

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.

FY2017 EXPENDITURE ESTIMATES

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2015	Estimated FY2016	Revised FY2016	Estimated FY2017	Change over FY2016	
	TOTAL EXPENDITURE	\$11,934,956,390	\$12,800,000,000	\$12,660,000,000	\$12,900,000,000	\$240,000,000	1.9%
	Main Estimates						
	OPERATING EXPENDITURE	\$11,235,741,894	\$12,140,000,000	\$12,000,000,000	\$12,115,000,000	\$115,000,000	1.0%
	RUNNING COSTS	\$7,722,458,767	\$8,485,022,300	\$8,220,238,700	\$8,423,511,200	\$203,272,500	2.5%
	Expenditure on Manpower	\$3,609,895,884	\$3,999,697,200	\$3,901,175,400	\$4,056,508,700	\$155,333,300	4.0%
1200	Political Appointments	1,316,982	1,869,200	1,818,600	2,345,100	526,500	29.0
1500	Permanent Staff	3,608,578,902	3,997,828,000	3,899,356,800	4,054,163,600	154,806,800	4.0
	Other Operating Expenditure	\$756,270,104	\$779,255,500	\$759,680,700	\$800,090,900	\$40,410,200	5.3%
2100	Consumption of Products & Services	595,581,844	612,548,600	612,098,700	652,522,600	40,423,900	6.6
2300	Manpower Development	63,532,821	60,263,900	58,529,800	60,752,500	2,222,700	3.8
2400	International & Public Relations, Public Communications	15,052,298	16,645,900	14,123,800	13,317,200	-806,600	-5.7
2700	Asset Acquisition	80,001,584	88,477,400	71,364,900	68,398,600	-2,966,300	-4.2
2800	Miscellaneous	2,101,556	1,319,700	3,563,500	5,100,000	1,536,500	43.1
	Grants, Subventions & Capital Injections to Organisations	\$3,356,292,780	\$3,706,069,600	\$3,559,382,600	\$3,566,911,600	\$7,529,000	0.2%
3100	Grants, Subventions & Capital Injections to Statutory Boards	78,209,885	83,715,500	123,086,200	187,171,400	64,085,200	52.1
3200	Grants, Subventions & Capital Injections to Educational Institutions	3,278,082,895	3,622,354,100	3,436,296,400	3,379,740,200	-56,556,200	-1.6
	TRANSFERS	\$3,513,283,127	\$3,654,977,700	\$3,779,761,300	\$3,691,488,800	-\$88,272,500	-2.3%
3500	Social Transfers to Individuals	403,819,954	422,335,300	428,356,400	463,387,300	35,030,900	8.2
3600	Transfers to Institutions & Organisations	3,106,986,453	3,230,964,500	3,349,105,400	3,226,097,500	-123,007,900	-3.7
3800	International Organisations & Overseas Development Assistance	2,476,720	1,677,900	2,299,500	2,004,000	-295,500	-12.9

Code	Object Class	Actual FY2015	Estimated FY2016	Revised FY2016	Estimated FY2017	Change over FY2016	
	Development Estimates						
	DEVELOPMENT EXPENDITURE	\$699,214,496	\$660,000,000	\$660,000,000	\$785,000,000	\$125,000,000	18.9%
5100	Government Development	346,268,544	456,139,000	456,981,000	583,271,400	126,290,400	27.6
5200	Grants & Capital Injections to Organisations	352,945,953	203,861,000	203,019,000	201,728,600	-1,290,400	-0.6

Establishment List

Category/Personnel	Actual FY2015	Estimated FY2016	Revised FY2016	Estimated FY2017
POLITICAL APPOINTMENTS	5	5	5	5
Minister	2	2	2	2
Minister of State	1	1	1	1
Parliamentary Secretary	2	2	2	2
PERMANENT STAFF	43,150	47,004	47,145	47,145
Allied Educators Scheme	1,616	1,809	1,797	1,797
Accounting Profession (2008)	0	3	3	3
Administrative	12	22	22	22
Corporate Support	1,045	1,084	1,074	1,074
Education Service (2008)	36,457	39,719	39,771	39,771
Estate Maintenance	3	3	3	3
Information Service (2008)	2	2	2	2
Legal	4	7	7	7
Management Executive Scheme (2008)	1,259	1,531	1,698	1,698
Management Support Scheme (2008)	611	654	653	653
Management Support Scheme (Language Officer)	2	2	2	2
Mechanical Support	1	1	1	1
Operations Support	1,562	1,615	1,592	1,592
Shorthand Writers	11	26	27	27
Statistician (Trade & Industry) (2008)	1	1	1	1
Technical Support Scheme (2008)	564	525	492	492
OTHERS	13,728	14,846	15,201	15,376
Council for Private Education	73	75	491	491
Government-Aided Schools (teaching staff)	350	691	691	691
Government-Aided Schools (non-teaching staff)	1,584	1,704	1,703	1,703
Institute of Southeast Asian Studies	62	71	71	71
Institute of Technical Education	2,735	2,975	2,975	3,086
Nanyang Polytechnic	1,640	1,781	1,781	1,789
Ngee Ann Polytechnic	1,762	1,793	1,793	1,793
Republic Polytechnic	1,736	1,713	1,737	1,699
Science Centre Board	262	284	277	269
Singapore Examination & Assessment Board	198	236	236	236
Singapore Polytechnic	1,645	1,775	1,775	1,783
Temasek Polytechnic	1,681	1,748	1,671	1,765
TOTAL	56,883	61,855	62,351	62,526

FY2016 BUDGET

The revised FY2016 total expenditure of the Ministry of Education (MOE) is \$12.66 billion. This is \$0.73 billion or 6.1% higher than the actual FY2015 expenditure of \$11.93 billion. Of the total expenditure, \$12.00 billion or 94.8% is for operating expenditure and \$0.66 billion or 5.2% is for development expenditure.

Operating Expenditure

The revised operating expenditure of \$12.00 billion is \$0.76 billion or 6.8% higher than actual FY2015 expenditure of \$11.24 billion. The increase was mainly due to annual salary increments, provision for the SkillsFuture Singapore Agency (SSG) established in October 2016, as well as a one-off provision of seed endowment grants to SIM University (UniSIM).

Development Expenditure

The revised development expenditure of \$0.66 billion is \$0.04 billion or 5.6% lower than the actual FY2015 expenditure of \$0.70 billion. This is mainly due to lower cashflow requirements for development projects at the Autonomous Universities (AUs) and the polytechnics.

FY2017 BUDGET

The total expenditure of MOE in FY2017 is projected to be \$12.90 billion, which is \$0.24 billion or 1.9% higher than the revised FY2016 expenditure. \$12.12 billion or 93.9% is for operating expenditure and \$0.79 billion or 6.1% is for development expenditure.

The projected operating expenditure of \$12.12 billion is an increase of \$0.12 billion or 1.0% over the FY2016 revised expenditure. The projected development expenditure of \$0.79 billion is an increase of \$0.13 billion or 18.9% over the FY2016 revised expenditure.

General Education Programme

Under our education system, every child is given the opportunity to complete at least 10 years of formal school education. The total number of students (including those in the Independent Schools) subsidised by MOE for FY2017 is 435,100. The General Education Programme undertaken by Government, Government-Aided, Special Education and Independent Schools account for \$6.80 billion, which is higher than the revised FY2016 expenditure of \$6.55 billion by \$242.86 million or 3.7%. Operating expenditure which accounts for \$6.27 billion or 92.3% is projected to increase by \$221.42 million, and development expenditure by \$21.44 million. The increase in operating expenditure is mainly due to annual cost adjustments and initiatives to improve the quality of education. The increase in development expenditure is mainly due to higher cashflow requirements for school building projects.

University Programme

A provision of \$2.73 billion has been made for the university sector in FY2017 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 AUs¹ and UniSIM in FY2017 is projected to be 80,100.

Of the total FY2017 provision, \$2.64 billion or 96.8% is for operating grants and \$86.61 million or 3.2% is for development grants. Compared to the FY2016 revised budget, operating expenditure will decrease by \$126.80 million, while development expenditure will increase by \$34.90 million. The decrease in operating grants in FY2017 is due to a one-off seed endowment grant to UniSIM in FY2016. The increase in development expenditure is mainly due to higher

¹ The Autonomous Universities refer to NUS, NTU, SMU, SUTD and SIT.

requirements for AUs' infrastructure projects, such as NUS Faculty of Science and NTU Phase 3C Campus Expansion development projects.

Polytechnic Programme

A provision of \$1.29 billion has been made for the polytechnic sector in FY2017 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 FY2017 at the polytechnics is projected to be 70,500.

Of the total FY2017 provision, \$1.28 billion or 99.0% is for operating grants and \$13.34 million or 1.0% is for development grants. Compared to the FY2016 revised budget, operating expenditure is projected to decrease by \$101.31 million, and development expenditure by \$9.28 million. The decrease in operating expenditure is mainly due to lower student enrolment and transfer of budget for Lifelong Learning at the polytechnics to SSG from FY2017, while the decrease in development budget is mainly due to lower cashflow requirement for the Ngee Ann Polytechnic campus refurbishment project, which is nearing completion.

Institute of Technical Education Programme

A provision of \$0.46 billion has been made for ITE in FY2017 to deliver technical and vocational training to students who have completed secondary education. The total number of students subsidised by MOE in FY2017 at ITE is projected to be 27,400.

The total FY2017 provision of \$0.46 billion is for operating grants. Compared to the FY2016 revised budget, operating expenditure will decrease by \$9.51 million. The decrease in operating expenditure is mainly due to the transfer of ITE's Lifelong Learning budget to SSG from FY2017.

SkillsFuture Programme

The national SkillsFuture movement promotes a culture of lifelong learning and strengthens the system of quality education and training in Singapore. A provision of \$0.24 billion (including \$0.14 billion embedded in the respective universities' budget) has been made for the SSG, post-secondary education institutions and other stakeholders in FY2017 to implement plans, policies and strategies to support lifelong learning and skills development under SkillsFuture.

Total Expenditure by Programme

Code	Programme	Running Costs	Transfers	Operating Expenditure	Development Expenditure	Total Expenditure
KA	Administration	290,404,400	60,075,000	350,479,400	151,637,400	502,116,800
KB	Higher Education and Skills Future	14,853,500	434,493,900	449,347,400	0	449,347,400
KC	School Services and Educational Development	361,948,200	34,954,100	396,902,300	6,896,600	403,798,900
KD	Government Schools and Junior Colleges	4,198,300,700	196,521,900	4,394,822,600	491,036,400	4,885,859,000
KE	Special Education Schools	0	169,670,800	169,670,800	579,900	170,250,700
KF	Government-Aided Schools and Junior Colleges	1,316,944,100	0	1,316,944,100	7,549,700	1,324,493,800
KG	Independent Schools	371,040,500	18,463,100	389,503,600	25,853,600	415,357,200
KH	National Institute of Education	0	87,929,700	87,929,700	0	87,929,700
KI	National University of Singapore	0	1,139,506,700	1,139,506,700	14,545,300	1,154,052,000
KJ	Nanyang Technological University	0	843,718,400	843,718,400	55,412,800	899,131,200
KK	ISEAS - Yusof Ishak Institute	13,079,000	0	13,079,000	0	13,079,000
KL	Singapore Polytechnic	250,390,800	13,656,500	264,047,300	10,987,300	275,034,600
KM	Ngee Ann Polytechnic	250,617,800	15,284,800	265,902,600	2,353,000	268,255,600
KN	Temasek Polytechnic	248,954,500	14,950,200	263,904,700	0	263,904,700
KO	Institute of Technical Education	438,384,600	17,309,900	455,694,500	0	455,694,500
KP	Science Centre Board	26,188,300	0	26,188,300	1,493,900	27,682,200
KQ	Nanyang Polytechnic	243,216,600	12,827,700	256,044,300	0	256,044,300
KR	SIM University	0	120,701,800	120,701,800	0	120,701,800
KS	Singapore Management University	0	158,175,500	158,175,500	0	158,175,500
KT	Nanyang Academy of Fine Arts	0	21,190,800	21,190,800	0	21,190,800
KU	Lasalle College of the Arts	0	19,548,100	19,548,100	0	19,548,100
KV	Republic Polytechnic	212,016,800	18,280,700	230,297,500	0	230,297,500
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	111,050,900	111,050,900	701,500	111,752,400
KY	Singapore Institute of Technology	0	183,178,300	183,178,300	15,952,600	199,130,900
KZ	SkillsFuture Singapore	115,582,000	0	115,582,000	0	115,582,000
Total		\$8,423,511,200	\$3,691,488,800	\$12,115,000,000	\$785,000,000	\$12,900,000,000

Development Expenditure by Project

Project Title	Total Project Cost	Actual Expenditure up to end of FY2014	Actual FY2015	Estimated FY2016	Revised FY2016	Estimated FY2017
DEVELOPMENT EXPENDITURE	...	...	\$699,214,496	\$660,000,000	\$660,000,000	\$785,000,000
GOVERNMENT DEVELOPMENT	...	...	346,268,544	456,139,000	456,981,000	583,271,400
Administration Programme						
Minor IT Enhancements	...	...	492,092	273,500	754,300	1,152,400

Project Title	Total Project Cost	Actual Expenditure up to end of FY2014	Actual FY2015	Estimated FY2016	Revised FY2016	Estimated FY2017
Development of Human Resources Management System (HRMS)	12,200,900	9,961,509	43,217	131,400	862,000	91,000
Construction of a Pre-Fabricated Office at Grange Road	14,450,000	54,855	1,262,704	2,745,000	10,789,700	540,000
Additions and Alterations to Existing MOE Buildings	6,200,000	0	160,776	3,600,000	2,746,200	2,700,000
Redevelopment of Integrated Financial Administration and Accounting System (IFAAS)	15,764,000	0	0	4,536,000	6,419,400	2,396,300
Implementation of School-Wide Wireless Infrastructure	167,740,000	0	0	0	7,000,000	54,000,000
IT Capacity Plan Part 2	32,568,200	0	0	7,531,200	6,641,300	5,400,000
Minor Works and Improvements - MOEHQ	0	0	0	360,000	360,000	360,000
Standard Schools ICT Operating Environment 2 Programme (SSOE2)	17,790,000	0	0	0	0	10,000,000
Network Security Tightening - Provision of Additional Devices and Infrastructure	5,581,000	0	0	0	1,000,000	4,000,000
Minor Development Projects	...	...	5,329,862	7,678,000	11,315,300	13,738,200
New Projects	...	...	0	19,972,600	21,259,300	37,378,000
School Services and Educational Development Programme						
Pre-school Development Project	22,383,000	4,626,031	2,210,557	720,000	1,783,900	614,600
School Cockpit Reporting Solution	8,306,000	0	0	0	0	6,282,000
Government Schools and Junior Colleges Programme						
Building of 10 New Primary Schools	185,200,000	152,797,054	190,412	360,000	360,000	152,000
Provision of Indoor Sports Hall to Schools	1,002,660,500	544,529,769	68,435,070	63,655,200	68,379,700	54,611,500
Implementation of Synthetic Turf System in Schools	24,500,000	23,900,618	3,086	0	20,000	2,300
New Secondary School in Punggol Development Guide Plan	44,494,800	31,978,047	91,625	0	0	18,000
Flexible School Infrastructure	93,000,000	5,718,028	2,724,641	4,360,500	3,003,200	2,584,400
Implementation of High Volume Low Speed (HVLS) Fans in School Halls	6,700,000	2,797,962	93,478	900,000	650,000	1,107,000
Implementation of Primary Education Review and Implementation (PERI) Committee's Recommendation to Enhance Infrastructure	2,045,493,500	699,667,086	211,697,538	241,438,700	196,187,600	210,029,400
Scaling Up Synthetic Turf Programme	42,000,000	4,513,440	1,953,175	144,000	4,729,600	6,075,000
Development of Eunoia Junior College Campus	143,944,800	141,811	237,277	787,300	9,399,900	35,233,100
Refurbish and Equip Science Lab for A-Level Science Practical Assessment	5,600,000	0	1,515,916	1,215,400	1,350,700	90,000
Building of a New Primary School in Sengkang	37,572,700	6,028	26,911	0	7,654,500	19,067,400
Retrofitting of Schools	8,812,700	2,386	275,999	1,080,000	1,050,000	2,095,200
Providing Greater New Norms Flexibility in Primary Schools	18,120,000	0	65,501	766,800	288,600	1,898,100
Retrofitting of Former Raffles Junior College Campus to Hold New Government Junior College (IPJC)	19,846,000	0	657,697	900,000	12,576,200	225,000
Development of a New Secondary School	57,120,000	0	0	0	156,000	410,200
Building of a New Primary School in Tampines	56,330,000	0	0	0	10,000	558,000
Provision of Sheltered Courts	9,192,300	0	0	0	70,000	1,503,000
Implementation of High Volume Low Speed Fans in Schools	5,863,800	0	0	0	0	2,633,600
Minor Works & Improvements - Primary Schools	...	...	6,514,923	7,356,900	4,031,300	11,045,500

Project Title	Total Project Cost	Actual Expenditure up to end of FY2014	Actual FY2015	Estimated FY2016	Revised FY2016	Estimated FY2017
Minor Works & Improvements - Secondary Schools	...	...	6,298,536	7,229,300	4,549,300	11,117,700
Minor Works & Improvements - Junior Colleges	...	...	973,903	718,200	718,200	1,746,600
Programme for Rebuilding and Improving Existing Schools - Government Primary	1,508,653,800	1,157,980,888	7,933,798	18,124,100	20,694,900	17,977,500
Programme for Rebuilding and Improving Existing Schools - Government Secondary	1,518,100,000	1,184,101,923	1,109,753	29,658,600	27,831,100	40,537,200
Independent Schools Programme						
Redevelopment of Raffles Girls' School (Secondary) (RGS)	70,714,100	12,056	0	1,380,600	2,000	23,880,100
Expansion of the Integrated Programme (IP) Landscape	1,480,000	335,476	11,733	14,694,600	50,000	21,100
Completed Projects	...	...	25,958,364	13,821,100	22,286,800	0
<i>GRANTS & CAPITAL INJECTIONS TO ORGANISATIONS</i>	...	...	<i>352,945,953</i>	<i>203,861,000</i>	<i>203,019,000</i>	<i>201,728,600</i>
Administration Programme						
Implementation of School-Wide Wireless Infrastructure	50,001,000	0	0	0	2,000,000	16,000,000
Minor Development Projects	...	...	2,274,208	456,400	3,000,000	2,708,400
New Projects	...	...	0	17,163,300	0	1,173,100
Government Schools and Junior Colleges Programme						
Provision of Indoor Sports Hall to Schools	315,508,700	100,379,884	14,289,263	16,200,000	30,000,000	18,203,900
Flexible School Infrastructure	0	811,842	690,015	1,125,000	1,000,000	861,500
Implementation of Primary Education Review and Implementation (PERI) Committee's Recommendation to Enhance Infrastructure	506,338,400	155,321,244	27,341,856	65,232,000	50,000,000	47,897,100
Scaling Up Synthetic Turf Programme	17,000,000	591,526	756,270	36,000	800,000	2,025,000
Retrofitting of Schools	2,803,200	0	50,247	0	80,000	698,500
Providing Greater New Norms Flexibility in Primary Schools	4,100,000	0	31,428	0	30,000	632,700
Special Education Schools Programme						
Extension of Rainbow Centre - Margaret Drive School (RCMDS)	5,270,000	0	0	0	1,299,900	579,900
Government-Aided Schools and Junior Colleges Programme						
Minor Works and Improvements - Government-Aided Primary Schools	...	...	1,500,954	2,244,900	1,445,000	4,301,800
Minor Works and Improvements - Government-Aided Secondary Schools	...	...	1,416,020	1,410,500	710,500	2,374,900
Minor Works and Improvements - Government-Aided Junior Colleges	...	...	161,412	181,500	181,500	253,800
Programme for Rebuilding and Improving Existing Schools - Government-Aided Primary	589,628,700	537,021,275	999,283	521,000	1,411,000	106,200
Programme for Rebuilding and Improving Existing Schools - Government-Aided Secondary	539,346,200	471,837,855	17,550,486	3,634,600	1,500,000	513,000
Independent Schools Programme						
Indoor Sports Hall/Equivalent Sports Facilities for Independent Schools	31,750,000	1,601,275	7,449,387	2,566,100	4,974,600	1,391,700
Development of the School of Science and Technology	11,000,000	7,810,877	17,088	1,015,300	1,072,600	547,200

Project Title	Total Project Cost	Actual Expenditure up to end of FY2014	Actual FY2015	Estimated FY2016	Revised FY2016	Estimated FY2017
Expansion of the Integrated Programme (IP) Landscape	44,822,200	8,966,638	9,805,283	3,690,000	24,468,500	13,500
National University of Singapore Programme						
NUS Faculty of Science Infrastructure (Wet Science Building)	27,012,000	0	0	0	2,137,500	14,545,300
Nanyang Technological University Programme						
Nanyang Technological University - Expansion of Campus Facilities Phase 3C	368,724,200	218,176,555	45,619,222	22,947,400	34,100,000	49,616,300
Nanyang Technological University Sports Hall	2,648,000	0	0	384,000	384,000	2,264,000
Start-up Information Technology, Furniture and Equipment for Lee Kong Chian School of Medicine's PhD Programme	808,000	0	0	0	325,400	365,400
Start-up Basic Research Set-up for Lee Kong Chian School of Medicine's PhD Programme	3,452,000	0	0	0	58,000	2,893,500
Nanyang Technological University - Upgrading of Infrastructure Systems	16,933,000	13,173,158	123,762	1,572,500	256,500	273,600
Singapore Polytechnic Programme						
Development Budget for Polytechnic Expansion (Singapore Polytechnic)	94,491,200	67,884,530	22,255,926	1,801,100	1,282,500	2,437,300
Rejuvenation of Singapore Polytechnic	89,005,800	33,303,424	14,273,817	12,000,000	8,550,000	8,550,000
Ngee Ann Polytechnic Programme						
Rejuvenation of Ngee Ann Polytechnic	77,185,500	30,325,527	30,744,007	11,841,300	11,426,100	2,353,000
Science Centre Board Programme						
Upgrading of Building, Mechanical and Electrical Services at Science Centre Singapore	2,988,000	0	0	0	1,493,900	1,493,900
Singapore University of Technology And Design Programme						
Start-up IT Funding for SUTD (Phase 1)	15,788,900	5,141,465	5,809,089	4,987,700	4,136,800	701,500
Singapore Institute of Technology Programme						
Development Budget for Singapore Institute of Technology	377,803,500	283,839,537	12,531,738	6,533,800	3,295,400	2,133,400
Start-up IT Funding for Singapore Institute of Technology	12,679,100	8,829,763	3,299,993	1,439,700	469,600	68,100
Refurbishment of SIT Campus at ITE HQ (Podium B) at Dover Road	8,826,800	5,454,768	1,076,521	2,137,100	364,500	564,600
Development of Singapore Institute of Technology Permanent Campus	15,846,000	449	904,143	666,000	529,000	4,097,900
Information Technology Funding for Singapore Institute of Technology's Phase 2 Programmes	3,309,000	292,860	1,428,351	2,524,800	1,357,500	230,200
Furniture and Equipment Funding for Singapore Institute of Technology's Phase 2 Programmes	12,436,400	1,092,654	9,323,662	10,461,800	1,727,100	292,900
Information Technology Development Funding for Singapore Institute of Technology	18,920,800	0	0	0	42,800	3,957,400
Furniture and Equipment Development Funding for Singapore Institute of Technology	34,340,000	0	0	0	1,245,500	4,608,100
Completed Projects	...	...	121,222,523	9,087,200	5,863,300	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 FY2014	Actual FY2015	Revised FY2016	Estimated FY2017
Internationally Recognised Education System	WEF Global Competitiveness Report: Quality of the Education System	4 th out of 144	3 rd out of 140	2 nd out of 138	Top 5
	IMD World Competitiveness Yearbook: Education system meets the needs of a competitive economy	3 rd out of 60	3 rd out of 61	3 rd out of 61	Top 5
	IMD World Competitiveness Yearbook: University Education	4 th out of 60	3 rd out of 61	Joint 2 nd out of 61	Top 5
Quality Education at Affordable Rates	Government Funding for Operating Expenses Per Student for ² (\$):				
	Primary Schools	\$9,123	\$10,081	\$10,600	\$11,210
	Secondary Schools	\$12,261	\$13,213	\$13,931	\$15,086
	Junior Colleges/Centralised Institute	\$14,379	\$15,326	\$16,717	\$18,216
	Full-time Nitec/Higher Nitec courses ³	\$12,650	\$13,619	\$13,830	\$14,150
	Publicly-funded full-time diploma courses ⁴	\$15,681	\$16,118	\$15,943	\$16,255
	Publicly-funded full-time degree courses ⁵	\$22,181	\$21,988	\$21,853	\$21,801
A Good School System	Percentage of Primary 1 cohort who did not complete secondary education ⁶ (%)	0.7	0.6	<1	<1
	Number of schools holding at least 1 Best Practice (BP) ⁷	91 (25.4%)	99 (28.7%)	123 (35.9%)	N.A.

² Data for these indicators is reported on an FY basis, while that for all other indicators is reported on a CY basis.

³ Full-time Nitec/Higher Nitec courses are offered by the Institute of Technical Education (ITE).

⁴ 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).

⁵ Institutions presently offering publicly-funded full-time degree courses are: National University of Singapore; Nanyang Technological University; Singapore Management University; Singapore University of Technology and Design; Singapore Institute of Technology; SIM University; LASALLE; and NAFA.

⁶ 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.

⁷ 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. As part of the review of the school recognition system, BP will no longer be awarded from 2017.

Desired Outcome	Performance Indicator	Actual FY2014	Actual FY2015	Revised FY2016	Estimated FY2017
Good Progression Outcomes Across the Board ⁸	Percentage of Primary 1 cohort who ⁹ (%)				
	Are eligible for Secondary School ¹⁰	97.9	98.3	98.1	98.1
	Had at least 5 GCE N-Level passes or 3 GCE O-Level passes	88.8	89.8	89.3	89.3
	Percentage of Primary 1 cohort who progressed to post-secondary education programmes (%)	96.9	96.7	96.7	96.7
	Percentage of Primary 1 cohort admitted into ¹¹ (%)				
	Junior Colleges/Centralised Institute	27.8	27.6	27.8	27.8
	Full-time Nitec/Higher Nitec courses	23.6	24.5	24.5	24.5
	Publicly-funded full-time diploma courses	47.3	47.3	47.3	47.3
	Publicly-funded full-time degree courses	30.0	32.3	33.6	35.2
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	95	N.A.

⁸ 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.

⁹ The Primary 1 cohort indicators have taken into account students who had left the country.

¹⁰ Refers to students who sat for PSLE and qualified for Express, Normal (Academic) or Normal (Technical) courses.

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 revised 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 Actual FY2014, Actual FY2015 and Revised FY2016 figures pertain to Secondary 2 to 5 students, Secondary 3 to 5 students and Secondary 4 to 5 students respectively. In line with the revised LEAPS 2.0 Framework, with effect from 2017, this indicator will be replaced with "Percentage of students who have been significantly involved in contributing to the community" (i.e. students who have, by end of Sec 4/5, completed at least 36 hours of service to the school or community, or 2 VIA projects that impact the school or community, or completed at least 24 hours of service and at least 1 VIA project that impacts the school or community.)