
KV	Republic Polytechnic	179,465,400	1,588,000	181,053,400	1,086,700	182,140,100
KW	Singapore Examinations and Assessment Board	37,034,700	0	37,034,700	270,000	37,304,700
KX	Singapore University of Technology And Design	0	400,857,500	400,857,500	15,137,600	415,995,100
KY	Singapore Institute of Technology	0	46,240,700	46,240,700	2,582,400	48,823,100
KZ	Council of Private Education	9,512,000	0	9,512,000	0	9,512,000
Total		\$6,165,440,100	\$3,601,559,900	\$9,767,000,000	\$1,143,532,700	\$10,910,532,700

Development Expenditure by Project

Project Title	Total Project Cost	Actual Expenditure up to end of FY2008	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011
DEVELOPMENT EXPENDITURE	...	...	\$847,147,696	\$1,064,740,100	\$879,261,300	\$1,143,532,700
<i>GOVERNMENT DEVELOPMENT</i>	...	...	<i>472,835,305</i>	<i>419,003,700</i>	<i>297,318,800</i>	<i>445,718,200</i>

Administration Programme

Project Title	Total Project Cost	Actual Expenditure up to end of FY2008	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011
Minor IT Enhancements	...	...	1,087,598	813,600	676,500	684,200
Small-Value IT Systems	...	...	11,000	27,000	27,000	29,500
Innovation Fund	...	...	509,000	4,046,900	2,654,300	2,242,400
New Premises for Umar Pulavar Tamil Language Centre	11,553,000	113,595	2,331,239	2,700,000	8,055,700	380,000
Development of 2nd MOE Language Centre	15,960,000	1,517	307,485	11,934,400	9,107,600	1,145,500
Development of Human Resources Management System (HRMS)	11,128,840	0	79,421	3,111,900	3,498,900	5,220,000
Development of MOE HQ Phase II	827,000	0	0	0	25,700	282,200
Refurbishment of Former St. Andrew's Junior College for the Interim Site for Academy of Singapore Teachers	6,510,000	0	0	0	1,900,000	3,222,500
Minor Development Projects	...	...	18,552,522	8,950,500	19,399,300	10,747,400
New Projects	...	...	0	138,048,100	0	38,108,000
Planning and Public Relations Programme						
Development of Student Hub	22,302,000	4,215,110	3,222,590	1,046,600	8,101,500	1,721,300
ICT Development Projects By Schools for FY2008-FY2010	9,562,500	2,231,917	1,017,911	661,600	645,100	17,600
School Services and Educational Development Programme						
Hostel Construction at River Valley High School	32,470,000	9,847,959	15,854,046	1,203,100	956,800	54,200
Digital Exchange	7,201,000	1,150,563	1,286,406	1,426,500	1,297,800	1,620,000
Development of a Local Education and Career Guidance Portal	5,307,000	2,569,990	889,992	1,206,000	1,340,000	450,000
Development of 4 School-based Hostels	75,140,000	2,611	5,652,245	17,079,000	17,500,000	24,638,000
Development of a Consolidated Performance and Information Management System	7,113,800	0	2,035,673	2,433,700	1,541,600	2,380,000
Development Of School Cockpit Plus Application	5,610,300	0	0	2,921,900	2,921,900	1,465,900
Web-based Interactive Oracy Portal for Mother Tongue Languages	5,696,000	0	0	0	1,216,000	391,700
Government Schools and Junior Colleges Programme						
Building of 10 New Primary Schools	185,200,000	119,829,532	27,710,105	2,365,300	2,012,100	1,431,000
Expansion of Dunman High Campus for Integrated Programme	40,986,200	22,209,429	4,535,483	334,800	553,500	180,000
Relocation of River Valley High School	79,075,068	31,470,956	37,998,219	5,238,700	2,797,000	575,400
Provision of Indoor Sports Hall to Schools	534,060,000	183,204,421	95,582,851	54,097,000	59,839,200	32,166,600
Implementation of Synthetic Turf System in Schools	20,000,000	9,348,879	2,606,461	1,915,000	753,000	1,700,000
New Secondary School in Punggol Development Guide Plan	44,494,800	751,679	20,331,677	10,807,500	7,523,800	2,173,400
Expansion of National Junior College Campus for 6-Year Integrated Programme	22,250,000	44,534	1,625,056	11,584,700	8,070,000	3,005,400
Building of a New Primary School in Cantonment Area	32,104,500	182,880	10,035,295	11,674,000	14,140,000	495,000
Flexible School Infrastructure	93,000,000	0	0	8,370,000	0	11,740,000

Project Title	Total Project Cost	Actual Expenditure up to end of FY2008	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011
Implementation of High Volume Low Speed (HVLS) Fans in School Halls	6,700,000	0	0	0	0	522,000
Implementation of Primary Education Review and Implementation (PERI) Committee's Recommendation to Enhance Infrastructure	538,310,000	0	0	0	25,115,700	201,892,000
Minor Works & Improvements - Primary Schools	...	...	9,441,093	6,129,000	5,809,000	6,509,800
Minor Works & Improvements - Secondary Schools	...	...	9,440,864	5,761,800	5,514,300	5,341,500
Minor Works & Improvements - Junior Colleges	...	...	1,390,157	1,015,800	1,015,800	729,000
Programme for Rebuilding and Improving Existing Schools - Government Primary	1,713,653,800	1,000,877,528	40,655,053	32,603,400	26,158,000	25,466,900
Programme for Rebuilding and Improving Existing Schools - Government Secondary	1,583,100,000	948,845,564	147,623,351	38,609,000	32,753,500	21,090,300
9 Secondary Schools under 6th Secondary School Building Programme	326,278,000	112,311,231	116,114	90,000	90,000	229,500
Government-Aided Schools and Junior Colleges Programme						
Programme for Rebuilding and Improving Existing Schools - Government-Aided Primary	8,000,000	18,643,675	1,744,655	342,000	0	5,000,000
Programme for Rebuilding and Improving Existing Schools - Government-Aided Secondary	6,000,000	0	751,921	342,000	0	7,000,000
Independent Schools Programme						
Development of the School of Science and Technology	47,804,800	43,750	1,597,958	29,601,300	21,340,000	23,670,000
Completed Projects	...	...	6,811,862	511,600	2,968,200	0
<i>GRANTS & CAPITAL INJECTIONS TO ORGANISATIONS</i>	...	...	374,312,391	645,736,400	581,942,500	697,814,500
Administration Programme						
Minor Development Projects	...	...	13,798,421	3,248,900	5,421,700	863,100
New Projects	...	...	0	196,848,900	0	77,070,800
School Services and Educational Development Programme						
Expansion of Hostel at Anglo Chinese School (Independent)	21,011,000	4,102	1,601,206	6,606,900	14,500,600	3,415,300
Improve Indoor and Outdoor Space Areas for Kindergartens	10,000,000	0	1,568,077	1,800,000	1,800,000	2,250,000
Government Schools and Junior Colleges Programme						
Provision of Indoor Sports Hall to Schools	159,390,000	29,228,837	9,231,575	18,849,100	0	15,000,000
Implementation of Synthetic Turf System in Schools	20,000,000	1,050,166	1,639,266	1,100,000	0	1,000,000
Flexible School Infrastructure	0	0	0	0	0	5,000,000
Implementation of High Volume Low Speed (HVLS) Fans in School Halls	2,100,000	0	0	0	0	522,000
Implementation of Primary Education Review and Implementation (PERI) Committee's Recommendation to Enhance Infrastructure	149,840,000	0	0	0	0	150,000,000

Project Title	Total Project Cost	Actual Expenditure up to end of FY2008	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011
Special Education Schools Programme						
Singapore Autism School and St Andrew's Autism School	34,999,500	901,836	21,294,841	6,154,900	9,200,600	16,200
Delta Senior School	18,901,800	0	118,595	15,199,700	5,000,000	6,597,700
Extension of Metta School	7,344,000	0	0	0	169,500	4,266,800
Government-Aided Schools and Junior Colleges Programme						
Enhancement of Assumption Vocational Institute for the New Assumption Pathway School	33,752,480	2,409,105	14,891,690	10,652,000	11,101,200	360,000
Minor Works & Improvements - Government-Aided Primary Schools	...	...	2,640,719	1,995,300	1,995,300	1,848,600
Minor Works & Improvements - Government-Aided Secondary Schools	...	...	1,566,156	1,373,000	1,373,000	1,141,700
Minor Works & Improvements - Government-Aided Junior Colleges	...	...	209,219	163,800	623,300	181,800
Programme for Rebuilding and Improving Existing Schools - Government-Aided Primary	636,628,700	423,988,394	10,911,775	26,554,300	21,613,800	30,622,300
Programme for Rebuilding and Improving Existing Schools - Government-Aided Secondary	478,346,200	298,694,058	29,294,537	57,318,800	56,727,800	40,248,200
Independent Schools Programme						
Temporary Campus for Northlight School	4,702,666	3,000,000	88,170	79,400	88,200	88,200
Indoor Sports Hall/Equivalent Sports Facilities for Independent Schools	20,070,000	0	0	3,726,000	0	3,726,000
Development of the School of Science and Technology	7,205,200	0	894,834	1,000,000	0	450,000
Development of the Singapore International School, Hong Kong (Secondary Section)	32,910,000	0	4,766,818	23,539,500	18,287,400	5,654,600
National University of Singapore Programme						
National University of Singapore - Regularisation of Existing Buildings Phase 2	17,652,000	14,288,574	826,162	91,000	766,600	1,155,500
Duke-National University of Singapore Graduate Medical School	68,476,600	56,280,787	2,913,187	6,450,000	874,900	6,580,400
National University of Singapore - University Town	319,094,600	96,312,361	73,551,231	118,750,000	125,000,400	21,540,100
NUS - Campus Upgrading Phase 2C	151,815,360	23,381,263	24,171,179	31,968,000	33,650,400	18,307,600
Regularisation of Existing Buildings at Kent Ridge	9,230,000	7,979,552	450,092	5,000	68,200	329,900
Nanyang Technological University Programme						
Nanyang Technological University - Expansion of Campus Facilities Phase 3C	346,505,400	149,861,415	1,362,962	1,368,000	1,600,000	8,464,500
Nanyang Technological University - Upgrading of Infrastructure Systems	16,933,000	3,776,000	2,814,988	1,283,000	1,469,200	1,966,500
Singapore Polytechnic Programme						
Singapore Polytechnic 3rd Campus Upgrading Programme	23,120,900	14,531,349	3,396,393	3,420,000	3,600,000	1,362,200
Singapore Polytechnic - Campus Redevelopment Programme Phase 2B	46,770,100	9,510,447	23,708,100	9,405,000	13,034,200	442,400
Singapore Polytechnic - Enterprise Portal and Knowledge Management System FY2005 - FY2010	9,975,000	5,666,955	1,357,066	2,442,000	2,570,500	325,300

Project Title	Total Project Cost	Actual Expenditure up to end of FY2008	Actual FY2009	Estimated FY2010	Revised FY2010	Estimated FY2011
Singapore Polytechnic - Replacement and Upgrade of PCs, Peripherals and Software FY2005-FY2009	15,715,700	9,500,515	4,212,866	1,502,000	915,900	928,900
Development Budget for Polytechnic Expansion (Singapore Polytechnic)	1,984,200	0	0	0	1,389,000	508,900
Ngee Ann Polytechnic Programme						
Ngee Ann Polytechnic Phase 6 Development	41,402,800	46,827	11,326,941	17,408,000	28,295,500	1,482,200
Development Budget for Polytechnic Expansion (Ngee Ann Polytechnic)	1,974,300	0	0	0	200,000	1,517,000
Institute of Technical Education Programme						
Institute of Technical Education - Furniture & Equipment Budget FY2004-FY2008	50,168,000	29,458,796	3,402,245	3,549,000	3,704,800	3,667,400
Development of ITE's 3rd Regional Campus and ITE Headquarters	568,045,200	0	0	0	140,814,100	256,500,000
Nanyang Polytechnic Programme						
Nanyang Polytechnic - Furniture & Equipment FY2002-FY2006	55,190,000	33,171,165	7,948,830	9,592,000	10,580,500	1,282,500
Development Budget for Polytechnic Expansion (Nanyang Polytechnic)	1,451,900	0	0	0	100,500	732,400
Singapore Management University Programme						
Singapore Management University - IT for City Campus FY2005-FY2009	12,545,600	10,500,000	0	0	500,000	1,320,800
Republic Polytechnic Programme						
Republic Polytechnic - Furniture & Equipment (FY2008-FY2010)	14,016,300	4,067,636	4,538,999	4,625,000	4,868,700	462,500
Republic Polytechnic IT Budget FY2008-FY2010	14,435,900	821,938	5,496,063	7,120,000	7,495,200	532,400
Development Budget for Polytechnic Expansion (Republic Polytechnic)	429,800	0	0	0	322,400	91,800
Singapore Examinations and Assessment Board Programme						
Integrated Examinations Management System (iEXAMS)	5,372,600	2,197,964	1,095,961	361,900	1,044,000	270,000
Singapore University of Technology And Design Programme						
Spore University of Tech & Design Interim Campus Devt	32,143,400	0	0	0	13,693,400	6,175,800
Development Budget for SUTD's Permanent Campus	19,644,400	0	0	0	3,358,300	8,961,800
Singapore Institute of Technology Programme						
Development Budget for Singapore Institute of Technology	7,456,800	0	0	0	4,813,300	2,582,400
Completed Projects	...	...	87,223,228	50,186,000	29,310,100	0

KEY PERFORMANCE INDICATORS

Desired Outcomes of Education

The person who is schooled in the Singapore Education system will be:

- a confident person who has a strong sense of right and wrong, is adaptable and resilient, knows himself, is discerning in judgment, thinks independently and critically, and communicates effectively;
- a self-directed learner who takes responsibility for his own learning, who questions, reflects and perseveres in the pursuit of learning;
- an active contributor who is able to work effectively in teams, exercises initiative, takes calculated risks, is innovative and strives for excellence; and
- a concerned citizen who is rooted to Singapore, has a strong civic consciousness, is informed, and takes an active role in bettering the lives of others around him.

Key Performance Indicators

Desired Outcome	Key Funding/Performance Indicator	Actual FY2008	Actual FY2009	Revised FY2010	Estimated FY2011
Internationally Recognised Education System	World Economic Forum Global Competitiveness Report: Quality of Education System	2 nd out of 134	1 st out of 133	1 st out of 139	Top 5
	IMD World Competitiveness Yearbook: Education system meets the needs of a competitive economy	1 st out of 55	2 nd out of 57	3 rd out of 58	Top 5
	IMD World Competitiveness Yearbook: University Education	1 st out of 55	3 rd out of 57	1 st out of 58	Top 5
Quality Education at Affordable Rates	Government Funding for Operating Expenses Per Student (\$) for: ¹				
	Primary Schools	5,397	5,537	6,659	6,883
	Secondary Schools	7,551	7,736	9,084	9,084
	Junior Colleges	11,094	10,772	12,410	12,353
	Institute of Technical Education (ITE)	11,106	10,129	12,019	11,590
	Polytechnics	13,479	12,598	14,641	14,285
	Autonomous Universities ² and Singapore Institute of Technology ³ (Undergraduates only)	19,664	18,868	20,584	20,622
	Mean years of schooling for youth ⁴	12.5	12.6	12.7	12.8
A Good School System	% of Primary 1 cohort who did not complete secondary education ⁵	1.4	1.2	1.2	1.2

¹ Data for these indicators is reported on a Financial Year basis, while that for all other indicators is reported on a Calendar Year basis.

² The Autonomous Universities refer to NUS, NTU and SMU.

³ From FY2010, Government funding per undergraduate includes the funding to Singapore Institute of Technology.

⁴ Refers to resident non-students aged 15 – 29 years. (Source: Department of Statistics for FY2008 and FY2009 figures).

⁵ The figures for percentage of Primary 1 cohort who did not complete secondary education, i.e. take 'O' or 'N' levels, exclude students who left school due to medical reasons, joined other institutions or left the country.

Desired Outcome	Performance Indicator	Actual FY2008	Actual FY2009	Revised FY2010	Estimated FY2011
Good Progression Outcomes Across The Board¹⁰	Number of schools holding at least 1 Sustained Achievement Award (SAA) ⁶	281 (79.8%)	284 (81.4%)	271 (77.4%)	275 (78.6%)
	Number of schools holding at least 1 Best Practice Award (BPA) ⁷	50 (14.2%)	58 (16.6%)	63 (18%)	70 (20%)
	Number of schools achieving at least SEM Band 3 ⁸ or Singapore Quality Class (SQC)	69 (19.7%)	77 (22.1%)	82 (23%)	85 (24%)
	Number of schools holding the School Excellence Award (SEA) ⁹	16 (4.5%)	17 (4.9%)	20 (5.7%)	22 (6.3%)
	% of Primary 1 cohort who: ¹¹				
	Passed PSLE	98.0	98.1	98.0	97.9
	Had at least 5 GCE 'N' level passes or 3 GCE 'O' level passes	87.1	88.2	88.4	88.5
	Had at least 3 H2 passes, with a pass in General Paper or Knowledge & Inquiry, at the GCE 'A' level examination, or equivalent qualifications ¹²	25.5	25.3	25.5	25.6
	% of Primary 1 cohort admitted into: ¹³				
	Institute of Technical Education	21.2	21.4	21.2	21.2
Engaged Citizens	Polytechnics	42.9	42.9	43.0	43.2
	Junior Colleges/Centralised Institute	28.0	27.7	27.7	27.6
	Autonomous Universities and Singapore Institute of Technology	24.8	25.4	26.0	26.1
	% of primary and secondary schools where more than 90% of students have completed at least 6 hours of participation in Annual Community Involvement Programmes	90	90	91	92

⁶ The Sustained Achievement Award (SAA) recognises schools' ability in sustaining good outcomes over a number of years, in five areas, Aesthetics (referring to Arts, Music, etc), Sports, Uniformed Groups, Physical Fitness and Academic Value-Added.

⁷ The Best Practice Award (BPA) recognises schools for their effective practices and systems that lead to good education outcomes in both academic and non-academic areas.

⁸ A school with SEM Band 3 would have sound and integrated processes that have led to sustained outcomes in the holistic development of students.

⁹ The School Excellence Award (SEA) recognises schools for their well-integrated and proven education processes and practices. It is the highest award under the Masterplan of Awards (MoA) structure.

¹⁰ The Primary 1 cohorts represented in each year are different across the indicators, as different cohorts reach the target levels in each year. As students progress through the education system at different rates, the figures are preliminary and subjected to adjustments.

¹¹ The Primary 1 cohort indicators have taken into account students who had left the country.

¹² The equivalent qualifications are the International Baccalaureate (IB) Diploma and the NUS High School Diploma.

¹³ Students who enrol in one type of institution may later progress to another.