

HEAD K

MINISTRY OF EDUCATION

OVERVIEW

Mission Statement

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

FY2016 EXPENDITURE ESTIMATES

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2014	Estimated FY2015	Revised FY2015	Estimated FY2016	Change over FY2015
	TOTAL EXPENDITURE	\$11,598,458,140	\$12,100,000,000	\$12,100,000,000	\$12,800,000,000	\$700,000,000 5.8%
	Main Estimates					
	OPERATING EXPENDITURE	\$10,712,445,070	\$11,400,000,000	\$11,400,000,000	\$12,140,000,000	\$740,000,000 6.5%
	<i>RUNNING COSTS</i>	<i>\$7,292,175,648</i>	<i>\$7,818,574,700</i>	<i>\$7,935,586,200</i>	<i>\$8,485,022,300</i>	<i>\$549,436,100</i> <i>6.9%</i>
	Expenditure on Manpower	\$3,383,689,430	\$3,611,621,100	\$3,683,297,200	\$3,999,697,200	\$316,400,000 8.6%
1200	Political Appointments	1,027,385	963,300	1,484,800	1,869,200	384,400 25.9
1500	Permanent Staff	3,382,662,045	3,610,657,800	3,681,812,400	3,997,828,000	316,015,600 8.6
	Other Operating Expenditure	\$695,167,297	\$767,300,600	\$773,106,500	\$779,255,500	\$6,149,000 0.8%
2100	Consumption of Products & Services	538,462,939	604,232,800	593,759,500	612,548,600	18,789,100 3.2
2300	Manpower Development	67,926,552	71,616,500	72,594,200	60,263,900	-12,330,300 -17.0
2400	International & Public Relations, Public Communications	13,165,046	22,569,300	18,530,100	16,645,900	-1,884,200 -10.2
2700	Asset Acquisition	70,918,382	67,588,600	85,579,800	88,477,400	2,897,600 3.4
2800	Miscellaneous	4,694,378	1,293,400	2,642,900	1,319,700	-1,323,200 -50.1
	Grants, Subventions & Capital Injections to Organisations	\$3,213,318,921	\$3,439,653,000	\$3,479,182,500	\$3,706,069,600	\$226,887,100 6.5%
3100	Grants, Subventions & Capital Injections to Statutory Boards	48,016,581	43,789,400	78,194,800	83,715,500	5,520,700 7.1
3200	Grants, Subventions & Capital Injections to Educational Institutions	3,165,302,339	3,395,863,600	3,400,987,700	3,622,354,100	221,366,400 6.5
	<i>TRANSFERS</i>	<i>\$3,420,269,421</i>	<i>\$3,581,425,300</i>	<i>\$3,464,413,800</i>	<i>\$3,654,977,700</i>	<i>\$190,563,900</i> <i>5.5%</i>
3500	Social Transfers to Individuals	440,724,626	470,299,300	433,748,000	422,335,300	-11,412,700 -2.6
3600	Transfers to Institutions & Organisations	2,977,652,831	3,108,672,300	3,028,183,200	3,230,964,500	202,781,300 6.7
3800	International Organisations & Overseas Development Assistance	1,891,965	2,453,700	2,482,600	1,677,900	-804,700 -32.4

Code	Object Class	Actual FY2014	Estimated FY2015	Revised FY2015	Estimated FY2016	Change over FY2015	
	Development Estimates						
	DEVELOPMENT EXPENDITURE	\$886,013,070	\$700,000,000	\$700,000,000	\$660,000,000	-\$40,000,000	-5.7%
5100	Government Development	382,532,226	389,043,100	344,190,000	456,139,000	111,949,000	32.5
5200	Grants & Capital Injections to Organisations	503,480,844	310,956,900	355,810,000	203,861,000	-151,949,000	-42.7

Establishment List

Category/Personnel	Actual FY2014	Estimated FY2015	Revised FY2015	Estimated FY2016
POLITICAL APPOINTMENTS	4	4	5	5
Minister	1	1	2	2
Minister of State	2	2	1	1
Parliamentary Secretary	1	1	2	2
PERMANENT STAFF	43,415	46,786	47,004	47,004
Allied Educators Scheme	1,695	1,802	1,809	1,809
Accounting Profession (2008)	3	3	3	3
Administrative	22	22	22	22
Corporate Support	1,051	1,095	1,084	1,084
Education Service (2008)	36,745	39,676	39,719	39,719
Estate Maintenance	3	3	3	3
Information Service (2008)	2	2	2	2
Legal	4	4	7	7
Management Executive Scheme (2008)	1,175	1,355	1,531	1,531
Management Support Scheme (2008)	587	640	654	654
Management Support Scheme (Language Officer)	2	2	2	2
Mechanical Support	1	1	1	1
Operations Support	1,542	1,614	1,615	1,615
Shorthand Writers	23	26	26	26
Statistician (Trade & Industry) (2008)	1	1	1	1
Technical Support Scheme (2008)	559	540	525	525
OTHERS	13,288	15,288	14,891	14,846
Council for Private Education	64	75	75	75
Government-Aided Schools (teaching staff)	368	691	691	691
Government-Aided Schools (non-teaching staff)	1,591	1,686	1,704	1,704
ISEAS - Yusof Ishak Institute	69	77	71	71
Institute of Technical Education	2,723	3,498	2,962	2,975
Nanyang Polytechnic	1,429	1,738	1,777	1,781
Ngee Ann Polytechnic	1,831	1,895	1,905	1,793
Republic Polytechnic	1,558	1,750	1,753	1,713
Science Centre Board	160	203	225	284
Singapore Examination & Assessment Board	188	236	236	236
Singapore Polytechnic	1,628	1,715	1,768	1,775
Temasek Polytechnic	1,679	1,724	1,724	1,748
TOTAL	56,707	62,078	61,900	61,855

FY2015 BUDGET

The revised FY2015 total expenditure of the Ministry of Education (MOE) is \$12.10 billion. This is \$0.50 billion or 4.3% higher than actual FY2014 expenditure of \$11.60 billion. Of the total expenditure, \$11.40 billion or 94.2% is for operating expenditure and \$0.70 billion or 5.8% is for development expenditure.

Operating Expenditure

The revised FY2015 operating expenditure of \$11.40 billion is \$0.69 billion or 6.4% higher than actual FY2014 expenditure of \$10.71 billion. This increase was mainly due to annual salary increments, and increases in budget requirements for the polytechnics and ITE due to initiatives under SkillsFuture, as well as higher budget for Autonomous Universities¹ (AUs) and SIM University (UniSIM) due to higher student enrolment numbers.

Development Expenditure

The revised FY2015 development expenditure of \$0.70 billion is \$0.19 billion or 21.0% lower than the actual FY2014 expenditure of \$0.89 billion. This is mainly due to lower requirements for the Programme for Rebuilding and Improving Existing Schools (PRIME) and from the development projects at the AUs and the polytechnics.

FY2016 BUDGET

The total expenditure of MOE in FY2016 is projected to be \$12.80 billion, which is \$0.70 billion or 5.8% higher than the revised FY2015 expenditure. Of the total expenditure, \$12.14 billion or 94.8% is for operating expenditure and \$0.66 billion or 5.2% is for development expenditure.

The projected FY2016 operating expenditure of \$12.14 billion is an increase of \$0.74 billion or 6.5% over the FY2015 revised expenditure. This increase is mainly due to annual salary increments and salary adjustments of education officers and allied educators, and increases in budget requirements for the polytechnics and ITE due to initiatives under SkillsFuture, as well as higher budget for the AUs and UniSIM due to higher student enrolment numbers. Embedded in the respective institutions' budget is a provision for Lifelong Learning amounting to \$183 million, to support Singaporeans in developing to their fullest potential throughout life.

The projected FY2016 development expenditure of \$0.66 billion is a decrease of \$0.04 billion or 5.7% over the FY2015 revised expenditure. The lower expenditure in FY2016 is mainly due to lower requirements from the development projects at the AUs and the polytechnics, offset by higher cashflow requirements for the PERI² project.

General Education Programme

Under our education system, every child is given the opportunity to complete at least 10 years of formal school education. The total number of students (including those in the Independent Schools) subsidised by MOE for FY2016 is 447,300. The General Education Programme undertaken by Government, Government-Aided, Special Education and Independent Schools accounts for \$6.75 billion in FY2016, which is higher than the revised FY2015 expenditure of \$6.21 billion by \$539.31 million or 8.7%. Operating expenditure which accounts for \$6.24 billion or 92.5% will increase by \$435.11 million and development expenditure will increase by \$104.20 million. The increase in operating expenditure is mainly due to annual salary increments and salary adjustments of education officers and allied educators. The increase in development expenditure is mainly due to higher cashflow requirements to upgrade our primary schools as part of the on-going PERI project.

¹ The Autonomous Universities refer to National University of Singapore (NUS), Nanyang Technological University (NTU), Singapore Management University (SMU), Singapore University of Technology and Design (SUTD) and Singapore Institute of Technology (SIT).

² Refers to the "Implementation of Primary Education Review and Implementation (PERI) Committee's recommendation to enhance infrastructure in Primary Schools" project.

University Programme

A provision of \$3.14 billion has been made for the university sector in FY2016 to train high quality graduate manpower to support Singapore's economic needs, and to support the universities' research efforts. The total number of students (including both undergraduates and postgraduates) subsidised by MOE at the AUs and UniSIM in FY2016 is projected to be 77,100.

Of the total FY2016 provision, \$3.08 billion or 98.1% is for operating grants and \$59.27 million or 1.9% is for development grants. Compared to the FY2015 revised budget, operating expenditure will increase by \$172.73 million, while development expenditure will decrease by \$122.84 million. The increase in operating grants is mainly due to a progressive increase in Cohort Participation Rate (CPR) for AUs and UniSIM towards a target of 40% in 2020. The decrease in development expenditure is mainly due to the completion of AUs' infrastructure projects, such as Yale-NUS College, and SUTD campus, as well as SIT's buildings at the polytechnics nearing completion.

Polytechnic Programme

A provision of \$1.52 billion has been made for the polytechnic sector in FY2016 to deliver industry and technical training for employment and further education to students who have completed their secondary education. The total number of students subsidised by MOE in FY2016 at the polytechnics is projected to be 75,400.

Of the total FY2016 provision, \$1.50 billion or 98.2% is for operating grants and \$27.67 million or 1.8% is for development grants. Compared to the FY2015 revised budget, operating expenditure will increase by \$85.61 million while development expenditure will decrease by \$49.58 million. The increase in operating grants is mainly due to cost adjustments to the operating grant and initiatives under SkillsFuture, while the decrease in development budget is mainly due to lower cashflow requirements for the expansion and refurbishment of polytechnic campus projects, which are nearing completion.

Institute of Technical Education Programme

A provision of \$481.57 million has been made for ITE in FY2016 to deliver technical and vocational training to students who have completed secondary education. The total number of students subsidised by MOE in FY2016 at ITE is projected to be 26,900.

The total FY2016 provision of \$481.57 million is for operating grants. Compared to the FY2015 revised budget, operating expenditure will increase by \$24.22 million. This increase is mainly due to cost adjustments to the operating grants and initiatives under SkillsFuture.

Total Expenditure by Programme

Code	Programme	Running Costs	Transfers	Operating Expenditure	Development Expenditure	Total Expenditure
KA	Administration	258,588,300	58,617,800	317,206,100	67,097,500	384,303,600
KB	Higher Education and SkillsFuture	11,272,600	452,127,400	463,400,000	0	463,400,000
KC	School Services and Educational Development	329,464,900	29,641,400	359,106,300	720,000	359,826,300
KD	Government Schools and Junior Colleges	4,183,918,100	190,854,200	4,374,772,300	462,184,700	4,836,957,000
KE	Special Education Schools	0	165,391,000	165,391,000	0	165,391,000
KF	Government-Aided Schools and Junior Colleges	1,320,504,600	0	1,320,504,600	19,384,100	1,339,888,700
KG	Independent Schools	363,508,900	18,464,800	381,973,700	23,672,000	405,645,700
KH	National Institute of Education	0	93,125,200	93,125,200	0	93,125,200
KI	National University of Singapore	0	1,160,078,400	1,160,078,400	0	1,160,078,400
KJ	Nanyang Technological University	0	846,735,500	846,735,500	25,277,000	872,012,500
KK	ISEAS - Yusof Ishak Institute	12,575,100	0	12,575,100	0	12,575,100
KL	Singapore Polytechnic	311,460,100	10,791,800	322,251,900	13,801,100	336,053,000
KM	Ngee Ann Polytechnic	296,945,100	12,619,700	309,564,800	12,583,400	322,148,200
KN	Temasek Polytechnic	286,032,000	14,803,800	300,835,800	0	300,835,800
KO	Institute of Technical Education	466,021,200	15,548,300	481,569,500	0	481,569,500
KP	Science Centre Board	24,187,200	0	24,187,200	0	24,187,200
KQ	Nanyang Polytechnic	291,291,500	11,665,100	302,956,600	513,100	303,469,700
KR	SIM University	0	74,909,200	74,909,200	0	74,909,200
KS	Singapore Management University	0	173,515,100	173,515,100	4,594,400	178,109,500
KT	Nanyang Academy of Fine Arts	0	20,570,000	20,570,000	0	20,570,000
KU	Lasalle College of the Arts	0	20,306,900	20,306,900	0	20,306,900
KV	Republic Polytechnic	245,537,200	15,742,500	261,279,700	773,000	262,052,700
KW	Singapore Examinations and Assessment Board	71,589,400	0	71,589,400	0	71,589,400
KX	Singapore University of Technology And Design	0	128,091,600	128,091,600	4,987,700	133,079,300
KY	Singapore Institute of Technology	0	141,378,000	141,378,000	24,412,000	165,790,000
KZ	Council for Private Education	12,126,100	0	12,126,100	0	12,126,100
Total		\$8,485,022,300	\$3,654,977,700	\$12,140,000,000	\$660,000,000	\$12,800,000,000

Development Expenditure by Project

Project Title	Total Project Cost	Actual Expenditure up to end of FY2013	Actual FY2014	Estimated FY2015	Revised FY2015	Estimated FY2016
DEVELOPMENT EXPENDITURE	...	...	\$886,013,070	\$700,000,000	\$700,000,000	\$660,000,000
<i>GOVERNMENT DEVELOPMENT</i>	...	...	382,532,226	389,043,100	344,190,000	456,139,000
Administration Programme						
Minor IT Enhancements	...	...	997,755	1,175,800	1,007,300	273,500
Small-Value IT Systems	...	...	61,337	0	84,800	29,300
Development of Human Resources Management System (HRMS)	11,128,840	9,957,813	3,696	188,700	49,400	131,400

Project Title	Total Project Cost	Actual Expenditure up to end of FY2013	Actual FY2014	Estimated FY2015	Revised FY2015	Estimated FY2016
Construction of a Pre-Fabricated Office at Grange Road	14,450,000	0	54,855	10,124,500	5,605,100	2,745,000
Additions and Alterations to Existing MOE Buildings	6,200,000	0	0	0	300,000	3,600,000
Redevelopment of Integrated Financial Administration and Accounting System (IFAAS)	12,600,000	0	0	0	0	4,536,000
Technology Refresh	4,340,200	0	0	0	0	1,170,000
ICT Development Projects for Schools (2014-2016)	2,000,000	0	0	0	0	730,800
IT Capacity Plan Part 2	40,000,000	0	0	0	0	7,531,200
Minor Works and Improvements - MOEHQ	0	0	0	0	0	360,000
Minor Development Projects	...	...	12,863,372	4,569,800	7,166,100	7,678,000
New Projects	...	...	0	8,223,300	4,419,000	19,972,600
School Services and Educational Development Programme						
Pre-school Development Project	22,383,000	1,770,016	2,856,016	5,487,700	3,421,800	720,000
Government Schools and Junior Colleges Programme						
5th Junior College Building Programme	141,581,000	50,841,732	46,706	90,000	127,200	21,000
Building of 10 New Primary Schools	185,200,000	152,199,386	597,668	360,000	324,200	360,000
Expansion of Dunman High Campus for Integrated Programme	40,986,200	27,592,432	63,908	72,000	34,800	72,000
Relocation of River Valley High School	79,075,068	73,083,553	47,201	99,000	60,300	81,000
Provision of Indoor Sports Hall to Schools	1,002,660,433	443,052,998	101,476,771	60,496,600	86,496,600	63,655,200
Flexible School Infrastructure	93,000,000	3,027,411	2,690,617	3,793,100	2,450,300	4,360,500
Implementation of High Volume Low Speed (HVLS) Fans in School Halls	6,700,000	2,654,123	143,839	1,353,000	1,773,000	900,000
Implementation of Primary Education Review and Implementation (PERI) Committee's Recommendation to Enhance Infrastructure	1,963,633,952	532,398,407	167,268,679	231,954,500	173,814,800	241,438,700
Scaling Up Synthetic Turf Programme	42,000,000	3,831,437	682,003	2,304,700	3,554,700	144,000
Development of Integrated Programme Junior College (IPJC)	5,840,000	309	141,502	1,170,000	1,170,000	787,300
Refurbish and Equip Science Lab for A-Level Science Practical Assessment	5,600,000	0	0	5,446,500	5,188,500	1,215,400
Retrofitting of Schools	8,812,700	0	2,386	489,200	389,200	1,080,000
Providing Greater New Norms Flexibility in Primary Schools	18,120,000	0	0	0	49,400	766,800
Retrofitting of Former Raffles Junior College Campus to Hold New Government Junior College (IPJC)	15,300,000	0	0	0	1,400,000	900,000
Minor Works & Improvements - Primary Schools	...	...	5,106,641	7,006,500	6,450,700	7,356,900
Minor Works & Improvements - Secondary Schools	...	...	5,683,633	6,885,000	6,635,000	7,229,300
Minor Works & Improvements - Junior Colleges	...	...	1,553,386	684,000	834,000	718,200
Programme for Rebuilding and Improving Existing Schools - Government Primary	1,508,653,800	1,143,311,599	14,669,289	9,765,500	7,756,600	18,124,100
Programme for Rebuilding and Improving Existing Schools - Government Secondary	1,518,100,000	1,166,397,390	17,704,533	6,384,000	1,329,400	29,658,600
Government-Aided Schools and Junior Colleges Programme						
Programme for Rebuilding and Improving Existing Schools - Government-Aided Secondary	10,000,000	1,057,401	511,984	5,400,000	6,000,000	11,391,600

Project Title	Total Project Cost	Actual Expenditure up to end of FY2013	Actual FY2014	Estimated FY2015	Revised FY2015	Estimated FY2016
Independent Schools Programme						
Development of the School of Science and Technology	44,010,000	43,444,850	796,239	927,000	1,070,000	90,000
Development of Northlight School	46,021,000	14,677,213	25,258,325	1,530,000	2,130,000	235,400
Redevelopment of Raffles Girls' School (Secondary) (RGS)	70,714,100	6,028	6,028	482,000	0	1,380,600
Expansion of the Integrated Programme (IP) Landscape	1,480,000	19,379	316,097	7,067,300	864,000	14,694,600
Completed Projects	...	...	20,927,760	5,513,400	12,233,800	0
<i>GRANTS & CAPITAL INJECTIONS TO ORGANISATIONS</i>	...	...	<i>503,480,844</i>	<i>310,956,900</i>	<i>355,810,000</i>	<i>203,861,000</i>
Administration Programme						
ICT Development Projects for Schools (2014-2016)	1,000,000	0	0	0	0	720,000
Minor Development Projects	...	...	4,374,074	2,257,900	4,640,400	456,400
New Projects	...	...	0	15,031,300	237,500	17,163,300
Government Schools and Junior Colleges Programme						
Provision of Indoor Sports Hall to Schools	315,508,670	85,867,968	14,511,915	36,000,000	10,000,000	16,200,000
Flexible School Infrastructure	0	73,203	738,639	2,250,000	400,000	1,125,000
Implementation of High Volume Low Speed (HVLS) Fans in School Halls	2,100,000	421,733	9,788	450,000	30,000	722,700
Implementation of Primary Education Review and Implementation (PERI) Committee's Recommendation to Enhance Infrastructure	506,338,413	102,536,864	52,784,379	98,970,700	40,000,000	65,232,000
Scaling Up Synthetic Turf Programme	17,000,000	542,783	48,743	2,250,000	1,000,000	36,000
Government-Aided Schools and Junior Colleges Programme						
Minor Works and Improvements - Government-Aided Primary Schools	...	...	1,263,748	2,138,000	1,138,000	2,244,900
Minor Works and Improvements - Government-Aided Secondary Schools	...	...	888,320	1,343,300	1,643,300	1,410,500
Minor Works and Improvements - Government-Aided Junior Colleges	...	...	144,870	172,800	162,800	181,500
Programme for Rebuilding and Improving Existing Schools - Government-Aided Primary	589,628,700	528,368,819	8,652,456	191,100	654,100	521,000
Programme for Rebuilding and Improving Existing Schools - Government-Aided Secondary	539,346,200	459,611,996	12,225,859	11,690,100	19,625,700	3,634,600
Independent Schools Programme						
Indoor Sports Hall/Equivalent Sports Facilities for Independent Schools	31,750,000	1,574,559	26,716	4,012,000	4,312,000	2,566,100
Development of the School of Science and Technology	11,000,000	7,705,242	105,635	153,000	10,000	1,015,300
Expansion of the Integrated Programme (IP) Landscape	44,822,200	6,136,995	2,829,643	2,726,000	6,000,000	3,690,000
Nanyang Technological University Programme						
Nanyang Technological University - Expansion of Campus Facilities Phase 3C	368,724,200	178,516,056	39,660,499	24,076,200	53,089,700	22,947,400

Project Title	Total Project Cost	Actual Expenditure up to end of FY2013	Actual FY2014	Estimated FY2015	Revised FY2015	Estimated FY2016
Start-up F and E for Lee Kong Chian School of Medicine	4,954,100	2,377,383	545,115	1,468,500	1,737,000	294,500
Start-up IT for Lee Kong Chian School of Medicine	1,813,200	753,195	517,544	574,700	463,700	78,600
Nanyang Technological University Sports Hall	2,648,000	0	0	0	2,264,000	384,000
Nanyang Technological University - Upgrading of Infrastructure Systems	16,933,000	12,950,884	222,274	1,910,000	1,710,000	1,572,500
Singapore Polytechnic Programme						
Development Budget for Polytechnic Expansion (Singapore Polytechnic)	94,491,200	33,844,244	34,040,286	22,748,600	24,500,000	1,801,100
Rejuvenation of Singapore Polytechnic	89,005,800	25,089,916	8,213,508	6,840,000	10,260,000	12,000,000
Ngee Ann Polytechnic Programme						
Development Budget for Polytechnic Expansion (Ngee Ann Polytechnic)	72,604,200	63,437,326	2,394,988	2,075,000	4,375,900	742,100
Rejuvenation of Ngee Ann Polytechnic	77,185,500	10,836,668	19,488,859	20,520,000	30,246,500	11,841,300
Nanyang Polytechnic Programme						
Development Budget for Polytechnic Expansion (Nanyang Polytechnic)	81,501,900	45,226,754	32,736,092	855,000	3,025,900	513,100
Singapore Management University Programme						
Development of Singapore Management University's School of Law at A-South	48,928,900	7,012,049	10,280,501	18,207,200	27,041,900	4,594,400
Republic Polytechnic Programme						
Development Budget for Polytechnic Expansion (Republic Polytechnic)	26,771,300	13,079,531	9,129,949	0	3,766,000	773,000
Singapore University of Technology And Design Programme						
Start-up IT Funding for SUTD (Phase 1)	15,788,900	1,878,880	3,262,585	0	4,956,400	4,987,700
Singapore Institute of Technology Programme						
Development Budget for Singapore Institute of Technology	377,803,500	177,650,598	106,188,939	15,487,300	13,988,400	6,533,800
Refurbishment of Singapore Institute of Technology HQ at Institute of Technical Education HQ at Dover Road	10,608,100	9,285,476	573,163	936,000	640,800	108,600
Start-up IT Funding for Singapore Institute of Technology	12,679,100	2,499,159	6,330,604	3,352,800	2,229,500	1,439,700
Refurbishment of SIT Campus at ITE HQ (Podium B) at Dover Road	8,826,800	57,824	5,396,944	429,700	898,300	2,137,100
Development of Singapore Institute of Technology Permanent Campus	3,210,000	0	449	2,697,000	1,121,600	666,000
Information Technology Funding for Singapore Institute of Technology's Phase 2 Programmes	3,309,000	0	292,860	1,503,500	239,100	2,524,800
Furniture and Equipment Funding for Singapore Institute of Technology's Phase 2 Programmes	12,436,400	0	1,092,654	3,081,800	393,100	10,461,800
Addition and Alteration Works for the Singapore Institute of Technology Interim Campus	3,725,400	0	0	0	3,185,100	540,200
Completed Projects	...	...	124,508,247	4,557,400	75,823,300	0

KEY PERFORMANCE INDICATORS

Desired Outcomes

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.

Desired Outcome	Performance Indicator	Actual FY2013	Actual FY2014	Revised FY2015	Estimated FY2016
Internationally Recognised Education System	WEF Global Competitiveness Report: Quality of the Education System	3 rd out of 148	4 th out of 144	3 rd out of 140	Top 5
	IMD World Competitiveness Yearbook: Education system meets the needs of a competitive economy	4 th out of 60	3 rd out of 60	3 rd out of 61	Top 5
	IMD World Competitiveness Yearbook: University Education	2 nd out of 60	4 th out of 60	3 rd out of 61	Top 5
Quality Education at Affordable Rate	Government Funding for Operating Expenses Per Student for ³ (\$):				
	Primary Schools	\$8,549	\$9,123	\$10,160	\$10,737
	Secondary Schools	\$11,434	\$12,261	\$13,417	\$14,530
	Junior Colleges/Centralised Institute	\$13,942	\$14,379	\$16,320	\$18,080
	Full-time Nitec/Higher Nitec courses ⁴	\$12,491	\$12,650	\$12,839	\$13,043
	Publicly-funded full-time diploma courses ⁵	\$15,304	\$15,681	\$16,203	\$16,524
	Publicly-funded full-time degree courses ⁶	\$21,870	\$22,181	\$22,058	\$22,416
A Good School System	Percentage of Primary 1 cohort who did not complete secondary education ⁷ (%)	0.6	0.8	<1	<1
	Number of schools holding at least 1 Best Practice (BP) ⁸	80 (22.8%)	91 (25.4%)	97 (28.1%)	101 (29.4%)

³ Data for these indicators is reported on an FY basis, while that for all other indicators is reported on a CY basis.

⁴ Full-time Nitec/Higher Nitec courses are offered by the Institute of Technical Education (ITE).

⁵ Institutions presently offering publicly-funded full-time diploma courses are: Nanyang Polytechnic; Ngee Ann Polytechnic; Republic Polytechnic; Singapore Polytechnic; Temasek Polytechnic; ITE; LASALLE College of the Arts (LASALLE); and Nanyang Academy of Fine Arts (NAFA).

⁶ Institutions presently offering publicly-funded full-time degree courses are: National University of Singapore (NUS); Nanyang Technological University (NTU); Singapore Management University (SMU); Singapore University of Technology and Design (SUTD); Singapore Institute of Technology (SIT); SIM University; LASALLE; and NAFA.

⁷ 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.

⁸ BP gives recognition to schools for their effective programmes, processes and systems in specific areas (namely Partnership, Character and Citizenship Education, Staff Well-Being and Development, Teaching and Learning, and Student All-Round Development) that have led to good education outcomes for their students.

Desired Outcome	Performance Indicator	Actual FY2013	Actual FY2014	Revised FY2015	Estimated FY2016
Good Progression Outcomes Across the Board⁹	Percentage of Primary 1 cohort who ¹⁰ (%)				
	Passed PSLE	97.9	97.9	97.9	97.9
	Had at least 5 GCE N-Level passes or 3 GCE O-Level passes	89.5	89.1	88.5	88.5
	Percentage of Primary 1 cohort who progressed to post-secondary education institutions (%)	96.3	96.5	96.5	96.5
	Percentage of Primary 1 cohort admitted into ¹¹ (%):				
	Junior Colleges/Centralised Institute	28.1	28.0	28.0	28.0
	Full-time Nitec/Higher Nitec courses	22.5	23.7	24.3	24.9
	Publicly-funded full-time diploma courses	47.3	47.8	48.2	48.6
	Publicly-funded full-time degree courses	28.4	30.0	32.0	33.6
Engaged Citizens	Percentage of primary and secondary schools where more than 90% of students have completed at least 6 hours of participation in Annual Community Involvement Programmes ¹² (%)	94	94	94	94

⁹ The Primary 1 cohorts represented in each year are different across the indicators, as different cohorts reach the target levels in each year. As students progress through the education system at different rates, the figures are preliminary and subject to adjustments.

¹⁰ The Primary 1 cohort indicators have taken into account students who had left the country.

¹¹ Students who enrol in one type of institution may later progress to another.

¹² To place a stronger emphasis on the inculcation of values through community involvement, Community Involvement Programme has been reframed as Values in Action from 2014. This is reflected in the Service domain of the LEAPS 2.0 Framework (LEAPS refers to the Leadership, Enrichment, Achievement, Participation and Service domains of student development). However, secondary school students who enrolled in Secondary 1 prior to 2014 will continue to use the earlier LEAPS scheme to ensure that there would be continuity of learning and progression. The Revised FY2015 and Estimated FY2016 figures pertain to Secondary 3 to 5 students and Secondary 4 to 5 students respectively.