

ADMINISTRATION PROGRAMME

PROGRAMME DESCRIPTION

This programme covers the functions of the following divisions of the Ministry of Education (MOE) HQ:

Student Placement and Services Division - Oversees the placement of students to schools through placement exercises or ad-hoc admission/transfers; develops, administers and monitors local and international scholarship and tuition grant schemes; develops and implements strategies and initiatives under the MOE Customer Relationship Management (CRM) Framework to improve service delivery across all MOE touchpoints; and manages the Customer Service Centre.

HR Solutions & Capabilities Division - Recruits, deploys and manages employment matters for Education Officers, MOE Kindergarten Educators, Allied Educators and Executive & Administrative Staff; and promotes organisation excellence in HQ divisions and schools.

HR Strategy and Leadership Division - Reviews and formulates strategic HR policies, as well as oversees manpower planning, talent management and leadership development/succession planning; promotes innovation including through inculcating in MOE staff and leadership a stronger innovative culture; strengthens Organisation Development capabilities to support MOE's transformation efforts; and formulates policies pertaining to the Science Centre Board.

Finance & Procurement Division - Formulates funding, student finance and fee policies; plans and manages the MOE operating and development budgets; oversees financial operations; administers the Edusave and Post-Secondary Education schemes; provides financial and accounting systems and support to MOE HQ and schools and a centralised service for the billing, collection and accounting of fees and charges from students in schools; develops management reporting in MOE; oversees charities and Institutions of a Public Character in the education sector; and establishes and oversees procurement policies and provides procurement services, advice and training.

Infrastructure & Facility Services Division - Plans the capacity of schools; reviews land use and land policies affecting schools; plans and develops strategies for schools upgrading and development; specifies facility provisions and infrastructure requirements of schools; implements building programmes and oversees facilities management in schools and MOE HQ; and develops and operationalises safety, security and emergency preparedness systems for MOE HQ and schools.

Research and Management Information Division - Conduct and harness research; and manage and analyse data of strategic importance to MOE.

Planning Division - Formulates policies and strategies pertaining to the education system as a whole, especially for schools, pre-school and Special Education, to achieve MOE's mission and vision; and oversees MOE's international relations and protocol-related matters.

Communications Division - Proactively manages strategic messaging and promotes effective communication of education policies and programmes to local and international media, as well as the general public.

Engagement and Research Division - Conceptualises, experiments and co-ordinates MOE's engagement efforts to build greater trust and confidence in our education system, strengthen stakeholder outreach, build capability across MOE, and support Divisions and schools in their policy engagement efforts. This helps to feed into the policy making and implementation process and enables consistency in the messages being communicated to stakeholders.

Information Technology Branch - Oversees the strategic planning and deployment of ICT systems and Digital capabilities and quality services, as well as a secure infrastructure to enable MOE and its schools to achieve excellence in using ICT for administration, management and education.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019	Change Over FY2018	
K-A	ADMINISTRATION PROGRAMME						
	TOTAL EXPENDITURE	\$462,704,284	\$443,615,900	\$453,250,100	\$478,648,800	\$25,398,700	5.6%
	Main Estimates						
	OPERATING EXPENDITURE	\$351,593,163	\$374,305,000	\$381,134,000	\$392,358,300	\$11,224,300	2.9%
	<i>RUNNING COSTS</i>	\$296,773,894	\$307,747,700	\$319,303,100	\$335,948,100	\$16,645,000	5.2%
	Expenditure on Manpower	\$149,443,827	\$148,928,200	\$160,500,900	\$160,928,000	\$427,100	0.3%
1200	Political Appointments	2,561,280	2,855,300	2,449,500	2,974,100	524,600	21.4
1500	Permanent Staff	146,544,956	145,510,100	157,453,200	157,250,400	-202,800	-0.1
1600	Temporary, Daily-Rated & Other Staff	337,591	562,800	598,200	703,500	105,300	17.6
	Other Operating Expenditure	\$144,418,291	\$156,343,900	\$156,326,600	\$173,096,700	\$16,770,100	10.7%
2100	Consumption of Products & Services	124,833,464	138,022,900	133,077,600	149,866,000	16,788,400	12.6
2300	Manpower Development	7,353,022	9,856,900	11,767,900	15,004,900	3,237,000	27.5
2400	International & Public Relations, Public Communications	6,253,529	6,759,000	6,703,400	5,267,900	-1,435,500	-21.4
2700	Asset Acquisition	1,377,372	449,700	466,100	453,100	-13,000	-2.8
2800	Miscellaneous	4,600,905	1,255,400	4,311,600	2,504,800	-1,806,800	-41.9
	Grants, Subventions & Capital Injections to Organisations	\$2,911,775	\$2,475,600	\$2,475,600	\$1,923,400	-\$552,200	-22.3%
3200	Grants, Subventions & Capital Injections to Educational Institutions	2,911,775	2,475,600	2,475,600	1,923,400	-552,200	-22.3
	<i>TRANSFERS</i>	\$54,819,269	\$66,557,300	\$61,830,900	\$56,410,200	-\$5,420,700	-8.8%
3500	Social Transfers to Individuals	30,691,333	37,760,700	37,670,400	35,163,700	-2,506,700	-6.7
3600	Transfers to Institutions & Organisations	21,809,445	26,754,300	21,902,600	19,223,600	-2,679,000	-12.2
3800	International Organisations & Overseas Development Assistance	2,318,491	2,042,300	2,257,900	2,022,900	-235,000	-10.4
	OTHER CONSOLIDATED FUND OUTLAYS	\$0	\$0	\$0	\$22,449,500	\$22,449,500	n.a.
4600	Loans and Advances (Disbursement)	0	0	0	22,449,500	22,449,500	n.a.
	Development Estimates						
	DEVELOPMENT EXPENDITURE	\$111,111,120	\$69,310,900	\$72,116,100	\$86,290,500	\$14,174,400	19.7%
5100	Government Development	94,008,335	59,096,100	61,491,900	77,875,400	16,383,500	26.6
5200	Grants & Capital Injections to Organisations	17,102,786	10,214,800	10,624,200	8,415,100	-2,209,100	-20.8

Manpower

Category/Personnel	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019
Political Appointments	5	5	5	5
Permanent Staff	1,122	1,422	1,431	1,418
TOTAL	1,127	1,427	1,436	1,423

HIGHER EDUCATION AND SKILLSFUTURE PROGRAMME

PROGRAMME DESCRIPTION

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

Higher Education Operations Division - Oversees strategic Human Resource matters (e.g. HR policy, talent management, succession planning), Quality Assurance Frameworks and External Validations, contingency planning and incident management for publicly-funded post-secondary education institutions; and provides administrative and office support to the Higher Education Policy Division, SkillsFuture Division and Academic Research Division.

Higher Education Policy Division - Formulates and implements strategies and policies pertaining to publicly-funded post-secondary education institutions, i.e. universities, polytechnics, the Institute of Technical Education and tertiary arts institutions, including their governance, funding and operations. Also formulates and implements policies relating to private education and oversees the ISEAS – Yusof Ishak Institute.

SkillsFuture Division - Formulates broad directions and policies for the SkillsFuture movement, and works closely with SkillsFuture Singapore, post-secondary education institutions and other stakeholders to implement plans, policies and strategies to support lifelong learning and skills development under SkillsFuture.

Academic Research Division - Formulates and implements strategies and policies for research, innovation and enterprise, as well as research manpower, under the Research, Innovation and Enterprise (RIE) Masterplan for publicly-funded post-secondary education institutions; and formulates strategies and policies pertaining to Social Science and Humanities Research.

Higher Education Planning Office - Drives planning and policy coordination within the Higher Education Group to shape the transformation of the higher education and skills landscape, to meet the needs of the economy and support the pursuit of individual aspirations.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019	Change Over FY2018	
K-B	HIGHER EDUCATION AND SKILLSFUTURE PROGRAMME						
	TOTAL EXPENDITURE	\$440,235,709	\$456,965,400	\$419,128,500	\$469,709,900	\$50,581,400	12.1%
	Main Estimates						
	OPERATING EXPENDITURE	\$440,235,709	\$456,965,400	\$419,128,500	\$469,709,900	\$50,581,400	12.1%
	<i>RUNNING COSTS</i>	\$14,770,720	\$15,679,700	\$16,891,200	\$15,795,300	-\$1,095,900	-6.5%
	Expenditure on Manpower	\$11,921,342	\$11,572,400	\$13,201,800	\$12,952,400	-\$249,400	-1.9%
1500	Permanent Staff	11,911,590	11,553,900	13,183,000	12,933,900	-249,100	-1.9
1600	Temporary, Daily-Rated & Other Staff	9,752	18,500	18,800	18,500	-300	-1.6
	Other Operating Expenditure	\$2,849,378	\$4,107,300	\$3,689,400	\$2,842,900	-\$846,500	-22.9%
2100	Consumption of Products & Services	2,705,592	3,849,700	3,467,200	2,550,900	-916,300	-26.4
2300	Manpower Development	46,629	148,100	83,800	182,700	98,900	118.0
2400	International & Public Relations, Public Communications	92,693	101,600	136,500	101,400	-35,100	-25.7
2700	Asset Acquisition	4,464	7,900	1,900	7,900	6,000	315.8

Code	Object Class	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019	Change Over FY2018	
	<i>TRANSFERS</i>	\$425,464,989	\$441,285,700	\$402,237,300	\$453,914,600	\$51,677,300	12.8%
3600	Transfers to Institutions & Organisations	425,464,989	441,285,700	402,237,300	453,914,600	51,677,300	12.8

Manpower

Category/Personnel	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019
Permanent Staff	98	113	110	121
TOTAL	98	113	110	121

SCHOOL SERVICES AND EDUCATIONAL DEVELOPMENT PROGRAMME

PROGRAMME DESCRIPTION

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

Schools Division - Supports, monitors, supervises and evaluates schools so that schools are of high quality and implement education policies effectively; supervises, advises, and develops School Leaders and other key officers; and uplifts the quality of kindergarten education.

Curriculum Planning and Development Divisions - Oversees the formal curriculum through working with schools, Institutes of Higher Learning, partners and stakeholders to design, review and revise syllabi 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 syllabi and instructional materials; develops and promotes the use of effective learner-centred pedagogies, curriculum models and assessment modes to better engage students and enhance learning; designs, organises and implements special programmes and projects to complement and enrich the curriculum; conceptualises, plans and conducts professional development for Heads of Departments, Subject Heads, Level Heads, Senior Teachers and teachers related to curriculum; conducts educational research to enhance design and delivery of curriculum; reviews, authorises, and develops textbooks and supplementary materials; develops print and digital learning resources to support implementation of the curriculum, and provides consultancy to schools and MOE Divisions on matters related to curriculum; and oversees the implementation of the strategic directions of the Lee Kuan Yew Fund for Bilingualism to seed the development of resources and programmes to support bilingual learning among the young.

Student Development Curriculum Division - Oversees the formal curriculum and co-curricular programmes in the areas of student well-being, arts, physical, sports and outdoor education, and character and citizenship education; and responsible for Co-curricular Activity policies. Works with schools, Institutes of Higher Learning, partners and stakeholders to design, review and revise syllabi and develop instructional materials; provides leadership to schools in the effective implementation of syllabi and instructional materials; develops and promotes the use of effective learner-centred pedagogies, curriculum models and assessment modes to better engage students and enhance learning; designs, organises and implements special programmes, events and projects to complement and enrich the curriculum; conceptualises, plans and conducts professional development for school staff; conducts educational research to enhance design and delivery of curriculum and co-curriculum; reviews, authorises, and develops textbooks and supplementary materials; provides consultancy to schools on matters related to student development curriculum; and organises national programmes to identify, develop, and recognise talented students in the arts and sports.

Educational Technology Division - Oversees and provides strategic direction in the planning, implementation and management of ICT in Education for 21st century learning; provides leadership in the effective integration of ICT into learning and teaching; oversees the development and implementation of the Singapore Student Learning Space online platform for technology-enabled learning; builds capacity of teachers, key personnel and school leaders to deepen the pedagogical use of ICT to transform student learning; promotes the integration of ICT into curriculum and champions ethical and responsible digital use among students through cyber wellness education efforts; leads in active experimentation and reflective practice on innovative use of ICT, and identifies and translates ICT-enabled pedagogical practices and scales such innovative pedagogical practices across the system; nurtures the development of communities and partnerships that advance the use of ICT for learning and teaching; and leads in the design, development and use of video to support teaching and learning, assessment, professional development and communications.

Special Educational Needs Division - Provides system-level oversight of the educational needs of students with special educational needs (SEN) in mainstream and SPED schools; oversees policies and measures to support students with SEN; and provides thought leadership, expertise and support to raise capabilities of SPED schools and mainstream schools to support students with SEN. This includes ensuring the quality, accessibility and affordability of special education, developing policies, and setting standards for quality assurance in SPED schools; developing and implementing policies and specialised educational programs and services for students with SEN in mainstream schools; and developing school staff capacity to provide support and deliver effective intervention programmes.

Academy of Singapore Teachers - The Academy provides in-service professional learning opportunities for education officers, allied educators, and executive and administration staff. Its mission is to develop a teacher-led culture of professional excellence centred on the holistic development of the child. Through its various touch-points, the Academy seeks to nurture in our teachers pedagogical leadership, and encourages the emergence of networked learning communities in which staff can collaborate with and learn from one another. It also provides other learning opportunities like work attachments, workshops and conferences, blended/e-learning, learning journeys and exchange programmes as part of its mandate to build a quality workforce. It supports the development of the teacher's identity and pride through the ethos conversations, recognition and awards, and visits to the MOE Heritage Centre. Beyond developing professional competencies in staff, AST also provides counselling, and staff well-being programmes and services through the OLIVE@MOE Staff Well-Being Centre. MOE staff are supported in their professional learning with learning resources available in the library at READ@Academy and through the online learning and management system OPAL (One Portal, All Learners).

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019	Change Over FY2018	
K-C	SCHOOL SERVICES AND EDUCATIONAL DEVELOPMENT PROGRAMME						
	TOTAL EXPENDITURE	\$401,631,525	\$395,652,000	\$403,868,500	\$417,869,100	\$14,000,600	3.5%
	Main Estimates						
	OPERATING EXPENDITURE	\$397,516,869	\$389,977,500	\$395,854,900	\$409,086,900	\$13,232,000	3.3%
	<i>RUNNING COSTS</i>	\$363,763,821	\$360,846,400	\$365,796,600	\$380,314,100	\$14,517,500	4.0%
	Expenditure on Manpower	\$269,024,752	\$276,511,400	\$281,921,400	\$292,403,700	\$10,482,300	3.7%
1500	Permanent Staff	268,250,626	274,532,000	279,419,300	289,902,800	10,483,500	3.8
1600	Temporary, Daily-Rated & Other Staff	774,127	1,979,400	2,502,100	2,500,900	-1,200	0.0
	Other Operating Expenditure	\$90,401,044	\$81,835,000	\$80,361,200	\$85,191,900	\$4,830,700	6.0%
2100	Consumption of Products & Services	60,611,038	50,031,000	53,636,500	58,100,200	4,463,700	8.3
2300	Manpower Development	22,418,198	22,760,700	18,323,900	17,854,000	-469,900	-2.6
2400	International & Public Relations, Public Communications	6,054,074	7,907,000	7,217,800	8,344,300	1,126,500	15.6
2700	Asset Acquisition	1,114,928	1,119,400	1,163,100	874,500	-288,600	-24.8
2800	Miscellaneous	202,807	16,900	19,900	18,900	-1,000	-5.0
	Grants, Subventions & Capital Injections to Organisations	\$4,338,025	\$2,500,000	\$3,514,000	\$2,718,500	-\$795,500	-22.6%
3200	Grants, Subventions & Capital Injections to Educational Institutions	4,338,025	2,500,000	3,514,000	2,718,500	-795,500	-22.6

Code	Object Class	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019	Change Over FY2018	
	<i>TRANSFERS</i>	<i>\$33,753,048</i>	<i>\$29,131,100</i>	<i>\$30,058,300</i>	<i>\$28,772,800</i>	<i>-\$1,285,500</i>	<i>-4.3%</i>
3500	Social Transfers to Individuals	4,734,381	2,387,300	2,387,300	2,387,300	0	0.0
3600	Transfers to Institutions & Organisations	29,018,667	26,743,800	27,671,000	26,385,500	-1,285,500	-4.6
	Development Estimates						
	DEVELOPMENT EXPENDITURE	\$4,114,656	\$5,674,500	\$8,013,600	\$8,782,200	\$768,600	9.6%
5100	Government Development	4,114,656	5,674,500	8,013,600	8,782,200	768,600	9.6

Manpower

Category/Personnel	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019
Permanent Staff	1,884	2,043	2,108	2,035
TOTAL	1,884	2,043	2,108	2,035

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 FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019	Change Over FY2018	
K-D	GOVERNMENT SCHOOLS AND JUNIOR COLLEGES PROGRAMME						
	TOTAL EXPENDITURE	\$4,635,355,714	\$4,801,926,700	\$4,715,767,500	\$4,714,844,500	-\$923,000	0.0%
	Main Estimates						
	OPERATING EXPENDITURE	\$4,249,409,172	\$4,429,268,200	\$4,435,102,200	\$4,460,291,000	\$25,188,800	0.6%
	<i>RUNNING COSTS</i>	<i>\$4,066,217,285</i>	<i>\$4,243,290,800</i>	<i>\$4,240,916,300</i>	<i>\$4,262,222,800</i>	<i>\$21,306,500</i>	<i>0.5%</i>
	Expenditure on Manpower	\$3,533,142,683	\$3,611,628,500	\$3,672,015,200	\$3,699,936,800	\$27,921,600	0.8%
1500	Permanent Staff	3,451,856,704	3,535,272,200	3,544,457,000	3,567,081,100	22,624,100	0.6
1600	Temporary, Daily-Rated & Other Staff	81,285,979	76,356,300	127,558,200	132,855,700	5,297,500	4.2
	Other Operating Expenditure	\$533,017,756	\$631,587,300	\$568,851,100	\$562,211,000	-\$6,640,100	-1.2%
2100	Consumption of Products & Services	427,622,732	546,654,100	445,440,400	454,079,600	8,639,200	1.9
2300	Manpower Development	23,212,554	26,914,100	28,330,000	28,109,200	-220,800	-0.8
2700	Asset Acquisition	81,443,232	57,684,400	93,955,900	79,340,400	-14,615,500	-15.6
2800	Miscellaneous	739,239	334,700	1,124,800	681,800	-443,000	-39.4
	Grants, Subventions & Capital Injections to Organisations	\$56,846	\$75,000	\$50,000	\$75,000	\$25,000	50.0%
3200	Grants, Subventions & Capital Injections to Educational Institutions	56,846	75,000	50,000	75,000	25,000	50.0
	<i>TRANSFERS</i>	<i>\$183,191,887</i>	<i>\$185,977,400</i>	<i>\$194,185,900</i>	<i>\$198,068,200</i>	<i>\$3,882,300</i>	<i>2.0%</i>
3500	Social Transfers to Individuals	183,191,887	184,504,600	192,653,200	196,411,500	3,758,300	2.0
3600	Transfers to Institutions & Organisations	0	1,472,800	1,532,700	1,656,700	124,000	8.1
	Development Estimates						
	DEVELOPMENT EXPENDITURE	\$385,946,542	\$372,658,500	\$280,665,300	\$254,553,500	-\$26,111,800	-9.3%
5100	Government Development	350,233,147	307,793,800	249,202,600	211,530,800	-37,671,800	-15.1
5200	Grants & Capital Injections to Organisations	35,713,395	64,864,700	31,462,700	43,022,700	11,560,000	36.7

Manpower

Category/Personnel	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019
Permanent Staff	32,014	36,396	36,609	29,094
TOTAL	32,014	36,396	36,609	29,094

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 FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019	Change Over FY2018	
K-E	SPECIAL EDUCATION SCHOOLS PROGRAMME						
	TOTAL EXPENDITURE	\$180,909,000	\$178,086,900	\$185,398,400	\$221,093,800	\$35,695,400	19.3%
	Main Estimates						
	OPERATING EXPENDITURE	\$177,637,698	\$177,024,400	\$183,548,900	\$196,122,600	\$12,573,700	6.9%
	TRANSFERS	\$177,637,698	\$177,024,400	\$183,548,900	\$196,122,600	\$12,573,700	6.9%
3600	Transfers to Institutions & Organisations	177,637,698	177,024,400	183,548,900	196,122,600	12,573,700	6.9
	Development Estimates						
	DEVELOPMENT EXPENDITURE	\$3,271,302	\$1,062,500	\$1,849,500	\$24,971,200	\$23,121,700	n.a.
5100	Government Development	1,323,416	990,000	1,777,000	18,739,600	16,962,600	954.6
5200	Grants & Capital Injections to Organisations	1,947,886	72,500	72,500	6,231,600	6,159,100	n.a.

Manpower

Category/Personnel	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019
Permanent Staff	26	125	0	0
TOTAL	26	125	0	0

GOVERNMENT-AIDED SCHOOLS AND JUNIOR COLLEGES PROGRAMME

PROGRAMME DESCRIPTION

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

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019	Change Over FY2018	
K-F	GOVERNMENT-AIDED SCHOOLS AND JUNIOR COLLEGES PROGRAMME						
	TOTAL EXPENDITURE	\$1,315,886,369	\$1,341,219,000	\$1,345,603,500	\$1,366,941,500	\$21,338,000	1.6%
	Main Estimates						
	OPERATING EXPENDITURE	\$1,311,582,098	\$1,336,616,100	\$1,340,992,700	\$1,363,017,500	\$22,024,800	1.6%
	<i>RUNNING COSTS</i>	<i>\$1,311,582,098</i>	<i>\$1,336,616,100</i>	<i>\$1,340,992,700</i>	<i>\$1,363,017,500</i>	<i>\$22,024,800</i>	<i>1.6%</i>
	Grants, Subventions & Capital Injections to Organisations	\$1,311,582,098	\$1,336,616,100	\$1,340,992,700	\$1,363,017,500	\$22,024,800	1.6%
3200	Grants, Subventions & Capital Injections to Educational Institutions	1,311,582,098	1,336,616,100	1,340,992,700	1,363,017,500	22,024,800	1.6
	Development Estimates						
	DEVELOPMENT EXPENDITURE	\$4,304,272	\$4,602,900	\$4,610,800	\$3,924,000	-\$686,800	-14.9%
5100	Government Development	697,605	1,700,000	2,251,400	2,272,000	20,600	0.9
5200	Grants & Capital Injections to Organisations	3,606,667	2,902,900	2,359,400	1,652,000	-707,400	-30.0

Manpower

Category/Personnel	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019
Permanent Staff	7,829	7,578	7,578	7,516
Others	1,894	2,450	2,450	1,865
TOTAL	9,723	10,028	10,028	9,381

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 FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019	Change Over FY2018	
K-G	INDEPENDENT SCHOOLS PROGRAMME						
	TOTAL EXPENDITURE	\$384,580,039	\$421,683,100	\$427,585,700	\$420,352,800	-\$7,232,900	-1.7%
	Main Estimates						
	OPERATING EXPENDITURE	\$373,820,179	\$388,544,800	\$398,340,000	\$390,599,000	-\$7,741,000	-1.9%
	<i>RUNNING COSTS</i>	\$358,822,455	\$371,891,900	\$380,301,700	\$370,160,800	-\$10,140,900	-2.7%
	Grants, Subventions & Capital Injections to Organisations	\$358,822,455	\$371,891,900	\$380,301,700	\$370,160,800	-\$10,140,900	-2.7%
3200	Grants, Subventions & Capital Injections to Educational Institutions	358,822,455	371,891,900	380,301,700	370,160,800	-10,140,900	-2.7
	<i>TRANSFERS</i>	\$14,997,724	\$16,652,900	\$18,038,300	\$20,438,200	\$2,399,900	13.3%
3500	Social Transfers to Individuals	14,997,724	16,652,900	18,038,300	20,438,200	2,399,900	13.3
	Development Estimates						
	DEVELOPMENT EXPENDITURE	\$10,759,861	\$33,138,300	\$29,245,700	\$29,753,800	\$508,100	1.7%
5100	Government Development	7,825,118	31,013,600	24,894,400	22,212,900	-2,681,500	-10.8
5200	Grants & Capital Injections to Organisations	2,934,742	2,124,700	4,351,300	7,540,900	3,189,600	73.3

NATIONAL INSTITUTE OF EDUCATION PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under the National Institute of Education (NIE). The function of NIE is to train educators in Singapore and develop the pool of quality educators for the public education system. NIE also provides pre-service and in-service training of educators, including leadership development programmes for senior educators.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019	Change Over FY2018	
K-H	NATIONAL INSTITUTE OF EDUCATION PROGRAMME						
	TOTAL EXPENDITURE	\$74,774,423	\$97,966,900	\$109,574,600	\$105,320,700	-\$4,253,900	-3.9%
	Main Estimates						
	OPERATING EXPENDITURE	\$74,774,423	\$97,966,900	\$109,574,600	\$105,320,700	-\$4,253,900	-3.9%
	TRANSFERS	\$74,774,423	\$97,966,900	\$109,574,600	\$105,320,700	-\$4,253,900	-3.9%
3500	Social Transfers to Individuals	511,418	1,075,000	611,000	1,455,700	844,700	138.2
3600	Transfers to Institutions & Organisations	74,263,005	96,891,900	108,963,600	103,865,000	-5,098,600	-4.7
	OTHER CONSOLIDATED FUND OUTLAYS	\$0	\$0	\$0	\$103,100	\$103,100	n.a.
4600	Loans and Advances (Disbursement)	0	0	0	103,100	103,100	n.a.

NATIONAL UNIVERSITY OF SINGAPORE PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under the National University of Singapore (NUS). NUS is a comprehensive and research-intensive university that offers a diverse set of courses from a wide range of disciplines. NUS aspires to be a leading university that shapes the future by educating, inspiring and transforming its students, its partners, and Singapore and the world.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019	Change Over FY2018	
K-I	NATIONAL UNIVERSITY OF SINGAPORE PROGRAMME						
	TOTAL EXPENDITURE	\$1,260,189,587	\$1,080,213,800	\$1,363,237,200	\$1,121,399,100	-\$241,838,100	-17.7%
	Main Estimates						
	OPERATING EXPENDITURE	\$1,247,988,609	\$1,080,213,800	\$1,361,158,300	\$1,121,399,100	-\$239,759,200	-17.6%
	TRANSFERS	\$1,247,988,609	\$1,080,213,800	\$1,361,158,300	\$1,121,399,100	-\$239,759,200	-17.6%
3500	Social Transfers to Individuals	38,907,557	41,982,300	41,947,200	35,173,500	-6,773,700	-16.1
3600	Transfers to Institutions & Organisations	1,209,081,052	1,038,231,500	1,319,211,100	1,086,225,600	-232,985,500	-17.7
	OTHER CONSOLIDATED FUND OUTLAYS	\$0	\$0	\$0	\$76,573,500	\$76,573,500	n.a.
4600	Loans and Advances (Disbursement)	0	0	0	76,573,500	76,573,500	n.a.
	Development Estimates						
	DEVELOPMENT EXPENDITURE	\$12,200,978	\$0	\$2,078,900	\$0	-\$2,078,900	-100.0%
5200	Grants & Capital Injections to Organisations	12,200,978	0	2,078,900	0	-2,078,900	-100.0

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 leaders through research and a broad education in diverse disciplines.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019	Change Over FY2018	
K-J	NANYANG TECHNOLOGICAL UNIVERSITY PROGRAMME						
	TOTAL EXPENDITURE	\$832,790,542	\$792,210,300	\$791,364,500	\$637,547,900	-\$153,816,600	-19.4%
	Main Estimates						
	OPERATING EXPENDITURE	\$775,749,301	\$788,543,000	\$787,730,700	\$637,010,900	-\$150,719,800	-19.1%
	TRANSFERS	\$775,749,301	\$788,543,000	\$787,730,700	\$637,010,900	-\$150,719,800	-19.1%
3500	Social Transfers to Individuals	31,518,369	32,853,300	32,568,600	33,211,500	642,900	2.0
3600	Transfers to Institutions & Organisations	744,230,932	755,689,700	755,162,100	603,799,400	-151,362,700	-20.0
	OTHER CONSOLIDATED FUND OUTLAYS	\$0	\$0	\$0	\$57,100,000	\$57,100,000	n.a.
4600	Loans and Advances (Disbursement)	0	0	0	57,100,000	57,100,000	n.a.
	Development Estimates						
	DEVELOPMENT EXPENDITURE	\$57,041,241	\$3,667,300	\$3,633,800	\$537,000	-\$3,096,800	-85.2%
5200	Grants & Capital Injections to Organisations	57,041,241	3,667,300	3,633,800	537,000	-3,096,800	-85.2

ISEAS - YUSOF ISHAK INSTITUTE PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under the ISEAS-Yusof Ishak Institute (ISEAS-YII). ISEAS-YII is a regional research centre dedicated to the study of social, political, and economic trends and developments in Southeast Asia and its wider geostrategic and economic environment.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019	Change Over FY2018	
K-K	ISEAS - YUSOF ISHAK INSTITUTE PROGRAMME						
	TOTAL EXPENDITURE	\$12,878,866	\$14,064,900	\$13,760,500	\$17,022,600	\$3,262,100	23.7%
	Main Estimates						
	OPERATING EXPENDITURE	\$12,878,866	\$14,064,900	\$13,760,500	\$17,022,600	\$3,262,100	23.7%
	<i>RUNNING COSTS</i>	\$12,878,866	\$14,064,900	\$13,760,500	\$17,022,600	\$3,262,100	23.7%
	Grants, Subventions & Capital Injections to Organisations	\$12,878,866	\$14,064,900	\$13,760,500	\$17,022,600	\$3,262,100	23.7%
3200	Grants, Subventions & Capital Injections to Educational Institutions	12,878,866	14,064,900	13,760,500	17,022,600	3,262,100	23.7

Manpower

Category/Personnel	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019
Others	68	77	71	101
TOTAL	68	77	71	101

SINGAPORE POLYTECHNIC PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under Singapore Polytechnic (SP). The main function of SP is to develop a caring community of inspired learners who are committed to serve with mastery, and to prepare their learners to be life ready, work ready and world ready.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019	Change Over FY2018	
K-L	SINGAPORE POLYTECHNIC PROGRAMME						
	TOTAL EXPENDITURE	\$277,488,518	\$276,337,800	\$271,540,500	\$276,683,400	\$5,142,900	1.9%
	Main Estimates						
	OPERATING EXPENDITURE	\$270,248,309	\$264,100,800	\$265,213,500	\$266,940,200	\$1,726,700	0.7%
	<i>RUNNING COSTS</i>	<i>\$257,899,614</i>	<i>\$251,459,700</i>	<i>\$252,270,400</i>	<i>\$253,790,200</i>	<i>\$1,519,800</i>	<i>0.6%</i>
	Grants, Subventions & Capital Injections to Organisations	\$257,899,614	\$251,459,700	\$252,270,400	\$253,790,200	\$1,519,800	0.6%
3200	Grants, Subventions & Capital Injections to Educational Institutions	257,899,614	251,459,700	252,270,400	253,790,200	1,519,800	0.6
	<i>TRANSFERS</i>	<i>\$12,348,695</i>	<i>\$12,641,100</i>	<i>\$12,943,100</i>	<i>\$13,150,000</i>	<i>\$206,900</i>	<i>1.6%</i>
3500	Social Transfers to Individuals	12,348,695	12,641,100	12,943,100	13,150,000	206,900	1.6
	OTHER CONSOLIDATED FUND OUTLAYS	\$0	\$0	\$0	\$2,335,700	\$2,335,700	n.a.
4600	Loans and Advances (Disbursement)	0	0	0	2,335,700	2,335,700	n.a.
	Development Estimates						
	DEVELOPMENT EXPENDITURE	\$7,240,209	\$12,237,000	\$6,327,000	\$9,743,200	\$3,416,200	54.0%
5200	Grants & Capital Injections to Organisations	7,240,209	12,237,000	6,327,000	9,743,200	3,416,200	54.0

Manpower

Category/Personnel	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019
Others	1,559	1,793	1,793	1,800
TOTAL	1,559	1,793	1,793	1,800

NGEE ANN POLYTECHNIC PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under Ngee Ann Polytechnic (NP). The function of NP is to nurture graduates who are ready for a global workplace, and lifelong learners who are imbued with 21st Century competencies and valued at the workplace and by society.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019	Change Over FY2018	
K-M	NGEE ANN POLYTECHNIC PROGRAMME						
	TOTAL EXPENDITURE	\$272,960,178	\$269,933,700	\$252,623,400	\$236,064,500	-\$16,558,900	-6.6%
	Main Estimates						
	OPERATING EXPENDITURE	\$271,549,450	\$269,933,700	\$252,623,400	\$236,064,500	-\$16,558,900	-6.6%
	<i>RUNNING COSTS</i>	\$260,671,670	\$256,269,400	\$240,609,100	\$223,899,300	-\$16,709,800	-6.9%
	Grants, Subventions & Capital Injections to Organisations	\$260,671,670	\$256,269,400	\$240,609,100	\$223,899,300	-\$16,709,800	-6.9%
3200	Grants, Subventions & Capital Injections to Educational Institutions	260,671,670	256,269,400	240,609,100	223,899,300	-16,709,800	-6.9
	<i>TRANSFERS</i>	\$10,877,780	\$13,664,300	\$12,014,300	\$12,165,200	\$150,900	1.3%
3500	Social Transfers to Individuals	10,877,780	13,664,300	12,014,300	12,165,200	150,900	1.3
	OTHER CONSOLIDATED FUND OUTLAYS	\$0	\$0	\$0	\$986,800	\$986,800	n.a.
4600	Loans and Advances (Disbursement)	0	0	0	986,800	986,800	n.a.
	Development Estimates						
	DEVELOPMENT EXPENDITURE	\$1,410,729	\$0	\$0	\$0	\$0	n.a.
5200	Grants & Capital Injections to Organisations	1,410,729	0	0	0	0	n.a.

Manpower

Category/Personnel	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019
Others	1,767	1,761	1,742	1,697
TOTAL	1,767	1,761	1,742	1,697

TEMASEK POLYTECHNIC PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under Temasek Polytechnic (TP). The function of TP is to prepare school leavers and working adults for a future of dynamic change, with relevant knowledge, life-long skills, character, and a thirst for continuous improvement.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019	Change Over FY2018	
K-N	TEMASEK POLYTECHNIC PROGRAMME						
	TOTAL EXPENDITURE	\$267,612,405	\$290,112,400	\$272,202,500	\$271,937,100	-\$265,400	-0.1%
	Main Estimates						
	OPERATING EXPENDITURE	\$267,390,190	\$268,280,800	\$264,509,700	\$257,961,400	-\$6,548,300	-2.5%
	<i>RUNNING COSTS</i>	\$254,680,915	\$253,296,800	\$250,883,100	\$243,922,300	-\$6,960,800	-2.8%
	Grants, Subventions & Capital Injections to Organisations	\$254,680,915	\$253,296,800	\$250,883,100	\$243,922,300	-\$6,960,800	-2.8%
3200	Grants, Subventions & Capital Injections to Educational Institutions	254,680,915	253,296,800	250,883,100	243,922,300	-6,960,800	-2.8
	<i>TRANSFERS</i>	\$12,709,275	\$14,984,000	\$13,626,600	\$14,039,100	\$412,500	3.0%
3500	Social Transfers to Individuals	12,709,275	14,984,000	13,626,600	14,039,100	412,500	3.0
	OTHER CONSOLIDATED FUND OUTLAYS	\$0	\$0	\$0	\$2,457,000	\$2,457,000	n.a.
4600	Loans and Advances (Disbursement)	0	0	0	2,457,000	2,457,000	n.a.
	Development Estimates						
	DEVELOPMENT EXPENDITURE	\$222,215	\$21,831,600	\$7,692,800	\$13,975,700	\$6,282,900	81.7%
5200	Grants & Capital Injections to Organisations	222,215	21,831,600	7,692,800	13,975,700	6,282,900	81.7

Manpower

Category/Personnel	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019
Others	1,592	1,697	1,592	1,550
TOTAL	1,592	1,697	1,592	1,550

INSTITUTE OF TECHNICAL EDUCATION PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under the Institute of Technical Education (ITE). The function of ITE is to provide pre-employment training to secondary school leavers and continuing education and training to working adults, through a broad-based, multi-disciplinary curriculum with specialisations in a variety of fields, ranging from engineering and infocommunications technology to business and service skills.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019	Change Over FY2018	
K-O	INSTITUTE OF TECHNICAL EDUCATION PROGRAMME						
	TOTAL EXPENDITURE	\$471,087,936	\$458,218,500	\$485,354,400	\$473,262,800	-\$12,091,600	-2.5%
	Main Estimates						
	OPERATING EXPENDITURE	\$471,087,936	\$458,218,500	\$485,354,400	\$473,262,800	-\$12,091,600	-2.5%
	<i>RUNNING COSTS</i>	\$453,094,196	\$438,130,900	\$463,296,700	\$451,814,300	-\$11,482,400	-2.5%
	Grants, Subventions & Capital Injections to Organisations	\$453,094,196	\$438,130,900	\$463,296,700	\$451,814,300	-\$11,482,400	-2.5%
3200	Grants, Subventions & Capital Injections to Educational Institutions	453,094,196	438,130,900	463,296,700	451,814,300	-11,482,400	-2.5
	<i>TRANSFERS</i>	\$17,993,740	\$20,087,600	\$22,057,700	\$21,448,500	-\$609,200	-2.8%
3500	Social Transfers to Individuals	17,993,740	20,087,600	22,057,700	21,448,500	-609,200	-2.8

Manpower

Category/Personnel	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019
Others	2,586	3,094	3,094	2,659
TOTAL	2,586	3,094	3,094	2,659

SCIENCE CENTRE BOARD PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under the Science Centre Board (SCB). The functions of SCB are: to disseminate knowledge of science and technology to the general public and, in particular, to students, through imaginative and enjoyable means; to establish a centre of excellence and innovation in non-formal science education; and to serve as a catalyst for youth to develop their creativity and to nurture their interest in careers in related fields.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019	Change Over FY2018	
K-P	SCIENCE CENTRE BOARD PROGRAMME						
	TOTAL EXPENDITURE	\$26,285,058	\$25,973,500	\$25,754,400	\$27,315,200	\$1,560,800	6.1%
	Main Estimates						
	OPERATING EXPENDITURE	\$25,295,438	\$25,406,700	\$23,563,800	\$26,930,400	\$3,366,600	14.3%
	<i>RUNNING COSTS</i>	\$25,295,438	\$25,406,700	\$23,563,800	\$26,930,400	\$3,366,600	14.3%
	Grants, Subventions & Capital Injections to Organisations	\$25,295,438	\$25,406,700	\$23,563,800	\$26,930,400	\$3,366,600	14.3%
3200	Grants, Subventions & Capital Injections to Educational Institutions	25,295,438	25,406,700	23,563,800	26,930,400	3,366,600	14.3
	Development Estimates						
	DEVELOPMENT EXPENDITURE	\$989,620	\$566,800	\$2,190,600	\$384,800	-\$1,805,800	-82.4%
5200	Grants & Capital Injections to Organisations	989,620	566,800	2,190,600	384,800	-1,805,800	-82.4

Manpower

Category/Personnel	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019
Others	245	239	239	239
TOTAL	245	239	239	239

NANYANG POLYTECHNIC PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under Nanyang Polytechnic (NYP). The function of NYP is to provide quality education and training to prepare students and adult learners for work and life, equipping them to be lifelong learners and to contribute to the technological, economic and social development of Singapore.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019	Change Over FY2018	
K-Q	NANYANG POLYTECHNIC PROGRAMME						
	TOTAL EXPENDITURE	\$264,345,375	\$263,465,900	\$269,920,700	\$265,976,100	-\$3,944,600	-1.5%
	Main Estimates						
	OPERATING EXPENDITURE	\$264,345,375	\$263,465,900	\$269,920,700	\$265,976,100	-\$3,944,600	-1.5%
	<i>RUNNING COSTS</i>	\$253,249,535	\$251,244,400	\$257,937,800	\$253,788,300	-\$4,149,500	-1.6%
	Grants, Subventions & Capital Injections to Organisations	\$253,249,535	\$251,244,400	\$257,937,800	\$253,788,300	-\$4,149,500	-1.6%
3200	Grants, Subventions & Capital Injections to Educational Institutions	253,249,535	251,244,400	257,937,800	253,788,300	-4,149,500	-1.6
	<i>TRANSFERS</i>	\$11,095,840	\$12,221,500	\$11,982,900	\$12,187,800	\$204,900	1.7%
3500	Social Transfers to Individuals	11,095,840	12,221,500	11,982,900	12,187,800	204,900	1.7
	OTHER CONSOLIDATED FUND OUTLAYS	\$0	\$0	\$0	\$1,046,000	\$1,046,000	n.a.
4600	Loans and Advances (Disbursement)	0	0	0	1,046,000	1,046,000	n.a.

Manpower

Category/Personnel	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019
Others	1,595	1,793	1,793	1,713
TOTAL	1,595	1,793	1,793	1,713

SINGAPORE UNIVERSITY OF SOCIAL SCIENCES PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under the Singapore University of Social Sciences (SUSS). SUSS is a pioneering university that focuses on the applied degree pathway and lifelong learning. It provides an applied education that targets both fresh school leavers and adult learners, in the domain of the social sciences, as well as in disciplines that have a strong impact on human and community development.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019	Change Over FY2018	
K-R	SINGAPORE UNIVERSITY OF SOCIAL SCIENCES PROGRAMME						
	TOTAL EXPENDITURE	\$124,311,202	\$138,636,800	\$168,398,300	\$100,400,800	-\$67,997,500	-40.4%
	Main Estimates						
	OPERATING EXPENDITURE	\$124,311,202	\$138,636,800	\$168,398,300	\$100,400,800	-\$67,997,500	-40.4%
	TRANSFERS	\$124,311,202	\$138,636,800	\$168,398,300	\$100,400,800	-\$67,997,500	-40.4%
3500	Social Transfers to Individuals	2,715,730	1,481,800	3,558,600	3,645,100	86,500	2.4
3600	Transfers to Institutions & Organisations	121,595,472	137,155,000	164,839,700	96,755,700	-68,084,000	-41.3
	OTHER CONSOLIDATED FUND OUTLAYS	\$0	\$0	\$0	\$8,410,300	\$8,410,300	n.a.
4600	Loans and Advances (Disbursement)	0	0	0	8,410,300	8,410,300	n.a.

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 FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019	Change Over FY2018	
K-S	SINGAPORE MANAGEMENT UNIVERSITY PROGRAMME						
	TOTAL EXPENDITURE	\$164,575,756	\$179,649,300	\$183,326,100	\$180,279,100	-\$3,047,000	-1.7%
	Main Estimates						
	OPERATING EXPENDITURE	\$164,575,756	\$179,649,300	\$183,326,100	\$180,279,100	-\$3,047,000	-1.7%
	TRANSFERS	\$164,575,756	\$179,649,300	\$183,326,100	\$180,279,100	-\$3,047,000	-1.7%
3500	Social Transfers to Individuals	7,728,169	7,293,000	8,120,100	8,817,000	696,900	8.6
3600	Transfers to Institutions & Organisations	156,847,587	172,356,300	175,206,000	171,462,100	-3,743,900	-2.1
	OTHER CONSOLIDATED FUND OUTLAYS	\$0	\$0	\$0	\$22,587,200	\$22,587,200	n.a.
4600	Loans and Advances (Disbursement)	0	0	0	22,587,200	22,587,200	n.a.

NANYANG ACADEMY OF FINE ARTS PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under the Nanyang Academy of Fine Arts (NAFA). NAFA is a private arts institution, which offers certificate, diploma and degree courses in the visuals and performing arts. NAFA's mission and vision is to be the arts institution of choice in Singapore and a premier arts institution in Asia, producing leaders in their fields; and inspiring learning and growth through the arts.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019	Change Over FY2018	
K-T	NANYANG ACADEMY OF FINE ARTS PROGRAMME						
	TOTAL EXPENDITURE	\$21,560,777	\$22,545,200	\$22,311,600	\$23,567,200	\$1,255,600	5.6%
	Main Estimates						
	OPERATING EXPENDITURE	\$21,560,777	\$22,545,200	\$22,311,600	\$23,567,200	\$1,255,600	5.6%
	TRANSFERS	\$21,560,777	\$22,545,200	\$22,311,600	\$23,567,200	\$1,255,600	5.6%
3500	Social Transfers to Individuals	1,358,945	1,014,500	1,497,100	1,550,200	53,100	3.5
3600	Transfers to Institutions & Organisations	20,201,832	21,530,700	20,814,500	22,017,000	1,202,500	5.8

LASALLE COLLEGE OF THE ARTS PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under the LASALLE College of the Arts (LASALLE). LASALLE is a private arts institution offering certificate, diploma, degree, and postgraduate courses in the visual and performing arts. LASALLE's mission is to nurture enterprising and employable graduates who will be cultural influencers and leaders; and to be central to the development of the arts and design in Singapore, inspiring innovation in practice and research.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019	Change Over FY2018	
K-U	LASALLE COLLEGE OF THE ARTS PROGRAMME						
	TOTAL EXPENDITURE	\$19,398,461	\$21,207,000	\$21,934,900	\$22,606,500	\$671,600	3.1%
	Main Estimates						
	OPERATING EXPENDITURE	\$19,398,461	\$21,207,000	\$21,934,900	\$22,606,500	\$671,600	3.1%
	TRANSFERS	\$19,398,461	\$21,207,000	\$21,934,900	\$22,606,500	\$671,600	3.1%
3500	Social Transfers to Individuals	1,350,660	1,136,300	1,584,300	1,605,300	21,000	1.3
3600	Transfers to Institutions & Organisations	18,047,801	20,070,700	20,350,600	21,001,200	650,600	3.2

REPUBLIC POLYTECHNIC PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under Republic Polytechnic (RP). The function of RP is to nurture innovation, professional competency and entrepreneurial learning. It aims to be an educational institution of choice by nurturing individuals to prepare them for a dynamic world in partnership with stakeholders, leveraging problem-based learning.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019	Change Over FY2018	
K-V	REPUBLIC POLYTECHNIC PROGRAMME						
	TOTAL EXPENDITURE	\$232,222,489	\$223,601,700	\$222,346,500	\$230,172,300	\$7,825,800	3.5%
	Main Estimates						
	OPERATING EXPENDITURE	\$232,068,482	\$223,601,700	\$222,346,500	\$230,172,300	\$7,825,800	3.5%
	<i>RUNNING COSTS</i>	\$217,191,177	\$207,310,300	\$207,171,400	\$214,785,500	\$7,614,100	3.7%
	Grants, Subventions & Capital Injections to Organisations	\$217,191,177	\$207,310,300	\$207,171,400	\$214,785,500	\$7,614,100	3.7%
3200	Grants, Subventions & Capital Injections to Educational Institutions	217,191,177	207,310,300	207,171,400	214,785,500	7,614,100	3.7
	<i>TRANSFERS</i>	\$14,877,305	\$16,291,400	\$15,175,100	\$15,386,800	\$211,700	1.4%
3500	Social Transfers to Individuals	14,877,305	16,291,400	15,175,100	15,386,800	211,700	1.4
	OTHER CONSOLIDATED FUND OUTLAYS	\$0	\$0	\$0	\$2,011,000	\$2,011,000	n.a.
4600	Loans and Advances (Disbursement)	0	0	0	2,011,000	2,011,000	n.a.
	Development Estimates						
	DEVELOPMENT EXPENDITURE	\$154,007	\$0	\$0	\$0	\$0	n.a.
5200	Grants & Capital Injections to Organisations	154,007	0	0	0	0	n.a.

Manpower

Category/Personnel	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019
Others	1,694	1,679	1,622	1,622
TOTAL	1,694	1,679	1,622	1,622

SINGAPORE EXAMINATIONS AND ASSESSMENT BOARD PROGRAMME

PROGRAMME DESCRIPTION

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

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019	Change Over FY2018	
K-W	SINGAPORE EXAMINATIONS AND ASSESSMENT BOARD PROGRAMME						
	TOTAL EXPENDITURE	\$77,762,946	\$104,925,000	\$94,850,900	\$105,719,400	\$10,868,500	11.5%
	Main Estimates						
	OPERATING EXPENDITURE	\$76,432,423	\$75,000,000	\$78,685,300	\$85,000,000	\$6,314,700	8.0%
	<i>RUNNING COSTS</i>	\$76,432,423	\$75,000,000	\$78,685,300	\$85,000,000	\$6,314,700	8.0%
	Grants, Subventions & Capital Injections to Organisations	\$76,432,423	\$75,000,000	\$78,685,300	\$85,000,000	\$6,314,700	8.0%
3100	Grants, Subventions & Capital Injections to Statutory Boards	76,432,423	75,000,000	78,685,300	85,000,000	6,314,700	8.0
	Development Estimates						
	DEVELOPMENT EXPENDITURE	\$1,330,523	\$29,925,000	\$16,165,600	\$20,719,400	\$4,553,800	28.2%
5200	Grants & Capital Injections to Organisations	1,330,523	29,925,000	16,165,600	20,719,400	4,553,800	28.2

Manpower

Category/Personnel	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019
Others	219	236	232	232
TOTAL	219	236	232	232

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 FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019	Change Over FY2018	
K-X	SINGAPORE UNIVERSITY OF TECHNOLOGY AND DESIGN PROGRAMME						
	TOTAL EXPENDITURE	\$109,877,587	\$122,338,600	\$132,801,200	\$122,105,200	-\$10,696,000	-8.1%
	Main Estimates						
	OPERATING EXPENDITURE	\$109,877,587	\$122,338,600	\$132,801,200	\$122,105,200	-\$10,696,000	-8.1%
	TRANSFERS	\$109,877,587	\$122,338,600	\$132,801,200	\$122,105,200	-\$10,696,000	-8.1%
3500	Social Transfers to Individuals	1,572,016	2,281,700	1,820,900	2,462,700	641,800	35.2
3600	Transfers to Institutions & Organisations	108,305,571	120,056,900	130,980,300	119,642,500	-11,337,800	-8.7
	OTHER CONSOLIDATED FUND OUTLAYS	\$0	\$0	\$0	\$4,696,300	\$4,696,300	n.a.
4600	Loans and Advances (Disbursement)	0	0	0	4,696,300	4,696,300	n.a.

SINGAPORE INSTITUTE OF TECHNOLOGY PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under the Singapore Institute of Technology (SIT). SIT offers applied, practice-oriented full-time undergraduate programmes that focus on Science & Technology disciplines, and produce graduates who are specialists with deep technical expertise. SIT also offers degree programmes in partnership with overseas universities.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019	Change Over FY2018	
K-Y	SINGAPORE INSTITUTE OF TECHNOLOGY PROGRAMME						
	TOTAL EXPENDITURE	\$190,444,359	\$199,201,200	\$217,044,600	\$479,169,800	\$262,125,200	120.8%
	Main Estimates						
	OPERATING EXPENDITURE	\$179,449,317	\$183,876,500	\$201,634,300	\$222,805,100	\$21,170,800	10.5%
	TRANSFERS	\$179,449,317	\$183,876,500	\$201,634,300	\$222,805,100	\$21,170,800	10.5%
3500	Social Transfers to Individuals	8,201,525	6,356,800	9,462,800	11,063,800	1,601,000	16.9
3600	Transfers to Institutions & Organisations	171,247,793	177,519,700	192,171,500	211,741,300	19,569,800	10.2
	OTHER CONSOLIDATED FUND OUTLAYS	\$0	\$0	\$0	\$14,342,000	\$14,342,000	n.a.
4600	Loans and Advances (Disbursement)	0	0	0	14,342,000	14,342,000	n.a.
	Development Estimates						
	DEVELOPMENT EXPENDITURE	\$10,995,042	\$15,324,700	\$15,410,300	\$256,364,700	\$240,954,400	n.a.
5200	Grants & Capital Injections to Organisations	10,995,042	15,324,700	15,410,300	256,364,700	240,954,400	n.a.

SKILLSFUTURE SINGAPORE PROGRAMME

PROGRAMME DESCRIPTION

This programme comes under SkillsFuture Singapore (SSG). SSG drives and coordinates the implementation of the national SkillsFuture movement, promotes a culture of lifelong learning, and strengthens the ecosystem of quality education and training in Singapore. Through a holistic system of national SkillsFuture initiatives, SSG enables Singaporeans to take charge of their learning journey in their pursuit of skills mastery. SSG also works with key stakeholders to ensure that students and adults have access to high quality and industry-relevant training that meets the demands of different sectors of the economy, for an innovative and productive workforce.

Expenditure Estimates by Object Class

Code	Object Class	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019	Change Over FY2018	
K-Z	SKILLSFUTURE SINGAPORE PROGRAMME						
	TOTAL EXPENDITURE	\$168,760,593	\$220,248,500	\$221,051,000	\$413,989,900	\$192,938,900	87.3%
	Main Estimates						
	OPERATING EXPENDITURE	\$168,760,593	\$220,248,500	\$221,051,000	\$413,989,900	\$192,938,900	87.3%
	<i>RUNNING COSTS</i>	<i>\$168,760,593</i>	<i>\$220,248,500</i>	<i>\$221,051,000</i>	<i>\$253,480,000</i>	<i>\$32,429,000</i>	<i>14.7%</i>
	Grants, Subventions & Capital Injections to Organisations	\$168,760,593	\$220,248,500	\$221,051,000	\$253,480,000	\$32,429,000	14.7%
3100	Grants, Subventions & Capital Injections to Statutory Boards	168,760,593	220,248,500	221,051,000	253,480,000	32,429,000	14.7
	<i>TRANSFERS</i>	<i>\$0</i>	<i>\$0</i>	<i>\$0</i>	<i>\$160,509,900</i>	<i>\$160,509,900</i>	<i>n.a.</i>
3600	Transfers to Institutions & Organisations	0	0	0	160,509,900	160,509,900	n.a.

Manpower

Category/Personnel	Actual FY2017	Estimated FY2018	Revised FY2018	Estimated FY2019
Others	449	482	495	495
TOTAL	449	482	495	495